



Governance, Accountability, Participation and Performance (GAPP) Program

Quarterly Report

October 1 – December 31, 2017

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Governance, Accountability, Participation and Performance (GAPP) Program

Quarterly Report

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Acronyms and Abbreviations

AAH	Action Against Hunger
ACCU	Anti-Corruption Coalition of Uganda
ACODE	Advocates Coalition for Development and Environment
ACTED	Agency for Technical Cooperation and Development
ADRA	The Adventist Development and Relief Agency
AFOD	Alliance Forum for Development
AGM	Annual General Meeting
AHRS	African Human Resources Initiative Strategies
AIRD	African Initiatives for Relief and Development
AMELP	Activity Monitoring, Evaluation, and Learning Plan
AMREF	The African Medical and Research Foundation
APSEDEC	Acholi Private Sector Development Centre
ARV	antiretroviral drugs
AVAP	Acholi Voice and Accountability Project
AVSI	Associations of Volunteers in International Service
AWYNO	African Women and Youth Action for Development
AYDL	African Youth Development Link
BFP	Budget Framework Papers
BRAC	Building Resources Across Communities,
CBO	community-based organization
CCHF	Community Centre Health Foundation
CDCS	Country Development Cooperation Strategy
CEDO	Child Rights Empowerment and Development Organization
CEFORD	Community Empowerment for Rural Development
CEGED	Center for Economic Governance and Development
CEPA	Centre for Policy Analysis
CERID	Community Empowerment Rehabilitation Initiative for Development
CESVI	Cooperazione e Sviluppo
CIDI	Community Integrated Development Initiatives
CLA	collaborating, learning, and adapting
CPA	Committee on Public Accounts
CPS	Department of Corporate Planning and Strategy
CRS	Catholic Relief Services
CSBAG	Civil Society Budget Advocacy Group
CSO	civil society organization
CUAMM	Collegio Universitario Aspiranti Medici Missionari/Italian Catholic NGO – Doctors with Africa
DAI	Development Alternatives Inc.
DDP	district development plan
DEC	District Executive Committee
DFID	UK Department for International Development

DLG	district local government
DPAC	District Public Accounts Committee
DQA	data quality assessment
DRP	district resource person
EITI	Extractive Industries Transparency Initiative
EOC	Equal Opportunities Commission
ETS	Embedded Technical Specialist
PAG	Penteconstal Assembly of God
FINMAP	Financial Management and Accountability Program
FOWODE	Forum for Women in Democracy
FTIF	Fiscal Transparency Innovation Fund
FY	fiscal year
GAPP	Governance, Accountability, Participation and Performance Program
GEPP	Gender and Economic Policy Programme
GESI	Gender Equity and Social Inclusion
GOU	Government of Uganda
HEPS	Coalition for Health Promotion and Social Development
HR	human resources
ICAI	Independent Commission for Aid Impact
IDI	Infectious Diseases Institute
IFMS	integrated financial mangement system
IPS	Institute for Parliamentary Studies
IR	Intermediate Result
IRC	International Rescue Committee
RI	Relief International
IT	information technology
JICA	Japan International Cooperation Agency
KOCISNET	Koboko Civil Society Network
KRRC	Kabarole Research and Resource Centre
LACWADO	Lake Albert Children and Women Advocacy and Development Organization
LC	local council
LED	local economic development
LG	local government
LGA	Local Government Act
LGAC	Local Government Accounts Committee
LGDF	Local Government Development Framework
LGFC	Local Government Finance Commission
LGPAC	Local Government Public Accounts Committee
LGPAM	Local Government Performance Assessment
LLG	lower local government
LRM	Local Revenue Mobilization
LSIO	Lango Samaritan Initiative Organization
LWF	Lutheran World Federation
MAPS	Methodology for Assessing Procurement Systems

MC	municipal council
MDA	ministries, departments, and agencies
MGLSD	Ministry of Gender, Labour and Social Development
MICOD	Mid-Western Region Centre for Democracy and Human Rights
MOFPED	Ministry of Finance, Planning, and Economic Development
MOH	Ministry of Health
MOLG	Ministry of Local Government
MOPS	Ministry of Public Service
MPS	Ministerial Policy Statement
MTI	Medical Team International
NAI	national accountability institution
NAPA	National Accountability and Policy Advisor
NCBA	National Cooperative Business Association
NDP	National Development Plan
NGO	nongovernmental organization
NMS	National Medical Stores
NPA	National Planning Authority
NRC	The Norwegian Refugee Council
OAG	Office of the Auditor General
ODI	Overseas Development Institute
ODOWOL	Organisation for Development of Women in Lamwo
OPM	Office of the Prime Minister
OWC	Operation Wealth Creation
PAC	Public Accounts Committee
PEMCOM	Public Expenditure Management Committee
PFMA	Public Finance Management Act
PICOT	Partners in Community Transformation
PLOCA	Partner Local Organizational Capacity Assessment
PMP	Performance Monitoring Plan
PPDA	Public Procurement and Disposal of Assets Authority
PSA	public service announcement
PTA	parent–teacher association
RHD	refugee-hosting district
SACCO	savings and credit cooperative organization
SEATINI	Southern and Eastern African Trade, Information and Negotiations Institute
SUGAR	Strengthening Uganda’s Anti-Corruption and Accountability Regime
TA	technical assistance
TAF	Technical Assistance Facility
TPC	Technical Planning Committee
TPO	
UGX	Ugandan shilling
UK	United Kingdom
ULGA	Uganda Local Government Association
UNDAF	United Nations Development Assistance Framework

UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	UN Refugee Agency
UNICEF	United Nations Children's Fund
UNRA	Uganda National Roads Authority
UPE	Universal Primary Education
US	United States
USAID	United States Agency for International Development
USSIA	Uganda Small Scale Industry Association
UWONET	Uganda Women's Network
VAT	value-added tax
VBC	Village Budget Club
VFM	Value for Money
VIPAA	Voice, Information, Participation and Accountability Achievements project
VSLA	village savings and loan association
WFP	World Food Programme
WHH	Wealth Hunger Health
YLP	Youth Livelihood Programme

Executive Summary

During this quarter, on the program management front, Governance, Accountability, Participation and Performance (GAPP) Program submitted its fiscal year (FY) 2018 work plan for review and approval by the US Agency for International Development (USAID) and the UK Department for International Development (DFID). In addition, the DFID annual review was also conducted this quarter for the Strengthening Uganda's Anti-Corruption and Accountability Regime (SUGAR) project, for which GAPP conducts the local government component.

The review concluded that:

"GAPP continues to demonstrate value for money through economy of its expenditures, efficiency of its processes, effectiveness of its interventions, and equitable approaches that safeguard interests of its beneficiaries, including disadvantaged groups. GAPP's ability to adapt its course to respond to the changing political context, while embracing demand-driven initiatives, places the project in a strong position to contribute to a sustainable development impact in Uganda."¹

The review also made recommendations to strengthen linkages between the GAPP component of the SUGAR project and the Technical Assistance Facility (TAF) component of the project, as well as linkages with other DFID programs. GAPP is in the process of systematically designing its adoption of the recommendations from the review

GAPP collaborated with the Independent Commission for Aid Impact (ICAI), an independent body set up by the UK Government to provide scrutiny of UK aid, reporting directly to Parliament. The purpose of this review was to assess progress made toward improved governance outcomes and how this has contributed to achieving DFID's higher level objectives. The review focused on the relevance and effectiveness of DFID's governance portfolios in Uganda, with a focus on the period 2009 to 2015, allowing ICAI to consider emerging evidence of sustainable impact.

In addition, **GAPP concluded an external audit exercise conducted by USAID through Ernst & Young** for the 2015–2016 calendar years, with RTI International providing management responses to the draft audit report. The final report is expected in the next quarter. In addition, **GAPP was selected by RTI's external auditor, Deloitte,** for an audit of selected samples of financial and human resources documentation, and verification of assets for FY 2017. Deloitte conducted the audit in GAPP's office in Kampala in November 2017. Deloitte did not find any irregularities in the samples and **commended GAPP for adhering to high standards of internal controls and compliance.**

On the program implementation front, the Office of the Auditor General (OAG) released its FY 2017 audit report showing **92% of GAPP-targeted LGs returning unqualified audit**

¹ Pg. 19, Final SUGAR Annual review 2017.

opinions. This is a great improvement in financial statements and financial practices as compared with 79% in FY 2016. In Quarter 2 of FY 2018, GAPP will continue to provide support to Local Government Public Accounts Committees (LGPACs) to review and hear the OAG reports for their respective local governments (LGs). Moreover, GAPP will work collaboratively with the Auditor General or his representative to participate in LGPAC hearings to support interpretation and clarification of any findings in the OAG report.

The Local Government Development Framework Assessment (LGDF) was conducted in 15 districts and four municipalities (randomly sampled). The results indicated that **87% of districts showed improvement between base year FY 2013 and FY 2017 reporting.** Moreover, all sampled municipal councils registered improvement on the LGDF. The overall LG performance in 2017 shows an improved average score of 3.13 as compared with 3.05 in 2015. In the next quarter, GAPP will adopt the use of the Office of the Prime Minister (OPM)-led Local Government Performance Assessment (LGPAM) tool to assess functionality of LGs in terms of systems, processes, and procedures.

To continue to increase visibility of OAG recommendations in the public domain, GAPP also **commissioned investigative stories arising from the findings of the OAG report FY 2015/16.** During this quarter, four of the six stories were completed and published in the *Daily Monitor*, *New Vision*, and the *Weekly Observer*, leading national newspapers. The stories highlighted the following:

- Challenges of the Universal Primary Education (UPE) policy, with a case study of Dokolo District.
- Reasons why health systems in West Nile are failing, highlighting how patients are grappling with inadequacies in hospitals.
- Why mothers continue to die of health-related complications and the impact of shortages of health facilities on maternal health.
- How drug thefts mar hospitals as patients bear the brunt.

These stories were meant to continue to increase the visibility on accountability bottlenecks and how they impact the delivery of services.

In support of planning systems in refugee-hosting districts (RHDs), **GAPP provided technical support in sector budgeting and planning to seven RHDs² and implementing partners** providing various services and interventions within the district to align to the ongoing budget cycle of FY 2018/19 and integrate plans so as to harness synergies and strengthen interventions. Meetings brought together both the refugee-focused and non-refugee-focused development partners in the district to meaningfully discuss and identify priorities with both refugees and host populations and have them integrated in the district FY 2018/19 planning and budgeting process and subsequently incorporate them into their district development plan (DDP) II.

Other highlights in the quarter included **generation of evidence to support the domestic revenue collection debate.** The study assessed the causes of Uganda's low levels of domestic revenue mobilization and which policy instruments can increase tax compliance and

² Adjumani, Arua, Hoima, Kiryandongo, Koboko, Lamwo, Moyo, and Yumbe.

morale. Other advocacy efforts at the national level continued to rotate around **policy influencing in areas of gender budgeting and sectoral reviews in areas of revenue generation, health, building solidarity on anti-corruption for better service delivery** in addition to budget monitoring and nurturing coalitions. Moreover, GAPP, through the Civil Society Budget Advocacy Group (CSBAG), enhanced civil society organization (CSO) skills in data mining and budget analysis to effectively influence the budget process for FY 2018/19 and track implementation of FY 2017/18 interventions and projects.

A major highlight of the quarter was the **mobilization of development partners on December 14, 2017**, to attend a meeting with the Permanent Secretary in the Ministry of Local Government (MOLG) and senior management LG team members. The meeting was attended by USAID, DFID, Japan International Cooperation Agency, UNICEF, United Nations Development Assistance Framework (UNDAF), Overseas Development Institute (ODI), and the European Union. Discussions led to the **reconstitution of the Local Government Working Group** and an agreement to map all development partner support for LGs in order to create an initial picture of the current pattern of development partner support and existing gaps. GAPP volunteered to support the mapping effort as a member of the working group.

To prepare for effective operations in the new program year, in October 2018 GAPP analyzed budget implementation for the completed program year (2017) and developed a budget for program activities included in the draft FY 2018 work plan. GAPP's budget for Quarter 1 of FY 2018 was estimated at US\$1,510,985, and the actual spending was US\$1,431,866, which constitutes 95% of budgeted funds. In Quarter 1 FY 2018, GAPP received USAID approval to implement grants for **World Bank collaboration research** in Hoima and Mityana districts. The grants were awarded to Environmental Conservation and Agricultural Enhancement Uganda (Hoima District) and Community Centre Health Foundation (Mityana District). The purpose of this research pilot is to implement novel measures of professional norms among primary school teachers and to measure the impact of an intervention modeled on programs with prior evidence of success in shifting both empirical and social expectations of teachers that reduce absenteeism.

One key challenge during the quarter centered on national politics; **Parliament was preoccupied with the debate on lifting the age limit for candidacy of the President**, a constitutional amendment that resulted in Parliament taking a recess for consultations and a significant amount of time invested in the debate of this issue within Parliament. As a result, some activities that had been planned with Parliament could not be implemented. As the quarter closes, GAPP looks forward to approval of the FY 2018 work plan, which is expected early in Quarter 2 FY 2018. In the interim, GAPP received approval to implement time-sensitive activities.

1. Introduction

1.1 Background

The United States Agency for International Development (USAID) awarded the contract for the implementation of the Governance, Accountability, Participation and Performance (GAPP) Program to RTI International on November 29, 2012. The GAPP implementation team consists of RTI International as the prime contractor, Development Alternatives Inc. (DAI), and Palladium.

In January 2015, the RTI contract for GAPP was modified to add the UK Department for International Development (DFID) as an equal funding partner with USAID in GAPP, to expand and extend the depth, duration, and scope of the GAPP Program.

The GAPP Program's overarching goal is to increase participation and accountability, and improve local governance for effective service delivery. GAPP is designed to achieve three principal results under this goal:

1. Improve legal, policy, regulatory, and institutional environment to meet demands for more democratic governance;
2. Enhance fiscal management and accountability processes in the delivery of services in targeted districts;
3. Build the capacity of citizens and communities to participate in local governance—voice and accountability.

1.2 Implementation Approach

RTI's approach to implementing the GAPP Program is based on the hypothesis that greater accountability drives improvements across all areas of local governance. This means that the greater the opportunities for citizens to hold officials accountable for their actions, the more responsive officials will be to citizens' needs. Opportunities for accountability are created by a national environment and regulations that require local governments (LGs) to report on their activities and permit oversight by the national government (upward accountability).

In addition, LGs themselves need systems that ensure they are accountable to their citizens for whom they deliver services (downward accountability). Opportunities are also created by specific mechanisms at the local level that allow citizens to participate, advocate for their interests, and provide active feedback to decision makers on LG performance.

Mechanisms enabling community requests for accountability and engagement with local governance are still poorly developed in many districts in Uganda. RTI is using several methodologies to achieve the expected GAPP results and produce sustainable progress in local governance (see *Table 1*).

The GAPP Team
<i>RTI International</i> <i>Local Governance, Local Government Finance and Management, Civil Society Strengthening, Policy Reform</i>
<i>DAI</i> <i>Audit Policy, Parliamentary Strengthening</i>
<i>Palladium</i> <i>Gender Integration, Social Inclusion</i>

Table 1: GAPP methodologies

Methodology	Approach
Integrate GAPP components	<ul style="list-style-type: none"> • Recognize interrelationships among the three components and ensure programming that builds on synergies across components and external actors. • Build bridges between civil society and government and between tiers of government.
Build sustainable capacity	<ul style="list-style-type: none"> • Use a capacity building approach that is based on a process of innovations dissemination. • Plan with local partners. • Work through local partners. • Build the capacity of local partners.
Promote partnerships and dialogue	<ul style="list-style-type: none"> • Promote policy dialogue for reforms. • Bring LG and stakeholders together to promote resource mobilization and service improvements. • Build dialogue between the GAPP team and the Program's stakeholders.

1.3 Risk Assessment

Periodically, GAPP scans the environment and documents factors that could support or impede the effectiveness of the Program. An updated risk assessment for the Program was submitted with the revised work plan on January 8, 2018.

1.4 Value for Money (VFM) Approaches

In implementing this program, GAPP uses various VFM approaches both in the operations as well as in the technical approaches. These have included approaches in procurement, selection, and monitoring of partners for their efficiency in delivery, and choice of outputs that lend themselves to dealing with issues in a holistic way. These approaches were similarly submitted with the revised work plan on January 8, 2018. Additional VFM approaches are listed under the operational section of this report.

Program Activities

2.1 Component 1: Improving the legal, policy, regulatory and institutional environment

Component 1 aims to improve the legal, policy, regulatory, and institutional environment to meet demands for more democratic governance. The component is structured around two key result areas:

1. Strengthening the capacity of national accountability institutions to support LG accountability, and
2. Strengthening national stakeholder policy collaboration and dialogue on LG accountability, financing, and service delivery.

Component 1 is the Program’s launch-pad for downward supply-driven accountability and service delivery, as well as strategic support to LGs and policy change.

In this regard, GAPP achieved the following results:

-
- ✓ *Effectiveness of accountability institutions in providing oversight to LGs improved*
 - ✓ *National stakeholder policy collaboration and dialogue on LG accountability, financing, and service delivery improved*
-

These results contributed to the following intermediate outcomes:

-
- *Improved capacity of Parliament to undertake oversight on financial and gender audit findings and hold the Executive accountable, and*
 - *Improved policy advocacy through strategic national civil society organizations (CSOs) and wider stakeholder collaboration*
-

Table 2: Summary of progress under Component 1 in Quarter 1, FY 2018

Planned activities	Status	Summary Narrative
1. Support the Local Government Accounts Committee (LGAC) on reporting: Support processing of committee reports for FY 2010/11–to date for LGAC.	Not done, due to Parliament’s shift to focus on the Constitutional Amendment Bill to remove age limits	This activity was not implemented due to the political economy around the heated constitutional amendments on the age limit, among others, that preoccupied parliamentary business during the Quarter, thereby crowding out other planned activities.
2. Support the Centre for Policy Analysis (CEPA) on the following: a) Dissemination of audits: (1) Publish and disseminate analysis issues from the Office of the Auditor General’s (OAG’s) FY 2015/16 report, gender audits for FY 2012/13 and FY 2014/15, and emerging issues from tripartite outreach activities; (2) investigative analyses on matters relating to public expenditure and accountability in the LGs, with at least one story on the impact of LG expenditure on the lives of marginalized groups, such as women, youth, and people with disabilities	a) Completed	This was the first time these reports were being considered in depth since they were first tabled in 2012/13 and 2013/14. This gave great visibility to gender and social inclusion concerns from an accountability perspective to the committee staff.

Planned activities	Status	Summary Narrative
<ul style="list-style-type: none"> b) CEPA-led advocacy to reform targeted laws and policies c) Refugees: Conduct technical research on refugees to subsequently inform and influence accountability and sectoral committees of Parliament d) Fiscal Transparency Innovation Fund (FTIF): Identify and train journalists on Extractive Industries Transparency Initiative (EITI) standards, to feed into investigative journalism and parliamentary engagement e) Support the reprint, dissemination, and revision of the <i>Handbook for Parliamentary Accountability Committees</i> 	<ul style="list-style-type: none"> b) Completed Activities c), d) and e) were not done as they still await approval of CEPA modification 	CEPA-led advocacy brought the Speaker of Parliament and Accountant General to agreement on the need to have the Treasury Memorandum audited by a special unit in the OAG. The Speaker intends to issue a formal request for its creation.
<p>3. Support the Uganda Local Government Association (ULGA) to carry out the following:</p> <ul style="list-style-type: none"> a) Mobilize districts to petition the Government of Uganda (GOU) and Parliament on the proposed targeted policy reforms b) Advocate with the Ministry of Finance, Planning, and Economic Development (MOFPED) and the related departments and agencies on the key LG financing project advocacy issues: (1) 1% value-added tax (VAT), (2) 38% funding, (3) separate vote for Internal Audit Departments and Local Government Public Accounts Committees (LGPACs), and (4) collection of local revenues c) Advocate with the Ministry of Public Service (MOPS) and the related departments and agencies on the key human resources (HR) advocacy issues: (1) internal auditor salary scale and (2) Internal Audit Departments and LGPACs d) Petition Parliament on the key project advocacy issues of (1) LG financing and minimum qualifications for local councilors and (2) LG accountability, HR, and governance advocacy issues 	<ul style="list-style-type: none"> 38 more council resolutions received in the quarter Not done Not done Not done 	<p>ULGA has so far mobilized a total of 55 districts out of the targeted 83 to pass resolutions in support of policy reform.</p> <p>Advocacy to engage targeted stakeholders has not been given the right amount of concentration by ULGA. The guidance issued to ULGA in November 2017 regarding the remaining four policy analyses has not been acted upon by the time of writing this report, neither have they positively acted upon feedback from GAPP's financial reviews. GAPP is taking specific measures to streamline or conclude the ULGA activity.</p>
<p>4. Work with Component 2 and 3 teams to collate service delivery policy issues as they emerge from the work of key national sub-grantees such as the Civil Society Budget Advocacy Group (CSBAG), Advocates Coalition for Development and Environment (ACODE), and Coalition for Health Promotion and Social Development (HEPS)</p>	Completed/ undertaken	Collaborated with Component 2 and 3 teams on specific policy issues being pursued by the named grantees

Political Economy Update

Constitutional amendments: Major constitutional amendments on presidential age limit and term limits, among others, were passed in Parliament and signed into law during this quarter. Public response toward the events around the entire process were spontaneous and often volatile. Within Parliament itself, there was acrimony among legislators with accusations of infiltration by strangers into the chamber. Some Members of Parliament who supported the proposals expressed fear of being attacked and publicly embarrassed by an agitated population.

Indeed, some Members were, on numerous occasions across the country, accosted and/or booed during public events by citizens who accused their representatives of misrepresenting them.

Civil disobedience activities were carried out and are still being planned by dissenting voices, while the state continued to take severe measures against those tendencies. Several CSOs operating in the field of governance and accountability in the country had their offices closed and accounts frozen, and others were threatened with the same action, such as happened to ActionAid Uganda. If these constrictions continue, GAPP's grantee-led activities and direct programs could be greatly interfered with. Already, one activity to support the Local Government Accounts Committee (LGAC) on reporting was adversely affected by the political climate and activities in Parliament and across the country.

