



# 2020 Annual Report

Making Public Policies Work for People



**Published by ACODE**

P. O. Box 29836, Kampala

Email: [library@acode-u.org](mailto:library@acode-u.org); [acode@acode-u.org](mailto:acode@acode-u.org)

Website: <https://www.acode-u.org>

**Citation:**

Advocates Coalition for Development and Environment. (2021). *Annual Report 2020*, Kampala: ACODE.

**© ACODE 2021**

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without the prior written permission of the publisher. ACODE policy work is supported by generous donations and grants from bilateral donors and charitable foundations. Reproduction or use of this publication for academic or charitable purposes or for purposes of informing public policy is excluded from this restriction.

**ISBN:** 978 9970 56 727 0

# WHO WE ARE

The Advocates Coalition for Development and Environment (ACODE) is an independent public policy research and advocacy Think Tank based in Uganda, working in the East and Southern Africa sub-regions on a wide range of public policy issues. Our core business is policy research and analysis, outreach and capacity building. Since the organisation was formed 19 years ago, ACODE has emerged as one of the leading regional public policy Think Tanks in Sub-Saharan Africa.

ACODE has been recognised among the Top-100 Think Tanks worldwide by the University of Pennsylvania's Global-Go-To Think Tank Index. For the last nine consecutive years, ACODE has been ranked as the best think tank in Uganda and one of the top 100 think tanks in Sub-Saharan Africa and globally in the Global Think Tanks Index Report published by the University of Pennsylvania's Think Tanks and Civil Societies Program (TTCSP).

As a non-partisan and independent organisation, ACODE does not align with any political party or political organisation. However, in recognition of the centrality of politics to the development process, ACODE's work addresses central political issues of constitutionalism, rule of law and political accountability in a bi-partisan manner.

**Vision:** Inclusive, sustainable and prosperous societies in Africa

**Mission:** A premier think tank striving to make public policy work for people through research, civic engagement and evidence-based advocacy.

**Values:** Academic and intellectual freedom, non-partisanship, integrity, non-discrimination, and excellence.

# HOW WE WORK

In 2019, ACODE's embarked on the implementation of its new strategic plan (2019 - 2028). In the new strategic plan, ACODE aligned its programming with other global and continental efforts aimed at improving human development in Africa and the world over. It is envisaged that by focusing on the four programme areas, ACODE's work contributes to attainment of Sustainable Development Goals (SDGs) and Africa Vision 2063. Our work focuses on four programme areas:

## **1. Economic Governance**

The programme aims at strengthening economic policies and institutions for achieving economic transformation of Uganda's economy and the region. Economic growth of the past decade has only delivered meagre improvements in livelihoods in many African countries. There is need to improve effectiveness and efficiency of public expenditure as well as providing economic opportunities for all.

## **2. Democracy, Peace and Security**

The Democracy, Peace and Security programme is premised on the recognition that violent conflicts and political instability have undermined Africa's economic development. The programme is underpinned by the nexus between peace and development on the one hand and democracy on the other.

## **3. Environment and Natural Resources Governance**

This programme is driven by the fact that most African countries are dependent on natural resources. In the last decade, there has been renewed efforts by multi-national companies and African governments to exploit natural resources especially petroleum and mineral resources to meet the growing international demands and national development needs. Consequently, there has been increasing massive land acquisitions that have left communities especially women and youth more vulnerable. At the same time, climate change and its consequences pose a serious threat to achieving the UN Sustainable Development Goals. There has been increased occurrence of disasters such as extreme weather and hunger related to climate change.

## **4. Science, Technology and Innovation**

Globally, the role of Science, Technology and Innovation (STI) as an engine of economic development has been underscored. It is widely acknowledged that the application of STI increases efficiency of production systems and enhances industrial competitiveness. In fact, what gives a nation competitive edge is the speed with which it can identify, utilize and diffuse new knowledge. Therefore, Africa must harness STI for economic transformation.

# ACRONYMS AND ABBREVIATIONS

ACODE	Advocates Coalition for Development and Environment
ADB	African Development Bank
BAPENECO	Bunyoro Albertine Petroleum Network on Conservation
BFPs	Budget Framework Papers
CAN-U	Climate Action Network Uganda
COTFONE	Community Transformation Foundation Network
COVID-19	Coronavirus Disease-19
CSBAG	Civil Society Budget Advocacy Group
CSCO	Civil Social Coalition on Oil and Gas
CSO	Civil Society Organisation
DGF	Democratic Governance Facility
DLB	District Land Board
DLG	District Local Government
DSC	District Service Commission
EITI	Extractives Industries Transparency Initiative
EMHS	Essential Medicines and Health Supplies
EMLI	Environmental Management for Livelihood Improvement - Bwaise Facility
ENRCSO	Environment & Natural Resources-Civil Society Organizations
ERIWY	Enhancing Climate Resilience in Vulnerable Communities and Inclusion of Women and Youth in the governance of Uganda's Natural Resources
ESIA	Environmental and Social Impact Assessment
ESMPs	Environmental and Social Management Plan
GAPP	Governance, Accountability, and Performance Program
GEC	Green Economy Coalition
GoU	Government of Uganda
IDRC	International Development Research Center
IIED	International Institute for Environment and Development
JESE	Joint Effort to Save the Environment
KCCA	Kampala City Council Authority

LGCSCI	Local Government Councils Scorecard Initiative
LGFC	Local Government Finance Commission
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDA	Ministries Departments and Agencies
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
MSG	Multi-Stakeholder Group
MSH	Management Sciences for Health
MWE	Ministry of Water and Environment
NDP III	National Development Plan Three
NEMA	National Environmental Management Authority
NFCF	National Forestry Consultative Forum
NGO	Non-Governmental Organisation
NPA	National Planning Authority
NRCRF	Natural Resources and Climate Resilience Forum
NRGI	Natural Resources Governance Institute
OWC	Operation Wealth Creation
PWTP	Publish What You Pay
SACCOs	Savings and Credit Cooperative Societies
SDGs	Sustainable Development Goals
SSCS	Uganda Strengthening Supply Chain System
TTCSP	Think Tanks and Civil Societies Program
UAAU	Uganda Urban Authorities Association of Uganda
UHF	Uganda Healthcare Federation
ULGA	Uganda Local Government Association
UN	United Nations
UNRA	Uganda National Roads Authority
UPDF	Uganda Peoples Defence Force
URF	Uganda Road Fund
WENDA	West Nile Development Association
WHO	World Health Organisation
WWF	Worldwide Fund for Nature

