ACODE

EFFECTIVENESS OF THE NATIONAL BUDGET

Taking Stock of Fiscal Expenditure Outcomes in Uganda

A Synthesis Report of the Proceedings of the Second High Level Policy Dialogue on the Budget 2012 Organised by ACODE, 93.3 Kfm and NTV Uganda at the Sheraton Hotel - Kampala – June 5th 2012

Sophie Nampewo Kakembo
George Bogere

ACODE Policy Dialogue Report Series, No. 16, 2013

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Cover Photo: A Cross section of participants attending the High Level Policy Dialogue on the National Budget held on June 5, 2012 at Sheraton Hotel in Kampala.

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List of Acronyms

ACODE	Advocates Coalition for Development and Environment
BTVET	Business Technical Vocational Education and Training
CBTIC	Citizens' Budget Tracking and Information Centre
COMESA	Common Market for Eastern and Southern Africa
CU	Customs Union
EAC	East African Community
FSF	Food Security Farmer
FTA	Free Trade Area
GDP	Gross Domestic Product
ICT	Information and Communication Technology
MDGs	Millennium Development Goals
MFPED	Ministry of Finance, Planning and Economic Development
MOF	Market Oriented Farmer
MTEF	Medium Term Expenditure Framework
NAADS	National Agricultural Advisory Services
NDP	National Development Plan
NPA	National Planning Authority
NTBs	Non- Tariff Barriers
PEAP	Poverty Eradication Action Plan
PMA	Plan for Modernisation of Agriculture
PRSP	Poverty Reduction Strategy Plan
PTA	Preferential Trade Area
SADC	South African Development Community
SMEs	Small and Medium Enterprises
URA	Uganda Revenue Authority
YEF	Youth Entrepreneurship Fund

Acknowledgments

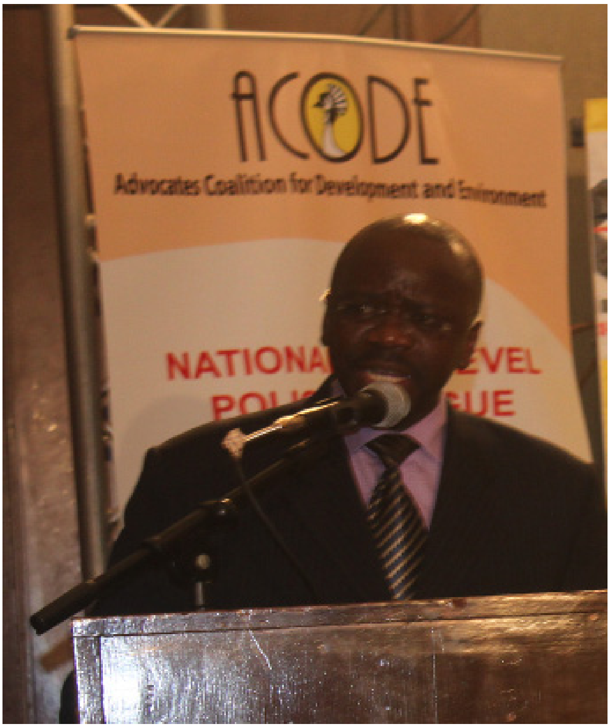
The Citizens' Budget Tracking and Information Centre (CBTIC) team at ACODE is grateful to all those actors that took part in making the dialogue a success. We are grateful to 93.3 Kfm and NTV Uganda for partnering with ACODE to have the live debate. We are also grateful to the presenters for having prepared background papers that formed the basis of discussions at the dialogue. Specifically we would like to acknowledge the efforts by Dr Abel Rwendeire (National Planning Authority), Ms Rosetti Nabbumba (Ministry of Finance), and Dr Nichodemus Rudaheranwa (Makerere University Business School).

In addition, we are grateful for the contributions made by the panel of experts; Dr Augustus Nuwagaba (Makerere University), Dr Fred Muhumuza (Ministry of Finance), Mr Francis Kamulegeya (Price Waterhouse Coopers) and Mr Charles Ocici (Enterprise Uganda).

We are also grateful to the Embassy of the Kingdom of the Netherlands and the International Budget Partnership (IBP) for the financial support.