As a result of the activities listed above, the Program's parliamentary oversight and service delivery business in Parliament was largely pushed to the sidelines during Quarter I, FY 2018. Members of Parliament were sent on recess for public consultations with their electorates on the age limit/term limit bill, while Parliament's Legal Committee was also conducting public hearings on the same bill. Members of Parliament were recalled from recess in late November 2017 to consider the Committee report on the Constitutional amendments. During the quarter, the proposed amendments were expeditiously passed by Parliament. Consequently, the following are a few examples of critical business of a service delivery nature that became a lower priority as compared with the political turmoil and activities associated with the legislation:

- Motion for a Parliament resolution moved under Rule 47 of the Rules of Procedure of Parliament to constitute a select committee to investigate the Bank of Uganda was delayed since September 14, 2017. This had not been presented by the close of this quarter.
- Motion for the presentation, consideration, and adoption of the report of the Committee on Public Accounts (CPA) – Central Government (new name for the former Public Accounts Committee [PAC]) on the acquisition and utilization of a US\$200 million loan from the PTA Bank (the Eastern and Southern African Trade and Development Bank) was on the notice of business to follow from September 14 until December 14, 2017, when it was presented. The report still awaited debate and final approval for implementation by the end of this quarter.
- Motion for a Parliament resolution to review provision of vehicles to political leaders and public and civil servants was not considered during the quarter, having been on the Order Paper as business to follow since September 14, 2017.

GAPP will continue to monitor to what extent such parliamentary activities will impede progress on citizen-centered legislative and oversight activities.

Limited budget funding for national accountability institutions (NAIs) and LGs: NAIs and LGs have continued to experience budget reductions that have adverse effects on the quality of service delivery in LGs. The case of the Public Procurement and Disposal of Assets Authority (PPDA) is a vivid example. A review of the just-released National Budget Framework Paper for FY 2018/19 reveals a shortfall in funding requirements for PPDA's operational needs. In FY 2017/18, PPDA had a shortfall of UGX 3.32 billion, having received budget approval for only UGX 11.51 billion, against their strategic plan projection of UGX 14. 83 billion. In FY

2018/19, the shortfall will grow to UGX 5.98 billion, the Medium-Term Expenditure Framework having projected UGX 11.06 billion against a strategic plan anticipation for UGX 17.04 billion. This growing deficit in funds available will negatively impact PPDA's capacity to audit and inspect procurement and disposal entities going forward, thereby discounting the overall need for strong accountability institutions.

Timeframe and will for increased intergovernmental transfers to LGs: Reforms are ongoing to streamline the fiscal decentralization architecture, including reforming the allocation formula for downward transfer of grants to LGs. A study was undertaken by the Overseas Development Institute (ODI), overseen by the Local Government Finance Commission (LGFC), with funding from the Third Financial Management and Accountability Program (FINMAP III), to present recommended options for reforming the fiscal decentralization architecture and transfer formulae. Discussions are ongoing, including in the Public Expenditure Management Committee (PEMCOM) in MOFPED. While the initial reforms, such as consolidation of grants, were undertaken already, the envisaged increase in real allocations to LGs remains to be seen. The Government's focus is guided by (a) political priorities and dynamics, as already described, and (b) the priorities guided by the National Development Plan (NDP II). The NDP II gives greatest priority to infrastructure projects, such as in works and energy, thereby reducing the real possibility of meaningfully releasing additional funding for discretionary purposes at the LG level in the short to medium term.

GAPP intervention strategy: Given the above environment, GAPP will continue to engage regularly with its partners to evaluate the prevailing political economy and take needed mitigation and precautionary program measures as the situation warrants. In the long term, however, some of GAPP's advocacy frontiers such as ***advocacy to have Government improve funding to OAG and PPDA through increased appropriations to the two audit agencies*** do not indicate at this time a possibility for success.

2.1.1 Sub-IR1.1: Improved capacity of national accountability institutions to support LG accountability

Capacity and effectiveness of OAG improved

The Auditor General, as mandated by Article 163 (3) of the Constitution and the National Audit Act 2008, submitted an audit report for FY 2016/17 to Parliament on December 29, 2017. The report focused on the audit matters and emerging trends that need urgent attention by those charged with management and governance of the audited institutions to improve public accountability in the processes of delivering public service.

This year, a reform to restructure the Auditor General's report for improved communication with stakeholders was implemented. The condensed nature of the reports means that the parliamentary CPAs (Central Government, COSASE, and Local Government) will be guided to focus more on high-level issues, and the detailed entity audit reports will be the business of LGPACs.

Outcomes of the report: Overall, 96% (49/51) of GAPP-supported LGs yielded **unqualified audit opinions**. This performance may be attributed to, among other factors, GAPP's technical assistance to LGPACs, accounting officers, planners, and chief finance officers to review and respond to audit queries and recommendations from PPDA, OAG, and district internal auditors; financial management systems support (integrated financial management system, or IFMS);

and support to accounting officers to enforce controls relating to financial management and accountability.

Way Forward for GAPP: GAPP will continue to pursue advocacy with the Ministry of Local Government's (MOLG's) Permanent Secretary and Minister on how to strengthen support to LGPACs to enable them to fulfill their mandates; as well as Parliament's CPA (Local Governments), which is the new name for LGAC of Parliament, on how to further refocus its consideration of LG audit reports in line with the current trend, the law, and the new Rules of Procedure of Parliament.

Summaries of the OAG report FY 2015/16 and gender audit reports published and disseminated

With the primary objective of increasing citizen's dialogue and engagement on OAG findings and recommendations, GAPP, through CEPA, published 600 summary copies of the key findings of the Auditor General's report on LGs for FY 2015/16, focusing on education, agriculture, and health. The report also addressed gender mainstreaming in Uganda, the gains made, and the limitations to achieving gender parity. The gender perspectives were based on the Auditor General's audits on gender and equality as coordinated by the Ministry of Gender, Labour and Social Development (MGLSD), April 2013, and Mainstreaming Gender and Equity in the Formulation and Implementation of the National Budget 2015.

CEPA disseminated the published summaries to Members of Parliament in the three accountability committees and to the policy committees of Gender and Equal Opportunities. Moreover, CEPA sent a soft copy of the report to more than 1,300 users, many of whom are people working in CSOs. Based on the online dissemination report, the email was successfully delivered to 1,168 subscribers. A copy of the report was also uploaded to the CEPA website and has since had 112 downloads.

CEPA also conducted a radio and television program on UBC radio and television to discuss the findings of the report and the key challenges affecting public accountability. A copy of the report can be found at <http://cepa.or.ug/reports/> (specific page: <http://cepa.or.ug/?s=2015%2F2016>).

Four investigative stories on LG accountability published

In Quarter 4, FY 2017, GAPP commissioned six investigative journalists to conduct investigative analyses on matters relating to public expenditure and accountability in the LGs. The investigations focused on critical queries as raised by the Auditor General in the FY 2015/16 report, specifically on health; education; agriculture; extractives; and youth, women, and people with disabilities.

During Quarter 1, FY 2018, four of the six stories were completed and published in the *Daily Monitor*, *New Vision*, and *Weekly Observer* newspapers (see *Table 3* and *Annex 1*).

Way Forward: Two more publications on the Youth Livelihood Programme (YLP) and on the use of capitation grants in Masaka District and their impact on the education system in the district will be published in Quarter 2 of FY 2018. Further, as part of monitoring and evaluation, CEPA will interact with the key duty bearers in LGs over any action taken on issues in the

investigative stories. Moreover, GAPP will support CEPA to develop a comprehensive communications strategy to further refocus their strategy to target more specific outcomes.

Table 3: Details of investigative stories published in Quarter 1, FY 2018

Date and Media House	Title of the story	Focus Area
<i>Weekly Observer</i> December 27, 2017 by Eyotaru Olive	Sad story of Universal Primary Education in Dokolo schools	The story investigated the challenges of the Universal Primary Education (UPE) policy with a case study of Dokolo District. Service delivery standards remain very poor in rural communities.
<i>New Vision</i> December 3, 2017 by Chris Kiwawulo	Why health facilities in West Nile are ailing	The feature gave an account of health service provision in West Nile and how patients are grappling with inadequacies in hospitals. The story covered the districts of Arua, Zombo, Yumbe, Adjumani, Moyo, and Koboko. The Auditor General in his report highlighted several health service delivery gaps, especially in West Nile.
<i>Daily Monitor</i> December 3, 2017 by Moses Kyeyune,	Why do mothers continue to die of health-related complications?	The story focused on the impact of health facility shortages for maternal health services. The government launched the National Health Policy and made it mandatory for all health center IVs to run a functional maternity theater, in a bid to reduce referral cases. Seven years later, many mothers continue to die of heart-related complications. This story was inspired by the Auditor General's findings on the failure of several LGs to meet the minimum healthcare standards set by the Ministry of Health (MOH).
<i>Daily Monitor</i> December 2, 2017 by Solomon Arinaitwe	Drug thefts mar hospitals as patients bear the brunt	This story detailed drug theft and its impact on citizens' lives and health. While public hospitals are grappling with understaffing and a low supply of drugs, the latter problem is being worsened by drugs being stolen from the hospital, causing patients to look elsewhere for drugs or risk death.

Challenges faced: The current challenge is how to measure the level and impact of public discussions arising from the dissemination activities.

CEPA advocacy activities

During the quarter, CEPA's advocacy efforts focused on streamlining the processes and procedures related to the Treasury Memoranda as an important stage in the accountability cycle and to consideration of the gender policy issues raised in the VFM gender reports. CEPA conducted four advocacy engagements with (1) the Accountant General of MOFPED; (2) Speaker of Parliament; (3) Deputy Clerk to Parliament; and (4) OAG, the parliamentary Committees on Gender and on Equal Opportunities, and CPAs.

- **Meeting with the Accountant General, MOFPED, November 22, 2017:** The team discussed challenges faced by MOFPED in relation to the Treasury Memoranda. These included delays by the Treasury in producing the Treasury Memorandum within the stipulated six months; inconsistencies between OAG queries and Parliament's recommendations with responses from MOFPED; delays in transmission of reports from Parliament to MOFPED and the backlog of Treasury Memoranda; ambiguous recommendations from Parliament that are problematic to enforce; and limited resources and manpower in MOFPED to verify all the responses from accounting

officers. As a result, MOFPED uses a sampling approach, meaning it does not review all information. Officers interacted with included Mr. Lawrence Semakula, Accountant General; Stephen Ojiambo, Commissioner Treasury Inspectorate and Policy Department, MOFPED; and Nakalyango Sarah, Institute for Parliamentary Studies (IPS)/Department of Corporate Planning and Strategy (CPS) technical assistant, Parliament.

Recommendations and way forward: The OAG should audit the Treasury Memorandum to verify responses from accounting officers. Further, Parliament should streamline their internal report writing processes and transmission of reports to MOFPED.

- **Meeting with the Speaker of Parliament, Right Honourable Rebecca Kadaga, November 24, 2017:** The issues raised with MOFPED were highlighted in this meeting, and CEPA shared a list of all the Treasury Memoranda presented to Parliament that have not been referred to the OAG for audit as required by the National Audit Act 2008. In the meeting were Rt. Hon. Rebecca Kadaga, Speaker of Parliament; Dison Okumu, Director CPS; and Josephine Watere, Principle Monitoring and Evaluation Officer of Parliament.
 - The Speaker opined that the issues relating to the Treasury Memoranda should be identified, and she would write to the OAG requesting the Auditor General to expedite audit of Treasury Memoranda, even if it meant setting up a special unit in charge of handling the Treasury Memoranda.
 - She undertook to forward all Treasury Memoranda received to date from the Treasury to the OAG's office for audit.
 - Once this is done, it will be the first time that Parliament has sent a Treasury Memorandum to the OAG. This outcome is further supported by the amended Rules of Procedure for the 10th Parliament, which included a specific procedure for referring Treasury Memoranda to the OAG for audit.
- **Meeting with Deputy Clerk to Parliament Wabwire Paul, December 1, 2017:** The Deputy Clerk noted that the clerk's department had made some positive improvements since the previous meeting, especially in transmitting parliamentary reports to MOFPED.
 - He further noted that the clerk's department is undergoing reforms and training in writing committee reports and recommendations.
 - He observed that the new rule on handling the Treasury Memorandum in Parliament will help streamline the process even more.
- **Meeting with the OAG, the parliamentary Committees on Gender and on Equal Opportunities, and CPAs, November 20, 2017:** The meeting was intended to draw the attention of the committee leadership to the policy issues arising from OAG's gender audits in the past. The meeting was attended by officers from the OAG and Clerks from the Committees on Public Accounts, Gender, and Equal Opportunities.
 - The summary and dissemination of the Auditor General's report brought to the fore key policy issues on gender. The reports, which Parliament had previously not addressed, are now in the committees' discourse.

- The enthusiasm of the teams from the parliamentary Committee on Equal Opportunities and the Committee on Gender for the issues highlighted in the VFM audit on gender was evident, and the committee members undertook to play their roles to address the gaps therein.
- It was agreed that VFM audits will form part of the accountability committees' capacity building sessions, to be organized with support from FINMAP.

Emerging observations from discussions:

- There is a need for a tracking system on commitments on the protocols Uganda has signed on gender.
- There is a need to analyze all the loans Parliament has approved and determine how many are allocated to gender-specific interventions. This should be done through the Committee on National Economy.
- There is need to follow up which gender indicators have been developed by the Uganda Bureau of Statistics to measure gender mainstreaming.
- There is still little emphasis on the VFM audits in the accountability committees because committee reviews place emphasis on financial audits. Therefore, there is a need for capacity building for the committees' technical and political leadership. FINMAP plans to undertake this exercise for three parliamentary CPAs within the financial year.
- There is need to investigate the role of the gender focal persons in ministries, departments, and agencies (MDAs).

Challenges:

- In the course of preparing the report (CEPA's report on the OAG FY 2015/16 audit), it took longer than anticipated for the OAG to validate the report findings.
- CEPA's report activity was also delayed because the LG outreaches and tripartite activity were also considering the same OAG audit findings for FY 2015/16, and CEPA intended to incorporate any policy issues arising from the LGAC outreaches into the report.

2.1.2 Sub-IR 1.2: Strengthened national stakeholder policy collaboration and dialogue on LG accountability, financing, and service delivery

Summary of progress on policy issues

During the quarter, several policy issues progressed during the quarter, summarized in *Table 4*.

Table 4: Summary of policy issues undergoing development

Stages of policy development	# of policy issues reported	
	Q4 FY 2017	Q1 FY 2018
Stage 1: Policy analysis conducted	3	3
Stage 2: Debate/consultation ongoing	8	9
Stage 3: Presented to authorities for action	4	4
Stage 4: Acted upon	4	0 resolved issues removed from this summary

See entire list of policy issues in *Annex 2*.

Procurement policy reform supported

During the quarter, GAPP supported PEMCOM's Procurement Reform Subcommittee, which as has been assigned the mandate to advise PEMCOM on needed procurement policy reforms. Specifically, on October 31, 2017, the subcommittee considered and reviewed the Methodology for Assessing Procurement Systems (MAPS) 2016 for presentation to PEMCOM. GAPP extended technical support through the National Accountability and Policy Advisor (NAPA) to the subcommittee. Moreover, the NAPA extended one-on-one support to the Procurement Officer responsible for fine-tuning the MAPS for final presentation to PEMCOM. The four main pillars of the draft MAPS that were reviewed and improved included the following:

- Legal, regulatory, and policy framework for public procurement and disposal
- Institution framework and management capacity
- Public procurement operation and market practices
- Accountability, integrity, and transparency of the public procurement system

GAPP looks forward to continued participation in the business of this forum, so as to influence the ongoing procurement policy reform.

ULGA advocacy

During the quarter, GAPP further stepped up its monitoring of ULGA activity through monitoring visits and structured guidance to the Secretariat on targeted activities. Monitoring was heightened during the quarter through physical visits and meetings for hands-on guidance, and through online reviews and assistance to the Secretariat. Meetings included the Secretary General, Economist, Monitoring and Evaluation Officer, Finance and Administration Officer, Legal Officer, and Revenue Mobilization Officer. The goal of this support was to inject momentum into the ULGA team for their GAPP activities, as well as to widen technical assistance coverage uptake within ULGA. On October 12, 2017, the meeting resolved several

issues, including improvements in information sharing, especially activity reports, soon after implementation; ULGA’s involvement in the broader GAPP Program; and development of work plans with clear milestones. Follow-up review meetings were conducted on November 9, 2017, and December 4, 2017, that focused on progress made toward LG resolutions and policy briefs respectively.

The ULGA activities are, on whole, quite challenged.

Mobilized districts to petition Government and Parliament on the proposed LG policy reforms

To effectively petition Government and Parliament, ULGA targeted the mobilization of two-thirds (83) of all LGs to pass council resolutions supporting the proposed policy reforms. During the quarter, ULGA received an additional 38 resolutions—the cumulative total of resolutions received to date is 55, out of the targeted 83 LGs. Despite not reaching the two-thirds target, ULGA has already drafted a petition to be presented to Government and Parliament.

Emerging Issue: A review of the legal framework has indicated that whereas council resolutions from LGs would reinforce the weight of the advocacy, the lack or shortage of resolutions should not impede advocacy engagement. The policy issues can and will be moved forward to the policy duty bearers with the available resolutions, and ULGA will attempt to secure commitments for reform. For this to happen, ULGA needs to document policy reform proposals and avail them for the purpose. Some of these reform proposals, however, are yet to be completed by ULGA, as discussed under “*challenges*” below.

Institutional support to ULGA

During the quarter, GAPP supported an Executive Committee meeting on November 10, 2017 and two subcommittee meetings held November 7–8 and December 11, 2017. The committee meetings discussed and approved, among other topics, ULGA financial policy, the quarterly finance report, and preparation for the Annual General Meeting (AGM).

Remuneration of staff: The program has continued to contribute toward salary payments for the ULGA program staff throughout the quarter.

Financial sustainability: During Quarter 1, FY 2018, ULGA received the following collections:

Table 5: ULGA financial collections during the quarter

#	Source	Projected amount (UGX)	Amount received (UGX)	% outturn
01	Membership subscriptions – district local governments (DLGs) and sub-counties	461,634,518	101,567,750	22%, against last quarter's 16% outturn, and 35% in Quarter 3, FY 2017
02	Danida (Danish International Development Agency)	472,552,960	472,552,960	100%
03	GAPP	50,661,451	50,661,451	100%

The Danida support was targeted to the implementation of the Uganda Good Governance Program. The program focuses on improving Uganda's governance environment through strengthening accountability and transparency in the delivery of services to the population.

GAPP's support for ULGA is directed toward three key thematic areas:

- Advocate for the progressive increment of LG financing to facilitate more practical and holistic public service delivery and good governance within Uganda's LGs by November 2018,
- Strengthen accountability structures and existing supportive policy implementation frameworks by November 2018, and
- Support the institutional strengthening of ULGA to promote effective, timely, and impartial implementation of the proposed LG policy reform advocacy program by November 2018.

Challenges:

Four policy briefs outstanding: ULGA has not made vigorous progress toward completion of the remaining four policy briefs, which are still pending. For ULGA to finalize these briefs, the organization is required to incorporate GAPP's review recommendations issued in early December 2017. GAPP had directed adjustments on the briefs' structure and content and pointed out the need to reference primary data that was collected with GAPP funding but was not included in the analysis reports. Once these briefs are published, they will add to the menu of material ULGA will deploy for advocacy.

Action taken: Consequent upon the inadequate technical and financial responsiveness on the part of ULGA, GAPP decided to temporarily halt disbursements to ULGA program activities, pending an internal review of the whole activity. Consequently, due to the lack of completed policy briefs for the targeted policy issues, in addition to the temporary halt of funds, ULGA was unable to carry out the following planned activities:

- Hold one direct interface session with MOFPED and the related departments and agencies on the key LG financing project advocacy issues—1% VAT, 38% funding to LGs, increasing financing to Internal Audit Departments and LGPACs, and local revenue issues.
 - *Two relevant policy briefs remained incomplete: one on financing Internal Audit Departments and LGPACs, and one on local revenue measures.*
- Hold one direct interface sessions with MOPS and the related departments and agencies on the key HR advocacy issues—Internal Auditor salary scale and increasing financing for Internal Audit Departments and LGPACs.
 - *One relevant policy brief on financing Internal Audit Departments and LGPACs remained incomplete.*
- Hold one direct interface session with Parliament on the LG accountability, HR, and governance program advocacy issues.
 - *One relevant policy brief on financing Internal Audit Departments and LGPACs remained incomplete.*

- Hold one direct interface session with Parliament on the key project advocacy issues of financing Internal Audit Departments and LGPACs, minimum qualifications for local councilors, and increasing financing to LGs to 38% of the national budget.
 - *One relevant policy brief on financing Internal Audit Departments and LGPACs remained incomplete. In addition, the political economy in Parliament was volatile, as reported.*

Lag time in ULGA responsiveness observed: From the monitoring activities, it is observed that ULGA does not adhere to agreed timelines for submissions of critical outputs. The overall sense of ULGA's prioritization of GAPP-funded activities is that it is sluggish, with most of the staff supported by GAPP funding reported to be in the field on other engagements while GAPP-funded activities remain non-prioritized

Way Forward: GAPP will engage the ULGA Executive Committee, comprising political leaders, to explore alternative options to rejuvenate the functionality of the ULGA Secretariat, or to work with the Executive Committee toward achieving the GAPP–ULGA project goals.

Supported regional- and national-level policy advocacy, experience sharing, and consultative symposia on local revenue management

Following policy analysis undertaken by the Southern and Eastern African Trade, Information and Negotiations Institute (SEATINI) with GAPP support around local revenue identification, collection, allocation, and management, SEATINI developed a draft policy brief highlighting key policy and practice issues that have continuously hindered local revenue mobilization. The brief further provides recommendations which, if implemented, could enhance local revenue mobilization (LRM) across the various LGs.

This brief was discussed at a regional-level experience-sharing and consultative symposium on November 28, 2017 in Acholi Sub-region (Kitgum, Pader, Lamwo, and Gulu). The objectives of the dialogue were to discuss the opportunities and challenges associated with LRM and to create a platform to review and discuss the policy and practice issues related to LRM.

Participants shared practices across the different LGs for enhanced LRM. In particular, the meeting provided a platform for the LG officials to share the opportunities, challenges, and achievements within their respective LGs.

