



MS UGANDA ANNUAL REPORT 2005

Kampala
December 2005

MS Uganda



Danish Association for International Co-operation

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LIST OF ABBREVIATIONS USED

AM	Annual Meeting for MS Uganda staff, partners and development workers
CBO	Community Based Organisation
CO	MS Country Office
CS	Civil Society
CSO	Civil Society Organisations
DANIDA	Development Assistance dept. of Danish Ministry of Foreign Affairs
DENIVA	Development Network of Indigenous Voluntary organisations
DDW	Danish Development Worker
EAC	East African Community
GDP	Gross Domestic Product
MS	Danish Association for International Co-operation
MSiS	MS in the South (overall strategy for MS' development work)
NGO	Non-Governmental Organisation
OD	Operation Days Work
PAB	Policy Advisory Board (MS Uganda)
PEAP	Poverty Eradication Action Plan
QMC	Quarterly Monitoring Chart for planning and monitoring progress
TCDC	MS Training Centre for Development Co-operation in Tanzania
TTT	Topic Travelling Team, MS team consisting of programme officers who support Country Office staff on improving on topics
UN	United Nations
UNICEF	United Nations International Children's Emergency Fund
WSSD	World Summit on Social Development

A brief introduction to each partner as well as the abbreviations being used can be found in the MS Uganda Partner's Priority Themes, Focus and action Plan, Appendix 1.

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1. SUMMARY

Uganda's waning democratic credentials have cost government much needed shs 14.9 billion in aid which will influence the next financial year. The donors have pegged their decisions on Uganda's apparent delay to restore multiparty democracy and failure to fight corruption. They are also concerned about the arrest of the Forum for Democratic presidential candidate Dr. Kizza Besigye three months before the elections on charges of treason and rape.

The government of Sudan and Sudan People Liberation army finally signed the Comprehensive Peace Agreement (CPA) in January 2005, marking the end of one of Africa longest conflicts. The fight maintaining the peace has begun, power and wealth sharing protocols have not been implemented fully, which means that oil revenues are not shared yet.

Good governance and poverty reduction more relevant than ever

Considering the above situation, we have seen the policy objectives of good governance and poverty reduction are more relevant than ever. In Uganda today there is a growing concern amongst many citizens who want to understand and accept their rights and responsibilities for the maintenance and improvement of a constitutional democracy. This has been evidenced by the demand shown by civil society and government for the use of our Democracy Handbook, posters and guidelines. The material has been piloted and stakeholders like the Uganda Local Government Association, Ministry of Education curriculum committee as well as the National Civic Education Programme have been consulted. MS Uganda has been requested to implement civic education as one of five civil society providers before the elections in February 2006. MS will be conducting training in West Nile and Apach with partners in the areas.

Non governmental organisations consider the National Civic Education programme an opportunity to actively contribute towards empowerment of Ugandans with information and knowledge to enable them effectively participate in the evolving democratic processes in the country. MS Uganda foresees a continued need for participating in civic education training also after the elections.

Another approach to empower civil society organisations has been through the

decentralization programme that was launched mid this year. The programme is intended to prepare districts networks in Apach and Koboko to engage in the planning, implementation and monitoring of Local Government programmes with the aim of having an efficient and effective service delivery system to the people.

A study to establish the household poverty levels and community dialogue with the local governments was carried out by Yiga Ng'Okola, an MS partner based in eastern Uganda. A number of key findings very relevant for a new policy paper came up e.g. that 80% of the studied 12.000 households were poor in contrast to the average of 39% stated in the national statistics. The study will serve as a pilot for other rural based partners to map poverty levels and the figures to influence local government pro-poor planning.

Did we make a difference?

We are now in the fifth year of implementing the MS Uganda Policy Paper 2001-2006. At the beginning of 2006 a country programme assessment will take stock of the achievements and lessons learnt from the experiences of working politically, which is the working formula to achieve the objectives of poverty eradication as stated in the MS Partnership against Poverty policy paper of 2005. The outcome of MS' focussing strategy is expected at the beginning of 2006 and those will set the frame within which a new MS Uganda strategy paper will be finalized before the end of 2006.

In Sudan, the Operation One Days work has come to an end, the final evaluation has been done pointed the great number of readers at the resource centres but also mentioned the weak community participation in the running of the resource centres. The work in Sudan will continue with funding from the Danish 'Areas of Origin' grant. The Education for Peace, Repatriation and Development programme will be launched at the beginning of 2006. So far the authorities and community leaders have been keen that knowledge about the CPA agreement is disseminated and principles of leadership and constitutionalism are brought forward for discussion as part of the programme. An assessment will be made in 2006 of the possibility of a separate MS Sudan programme.

New focus

MS is undergoing transformations at the head office which will influence the country programmes. Financial cuts over several years which this year targeted one of MS's pillars development education/awareness, decimation of staff at head office, is forcing MS to reorganise and find an appropriate identity and a clear focus. Fundraising 5% in 2006 and 10% from the Danish public in

2007 is a challenging new requirement hitherto not familiar to MS. Of utmost importance for profiling MS is our ability to focus on areas of work where we have special competencies like advocacy for democratic processes and development by people.

2. UGANDA IN 2005

2.1 The Political Situation: Museveni nominates himself again

When Uganda's present president Yoweri Museveni and his National Resistance Movement (NRM) came to power in 1986 many Ugandans welcomed their new leader who seemed to be honest in his work for a new constitution based on democracy and free and fair elections.

However, after almost twenty years of NRM rule the general positive attitude towards the president have somehow come to a standstill. While Museveni is running for president in the upcoming 2006 election, people remember his promise from the last election in 2001: *This is my last term.*

Presidential term limits lifted

A referendum was held in July to endorse a shift from the movement form of politics and a singleparty system to a multiparty system. The constitution was also amended and the presidential term limits were lifted. Both were actions which set in motion what potentially could be the most decisive and as many fear, could be the most violent election campaign that Uganda has ever witnessed.

Assault on the independence of the Judiciary

2005 is also year which witnessed the verbal skirmishes on the independent work of the judiciary culminating into a physical assault, when uniformed and armed military personnel invaded the premises of the High Court in a move, designed to deny bail to the accused. The respected principal judge Justice James Ogoola referred to the assault as, "the most naked and grotesque violation of the twin doctrines of the Rule of Law and the Independence of the

Judiciary...” And probably to strengthen the spines of the staff of the judicial arm of government in preparation of the times ahead he had this to say,” the independence of the Judiciary, the Rule of Law, the Judicial Oath that you swore, and your personal and professional conscience are the pillars upon which you are to exercise your judicial function ... read the law diligently. Listen to the facts of the case carefully. Synthesise the two professionally and consciously. But in all this, allow nobody, not the Principle Judge, not the Chief Justice... and not the Government, to direct or influence the exercise of your judicial function”

Looking for answers in 2006

Uganda is in 2005 politically challenged and in dire straits. The above scenarios bring to the forefront the political stability of Uganda. The frightening question is: Will president Museveni’s push for a third term destabilise the relative peace in the country and result in further proliferation of armed insurrections? And as a further consequence will Museveni’s push ensure that he is the glue which binds Uganda’s unity in diversity, or will he turn out to be the final wedge that will ultimately divide the country and put a halt to Uganda’s development? With fingers crossed answers to the above questions are awaited in 2006.

2.2 The Economy: The gap between rich and poor is widening

While part of Uganda’s capital Kampala is booming with South African and other foreign investors, Uganda as such is still ranked in the lower parts of UNDP’s 2005 Human Development Index. The economy has more recently gathered pace with GDP growth performing at 5.9% in 2003/4 and 5.4% in 2004/5. The medium term outlook remains favourable with GDP projected to grow by about 6% per annum.

However, despite a significant reduction in poverty during the 1990’s, the GDP per capita is still below US\$ 500 and in UNDP’s 2005 Human Development Index Uganda is de facto ranked as country 144th out of 177. Furthermore, the gap between rich and poor is widening and conflict in the North has had a direct impact on poverty in the North and the East of the country. In the eastern parts of the country the poverty level is 46% compared to the central regions 22%, and in the North the poverty level has increased from 59% in 2000 to 63% in 2003/4.

MS Uganda's effort in eastern and northern Uganda seems to be needed more than ever.

The government's development policy is set out in the third revision of the Poverty Eradication Action Plan (PEAP), presented in October 2004. The strategy for eradicating poverty focuses primarily on the objective of raising medium-term GDP growth to levels commensurate with the reduction of income poverty. This is to be achieved through increased private investment, the modernisation and commercialisation of agriculture, and the expansion and diversification of exports.

However, real GDP growth rates of 9-10% per year would be required to make an impact on the poverty. As well as reduction in the high population growth (3,4 % a year) which continues to erode the achievements of overall growth, and jeopardise the Poverty Eradication Action Plan.

A high level of donor assistance (about 13-14% of GDP and more than 50% of Uganda's national budget) has played a vital role in supporting policies leading to the achieved growth. Yet, in the present political situation where the road towards a multiparty system has turned out to be less smooth than expected, donors including Great Britain, Norway, Sweden and Holland have cut in their aid Uganda.

The economic implications of the donor cuts are presently unknown. However, if the Danish government also decides to cut in the Danish development aid to Uganda, MS has lobbied to redirect the support to civil society organisations in the poorest parts of northern Uganda.