# CONTENTS

<b>Who We Are</b>	<b>iii</b>
<b>How We Work</b>	<b>iv</b>
<b>Acronyms and Abbreviations</b>	<b>v</b>
<b>Message from the Board Chairman</b>	<b>1</b>
<b>Foreword by the Executive Director</b>	<b>2</b>
<b>2020 in Numbers</b>	<b>3</b>
<b>Research, Outreach and Capacity Building</b>	<b>4</b>
Local Governance	5
Public Expenditure Governance	8
Climate Change	11
Extractives Governance	17
Green Economy	22
Strengthening Supply Chain Systems	24
<b>ACODE in the Media</b>	<b>26</b>
<b>Publications</b>	<b>29</b>
<b>Recognition of ACODE's Work</b>	<b>30</b>
<b>Financial Statement</b>	<b>31</b>
<b>Our Partners</b>	<b>32</b>

# MESSAGE FROM THE BOARD CHAIRMAN

Prof. John Ntambirweki



The COVID-19 pandemic made 2020 a unique year with unprecedented global, national, and regional adverse effects. It was a time that called for resilience and perseverance and innovation to survive in the new normal. Despite the challenges, ACODE exhibited utmost resilience that once again proved its strong commitment and determination to achieve its mission, vision, and the objectives.

Amidst challenges, ACODE came up with initiatives to address both national, sub national and regional challenges. With the trusted leadership of the secretariat, a lot was achieved that steered the organisation throughout the year. The Board of Directors worked closely with the secretariat to define and implement measures to protect the organization and strengthen the company's resilience.

Knowing that the communities we serve are often neglected in a crisis, ACODE jumped into action immediately to address challenges faced by the different segments of society. Numerous policy advocacy tools were released to voice issues of the voiceless, and to contribute to policy processes during the journey to national recovery.

I would like to thank the secretariat for their ongoing dedication throughout the year to whose unique experience, expertise and backgrounds all bring important contributions to ACODE's mission. We as the board celebrate the stories throughout the year and to all our donors, nonprofit partners, advisors and others who have let us share in their generosity, and on behalf of our dedicated and talented Board, I offer my sincere gratitude. Thank you for inspiring us and for joining us in building the nation and Africa together.

# FOREWORD BY THE EXECUTIVE DIRECTOR

Dr. Arthur Bainomugisha



The outbreak of COVID-19 shocked the entire world and will remain a hallmark for the 21st Century. The World Health Organization declared COVID-19 a global pandemic in March 2020, three months after the coronavirus started spreading from Wuhan, in China to the rest of the world. The declaration came with several restrictions that has affected ACODE's programme of work. Regardless of that misfortune, ACODE remained steadfast in pursuing its mission. This was done through policy research and analysis, Policy outreach and advocacy, and capacity building through the four thematic areas covering peace, democracy, and security; economic governance; environment and natural resources governance; as well as science technology and innovation.

With a global pandemic and subsequent government restrictions on large gatherings to control its spread, ACODE adopted alternative ways to continue engaging policy makers and providing alternative policy options. ACODE relied more on the use of the media, virtual meetings and publishing info sheets and policy briefing papers to provide alternative policy ideas to policymakers.

Subsequently, ACODE received over 200 media mentions which included opinion articles, media interviews and produced a total of 86 publications over this period. ACODE organized 8 policy dialogues and 34 capacity building workshops on a number of policy issues.

On a positive note, ACODE continued to shine among global think tanks. The 2020 Global Go To Think Tank Index Report ([https://repository.upenn.edu/think\\_tanks/18/](https://repository.upenn.edu/think_tanks/18/)) ranked ACODE 18th out of 92 Top Think Tanks in the Sub-Saharan Africa; Best Advocacy Campaign 2020 by Special Achievement; and ranked 5th out of 92 Think Tanks assessed globally.

We are therefore grateful to our staff, management and the board that continued to be resilient in this pandemic. We would not have accomplished much without the generous support of our donors and the entire civil society fraternity.

We thank God for his provision and blessings.

Ebenezer.

# 2020 IN NUMBERS

Publications	86
Media Appearances	200
Opinion articles	53
Capacity Building Workshops, Dialogues and Strategic Meetings	51
Twitter analytics	458,500,000 Impressions
Facebook Engagement	38,000
Website Visits	11,885
Website - Downloads	384,946
Top Think Tank Ranking in Sub saharan Africa	18th out of 92
Top Think Tanks with Best Advocacy Campaign	5th out of 92

# RESEARCH, OUTREACH AND CAPACITY BUILDING

ACODE Contributed to evidence-based public policy making processes through generation of new knowledge. We made significant input on policy and legislative reforms in the extractives sector, water and environment sector, land sector, public finance management, climate change and local governance. In 2020, we produced 7 research papers; 7 briefing papers; 2 policy memos; 2 dialogue reports; 35 district scorecard assessments; 33 district fiscal profiles among other products. A total of 86 publications were produced covering areas of local governance, climate change, environmental governance, extractives, public expenditure among others.

# Local Governance

ACODE contributed to deepening social accountability and local democracy through annual performance scorecards for local leaders in their respective district councils. We have continued to promote the demand-side of democracy through civic engagement that empowered communities to demand for better delivery of public goods and services at local levels, empowered district councils to perform their roles as envisaged in the law under the decentralization policy through a number of activities. ACODE signed MoUs with Urban Authorities Association of Uganda (UAAU) and Local Government Finance Commission (LGFC) to further enhance our work and advocacy agenda.

## Launch of the 8th Scorecard Report

On 10th March 2020, ACODE in partnership with MoLG and ULGA launched the 8th scorecard report FY2018/19 themed *“The Next Big Steps: Consolidating the Gains of Decentralization and Repositioning the Local Government Sector in Uganda.”* The report was a product of an assessment of elected leaders’ performance from 35 districts. The event was attended by over 250 participants from different stakeholders from the MoLG, ULGA, Parliament, DLGs, civil society, media, academia, and the development partners.