During the meeting, SEATINI shared highlights of policy and practice issues with the participating LG officials. The session created a discussion among the different officials on the issues that had been put forward for further discussion at the national level. Some of the issues that arose during the discussion included the following:

- Royalties on national water: Umeme Ltd. (Uganda's largest energy distributor) is paying the National Water and Sewerage Corporation, and National Water is paying Umeme, but neither of them is paying the LGs.
- Masts: just like banks, telecommunication companies should be paying operational permits. This is a policy issue.
- Issue of residence on local services tax: There is a need to determine a constant area of residence so that taxpayers are correctly billed for this tax.



A Panel during the LRM forum: (left to right) representatives from LGFC (Mr. Babale Adam), Parliament (Hon. Daniel Muhairwe), Pader DLG (Mr. Obua Patrick), and CSBAG (Mr. John Mark Agong)

On December 7, 2017, SEATINI Uganda, in partnership with GAPP, organized a national-level forum on LRM and local revenue management. The national-level experience-sharing and consultative symposium brought together members of Parliament, LGFC, MOLG, Ministry of Trade, and DFID; LG officials from Kitgum, Lamwo, and Pader districts; and representatives of CSOs and community-based

organizations (CBOs) to review and discuss the policy and practice issues related to LRM and generated key recommendations to address the challenges hindering LRM.

Table 6: Plans for Quarter 2, FY 2018 (Component 1)

Planned activities	Expected outputs
1. Support the LGAC to develop Committee recommendations on audit reports for five backlog years—FYs 2010/11, 2011/12, 2012/13, 2013/14, and 2015/16	Committee Reports
2. OAG: a. Support OAG with a consultant for clearance of lower local government (LLG) audit backlogs b. Support OAG to attend one LGPAC hearing per LG	Reports
3. PPDA: a. Support PPDA to conduct LG procurement audits and inspections b. Extend consultant to assist operationalization of the Gender Equity and Social Inclusion (GESI) Committee	Reports
4. Support CEPA-led effort on the refugee response: CEPA to conduct technical research to inform the relevant parliamentary committees in their oversight of the holistic refugee response	Reports
5. Support targeted policy advocacy through strategic national CSOs and wider stakeholder collaboration a. Work with MOLG to further strengthen its role in GAPP programming and to remove obstacles impeding MOLG from tabling LGPAC reports in Parliament b. Support ULGA policy advocacy c. Support CEPA-led advocacy to reform targeted laws and policies	Reports
6. Work with Component 2 and 3 teams to collate service delivery policy issues as they emerge from the work of key national sub-grantees such as CSBAG, ACODE, and HEPS	Reports

Component 2: Strengthened LG fiscal management, accountability, and decision making

The primary objective of Component 2 is to enhance fiscal management and accountability processes in the delivery of services in GAPP-focus districts. By engaging and supporting the target LGs, GAPP is working to improve local governance and accountability institutions at the local level, leading to LGs that are more accountable to citizens.

During this quarter, GAPP continued to deliver technical assistance to the target LGs in all Component 2 thematic areas of financial management, LRM, planning and budgeting, and local councils strengthening. Key activities conducted during the quarter included the following:

1. Local Government Development Framework (LGDF) assessment in 15 randomly selected districts
2. Supported refugee-hosting districts (RHDs) in sector budgeting and planning and aligning this process to the ongoing budget cycle of FY 2018/19
3. Attended and supported budget conferences
4. Followed up on the implementation of recommendations arising from PPDA audits and accountability outreaches
5. Trained LLGs in financial management and LRM
6. Supported tax assessment and enumeration in urban councils

In this regard, GAPP achieved the following results:

-
- ✓ *Improved skills and provision of logistical capacity for LG staff to identify and integrate service sector priorities arising from the refugee influx in the host communities*
 - ✓ *Streamlined inter-sector and inter-agency coordination of implementing partners in RHDs*
 - ✓ *Improved implementation of procurement procedures*
 - ✓ *Improved functionality of LGPACs*
-

These results contributed to the following intermediate outcomes:

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- *Improved capacity of refugee-focus implementing partners to integrate service sector priorities arising from the refugee influx in the host communities in the district FY 2018/19 budget/work plan*
 - *Improved functionality of LGPACs*
-

Table 7: Summary of progress under Component 2 in Quarter 1, FY 2018

Planned activities	Status	Expected outputs/comments
Sub-IR 2.1: Improved LG revenue generation and management		
1. LRM technical assistance by Embedded Technical Specialists (ETs) and district resource persons (DRPs) at the LLGs	Ongoing	Followed up implementation of action plans developed in the previous quarters
2. Follow up technical support in Internal Audit Departments, LGPACs, and Procurement and Disposal Units by ETs	Completed in all 12 GAPP LGs	Outcome journals and activity reports were compiled on the same from most of the supported districts
3. Follow up leadership expedition 1	Ongoing	
4. Support LGs in responding to National Planning Authority's (NPA's) comments on their district development plans (DDPs)	Completed	Supported 4 LGs to respond to NPA comments
5. Integration of refugee response activities in Budget Framework Papers (BFPs)	Completed in 8 districts	8 DLGs were supported and adopted the tool to be used in the process
6. Support regional development activities	Done	Provided technical support to the Interim Steering Committee to receive specialist input in the various priority themes and to prepare for the meeting with district chairpersons scheduled for January 2018

2.2.1 Sub-IR 2.1: LG revenue generation and management improved

Local revenue is key in guaranteeing sustainability of service delivery because it allows an LG to have discretion in the implementation of its local priorities and needs. During Quarter 1, FY 2017, GAPP continued to provide technical support to urban councils and LLGs to improve revenue collection; enhance accountability; and ensure more streamlined planning and budgetary processes, improved allocations, and reduced revenue leakages.

In this quarter, GAPP ETs continued to provide technical assistance on LRM interventions. Support included the following:

- **Tax assessment and enumeration:** Lira municipality divisions.
- **Tax awareness and sensitization:** Pader, Kitgum, and Lamwo—These interactions raised awareness among community members on the linkage among revenue mobilization, accountability, and improved service delivery; provided a platform for sharing experiences with DRPs; and mobilized the community to become more vigilant, and engage their duty bearers on key revenue enhancement issues, accountability, and service.

Actionable recommendations from LRM dialogue meetings:

- Include on the Appeal Tribunal Committee a representative of the Business Chairperson to allow transparency in decision making.
- Display information on locally raised revenue and central government transfers on the sub-country and public notice boards.
- Deploy revenue officers in the small centers to collect revenue from those operating outside jurisdictions.

- Sub-county should put in place laws that inhibit people with vehicles from entering the village/community to conduct trade with anyone; trade should occur only in the stalls and authorized areas.
- Politicians should not interfere with revenue mobilization but should concentrate on community mobilization by encouraging them to pay taxes.
- The business community should nominate their representative in the council meetings to ease information flow from the business community to the council and vice versa.
- Citizens should continuously engage with their duty bearers on the issue of local revenue management.

Key issues raised during community dialogues at the sub-county level

1. Inadequate accountability by duty bearers on how the money (taxes) collected is being used, hence resistance by the communities to pay their dues.
2. No opportunities for appeal, which has resulted in the closure of some of the businesses. Therefore, there is a need for LG officials to institute an Appeals Tribunal Committee, where aggrieved taxpayers can present their issues.
3. On the question of why people/business are charged differently, Mr. Kenneth Opwonya, Auditor in Pader District, indicated that the Ministry of Trade provides the charging rates, and no one should be charged without basis or objective criteria.
4. It was noted that registration and assessment are sometimes combined because the businesses in the sub-counties are seasonal in nature, yet the LG has to levy taxes from the business owners.
5. Regarding corruption and mistrust among those in positions of authority, some of the parish chiefs noted there are times when they allow the business community to pay half of their dues. When they go back to collect the remaining amount, the business people present receipts indicating they have fully paid, but the money is not reflected in the account.

2.2.2 Sub-IR 2.2: Strengthened LG accountability systems

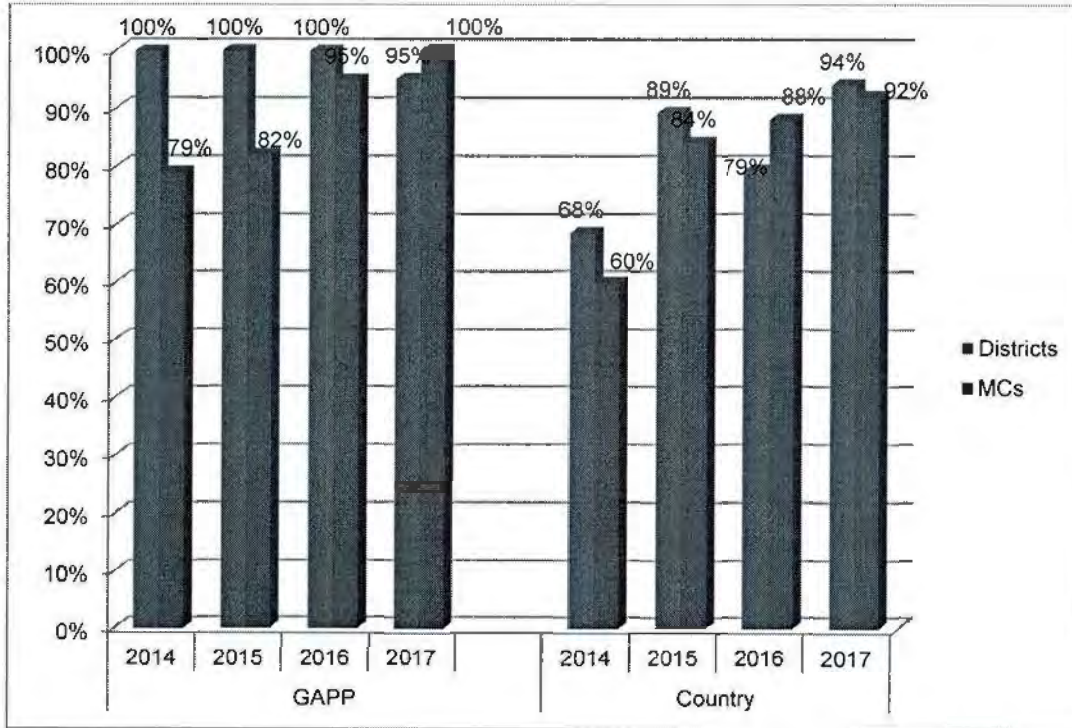
Financial statements and financial practices by LGs improved

In Quarter 1, FY 2018, the OAG released the FY 2017 audit report showing 96% of GAPP-targeted LGs returned unqualified audit opinions. This is a great improvement in financial statements and financial practices as compared to 79% in FY 2016 (see *Figure 1*).

Overall, 95% of the districts and 100% of the municipal councils returned unqualified opinions except Dokolo District and Gulu District. During FY 2017, GAPP supported 28 districts for procurement strengthening and 42 parliamentary joint oversight visits (tripartite outreaches) to LGs. Other efforts that contributed to overall general performance improvement include technical assistance to accounting officers, planners, and chief finance officers in reviewing and responding to audit queries and recommendations from PPDA, OAG, and district Internal Audit Departments. Moreover, GAPP mentored 35 LGPACs, focusing on increasing their

understanding on the entire accountability chain and how the work of LGPACs impacts the work of parliamentary accountability committees and service delivery.

Figure 1: Performance of DLGs and municipal councils audited by OAG (FY 2016/17)



MC = municipal council

Conducted LGDF assessment in 19 LGs to measure performance

Aiming to assess LGs' progress as a result of the technical assistance that was provided, GAPP conducted the LGDF assessment in Quarter 1, FY 2018, following earlier assessments in 2013 and 2015. The LGDF assessed systems, procedures, and outputs that can identify a successful LG by its corporate capacity and governing structure. The assessment involved multiple stakeholders, including the elected officials, district technical staff, CSOs, and private sector. The assessment was conducted in 19 LGs³—15 districts and 4 municipal councils randomly sampled. *Table 8* shows the functional areas assessed by the LGDF.

³ Agago, Kitgum, Amuru, Hoima, Kalungu, Kayunga, Mityana, Apac, Lira, Koboko, Nebbi, Gulu municipal council, Mukono municipal council, Hoima municipal council, Masindi municipal council, Alebtong, Moyo, Adjumani, Kiryandongo.

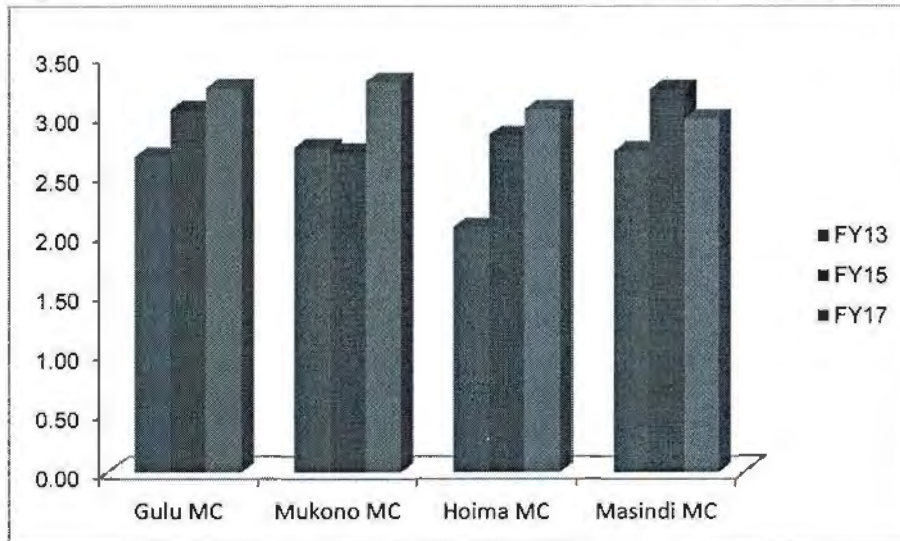
Table 8: Areas assessed by the LGDF

Function	Sub-function
Administration	<ul style="list-style-type: none"> • Policy implementation and technical support • HR management • Public procurement • Records management
Development Planning	<ul style="list-style-type: none"> • Development planning • Project planning and implementation
Policy Formulation and Oversight	<ul style="list-style-type: none"> • Council and council committees • Office of the District Chairperson • District Executive Committee • Office of the Speaker • Internal controls and audit
Financial Management and Reporting	<ul style="list-style-type: none"> • Financial policy • Budgeting and budget control • Local revenue management
External relations	<ul style="list-style-type: none"> • Coordination • Information and communications

From the LGDF assessment conducted in the 15 districts and 4 municipalities, all randomly sampled, 87% of districts showed improvement between base year FY 2013 and FY 2017 reporting. Moreover, all sampled municipal councils registered improvement on the LGDF. During FY 2017, GAPP oriented newly elected leaders in all the partner districts. Additionally, the Program rolled out its leadership expedition aimed at nurturing the capacity of local leaders from 20 LGs. To strengthen systems at the local level, the Program, through its ETs, conducted mentoring clinics and one-on-one sessions for LGPACs, Internal Audit Departments, Procurement teams, District Executive Committees (DECs) and standing committees of council. Moreover, working with Parliament of Uganda, OAG, and PPDA, the Program supported scrutiny of local accountability systems through the procurement and disposal audits and the hearing of OAG reports. Data presented are from a sample of 19 LGs, including 15 DLGs and 4 municipal councils that were randomly selected for the LGDF assessment. Results include the following:

- The overall LG performance in 2017 shows an improved average score of 3.13 as compared with 3.05 in 2015.
- All the targeted municipal councils showed improved performance on the LGDF across the years, with an average score of 2.54 in 2013, 2.94 in 2015, and 3.14 in 2017, registering a 0.6 point increase on the LGDF between 2013 and 2017 (see *Figure 2*).

Figure 2: Performance of municipal councils between FY 2013 and FY 2017



Mediated conflict resolution sessions

During the reporting quarter, GAPP conducted three conflict resolution sessions in Kagadi, Lira, and Amolatar.

Kagadi—GAPP supported a meeting to discuss a conflict between DEC members and the Speaker to bring out issues that were generating disharmony between the council and the DEC. The issues identified were as follows:

- Unclear ownership of the land and building renovated by the district as an administration block.
- Flouting internal control procedures in financial management. For example, paying fully for work not completed.
- High costs of services, goods, and works procured by the district, such as a generator purchased for UGX 15 million, while a similar one was bought by Caltex UGX 3 million. Similarly, the hospital was renovated for UGX 500 million and yet still is not in good condition.
- Unfairly filling positions on district boards and commissions with people from one constituency. This has led the district council to block approval of certain persons, with the result that the District Service Commission and LGPAC do not yet have a full complement of members. Additionally, the Land Board is not yet appointed.
- District council meetings held when councilors have already held other clandestine meetings, caucused, and come with predetermined positions to undermine the district chairperson and the DEC members.
- Special committee set by the council produced a “Jamada Report,” but the report has not yet been handled or facilitated.
- Power struggle in the Planning Department curtailing proper functionality.

It was agreed that these issues be addressed by the DEC with the view of having them resolved to have a peaceful district.

Supported sector budgeting and planning for integration of refugee response in eight RHDs

During the quarter, GAPP provided technical support in sector budgeting and planning to eight RHDs⁴ to align to the ongoing budget cycle of FY 2018/19 and appropriately respond to the dynamics of transiting from an emergency stage to a development stage in the refugee response cycle. The goals of the technical support were as follows:

1. To bring together both the refugee-focus and non-refugee-focus development partners in the district to meaningfully discuss and identify priorities for refugee responses and have them integrated in the district FY 2018/19 planning and budgeting process and subsequently incorporate them into the DDP II
2. To document interventions of all development actors for purposes of linking them to Uganda's National Development Plan II (2015–2020) and Hoima's DDP II (2015–2020)
3. To document interventions of all actors for inclusion in the National Budgeting System–Program Budgeting System
4. To document contributions being made by all non-state actors in the development of the district for recognition
5. To share information and explore mechanisms for strengthening sector planning/ budgeting and refugee response coordination among all development actors in the district for effective programming

Table 9 presents participation by district in each of the integration meetings.

Table 9: Participation in RHD integration meetings

District	Number of participants	Number of implementing partners*	Name of implementing partner
Adjumani	36	12	AFOD–Uganda, World Vision, OPM, International Rescue Committee (IRC), United Nations Population Fund (UNFPA), Community Empowerment for Rural Development (CEFORD), Tutapona, WHH, Action Against Hunger (AAH), Writhungerholsa, Global Aim, DRC-PEACE Project
Arua	43	21	UNHCR, IRC, Finn Church Aid, ACAN, World Vision Uganda, Windle International Uganda, FAG, World Food Programme (WFP), FCA, ITOSO ARUA, AMREF, CARE, AVSI, JICA, CTEN, ZOA, Caritas ARUA, WFP, MTI, FCA
Hoima	45	10	AIRD, NAV, AAH, UNHCR, Refugee Law Project, Kabarole Research and Resource Centre (KRRC), IDI, World Vision
Moyo	38	12	UNHCR, Mercy Corps, World Vision, ACTED, Windle Trust Uganda, ADRA, Save the Children in Uganda, MTI, LWF, United Nations Development Programme (UNDP) Northern, UNDP, CUAMM, Relief International

⁴ Adjumani, Arua, Hoima, Kiryandongo, Koboko, Lamwo, Moyo, and Yumbe.

District	Number of participants	Number of implementing partners*	Name of implementing partner
Kiryandongo	47	13	OPM, Action Against Hunger, Whitaker Peace and Development Initiative, Laker Mission, Window Trust, Self Help Africa, NCBA – Clusa, Danish Refugee Council, Refugee Law Project, African Human Resources Initiative Strategies (AHRIS), Real Medicine Foundation, UNHCR, TPO
Koboko	32	8	War Child, UNHCR, Youth and Women Community Development Organization, PICOT, CUAMM, AFOD, CERID, Koboko Civil Society Network (KOCISONET)
Lamwo	77	8	ODOWOL, BRAC, CESVI, UNHCR, SORUDA OXFAM, AVSI Foundation AWYNO, UMKL
Moyo	38	5	UNHCR, Mercy Corps, World Vision Uganda, ACTED, Windle Trust Uganda
Yumbe	52	15	UNHCR, Global Aim, Catholic Relief Services, OXFAM, CUAMM, Windle International Uganda, Danish Church Aid, FCA, IRC, World Vision International, CA(U), UNHCR, RMF, Action Against Hunger, NRC

* Many implementing partners had more than one representative in the meeting.

Key outcomes across the eight districts included the following:

- Implementing partners adopted the project/activity tool developed by GAPP to be populated and integrated into the sector budgeting/planning for FY 2018/19.
- Implementing partners resolved to focus on strengthening internal coordination through inter-agency sector and inter-sector meetings on a quarterly basis, convened and hosted by the district.
- The districts agreed to internally organize and position themselves to better coordinate all the partners operating in their jurisdiction.
- A follow-up refugee response integrated budgeting/planning meeting will be organized toward the end of March 2018 to validate what the partners have submitted and incorporated into the FY 2018/19 budget before the budget review process, which takes place in April.

Table 10: Issues raised and responses during the integrated sector planning in RHDs

	Issues	Responses/recommendations
1	<p>Inter-sector coordination meetings are operating at different levels across RHDs and varying in nature and frequency. The greatest coordination in general was observed in the districts of Arua and Yumbe, while the weakest coordination was in the districts of Koboko and Lamwo.</p> <p>Within sectors, the greatest coordination was in health, followed by education, and the weakest in general was works, followed by natural resources and environment.</p>	<p>Agreed that these coordination meetings should be streamlined to be held monthly and aligned to the existing district structures for reporting purposes as a way of strengthening coordination</p>

	Issues	Responses/recommendations
2	The inter-agency meetings take place variously across the districts through an ad hoc arrangement and are not very effective in mobilizing coordinated action.	Agreed that these should take place quarterly and should be a replica of this meeting, which was organized by GAPP for purposes of further strengthening coordination
3	There is no clear role distinction between the district refugee focal person and the district sector heads in matters of refugees.	Agreed that inter-sector meetings should be convened and chaired by district sector heads, who should report to the Technical Planning Committee (TPC), while the district refugee focal person carries on with a general coordination role and attends the relevant district structural meetings to make updates on refugee issues
4	There is a gap in data sharing.	Agreed that all projects/activities data should be submitted to the district, which in turn consolidates for use in planning purposes and for any references
5	The implementing partners are not included in the TPC meetings	Agreed that the TPC meetings should, as provided and where appropriate, be co-opting implementing partner technical team members to the TPC meetings to share information
6	Poor communication channels exist, which lead to poor mobilization.	Agreed that there is need to design and use effective communication channels for effective mobilization for all the meetings

GAPP will continue to provide coordination and planning support to RHDs, their LLGs, and the various implementing partners, enabling greater integration and coordination.