2.3 Regional Development: Comprehensive Peace Agreement signed in Sudan January 2005

The government of Sudan and Sudan People Liberation army finally signed the Comprehensive Peace Agreement (CPA) in January 2005, marking the end of one of Africa longest conflicts. The peace agreement included a six months transition period from January to July 2005 followed by the establishment of a government of national unity and a semi autonomous Government of Southern Sudan headed by the vice president of the national unity government.

The prospects of the signing of the CPA also inspired the Danish Ministry of Foreign Affairs to support the Uganda Prime Minister's office and their

programme for Development Aid to Refugees, DAR from 2005-2008. MS Uganda is one of the three Danish NGOs which as part of the DAR programme had a programme on Education for Peace, Repatriation and Development approved. The programme will be implemented together with three partner organisations in northern Uganda and southern Sudan.

The process of revising the East Africa Community and transform it into the East Africa Union with a political federation in 2011 is back on track. The three East African Countries have demonstrated commitment to have one president in a rotation manner beginning in 2011. On the agenda for the ongoing discussions are the removal of tariffs on goods and service across the boarder. This could influence agricultural partners' marketing options.

So far the tendency has been that decisions are at high level without much involvement or mechanisms for influence by civil society and other stakeholders. A CSO regional network is in the process of taking up the challenge of gaining influence and MS Uganda sees an opportunity support these democratic steps.

3. WORKING ENVIRONMENT AND SECURITY

Relations with local authorities

MS Uganda has had good relations with central and local authorities in the obtaining work permits for Danish development workers. Our reports are submitted to the NGO Board for information, but no co-coordination takes place from government side of NGO work.

Space for Civil Society Organisations

The civil society organizations have been preparing themselves to be part of the political transition to multiparty systems by producing a Minimum Agenda for political standards expected of politicians and their parties. There is a fallacy that if CSOs criticize government they are seen as being part of the opposition. CSO want to be political, and take stands on issues related to development, but that does not mean that these stands will follow any political party line consistently. This point was highlighted during the MS Annual Meeting in 2005.

Coordination of Poverty Eradication Action Plan, PEAP

NGO forum has been the focal point for CSOs input to the PEAP and MS Uganda has participated in one of the working groups. Presentation of the third revision of PEAP was also part of the MS Annual Meeting, to inform partners of government policies and where they can benefit in the fight against poverty.

Danish NGO Forum

The forum Danish NGOs and the Danish Embassy have continued its quarterly meetings to share experiences and coordinate our work where possible. The Danish NGOs work in very different fields, from emergency to long term development and within different areas.

MS Uganda has had most in common with the DANIDA programme on Human Rights and Good Governance. DANIDA has held coordination meetings with on anti-corruption work in general and on support to anti-corruption district networks and Anti Corruption Coalition of Uganda, ACCU in particular. In 2005 we also liaised on coordination of DANIDA and NGOs support to district networks. DANIDA made a survey of the district networks, their work areas, their capacity and their donors. A coordinated support to the networks among National and International NGOs is being sounded out, and a clearer definition of roles will be established in 2006. The aim is to see which networks are prepared to participate in the decentralisation process to see how CSOs can influence pro-poor policies and monitor its implementation.

Care has been interested in setting up a Policy Advisory Board and sought our experiences of the workings of a Board.

Security

With the process of the formation of government of national unity in Sudan it was widely believed that the Lord Resistance Army's (LRA) wrecking activities in northern Uganda would stop. However, despite verbal commitment from Sudan People Liberation Army (SPLA) and the Sudan Government to address the matter the rebels continue to cause instability in southern Sudan and northern Uganda. Last years efforts at making a peace agreement between the Ugandan government and LRA came to a standstill.

The instabilities has led to displacement of about 1.6 million people in northern Uganda, a dramatic increase in the cases of ambushes targeting road users, abduction of children and maiming civilians. After the International Criminal Court decided to prosecute the three leaders of the LRA, the brutality of the rebels have increased and lately humanitarian aids workers have

become a target and five have been killed in ambushes both in southern Sudan and northern Uganda.

The intensification of rebel atrocities in southern Sudan and northern Uganda paralysed activities of most aid work. In October MS security guidelines restricted the DWs from driving outside the towns they work in. Only flying was allowed to the towns and Kampala when necessary. Partners have also followed the security guidelines and several meetings have been postponed or moved to Kampala. The situation has led to close collaboration with the security officers of UNHCR as well as the Danish Refugee Council. Professionals have checked and upgraded our security guidelines which came into use at the beginning of 2005. The Danish Embassy also called for a meeting with the Danish NGOs to inform about their precautions.

4. POLICY DIALOGUE

The political transition to multiparty system and the coming elections in 2006 have led to a demand for use of our Democracy Handbook which have been made in collaboration with several of the stakeholders mentioned below. Local leaders both political, religious and traditional need training in the new systems and thinking behind multiparty systems, good governance and leadership. The Ministry of Local Government, the Uganda Local Government Association, as well as the National Civic Education Programme have asked for permission to use our democracy training material. As we write we are expecting posters for the material, several of which are made with the election in mind. The Electoral Commission is interested in using them for their voter education before the elections.

Civil society have taken initiative as early as 2004 to set a Civil Society Minimum Agenda for 2006 and beyond as a preparation for the changes in the Uganda Constitution to allow a third term for the president and to allow multiparty systems, among others. The initiative is meant as a tool for civil society to demand for accountability and transparency of political parties and politicians.

Our approach to democracy is not only linked to political systems only but we advocate for 'democracy as a way of life'. Advocacy work for the introduction of

'democracy as a way of life' in primary and secondary schools take time but there are signs that the dialogue might lead to including of the topic in the curriculum of primary schools.

In Sudan, the Education for Peace programme will be launched at the beginning of 2006. So far the authorities and community leaders have been keen that knowledge about the CPA agreement is disseminated and principles of leadership and constitutionalism are brought forward for discussion. This transpired during the pilot workshops on some of the civic education material made by a DW on constitutionalism.

Policy Advisory Board

PAB continues to be a most valuable element in developing the programme and keeping it on track. The board advises on big and small matters, often by its own initiative. E.g. members have recommended MS Uganda to deliberately target the Ugandan Muslim community at CO, partner organisation, and PAB level in order to make the programme stand out as not being exclusively Christian.

Among other issues, PAB has advised on in 2005 is the upcoming country programme evaluation to include an analysis of the link between the micro level implementation, i.e. through partner organisations with the macro targets stipulated in the overall policies and strategies. A debate on sustainable agriculture led to the conclusion that MS Uganda should follow government policies and promote ecological agricultural methods at the same time as steps to modernising the production and seeing that value is added in processing the products before marketing.

The board also continues to push for partner organisations to shift from mere service delivery to also promote good governance, and apply advocacy and lobby methods.

The chair person of PAB participated in the Annual Policy meeting in Denmark as well as in the MS General Assembly together with her colleagues from MSiS countries. PAB accepts that they are advisory, but mentions that they cannot make decisions or be made responsible if the Country Office doesn't follow their advice. Luckily this discussion is theoretical, as PAB admits that we have followed advice given and done our best to implement it.

5. PROGRAMME DEVELOPMENT: DID WE MEET THE GOALS?

Our two main goals *Capacity building for partners in advocacy and community development initiatives to reduce poverty* and *Strengthen the capacity of CSOs to practice and demand for good governance in their communities* have been our principal guidelines for our programme development in 2005. We have carried out our work in co-operation with our 34 partners and sub-partner mostly situated in the eastern and northern part of the country. In all our work we are fully aware that our two goals are indispensably interlinked. Considerable poverty reduction without good governance on all levels is unthinkable. We have achieved a great deal of the targets for the year. However, progress is at times a slow process. In the following we highlight some of our achievements. Find the full overview of MS Uganda's programme development in Appendix 7.

5.1 Poverty reduction achievements

To meet the overall goal of poverty reduction MS Uganda concentrates on capacity building within two areas sustainable agriculture and non formal education. The methods used are:

- Advocacy: Influencing pro-poor policies
- Community development initiatives.

• **Advocacy: Influencing pro-poor policies**

Decentralisation: Two district networks initiated

The Decentralization Programme that was launched mid this year has taken root. The programme is intended to empower civil society organisations at district level in the planning, implementation and monitoring of local government programmes with the aim of having an efficient and effective service delivery system to the people.

The Decentralization Programme is implemented in partnership with DENIVA (a strategic advocacy partner) and two district civil society networks of Apac and

Koboko. Since its launching, a number of activities have been implemented in both networks:

- A three years strategic plan has been made for each network in a participatory manner and this will give them strategic direction.
- The emphasis was placed on advocacy and lobbying especially with the local government.
- Participatory planning and budgeting were also key elements that will focus the activities of the networks.
- Monitoring and evaluation especially of the public investments also feature prominently in the strategic plans of these networks.

The networks have also established organs of governance i.e. the board and the secretariat. Orientation of these organs has taken place putting the emphasis on demarcation of their roles to avoid conflicts. The members of the networks have been taken through an outreach programme that involved understanding their roles and refocusing their efforts into thematic groups for purposes of acquiring relevant capacity building programmes but also effectively designing and participating in advocacy initiatives.

Furthermore, regular radio talk shows have been established to sensitize the members, stakeholders and the wider community on the activities of the networks and also encourage them through phone in to participate in the discussion of key pertinent issues affecting their districts but also suggesting practical recommendations. Think tanks that involve representatives from the civil society, local government, private sector and other stakeholders have been launched. These are forums where topical issues affecting the districts shall be discussed and practical recommendations sought.