Dr. Arthur Bainomugisha (Executive Director) gives welcome remarks at the launch of the 8th scorecard report officiated by the Minister of Local Government Hon. Raphael Magyezi

The Minister of Local Government, Hon. Raphael Magyezi presided over the launch and commended ACODE and partners for their contribution to the advancement of the Local Government Sector. Hon. Magyezi acknowledged a number of policy recommendations made in the report and offered to commit his ministry and the government to make sure these recommendations are implemented. *“We should take advantage of the existence of an elected structure from village level up to the district and use it for our development. Personally, I want to deliver a copy of this report to the President and say, Your Excellency, there is a very good assessment report about decentralization and that it has very good recommendations.”*



*Clockwise: The Project Manager, Mr. Jonas Mbabazi, presenting the executive summary of the scorecard report; Ministry of Local Government Permanent Secretary, Mr. Ben Kumumanya hands over a plaque to one of the best performing leaders; Best performing district leaders holding their plaques; and guests showcase a dummy of the Local Government Scorecard Report*

## Capacity Building Training of Statutory Bodies of Council

ACODE under the Local Government Scorecard Initiative organized capacity building training of statutory bodies of council from 34 districts and were attended by a total of 1,122 participants. The trainings took place from 23rd August to December 4th, 2020. The objective of these trainings was to enhance the functionality and effectiveness of the statutory bodies of council. The statutory bodies included; the Local Government Public Accounts Committees (LGPACs), District Service Commissions (DSCs) and District Land Boards (DLBs).

## Consultative Meeting between Ministry of Local Government and City Leaders

ACODE supported MoLG to organize this consultative meeting to streamline governance and participation of local leaders in the management of the newly created

cities that were approved by the Parliament of Uganda. The event which took place on 29th July was officiated by the State Minister of Local Government, Hon Jenipher Namuyangu who congratulated the leaders from the 7 cities for the milestone. *“We are all proud to have the cities with us; urbanization is springing up every day; as a country we need to work around the clock to achieve urbanization.”* she added.

### **Expert Task Group Meeting**

On 4th August 2020, ACODE held a meeting with the Expert Task Group to share experiences on the impact of the scorecard and make proposals towards improvement of the initiative to remain relevant to the cause of local governments.

The LGCSCI Expert Task Group is a composition of Local Government stakeholders including Local Government Political and Technical Leaders, Academia, Members of Parliament, Development Partners, leaders from the Central Government as well as CSO representatives. This group was cautiously selected at the commencement of the project in 2009 to act as a reference during the drafting and review of the scorecard tool.

# Public Expenditure Governance

Through our Center for Budget and Economic Governance, ACODE contributed to transparency and accountability in public finance management and budget processes in Uganda. This was done through a series of high level meetings with different actors and presented a case for reforming the budget architecture and channel more resources for infrastructure development especially roads and electricity as key drivers of economic development.

## Validation of the Public Expenditure Governance Study in the Roads Sector

This activity was about validating a study that was conducted on Public Expenditure Governance in the Roads sector. Participants that turned up for the meeting included officials from road sector agencies including Uganda National Roads Authority (UNRA), Uganda Road Fund (URF), Kampala City Council Authority (KCCA), Kira Municipality, Wakiso District and Mukono District. Other participants were drawn from major road sector funding agencies including the World Bank and the African Development Bank (ADB). The findings were well received by the actors who were greatly interested in finding reasons for two issues namely, concentration of all-weather roads in the western central and eastern parts of the country leaving the Northern region behind, and absence of clear road costing parameters.



*Participants at the validation workshop held in Kampala*

## Annual High Level Policy Dialogue on the National Budget

ACODE continued to participate in Uganda's annual Ministry of Finance and Economic Planning (MoFED) National Budget formulation. With partners, ACODE, CSBAG and MoFPED organized the 10th High level policy dialogue as part of the National budget month activities in spite of the COVID-19 restrictions. Most of the activities were done

virtually. Therefore, ACODE co-organized as the lead agency during the National Budget month this budget dialogue. The National Budget month presents an opportunity for citizens and civil Society actors to show case their contribution in promoting budget accountability in Uganda.

The dialogue was held under the theme *“Fiscal responses to COVID-19 pandemic and Economic recovery measures”* that sought to re-examine Uganda's budget priorities for FY2020/21 in the face of the COVID-19 pandemic and the road to economic recovery going forward. It took place on the 28th May 2020 at the Ministry of Finance Planning and Economic Development Offices conference Hall. It was telecast live on television and streamed live on social media networks. The debate focused on what needed to be prioritized during the COVID-19 pandemic and what such a change meant for the country's development in the short-term and the interventions for economic recovery.



L-R: Dr Arthur Bainomugisha, Executive Director ACODE, Mr Keith Muhakanizi, Ministry of Finance PS/Secretary to the Treasury and Mr Julius Mukunda, Executive Director CSBAG at the 10th annual highlevel dialogue on the budget held in Kampala

## Re-opening Uganda's Economy and Containment of the Spread of COVID-19

Uganda's strategy to contain the spread of COVID-19 was commendable and hailed by the World Health Organization. However, with the easing of the lockdown, Government was faced with uncertainty on how different sectors were to resume operations without exposing them to the deadly pandemic. For instance, the education and tourism sector remained under lockdown causing adverse economic and social effects. In addition, SOPs were not being adhered to by those that were in operation posing a great danger to the population. ACODE and CSBAG in partnership with Ministries of Finance, Health, Local Government, and Education organized a high-level policy dialogue on the economy. This brought together stakeholders to discuss alternative policy options for reopening the economy while containing the spread of COVID-19. The dialogue was attended by 77 participants physically while the majority were online. The participants were drawn from Government MDAs, Parliament, development partners, academia, private sector, media, civil society, and the general public.

Economic experts provided recommendations and discouraged the weak regional approach in the fight against the pandemic, over taxation of the already struggling sectors like tourism and education, and limited access to Covid-19 relief funds. The dialogue proceedings were covered widely by both print and electronic media.



Panelists at the dialogue held in Kampala

**Local Government Capacity Building on Budget Monitoring**

The Centre for Budget and Economic Governance (CBEG) carried out training of Local Governments on budget monitoring and oversight in three districts namely, Mbarara, Sheema and Kabarole.



Mr Keith Kisaame, a Research Fellow at ACODE, making a presentation to participants on budget monitoring

# Climate Change

ACODE implemented a project themed, *“enhancing climate resilience and inclusion of women and youth in the governance of Uganda’s natural assets.”* Through this project, ACODE conducted research, advocacy and capacity building engaging local governments in West Nile and South Western Uganda including Arua, Kyenjojo, Kyegegwa and communities on building resilience to climate change. Our advocacy work has been strengthened through partnerships with the Parliamentary Forum on Climate Change and Climate Change Department under the Ministry of Water and Environment.