1 Introduction and Rationale

The Advocates Coalition for Development and Environment (ACODE) under its Citizen's Budget Tracking and Information Center (CBTIC) together with 93.3 Kfm and NTV Uganda organised a Policy Dialogue on the Budget under the theme 'Effectiveness of the National Budget: Taking Stock of Outcomes of Fiscal Expenditure in Uganda'. Second in the series, the dialogue sought to evaluate the outcomes of government expenditure in relation to the country's development targets and objectives. The dialogue was organised amidst widespread concerns that the pattern of government spending amidst tight budget constraints will not lead to optimal outcomes and therefore not attain the country's development objectives.



The Executive Director ACODE, Mr Godber Tumushabe giving opening remarks at the dialogue

Through the budget, the government can influence income distribution, provide services to its citizens, and transform the country through strategic investments and resource allocations. Trends show that government expenditure is dominated by consumption spending which is a serious threat to the economy. The World Bank blamed the recent weakening of the Uganda shilling on excessive government expenditure a substantial part of which is in foreign currency. Domestic currency spending by government has the potential to contribute to foreign currency demand by increasing demand for imported goods. Thus, there are strong macroeconomic imperatives for controlling government expenditure.

The government must prioritise expenditure so as to achieve the country's development objectives. This requires identification of areas to cut, while maintaining or increasing expenditure in those areas or sectors that are associated with a higher multiplier effect. The dilemma is that a reduction of expenditure in one area, may have an adverse effect on certain social welfare targets to which the government has committed itself- increasing literacy levels, reducing infant and child mortality, reversing the spread of HIV/AIDS etc. At the same time, the government faces increasing demands for pay rise from public servants, especially teachers and health workers. These demands, if granted, may escalate government consumption expenditure and aggravate the associated adverse macroeconomic effects. Yet, rejecting these demands is not without costs either.

The dialogue focused on five areas including: i) Progress on the implementation of the National Development Plan; Impact of the Agricultural Advisory Services (NAADS) program; ii) Regional Integration, iii) How the budget affects income and consumption of individuals; and iv) Growing and sustaining Small and Medium Enterprises (SMEs) in Uganda. It brought together policymakers, practitioners, academics, civil society, donors, and other stakeholders. For the benefit of the general public, panellists from academia, government, civil society and the general public, the afternoon session was broadcast live on NTV [television] and 93.3 Kfm radio. More than 320 persons attended the dialogue (See Annex I). This report synthesises the presentations and discussions at the dialogue.

2 Progress on Implementation of the National Development Plan

The National Development Plan (NDP) 2010/11 – 2014/15 was adopted by Parliament in October 2010 and is the first of six 5-year plans to be implemented to realize the National Vision 2040 - "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years". The theme for the 2010/11 NDP is "Growth, Employment and Socioeconomic Transformation for Prosperity". This will be realized through pursuance of eight national development objectives and unlocking the most binding constraints that hinder faster growth and economic transformation.

There is widespread scepticism as to whether the objectives of the NDP will be achieved, given Uganda's poor record in planning. Apparently, national plans have become meaningless rituals of producing documents whose details are given little or no attention. Furthermore, the objectives of the NDP for the five years are in areas that the country has made little progress over the last two decades. Nevertheless, the National Planning Authority (NPA) - the institution responsible for national planning is positive about implementation of the NDP. According to NPA, progress on implementation of the plan has been registered in several key areas.

Increasing Household Incomes: The country has registered significant increases in household incomes with the proportion of people living below the poverty line reducing from 28.5 percent in 2008/09 to 24.5 percent in 2010/11 despite a reduction of GDP per capita from USD 506 to USD 485 over the same period.

Infrastructure Improvement: There is noticeable improvement of the stock and quality of economic infrastructure. The proportion of paved roads increased to 16 percent from the perennial four percent, the proportion of freight cargo by rail increased to 9 percent from 3.5 percent. Marginal increases in power consumption per capita (from 60 Kwh to 63.9 Kwh) were registered- still below NDP target of 75 Kwh. The proportion of households accessing power from the national grid also increased from 11 percent to 12 percent.

Dr. Abel J.J. Rwendeire, Deputy Chairperson, National Planning Authority (NPA) making a presentation on Progress on Implementation of the National Development Plan 2010/11-2014/15 at the dialogue

Human Capital Development: Human capital development has been enhanced as depicted by; improvements in life expectancy at birth which increased from 50.4 to 54.1 years, decline in illiteracy rates (though marginally) from 73.5 percent to 73.2 percent, increase in enrolment in Business, Technical, Vocational and Entrepreneurship (BTVET) by 34.7 percent.