(See Appendix 7, Goal 1: 1.1)

Other Poverty Reduction related Initiatives Supported by MS Uganda and DENIVA: Mapping of CSO's

Through the Decentralisation Programme, MS Uganda and DENIVA supported the two District networks to develop a directory and a documentary. The purpose was to find out the nature of the civil society organizations, what they do, where they operate from in the district, the thematic group they belong to and who they support and the challenges they faced. The documentary revealed a number of findings which will inform the tripartite partners on the kind of intervention to give to the CSOs and their members in their effort to eradicate poverty. The following were the key findings:

- It was found out that in both districts, the effects of the insurgency were the

major contributing factors to the poverty situation. There were a number of widows and orphans who were not economically very productive and most of the orphans were not getting appropriate education to allow them become productive in their communities. The widows were also complaining of lack of gainful employment and agriculture which is the major economic activity is not fully exploited in terms of shifting from subsistence farming (which is still dominant) to commercial farming that will guarantee increased household income and food security.

- Another poverty related factor that came out in the documentary is that in both districts, there has been an emergency of refugees and internally displaced people as a result of conflicts. These have exerted big pressure on the meagre existing resources and besides they are not engaged in any gainful employment and therefore exacerbating poverty.
- The nature of the CSOs operating in both districts more especially local NGOs and CBOs leave a lot to be desired. They are mainly service delivery organizations whose focus is basically short term intervention (fire brigade). Their leaders require capacity building in order to live up to the demands of their beneficiaries and effective service. The CSOs internal governance structures require streamlining and most of them who have structures that require regular elections do not carry it out. They lack offices and other basic equipment necessary for operation. Therefore, the networks should address the needs of the member organizations if the network itself is to be effective.
- HIV/AIDS pandemic and other related problems featured very significantly as one of the poverty issue in both districts. The problem stretches from affecting the physical ability of the people to creating dependants since the disease mostly affect the breadwinners. Although a significant number of CSOs are playing a big role in combating the pandemic, it has become one of the poverty issues in these two districts and the magnitude of its impact requires to be investigated. The documentary therefore was a significant visual tool that shows the dimension of the poverty causes and how the CSOs and the communities are coping.

(See Appendix 7, Goal 1:1.2)

Your actions make a difference on our environment

MS Uganda has broadly continued to support the environment issues within the context of sustainable development. A Citizens' Environmental Action Guide entitled "Your Actions Make a Difference" has been finalised and is now being circulated to all our partners. An official launch is planned for next year. The

guide contains incisive individual information sheets on food and agriculture, health, natural resources and money and markets.

MS Uganda has also continued to support the consolidation of the Uganda Coalition for Sustainable Development (UCSD) and the International Network Secretariat (INS) of the Sustainability Watch Project, both of which are an offshoot of the Rio+10 project. The INS, which serves as the secretariat for 15 countries, is being supported by MS Uganda with a long-term development worker. A national Sustainability Watch report has been finalised by UCSD, as part of the Global Sustainability Watch report. The focus of the reports is on MDG 7 on environmental sustainability and its linkages to MDG 1 on poverty reduction and MDG 8 on global partnerships in governance, trade, and aid.

Therefore UCSD with support from MS Uganda will publish and circulate the report position papers on the implementation barriers to feed into the lobbying and advocacy work at the national level in the attainment of the MDGs. Analysis and recommendations on the institutional barriers of implementing sustainable development at country level are a key component of this report.

(See Appendix 7, Goal 1: 1.6)

• **Community development initiatives**

The community development initiatives have been concentrated on agricultural development initiatives and on non formal education.

Improvement of Market Access and Nutrition Status to increase income

Ms Uganda is committed to improving the farmers' access to markets by increasing a sustainable supply of and demand for competitive products that will command good prices both domestically and internationally. A number of initiatives have been done with the agro based partners and the following are worth mentioning:

- The farmers have been trained and encouraged to form marketing groups based on different farmer's enterprises. In here various training related to quality control, selection of good and marketable varieties and post harvest handling have been conducted. This has led to farmer's securing better prices and it has also resulted into the reduction of the middle persons who thrive on farmer's ignorance and disunity to pay them very low prices. We do hope this is a sustainable strategy to uplift the prices of the farmer's products. Indeed, it was a success in 2005 which was reported by NDFA, GFA and ASDI.

- Partners have also linked farmers to established companies that buy produce in bulk. For instance GFA secured a tender to supply 130 metric tones of maize to World Food programme (WFP). As the ruling price for maize was 80 Uganda shillings at the local market in Masindi, WFP offered 190 Uganda Shillings to the farmers. Another partner organization ASDI also secured a tender to supply maize to a company called Afrokai. Mukwano group of companies was also linked to farmers in Masindi by GFA to buy sun flower and they offered good prices. These companies offer competitive prices that motivated the farmers to produce more and there was reported increase in the disposable incomes to the participating farmers during the past year.
- Another initiative undertaken by MS Uganda to GFA and NDFA was the provision of equipment and building of stores to improve the post harvest handling and marketing of the produce. Equipment like grain moisture meter, weighing scales, stitching machines and wooden pallets were secured for GFA with assistance from MS Uganda and these tremendously improved the quality and the prices of the maize during the past year. GFA and NDFA were supported to construct modern stores that will greatly improve the marketing of the farmers produce.

However, there are a number of challenges reported in an attempt to have sustainable markets for the farmers. The following are some of them:

- Most farmers still conduct business without bank accounts and the produce buying companies prefer using banks.
- Quality control and post harvesting handling and wastage are still proving a menace to the farmers. This is more especially to the individual farmers who end up providing different qualities of the same product and hence affecting the group marketing initiative.
- There are still inadequate infrastructure to support the processing and marketing of the farmers' produce. The feeder roads are inadequate and inaccessible, lack of electricity to enable the processing of the produce and lack of convenient and affordable transport to support the process.

(See Appendix 7, Goal 1: 2.1)

Improved food security

Nutrition and food security were key highlights of the strategic plan during the past year. However, it is sad to report that most of the emphasis has been put on production for income at the expense of improvement on the nutrition status

and the general food security situation. A deliberate effort requires to be done this year to design strategies to improve the nutrition status especially among the households of the partner organization members.

See Appendix 7, Goal 1: 2.2)

Baseline surveys on household status: Relevant findings for new policy paper.

A study to establish the household poverty levels and community dialogue with the local governments was carried out by Yiga Ng'Okola, an MS partner based in eastern Uganda. The study was conducted in four districts of eastern Uganda namely: Kumi, Palisa, Sironko and Mbale. A number of key findings came up that will inform both MS Uganda and the local governments on the way forward. The following were the key findings:

- In 12,000 households where the study was done, it was established that about 80% of them were poor. This contrasts with the national statistics which put the average at 39%. This being a very participatory exercise it revealed much more than what is captured by the national statistics and therefore, the final report will be very useful during the development of the new MS Uganda policy paper.
- The study further revealed that more than 90% of the household were not aware of any government policies and programmes. The implication of this was that the people were not involved in the planning process and the ownership and the sustainability of those policies and programmes was questioned.
- Another important finding was that 60% of the households were female headed. This has a bearing on the planning cycle because conventional planning is mainly based on male households. Therefore, there is need to refocus the planning and the service delivery system to meet the needs of these households.

(See Appendix 7. Goal 1: 2..2 & 2.3)

Non Formal Education – will students be able to make a living?

Four vocational schools have been supported by a roving DW who has created a carpentry network. The workshops for the network have focused on technical skills, teaching methods and MS issues like anti-corruption, gender etc. On the technical part the focus has been on a low technology approach.

Blacksmithing work has been done to show how to make different home made carpentry tools, branding techniques, experiments on bending wood for

furniture to make a more smooth design. The skills learnt are meant to enable the students to make a living after school.
(See Appendix 7, Goal 1: 2.4)

5.2 Good governance achievements

To meet the overall goal of good governance MS Uganda focus on strengthening the Civil Society Organisations to demand equitable allocation on resources as well as to challenge non-democratic and corrupt practices

MS Uganda goes about this work by:

- Co-operating with our partner organizations in their external work for good governance and democratic practices in the local communities.
- Assisting our partners in establishing democratic works structures within their own organizations.

• Good governance and democratic practices in the local communities

Consolidating the impact of the Democracy Handbooks

MS Uganda has continued to pursue the consolidation of the work and reach of the Democracy Handbooks which began in 2000 and which have continued to be a success because of the great demand for the handbooks itself as well as for its many side activities.

Democracy training manuals for schools and local governance

The latest activity is a serious and ambitious exercise of developing democracy training manuals to be used for the civic education at the primary and secondary levels as well as for democracy in local governance.

So far the manuals have been pre-tested in five districts and a process of lobbying the National Curriculum Development Centre (NCDC) for their inclusion in the current revision of the primary curriculum is going on. A series of meetings have been held with the NCDC to input into their revision process. Some of the comments from the pre-testing of the materials:

“What is in the training material is purely new, ideas about democracy which primary 7 children have never seen. My suggestion is to start introducing these ideas at lower levels throughout” (a P7 teacher)

“Children have always known democracy as something to do with government up there, but now since it is going to start in their vicinity, then it will be simpler to understand” (Samuel Bbosa, Curriculum Specialist, National Curriculum Development Centre)

Democracy training in the political transition

At the present time MS Uganda are in discussions on what would potentially be a mutually beneficial partnership co-operation with the Uganda Local Governments Association (ULGA) This will be to jointly promote the use of the democracy manuals in the training of local government leaders. The manuals may also be included in the Ministry of Local Government’s training modules.