## Mainstreaming Climate Change in Uganda’s Budget and Planning Processes



*Mr Keith Kisaame, a Research Fellow at ACODE, making a presentation on the National Budget framework paper FY2020/21-FY2024/5 and the first budget call circular FY2020/21*

ACODE convened two working sessions to review the budget framework papers to inform the budget process regarding integration of climate change in relevant sectors and climate change financing. ACODE consulted key stakeholders for input and prepared a memorandum of issues titled *“Mainstreaming Climate Change in the National Budget: Memorandum of Issues from the Review of the Budget Framework Paper for 2020/2021.”*

This memorandum provided the climate change issues in the national budget framework paper 2020/2021

including the sector specific issues that needed to be addressed in the national budget framework paper for FY 2020/21 – FY 2024/5. The sectors reviewed included water and environment; works and transport; energy and mineral development; agriculture; local government and social development sector.

ACODE submitted a letter to the Ministry of Finance, Planning and Economic Development through the Permanent secretary. The letter focused on the issue of mainstreaming climate change in the national budget based on the first budget call circular of 2019 that directed Ministries, Departments and Agencies to scale-up environmental protection and integrate climate change and adaptation actions in the 2020/2021 budget. The letter noted that climate change funding was still inadequate and sought for the permanent secretary to compel the accounting officers to revise the budget framework papers and address government objectives in the budget call circular with regard to integration of climate change

## CSO Consultative Workshop on the National Climate Change Bill 2020

ACODE partnered with Environmental Management for Livelihood Improvement Bwaise Facility (EMLI) and Environmental Alert under the auspices of Environment & Natural Resources-Civil Society Organizations (ENRCSO) Network and CAN-U to organise a CSO Consultative Workshop on the National Climate Change Bill on July 29, 2020. The main objective of the Workshop was to deliberate on the National Climate Change Bill, 2020. A position paper was prepared and shared with the Parliamentary Committee on Climate Change.



*ACODE was invited to interface with the Parliamentary Committee on Climate Change and a position paper was presented*

## Dialogue on Women and Climate Change

ACODE in collaboration with Care International in Uganda organized a half-day dialogue to provide a platform for the 'call for action' to address the climate change issues faced by women. The dialogue took place on March 6th, 2020. The Permanent Secretary, Ministry of Water and Environment committed to integrating gender responsive measures in the sector.



*Mr. Alfred Okot Okidi, Permanent Secretary Ministry of Water and Environment, Mr. Apollo B. Gabazira, Country Director Care International Uganda and Dr. Arthur Bainomugisha, ED ACODE at the dialogue*

In his address, the Permanent Secretary committed to integrating gender responsive measures in the sector. He revealed that the Ministry had embarked on the development of gender-responsive climate change actions like, supporting capacity development of different groups including women, engaging in multi-stakeholder consultations with women groups and women organizations at all levels and integrating gender equality in climate change policy, planning instruments and processes.

## **Assessing Climate Change Interventions Alignment of FY 2020/21 National Budget with the National Development Plan (NDP III 2020/21-2024/25)**

ACODE supported and partnered with the National Planning Authority (NPA) to undertake a climate change integration compliance assessment of the alignment of the 2020/21 sector Budget Framework Papers (BFPs) to the Third National Development Plan (NDP III). The assessment sought to: evaluate the alignment of the Financial Year (FY) 2020/21 sector BFPs to the NDPIII climate change interventions; identify the emerging issues, key messages, and recommendations to inform and guide the integration and implementation of climate change interventions and lastly, to inform and enhance advocacy and lobbying for climate change mainstreaming in sector plans and annual budgets. A report of this assessment was prepared and presented to ACODE.



*Care International in Uganda Country Director giving his opening remarks at the dialogue*

Having finalised the assessment, ACODE with support from CARE International in Uganda supported NPA to organise a dissemination meeting for the findings of this assessment. The assessment revealed some sectors scoring the lowest in terms of climate change intervention. An official from the Ministry of Finance, Planning and Economic Development noted that the Ministries, Departments, Agencies and Programme Heads must undertake deliberate efforts to integrate climate

change in their plans and results. Failure will severely affect their budgetary releases from MoFPED especially when the Climate Change Bill is finalized.

In his closing remarks, the Commissioner from Climate Change Department who represented the Permanent Secretary from the Ministry of Water and Environment pointed out that as part of Uganda's actions towards climate change a Tripartite between the National Planning Authority, Ministry of Finance, Planning and Economic Development and the Climate Change Department of the Ministry of Water and Environment has been formed to effectively integrate climate change in planning and budgeting. Several commitments were made by the officers from key MDAs to integrate climate change in their planning and budgeting cycles while others were interested in trainings on this issue. Furthermore, NPA has institutionalised this assessment annually.

## Multi-stakeholder Dialogue on Climate Resilience in Kyenjojo District

ACODE with support from CARE International in Uganda and in collaboration with the Joint Effort to Save the Environment (JESE) organized a half-day district dialogue in Kyenjojo district. The dialogue was intended to discuss climate change mainstreaming in the agriculture sector, at district level and to share the findings of Gender-sensitive Climate Vulnerability and Capacity Assessment in Kyenjojo and lastly learn from the inter district forum on forestry and environment. The workshop was convened on 20th August. A radio talk show was held after the dialogue on a radio station in Kyenjojo called Unique FM. Some of the discussions were covered in an article in the New Vision.



## Enhancing climate resilience through planning, programming, and budgeting

The effects of climate change have become more evident than ever before. Scenarios of floods changed weather patterns, landslides and the rising levels of Lake Victoria have left many communities devastated and vulnerable to hunger and disease. ACODE and Care International in Uganda organized a dialogue to provide stakeholders with a platform to discuss climate change mainstreaming at national and local levels in addition to other climate interventions. This year's the dialogue was held under the theme; *"Enhancing climate resilience through integrating climate change in planning, programming and budgeting."* One of the key issues discussed at the dialogue is the need to fast track the climate change bill that has been pending for such a long period of time.

The keynote presentation was delivered by the Acting Director for Environment Affairs and Commissioner for Wetland Department at the Ministry of Water and Environment. ACODE and other partners were appreciated for supporting the Ministry of Water and Environment activities. At the dialogue, it



*The Acting Director for Environmental affairs and commissioner for Wetland Department at the Ministry of Water and Environment at the event*

was emphasized that partnerships are important to cause the change that is very much needed. Also, from the dialogue discussions it was noted that a policy to address flooding is being developed which involves the protection and restoration of natural resources.

Former Kyenjojo District Planner shared best practice on integrating climate change in district developments. He said that they use climate change in the contractual obligations of the entity, so we made sure that all contracts, when we are giving them out, they have a component of climate change mitigation.