Social Services: Undoubtedly, there is an increase in access to and quality of social services; coverage of DPT3 increased from 85 to 91 percent, Health Centers without drug stock outs increased from 26 percent to 43 percent, net primary enrolment increased from 93.2 percent to 96.7 percent, net primary completion increased from 49 percent to 64 percent, infant mortality reduced from 76 to 54 per 1000 live births and under five mortality reduced 137 to 90 per 1000 live births. However, the proportion of qualified health workers (56 percent), water coverage (65 percent rural and 66 percent urban) stagnated. Inadequate transport infrastructure too remained a big challenge.

It was not possible to carry out conclusive analysis on three other key areas due to limitations. These areas include enhancing the availability and quality of gainful employment, promoting science, technology, innovation and ICT to enhance competitiveness and, strengthening good governance, defence and security.

The implementation of the plan faces several challenges including; the disconnect between the NDP on the one hand and, the Medium Term Expenditure Framework (MTEF) and National Budget on the other, weak sectoral linkages (both inter and intra) that lead to duplication of resources, delayed implementation of the public service reform and persistent under funding, especially at local government (sub-national) level, among others.

But what is Uganda's performance record in planning? There have been several [good] plans in the past, but they did not yield much. Vision 2025 was replaced by Vision 2035, and lately, the Poverty Eradication Action Plan (PEAP) which has been replaced by the NDP. Uganda was among the first African countries to come up with the Poverty Reduction Strategic Plan (PRSP).

Execution of plans in Uganda suffers three key challenges. First is corruption to which the country reportedly loses about UGX 947bn every year. Funds allocated for implementation of activities under the plans are swindled in grand schemes. Without addressing corruption, the plans however good, will not yield the intended objectives. Measures to control corruption should be built into these plans.

Second is poor coordination. There is no synchronisation of efforts by actors yet coordination is central to a private sector led development strategy which is the case for Uganda. The government should designate and strengthen coordinating institutions for provision of the requisite infrastructure and elements such as skilled labour, a stable macroeconomic environment and lower transaction costs.

Third is inadequate funding for implementation of the plans. Uganda needs a total of USD 18bn to undertake the planned infrastructure development alone. This is much higher than the available resources. Dependence on external funding for implementation of the NDP makes its implementation contingent on developments in foreign markets. The recent economic upheavals in Europe and the United States could have serious repercussions for the implementation of the NDP. Turning to local financing may require cutting expenditure in other sectors and or borrowing internally which may crowd out the private sector.

Given the progress at this point, the targets of the NDP will not be achieved over the remaining three years. Going forward, the plans need to be realistic and achievable over the planning horizon and resource forecasts. There is need to reduce foreign dependence for implementation of the NDP and prioritization of activities.

3 National Agricultural Advisory Services: Is the Expenditure Justified

Introduced in 2000, the National Agricultural Advisory Services (NAADS) together with the Plan for Modernization of Agriculture (PMA) were supposed to provide both the strategic and operational framework for transformation of Uganda's Agricultural sector. While the overriding view is that the NAADS program is largely a failure, the program has contributed to reduction in hunger according to a study by Ministry of Finance. The program still faces many challenges and requires major revisions if it is to achieve its objectives.

Whereas Uganda is renowned for being self-sufficient in food production, there are indicators that food insecurity is on the increase. The Uganda National Household Survey 2009/10 reveals that there has been an increase in the proportion of persons having only one meal a day today, as compared to three meals in the past. Promoting food security, nutrition and household incomes is one of the key objectives of the NAADS program. The NAADS program has since inception been shrouded in controversy. The NAADS program has repeatedly been cited as a 'hotbed' of corruption, and was suspended by the President for a period over the same. Also, its efficacy in transforming the agricultural sector has been challenged. For many, there is no justification for the huge expenditure which accounts for over 60 percent of the agriculture sector budget.

However, a study by the Ministry of Finance Planning and Economic Development (MFPED) and the NAADS secretariat revealed that the NAADS program had contributed to the reduction of food insecurity in Uganda, although it faces significant challenges. The study revealed that there was a reduction in food insecurity, depicted by increment in the proportion of households where adults eat two or more meals a day. This development was attributed to the provision of agricultural inputs and advisory services under NAADS II. The inputs provided were mainly livestock (goats, cattle pigs and poultry) and seeds (legumes and cereals).