Yumbe District Health Officer presents health sector budget FY 2018/19 to implementing partners in sectoral planning and integration meeting.

Supported Northern Uganda Regional Development Forum Review Meeting, December 6-7, 2017, Kampala

The road map that was developed by the Interim Steering Committee for the development of the Northern Uganda Regional Forum Strategy provided an opportunity for technical experts to provide input into the priority selection process and to provide technical comments on the identified priorities.

This meeting was hosted at the USAID Learning Contract Offices in Kampala on December 6–7, 2017. GAPP provided technical support for preparing and conducting the meeting as well as inviting a guest speaker, Dr James Magara, to speak on the importance of strategy. He presented a paper entitled “Exploring the future” that was very well received, and he was invited to make a similar presentation to the district chairpersons’ meeting in January 2018.

The meeting received feedback on identified priorities as well as strategies that could be deployed to address identified challenges. Point persons were also selected to lead the process of presenting the priorities to the district chairpersons in January 2018.

Demand-driven technical assistance provided

During the quarter, GAPP continued to provide tailored technical assistance to elected and technical leaders, including the following:

- Supported detailed assessment of local council minutes and their content to inform better use of council time.
- Supported the chairperson of the Social Services Committee of Dokolo District council in writing the committee report for the council floor.
- Mentored Clerk to Council and Speaker Otuke on minute’s process in council and the prime records of an LG council.
- Supported the Leader of Government Business in Kole on the key roles of the DEC, with a focus on the roles of the Leader of Government Business.
- Guided chairperson on management of council resolutions.

Table 11: Plans for Quarter 2, FY 2018 (Component 2)

Planned activities	Expected outputs
1. LRM technical assistance by ETSs and DRPs at the LLG level	ETSs technical assistance reports
2. Follow-up technical assistance to LLGs in financial management by DRPs under oversight of ETSs	12 districts and 7 municipal councils supported
3. Follow-up technical support to Internal Audit Departments, LGPACs, and Procurement and Disposal Units by ETSs	Technical support provided to Internal Audit Departments, LGPACs, and Procurement and Disposal Units in GAPP target districts.
4. Roll out of Module 2 of the Leadership Expedition.	Improved knowledge and skill of participating LG leaders in leading teams.
5. Induction of LLGs	Activity induction reports
6. Follow-up on integrating refugee response activities in the budgeting process	Activity reports
7. Support regional development activities	Reviewed priorities for strategic investment plan

2.3 Component 3: Voice and Accountability

Component 3 of the GAPP Program continues to contribute to the overall program goal of strengthening the capacity of non-state actors (CSOs and private sector associations [PSAs]) in mobilizing citizens/communities to participate in local governance, to garner the responsiveness of LGs for effective service delivery to the citizens. During the reporting period, the Component 3 team specifically sought to improve the institutional capacity of CSOs and PSAs regarding organizational management and sustainability, advocacy (articulation of citizens' interests and influencing changes in policy and practices), building civic competencies, and promoting community engagements with LGs for effective service delivery.

GAPP achieved the following results:

-
- ✓ *Enhanced level of collaboration, networking, and nurturing of collective voice among CSOs and PSAs in advocacy, including non-GAPP grantees*
 - ✓ *Increased citizen engagements with LG processes and government programs, resulting in active participation of citizens in the LG planning and budgeting process at the community (village, and parish) levels*
 - ✓ *Improved institutional capacity of CSOs*
-

These results contributed to the following intermediate outcomes:

-
- *Increased engagement between the business community and LGs in improving the business environment and fast-tracking development*
-

Table 12: Summary of progress under Component 3 in Quarter 1, FY 2018

Activity	Implementation status	Comments
Capacity building of CSOs/ PSAs—grantees and organizations that have participated in the Partner Local Organizational Capacity Assessment (PLOCA)—through technical assistance	Ongoing	Technical assistance was given to 48 CSOs/PLOCA organizations implementing advocacy/community engagement programs by Component 3 technical monitors on a case-by-case basis.
Re-administering PLOCA to national- and district-level organizations (CSOs/PSAs)	Done	This was conducted through consultants, with support from the technical monitors. Reports from this exercise show that the PLOCA has registered positive change between FY 2013 and FY 2017. The most improvement was mainly registered between FY 2013 and FY 2015 in all 10 functional areas. Collaboration demonstrated increasing scores since FY 2013. Areas which still need attention include Fundraising & Sustainability, Strategy, and Collaboration & Networking.
Issue grants to CSOs for FTIF and refugee response activities	Ongoing	Three grants have been awarded to regional-based grantees.

2.3.1 Sub-IR 3.1: Increased private sector participation in local governance

During the reporting period, technical monitors continued with follow-up and support visits to targeted PSAs and private sector grantees.

In Quarter 1, FY 2017, PSAs that were GAPP sub-grantees supported interface between the targeted associations and duty bearers. For example, Community Integrated Development Initiatives (CIDI), Uganda Small Scale Industry Association (USSIA) Child Rights Empowerment and Development Organization (CEDO), and Mid North and Acholi private sector companies conducted engagement meetings between the targeted PSAs and LGs on issues affecting the business groups and used the same platforms to strengthen relationships between individual organizations/PSA beneficiaries with the DLGs, leading to good working relationships and establishing public-private partnerships between the LGs and PSAs.

Moreover, during the interface meetings, PSAs expressed interest in the procurement and supply of horticultural seedlings for varieties such as passion fruit, mangoes, oranges, etc. The PSAs had previously mobilized themselves and established nurseries, but they had hardly received any enterprise-related support from the government, even after engagement with the area councilor. Several action points/plans were drawn in reference to the issues that were presented to the DLGs during the dialogues.

Capacity building for PSAs

During the quarter, five GAPP PSAs equipped their 55 targeted small business associations with skills in financial literacy, business management, leadership, and group dynamics. Individual action plans were developed and will be used as a basis for follow-up and more technical assistance.

Table 13: Institutional capacity building by private sector grantees

Grantee	Project areas	Target business associations / CBOs	Key capacity building actions taken	Outputs & outcomes
Acholi Private Sector Development Centre (APSEDEC)	Acholi Region (Gulu, Kitgum, and Pader districts)	15 small business associations. (savings and credit cooperative organization [SACCO], <i>boda-boda</i> associations, farmers' groups, and market vendors)	<ul style="list-style-type: none"> Conducted capacity assessments to all 15 target business associations Conducted trainings on leadership, group dynamics, and management; financial literacy; and small business management to 6 of the target business associations 	<ul style="list-style-type: none"> Total of 176 members from the various small business associations (121 women) acquired skills to strengthen their respective associations. Individual action plans for the small business associations were developed as a basis for subsequent capacity building actions. Some business associations (such as Gene-Kene Lamola Youth Vegetable Grower Group) reviewed their constitutions and elected new leadership.

Grantee	Project areas	Target business associations / CBOs	Key capacity building actions taken	Outputs & outcomes
CIDI	Central Region (Kayunga, Mukono, and Mubende districts)	9 farmers' cooperative associations	<ul style="list-style-type: none"> Mentorship to 9 target business associations on leadership, group dynamics, management, and advocacy 	<ul style="list-style-type: none"> A total of 92 members from the 9 selected PSAs acquired basic advocacy and networking skills as well as received training on group leadership / dynamics management.
CEGED	West Nile Region (Arua, Zombo, and Adjumani districts)	23 small business associations, including produce dealers, <i>boda-boda</i> associations, market vendors, traders / shop keepers, solid waste management groups, saloon operators, and meat vendors	<ul style="list-style-type: none"> Supported 23 PSAs to undertake constitutional reviews and social audits by members 	<ul style="list-style-type: none"> Individual action plans for the small business associations were developed and have started to be implemented for some of the PSAs. 3 business associations have since elected new / replaced inactive group leaders. 4 of the groups reviewed and operationalized their constitution and other policy documents, while 3 others have had more regular member meetings.
CEDO	Bunyoro Region (Buliisa, Masindi, and Kiryandongo districts)	8 PSAs comprising <i>boda-boda</i> associations, market vendors, village savings and loan associations (VSLAs), owners of media houses, and association of cowry shell traders	<ul style="list-style-type: none"> Ongoing mentorship and coaching support to build capacity in advocacy and mobilization 	<ul style="list-style-type: none"> Members of the various associations acquired basic advocacy skills, which they have used to engage with duty bearers. For example, Masindi market vendors held roundtable meetings with Masindi municipal council over such issues as security in the market, power / lighting, and more shelters for the traders in the main market.

Follow-up on issues raised in previous PSA engagements

During the quarter, Center for Economic Governance and Development (CEGED) followed up the state of road networks as a major issue raised by the targeted producer associations.

Various LG officials conducted several field validation visits to the feeder roads in the three districts (Arua, Adjumani, and Zombo) to help prioritize needs. In some sub-counties, such as Ayivuni, Ajia, and Logiri in Arua District, the reports from those field visits have only recently been presented to the respective local councils (LCs), but in others, work has already begun on some roads connecting producers to markets in the West Nile Districts. Moreso, due to the

pressure from citizens in the region, district authorities in West Nile Region, together with the area Members of Parliament, have formed a task force to engage the Uganda National Roads Authority (UNRA) and the government on the state of roads in the region.. The authorities are also pushing for UNRA to take responsibility for maintenance for some of their roads since the central government releases to the districts cannot maintain them adequately.

"We are on this together and we want government response."

Hon. Wadri S. Nakua, LC Vice Chairman, Arua District, while responding to the question of the state of roads in the district.

Another positive development was the increased engagement between the business community and LGs in improving the business environment and fast-tracking development, particularly in Arua District. Arua Main Market vendors (under their Association) have fully vacated the old market so that construction of the ultra-modern market funded by World Bank could continue without any interruption. Similarly, the transporters and traders who previously worked in the taxi park moved to other temporary sites within town, and construction for the upgraded taxi park is ongoing.



Arua taxi park under construction

2.3.2 Sub-IR 3.2: Improved institutional capacity of CSOs and PSAs

GAPP has carried out institutional capacity strengthening for CSOs and PSAs both directly through technical monitors and consultants and indirectly through the work of grantees. In the reporting period, GAPP concluded re-administering PLOCA to 46 (13 national level and 33 district level) organizations.

The process helped determine the level of progress made by individual organizations since the previous PLOCA and subsequent capacity building actions, and it provided an opportunity for the organizations to re-examine themselves in terms of the 10 critical organizational capacity areas. They were able to isolate elements that still need strengthening and draw up individual plans of action to redress any weaknesses. It was very clear that more and more organizations have appreciated the process, deeming it very instrumental to their institutional development and general organizational survival.

A total of 96% of the PLOCA organizations are above 60% in terms of implementation compared with the previous PLOCA. During this round of assessments, the PLOCA process

was generally taken more seriously by the CSOs/PSAs than previously; several grantees (having seen the usefulness of the process from their sister organizations), have requested similar support

During the quarter, GAPP technical monitors also provided technical assistance to address gaps identified by individual PLOCA organizations. For example, GAPP provided technical support to the Alutkot SACCO in reviewing its HR manual, to the Kiryandongo NGO Forum in developing the terms of reference and induction for its newly constituted board, and to Dokolo Area Cooperative Enterprise in reviewing its vision and mission statements—aligning them with activities—and responding to a call for proposal. Other elements of technical assistance given to target organizations, particularly in West Nile, include strategic planning reviews, policy document review, and board operations.

2.3.3 Sub-IR 3.3: Increased Advocacy by CSOs and PSAs

Several grantees (CSOs and PSAs) continued to implement respective advocacy projects, at both the district and at the national levels. The approaches by the different grantees generally involved identifying the key advocacy issues through various means, including toll-free call centers; community meetings; service monitoring at service delivery centers (schools and health units); and social medial platforms, particularly Facebook, with grantees playing key facilitating roles. The issues were then presented to decision makers/duty bearers during community, district, and national-level engagements for redress. GAPP, through grantee advocacy work in this quarter and efforts from the previous quarters, accomplished different measures of results within the education, health, and agriculture service sectors. Whereas the issues of concern in the three service sectors that GAPP focuses on largely remained the same as in previous quarters, several positive results continued to be posted from the advocacy efforts of CSOs and PSAs during the quarter, both at the district and national levels, as shown in *Table 14*.

Table 14: Results from CSO/PSA advocacy efforts during the quarter

Key advocacy issues identified by CSOs/PSAs	Results from advocacy efforts by CSOs/PSAs
Education	
<ul style="list-style-type: none"> • Inadequate infrastructure in primary schools: <ul style="list-style-type: none"> - Desks - Teachers' housing - Classrooms - Poor sanitation, including littered compounds, deplorable toilet facilities/pit latrines, and lack of safe water sources • Understaffing • Mismanagement of UPE funds • Teacher absenteeism • Pupil absenteeism, notably in fishing communities and busy, upcoming trading centers 	<p>During the quarter, CSOs and PSAs saw direct positive results from their advocacy efforts in more than 20 primary schools across the GAPP Program area, including the following:</p> <ul style="list-style-type: none"> • A total of 75 desks were procured in three primary schools. • 11 pit latrines (of between 2 and 5 stalls) have been constructed in 11 different primary schools. • To date, 14 classroom blocks have been constructed, and plans have been made for at least 55 classroom blocks in different primary schools. • 12 staff houses in five primary schools have been constructed. • 5 additional teachers have been recruited and posted to two primary schools. • There has been an increase in school inspections conducted by the district school inspectors. • District education disciplinary committees (which had disappeared in many districts) were reactivated to check teachers' conduct and handle disciplinary matters involving teachers and head teachers.

Key advocacy issues identified by CSOs/PSAs	Results from advocacy efforts by CSOs/PSAs
	<ul style="list-style-type: none"> • Some head teachers and members of parent–teacher associations (PTAs) received capacity building training on financial management and general school management. • More than UGX 6,800,000 of mismanaged UPE funds was recovered. • Some districts and LLG councils have made gender-responsive budgetary allocations to the education sector. • Parents are demonstrating increased involvement in their children's education. PTAs have been revitalized in many primary schools; in two schools, parents are making financial contributions to pay additional teachers and reduce the understaffing in those schools. In some schools, respective PTAs also approved small financial contributions by the parents, ranging from UGX 3,000 to UGX 12,000 (US\$0.80–US\$3.25) per pupil per term to supplement UPE funding in a bid to improve the quality of education in their schools.
Health	
<ul style="list-style-type: none"> • Drug stock-outs in public health facilities • Understaffing • Accommodations for health workers • Poor sanitary conditions in health facilities, including litter and solid wastes, bushy compounds, appalling toilet facilities, and the absence of running water as needed, especially in the maternity wards • Unreliable power/source of lighting, which is particularly critical in the maternity wards • Fencing for health units to ensure security and safety 	<p>From the different advocacy engagements by CSOs and PSAs, both at the district and national levels, the following was accomplished:</p> <ul style="list-style-type: none"> • There is now running water in the maternity wards of some health centers, notably Agali Health Centre III and Amach Health Centre III—Lira District. • Drug storage and management of supplies (especially mama kits) at health centers have improved. This is mostly because of the improved processes for reconciling stores records with delivery records. • Health-seeking behaviors among youth have improved. Health centers have registered increased visits by young people as a result of the many CSOs, PSAs, and Health Unit Management Committees that have continued advocating for health centers to be supportive and proactive about family planning and the provision of other youth-friendly services to the young populace who have historically been reluctant to use these services. • Communities are becoming more involved in the local health service delivery. During the quarter, two communities volunteered to dig pit latrines at their respective health centers. Community members near two health centers in Kiboga District carried out general cleaning in their respective health centers on specific days of the month. • Several health centers received infrastructure improvements: <ul style="list-style-type: none"> - Pit latrines were constructed in three health centers. - Solar lighting systems were installed in the maternity wards of two health centers. • The Kiboga and Lira district councils increased their budgetary allocation to the health service sector.
Agriculture	
<p>The major advocacy issues in the agriculture service sector, both during this quarter and in previous quarters, included the following:</p> <ul style="list-style-type: none"> • Beneficiary identification and enterprises selected under the Operation Wealth Creation (OWC) program • Procurement, distribution, quality, quantity, and timely delivery of agro-inputs under the OWC program. 	<ul style="list-style-type: none"> • The OWC program has experienced many reforms in beneficiary identification and procurement and distribution of agro-inputs. <ul style="list-style-type: none"> - Procurements have been decentralized to give quality assurance and timely delivery of inputs, especially planting materials (seedlings, cuttings, etc.). - The quantity and variety of inputs distributed have been revised. In Zombo District, notably, beneficiaries of maize seeds each received at least 10 kg (as compared with previous cases, where people received only a mugful of seeds), and Irish potatoes were also included among the various choices of crop enterprises. - Beneficiary lists are being compiled at the village level to avoid errors and omissions during distribution of inputs.

Key advocacy issues identified by CSOs/PSAs	Results from advocacy efforts by CSOs/PSAs
<ul style="list-style-type: none"> • Road access, especially roads connecting major farming communities to markets • Agricultural extension service provision • Circulation of fake agro-input products in the market 	<ul style="list-style-type: none"> • Various DLGs strengthened their agricultural extension services. Some LGs, such as Kiryandongo DLG, increased budgetary allocations to extension services, and others have either recruited more extension workers or equipped their extension workers with a means to travel (motorcycles and bicycles). • Many feeder roads (especially in the West Nile districts of Arua, Zombo, and Adjumani) that connect producer areas to markets are being worked on, mostly as result of advocacy by the PSAs and CSOs in those localities.

A positive observation made during the quarter was the enhanced level of collaborations, networking, and nurturing collective voice among CSOs and PSAs in advocacy, including from non-GAPP grantees. For example, the CSOs and PSAs in West Nile Region have instituted a coordinators' forum as a platform for coordination and networking among themselves. At the national level, efforts in promoting linkages between local- and national-level work took shape; spearheaded by HEPS Uganda, GAPP national-level grantees and district-based CSOs effectively built collective voice on key advocacy issues within the education, health, and other service delivery sectors, challenging the actors in these sectors to advance key issues to a decision making point and to bring them to other, higher advocacy platforms at the national level. The best example was the national-level dialogue on drug stock-outs organized by HEPS using information generated from district-level grantees as evidence.

2.3.4 Sub-IR 3.4 Increased citizen awareness and engagement with LGs

Through grantees' activities, GAPP continued to build civic competence and promote citizen engagement with LGs in many ways.

Radio talk shows/ debates and jingles/spot messages. Six radio talk shows/debates were conducted on local FM radio stations by three grantees in respective project districts. Spot messages/jingles also kept playing three local FM radio stations—the key messages during those interactive radio programs and in the spot messages focused on the roles and responsibilities of citizens in improving education and health service delivery; these were also good platforms for the active participants and other listeners to exercise their civic knowledge and obtain clarifications on government programs, especially the OWC and YLP.



Raising awareness on the roles of households in disease prevention on Arua One FM

Drama. Dramatic theater performances were offered in four sub-counties—Drajini, Kuru, Odravu, and Yumbe town council—in Yumbe District, by two community drama groups. The message emphasized citizens' roles and responsibilities in education and health service

delivery through the story of “a 12-year-old girl, braving the numerous hurdles in her determination to attain an education.” More than 1,000 people were sensitized through these drama performances.



Forum theater performance on health at Yumbe town council market

Community civic education meetings. Forum for Women in Democracy (FOWODE) held civic education meetings in six sub-counties in Gulu, Amuru, and Masindi districts aimed at creating community civic awareness, particularly on gender equality and citizens’ constitutional rights and responsibilities. A total of 1,284 people (82% women and 12% youth) were reached during those civic education meetings in the three districts.

As a result of continuous civic awareness creation by CSOs and PSAs, citizen engagements with LG processes and government programs have increased. During the quarter, GAPP witnessed a lot of active participation from citizens in LG planning and budgeting processes at the community (village, and parish) levels as well as in various government programs, including OWC, YLP, and indoor residual spraying. The civic awareness efforts by GAPP grantees and other actors, including village health teams, has also produced a notable improvement in community and household hygiene in GAPP Program areas. For example, protected water sources in communities are being better managed; in many places, community access roads are regular cleared; and the number of sanitary facilities, such as pit latrines, drying racks, and bath shelters in communities is increasing because people understand that their health and general wellbeing begins first with them.

“Gender balance is good because it provides opportunity for both men and women. I have learnt that grooming children well and setting good examples molds for future generation into gender-sensitive citizens.”

Secretary, Katumba Women’s Group,
Masindi District

Advocacy at the national level

In this reporting period, advocacy efforts at the national level continued to focus on influencing policy regarding gender budgeting and on sectoral reviews in the areas of revenue generation, health, building solidarity on anti-corruption for better service delivery, budget monitoring, and nurturing coalitions.

Enhanced CSO skills in data mining and budget analysis



Group photo for all participants after the data and budget analysis training, November 23–24, 2017

During the quarter, CSBAG organized a capacity building activity through training on data and budget analysis for its networks, both at LG and national levels. The two-day training brought together participants from different districts, including Apac, Soroti,

Gulu, Mityana, Mubende, Oyam, Masindi, Nwoya, Kibaale, Agago, Kanungu, Omoro, and Amuru, and from the national level. Some of the data sources provided included The Development Data Hub⁵ and the MOFPED budget website.⁶ CSBAG envisages that this capacity strengthening will be used extensively by the participants in influencing the budget process for FY 2018/19 and in tracking implementation of FY 2017/18 projects and activities.