National Civic Education: MS Uganda one of five providers

Furthermore, like circles in water the co-operation with ULGA brought about new democracy activities. MS Uganda was contracted by the National Civic Education Programme (NCEP), to be one of the five Ugandan CSOs to carry out a national civic education programme as Uganda transits to a multiparty system.

Together with our partners ASDI and CEFORD MS Uganda is now implementing civic education activities in Apac, Arua, Adjumani, Moyo and Yumbe districts. The other organisations contracted by NCEP to carry out civic education training are Uganda Joint Christian Council (UJCC), Uganda Association of Women Lawyers (FIDA-Uganda), National Association of Women Organisations in Uganda (NAWOU); and Uganda Project Implementation and Management Centre (UPIMAC). They are implementing the programme in the rest of the districts. To MS Uganda this is an indication of the increasing visibility of our democracy programme in the country.

(All above, see Appendix 7. Goal 2. 3.1.1 & 3.21)

Forum Theatre in Civic Education

As much as possible we try and interlink our various projects and activities, and this year the International Anticorruption Theatrical Movement (IATM) benefited from extra funds to popularise the use Forum Theatre in civic education. IATM trained selected drama groups in the districts of Arua, Koboko, Gulu, Kampala and Hoima, to carry out civic education using Forum Theatre. Of particular significance the groups in Gulu carried out their activities in the Internally Displaced People’s (IDP) camps.

(See Appendix 7, Goal 2: 3.5)

The Anti Corruption fight still hard but taking shape

The Access to Information Act 2005 finally came into force on July 7th when the President assented to it. CSOs and one of our partner organisations Anti Corruption Coalition Uganda (ACCU) played a key role in advocating for this piece of legislation. Despite this fact the Act has not been operationalised and publicised, a task that CSOs needs to undertake, and that MS will work on with some of our partners. MS Uganda has also supported ACCU to establish a resource centre where research and publications as well as the anti-corruption work in Uganda can be accessed.

This year anti-corruption week passed off quietly

This years' anti-corruption theme was on public procurement. It has been observed in both researched but also reported incidents that this is an area where a lot of corruption appears to happen. Transparency International, Uganda Chapter, came out with a report on the impact of corruption on resource allocation and service delivery in the local governments. From the study it is evident that corruption is rife in the district tender boards and other procurement related sectors. However, this year anti-corruption week passed off quietly as a result poor preparation. MS Uganda will continue to support the consolidation of ACCU and the anti-corruption activities of the CSOs in Uganda.

Fraud and corruption related incidents have also been reported in the course of the year in the social security sector both the public sector as well as in the Pension funds of National Social Security Fund, NSSF. In these areas MS Uganda supports one partner organisation Platform for Labour Action (PLA), which is lobbying the government for end-user influence on the board of the NSSF, to demand for transparency in the investments made and to counteract mismanagement of pension funds. PLA is the umbrella organisation for 24 social security organisations.

(See Appendix 7, Goal 2: 3.4 & 3.6)

Youth initiatives: Work camps and exchange activities

As a deliberate policy to strengthen intercultural cooperation MS Uganda continues to support work camps and youth exchange programmes through our partners.

In 2005 Uganda Pioneer's Association hosted 32 Mid Term Volunteer's. The group included people of various professionals from Denmark, Germany, Holland and United Kingdom. They were placed in i.e. TASO Mulago, Sanyu Babies Home and schools around the country. It is important to note that the

volunteers acquire a lot of skills at their host organisations, and that the placements often results in symbiotic kind of relationship enriching each other.

Values and experiences are shared by youth from all corners of the world

The Youth Cooperation Programme has continued to play a significant role in the intercultural cooperation. MS Uganda supported organisation i.e. UPA, RDP and EAWA organised work camps depicting various themes. In all these 20 youths from Europe, Japan and North America attended. The other participants totalling to about 260 were mainly drawn from Uganda and a few from other African countries.

Through these work camps, the youth were exposed to various skills in the areas of public health, HIV/AIDS counselling skills, forum theatre etc. The work camps have also provided a good foundation for the youth from various corners of the world to share experiences and values that they could not have otherwise got. This made them appreciate other people's cultures and this presumably will promote co- existence and a peaceful world.

Youth in advocacy training

It is particularly important to single out the Youth Cooperation Programme (YCP) that was conducted by Eastern Africa Work Camp Association and held in Wakiso District. The YCP tested the UNESCO manual on the use of the forum theatre to combat HIV/AIDS. The manual was translated from French to English and this will provide a major tool for the youth in various countries in the struggle against the HIV/AIDS pandemic.

Advocacy training was also a cross cutting subject in all these work camps. It should be noted that advocacy was taken as a priority because it is through this that the youth shall be able to influence the policy makers in all their respective countries to become effective participants in the development process but also consider their priorities in the overall planning framework.

From Uganda to Croatia

Three Ugandan youth drawn from UPA, EAWA and RDP were invited by four youth organisations in Europe to attend an intercultural youth exchange programme in Eastern Europe in Croatia. The programme was organised by Next Stop Denmark, Youth Peace Group DANUBE (Croatia), Youth Information Agency (Bosnia and Herzegovina) and Education Centre Krusevac (Serbia and Montenegro).

The programme had four core courses namely; youth unemployment, evolutionally social movements, co- activism and nationalism and the role of

intellectuals. The programme exposed and enriched the participants on the core courses and experiences from their respective countries were shared. UPA is planning to implement some of the methods used to improve on the contents and possible impact of their youth programmes.

(See Appendix 7, Goal 2: 3.8)

• **Good governance and democratic works structures within CSOs**

Women has greatly improved in all leadership positions

About six partners are entering the last year of their formal partnership agreement with MS Uganda and one of the strategies in the phase out period is to prepare partners to put up systems and procedures that will ensure the sustainability of their organisations and activities.

Trainings have been carried out for all partners in sustainability and fundraising, financial training, peace education for the Sudanese partners and gender mainstreaming.

Fundraising before phasing out

The trainings took the form of workshops with individual partners and mentoring approaches.

The sustainability and fundraising training has covered project cycle management and fundraising training. All partners have developed their fundraising and sustainability strategies which outline the kind of activities that they need to focus on during the phase out.

Gender training - also appreciated by men

The gender training which has been going on for the last two years has covered the following areas:

- Raising gender awareness among partners to appreciate gender issues in their midst; imparting skills necessary in analysing gender for action
- Facilitating partners in identifying key gender issues and designing realistic implementation plans to address them
- Facilitating partners in developing a simple system to monitor progress and evaluate performance of their efforts.

As reflected in Appendix 5, the representation of women has greatly improved

in all leadership positions and the acceptability of gender as an issue is much appreciated by the men. However, some work still remains to be done with some few partners in developing clear strategies for addressing the gender gaps in participation and acquisition of resources.

How to follow budget line reporting

The financial training was both workshops and one to one coaching. All partners have gone through the training and significant improvements have been noted in the preparation and presentation of accountabilities and budget management. There are remarkable improvements in the way partners are now following budget line reporting.

In addition to the organised MS trainings, the DWs have continued to share some of their experiences in work ethics like managing meetings, writing/ documenting lessons and overall planning.

(All above, see Appendix 7, Goal 2: 4.1 & Goal 1: 2.6)

5.3 The Sudan Programme

After the signing of the Comprehensive Peace Agreement in January 2005, the enormous task of rebuilding Sudan after 21 years of civil has begun. However, MS has for several years worked in southern Sudan through selected community based organizations with support from Operation Day's Work. The focus has partly been on promoting equal access to quality education through establishments of resource centres to provide reading materials to school children and empower the community more generally. Partly the focus has been on capacity building in key areas like management, sustainability, fundraising skills, peace building and conflict management. Furthermore one partner, Mugwe Community Development Forum, an agricultural organisation, had an office built in 2005 which can be used as conference and training hall.

An end of evaluation of the Operation One Day's Works project was made and the hoped for community ownership of the resource centres was questioned as well as the management of the resource centre programme. However, that the centres have been used by thousands of students and teachers was verified. An initiation made to use the centres for forum theatre and civic education was also a success.

The resource centre programme will be expanded to cover a larger area and to include civic education on democratisation and the peace agreements through a grant from the 'Areas of Origin' allocation from DANIDA. The programme

called Education for Peace, Repatriation and Development was initiated in 2005. The programme targets refugees and host communities in the districts in north-western Uganda and bordering areas in southern Sudan. The three partners in the project are Sudan Human Right Association, Education Access Africa and Needs Service Education.

MS is planning to investigate possibilities of further expanding the Sudan programme with a view to gradually building up a separate country programme from 2007.

5.4 Communication

Two new publications saw the light of day in 2005: An electronic News Bulletin and an East African magazine called MShikamano, Kiswahili for working together. Both have received enthusiastic reactions and lots of 'please send more'.