Ms Rosetti Nabbumba, Deputy Head, BMAU, Ministry of Finance, Planning and Economic Development making a presentation on the Effectiveness of NAADS in Addressing Uganda's Food Security Needs

The study points out two major challenges under the program. First is inadequate institutional capacity for implementation of the Food Security Farmer (FSF) and Market Oriented Farmer (MOF) Grants at the district and sub-county due to inadequate equipment, lack of skilled personnel, and poorly motivated staff. Secondly, there is inadequate financing depicted by the huge funding gap of UGX 34.94 billion in 2010/11. This translates into, inadequate and poor facilitation for mobilization and inadequate funding for program operations.

The study makes four recommendations: i) Redesigning the programme to focus on quantified production targets for the various enterprises taking into account the agricultural zones and food consumption requirements would help in making the programme more farmer-centred. ii) Funding should be increased to enable sufficient farmer outreach and effective program implementation. A reduction in the number of beneficiaries per parish in case the funds are not increased substantially, would be prudent. iii) Greater coordination among stakeholders including private sector and non-governmental organizations to deliver comprehensive packages to farmers. iv) Beneficiary farmers should be categorized based on required level of support given their endowment levels – land, equipment, labour etc.

The failure of the NAADS program epitomizes the poor performance of the agricultural sector in Uganda as a whole. The program should reduce food insecurity and lead to higher incomes. The NAADS program was politicized from the onset and has been used as a mechanism through which supporters of the ruling party are rewarded. It is riddled with corruption and is highly ineffective. It is argued that scrapping the program would not have significant repercussions for agricultural production. The program needs a complete overhaul if it is to transform Uganda's agricultural sector. Most fundamentally, NAADS should go beyond provision of seeds and fertilizers and address value addition and access to markets issues.

4 Regional Integration

Regional integration involves the formation of linkages among countries with geographical proximity for reasons ranging from economic, political, to security considerations. Regional economic communities are a popular means of promoting trade, investment and economic growth. The benefits accruing from greater regional integration include; improved resource allocation and greater competition, improved market accessibility, credible and politically-sensitive domestic policy initiatives and reforms, increased bargaining power in international forums vis-à-vis third-world countries, rational use of scarce resources, attracting external assistance and investment, deepening integration through enhanced policy coordination and provision of regional public infrastructure.

There is no doubt that regional integration is important for the realization of Uganda's development objectives. The National Development Plan (NDP) 2010/11 – 2014/15 envisions regional integration as key for Uganda's effective participation as a major player in the East African Community and beyond. However, there is a general perception that regional integration should be taken cautiously, given the differences in socio-economic and political environments across the [East Africa] member countries. Both local and international experts have warned against premature and accelerated integration.

Uganda is a member of several regional blocks most notably; the East African Community (EAC), the Southern African Development Community (SADC) and the Common Market for Eastern and Southern Africa (COMESA). The EAC is probably the regional grouping with closest ties among all regional groupings to which Uganda belongs. It aims at

Dr Nichodemus Rudaheranwa from Makerere University Business School (MUBS) making a presentation on Performance and Impediments to Regional Integration in Eastern Africa widening and deepening co-operation among the partner states; politically, economically, and socially for their mutual benefit. The treaty for the establishment of the East African Community (EAC) was signed in1999 and was ratified - by the three original partner states - Kenya, Uganda and Tanzania in 2000. The Republics of Rwanda and Burundi joined in 2007.

Article 5 (2) of the Treaty, spells out a six stage roadmap to full integration in East Africa, namely: i) Preferential Trade Areas (PTA) where member States apply lower tariffs on imports produced by other members than to imports produced by non-members and can determine tariffs on imports from non-members; ii) Free Trade Area (FTA), where there are no tariffs on imports from other members but, as in PTA, members can determine tariffs on imports from non-members; iii) Customs Union (CU); a FTA in which members impose common tariffs on non-members, and may also cede sovereignty to a single customs administration; iv) Common Market which allows free movement of the factors of production (such as capital and labour) across national borders within the integration area; v) Economic Union in which a common market with unified monetary and fiscal policies, including a common currency is formed and; 6) Political Union; the ultimate stage of integration, in which members become one nation. National governments cede sovereignty over economic and social policies to a supranational authority, establishing common institutions and judicial and legislative processes—including a common Parliament.