### **Inter-District Learning Visits for Climate Resilience**

ACODE in partnership with West Nile Development Association (WENDA) established an inter-district multi-stakeholder forum on natural resources and climate resilience through which ACODE and Care International in Uganda are working to promote interventions that enhance environmental governance and strengthening the resilience of the sub-region to impacts of climate change and natural resource degradation.

ACODE organized a learning visit for some of the forum members to St Jude Training Centre for Intensive Integrated Sustainable Agriculture in Masaka on 16th November 2020. The major objective of the learning visit was to enhance the knowledge of the forum members on best climate resilient practices. After the visit, the team committed to replicate some of the practices for example soil and water conservation practices such as terracing, ditches, plastic bottle banding which help against soil erosion and conserve the soils.



*The team during the Natural Resources and Climate Resilience Forum Inter District Learning Visit that took place at St. Jude Training Centre*

### **World Environment Day Supplement**

As part of the World Environment Day, ACODE prepared a newspaper supplement that was published in both the Daily Monitor and New Vision papers on 4th June 2020. The supplement was titled: Conserving the Environment and Enhancing Community Resilience: Keep Climate Change on the Agenda during and after the COVID-19 pandemic. It provided key issues that need to be addressed by the government and stakeholders in order to achieve sustainable development.

## **Meeting of the National Climate Change Advisory Committee**

ACODE supported the Climate Change Department to organise a meeting of the National Climate Change Advisory Committee. The committee is meant to promote the coordination of climate change action across the different sectors. This meeting was intended to discuss the committee's Terms of Reference and proposed work plan for this year. The meeting was convened on 20th February 2020.

## **Meeting of District Environmental Officers from the West Nile Sub-region**

ACODE convened the annual meeting of all the District Environmental Officers from the West Nile sub-region. It was aimed at reviewing natural resource utilization in the region (especially the illegal exploitation of forests) with a view to preparing 'a status of natural resource use' report that would inform the implementation of environmental conservation programmes within the overall WENDA Strategic Plan (2018-2023). The meeting produced a report that highlights the way forward in the sustainable management of natural resources in the sub-region.

## **Dialogue on the RIO conventions.**

On the 14th of December, 2020 ACODE, in partnership with the National Environmental Management Authority and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Environmental Alert and Nature Uganda organized a half day dialogue on the implementation of the Rio Conventions. The overall objective of the dialogue was to provide a platform to discuss the ongoing domestication of the Rio Conventions.

NEMA, MWE, MAAIF in partnership with ACODE, Environmental Alert and Nature Uganda are implementing a project; *"Strengthening Institutional capacity for effective implementation of Rio Conventions in Uganda."* The Rio Convention entails three multilateral Environmental Agreements on three key components of Environment aiming at maintaining well-functioning ecosystems for the benefit of Humanity. Uganda as a signatory is obliged to regularly and timely report to the respective conventions' secretariat on the actions undertaken or projects implemented, and the progress made towards the realization of set targets as well as challenges and emerging issues therein. ACODE received financial support from NEMA as a project partner to organize a policy dialogue on the Rio Conventions. The dialogue was meant to update stake holders on the ongoing processes intended to domesticate the Rio Conventions and to provide a platform to discuss the integration of the Rio Conventions in National and District Development Plans.

## **National Forestry Consultative Forum**

On 8th of December 2020, the National Forestry Consultative Forum held a meeting to... The NCF provides a platform through which stakeholders in the forestry sub-sector can engage independently and objectively to discuss and recommend strategic and operational measures that are relevant for sustainable management of forest and tree resources in Uganda. On this forum, ACODE is the chairing entity on the Forest governance sub forum meeting.

# Extractives Governance

ACODE implemented projects on *“transparency and accountability in Uganda’s extractives industry”* and *“oil governance and environmental sustainability”* through research and capacity building. Our work in the extractives sector has raised civic awareness and contributed to the quality of Parliamentary debates on the sector resulting in passing of pro-people policies and laws that enhances transparency and equity. ACODE has advocated for Uganda’s subscription to EITI – a global standard for good governance of oil, gas and mineral resources. Uganda was admitted to the body in 2020.

## Hosting the Civil Society Coalition On Oil And Gas (CSCO)

ACODE continues to host the Civil Society Coalition on Oil and Gas (CSCO). The CSCO is a loose network of over 60-member organizations working towards sustainable governance of Uganda’s oil and gas resources so as to maximize the benefits to the people of Uganda. The Coalition was founded in 2008 to nurture and harness a shared civil society platform for promoting and strengthening civil society coordination, networking and advocacy in the Oil and Gas sub-sector. CSCO engaged in a number of activities during 2020.

## Advocacy on Extractive Industries Transparency Initiative

Uganda has prioritized development of extractive industries as important sub-sectors to propel the country to its development aspiration. Uganda’s petroleum sector is moving towards production phase, projected to start in 2023, and expected to generate revenues to enhance infrastructure development, create employment and capacity building opportunities. The country’s mining sector has also evolved considerably, with significant strides in licensing and contracting companies for exploration and mining in many regions of the country.



*EITI Press Conference; Mr Onesmus Mugenyi and James Muhindo represented ACODE*

To realise these anticipated benefits, Uganda declared intentions to join the Extractives Industries Transparency Initiative (EITI) body in January 2019, a decision that was welcomed by a number of stakeholders in the industry. GoU with support from CSOs and other Government MDAs fulfilled all the requirements for joining the EITI body including setting up of a Multi-Stakeholder Group (MSG) that oversees the implementation of EITI standards, and its work plan approved.

On 12th August 2020, Uganda got admitted to the Extractives Industries Transparency Initiative making it the 54th member worldwide and the 26th among African countries which marks a great step towards the development of Uganda's extractive sector.

ACODE, CSCO and other CSOs have been at the forefront in advocating for this step to enhance sustainable development of the extractives sector. At a press brief organized by CSCO on 13th August 2020, the civil society fraternity congratulated the Government of Uganda upon the achievement and pledged its commitment to work with all other stake holders for the successful implementation of EITI in Uganda. A press statement was released to further draw attention to major issues as Uganda embarks on this journey of implementing EITI in Uganda.