Publications inspire to action and sharing

The electronic News Bulletin is e-mailed to partner organisations, DWs, PAB, the editorial group and the country office approximately every fortnight. It contains news from mainly the country office, and fills the gap of short, practical information between the four annual issues of the MS Uganda Newsletter. It's a simple format and costs only a couple of man hours and few stamps for sending it to the few partner organisations that do not have an e-mail address. An extra advantage is the replies from partner organisations reporting on big and small matters in their constituencies. The question is: Why didn't we do this before?

MShikamano is different in almost every way. It is a print magazine, produced in close co-operation between MS Uganda, Kenya, and Tanzania, published only once a year and circulated to a wider circle of partners. The aim of the magazine is to support and inspire regional co-operation and sharing of ideas and experiences. The first issue (delayed from December 2004 to March 2005) portrayed the East African Community, EAC. The second issue is due while writing this report and explains the Millennium Development Goals.

Together with the 'usual' newsletter, which remains the cornerstone, MS Uganda now has three rather different formats for communication with the smaller as well as the greater circle of partners in development. Though the emphasis differs, they all focus on being action, sharing and co-operation inspiring.

The editorial group for the newsletter remains the core contributing group, and the critique, inspiration and ideas of course spill over to other publications. The main, profound force of the group is that it keeps MS Uganda's communication close to the recipients and their needs. In 2005 the group's format and work has also inspired at least one other MS country programme (Tanzania) to develop a similar setup.

New initiatives

A positive and hopefully lasting trend is the enhanced coverage of MS Uganda in the Danish press. Even better: All the publicised items are issue oriented. They deal with issues such as the Millennium Development Goals, poverty reduction, intercultural co-operation and peace. See Appendix 6 for a full list of material published in the Danish press.

A 37 min documentary about youth and education in southern Sudan has been produced and shown at the Royal Anthropological Institute's film festival in Oxford, UK. Following the screening there, the documentary has been invited to take part in the One World documentary festival in the Czech Republic in March 2006. Another film about the same issues is due to be produced in 2006 following DANIDA's granting of support.

A new initiative with – hopefully – far reaching perspectives is the collaboration with the Danish School of Journalism (DJH). Five students were invited to visit MS in East Africa to cover the Millennium Development Goals for us in the 2005 MShikamano issue. The immediate output (i.e. the magazine) meets the objectives of explaining and operationalising the Millennium Development Goals in a partner organisation perspective. The long term effect is still to be seen: First, more co-operations with the DJH. Second, more development awareness and interest amongst Danish journalists. We have not yet received the five invited students' report on the collaboration with MS. The collaboration was sponsored by MSiS.

One new initiative has so far been a fiasco: MS Uganda invited a Danish journalist to visit and report on southern Sudan, more specifically on the building of a participatory and inclusive democracy after the signing of the Comprehensive Peace Agreement (CPA) in January 2005. The visit went into the planning stage a couple of times, was then postponed, and finally delayed due to the reporter's busy schedule. However, another try will be made in 2006.

Another and much more successful new initiative is one DW's elaborate use of the internet. The DW maintains her personal – and impressive homepage. This format has inspired a number of other DWs and may very well be duplicated for partner organisations as well as the country office information sharing purposes.

Training and southern Sudan

This year, southern Sudan partner organisations centred at Community Education Action Programme (CEAP) has been given a refresher course in newsletter production with an emphasis on peace and democracy building. The CEAP newsletter, Maruba, has lived a tough life during the past 12 months with delays and irregularity in the production. Things will hopefully be straightened out with the assistance and constant support of the soon to be Yei based programme officer.

Other partner organisations have been advised on e.g. their information strategy, and the Country Programme's and DENIVA's Decentralisation Programme has been advised on its information hub.

Southern Sudan Now is the name of a web based educational material for Danish high school students that is currently being produced in collaboration with former Operation One Days Work activists and media professionals. The material highlights gender, education, identity, and history and targets the corresponding subjects. It also includes a teacher's guide focusing specifically on how to integrate the internet into the teaching, and it will entail a weblog, where Danish and southern Sudanese youth can communicate directly using the internet.

6. ADMINISTRATION AND FINANCES

6.1. Monitoring our achievements

This year, MS Uganda has used two systems of monitoring achievements, impact and effects of the programmes: The Quarterly Monitoring Chart and MS Uganda's own version of the Most Significant Change System, where programme officers during workshops ask the partner organisations what they perceive as the most significant experience and change of the year.

The Quarterly Monitoring Chart is now used by all partners and DWs, and the reporting has improved the operations of setting targets and tracking progress over time. However, some work remains to be done on the chart as evaluated by its different users. The objectives need to be sharpened as well including in indicators of achievement. Some partners have expressed difficulty in differentiating their objectives from activities. Only a few have managed to compile the quarterly reports into a consolidated annual plan this year. Partner visits next year will include further training in the use of the chart for DWs as well as for partners.

MS Uganda's own version of the Most Significant Change System brings out the varied perspective of what the partners consider the most significant achievement and change during the year. For instance, partners who received an extra grant via MS Denmark this year for special projects considered this the more significant achievement because it confirmed the confidence that MS had in them to handle a bigger responsibility on behalf of their members. IATM for example reported that it was their first time to handle a responsibility of that magnitude and that the experience can be used to attract other donors support and membership. Other partners felt that their profile had been elevated and that their opinions now weight more for the local authorities.

Indicators for monitoring at programme level

At the overall programme level, we have observed the following changes which it is obligatory to report on:

Democratisation

The table below offers a discussion and interpretation of the trends that have taken place among our partner organisations over time. Total number of civil society partners that have collaborated with MS in 5 years or more: 25 partners in Uganda, 3 organisations in Sudan.

	First half of partnership period	Second half of partnership period	Changes noted in observance of democratic principles
Proportion of sample organisations conducting an Annual General Assembly or the like according to set rules	75%	97%	+ 22%
Proportion of sample organisations conducting election for the board according to set rules	62%	95%	+ 33%

We observe that nearly all partners quality annual meeting and select their board members. In this table we have included the small Sudan partners who don't all hold the required annual meeting and elect a board.

Gender equity

We have registered a 31% rise in the gender ration representation in the boards/executive committees over the last three years, i.e 2002 (0.46) as baseline year to 2005 (0.67). See Appendix 5 for gender ratio.

Poverty reduction

The most remarkable technique used in 2005 was done by YNO who interviewed 12.000 households see above under poverty reduction for the results. The study will serve as a pilot for other rural based partners to map poverty levels and the figures will be use for influencing local government pro-poor planning.

DENIVA has done research on the likelihood of reaching the Millennium Development Goals (MDG) to fight poverty by making a status of poverty in a selected number of districts. The analysis shows that it is not likely that they will be reached given the present undertaking by the government.

The country office finds that we need to encourage the partners to use more poverty analysis tools like wealth ranking of their beneficiaries/members.

6.2 Development Worker Situation and Country Office staffing

By the end of 2005 there are 19 long-term Danish development workers placed with 14 of MS partner organisations. Three development workers, two financial and one vocational trainer, rove between different partner organisations. The information officer is placed at the country office but works with a number of partner organisations.

One of the financial advisors turned into the acting administrator at the country office when the previous administrator left half way through the year. A job swap will take place January 1st 2006 when the acting administrator will go to TCDC as administrator, while we will get their administrator.

At the end of the year we also have two short-term development workers placed with two organisations. One is based in Sudan in Yei and works as forum theatre trainer the other is a communication and advocacy worker. We have not tried out the concept of employing south development workers. The need has not been assessed and the administrative guidelines are not yet on track. One development worker works together with several Ugandan consultants to develop the comprehensive set of educational material on democracy.

The country office is understaffed in relation to the number of partners and the fact that we operate both in Sudan and Uganda. We were lucky to get financing for a new programme, Education for Peace, Repatriation and Development for the refugee hosting areas of northern Uganda and southern Sudan in 2005 from the Danish Ministry of Foreign Affairs. The programme caters for a new programme officer to work with the partners on a programme which took off in August. When the security situation permits, he will be placed in Yei, Sudan. In spite of the addition of one programme officer, we are still short of programme and administrative staff.

6.3 Financial Summary – 2005

2005 has been a year of positive development regarding finances.

Turnover increase

The turnover at MS Uganda was 5,142,531,000 Ush which exceeded the turnover of 3,229,058,000 Ush from 2004. The main change was in the partner support which increased from 1,629,191,000 to 3,338,119,000. This increase was caused by window grants from MS Denmark as well as external funding. A window grant is project specific and is disbursed to the most interesting proposals collected from all MS programmes in the South. In 2004 MS Uganda received external funding from Operation Days work, which continued in 2005. Additional fundraising was initiated in 2005 in the area of education for peace (DANIDA) and sustainable watch (DANIDA).

New activities

All MS' stakeholders in Uganda showed an ambition to go through this development with success. Development workers supported and improved capacity for implementing new activities, MS country office guided and monitored in this new situation and the partner organisations implemented successfully and gave the feedback required. A lot of people experienced an increase in workload, but no one complained.

The part of the direct partner support funds that has not been accounted for during a year is an indicator that is important for MS. This amount is referred to as reallocation. In 2004 the reallocation was almost 10 % (115,505,703 Ush) and in 2005 it was only 2 % (51,293,656 Ush).

Financial training

An important reason why MS Uganda was able to cope with the financial development efficiently as well as the decrease in the reallocation was the financial training conducted during 2005. All partner organisations took part in this training and the result was a standardised method of compiling accountability. This saved a lot of time, for the accounts section at MS Uganda as well as at partner organisations, and therefore decreased the time between disbursements.