The protocol establishing the EAC Customs Union was signed in 2004 and became operational in 2005 with a five-year transitional period. The EAC Common Market was formally adopted in 2010 and negotiations relating to the EAC Monetary Union as of June 2012 were on-going.

Complementary achievements include establishment of key institutions, systems, instruments, a legal framework (EAC Customs Management Act), conclusion of the regional Competition Act (2006), policies and strategies; promotion of EAC as a single investment area and initiation of common trade policy frameworks.

Specifically, the implementation of a common policy has contributed to intra-EAC trade growth, cross-border investments especially in the services sector, for example; banking, insurance and education. Overall, the intra-EAC trade (exports and imports) increased more than four times from US$767 million in 2000 to over US$ 3.4 billion in 2010. But when the focus is on combining imports and exports, it obscures important variations of trade development across EAC Partner States. In this context, Burundi, Rwanda and Tanzania have been more of net importers - as they experienced intra-EAC trade deficits – of USD 76, 450, and 0 respectively, On the other hand, Kenya and Uganda to some extent, acted as net intra-EAC exporters (intra-EAC trade surplus) with US $ 1,021 and 3,000,000 respectively.

Despite the progress in the EAC integration with the trade and investment achievements, there are challenges which hinder the pace and implementation of the integration roadmap. These include high prevalence of NTBs, inadequate infrastructure, institutional handicaps, inadequate national level capacities to domesticate regional policies, address supply-side constraints, weak legal, regulatory and dispute settlement mechanisms and requisite powers for the EAC to enforce Community obligations and decisions, mismatch during the implementation of trade facilitation instruments and processes.

The extent to which Partner States gain from the benefits of regional integration largely depends on capacities at national level. Weak national institutions could seriously hamper a country's ability to attract foreign investments, promote value addition in exporting activities and promote the competitiveness of exports. Therefore, national mechanisms for regional cooperation and integration need to be well equipped and structured to ensure that integration measures are effectively implemented in a coordinated manner to the benefit of the Partner State. This is particularly important in most African countries like Uganda which, belong to more than one regional economic community.

The potential gains to Uganda's membership to various regional groups are high. However, in order to realize this potential, a number of implementation challenges should be addressed; securing stable and sustainable sources of funding to adequately prepare, creating adequate capacity at national level as well as creating an enabling environment for increased investments and promoting value addition to exports.

The incorporation of regional integration into national development plans and budgets is essential in creating a sense of ownership and strengthening the commitment to regional integration processes. This requires systematic harmonization of the objectives and instruments of the regional agenda with national development plans, policies and strategies, and requires capacity development - strengthening legal and institutional systems - all of which require budgetary resources.

Though regional integration is potentially beneficial, it faces challenges of; inequalities among partner states - in terms of benefits accruing from integration - which puts some countries in a more favourable position - and inundate the populations of partner states against each other. Open dialogue across borders focusing on people's fears associated with integration should be an integral element of the integration processes.

Uganda's relatively poor performance on regional integration is attributed to inadequate funding which continues to augment the country's unfavourable position. Uganda has the greatest comparative advantage in the agricultural sector, and should be supported as well as develop skills and build ethical human resource to compete for jobs in the union.

5 How the billions in the budget affect the shillings in people's pockets

The national budget is an important tool for the allocation of resources as well as influencing economic activity in the country. It lays out projections of the resource envelop and allocation of the resources therein for a given financial year. The budget formulation process in Uganda is informed by a macro-economic framework whose core objectives are economic growth of about 7 percent per annum and control of inflation with a target of keeping annual inflation below 5 percent.

As government tries to balance revenue and expenditure sides of the budget amid constraints imposed by the macro-economic framework and other factors, it impacts on the level of economic activity through monetary and fiscal policy measures which in turn impacts on people's earnings directly and indirectly through, for instance, levying taxes, paying salaries of workers and service providers. Higher taxation translates into lower disposable income. It should be noted though that for Uganda, the tax base is still narrow with tax revenue as a proportion of GDP at only 13.3 percent compared to the 25 percent target.