*Some of the CSCO members share a light moment after the press briefing*

Uganda joining EITI is one of the biggest milestones in the country's extractive sector achieved in 2020. With EITI, Uganda envisages increase in accountability, reduction in corruption, and mismanagement of revenues from oil, gas, and mining, improved revenue collection and a better investment climate. To achieve these benefits, there is need to ensure effective implementation of the standard. It is on this back ground that CSCO in collaboration with Publish What You Pay (PWYP) and the Natural Resources Governance Institute (NRGI) organized a national multi- stakeholder dialogue to provide information to stakeholders on EITI and build their confidence to engage in the EITI implementation process.

The dialogue attracted various stakeholders including representatives of MDAs, petroleum and mining companies, legislators, local government leaders, private sector, civil society, media, academia, and development partners with a view of enhancing Stakeholder understanding of the importance of Uganda's admission in the EITI and increase in public awareness of the requirements for effective implementation of the EITI and its implications.



*L-R: Mr. Onesmus Mugenyi, Deputy ED ACODE and Mr. Honey Malinga, Ag. Director, Petroleum Exploration and Production Directorate(PEPD) speaking at the dialogue*

## CSCO Review of the Tilenga Environmental Social Management Plans (ESMPs)

With the Uganda's Oil and Gas sector transitioning from the exploration phase to the development phase, Civil Society Organizations remain committed to ensuring that Uganda's oil and gas developments do not pose a threat to the environment and the socio-economic lifestyle of every Ugandan.



In July 2020, Total E & P Uganda requested the Civil Society Coalition on Oil and Gas to rally civil society actors to review and critique the Environmental and Social Management Plans (ESMPs) for Tilenga Project to ensure that they are compliant with the international standards. This was duly done by CSCO and a memorandum of comments with key issues was raised for improvement of the ESMPs and an accountability meeting was organized by Total E&P in partnership with the Petroleum Authority of Uganda to share responses regarding issues raised during the review of Tilenga ESMPs. This achievement implies that Civil Society work has been recognized by both government MDAs and Oil companies as pivotal in the development of these natural resources.

## CSCO's engagement on the oil spill at Kibiro Landing Site



Civil Society Coalition on Oil and Gas (CSCO) received a report from the Bunyoro Albertine Petroleum Network on Conservation (BAPENECO) in respect to an oil spill that had been reported by locals at a landing site and famous salt mine. ACODE engaged the National Environment Management Authority (NEMA) and the Ministry of Energy and Mineral Development by writing a letter requesting for an assessment of the spill so that appropriate remedial action is taken including mitigation of the likely impacts on the environment and people, and restoration of the environment; to issue an official statement about the spill, engage Local Government and the affected

community on the same, to avoid speculation and the spread of harmful rumors that may have negative implications for the project.

### **Facilitating DLGs Technical officers and CSOs on monitoring Environmental and social impacts of oil and gas developments**

CSCO carried out two training sessions, one in Buliisa and another in Masaka. In Buliisa, it was both a district dialogue and a learning event. After NEMA issuing a certificate of approval to the Tilenga ESIA, CSCO realized there was need for the host communities and the Project Affected Persons (PAPs); to understand the different conditions attached to the Tilenga ESIA Certificate, their meaning, and implications to the host communities and to discuss the roles and responsibilities of Local Governments and host communities in relation to the ESIA Certificate Conditions.

The one in Masaka was organized in partnership with the Community Transformation Foundation Network (COTFONE) aimed at improving their technical capacity in monitoring potential social and environmental impacts of the East African Crude Oil Pipeline. In attendance included District Natural Resources Officers, District Planners, Community Development Officers, and representatives of select CSOs



drawn from the proposed pipeline route districts of greater Masaka which include Gomba, Lwengo, Ssembabule, Rakai and Kyotera. With the training, the DLGs' and CSOs capacity was enhanced on tools for social and environmental impact monitoring regarding East African Crude Oil Pipeline infrastructure.

### **Strengthening CSO representation to the EITI Multi-Stakeholder Group.**



*Mr. Onesmus Mugenyi, Deputy ED ACODE speaking at the CSCO EITI review meeting*

During the reporting period, the Civil Society Coalition on Oil and Gas (CSCO) selected CSOs reviewed the draft ToRs for CSO representation and participation on the Uganda Extractives Industry Transparency (EITI) Multi-Stakeholder Group. Subsequently, the Civil Society Coalition on Oil and Gas (CSCO) in partnership with Publish What You Pay organized the Civil Society feedback and reflection meeting on Extractives Industries Transparency Initiative (EITI). For an effective oversight role, CSOs need

to be kept abreast of ongoing processes in the implementation of the EITI work plan and develop a roadmap of civil society participation in the EITI process. The meeting

provided an opportunity for civil society members to interact with their representatives and shared UGEITI workplan with a wider constituency of civil society. The participants also reviewed the terms of reference under which the CSO representatives and their proxies shall operate.

## **Sustainable Development of Mineral Wealth in East Africa**

ACODE in conjunction with Global Rights alert held a mining convention on 24th September 2020 under the theme, *“Sustainable Development of Mineral Wealth in East Africa.”* The major objective for the convention was to enable forward looking engagement and discussions on harnessing the potential for East Africa’s mineral wealth.



*Mr. Onesmus Mugenyi, Deputy ED ACODE [L] together with other panelists speaking at the East African mining convention in Kampala*

# Green Economy

The Green Economy Coalition (GEC) is the world's largest alliance inspiring a transition to green and fair economies through connecting people, influencing decisions, and communicating change. GEC is a diverse set of 50+ organisations from around the world representing a range of sectors, NGOs, businesses, research institutes, UN agencies and trade unions. In Uganda, ACODE hosts and convenes GEC activities aimed at creating enabling policy conditions for the transformation towards an inclusive green economy. During the year 2020, a number of advocacy and capacity building activities were carried out on key green economy themes including valuing nature, tackling inequality, greening economic sectors, reforming financial systems and measuring and governing. GEC is implemented in partnership with UK-based International Institute for Environment and Development (IIED) supported by the European Union. In 2020 ACODE and the Ministry of Water and Environment finalized the Memorandum of Understanding (MoU) on Restoration and Protection of River Systems in Uganda to create a framework for joint planning and implementation of programs in Uganda focusing mainly on catchment and freshwater management.

## **Symposium on the Restoration of River Rwizi and Enhancing Transition to a Green Economy in Uganda**

From 19th to 20th March 2020, ACODE organized a symposium on Rwizi restoration and enhancing a transition to a green economy in Uganda with the Ministry of Water and Environment, National Planning Authority, Uganda Peoples Defence Force (UPDF) and Youth Go Green and other key stakeholders. It brought together a number of stakeholders such as the Switch Africa Green Program; Operation Wealth Creation (OWC); Private Sector; Financial Institutions such as DFCU bank, Stanbic bank & Centenary Bank), Green Micro Small and Medium Enterprises; SACCOs, Schools in Mbarara Town, Non- Governmental Organizations; Development Partners; the Academia, Media, Faith-based and Cultural institutions among others.