Wasn't all rosy

The year was not without hindrance though. A problem that we experienced at MS country office during the increase in the turnover was the lack of ability to follow the demand for funds. Several times during the last months of 2005 we

were not able to disburse money at the time required. This is a common problem in financial management during a radical change in the turnover, and becomes even more problematic when the source of the funds is from a different country. We do apologise for any unplanned delays of disbursements.

In the budget for 2006, MS Uganda expects a turnover of 4,296,482,000 Ush which includes partner support of 2,883,038,000 Ush. The first budget for 2006 does not include additional sources of external funding, but further fundraising in the area of civic education (National Civic Education Programme) has already been initialised successfully.

Focus on the cost of administration in 2006

The way forward includes a lot of challenges. We still have to reduce the reallocation even further. The financial training will continue to improve on weaknesses in the cooperation between MS country office and partner organisations. We will try to avoid cash flow problems through close monitoring and to seek different sources of funding. According to predictions the turnover in 2006 will be lower and we all have to adapt to that. There will be an increased focus on reducing the cost of administration next year, since MS Uganda will be on a DANIDA frame agreement which only allows 7 % administration cost in relation to the rest of the programme.

All in all we can be satisfied with the financial results for 2005 and we are looking forward to meet the future challenges together with all stakeholders.

FINANCIEL STATEMENT MS UGANDA 2004 AND BUDGET 2005

Financial statement 2004					Budget 2005 000 Ushs	
Income	Budget	%	Actual expense	%		%
180	Funding from MS CPH	96	3,093,468	96	2,738,938	96
170	OD - fundraised for selected activities	4	135,590	4	126,001	4
	Total	100	3,229,058	100	2,864,939	100
Expenditures						
110	Policy Monitoring and development Expenses on Programme activities (incl. PO salaries) Expenses to AM, PAB and other Meetings Training of partners carried out by MS Vehicles used by MS to monitor the programme	11	398,624	12	570,975	20
120	Development workers Personnel Expenses on DWs Vehicles used by DWs	21	654,377	20	573,447	20
140	Partnership center Expenses on the guesthouse (incl. Salaries for Guesthouse staff) Expenses on the Partnerroom	1	66,036	2	56,425	2
150	Information work Expenses on information activities	3	44,166	1	36,650	1
190	General Administration Expenses on Administrative activities (incl. Other salaries)	16	436,664	14	390,441	14
200+	Partner support Organisational and Beneficiary support All activities carried out and controlled by the partners Training of partners carried out by partners	48	1,629,191	50	1,237,001	43
	Total	100	3,229,058	100	2,864,939	100

Financial statement 2005 000 Ushs						Budget 2006 000 Ushs	
Income		Budget	%	Actual expense	%		%
180	Funding from MS CPH	4,525,708	91	4,678,997	91	3,309,456	77
259	OD - fundraised for selected activities	175,774	4	175,774	3	-	-
276-278, 266	DANIDA-Education for Peace	82,000	2	82,000	2	550,000	13
267-268	DANIDA-Sustainable Watch	205,760	4	205,760	4	437,026	10
	Total	4,989,242	100	5,142,531	100	4,296,482	100
Expenditures							
110	Policy Monitoring and development Expenses on Programme activities (incl. PO salaries) Vehicles used by MS to monitor the programme	175,238	4	174,409	3	189,579	4
120	Development workers Personnel Expenses on DWs Vehicles used by DWs	764,349	15	861,204	17	699,805	16
140	Partnership center Expenses on the guesthouse (incl. Salaries for Guesthouse staff) Expenses on the Partnerroom	73,778	1	70,087	1	45,824	1
150	Information work Expenses on information activities	148,007	3	154,584	3	42,120	1
190	General Administration Expenses on Administrative activities (incl. Other salaries)	643,414	13	544,128	11	436,116	10
201	All Partners Projects e.g. democracy, decentralisation, general trainings etc. General programme activities e.g. PAB, AM etc	431,188	9	483,320	9	446,112	10
210+	Partner support Organisational and Beneficiary support	2,753,268	55	2,854,799	56	2,436,926	57
	Total	4,989,242	100	5,142,531	100	4,296,482	100

APPENDIXES

Appendix 1. MS Uganda Partner's Priority Themes, Focus and Action Plan. Progress as of December 2005

No.	Partner	Status	Programme themes		Cross cutting themes	Action points	Progress
			Good Governance Work on the internal governance by all the partners is an on going process	Poverty Reduction through Advocacy Community initiatives			☺ ☹ ☹
12	PLA,Kampala	Early partnership activities		(1) Advocating for a contributor friendly and focused NSSF and wider social sector reforms that encourage savings in both salaried and unsalaried working environments		Working on establishing a mutually beneficial partnership co-operation Developing a 3 year strategic plan to form the basis of our early partnership co-operation	☺ On track although progress has been slow. A strategic plan was adopted will form basis of our cooperation. The coalition for social sector reform taking shape.
13	KTS, (USA)Koboko, Arua	Phase out PA 2003 - 2007		(1) Access to vocational education for refugees and school leavers		Need to define in a governance document the relationship between the USA and the KSVS. Especially specifying the role of the Board of Governors and the USA. Need to craft a legal status that takes into consideration the different assumed owners of KSVS (USA and the Koboko Community)	☹ A constitution and other governance documents have been adopted by the board but actual registration has not been done due to agreeing on what name to use. Now a new name Koboko Technical School has been provisionally agreed upon. Management is still weak. A midterm evaluation has been done and recommends among other things the recruitment of a substantial headmaster to address the gaps in management. Hosts a long-term roving DDW
14	TFMCS, Koboko, Arua	PA 2003 - 2007	(2) Anti corruption activities together with other civil society organisations in Koboko, Arua	(1) Improvement of incomes and livelihoods through improvement of agricultural production and common marketing of agriculture produce	Gender mainstreaming, environment, and community social services	Implementation of PA Strategic planning Registration and clarification of legal status and membership	☺ TFMCS has a new legal status of a Cooperative Society. But has experienced challenges in consolidating the cooperative legal structure and principles. Being assisted by a team of consultants to operationalise the cooperative structures. Hosts a long-term DDW

No.	Partner	Status	Programme themes		Cross cutting themes	Action points	Progress
16	GCVS, Gulu	Developing phase out PA 2004 - 2007		(1) Access to vocational education for disadvantaged youth and former abductees		Phase out MoU / partnership agreement being prepared. Need to craft a legal status that takes into consideration the different assumed owners	☹ The process attaining independent legal status has been slow because of varied interests. Now in its final phase. QMC introduced to GCVS, but not yet properly used. Developing funding proposals to target the IDP camps near the school. Management needs to be consolidated.
17	HNSDA, Hoima	Phase out PA 2004 - 2007		(1) Access to quality and affordable early childhood education/ livelihood for owners and teachers / carpentry workshop for production of education materials and furniture and as a strategy for organisational sustainable		Streamline management and executive committees' roles and responsibilities, management policies and procedures. Put in place M & E	☹ In progress but not yet complete. Have received training in gender mainstreaming and action planning and fundraising for my organisation. QMC introduced to be used to refine focus of partnership objectives and activities in 2005. Hosts a long-term DDW
18	MOH, Kampala	Phase out PA 2003 - 2005		(1) Access to quality health services at the sub-county health centres. Promoting environmentally renewable energy and user friendly practices in use of hospital equipment		Implementation of the PA, specific focus on training of health workers at a sub-county and district levels	☹ On track and in the final year of the PA. Hosts a long term DDW. Has requested for an extension of the DDW contract but this has not been accepted as the DDW has exceeded the maximum number of years
21	GFA, Masindi	PA 2003- 2007		(1) Livelihoods through improved agricultural production and marketing. Access to education / teachers houses and primary health care		Organisational restructuring and implementation of the Organisation Audit Action Plan together with a consultant has been done.	☹ The process was completed and organisation on track with minor challenges. Constructing a grain store to enhance the marketing of members is complete and community produce is well protected. A planter has been acquired to enhance the production capacity of members. Other quality control equipment has also been procured. Hosts a long-term DDW
22	INS / ARCOS, Kampala	Strategic Partner			(1) ARCOS is an environment conservation organisation, and is part of the UCSD and hosts the Sustainability	Working on the modalities of hosting the International Network Secretariat of the Sustainability Watch Project	☹ <i>Hosting and co-ordinating the work of the INS on behalf of the UCSD. Working on the International Sustainability Watch</i>