Despite the merits of high government expenditure including employment and increased access to services to mention a few, excessive government expenditure especially that which drives consumption (including wages and consumption goods) as opposed to production leads to higher inflation. High inflation rates greatly reduce people's purchasing power and erode the value of their savings. The high interest rates introduced by inflation control measures adopted by the central bank are a big burden to many people, and are largely responsible for the collapse of businesses – which can no longer afford to borrow to finance their operations thereby exacerbating unemployment. But government expenditure continues to rise and require supplementary budgets.

Panel of experts at the dialogue (from left to right): Dr. Augustus Nuwagaba (Makerere University), Dr. Fred Muhumuza (Ministry of Finance), Mr. Francis Kamulegeya (Price Waterhouse Coopers) and Mr Charles Ocici (Enterprise Uganda)

There is need to bring more people in the tax bracket while controlling public expenditure at the same time. It is worth noting that while Uganda's tax regime conforms to the basic principles of taxation, it leaves many people out- narrow tax base. There are many exemptions and corruption which enables people to evade taxes. There is potential for more tax revenue in Uganda for instance the real estate sector which is one of the fast growing sectors is not well taxed. Greater tax compliance alone would take domestic revenue contribution to beyond 65 percent.

There is need to raise awareness on citizens' obligation to pay taxes and deal with the political utterances that discourage people from complying. The government should account for the funds it receives inform of taxes as a way of promoting tax compliance. Political leaders too have a role in monitoring government expenditure and reassuring the public of the proper utilization of tax funds. The government should be mindful of the implications of its policies -fiscal and monetary – and limit the associated adverse effects.

6 Growing and Sustaining Small and Medium Enterprises (SMEs)

Small and Medium Enterprises (SMEs) are especially important to developing countries given their employment challenges. They act as reservoirs and training grounds for larger firms and are therefore important for skills development. They also provide decent jobs amid reducing public sector jobs compared to the agricultural and informal sectors. The importance of SMEs notwithstanding, 70 percent of enterprises in Uganda (majority of which can be categorized as SMEs) close within one year. This is not good for the economy. Starting and keeping a business requires a positive attitude and persistence; the ability to manage image and to continuously learn in a competitive and free market of choices.

In Uganda SMEs face a horst of challenges notably: i) Limited access to capital including machinery for processing due to lack of information and funds to finance investments at reasonable terms. ii) Inability to break even while remaining competitive given high costs of production key among which is the cost of power. In most instances the goods and services produced are of poor quality and can hardly compete with alternatives on the market. The problem is compounded by absence of a coherent strategy to promote SMEs. Past interventions linked to strengthening SMEs in the discourse such as Entandikwa, Bona bagagawale and most recently, the Youth Venture Entrepreneurship Fund (YVEF) suffer from conceptualization problems. A lot of attention is put on provision of funds at the expense of enterprises and their management, production technics, standards, marketing and sustainability. There is also poor targeting of the schemes with all youths, women and citizens being treated as homogeneous groups or part of a monolithic society.

There is need to have deliberate and concerted efforts for promotion of SMEs in Uganda. In addition to provision of cheap credit, the government should; i) define and enforce standards which will ensure a minimum level of quality of goods and services by SMEs, ii) emphasise Business Technical Vocational Education and Training (BTVET), iii) provide information on the enterprises where comparative advantages and important linkages exist, and iv) provide subsidies for critical SMEs- important for some industries, employ many people, enable import substitution.

7 Conclusion and Way Forward

The discussions at the high level policy dialogue on the budget emphasised the importance of incoherent planning and execution of plans, and inadequate funding coupled with wide spread corruption as limitations to the outcomes of fiscal expenditure. The dialogue pointed to the fact that, Uganda is yet to identify the strategic investments and the critical amount of funding that would trigger greater economic growth and transformation. The strategies appear to be spread too wide and too thin to cause any reasonable transformation. Also, the coordination of development efforts in the country remains a major challenge.

For more effective fiscal expenditure, there is need to:

1. Emphasize citizen participation in the budget and budgeting process to increase ownership, transparency and accountability.
2. Transform government expenditure and have more development than recurrent expenditure so as to generate more revenue for the government and improve service delivery.
3. Increase the fight against corruption and close all loopholes that encourage embezzlement of the limited funds.
4. Improve physical and macroeconomic infrastructure to foster growth and development in the country.