Building solidarity in commemorating the Anti-Corruption Day, December 9, 2017

Annually, Uganda joins the world to commemorate the United Nations International Anti-Corruption Day on December 9. During the quarter, CSBAG collaborated with the GOU, the Anti-Corruption Coalition of Uganda (ACCU), Transparency International Uganda, the Center for Public Interest Law, and ACCU's Regional Anti-Corruption Coalitions to raise awareness on pertinent issues of corruption through actively mobilizing citizens to participate in the fight against corruption and awakening the government to fulfill its mandate to champion the cause. Several joint actions, including a press conference and a national summit, were organized on December 6, 2017 under the theme ***“Citizen Empowerment and Leadership Responsiveness: Key Pillars in the Fight against Corruption.”*** CSBAG presented the main position at the national summit, titled ***“The Role of Public Investment/Finance in Fighting Corruption.”*** A total of 45 participants (32 men and 13 women)—CSO members from the 10 districts,⁷ District Public Accounts Committee (DPAC) members, and representatives from OAG and PPDA participated in the event. CSBAG prepared an express article detailing the event discussions as they unfolded.⁸ CSBAG's key message on this day was increased financing for accounting institutions.

⁵ <http://data.devinit.org/>

⁶ <http://budget.go.ug/>

⁷ Masindi, Agago, Kagadi, Oyam, Amuru, Nwoya, Lira, Mubende, Gulu, and Apac.

⁸ Available at: <http://csbag.org/wp-content/uploads/2017/12/CSBAG-BUDGET-NEWS-308th-Edition.pdf>

Generating evidence to shape the domestic revenue mobilization policy debate



Information dissemination on the CSBAG study

In the reporting period, CSBAG disseminated a study on public financial management to identify gaps within the system, entitled *Widening Uganda's tax base: What is at stake and what should Government do?*⁹ The study assessed why Uganda's domestic revenue mobilization is still low (focusing on the causes), what policy instruments can be put in place to increase tax compliance and morale, and what lessons can be drawn from other countries' experiences. Possible or additional alternatives to widening Uganda's tax base and how the strategies identified in the report can be incorporated into GOU's current operations were areas of focus, including the need for government to compel citizens to pay tax through putting in place regulations (like using the "carrot and stick" method) and using phone registration

and physical addresses to follow up on citizens; and using alternative micro methods to analyze domestic revenue mobilization, so as to increase the predictability of tax regimes. Through this study, CSBAG provided a platform for discussion among CSOs, Government, and development partners on new ways the GOU can enhance revenue to finance development. CSBAG believes the shared policy options, if adopted by the Government, is a good stride toward enhancing domestic revenue mobilization.

The dissemination event took place on November 2, 2017, bringing together stakeholders from government MDAs, development partners, media, civil society, and LGs. The workshop was attended by 57 participants (16 women and 41 men). The event discussions were covered on television and radio and through print media. CSBAG prepared express articles that were published on its website and held a one-hour radio talk show on Radio One.

Engaging key stakeholders on drug stock-outs

HEPS Uganda, in partnership with GAPP grantees, convened a national meeting and shared the drug stock status results with stakeholders. The aim of the meeting was to agree on the key actions required to address persistent stock-outs. The meeting, which took place on November 29, 2017 in Kampala, attracted 74 representatives of different stakeholders, including Members of Parliament, MOH officials, National Medical Stores (NMS), other national medicine warehouses, healthcare providers, community members, persons living with HIV, and civil society activists, among others. At the meeting, participants recommended that CSOs should closely engage the commodity security working group for easy reporting of emerging stock-outs and make sure they understand the effectiveness of the inter-warehouse redistribution of essential medicines. The Members of Parliament requested to have a meeting organized between NMS, LG representatives, MOH, and the health committees to discuss and put an end to the "blame game" among NMS, MOH, and LGs on medicine stock-outs.

⁹ <http://csbag.org/?publications=widening-ugandas-tax-base-what-is-at-stake-and-what-should-government-do>

Highlights from the general discussion:

- a. *Stock-out effects:* Women are the most affected by stock-outs because they constitute the majority of the clientele for public health care. Stock-outs of antiretroviral drugs (ARVs) are likely to hurt the elimination of Mother-To-Child Transmission (eMTCT) program, which has in the past few years reduced pediatric HIV incidence.
- b. *Stock-outs in relation to increased cases of corruption:* Cases were reported of tuberculosis patients being charged for medicines that were initially alleged to be unavailable, and health workers who were nearly lynched by the community in Lira District for allegedly stealing medicine from a public health facility.
- c. *The refugee issue:* Concerns were raised about the large refugee population in the country, informally accessing health care and medicine at the cost of citizens. Porous borders and GOU reluctance to enforce immigration controls were blamed. Participants were informed that the Office of the Prime Minister (OPM) has a budget for emergencies, and it should be engaged for the refugee issue.
- d. *Rapidly changing treatment policies:* There was a heated discussion on whether the country was ready to adopt the “test and treat” policy when it is unable to ensure the availability of HIV medicines, and whether the country would achieve the 90-90-90 targets under the current circumstances. Similar concerns were raised for malaria. It was recommended that the test and treat policy be halted to ensure that those already on treatment are assured of drugs.
- e. *Reduction of over-dependence on foreign donors/sustainability:* It was recommended that domestic resource mobilization for health be expedited, particularly the HIV Trust Fund and the national health insurance scheme, so as to reduce overdependence on external donors.

“It’s unacceptable to settle for situations that compromise progress towards ending the HIV problem; as UNAIDS, we call for collective accountability in trying to achieve the 90-90-90 target.”

Dr. Konsa Kirya, Country Office Representative,
Joint United Nations Programme on HIV/AIDS
(UNAIDS)

At the meeting, the Director General of the MOH, through the Public Relations Unit, responded to the persistent outcry of stock-outs of ARVs in Uganda and assured the public that the Ministry is working toward ensuring an adequate stock of ARVs.

Gender and social inclusion

Influencing gender-responsive budgeting

During the reporting quarter, FOWODE disseminated findings from gender and equity audits conducted on Ministerial Policy Statements (MPSs) on the education and health sectors and 10 District Budget Framework Papers (BFPs) for FY 2017/18 to key stakeholders at the national level, including government officials and policymakers. The objectives of the engagement were to highlight key planning and budgeting challenges/gaps that hinder gender and equity

compliance in the two sectors and LGs, as well as to build consensus on appropriate actions necessary to enhance gender and equity responsiveness in FY 2018/19. Alongside the parliamentarians, the meeting also involved selected representatives from the Equal Opportunities Commission (EOC), MOFPED, MOLG, Ministry of Education, MOH, LG planners, academia, and civil society.



FOWODE Gender and Economic Policy Programme (GEPP) Director listening as the health sector committee discuss their action plan



FOWODE: the education sector committee in discussions

Key issues from the audit of the two sectors included the limited identification and/or articulation of gender and equity issues, the absence of gender and equity considerations in mainstream medium-term plans and outputs, and the lack of explicit allocation of funds to address gender and equity issues (where identified). For LGs, the key hindrances to gender and equity compliance were highlighted as low staffing levels, LG staff's limited capacities in gender and equity analysis, financing gaps, and the fact that the EOC is not subjecting LG BFPs to certification for gender and equity compliance.

In view of these identified issues, the stakeholders at the meeting recommended the following actions:

- Proper staffing of adequately skilled gender and equity focal persons in MDAs and LGs, who will provide support to other departments/units. It was noted that gender focal persons, especially at the LG level, were assigned these roles without adequate gender training.
- MDAs and LGs should make explicit statements of identified gender and equity issues, the planned interventions to address the issues, and specific funds allocated toward those interventions. This will facilitate the EOC's compliance assessment and the tracking of implementation of the interventions to address gender and equity issues.
- Policymakers, EOC, and heads of government line ministries and agencies should utilize the findings and recommendations of government/independent audits and studies to plug the identified loopholes so as to strengthen gender and equity compliance.
- Follow-up studies should be conducted to ensure that statements made in MDA and LG plans and BFPs are actually implemented and result in gender equality and equity.
- Coordination between and among stakeholders at different levels of the planning and budgeting process should be enhanced to ensure the mainstreaming of gender and equity in policies, plans, and budgets.

Lobby and advocacy meeting

In order to link local-level work to national-level advocacy, one lobby and advocacy meeting was conducted on gender and equity budgeting for legislators, specifically targeting the members of the education and health sector committees in Parliament. This was intended to enhance their awareness of their critical oversight role in ensuring gender and equity compliance of MPSs and BFPs in accordance with Sections 9 (7) and (8) of the Public Finance Management Act (PFMA) 2015.

The lobby and advocacy meeting was premised on two recent GOU reforms—the enforcement of the PFMA (as amended) 2015 and the shift from Output-Based Budgeting to Programme-Based Budgeting in FY 2016/17. The PFMA 2015 obligates legislators on various parliamentary committees to ensure that MPSs and BFPs of MDAs and LGs are gender and equity responsive and specify measures to equalize opportunities for men, women, persons with disabilities, and other marginalized groups. The objectives of the meeting were as follows:

- To raise understanding of gender and equity budgeting in the context of the health and education sectors and Programme-Based Budgeting
- To identify and build consensus with the committee members on the key gender and equity issues that should be included in the MPSs and BFPs for education and health MDAs for FY 2018/19
- To explain the gender and equity compliance certification process, the requirements of the gender and equity compliance assessment, and the use of gender and equity assessment tools to evaluate the compliance of MPSs and BFPs

Some of the key issues noted include the fact that BFPs and MPSs presented to Parliament do not have well-disaggregated information on who benefits from a service, how, and why. The meeting noted the need for sector committee members to be thorough while interrogating MPSs and BFPs for the Gender and Equity Compliance Certificate, rather than relying solely on EOC scoring. FOWODE utilized specific illustrations from health and education sector issues identified by village budget clubs (VBCs) in its districts of operation that require redress.

At the end of the meeting, action plans were developed to highlight key issues that the policymakers would be vigilant for in the MPSs and BFPs for the two sectors. Under the health sector, the policymakers committed to advocate for the establishment of youth-friendly health centers and provision of reproductive health services to address high rates of teenage pregnancy. They also committed to push for the functionality of health center IIIs in sub-counties; recruitment of midwives, improved referral systems, and functional and well-equipped health center IVs to reduce maternal mortality; reduction of malnutrition through advocating for therapeutic feeding centers in health center IIIs and health center IVs; and recruitment of nutritionists in all hospitals, health center IVs, and health center IIIs.

Challenges:

- Most LGs are slow to respond to or address the issues identified during monitoring, and they do not offer clear explanations/feedback to the citizens.
- There is poor coordination among stakeholders on the ground due to weak communication links, thus affecting advocacy.

- Government officials' monitoring and mobilization needs to be strengthened.
- Community monitors need to improve their capacity for information gathering for evidence-based advocacy.
- There are delays in the release of Government funds, e.g., Primary Health Care funds.
- The refugee influx continues to exert pressure on government services, e.g., education, health, roads, agriculture, etc.

Lessons learned:

- The resilience/motivation among community members on improving services delivery is a strong success factor.
- Consistent support and technical guidance to grantees, together with timely disbursement of funds, is the foundation for success.
- Shared understanding of project deliverables by the various stakeholders is important for success.
- When issues are reported to the right office with verifiable evidence and with the right information, the LG members are willing to address them, depending on the availability of funds and opportunities from development partners.
- Increasing project ownership through a participatory process that involves all key stakeholders is paramount.
- Constant reminders to community members on their roles and responsibilities motivates them to participate in their developmental affairs.
- Once empowered, community members are willing and able to identify their own challenges and provide workable solutions for the improvement of service delivery.
- Project success has been observed, due to effective collaboration among stakeholders, spearheaded by the project staff.

Table 15: Plans for Quarter 2, FY 2018 (Component 3)

Planned activities	Expected outputs
1. Capacity building of CSOs/PSAs (grantees and PLOCA) through technical assistance	Capacity building reports
2. Empower PSA grantees (7) and other selected PSAs (in collaboration with Component 2) to monitor LG procurement processes—especially contracts	Procurement training report for PSA grantees
3. Capacity development through training for district-level PLOCA organizations in communications strategy	District PLOCA organizations acquire skills in developing communication strategy report of the above
4. Component 3 internal capacity building in monitoring and evaluation, especially tracking advocacy results and on policy formulation/review.	Component 3 team trained on M&E for advocacy and policy making
5. Provision of continuous technical assistance to PLOCA CSOs/PSAs on institutional strengthening	Capacity of the PSAs/CSOs, including grantees, enhanced

2.4 Collaborating, Learning, and Adapting

Collaborations

GAPP organized and mobilized a **development partner meeting with the MOLG Permanent Secretary**. This meeting took place on December 14, 2017, and was attended by development partner agencies of USAID, DFID, Japan International Cooperation Agency (JICA), United Nations Children’s Fund (UNICEF), United Nations Development Assistance Framework (UNDAF), ODI, and the European Union, as well as senior leadership in MOLG. A key outcome of the meeting was the reconstitution of the Local Government Working Group and an agreement to map all development partner support that was going to LGs to develop an initial picture of the current pattern of development partner support. GAPP volunteered to support the mapping effort as a member of the working group.

During the quarter, due to growing appreciation for GAPP’s support to non-GAPP districts, the Program, **in collaboration with IPS**, extended technical assistance to technical and elected leaders of Katakwi District. Through this demand-driven two-day (December 4–5) residential training at Mbale, the GAPP ETS in charge of leadership and council operations facilitated sessions on standard rules of procedure, management, and operations for LG committees. Participants included political leaders/councilors (DECs, Speakers, technical staff [Chief Administrative Officers, Chief Financial Officers, HR, Internal Audit Departments, Clerks to Council], and commissions [District Service Commission members]).

Supported DFID Annual Review 2017—ICAI governance portfolio review

During the quarter, GAPP collaborated with DFID Uganda office to host the Independent Commission for Aid Impact (ICAI), an independent body set up by the UK Government to provide scrutiny of UK aid, reporting directly to the British Parliament. The purpose of this review was to assess progress made toward improved governance outcomes and how this has contributed to achieving DFID’s higher level objectives, including promoting democratic governance, supporting economic development, and providing sustainable basic services. Moreover, the review assessed the relevance and effectiveness of DFID’s governance portfolios in Uganda, with a focus on the period 2009 to 2015, allowing ICAI to consider emerging evidence of sustainable impact.

Learning during the quarter

GAPP all-staff quarterly reflection and review meeting, December 13–14, 2017

GAPP conducted a two-day reflection activity reflecting on the annual FY 2017 achievements through regional briefs, program updates, and direction for Quarter 1 and 2 of FY 2018. The team was also mentored in work-life balance, financial performance, and operation plans. The major adaptation from this reflection session was the activation of the solutions committee to address issues raised in the FY 2017 annual reflection meeting.

LRM Impact Evaluation, Phase 1

During this quarter, GAPP prepared a draft of the LRM Phase 1 Evaluation report and is currently working to finalize it. The team also embarked on baseline data collection for Phase 2 in the 10 add-on DFID districts. The data will be used in Quarter 2 in selection of treatment and control districts for Phase 2.

In Quarter 2, FY 2018, GAPP will submit the consolidated report to USAID/Uganda for approval to move on to Phase 2. Recommendations and lessons learned in this report will inform the subsequent strategies and approaches.

Conducted data quality assessment (DQAs) and documented lessons learned

During the quarter, GAPP continued to mentor grantees through one on-one discussions with project coordinators and project focal persons. The GAPP team examined, observed and discussed with project implementation teams of Community Development Initiates (CIDI), CEPA, Uganda Women's Network (UWONET), HEPS, Kwise Development Initiative, African Youth Development Link (AYDL), CEGED, Build Africa, and FOWODE with the objective to verify the quality of reported data while assessing underlying data management and reporting systems for supported grantees.

In Quarter 2, FY 2018, GAPP will continue with DQAs through joint monitoring visits with grants, finance, and CSO team to build and nurture the monitoring, evaluation, and learning capacities.

Lessons learned and adaptation

Due to change in context and reforms from the center, in FY 2018, GAPP will transition from the use of the LGDF assessment tool to use of the OPM-led annual LG Performance Assessment (LGPAM) tool, which was designed to test the functionality of LGs in terms of systems, processes, and procedures. The LG assessment will identify LGs that merit rewards and those that need capacity building. In Quarter 2, FY 2018, GAPP awaits baseline results from the LGPAM currently being conducted to inform further technical support and implementation of the approach.

Cross cutting issues—gender and social inclusion

In the reporting period, the publication and dissemination of OAG gender audits and CEPA-published investigative stories on LG audits served to disseminate OAG findings and create a platform for gender responsiveness in LG budgeting, planning, and financial management on women, youth, and people with disabilities. The report addressed gender mainstreaming in Uganda, the gains made, and the limitations to achieving gender parity. The gender perspectives were based on the Auditor General's audits on gender and equality as coordinated by the MGLSD, April 2013, and Mainstreaming Gender and Equity in the Formulation and Implementation of the National Budget 2015. GAPP provided technical and grant support to CEPA for this purpose.

GAPP has encouraged its partners (Parliament, OAG, and PPDA) to prioritize audits that address the impact on vulnerable populations. This has taken into consideration gender VFM audits, procurement audits, and committee reports.

Other gender and social inclusion efforts included the work undertaken by CEPA in organizing a meeting with the OAG, the parliamentary Committees on Gender and on Equal Opportunities, and Public Accounts, November 20, 2017, to discuss policy recommendations arising out of previous OAG gender audits that had not received attention in the normal course of handling parliamentary business. This activity is described on page 9 of this report.

2.5 Program Operations

Project Finance

To prepare for effective operations in the new project year, in October 2017 GAPP made an analysis of budget implementation for the completed project year 2017 and developed a budget for program activities included in the draft FY 2018 work plan. GAPP budget for Quarter 1 of 2018 was estimated at US\$1,510,985, and the actual spending was US\$1,431,866, which constitutes 95% of budgeted funds. Savings mostly occurred in the workshop/training budget line because some of the program activities have been shifted due to reprogramming for a new thematic area of technical assistance to the MOH, expected to start in Quarter 2 FY 2018.

During this quarter, GAPP concluded an external audit exercise conducted by USAID through Ernst & Young for the 2015–2016 calendar years, with RTI providing management response to the draft audit report. In addition, GAPP was selected by RTI external auditor Deloitte for audit of selected samples of financial and HR documentation, and verification of assets for FY 2017. Deloitte conducted the audit in the GAPP office in Kampala in November 2017. The auditor did not find any irregularities in the samples and commended GAPP for adhering to high standards of internal controls and compliance.

Grants Management and Administration

Selected new grants proposals

During Quarter 1 of FY 2018, GAPP received several grant proposals from CSOs that were aligned to the new grants strategy and midterm evaluation recommendations, selected them for awards after review, and submitted four to USAID for approval:

Lango Samaritan Initiative Organization (LSIO): This organization will implement a project titled “**Voice, Information, Participation and Accountability Achievements (VIPAA)**” in the districts of Alebtong, Dokolo, and Amolatar. It will also take on processing advocacy issues for the entire Lango Region. The project’s goal is “To contribute to improved quality of life, especially among the youth in Alebtong, Amolatar, and Dokolo districts.

Pader NGO Forum: Pader NGO Forum is one of GAPP’s PLOCA organizations, with a strong presence in the upper Acholi Region. They will implement a project titled “**Acholi Voice and Accountability Project–AVAP.**” The overall purpose of this project is to equip host communities and refugees with knowledge and advocacy skills about service entitlement, as well as strongly remind local authorities of their obligations, duties, and responsibilities regarding service delivery for refugee-affected communities and the potential areas of influxes.

Mid-Western Region Centre for Democracy and Human Rights (MICOD) is to implement a project titled “**Strengthening Citizen’s Participation in Health and Education Service Delivery**” in Kiryandongo District. The project goal is “to contribute to improved health and education service delivery in the district by December 2018.” The grantee will monitor local government service delivery and generate issues for evidence-based advocacy, mobilize host communities to advocate for better service delivery through participating in LG planning processes, and promote interface between the host communities and settlers with duty bearers on generated service delivery concerns.

Issued new grants

In Quarter 1 FY 2018, GAPP received USAID approval to implement grants for World Bank/USAID collaboration research in Hoima and Mityana districts. The grants were awarded to Environmental Conservation and Agricultural Enhancement Uganda (Hoima District) and Community Centre Health Foundation (CCHF) (Mityana District). The CSOs signed the grant agreements with RTI effective January 1, 2018, for the period of eight months. The purpose of this research pilot is to implement novel measures of professional norms among primary school teachers and to measure the impact of an intervention modeled on programs with prior evidence of success in shifting both empirical and social expectations of public employees.

Closed out completed grants

During the quarter, fully implemented grants in Bunyoro Region were closed, adhering to all necessary administrative and technical requirements. These were Lake Albert Children Women Advocacy and Development Organization (LACWADO) and Environmental Conservation and Agricultural Enhancement Uganda (Eco-Agric Uganda).

Conducted grants monitoring and capacity building for grantees

GAPP continued to monitor grantees using a risk-based approach. We conducted 20 technical monitoring visits to active grantees, representing 100% of the required monitoring visits.

We arranged joint technical monitoring visits by GAPP staff from CLA, Grants, and Component 3 teams for several grantees, such as FOWODE, Transparency International Uganda, AYDL, Build Africa Uganda, and CEDO. The monitoring visits were also used as a capacity building event for these organizations, with mentoring being provided on site. GAPP monitors identified implementation challenges and discussed them with the team, working to find solutions. Overall, the grantees are implementing projects well, with minor gaps that will be attended to in the subsequent quarter.

Ensuring VFM in grants program implementation

Economy

During the quarter, GAPP disbursed US\$298,166 in total payments for grantees' expenditures on 20 active grants. GAPP reviewed financial reports from all grants implementing Cost Reimbursement Grants, and Grant Milestones from grantees implementing Fixed Amount Award Grants. During the monthly reviews of financial reports, the team continued to ensure that only allowable grantee expenses that are reasonable, allocable, and consistent with policies and procedures; are adequately documented; and follow the GAPP treatment criteria are approved and charged to USAID and DFID.

Efficiency

In Quarter 1, FY 2018, GAPP conducted joint grant monitoring visits that leveraged combined efforts of technical, finance, and CLA staff, which proved to be an efficient method for grants monitoring. GAPP also engaged its LG technical experts for mentoring grantees on programmatic issues. For example, GAPP used ETS' expertise to fine-tune SEATINI's technical understanding of LRM. During the quarter, we also centralized procurement of four grantee motorcycles for SEATINI, HEPS, and Build Africa in order to negotiate better rates

and safeguard compliance when purchasing motor vehicles under a USAID-funded award. This ensured that program inputs produce outputs of required quality for lowest cost.