No.	Partner	Status	Programme themes		Cross cutting themes	Action points	Progress
					Watch Project. Programme working on increasing CS participation and influence on national, regional and international policies aimed at fair and sustainable development		<i>report. Hosts a long term DDW. Have had performance challenges and the newly recruited information officer had to be discontinued. Management of the secretariat will need to be consolidated as well as the management and governance structures</i>
24	UCSD,Kampala	Strategic partner			(1) Programme working on increasing civil society participation and influence on national, regional and international policies aimed at fair and sustainable development	Working on the establishment of the Coalition as an independent organisation and entity to spearhead the Sustainability Watch Project in Uganda	☺ UCSD which is the Uganda focal point for the Sustainability Watch has been established and is being consolidated. The first National Sustainability Watch Report is ready and advocacy leaflet on implementation barriers towards realising the MDGs are being developed.
25	NFC,Masindi	Phase out PA 2003 - 2007	(2) NFC's work with community groups is also to improve their governance structures	(1) Community development through the sustainable use of forest resources. Access to vocational education for school leavers (1) Community	Environment / sustainable use of forest resources Gender main streaming Exchanges and linkages (twinning)	Develop and implement M & E mechanisms to track the impact of activities Management of carpentry workshop and its role at NFC to be clarified after DDW has left	☺ QMC introduced to be used to refine focus of partnership objectives and activities in 2000. Have received training in gender mainstreaming and action planning Hosted long term DDW until March 2005
25	UPA,Wakiso	Developing phase out PA 2004 - 2007		development through work camps and youth exchange programme	(1) Organisation of work camps and information exchange for young people	Strategic planning for future co-operation Capacity building of new staff Streamlining of management systems at the secretariat A full time DDW help them sort out their administrative measures especially in regard to their mid-term volunteer programme	☺ QMC introduced, to be used to refine focus of partnership objectives and activities in 2005. Overall activities on track Hosts long-term DDW
27	ECOVIC,Jinja	Three year MoU signed			Environment specifically focusing on the sustainable use of lake Victoria resources. Lobby and advocacy on sustainable use of Lake Victoria resources as well as participation of community.	Strengthening governance structures, clarifying membership criteria Strengthening the management and refining and refocusing their activities in line with their mission and vision Pilot water and sanitation projects	☺ On track, ECOVIC increasingly being recognised a key CSO actor on the management of Lake Victoria. Implementing a special project on water and sanitation on 3 landing sites. A memorandum of understanding has been signed. Has also received funding from UNHabitat.

No.	Partner	Status	Programme themes		Cross cutting themes	Action points	Progress
28	AWE, Mbale	5 year PA signed	(1) Conflict resolution through traditional governance structures. Lobby and advocacy on policies for pastoralist areas in Uganda. Life long learning			Clarifying organisational structure and membershipManagement policies and procedures.Consider recruiting a long-term DDW	☺ On track and completed. A PA has been signed. Mobilisation of social capital project successful. And has attracted funding from EU and Human Rights Fund. A draft DDW job description is being developed.
29	DNU, Gulu	Developing phase out PA	(1) Lobby and advocacy on peaceful resolution of conflict in northern Uganda, through continuous information work about the plight of people in the north			Future collaboration after evaluation of MoUWork on a strategic lobby and advocacy strategy. As well as a fundraising strategy.PA to be developed	☺ On track, short-term consultant facilitated DNU to develop lobby and advocacy strategy, fundraising strategy draft input for PA. Bishop travelled to Denmark for an information campaign on the situation in northern Uganda
30	EAA, Adjumani and Arua	PA. PA renewal being considered		(1) Access to education through Resource Centres	Gender mainstreaming	Affirmative action for female studentsStrategic action plan for the organisation and sustainability of the Resource CentresPA still lacks information on budget Participant in Education for Peace and Repatriation programme 2005-08, plans and MOU to be made	☺ Some progress on PA, budget is missing. The strategic action plan has to be redone. Resource Centres sustainability not secured.Gender training in 2005 yet has to result in action plan.Education for Peace programme has taken off with staff in place.Registration as legal entity not done.Hosts a new long term DDW and roving financial DDW
31	DENIVA, Kampala	Strategic partner	(1) Civil society capacity building to engage in development work as well as participate in the local government development processes. Lobby and advocacy on governance issues			Coordination of co-operation on decentralisation programmeEstablish common advocacy issues	☺ The co-operation is on track. Working with us to implement our decentralisation programme which will promote dialogue and co-operation at both district and sub county level in the districts of Apac and KobokoHosts a long-term DDW
32	ASDI, Apac	PA 2003 - 2007	(2) Anti-corruption	(1) Livelihoods improvement, access to information, and agriculture productivity, adult education	Information and Communication and Technology (ICT)Gender mainstreaming	Registration pendingMid term review done.Strategic plan done for the next 3 years.	☺ Agreed action accomplished except for the registration which is in process. Have received training in gender mainstreaming and action planning. QMC introduced. Has been able to raise funds from other organisations. A programme review has been commissioned to try and refocus activities but

No.	Partner	Status	Programme themes		Cross cutting themes	Action points	Progress
							also to size down on the number of groups supported for effective service deliveryEvaluation and strategic plan done.
33	CO-WII,Gulu	3 year MoU 2003 – 2005 One year extension (2006)		(1) Livelihoods through agricultural productivity and improved goat breeding	Gender mainstreaming	Registration with the CompaniesImplement governance guidelines and management systems / proceduresStrengthen the secretariat. Ref Baseline survey report	☺ Agreed action has been accomplished and a new accounts assistant has been recruited. However further strengthening of secretariat required. QMC introduced. Participatory planning has been found lacking especially with the groups. Funding has been secured for the participatory planning training and the training done. Goat restocking programme has taken place and a perimeter fence constructed all around the goat centre.
35	JEEP,Kampala and Wakiso	Phase out PA 2003 - 2005		(1) Livelihood through sustainable agriculture and improved fuel saving energy stoves. Lobby and advocacy on sustainable development		Work with JEEP to implement the recommendations of the Organisation AuditFirst phase of development of the Kyanja demonstration centre	☺ Phase out process has been on track. The first phase of Kyanja Demonstration Centre has been accomplished. JEEP offices are now in place Piggery, Dairy zero grazing, poultry, herbal medicine & other income generating units have been established...
37	EAWA,Wakiso	Developing phase out MoU 2004 - 2005			Co-ordinating regional work campsCapacity building of regional work camp organisations	Develop and strategise on advocacy issues Phase out plan	☺ Not finalised as expected. QMC introduced. A strategic plan has been developed partly for fundraising purposes but also for strategic focus. The future is not very certain due to heavy reliance on MS funding and finally phased out.
38	HODFA,Hoima	PA 2000 - 2004		(1) Uplifting living standards of farm families through capacity building on appropriate farm practices and marketing		Finalise PA and job description for new DDW Clarify niche and focus vis-à-vis NAADS and other stake holders (strategic planning)Streamlining management system and procedures, membershipEstablish M & E systemsGender mainstreaming, Constitution review	☺ PA renewal in process for a three year period. Job description for DW underway.

No.	Partner	Status	Programme themes		Cross cutting themes	Action points	Progress
39	YNO,Mbale	5 year PA due for signed.	(2) Governance at a community level	(1) Improve livelihood through capacity building of community group and members	Promotion of cross cultural understanding Gender mainstreaming	Publish and disseminate report on the grassroots policy analysis and poverty monitoring.YNO to use report as a fundraising tool as well as lobbying for a sustainable poverty monitoring and planning structures at the parish and sub-county levels of government.Strengthen lobby and advocacy to engage local government	☺ Partnership cooperation on track and finalised. PA has been signed. Implemented the project for establishing a framework for grassroots policy analysis and poverty monitoring. Report to be published in 2006 and used as an advocacy tool. A DDW is accepted.
40	HURINET Kampala	Strategic partner	(1) Lobby and advocacy on human right issues			Ad hoc on issue based activities feeding into MS work	☺ On track, influencing the constitutional amendment process and lobbying on the NGO bill.
41	RDP, Masindi	Project	(1) Intercultural co-operation and sports. Building up of relationships between different cultural groups			Support documentation of achievementsPut in place M&E systems Reviewing legal status of RDPEnd of DGI project evaluation Develop PA	☺ The future legal status is under discussion and a design workshop was held to help to core stakeholders' work on the process of transforming into an NGO. Evaluation in progress. Short term DW helping with information and advocacy.
2	NDFA,Nebbi	MoU 2002 - 2004		(1) Poverty reduction through improved agricultural production and access to markets	Gender mainstreaming	End of MoU evaluationDeveloped PA (2006-2009)Operationalise management and staff policies, roles and responsibilities guidelines Revisit constitution Ref. Baseline survey reports	☺ Evaluation was done and a design workshop has been held to prepare for the PA. The constitution will be revisited at the AGM. Funds have been secured to put up a produce store and plans for having a business wing (produce buying) are in advanced stages. A new partnership agreement for 2005-2009 developed and finalised pending signing.Hosts a long term DDW
45	IATM,Kampala	3 year PA 2005 - 2007 is due for signing this year	(1) Lobby and advocacy on anti corruption issues, creating awareness on corruption through theatre			PA waits signing. Streamlining management and policy organsMotivation of staffRegistrationComing up with a clear fundraising strategyEstablishment of M&E DDW is under recruitment	☺ PA on track and to be finalised soon. Benefited from extra funds from Denmark to carry out civic education in the political transition process as well as work on the popularisation of forum theatre as a development toolShort term advocacy DDW from 2006