Annexes

Annex I: Program

Time	Activity
12:30 – 01:30 PM	Registration & Lunch

Introductions and Official Opening	
Session Chair: Mr. Morrison Rwakakamba	
01:30 – 02:00 PM	Welcome Remarks **Mr. Godber Tumushabe (Executive Director ACODE)**

SESSION 1: Technical Presentations and Discussions	
02:00 - 03:05 PM	*Presentation 1:* Performance and Impediments to Regional Integration in Eastern Africa **Dr Rudaheranwa Nichodemus** *Presentation 2:* Is the National Agricultural Advisory Services Effective in Addressing Uganda's Food Security Needs? **Ms. Rosetti Nabbumba** *Presentation 3:* Progress on Implementation of the National Development Plan 2010/11-2014/15 **Dr. Abel J.J. Rwendeire**

03:05 - 03:35 PM	**Plenary Discussion**
03:35 - 03:55 PM	Panel Responses

INTERLUDE	
Session Chair: Dr. Michael Egwang	
SESSION 2: Public debate on Outcomes of Fiscal Expenditure and Macroeconomic Policies	
04:00-06:00 PM	Public debate (to be broadcast live on Ntv and Kfm)

Annex II: List of Participants

NO	NAME	DESIGNATION	ORGANIZATION
1.	Ababiku Jesca	MP	Parliament
2.	Abaho Allan	Student	Student
3.	Abbas Kigozi	ACCU	ACCU
4.	Abigaba Gerald		BATA Links (U) Ltd
5.	Abubaker Lobowa	Photographer	Daily Monitor
6.	Acheng Joy Ruth	MP	Parliament
7.	Adiak Charles	SPD Party	Secretary General
8.	Adoko Joshua		Self
9.	Agaba Derrik	Mengo	YAM
10.	Agbas Tweheyo	Accountant	Forward Link
11.	Ahimbishibwe L	P.O	FOWODE
12.	Aisha Alibhai	PRO	Global Trust
13.	Akampulira Edwin	Business Man	TJOOBS Investments Limited
14.	Akello Judith Franca	mp	Parliament
15.	Akwango Annet	Director of programs	DENIVA
16.	Alakas Joseph	Student	UCU
17.	Aliku Francis Bagwa	ED	WEGCDA
18.	Alonyo Barbara	Student	UCU
19.	Amo Martin	Accountant	C25
20.	Andrew Mwamba		Red Pepper
21.	Andrew Ruturo	Businessman	RAKSOM (U) Ltd
22.	Annet Labeja	Economist	Embassy of Sweden
23.	Annet Were Munabi	Policy Analyst	DRT
24.	Annette Namukassa	Anchor	KFM
25.	Anthony Kadoma	Student	Future Student School
26.	Ariko John	Business Dev't Consultant	White knight Group Ltd
27.	Arthur Ambikire	Student	A-ONE
28.	Asia Zubairi		
29.	Asiimwe George	Program Officer	ESAFF-Uganda
30.	Asiimwe Zabron	Youth Council	
31.	Ayebare Pius	Student	MUBS
32.	Ayomiire Gilbert	Artist	Self Employed
33.	Ayoo Tonny	MP	Parliament
34.	Babigumira William	DEP.ED	UEPB
35.	Bahangana K.Robert	Student	Makerere University
36.	Bamwine Fred	NRM	NRM
37.	Baryayanga Andrew	MP	Parliament
38.	Bate Lule Kiraija	Journalist	Eddobozi New Paper
39.	Beatrice A. Anywar	MP	Parliament