Effectiveness

During the joint monitoring visits to CEDO and Build Africa, the teams observed that even though the approved activities were being implemented and funds were spent on listed activities, insufficient effort was being made to achieve the overall goal of the project and indicators in the approved monitoring and evaluation plan. GAPP and the grantee teams discussed and agreed on action points that would enable them to re-focus the grants implementation on attaining desired project outcomes and increase the interventions' effectiveness.

GAPP took into consideration Ernst & Young's recommendations from the recent audit for enhancing some aspects of grants monitoring.

Equity

New proposals selected by GAPP and submitted to USAID for approval as well as those awarded in Quarter 1 FY 2018 to local organizations provide funding to a diverse group of CSOs representing various geographical regions where GAPP is active (Acholi, Lango, Bunyoro) and targeting vulnerable strata of population for enhanced service delivery, such as women, youth, refugees, and refugee-hosting communities.

Next Quarter Activities

- Issue grant agreements to all approved grant applicants under the following categories:
 - Grants to be awarded under Refugee Response
 - Grants to be awarded under Fiscal Transparency Initiative Fund
 - Grants to be awarded for increasing voice and accountability in Northern and Bunyoro regions
- Conduct routine technical monitoring and risk assessments in accordance with risk management framework
- Hold a two-day grantee operations workshop to share experiences on operations and train grantees on new reporting tools
- Hold a meeting with ULGA President to review ULGA grant implementation progress and agree on the way forward

Procurement

Economy:

GAPP extended a pool of prequalified vendors through an additional pre-qualification exercise. GAPP conducted a review of the new vendor registration form to align the responses from vendors to GAPP's specific needs. Moreover, the Program initiated a re-competing vehicle tracking/fuel monitoring service by soliciting proposals from four qualified vendors and reviewing the proposals submitted. The competitive selection of a provider will be made early in the next quarter. Moreover, GAPP received an additional vehicle from USAID that was in the custody of International Republican Institute (IRI), which will support regional development activities in Northern Uganda. GAPP is arranging a transfer of ownership records

with the respective government agency and is in the process of concluding the service/repair of the vehicle to make it fully functional.

Human Resource Management and Office Administration

GAPP staffing continues to be carried out in a transparent and competitive manner that ensures that the Program brings in the best-qualified staff. During this quarter, GAPP advertised two vacant and three new positions.

Equity:

GAPP leveraged RTI's own funds in Uganda to come together with other RTI projects for the first time in a joint activity in November 2017. The activity brought together staff from six RTI projects in Uganda to learn about each other's programmatic focus, promote cross-sectoral cooperation in project implementation, and extend diversity and inclusion by opening space for staff to come together in Employee Resource Groups.

Efficiency

GAPP made an innovative change in the procedures for office supplies and stationary replenishment, moving from monthly to quarterly replenishment, which should yield additional VFM through bulk purchase negotiations for better prices and will also save staff's time. The new quarterly replenishment template and plan are more effective and will serve to improve GAPP offices' administration processes.

GAPP continues to deliver VFM in personnel management through transparent and competitive recruitment policies, including tendering of consultant and logistician services conducted in this quarter.

Information Technology (IT) Services

Economy:

GAPP monitored the IT market for new vendor entrants to ascertain whether new services were available and/or would provide better value and competition to existing vendors. Mercury Computers Ltd. was one of those identified, and the team will work with the procurement unit to pre-qualify the vendor.

Efficiency:

With offices and staff located in different parts of the country where the GAPP Program operates, the team has continued to use remote access software (BOMGAR) as far as is applicable, to deliver IT support. This enables delivering of ad hoc IT support quickly and without associated travel time and costs. Capacity building for staff to use available IT self-help tools and support from home and regional offices ensures staff have 24-hour access to support.

Effectiveness:

The IT unit used the opportunity of the all-staff quarterly meeting to provide technical assistance for IT-related issues affecting staff members and continues to closely monitor changes and improvements in the RTI IT infrastructure set-up and respond to them in a timely manner.

3. Conclusion

In this quarter, GAPP continued to receive outcomes from previous capacity building investments such as the LGDF and the PLOCA. It is clear that the capacity building investments are achieving results of increased efficiency in LG systems as well as improvements in service delivery through civil society and private sector engagements.

The DFID annual review was also conducted this quarter for the SUGAR project, for which GAPP is the LG component. The review concluded that GAPP continues to demonstrate VFM through economy of its expenditures, efficiency of its processes, effectiveness of its interventions, and equitable approaches that safeguard interests of its beneficiaries, including disadvantaged groups. GAPP's ability to adapt its course to respond to the changing political context, while embracing demand-driven initiatives, places the project in a strong position to contribute to a sustainable development impact in Uganda. The review also made recommendations to strengthen linkages between the GAPP component of the SUGAR project and the TAF component of the project, as well as linkages with other DFID programs. GAPP is in the process of systematically designing its adoption of the recommendations from the review.

GAPP received expedited approval for time-sensitive activities for FY 2018 and continued implementing add-on activities approved in Quarter 4 of FY 2017 around the integration of refugee response and strengthening the regional approach to development.

At the same time, GAPP expanded its reach in coordination and planning to directly target the implementing partners in RHDs, strengthening coordination and joint planning between LGs and implementing partners in the refugee response.

During the quarter, as anticipated, USAID/Uganda finalized the development of Performance Monitoring Plan (PMP) for the USAID/Uganda Country Development Cooperation Strategy (CDCS) 2.0 and the OPM launched the Local Government Performance Assessment (LGPAM) system (a report is expected in February 2018). Premised on this and the redefined DFID indicators on humanitarian response last quarter, GAPP will focus on revising its activity monitoring and implementation plan (Activity Monitoring, Evaluation, and Learning Plan [AMELPP]) in Quarter 2 of FY 2018, which includes new indicators on humanitarian response, leadership development, accountability, decision making, fiscal management, and assistance to the MOH. This is informed by the new USAID PMP of the CDCS so that program activities remain relevant and impactful through learning and adapting.

GAPP looks forward to implementing the planned activities upon the approval of the FY 2018 work plan, tailoring technical assistance as informed by the LGPAM report, rolling out Phase 2 of the LRM impact evaluation study, and following up on implementation of OAG recommendations after LGPACs' review and hearing of FY 2017 OAG reports.

Mentoring and technical assistance will continue for both grantees and PLOCA organizations. The two CSOs that signed grant agreements with RTI will implement the World Bank collaboration research in Hoima and Mityana districts for eight months, effective January 2018. In addition, upon USAID approval, new grants will be issued for fiscal transparency and U-Bridge activities.

Annex 1: Investigative Stories

Sad story of Universal Primary Education in Dokolo Schools

THE OBSERVER

December 27, 2017 January 7, 2018

NEWS

Sad story of UPE in Dokolo schools

OUR REPORTER

When government introduced Universal Primary Education (UPE) in 1997, the intention was to offer free primary school education for four children per family. Enrollment in UPE schools grew from 2.1 million pupils in the current 860 million, according to the Ministry of Education and Sports (MES) in 2006. Under the programme, government introduced the capitation grant, which is used by schools to buy books, writing tools and clinic. The schools receive Sh10,200 for each pupil, disbursed three times a year. The Local Government Management and Service Delivery Operational Manual of 2009 specifies the minimum standards for schools. Among them is one teacher to each 35 pupils; 25 pupils to study in one classroom; one desk for three pupils and a latrine stance for 40 pupils. Twenty years later, many schools are struggling to meet the set standards in the face of financial constraints and the high enrolment numbers.

DOKOLO STRUGGLES
Dokolo district in the upland region has terribly fallen apart, according to the June 20, 2016 address given at a report. Schools there have inadequate infrastructure, which don't meet standards. They include Kooling, Hassan Memoni, Akwanga, Angwebe, Aketungo, Anab, Ayip, Agweta and Akweta. Other areas are Atwanga, Akwanga, Agweta, Agweta, Akwanga, Akwanga, Akwanga and Akwanga. "Failure to meet the industry minimum standards may affect the overall academic performance of the schools. I advised the accounting officer to engage the authority of education and ensure that funds are provided," wrote John Mwangi, the auditor general, in his report.

The Observer visited Dokolo primary school. At this school, where enrolment stood at 1,022 pupils during the report's preparation, the teacher-pupil ratio was 1:53, classroom-pupil ratio at 1:24. The school adhered to the desk-pupil ratio of 1:3 and the latrine stance-pupil ratio stood at 1:36 compared to the required 1:20.

Deputy head teacher Kizito Opiyo Agweta said things have deteriorated further since the AG's findings were released. The pupil population has grown to 1,205. Compared to the upper primary classes, which have two classes (P3, P4, P5 and P6), the lower classes of P1, P2 and P3 were merged into one stream due to shortage of teachers. The 15 teachers employed translate into one teacher for 80 pupils. The lower classes have one teacher each, teaching two classes as indicated: P1



A crowded class of pupils at Dokolo primary school

has 80 pupils while P2 has 152 pupils. The P6 class has 118 pupils, (used the recommended enrolment).

"We have few teachers in the school, prompting us to merge some of the classes. You will find that some teachers teach both lower and upper level classes. If you look at the enrolment, you find that especially P3 to P7, the class is more than the expected ratio but our hands are tied," Agweta explains.

This situation is no different at Angwebe primary school, two kilometers away. In the AG's report, the school also never met the minimum standards. With a population of 1,457 pupils, the teacher-pupil ratio stood at 1:69, classroom-pupil ratio at 1:21 and desk-pupil ratio at 1:9. The student population has since grown to 1,591. The deputy head teacher, Charles Aki Ayip, has a staff in his office, detailing the current state of affairs. There are 23 teachers, averaging one teacher for 68 pupils. Each of the 12 classrooms, averages 125 pupils.

This poor classroom-pupil ratio is one big challenge. Ayip cited the P1 class, which accommodates 318 pupils in two streams.

When the Observer visited, the P2 and P3 classes were merged, in some cases six pupils shared one desk.

"If only we could divide the P6 class into three streams, it would reduce the numbers in each classroom, however, even if we do this, we would still not meet the required ratio of one teacher to 35 pupils," he laments.

Luckily, in September this year, Child Fund, a UNICEF NGO, built a two-classroom block to help decongest classrooms.

For both Dokolo and Angwebe, the only standard the school meets is the 1:24 ratio (desk-pace per pupil ratio). While Dokolo's stands at 1:36, Angwebe's stands at 1:36.

RECRUITMENT BAN
Dokolo District Education Officer David Eryani says the government ban on further recruitment, which was lifted recently, affected efforts to bring

While 15 teachers employed translate into one teacher for 80 pupils. The lower classes have one teacher each teaching large classes as indicated: P1 has 181 pupils while P2 has 152 pupils. The P6 class has 118 pupils, twice the recommended enrolment.

to more staff. Alfred Okoro told The Observer that as an English teacher, teaching both lower and upper primary, he is overwhelmed. It gets worse during the assessment and examination period. "Marking their work is very tedious. It is very hectic when the books are many, so you end up failing to follow the syllabus," Okoro says.

Both schools have asked for an increase in capitation grants. In the 2017/18 budget, Dokolo received Sh5 to million for the three terms. This translates to Sh16,533 per child for the year.

Angwebe, on the other hand, received Sh13.3 million, which is Sh15,762 per pupil.

Ayo and Agweta believe that more money could go to a special fund for hiring teachers and classroom construction.

Eryani admits that funding has greatly reduced. Dokolo used to receive Sh100 million each year to build infrastructure. He reveals that over half has been reallocated to build 'hood' programmes in sub-counties, yet over 5,000 pupils enroll in UPE schools annually.

"If we get Sh500 million and it can last, build two classroom blocks per week for 50 schools in the whole district. We are doing only three (classroom) blocks in a year, so it will take us 20 years to build a pit latrine in every school at the rate of 100 per year," Eryani says.

The district also needs 300 teachers. Rebecca Mwangi, the acting deputy chief administrative officer, says the shortage of teachers reflects in the poor performance of pupils.

Consequently, the schools are planning a new initiative, recruiting parent-teachers. These are recruited as teachers who will be paid between Sh5,000 and Sh10,000 through the parents and teachers associations (PTAs).

Editorial@observer.org
This feature was compiled with support from the Centre for Policy Analysis (CEPA)

Varsities join fight against silent death

MOSES TALEMWA

On 11 September 2017, Clara Mulega, the flamboyant chairman of the Anguana International University (AIU), in Bukuru, along a Capri road in Kampala, would be cooking oil for his 100,000th birthday.

Then one day, he was struck in his back. He was told there was no system in the house a month after the last purchase.

"You mean we consumed a stevia of cooking oil in one month?" asked a shocked Mulega. They had been trying everything in an attempt to cure... it was a hell of a life.

Worried about his family's health, he immediately reported his condition in his home.

Mulega now supports a new initiative by Makerere University's College of Health Sciences, to help the state in non-communicable diseases (NCDs). NCDs are the largest challenge to our community. Some people have a family history of hypertension, diabetes and cancer. Mulega said "I have seen own children in their 20s with cancer. My heart starts trembling when their mothers are crying tonight." Speaking at the launch of the campaign at St. Francis' was a 100-year-old recently diagnosed cancer patient. The leading NCDs are cardiovascular disease, cancer, diabetes and chronic respiratory disease. The best alternative is prevention through awareness.

"We are starting a campaign to inform the public that NCDs are preventable diseases," he declared.

Mulega said, "We are working very hard to eliminate NCDs. We are trying to make sure that our people are aware of the danger they are exposed for these diseases and will be able to reduce the burden. About the nutrition, we are trying to make sure that the public is aware of the danger of these diseases."

Earlier, Prof Charles Lumumba, who is the principal of the college of health sciences at Makerere, said NCDs are a major cause of illness and death.

"We are working to reduce the burden of NCDs by promoting healthy lifestyles, such as eating a balanced diet, exercising regularly, and avoiding tobacco and alcohol use."

Mulega said NCDs are a major cause of illness and death. He revealed that over half has been reallocated to build 'hood' programmes in sub-counties, yet over 5,000 pupils enroll in UPE schools annually.

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Why health facilities in West Nile are failing

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Sunday VISION, December 3, 2017

THE BIG STORY
www.mvoinews.com

MOST HEALTH FACILITIES IN THE REGION ARE FACED WITH

A year after the Auditor General's report on health service provision, patients in West Nile are still grappling with inadequacies in hospitals. **Chris Kiwawulo** writes

Most health facilities in West Nile are still grappling with inadequacies in health service provision, a year after the Auditor General's report on health service provision, patients in West Nile are still grappling with inadequacies in hospitals. Chris Kiwawulo writes

When the Auditor General's report on health service provision in West Nile was published in June 2016, it highlighted the need for health facilities to address the challenges they face. The report noted that health facilities in West Nile are facing a number of challenges, including inadequate infrastructure, lack of staff, and poor management. The Auditor General's report also highlighted the need for health facilities to improve their service provision and to ensure that patients receive the care they need.

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OUT OF 100
STAFF POSITIONS
ARE VACANT IN
KORDKO HOSPITAL

Some of the challenges are the same that doctors had gone to at the time the report was published. The Auditor General's report also highlighted the need for health facilities to improve their service provision and to ensure that patients receive the care they need. The report noted that health facilities in West Nile are facing a number of challenges, including inadequate infrastructure, lack of staff, and poor management. The Auditor General's report also highlighted the need for health facilities to improve their service provision and to ensure that patients receive the care they need.

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Why health facilities in West Nile are ailing

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ARUA: MIDWIFE ALLEGEDLY CHASED AWAY EXPECTANT MOTHERS



Patients waiting for medical services at Mt. Olt Health Centre in Matany, Arua.

Although the Auditor General did not find any anomaly in Arua, a visit to the district found a case of a midwife who allegedly chased away expectant mothers. Grace Adeau, a nurse and midwife at Mt. Olt Health Centre in Matany, Arua, allegedly chased away expectant mothers who were due to deliver in the night of February 20. Police subsequently arrested Adeau after receiving a complaint.

One of the complainants, Alpha Bako, who was incensed by Adeau's alleged neglect, offered to take her car to take one of the expectant mothers to Arua Regional Referral Hospital. The mother had already started packing the baby and the baby's head had got out when she brought the car to the attention of the police who arrested the expectant mother away from the health centre, said Bako, who also had a patient admitted at the health facility. Bako said she was infuriated more when she returned to Mt. Olt Health Centre and that Adeau had chased away two other expectant mothers. According to the police, Adeau was in charge of another nurse on that fatal night. As a result, the health industry ordered the Auditor General's office to investigate circumstances under which the nurse chased the mother who had admitted her at Mt. Olt Health Centre. De Hassay Bako, the Mt. Olt Health Centre's officer in charge, said Adeau was suspended but later resumed work. Although Bako said the Arua municipal council deputy town clerk refused the same voice.

LACK OF STAFF TO OPERATE EQUIPMENT

YUMBE DISTRICT: No refrigerators, congested

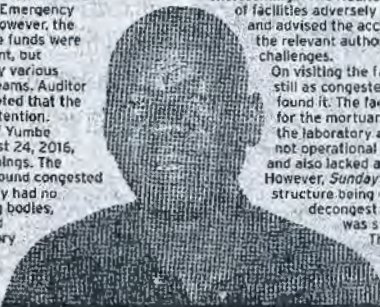
Auditors found a report for a criminal case dated October 20, 2015, issued by the clerk to council, revealing that sh23m was stolen from the United Nations Children's Emergency Fund (UNICEF) account. However, the accounting officer said the funds were not stolen from the account, but had been withdrawn to pay various immunisation campaign teams. Auditor General John Muwanga noted that the matter required urgent attention.

Besides, an inspection of Yumbe Health Centre IV on August 24, 2016, revealed several shortcomings. The 25-bed female ward was found congested with 39 beds, the mortuary had no refrigerator for preserving bodies, the compound was littered with garbage, the laboratory had no refrigeration and the radiology unit was not operational.

The accounting officer

explained that the district was no longer receiving primary health care development funds, hence the shortcomings. The Auditor General noted that lack of facilities adversely affects service delivery and advised the accounting officer to engage the relevant authorities to address the challenges.

On visiting the facility recently, it was still as congested as the Auditor General found it. The facility lacked a refrigerator for the mortuary to store dead bodies; the laboratory and radiology units were not operational due to poor standards and also lacked a refrigerator. However, *Sunday Vision* found a new structure being constructed to help decongest the wards although it was still at the initial stage. The facility was also found to be implementing primary health care services that had been missing.



Adria Pamandwa Nwasa, the Yumbe Hospital administrator

over 200 mothers; that is a very big number," Babafiri said.

She said she had raised the issues on the floor of Parliament and hopes that the budget committee will increase funding for Kookoo so that they recruit more staff and increase medical supplies.

ADJUNAMI

Just like in Kookoo, the Auditor General discovered that a number of vehicles in Adjunani, including district ambulances had broken down and were recommended for boarding off. However, this had not been done as per local government and Public Procurement and Disposal of Public Assets Authority (PPDA) regulations.

Andrew Mwanje, the district chief administrative officer, told *Sunday Vision* that the district was unable to board off the vehicles due to failure to secure their logbooks from the line ministries, including the health ministry.

"Our several attempts to get the logbooks have not yielded fruit," he said.

Angel Mark Dulu, the Adjutant East MP, acknowledged the challenge of delayed disposal of vehicles due to retention of logbooks by line

ministries, adding that: "As a member of the local government committee, we have found this problem in almost every district we have visited."

Dulu added: "A vehicle depreciates after about five years. But you find logbooks are kept at ministries and the process of disposal is tedious. So, the money spent in disposal is more than what is got from the sale." Dulu said his committee has decided to engage the relevant ministries to start releasing logbooks to ease disposal before the vehicles deteriorate more.

MOYO

Auditors noted that Moyo Hospital land was under dispute. The hospital management contacted the Out Patients Department (OPD) partly on land belonging to the community neighboring the hospital and on the road from the town council to the surrounding village, before reaching an agreement with members of the community and the town council.

Consequently, the community opened a court case against the district. The Arua High Court later returned the matter for alternative dispute resolution. The district council on December 22, 2015, agreed to pay sh665.5m to the community as

compensation for the land.

But the district started evicting community members from the land before compensation and in disregard of the advice from the judge. The case had not been resolved by June 30, 2016, causing a contingent liability to the district.

It was further observed that the pending settlement was neither recognised nor disclosed in the district financial statements. The accounting officer explained to auditors that the disputed land belonged to the hospital, but the district land board erroneously gave it out sometime back with conditions, which the complainants failed to oblige. However, the health ministry expressed willingness to compensate the complainants.

Alex Chelimo, the district chief administrative officer, said the dispute over management of the hospital land had been resolved. Chelimo explained: "We compensated the community around August and there is no land dispute now."

Compiled in collaboration with the Center for Policy Analysis. Additional reporting by Robert Ariaka and Benedict Okethengu



Old structures at Yumbe General Hospital due for demolition to allow for the construction of new ones

ZOMBO DISTRICT

An audit found that the construction of phase one for the out patients department (OPD) block at Alangi Health Centre III was awarded to Boss Investment Uganda Limited at sh20m to be completed in three months as per the agreement dated May 18, 2016.

By the time of the audit on September 16, 2016, sh19m had been paid to the contractor, but found that the OPD block was at foundation level, the contractor had abandoned the site and the health centre was using a makeshift structure as the OPD. There was no general ward and so cases that require admission are referred to Kango Health Centre III and Zec Health Centre III. Patient mattresses were left lying around the compound. The health centre was unattended to at the time of inspection.

The accounting officer explained that the district had an agreement with Baylor Uganda to construct the OPD. However, Baylor Uganda would up its operations, before fulfilling the obligation. The Auditor General advised the health inspector to carry out supervision on health facilities and construction works.

A visit to Zombo found works on the OPD going on. However, Tony Olin, the Alangi Health Centre III officer in charge, said works were being funded by the Infectious Diseases Institute (IDI) and not Baylor. IDI is a Ugandan non-profit organisation established within Makerere University. It provides care and treatment services to people living with HIV. Olin explained that IDI chose to fund the OPD construction after carrying out an assessment that found the health centre in a poor shape. Work is being done by VASUCA Construction Company. However, much as the work was being done, the facility continues not to admit patients because the design does not provide rooms for accommodation.