*Dr Arthur Bainomugisha, Executive Director of ACODE speaking to participants at the opening of the symposium in Mbarara District*

At the symposium, stakeholders discussed the potential disappearance of the River Rwizi and identified areas of intervention to restore and reverse the crisis of River Rwizi degradation. By the end of the symposium, the Ministry of Water and Environment had made commitments to restore River Rwizi.



*L-R: A section of a degraded River Rwizi and participants marching through Mbarara town to create awareness of the dangers of environmental degradation*

## **Finalization of the Rwizi Catchment Management Plan**

ACODE supported the Ministry of Water and Environment to finalize the Rwizi Catchment Management Plan which was launched by Hon. Beatrice Anywar, Minister of State for Environment at Lake View Resort Hotel in Mbarara on 19th March, 2020 during the symposium on restoration of River Rwizi and enhancing a transition to a green economy.



*The Minister of State for Environment, Hon. Beatrice Anywar officially launching the Rwizi catchment Management Plan*

## **Participation in Online Africa Forum on Green Economy**

ACODE participated in a three months online Africa forum of green economy on how the continent is leading the way to greener economies. It provided practical solutions for how businesses, governments and institutions are using natural capital approaches to manage risks and identify new opportunities. The online exchange started on 22nd April 2020.

## **Participation in Switch Africa Green Programme in Uganda**

ACODE and other members of the National Technical Coordination Committee (NTCC) for the Switch Africa Green Programme in Uganda including; Ministry of Finance; Ministry of Trade; Ministry of Tourism; Uganda Investment Authority; National Council for Science and Technology; Uganda Small Scale Industries Association and civil society participated in the regional meeting for Switch Africa Green on advancing green business and circular economy in Africa organized from 24th – 26th February 2020 in Munyonyo Resort Hotel and meeting on mainstreaming and institutionalization of green practices and patterns held on 23rd June 2020 at Esella Country Hotel.

# Strengthening Supply Chain Systems

Over the reporting period, ACODE became one of the implementing partners of the Uganda Strengthening Supply Chain Systems (SSCS). Funded by USAID, the project is implemented by Management Sciences for Health (MSH) in collaboration with Advocates Coalition for Development and Environment (ACODE) and the Uganda Healthcare Federation (UHF). The overall goal of the project is to support the Government of Uganda's efforts to strengthen its health supply chain to be able to increase availability and access to safe, quality-assured essential medicines and health supplies in public and private non-profit health facilities and accelerating Uganda's journey to self-reliance. The project also aims at strengthening Uganda's health system to effectively combat infectious and non communicable diseases and improve health services and outcomes for all Ugandan families and communities. It is anticipated that ACODE and UHF will gradually take on increased technical and management responsibilities to promote local ownership and sustainability, and training health care providers in effective treatment and case management protocols.

ACODE takes lead on advancing good governance in supply chain systems through robust regulatory and governance framework informed by data use and Increase local capacity to plan, finance and implement supply chain interventions independent of donors as a way of accelerating Uganda's journey to self-reliance through an integrated approach that involves support from the rest of the partner organizations.

For the period of implementation, ACODE has so far accomplished the development of the Ministry of Health Department of Pharmaceuticals and Natural Medicines' Supply Chain Policy framework that will guide the process of formulating, implementing, monitoring, reviewing and reforming the supply chain related policies, regulations and guidelines; conducted an extensive gap analysis of the health supply chain regulatory framework, tracked the development stages of various supply chain-related policies, laws, and guidelines, and developed the action plan; conducted an extensive gap analysis of the health supply chain governance at national, sub-national and community levels, and developed action plans with targeted interventions; and finally reviewed and provided technical input into the National Pharmaceutical Sector Strategic Plan (IV) (2021-2025), and the Health Information and Digital Health Strategic Plan (2021-2025).

## **Contributing to National COVID-19 Response**

The unprecedented effects of COVID-19 were a big blow to both ACODE and the communities that we work in. In that respect ACODE rose up to the challenge of contributing to the different interventions against COVID-19 pandemic. A number of initiatives were employed to contribute to minimizing the effects of the pandemic to

the communities. A number of information materials including a report titled; *“The Performance of the COVID-19 District Taskforces in Uganda: Understanding the Dynamics and Functionality”* were produced and disseminated widely. A number of message extracted from government COVID-19 guidelines and other issues of concern were disseminated.

Due to escalating evictions and the resulting challenges to affected families, communities and vulnerable groups during the national lockdown imposed to contain the spread of COVID-19, ACODE intervened by disseminating messages to scale down evictions. ACODE disseminated 17 messages to over 1000 stakeholders. The messages were extracts of the official guidelines from the Ministry of Lands, Housing, and Urban Development on land matters to protect interests of vulnerable groups during COVID-19 and from the Ministry of Health on measures to prevent the spread of corona virus. The other batch of messages were advocacy messages generated by ACODE.

### **Radio and television talkshows on COVID-19, climate change and community vulnerability**

A number of radio talkshows were organised in Arua and Fort Portal to discuss issues on COVID-19, climate change and community vulnerability. The radio talkshow in Arua was held on 10th June 2020 on radio Pacis while in Fort Portal, it was on Voice of Toro on 12th June 2020.

ACODE made use of media platforms both print, visual and audio to increase public awareness. This was done through developing and disseminating radio jingles, advocating for vulnerable groups in decision making to enhance resilience. We also held radio and television talkshows to provide information alternative policy options to national health issues. Also, ACODE published over 15 opinion articles, addressing various aspects and challenges in the fight against COVID-19.

ACODE also convened virtual national dialogues and strategic meetings to engage policy makers and stakeholders on COVID-19 recovery measures. ACODE was also privileged to participate on select committees of government COVID-19 taskforces represented by Director of research at ACODE who was appointed to be part of the 20-member Scientific Advisory Committee to the Minister of Health in Uganda on managing and responding to COVID-19. He was part of the mental health and psychosocial sub-committee, charged with bringing into the response the socio-cultural, psychological, anthropological and behavioural perspectives.