NO	NAME	DESIGNATION	ORGANIZATION
40.	Beatrice Ikili	Team leader	Mopped P U
41.	Ben Sebuguzi	Businessman	Ntinda
42.	Benderanwa	Lecturer	MUBS
43.	Bernard Tabaire	Director of programs	ACME
44.	Bikanga Muzamil	ED	AHURIMO
45.	Bishop Dr.Zac Niringiye		CCG
46.	Bon Charles	Director	
47.	Brian Sebuyira	Makerere	Self
48.	Bruce Macnab .M.	Student	A-ONE Institute
49.	Busiinge Willfred		Self
50.	Byamukama G.	Student	Makerere University
51.	Caroline Asio	Business Executive	Shell Uganda
52.	Catherine Ageno	News Anchor	KFM
53.	Chandiga Moses		Self
54.	Charles Olwenyi	Advocacy Officer	VEDCO
55.	Chombo Hury		WLA
56.	Christine Nabaasa	Banker	Barclays Bank
57.	CK.Namutebi	AAU Governance	ACTION AID
58.	Dan Denis		SOWIPA
59.	Dan Kyambade	Div.Treasury Service	KCCA
60.	Dan Marlone	CEO	UCAN
61.	Daniel Lukwago	Research Analyst	world bank
62.	David Etuk	Consultant, HRM	NUSHIJA Uganda
63.	David Mpendo	Stanbic	Stanbic
64.	David Pulkol		African Ledership INSTITUTE
65.	Desire Muwama	Economist	FD Media
66.	Diana Wanyana		KFM
67.	Dr. Arthur Bainomugisha	ACODE	ACODE
68.	Dr. Mugume Mash	Doctor	Makerere University
69.	Dr.Makara	Proffessor	M.U.K
70.	Dramua James	Student	Kyambogo
71.	Edeet patrick	P/M	National Cancer Awareness
72.	Edmond Byambagi		DJ Investments
73.	Ekulet Sam	Officer	NACAS
74.	Elopu Simon	Engener	RCL
75.	ElungatDavid	Accountant	UNBS
76.	Emmy Otim	R.M	KIC
77.	Enock Kayondo	Project Manager	TEYIPED Uganda
78.	Epillo Elijah	Student	KIU
79.	Fatuma Nassanga	Sales	KCB Bank
80.	Flavia Nyadoi	Ntinda	NUWODU

NO	NAME	DESIGNATION	ORGANIZATION
81.	Francis Bosa	Statician	DRY
82.	Frank Kibulya	D.I.O Bundibugyo	Bundibugyo Dist.Administration
83.	Frederick Kaweesi	CEO	Entebbe MC
84.	Ganafa Joseph	Engineer	Mukowa Investments
85.	Geoges Asea		KCB Bank
86.	Gorgeous Kasangati	Banker	KCB Bank
87.	Harvey Route		EU
88.	Heiwich Mukalazi	Business Manager	Katuka Dev't Trust Ltd
89.	Henry Agaba	Oparations Manager	NEXT COM
90.	Hirya Josephe	Director	Office Of The Auditor General
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97.	Isabirye Ronald	Kireka	Self
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111.	Joshua Ojambo	Market Manager	BHL Health Care
112.	Julian A	KFM	KFM
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114.	Julius Kigwe	DSR	KCB Bank
115.	Justine Sanstane	VEDCO	VEDCO
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117.	Kabuye Wahib	Reporter	Citizen
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119.	Kagimu M.		Self
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123.	Kalule M.Peter	Self	ACMCO
124.	Kamayagi Glorious	private	Private
125.	Kamukama Emmanuel	Student	Uganda Christian University
126.	Kasira Backe		
127.	Kataleka Mustafa	Ndeje University	
128.	Kato Henry Munyagwa		Makerere University
129.	Kato Peter	Student	KIBO Foundation
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131.	Kayondo Denis	Accountant	REA (U)
132.	Kayongo Suka		KCCA
133.	Kibuka Innocent	Student	
134.	Kibwika Brian		Self
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171.	Moses Byaruhanga	Presidential Advisor	State House
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174.	Mubiru William	Economist	
175.	Mucunguzi Cleopas	Agriculture Inspector	MAAIF
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206.	Nanyonga Dorothy	PS	Parliament
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217.	Obal Paul	Businessman	Gulu Commercial
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219.	Ochan Akella		UPC Secretariat
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222.	Odong Papil	Civil Servant	UPC
223.	Ofwono Silvan		KITI
224.	Ogworo Julius		Nkozi University
225.	Ojambo Namude Disan	Dev't Worker	Open Spale
226.	Ojobile Augustine		Kyambogo University
227.	Okapis Andrew		KFM
228.	Okello Dickens	Journalist	Voice of Lango
229.	Okeny Richard	Teacher	Kyambogo
230.	Okoth Ronnie	Reporter	Radio Arua One
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232.	Olanya Gilbert	MP	Parliament
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240.	OpolotDaniel	Director	TEYIPED Uganda
241.	Opondo Julius		UPC

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273.	Sabiiti Frank	Student Leader	Kyambogo University
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281.	Sekandi Ashraf		Uchumi Supermarket

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