Olin said scores of patients seeking admission at the facility are usually referred to Agiermach or Kango health centers. He could not figure out the exact number of patients they referred in the last one year.

Ellima Alexu, the in charge of Kango Health Centre III said under normal circumstances, patients should not be referred from one health centre III to another. "But since Kango is within the catchment area of Alangi and DR Congo, they usually receive patients from that area. However, then the number of patients is overwhelming."

Maji Silo, a local leader in Kango said absence of the OPD has affected service delivery in the area. He says patients are being referred to distant facilities, yet many cannot afford transport.

Why do mothers continue to die of



Maternal health. Government launched the National Health Policy and made it mandatory for all Health Centre IVs to run a functional theatre, in a bid to reduce referral cases. Seven years later, many mothers continue to die of health-related complications, writes **Moses Kyeyune**.

At least 16 women die during child birth every day in Uganda. The 2016/17 annual health sector performance report puts infant mortality at 6.4 per cent, neonatal mortality at 2.7 per cent and maternal mortality at 4.6 per cent.

Whereas this indicates a reduction in infant and maternal deaths from 14.2 per cent in 1996, neonatal mortality remains stagnant at 2.7 per cent in the last 22 years.

As a long term measure to combat high maternal and infant mortality rates, the government in 2010 launched a policy that would see every health centre IV (HCIV) installed with a fully functional theatre and a surgeon. They were to be located in every constituency.

The idea was to provide comprehensive obstetric and newborn care services, catering for at least 100,000 patients.

A district hospital would then be left to handle at least 500,000 patients most of them referrals from the countrywide.

However, many of the maternal centres continue to operate below ca-

capacity, with the theatres operating as death traps.

Besides, the HCIV dream for every constituency is far from attainable with many districts running without a hospital.

Key challenges

The Ministry of Health, in its 2016/17 annual sector performance report, acknowledges certain hindrances, listed as challenges. Among them is the continued rise of newborn and maternal mortality cases, low staffing levels as well as inadequate funding.

- High newborn and maternal mortality
- Inadequate staffing at all levels
- Low salaries and incentives
- Stock outs of key commodities
- Inadequate funding for preventive interventions
- Poor and inadequate infrastructure
- Unsatisfactory level of support and supervision

An investigation by this reporter reveals that there are about 147 health centre IVs in the country. Many of the government health centres have failed to meet their minimum targets, leaving the population with little options.

One of the most affected districts is Luwero, where the entire district relies on Luwero HCIV, the major health services.

Forgotten hub?

A mere mention of Luwero reminds old-timers of its conditions that rocked the central region and

Overcrowded Mothers wait at the crowded 20-bed ward at Luwero Health Centre IV in Luwero District on November 18 (PHOTO BY MUSAABU)



Dr Sarah Ogubi, the officer-in-charge of Luwero Health Centre IV, "We best expect especially for maternal health. Maternal death is preventable, if we

ushered in the National Resistance Movement government.

A ride through the area clearly shows that the district is still recovering from civil strife.

Thirty years later, much of the social services sector is still struggling as critics argue that the district would be standing at the core of the regime's priorities, for having harboured the five-year push war.

However, services such as health, access to clean water and improved sanitation remain a challenge amid little or no sign for improvement.

Health facility

Luwero Health Centre IV, only a kilometre from Luwero town and about 80km from Kampala, on the Gulu Highway stands as the only district's main public health facility serving a population of more than 458,000 people in the three constituencies of Kallikani North, Kallikani South and Bumpansuba.

According to the 2015/16 Auditor General's report, the health centre was given a modern anaesthetic machine, a Daxco Ohmidea brand, which has remained non-functional due to lack of anaesthetic vapour.

During the investigation, Dr Sarah Ogubi, the officer-in-charge of the health centre, confirmed to Daily Monitor that the machine has been lying idle for the last three years and only started operations recently.

"The machines is important because it supports a patient to breathe while administering anaesthetic drugs at the same time," says Dr Ogubi. "The health centre also struggles

with funding where only Sh538m had been allocated since the commencement of the 2017/18 financial year.

According to Dr Ogubi, inadequate resource allocation has given ground to many of the health centres to be overfilled at the facility.

"We need support, especially for maternal health. Maternal death is preventable. If we get good supplies and adequate stocks with delivery kits, gloves, sutures and anaesthetic drugs, and blood all will be great," she adds.

She argues that there is no need for referrals because maternal cases are emergencies and that once someone is sanctioned for C-Section that means she requires the service to be administered within minutes since referral time is another delay that can cause deaths.

Patient's experience

At Luwero HCIV, this reporter interacted with one of the patients, a 20-year-old Irene, who suffered complications after delivery.

Although she had successfully given birth to her fourth baby, Irene was rushed back to Luwero Health Centre IV when the complications started.

"Unfortunately, she was not attended to because she lacked a pair of gloves yet she claims to have provided six pairs during child birth."

"I was asked to get the gloves at whatever cost before I could be attended to, but I failed," she said.

Her husband can only raise money for daily feeding with hardly a penny for his wife's health.

health-related complications?

She was helped by a member of the Malabe Village Health Team working with a health officer to bring her some medicine. She, who had been waiting for her health officer to come, took the back to the health centre where I was given some medicine. I am, however, using local herbs to recover from this pain, Irene says.

One of the service providers at the health centre, who asked not to be named, who could speak freely, mentioned to *Sunday Monitor* that many women such as Irene, suffer because midwives cannot attend to them without gloves.

458,000

Pregnant women in Uganda are expected to benefit from the completion of the Kampala Health, Nutrition and Sanitation Survey in 2017.

The nature of research is that we will have gloves, but they are usually out of stock and we have no option. These gloves have to be in plenty, otherwise it may ensure a continuous supply," says a midwife.

In 2016, the report that the national government prepares supplies, many have an indication.

According to annual health sector performance report (2016/17), Luwero HCV only managed to order only 184 gloves while Bishop Coker Addi had ordered 387, many of which were returned to Kampala.

During Luwero's visit, the facility was referred to mostly private facilities. It was about 12km away from the town of Nakaseke (Solanki and Bishop Coker Addi) from Luwero (0.9km). The report from the only ambulance at the facility was also grounded for two months due to lack of tyres and fuel.

Staffing levels

Whereas a HCV is entitled to at least two medical doctors, Luwero HCV has four as a deliberate undertaking to address the health workers and level of staff.

These, however, cannot do much in the absence of medical equipment, drugs and other supplies.

Scope of the problem

The question regarding inadequate

KEY CHALLENGES

According to the report, the Luwero HCV facility was found to have inadequate stocks of essential medicines, including gloves, antiseptics, and other medical supplies. The report also noted that the facility had a high turnover of staff, with many health workers leaving due to low salaries and poor working conditions. Additionally, the facility was found to have inadequate infrastructure, including a lack of clean water and electricity, which further hampered its ability to provide quality care.



Operational. The ambulance medicine at Luwero Health Centre IV (above), October 2017.

supply hinges as the National Medical Stores, a government body charged with distribution of drugs and other medical supplies, states that supplies by request.

Many of the facilities struggle to quantify their needs and, for that, look at NMS as a scapegoat. Says Mr. Kimono, the NMS public relations officer.

For Luwero HCV in particular, Mr. Kimono claims doctors deployed at irregular supply of supplies and, in addition, instead, he blames the facility for failure to place the order under their September demand.

"We have enough oxygen and we are supplying across the country. We have excess of these drugs but we also feel disappointed that oxygen supply does not have an oxygen," says Mr. Kimono.

Documents obtained from NMS disclose that Luwero HCV has made requests for the second quarter. A request form signed by the facility's Assistant Inventory Manager, Ivan Semwanga and dated September 14 indicates a number of items requested for his half-month and oxygen were not included.

Mr. Kimono says whereas there are challenges, many inadequacies are occasioned by the facilities. However, this new paper confirms that many health workers across the country continue to grapple with drug shortages partly because NMS deliveries are dependent on the budgets.

A similar investigation carried out in Malindi and Miryaka districts reveals that whereas some steps have been undertaken, accountability gaps for drugs and other supplies remain. Malindi Town Council HCV, for instance, has a similar contract with Luwero.

Located in the heart of a busy city, the health centre serves a fairly big population, which leads to drug stock-outs.

The health centre also stands out as the only "public hospital" Malindi HCV makes highest in success of 2017 in 2017, with 100 per cent of its patients receiving

A source at the facility told *Sunday Monitor* that they suffer routine shortages of blood.

Who has the administrator's blame responsibility for drug shortages? "Government and limited supplies, government officials blame the former for allegedly sending drugs and selling them cheaply in drug shops."

Way forward

"When we are not able to acknowledge the existence of their gaps," says Prof. Aili, the assistant commissioner in charge of planning and policy of the Ministry of Health, says there is no way to hide.

There are gaps, the funding is the same but in the medical term we should be able to manage and make more of the limited financial in terms of equipment, human resource and availability of supplies," he says.

He, however, believes that what we hope to get since several measures are being undertaken.

For Luwero in particular, three health centres are expected to be built, the first, starting with the to improve services at Luwero HCV.

Luwero is on top priority to be renovated and turned into a district hospital unlike other centres. Prof. Aili says.

To this end, he says funding has already been secured from the World Bank Global Financing Facility.

responsibility, indications of their intersection with local governments.

"This is a great opportunity to work with local governments in planning and policy, but we need to have a good accountability mechanism. However, government officials blame the former for allegedly sending drugs and selling them cheaply in drug shops."

Way forward

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KEY ISSUES

Improving drug supply
The report highlights the need for a more efficient and reliable drug supply chain. This involves strengthening the relationship between NMS and the facilities, ensuring timely deliveries, and exploring alternative sourcing options where necessary.

Enhancing staff capacity
Investing in the professional development of health workers is crucial. This includes providing training in clinical skills, management, and leadership to ensure they are equipped to handle the challenges of their roles.

Strengthening financial management
Improving the way health facilities manage their finances is essential for sustainability. This involves implementing sound budgeting practices, reducing waste, and ensuring that funds are used effectively for patient care and facility maintenance.

Improving infrastructure
Investing in the physical infrastructure of health facilities is a key priority. This includes ensuring access to clean water, electricity, and adequate accommodation for patients and staff, which are all fundamental for providing quality health services.

Drug thefts mar hospitals as patients bear the brunt

8

Saturday Monitor
DECEMBER 2, 2017
www.monitor.co.ug

INTERVENTION: In 2000, Chaudet Mwanuzi established the Health Monitoring Unit (HMU), a department within State House that was supposed to iron challenges within the health sector but particularly deal with the crisis of drug thefts.



THE DRUG

COARTEM

Popular. The drug, used for malaria treatment, is the most common drug stolen from Apac Hospital.



Drugs. A nurse attends to a patient at Apac Hospital in 2015. The hospital has suffered drug shortages due to thefts. PHOTO BY YULLI OCHON

Drug thefts mar hospitals as patients bear the brunt

1,564

Stops. The number of mosquito bites that the district has got which are considered the worst highest.

Worsening a bad problem. While public hospitals are grappling with understaffing and a low supply of drugs, the later problem is being worsened by drugs being stolen from the hospital, causing patients to look elsewhere for drugs or risk death writes **Solomon Arinaitwa**.

APAC: A 11-year old child lets out a wailing cry that pierces through the sleepy newly refurbished children's ward at Apac Hospital on a cold Tuesday as her mother struggles to force her to drink some fluids. She has been diagnosed with malaria and has just finished taking her final dose of the drug. Her mother is not willing to divulge her and the daughter's identity for fear of victimisation by hospital authorities. But the patient is a lucky girl to have found the malarial drug (Coartem) readily available at Apac Hospital. Had she fallen ill last year, her story could have been different. The 2015/16 Auditor General's report cast a dark shadow over Apac Hospital, citing theft of 14 boxes of lamartem (30 x 18), 112 boxes of lamartem (30 x 32), 109 boxes and 120 boxes of Artofan (Coartem (30 x 6) and Lamartem (30 x 24) in Apac Hospital. Although 21,827 units of medicines were also unaccounted for at the Kabale District

Health store, no district registered more serious drug thefts than Apac Hospital that year.

Apac and Kabale hospitals are more stand-out examples of a problem of drug thefts that is slowly but surely holding back the health sector in Uganda.

Drug theft rampant

In 2014, Health ministry officials were quoted by *The Observer* newspaper saying that at least 76 per cent of drugs in government health facilities disappear before reaching patients.

Essential drugs for the treatment of malaria and other common ailments and vaccines for transmitting children, contraceptives for family planning, oral polio vaccines to treat diarrhoea and cotrimoxazole for cough were some of the most stolen medicines, *The Observer* reported.

At Apac Hospital, anti-corruption investigators discovered that Coartem and

Lamartem, the basic and most critical anti-malarial drugs, could not be found for administering to desperate patients because they had somehow vanished into thin air.

For a district with some of the highest malaria incidence rates in the country, stealing of essential anti-malarials turned the malaria situation from bad to worse.

According to the entomological incidence rate (EIR) recorded in 2004, the district was found to have the highest number of mosquito bites in the world standing at 1,564 bites.

Apac District, sandwiched by three water bodies: Lake Kyoga and two swamps; Arocha and Wircwiri make the district a major breeding point for susceptible mosquitoes, the malaria transmitting parasites.

The southern boundaries of the district are also along Lake Kwana and the River Nile, further adding up the mosquito breeding grounds in the area.

When the rains peak in April and August, the malaria incidences also shoot up, according to Jimmy Ruvy Omukoko, a medical records officer at Apac Hospital.

Thirty seven per cent of the deaths in Apac District are due to malaria, according to the 2009 statistical Abstract compiled by the Apac District Local Council. "Whereas malaria is the number one



II

Diagnostics. "I don't see all drugs are missing at a hospital level. It is possible that there were some medicines because of the missing drugs given how long it's taking to get the drugs from the government to the health centres."

iller in the district, it was found to be in the third rank for spending because malaria treatment drugs are cheap and no other expenditure on its control had been identified such as mosquito bed nets and their treatment plus chemicals used in control of malaria," reads the abstract.

A 2006 story by Uganda Radio Network (URN) quoted Dr. Jessie Stone, a malaria researcher, saying that malaria transmission rate in Apac is over 250 times worse than in Kampala, adding that medical researchers had found out that Apac has the highest malaria rate in the world.

With such a background of high incidences of malaria, residents in Apac District were troubled when they heard that boxes of critical anti-malarials had gone missing at Apac Hospital, leaving patients at the mercy of private medical facilities that are scarce in the sleepy district.

Problem is bigger

Mr. Don Suprenant Omwono, the executive director for the Apac Anti-Corruption Coalition (TAACC), says the theft of drugs at the hospital points to a larger crisis crippling the national health sector.

"If such essential drugs are missing at a hospital in a district with such high malaria rates, that explains how bad it is. It is possible that there were some deaths because of the missing drugs given how dangerous malaria can be," Mr. Omwono says.

Dr. Samuel Sahiti, the Acting Medical Superintendent at Apac Hospital, says the matter of drug theft is under investigation by the Chief Administrative Officer (CAO) and he could not give an update about the inquiry.

But Dr. Sahiti believes the National Medical Stores (NMS) still has its work cut out if distribution of drugs from Kampala down to respective health facilities is to be streamlined.

When asked about the matter, the Chief Administrative Officer (CAO) Stella Aiyeto declined to respond to inquiries about the progress of the investigation but rather re-bounced the questions to the hospital medical superintendent.

Ms. Aiyeto said she has just been posted from Gulu, and is not familiar with the case.

Ms. Evelyn Ayaga, the head of Health Monitoring and Accountability of the Apac Anti-Corruption Coalition (TAACC), says the district leadership and the District Health Officer (DHO) have been inclusive in dealing with the problem of drug thefts.

"When a child is brought struggling with malaria and there are no means to be administered to the child, the health workers tell us that in most cases, they end up losing the child. In many cases, we have alerted the district leadership about drugs going missing but nothing has been done. When we inform the Ministry of Health directly, then the district leadership gets angry at us," Ms. Ayaga says.

TAACC has investigated the case of drug thefts at Apac Hospital but its investigation ran into headwinds because there was no co-operation from the district leadership.

But successes have been registered in some health centres in the district, further highlighting the problem of drug thefts in this malaria-prone district.

At Chawente Health Centre III in Chawente Sub-County, TAACC investigators managed to recover 161 malaria testing kits that had gone missing in December 2016. The malaria testing kits were meant to aid training by a donor health centre (DHC) in the area.



the sub-county. The team also recovered 21 boxes of coartem (for adults) and 18 boxes of coartem (for children).

Although the in-charge at Chawente Health Centre III was directed to take up the matter with police by the District Health Officer (DHO), no action was taken then, according to reports by TAACC's Health Monitoring Unit.

At Chawente Health Centre II, TAACC's investigators recovered 200 malaria drugs worth Sh5.5m from the in-charge of Chawente Health Centre II in May 2016.

A report compiled by TAACC discovered that to date, the district authorities have failed to recover the drugs yet there is always shortage of drugs for patients at Apac Hospital.

The Apac Anti-Corruption Coalition (TAACC) offices are just a stone's throw away from Apac Hospital, making investigation into the case a tall order.

President intervenes

In 2009, President Museveni established the Health Monitoring Unit (HMU), a department within State House that was supposed to curate challenges within the health sector but particularly deal with the crisis of drug thefts.

In 2006, he directed ministry of Health officials to label government-owned drugs as "NOT FOR SALE" but that strategy did not seem to work.

Mr. Moses Muhumba, the executive Director of the Center for Health, Human Rights and Development (CHEHRD), a health rights advocacy group, says the HMU should change its working style if drug thefts are to be rooted.

"I think that its approach is highly ad hoc and could be made better. The HMU could, for instance, focus on strengthening the already established structures like Health Unit Management Committees (HUMCs) and Hospital Boards (HBs) and spend less effort in enforcement which is the work of the police," Mr. Muhumba wrote in an interview via email.

The current approach of the HMU, Mr. Muhumba wrote, has relegated it into an agency that is feared by the very people it would

have collaborated with to deal with medicine thefts in facilities.

Dr. Ojery Jackson, the head of the HMU, says the unit has recovered supplies worth Sh16b since 2009 but quickly points out

Concern: The most common theft is for malaria treatment drugs. The cost of medicines at the hospital means that not every patient is assured of access to drugs.

that challenges abound.

A forensic inventory audit carried out by the HMU confirmed the theft of drugs at Apac Hospital, Dr. Ojery says, explaining that the matter is now before the Anti-Corruption Court.

As a condition to drug thefts, Dr. Ojery argues that there needs to be "continuous surveillance of supply chain management and prompt detection and reporting of thefts."

"Expedite the process of the National Health Insurance (Scheme) and start operationalization. This will be a faring solution in streamlining per capita health expenditure," Dr. Ojery wrote in an email interview.

The National Health Insurance Bill, 2012 that seeks to create the National Health Insurance Scheme (NHIS) is currently before Parliament's Health Committee.

For drug supply and distribution, the National Medical Stores (NMS) the body that was established to procure, store and distribute essential medicines and other medical supplies to public health facilities still grapples with enforcement challenges.

With some stolen drugs found in neighbouring countries, especially eastern Congo and South Sudan, according to the NMS website, arresting offenders in foreign countries can be highly tricky.

This story was reported with support from the Centre for Policy Analysis (CEPA).