*Assoc. Prof Wilson Winstons Muhwezi - Director of Research at ACODE and member of the National COVID-19 Scientific Advisory Committee to the Ministry of Health participated in televised COVID-19 national updates*

# ACODE in the Media

Over the reporting period, ACODE's has leveraged on her favourable media relations to project diverse policy options and its advocacy agenda. This was done through print, electronic and online media covering radio and television talkshows, exclusive interviews, and feature stories.



**National News**

**Cheney declines to buy Tullo's assets**

**Details of govt plan to revive economy**

**SHS54.6B**

**6**

**New Vision**

**Best performing districts named**

**TEACHERS COMPETITION 2020 KICKS OFF**

**Best and worst chairpersons, districts named**

**Performance of District Chairpersons**

**Performance of Districts**

**National News**

**3 million slip into poverty as Covid strikes economy**

**TEACHERS COMPETITION 2020 KICKS OFF**

**SUPPORT LOCAL FIRMS AMIDST COVID-19 SHOCK**

**TEACHERS COMPETITION 2020 KICKS OFF**

**ACODE**

**Conserving the Environment and Enhancing Community Resilience: Climate Change on the agenda during and after the Covid-19 pandemic**

**ENVIRONMENT DAY**

**ACODE**

**Interventions by ACODE, Care International and its partners**

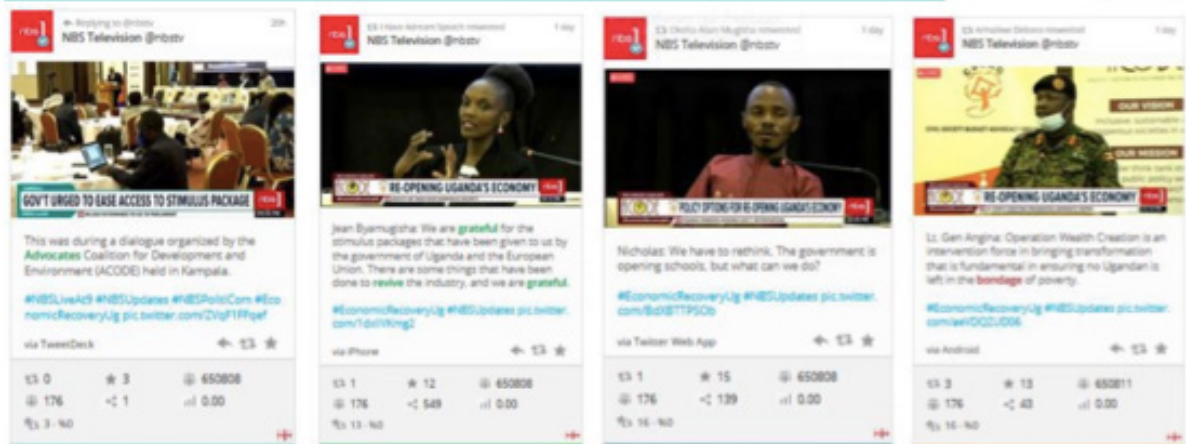
**ACODE**

**Interventions by ACODE, Care International and its partners**



## Twitter Posts and Reach

**NEXT MEDIA SERVICES**



# Publications

In 2020, ACODE made significant input on policy and legislative reforms in the extractives sector, water and environment sector, land sector, public finance management, climate change and local governance through research and analysis. Here is a snapshot of some of our publications during the year.



# Recognition of ACODE's Work

ACODE's contribution to policy and legislative reforms in Uganda has been recognised by different stakeholders.

*ACODE's 8th Local Government scorecard was quoted in the second Voluntary National report on the implementation of the 2030 agenda for sustainable development. "Much effort has been made at the subnational level to contextualize the SDGs and mobilize communities to own their development agenda with meagre resources. A civil society policy think tank, Advocates Coalition on Development and Environment (ACODE), has been implementing the Local Government Councils' Scorecard..... This annual assessment is key in monitoring the performance of Local Governments. It provides useful governance information that acts as a basis for activating citizen engagement and provides evidence for sustained advocacy at the national level."*

*"The local Government briefer is appealing and exciting and shows ACODE is interested in the advancement of the sector. It's a new avenue for generating information and disseminating it. Let us seek out for information and seek new ideas," said one of the participants at the LGCSCI Task group meeting!"*

*"I learned from Lisa and Eva about the recent achievement of Uganda being admitted to the EITI, and ACODE's technical support to the process. Congratulations on the important leadership ACODE played and the excellent result."*



*ACODE has been recognized in the recent publication (Muhumuza and Staffan 2020) as one of the key think tanks in Uganda that has produced research outputs that have shaped public policy development and implementation"*



# Financial Statement

As at 31 December 2020

	Notes	2020 UGX	2019 UGX
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property (Land)	10	1,600,000,000	1,600,000,000
<b>Current Assets</b>			
Accounts Receivable	11	142,718,554	179,718,401
Debtor projects	12	845,144,227	
Cash & bank	13	1,574,506,268	2,892,332,659
Total current assets		2,562,369,049	3,072,051,060
<b>Total Assets</b>		<b>4,162,369,049</b>	<b>4,672,051,060</b>
<b>Represented by</b>			
Revenue reserves	14	1,003,965,219	(143,605,864)
Capital reserves	15	1,600,000,000	1,600,000,000
		2,603,965,219	1,456,394,136
<b>Current Liabilities</b>			
Accounts Payable	16	364,531,903	299,276,323
Creditor projects	17	1,193,871,927	2,916,377,601
Total current liabilities		1,558,403,830	3,215,656,924
<b>Total Reserves &amp; Liabilities</b>		<b>4,162,369,049</b>	<b>4,672,051,060</b>

# Our Partners

As at 31 December 2020

1.	Democratic Governance Facility (DGF)
2.	CARE International in Uganda
3.	Hewlett Foundation
4.	World Wide Fund for Nature (WWF) Uganda Country Office
5.	USAID/UKAID through Governance, Accountability, and Performance Program (GAPP)
6.	International Institute for Environment and Development (IIED)
7.	European Union
8.	South African Institute for International Affairs
9.	VOICE/OXFAM Novib (USA)
10.	Management Sciences for Health (MSH)



**Advocates Coalition for Development and Environment (ACODE)**

**Plot 96, Kanjokya Street, Kamwokya.**

**P. O. Box 29836, Kampala. Tel: +256 312 812150**

**Email: [acode@acode-u.org](mailto:acode@acode-u.org); [library@acode-u.org](mailto:library@acode-u.org)**

**Website: [www.acode-u.org](http://www.acode-u.org)**