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Annex 2: Summary of GAPP's Current Targeted Policy Advocacy Issues – as at 31st December 2017

BARRIER	CURRENT POLICY ISSUES	ISSUE SOURCE	APPROACH	POLICY DEVELOPMENT STAGE	OWNER & IMPORTANCE
BARRIER1: - Lack of adequate funding at the local governments	<i>Issue 1: Reform the vertical fiscal flow mechanisms from Central Government to Local Governments (LGs) to enable LGs to fully deliver decentralized services as listed in schedule 2 of Local Governments Act (LGA)</i>				54%
	i). Transfer 1% VAT to LGs	ULGA	Advocacy to effect the 1% policy	Debate	ULGA
	ii). Increase grant allocations to LGs from the current 12.6% towards the recommended 38%	Policy study + ULGA	Advocacy and petitions from LGs	Debate	ULGA
	<i>Issue 2: Reform mechanisms and processes for raising of local revenue</i>				41%
	iii). Allow LGs to collect and retain levies on fisheries and forestry products under a sharing arrangement with NFA and Fisheries Dept.	Policy Study	Advocacy for a retention policy	Debate	ULGA
	<i>Issue 3 Promote local development and investment initiated by LG</i>				49%
	iv). Revitalize the National LED resource team to oversee the coordination and implementation of the LED policy	Policy study + ULGA	Advocacy to implement LED policy	Debate	ULGA
	<i>Issue 4: Reform mechanisms and processes for Sector Negotiations to enable enforcement of outcomes</i>				52%
BARRIER2: - Inadequate participation by local communities in the development process	v). Have LGFC to revise the current lose arrangement and put in place a guided Mechanism for conducting sector negotiations	Policy study	Advocacy for a guided mechanism for sector negotiations	Debate	ULGA
	vi). Encourage Ministry of Local Government to put in place a statutory instrument to enforce mechanisms for implementation of the sector agreements	Policy study	Advocacy for statutory instrument for enforcement	Debate	ULGA
	<i>Issue 5: Improve the ability of LG Councilors to meaningfully engage on the LG service delivery agenda and accountability thereof</i>				56%
BARRIER3: - Poor accountability at or related to the local government level	vii). Place minimum qualification for LC V (S.6) and LC III (S.4) Councilors	Policy study	Advocacy and petitions from LGs	Debate (also previously presented)	ULGA
	viii). Reduce conflict between Councilors and LG administration by having MoLG adopt and implement Proactive Conflict Management Strategy	ULGA	Advocacy	Policy Analysis	ULGA
	<i>Issue 6: Strengthen organizational structure and operational guidelines for LG Accountability bodies to effectively perform their oversight functions efficiently</i>				61%
	ix). Have LGs recruit qualified Internal Auditors by lifting their scale from U2 to U1E to enable independence and seniority	Comp 2	Advocacy to revise policy	Debate (also previously presented)	ULGA
BARRIER3: - Poor accountability at or related to the local government level	x). Increase financing to Internal Audit Departments and LGPACs through a separate "Accountability" Vote	Comp 2	Advocacy for policy change	Policy Analysis (also previously presented)	ULGA
	xi). Have MoLG give clear guidelines for LGPACs through development and adoption of LGPAC manual	Comp 2	Advocacy and TA	Presented	Comp 2
	<i>Issue 7: Strengthen government enforcement of LG ethics and accountability violations</i>				37%

BARRIER	CURRENT POLICY ISSUES	ISSUE SOURCE	APPROACH	POLICY DEVELOPMENT STAGE	OWNER & IMPORTANCE
	xii). Have government adopt Charter of Ethics and Accountability as a statutory instrument for districts/LGs	ULGA	Advocacy to create a statutory instrument	Policy Analysis	ULGA
	<i>Issue 8: Strengthen framework and operating policies for Parliament Public Accounts Committees to oversee accounts</i>				65%
	xiii). Support Parliament to adopt improved Rules of Procedures to clarify or strengthen PAC roles (multiple)				CEPA
	<ul style="list-style-type: none"> Introduce into Parliament's Rules of Procedure the constitutional timeline of 6 months for presentation, debate and adoption of OAG's report upon receipt from the OAG 	CEPA Study	Advocacy	Presented	
	<ul style="list-style-type: none"> Provide in the LGA and the Parliament Rules of Procedure timelines for LGPACs' consideration of OAG reports so as feed directly into the Parliamentary process 	CEPA Study	Advocacy	Presented	
	<ul style="list-style-type: none"> Provide in Parliament's Rules of Procedure mechanisms for transition of Accountability Committee reports from one Parliament to another 	CEPA Study	Advocacy	Acted upon	
	xiv). Improve committee operating procedures through development and adoption of a Handbook for Accountability Committees	CEPA Study	Advocacy and TA to draft Handbook	Acted upon	CEPA
	NEW: Provide in the Rules of Procedure a mechanism for conveying a Treasury Memorandum to OAG for audit. Introduced thus: <i>"The Speaker shall, after receiving the Treasury Memoranda, submit it to the Auditor-General for auditing in accordance with the National Audit Act, 2008."</i>	CEPA study	Advocacy	Acted upon	CEPA
	NEW: Support the OAG to reform Value for Money (VFM) procedures through revision and publication of a VFM procedures Manual	Comp 1	TA and publication	Acted upon	Comp 1
	NEW: Have Government improve funding to OAG and PPDA through increased appropriations to the two audit agencies (been pursued by CSBAG off-line this tracker over the last 1 year)	Comp 1	Advocacy	Debate	CSBAG
BARRIER4: <i>Limited impact of public spending on Sector Service Delivery</i>	NOTE: Issues based upon Component 2, 3 work that rise to policy level are incorporated here				
	NEW: Have the MoFPED waive VAT (18%) and verification fees (2%) imposed on Rapid Diagnostic Tests (RDTs) so as to make them more affordable to the population and promote implementation of Government's "test and treat" policy	Comp 3	Advocacy with MOFPED	Presented	HEPS

Annex 3: Performance of GAPP LGs in FY 2016/17 OAG Report

DLGs	District	Audit Opinion		Municipality	Audit Opinion
1	Agago	Unqualified	1	Masaka	Unqualified
2	Amolatar	Unqualified	2	Mukono	Unqualified
3	Amuru	Unqualified	3	Hoima	Unqualified
4	Apac	Unqualified	4	Masindi	Unqualified
5	Arua	Unqualified	5	Gulu	Unqualified
6	Kitgum	Unqualified	6	Arua	Unqualified
7	Gulu	Qualified	7	Lira	Unqualified
8	Lamwo	Unqualified	8	Koboko	Unqualified
9	Lira	Unqualified	9	Apac	Unqualified
10	Nebbi	Unqualified	10	Kitgum	Unqualified
11	Nwoya	Unqualified	11	Nebbi	Unqualified
12	Oyam	Unqualified	12	Mubende	Unqualified
13	Pader	Unqualified	13	Mityana	Unqualified
14	Koboko	Unqualified			
15	Adjumani	Unqualified			
16	Moyo	Unqualified			
17	Yumbe	Unqualified			
18	Maracha	Unqualified			
19	Zombo	Unqualified			
20	Kole	Unqualified			
21	Otuke	Unqualified			
22	Alebtong	Unqualified			
23	Dokolo	Qualified			
24	Omoro	Unqualified			
25	Hoima	Unqualified			
26	Kibaale	Unqualified			
27	Masindi	Unqualified			
28	Kiryandongo	Unqualified			
29	Kagadi	Unqualified			
30	Kakumiro	Unqualified			
31	Buliisa	Unqualified			
32	Kalungu	Unqualified			
33	Kayunga	Unqualified			
34	Kiboga	Unqualified			
35	Masaka	Unqualified			
36	Mityana	Unqualified			
37	Mubende	Unqualified			
38	Mukono	Unqualified			
39	Kalungu	Unqualified			

Annex 4: Summary of Progress Report by National and district Level CSOs/PSAs Implementing Activities in Target Districts Grantees

October –December 2017

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
ACODE	Arua, Masindi, Nwoya and Apac.	<p>Validated district Leaders' and Councils' Assessment</p> <p>Conducted data entry, analysis and report Writing</p> <p>Distributed Councilors' Diaries</p> <p>Launched the Synthesis Report</p>	<p>Verification of 121 (66 men, 55 women) district leaders' and councils' scorecards for districts of Arua, Masindi, Apac and Nwoya was conducted. With partnership with the Uganda Local Governments' Association (ULGA) launched the 7th Annual Local Government Councils' Scorecard Report premised on the theme "Civic Engagement: Activating the Potentials of Local Governance in Uganda". Based on this report, local governments have been held accountable for executing their mandate and providing effective services to citizens.</p>
SEATINI	Kitgum, Lamwo and Pader	<p>Developed and Printed Best Practice Training Manual on local revenue identification, collection, management and utilization.</p> <p>Conducted two community dialogues on Local Revenue Mobilization and Accountability</p>	<p>Two dialogues were held with 182 participants (39 women and 61 men). The dialogues, raised awareness among the community members on the linkage between revenue mobilization, accountability, and improved service delivery, provided a platform for sharing experiences with district resource persons, mobilized the community to become more vigilant, and engage their duty-bearers on key revenue enhancement issues, accountability and service delivery and forged a way forward for the effective implementation of the Local Revenue Management Processes.</p>

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
APSEDEC	Pader, Kitgum and Gulu Municipalities and Pajule Town Council	Carried out a training needs Assessment Developed a capacity building plan Recruited consultant/facilitators	Training needs assessment was conducted with 15 Private Sector Associations in the districts of Kitgum, Gulu and Pader. A total of 164 (102 [62%] men and 62 [38%] women) selected members of PSAs were assessed and gaps identified. Private associations such as; market vendors, input and produce dealers, boda-boda cyclist, butchers and livestock dealers, farmers, SACCOs and diary cooperatives were involved in the exercise. This has increased PSAs engagements with local government officials.
		Conducted mentoring and coaching sessions to PSAs	6 trainings were conducted in the three districts (Kitgum, Pader and Gulu) of project scope and Six Private Sector Associations with total 176 (55 men [31%] and 121 [69%] women) gained skills in financial literacy, business skills management, group dynamic and leadership. As a result, MOUs will be signed with the PSAs detailing their roles and responsibilities in the project.
Build Africa Uganda	Kiryandongo and Nwoya	Followed- up implementation of the LIPs in the target schools	Using a developed LIP monitoring tool, 20 out of the 28 (71%) supported schools were visited and as observed some schools 8/20 had started a school feeding program aimed at children in the upper classes. Other schools' parents identified a piece of land for a school garden and ready for the next season. They have also developed an awarding system for best performing teachers through certificates to motivate teachers to perform better
		Followed-up of the progress of respective school education advocacy plan implementation	28 schools were followed up and each school at least developed 2 petitions and forwarded to the respective duty bearers (LC3s, Sub County Chiefs, DEOs, DIS, CDO, CCTs, Sub County Executive)

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
		Supported SMCs to Jointly Lobby Local Councils/Government on key education quality improvement issues	SMCs were supported to write and submit petitions for each of the key issues (poor sanitation and toilet facilities including changing rooms for girls, classroom congestion especially in lower primary, teacher accommodation, low teacher staffing, Sitting facilities for children) identified for advocacy and in the next quarter sub county education dialogue meetings will be held.
CEPA	National grantee	<p>Published investigative stories on local government accountability</p> <p>Publicized and disseminated popular summaries of the OAG report FY 2015/16 FY and gender audit reports.</p> <p>Conducted strategic advocacy meetings with relevant sector committees, the leadership of Parliament and sector ministers.</p>	<p>Commissioned 6 investigative stories focusing on service delivery in local government as per the OAG report FY 2015/16 in the sectors of education and health.</p> <p>Meeting with the Accountant General, Ministry of Finance, Planning and Economic Development, the Speaker of Parliament, Rt. Hon. Rebecca Kadaga, Deputy Clerk, the OAG, Committees on Gender, Equal Opportunities, and PAC were held and such meetings improved practice and legal reforms aimed at strengthening the accountability cycle.</p>

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
CSBAG	National Grantee	<p>Trained 5 CSO in Budget advocacy and coalition building</p> <p>Participated in the Annual CSO fair and anticorruption week</p> <p>Analyzed district budgets to identify alternative budget and taxation policies on annual basis</p> <p>Undertook case studies on Local revenue generation</p> <p>Developed CSO Alternative Tax and Budget Proposals</p>	<p>CSO budget performance monitoring exercises conducted 280 schools and 30 health centres using were monitored covering 16 districts¹⁰</p> <p>Strengthening CSO skills in data mining and budget analysis will greatly be used as we advance in the budget process for FY 2018/19 and track implementation of FY 2017/18. In addition to the skills development, CSBAG improved linkages between national and local CSOs on accountability mechanisms for a consolidated and strong CSO voice on public financing and accountability for development. This was clearly evidenced in the successful dissemination of quarterly budget monitoring report for Quarter 4 for FY 2016/17 to the Ministry of Finance at a press conference.</p>

¹⁰ The districts are: Bundibugyo, Iganga, Kaberamaido, Kagadi, Kanungu, Katakwi, Kibaale, Kibuku, Kyenjojo, Masindi, Mityana, Namutumba, Oyam, Serere, Sheema, Soroti

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
ULGA	National Grantee	Held Executive Committee and sub-committee meeting Mobilized districts to petition Government and Parliament on the proposed project policy reforms	One EXCOM meeting was held and the committee meetings discussed and approved among others ULGA financial policy, quarterly finance report and preparation for AGM. Received resolutions from fifty five (55) Local Governments out of the expected 83 Local Government council resolutions. Consequently, a petition was drafted to be presented to Government and Parliament.
CIDI	Kayunga, Masaka and Mubende	Mentoring and coaching exercise Sensitized PSAs on basic advocacy skills and networking Held business community meeting District level engagement and advocacy	A total of 09 community meetings reaching out to 268 persons were held with each PSA steering one within their area of operation. Engagement with the business and other members of the community was held and yielded into an issue paper. The dialogues/engagements were seen as platforms that would strengthen relationships with PSA beneficiaries with the district local government hence leading to good working relationships and establishing a public private partnership between the LGs and PSFAs.
HEPS	Lira and Kiboga	Developed an issue paper on the persistent stock-outs	UCEAM members signed onto the issue paper which was used as evidence during the meeting. The meeting was attended by 74 representatives of different stakeholders, including Members of Parliament, Ministry of Health officials, National Medical Stores, other national medicine warehouses, health care providers, community

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
		<p>Held a National dialogue on the current status of access to essential medicines in public health facilities.</p> <p>Conducted a press conference on World AIDS day on medicine stock-outs</p>	<p>members, persons living with HIV (PLHIV), and civil society activists, among others. This led MOH to respond on stock outs. CSOs gathered on 1st/December/2017 and held a press conference on the persistent stock-outs.</p>
FOWODE	Masindi, Amuru and Gulu	<p>Built Civic Consciousness of Citizens</p> <p>Gender budget monitoring and service delivery tracking exercises</p> <p>Conducted community dialogues</p> <p>Conducted Interface meetings</p> <p>Parliamentary Engagement</p>	<p>6 civic education meetings were conducted reaching a total of 490 people (321 females and 169 males) 6 gender budget monitoring and service delivery tracking exercises were conducted by the VBCs in the 3 districts and all identified issues were documented for further discussion with duty bearers as shown below.</p> <p>One parliamentary engagement was held with 25 policy makers (10 women and 15 men) to share the findings of gender and equity audits that were conducted on Ministerial Policy Statements (MPSs) of the Education and Health Sectors and 10 District Budget Framework Papers (BFPs) for FY 2017/18.</p> <p>One lobby and advocacy meeting was conducted on gender and equity budgeting for legislators, specifically targeting the members of the education and health sector committees in Parliament. This was intended to enhance their awareness of their critical oversight role in ensuring gender and equity compliance of MPSs and BFPs¹¹ in accordance with Sections 9 (7) and (8) of the Public Finance Management Act 2015. At the end of the meeting, action plans were developed to</p>

¹¹ Budget Framework Papers

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
		Lobby and Advocacy Meeting	<p>highlight key issues that the policy makers would be looking out for in the ministerial policy statements and budget framework papers for the two sectors.</p> <ul style="list-style-type: none"> • Under the health sector, the policy makers committed to advocate for the establishment of youth friendly centers and provision of reproductive health services to address rampant teenage pregnancy. • Under the education sector, policy makers committed to advocate for construction of schools in hard to reach areas to address the issue of low school attendance; the training and recruitment of special needs teachers in districts that are most affected; and holding government accountable for the implementation of policies such as provision of a primary school per parish for easy access
TIU	Lira, Apac and Oyam	<p>Call center and social media campaign</p> <p>Conducted National Stakeholders' dialogue</p>	<p>A total of 14 calls (11 men and 03 women) were received, a Facebook page was created, information on health service delivery is shared with the general public and feedback is given on issues raised. https://www.facebook.com/pg/StopAbsenteeism/community</p> <p>A total of 29 (5 women and 24 men) participants attended the meeting. Dialogue aimed disseminating the project findings from the field where several challenges/ issues that hinder effective service delivery were addressed.</p>
USSIA	Mukono, Kiboga & Mityana	Conducted district-level roundtables	Commitments were made by district local government officials. Conducted roundtables with 12 PSAs in preparation for the first high-level district PPD.

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
UWONET	Gulu, Gulu municipality, Amuru, Kitgum, Lamwo, Agago, Pader, Otuke, Alebtong, Nwoya, Apac, Kole, Maracha, Moyo and Zombo.	<p>Strategic engagement with (ULGA) and Ministry of Local Government on gender mainstreaming.</p> <p>Conducted advocacy and lobbying for gender responsive planning and budgeting process</p>	<p>Provided gender mainstreaming support to ULGA; one initial meeting was held and areas of support were identified. The process equipped councilors with knowledge and skills for gender mainstreaming in budgets, plans, implementation and monitoring of government programmes for equitable development.</p> <p>The standing committees within council gave updates on service delivery for the first half of the FY 2017/ 2018.</p>
CEFORD	Zombo	<p>Raised awareness on Health and Operation Wealth Creation (OPWC) service delivery standards an interface of duty bearers with citizens through NAs (Neighborhood Assemblies)</p>	<p>Interface led to;</p> <p>AFARD Agency for Accelerated Regional Development(AFARD), Danish refugee DAR and Caritas Nebbi and Zombo and Zombo district farmer's association (ZODFA) supplied 4750kgs of maize seeds 1643 bags of Irish potatoes seeds and 2100 kg of beans seeds (NAM 15 and NAM 4) to the farmers who had not benefited from Operation Wealth creation. CAO's office made an allocation for bicycles to enable extension workers reach farmers for the time being as plans are being made for procurement of better transport means in a nearby future.</p> <p>Issues of quality assurance tightened in Zombo. The district has stopped KAWACOM to supply their 12,000 raised coffee seedlings because they were diseased and issue stern warning for Uganda Coffee Development authority (UCDA) on the quality of coffee seedlings or standard / expected,3 pairs of leaves before distribution. Care given to patients has greatly improved in the facilities as there are no more complaints from patients coming from NAs.</p>

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
		<p>Strengthened the operation and establishment of NAs, the duty bearers are being held accountable as result of the citizen strengthening their vigilance on service delivery a number of results are being seen like;</p> <p>Followed-up meeting for CSO's and Government on their commitment to improving service delivery in Health and OPWC</p> <p>Conduct Interactive Radio talk-show on OPWC</p> <p>Facilitated Change Agents to carry out sensitization on Health and Operation Wealth Creation(OPWC)</p>	<p>Having realized the roles and responsibilities each one has to play communities through the NAs have come to supplement the efforts of production and health service provision in the sub counties and entire district of Zombo.</p> <p>In Warr Sub County 3 NAs assembled at the facility were conducted thorough cleaning which involved slashing, digging and collection of slashed grass and other rubbish. 57 (38F & 19M) members turned up for the exercise.</p> <p>This was done to four CBOs of WACAK in Warr, Apalala women group in Atyak, Water school in Zeu and leke young star in Kango, Zombo district farmers Association and NGO forum). As a result, we found out that; Zombo district farmer's association (ZODFA) was able to secure funding from DAR 11 for building the capacity of farmers groups into marketing associations and this was through the capacity building that was provided through the GAPP project that enable. Still, NGO Forum organized meeting for the 8 members organizations and built their capacity in micro and macro advocacy and establishment of NAs to strengthened citizens voice in demanding for their accountabilities this has led to establishment of 8 NAS in the sub-counties of Jangokoro, Nyapea, Paidha, Abanga, Alangi, Aka by Action Aid Uganda, IDI (Infectious Disease Institutes), Water for the people of Africa among others.</p> <p>Long distance (25 & 9 KM) of some communities to the nearby health facility of Uru and Atyak. The advocacy to have out reaches by Warr health center has helped expecting mothers to be offered antenatal services from the Sub County headquarters of Atyak by Warr health center staff.</p> <p>This helped to reach a large population on Health and OPWC on action points made by the duty bearers</p> <p>The use of public expenditure tracking tools by the Change Agents and the CBOs made it easier to deduce evidence to hold accountable the former sub-county chief of Kango Sub-county to account for Value for money and the money allocated and spent accounted for without doing its intended purposes.</p>

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
CEGED	Adjumani, Arua and Zombo	<p>Supported PSA constitutional review and Social Audit</p> <p>Trained PSA leaders on Membership Attraction & Retention.</p> <p>Trained PSAs leaders in advocacy</p>	<p>23 PSAs underwent constitutional reviews and social audits by their members</p> <p>23 PSAs were orientated on membership attraction & retention strategies and the key areas of focus included; a) products and services they should offer to the members to generate income for the associations, b) Promote Business development services, c) marketing and promotion of members' products, and d) social capital among the members.</p> <p>As a result of the training;</p> <ul style="list-style-type: none"> • 23 PSAs have developed deliberate action plans to increase membership and annual membership subscription so as to collect funds for the associations. • The participating PSEs renewed membership by paying membership subscriptions to the respective PSAs • 4 PSAs in Adjumani and 3 in Zombo districts reviewed their constitutions/articles of association to include members views • 16 of the participating PSAs have started to engage the local authorities on issues affecting trade. <p>CEGED provided capacity building in advocacy to 2 leaders for each of the 23 PSAs and advocacy action plans were developed</p>

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
MACCO		<p>Monitored service delivery in health and education by 16 community monitors in 4 sub counties</p> <p>Organized quarterly Neighborhood Assemblies</p> <p>Organized quarterly District Face the Citizens Debates:</p> <p>Conducted 2 radio talk shows in a quarter in health and education:</p> <p>Composed and played monthly radio drama on an FM station:</p>	<p>16 community monitors received technical backstopping during the support field visit 68 citizens comprising facility heads, community structures and community members were interacted with on service delivery issues during the monthly service delivery monitoring by the community monitors.</p> <p>20 MACCO Member Organization Coordinators shared experiences on anti-corruption activities being implemented in their organizations and made recommendations on CIVOG project progress report for effective implementation.</p> <p>63 participants participated in District Face the Citizens debate in which monitoring findings were presented to the attention of the district leaders and response on how the issues could be addressed were sought.</p> <p>About 1.2 million people across West Nile Districts and part of neighboring Countries of South Sudan and DRC were sensitized on their roles and responsibilities in improving health and education service delivery during the three (3) radio talk shows held on Arua one radio station.</p> <p>800 people were sensitized through the forum theater performances across the four project sub counties on their rights and roles they play in improving health and education service delivery</p>

Grantee Name	Districts of operation	Key quarter activities	Outputs/Results
Kwize Development Initiative	Mubende	<p>Conducted Bi- annual sub county dialogues</p> <p>Conducted a district Bi- annual dialogue</p> <p>Trained of Private sector associations in business planning conducted</p>	<p>2 Bi- annual dialogues meetings were held in two sub-counties to address issues arising from the sub county dialogues that require district intervention.</p>
CEDO		<p>Facilitated PSA engagements with local government authorities</p> <p>Supported PSAs to spearhead public accountability interface meetings</p> <p>Conducted consultation meetings on the district ordinance for maize value chain management in Kiryandongo</p>	<p>A total of 510 individuals (139F, 371M) were reached directly through PSA engagements with Local Government Authorities during this period.</p> <p>One (01) PSA level dialogue was conducted to identify and prioritize issues for engagement at higher levels to influence change for better service delivery within their constituencies</p> <p>Conducted consultative meetings in Kiryandongo in developing the district ordinance of maize value chain in the district. This activity brought together 393 members (107 women, 283 men), among them included PSA members (67 women, 233 men, political Leaders (26 women, 31 men) and technical leaders (14 women, 22 men)</p>
AYDL		<p>Supported grass root organizations OYAF and AYAF to monitor service delivery in the areas of youth livelihood, health, education and agriculture among others.</p> <p>Organized a dialogue meeting on Youth Livelihood Program (YLP)</p>	<p>AYDL also supported the Voluntary Service corps in schools to monitor service delivery within their school environments and surrounding communities and later used the findings to engage district and school authorities.</p> <p>Organized a dialogue meeting about Youth Livelihood Program (YLP) that took place on 5th/12/2017</p> <p>Organized a youth leaders' interface with the National Planning Authority with the aim of understanding how youth in Uganda are to benefit from the highly coveted Oil and Gas sector.</p>