No.	Partner	Status	Programme themes		Cross cutting themes	Action points	Progress
48	BUWA, Masindi	Developing phase out PA 2004 - 2006		(1) Improve livelihoods through income generating activities	Gender mainstreaming and environment	Clarify legal status / registration Implement policy guidelines Develop phase out 3 year PA Ref. Baseline survey report	☺ On track. A partnership agreement not yet finalised
50	ACCU, Kampala	Developing a long-term PA	(1) Lobby and advocacy on governance issues, especially on anti corruption issues			Partnership agreement finalised Job description for advocacy advisor Research for anti corruption week Develop internal governance	☹ PA signed. No research done. Advocacy officer not recruited yet. Coordination of anti corruption week weak due to late planning, funding not secured in time DDW under recruitment
51	MASS COM, Kampala	Adhoc	(1) Human rights, democracy and peace issues. Capacity building of rural based journalists		Exchange and linkages with Danish institutions	Refocus our intervention with them	☹ In process of exploring areas for our future co-operation. Peace book in print.
10	NSEA, Koboko and Sudan	OD agreement ends in 2005, PA under development from 2006-2010	(2) Civic education materials development and training	(1) Access to quality education for primary and secondary schools and teacher training. Lobby and advocacy	Gender and girl child education	Develop partnership agreement Legal status being worked on Financial management Participant in Education for Peace and Repatriation programme 2005-08, plans and MOU to be made Hold Peace and reconciliation training Coherence in management of different programmes End of OD project evaluation Develop community involvement in resource centres and clarify roles of NSEA and community	☹ Weak financial management is hampering implementation. Future partnership co-operation in final stage. Registration as legal entity not done. Coherence of management of different programmes still to be developed but management plan underway. Security in southern Sudan has hampered implementation of Education for peace programme. Forum Theatre activities in progress at resource centres. Successful Peace and Conflict resolution training done. Hosts 2 long term and 1 short term DDW
53	CDRN, Kampala	Strategic partner			(1) Focuses on development at community level. Is involved in research and advocacy to promote CS participation in poverty reduction. It organises and carries out training and capacity building for NGOs / CBOs	Area of co-operation to be agreed	☹ Have been supported to conduct research on the relationship between the private sector and Civil society Hosts a long term DDW

No.	Partner	Status	Programme themes		Cross cutting themes	Action points	Progress
10	Apac NGO Link Forum	MOU (2006-2008)	Governance (Networking and advocacy in order to enhance accountability and appropriate policies at district and sub county level)			Strategic plan developed(2006-08)Secretariat establishedDocumentary doneDirectorate for members doneForum for development actors established.	© Network established and secretariat functional. Activities are being implemented and are drawn from the 3 year strategic plan.
34	Koboko Civil Society Network Sudan Human	MOU (2006-2008)	Governance (Networking and advocacy in order to enhance accountability and appropriate policies at district and sub county level)			Strategic plan developed(2006-08) Secretariat established Documentary done Directorate for members done Forum for development actors established	© Network established and secretariat functional. Activities are being implemented and are drawn from the 3 year strategic plan.
54	Rights Association, Kampala CEAP	Early Partnership	Organises human right training for Sudanese refugees and carry out assessment of the human right situation in refugees settlement in Uganda as part of the process of securing that their right are protected			Participation in the Peace and repatriation Programme 2005-2008Implemented Paralegal training in Arua and Ajumani district west Nile Strategic Plan and MOU to be made	© Working on focus of our partnership cooperation by training Paralegals and monitor the right of the refugees' situation in West Nile. Tested some of the civic education materials in south Sudan and it is now being edited so that its use in the field
55	Yei, Sudan	Adhoc		Equitable access to Education	Gender mainstreamingTraining in newsletter writing	Action plan to implement the training content of fund raising and sustainability, Follow up of the training need to be done in 2006.Plan for developing strategic focus need to be underway	©Attended training in fundraising and sustainability.Other training was on conflict management and peace building
56	NESSA Yei, Sudan	Adhoc		Inter cultural cooperation for enhances exchange of experiences on development among the youths.		Follow up of the training on fundraising and sustainability need to be done.They need to clarify whether the organization is student movement or an NGO.Plan for developing strategic focus need to be underway A form of MOU plan that can enable working as ad hoc need to be done. The issues of management and governing body need to be streamline and strengthen	© They developed action plan to implement the training content on fundraising and sustainability.

No.	Partner	Status	Programme themes		Cross cutting themes	Action points	Progress
57	MUGWE Sudan	Pre-partnership		Working on poverty reduction through increase agricultural production and income generating activities	Gender mainstreaming	<p>Institutional support and capacity building.</p> <p>Implementing training skill gained from training in funds rising and sustainability of the organization. Follow up need to be done in 2006</p> <p>Realized the need to stream the role of management and governing body ,they developed action plan to implement A form of MOU plan that can enable working as adoc need to be done</p>	<p>©The centre which will be use for training and part of it as their office is about to be completed.They attended training in fund raising and suitability</p>
92	SRRC Kampala and Nordic	Strategic			They are strategic basically on the account that they facilitate MS work in Sudan.	Advocacy for a peaceful solution in southern Sudan.	<p>©Cooperation with SRRC Kampala office is going well but With the Peace Agreement in process of implementation, support to advocacy work at the Nordic office will be phased out.</p>

Appendix 2.

POLICY ADVISORY BOARD, PAB MEMBERS 2005

Development Worker Members:

- 1. Maja Halleen Graae**
- 2. Peter Hersted**
- 3. Peter Tholstrup**

Individual Members:

- 4. Norah Matovu Winyi**, Human Rights and Leadership Consultant, Chairperson of PAB
- 5. Judy Kamanyi**, Poverty Consultant
- 6. Assumpta Ikiriza Tibanwenda**, Ministry of Local Government

Partner Members:

- 7. Sam Ebukalin**, Yiga Ng'okola (YNO), Mbale
- 8. Betty Aol Ochan**, Community Welfare Initiative (CO-WII), Gulu
- 9. Gift Okojia**, Nyebyeya Forestry College (NFC), Masindi

Appendix 3

COUNTRY OFFICE STAFF, DECEMBER 2005

- 1. Ulla Strøbech**, Director
- 2. Asger Graae**, acting Administrator
- 3. Japhes Mukiibi-Biimbwa**, Programme Officer
- 4. Enock Mugabi**, Programme Officer
- 5. Doreen Ruta**, Programme Officer
- 6. Santo Ojara**, Programme Officer (Sudan partners)
- 7. Drake Nsubuga Musoke**, Transport Officer
- 8. Hope Beatrice Acheng**, acting Accountant
- 9. Ronald Tugume**, Accounts Assistant
- 10. Victor Bigirwa**, Accounts Trainee
- 11. Jane Mbabazi Ochan**, Secretary
- 12. Milton Ongom**, Receptionist
- 13. Poul Diba**, Transport Assistant
- 14. Frank Kiggundu**, Caretaker and Gardener
- 15. Joy Katimbo**, Guesthouse Caretaker

Appendix 4.

DEVELOPMENT WORKERS, THEIR JOB TITLES AND FUNCTIONS AS PER DECEMBER 2005

1. **Abdirisak A. Nur**, Technical Information Advisor, Ministry of Health
2. **Camilla Ankerstjerne**, Theatre Trainer, Short Term, Needs Services Education Agency (NSEA), Yei, southern Sudan
3. **Hans Bager**, Financial Management Advisor, Education Access Africa (EAA), Koboko
4. **Khatai Behzad**, Business Advisor, Agency for Promoting Sustainable Development (ASDI), Apac
5. **Pernille Bærendtsen**, Organisational Advisor, Education Access Africa (EAA), Adjumani
6. **Kate Girvan**, short term advocacy advisor International Theatrical Movement, (IATM), Kampala
7. **Asger Graee**, roving marketing and financial Advisor, now acting Administrator
8. **Maja Halleen Graee**, Human Rights Advisor, Sudan Human Rights Association (SHRA), Kampala
9. **Vibeke Rask Groen**, short term information and advocacy advisor, Recreation for Peace and Development (RDP), Masindi
10. **Kajsa Hallen**, Agricultural Advisor, Gukwatamanzi Famers Association (GFA), Masindi
11. **Frede Hansen**, Organisational Development Advisor, Hoima Nursery school Development Association (HNSDA), Hoima
12. **Mie Hersted**, Teacher, Democracy and Good Governance Project
13. **Peter Hersted**, roving Technical Advisor
14. **Marianne Jacobsen**, International Network Secretariat Advisor, Sustainability Watch, Kampala
15. **Peter Jakobsen**, Agricultural Extension and Marketing Advisor, Nebbi District Famers Association (NDFA), Nebbi
16. **Soren Aarup Jegindø**, ICT Management Advisor, Deniva, Kampala
17. **Dorthe Pedersen**, Community Development Advisor, Needs Services Education Agency (NSEA), Koboko
18. **Hanne Lene Petterson**, Business Advisor, Nyabyeya Forestry College (NFC), Masindi
19. **Susanne Possing**, Researcher, Community Development Resource Network, CDRN, Kampala
20. **Vibeke Quade**, Information Officer, Country Office
21. **Anja Sakaly**, Organisational Advisor, Uganda Pioneers' Association (UPA), Kampala

- 22. Kristian Stokholm, Business Management and Administration Advisor,**
Tukaliri Farmers Multi-Purpose Co-operative Society (TFMCS), Koboko
- 23. Peter Tholstrup, Organisational Management Advisor, Needs Service**
Education Agency (NSEA), Koboko

Appendix 5. Gender Equity as per December 2005

Partner	Representation on Board/Executive committees & secretariat		Integration of Gender sensitive activities
	Board/EC	Secretariat	
HNSDA*	4 women, 5 men (0.8 ratio)	2 women, 5 men	**
HODFA	5 women, 4 men (1.25 ratio)	2 women, 6 men	** In new partnership agreement, strategizing on adjusting activities so as to make them more inclusive of women
BUWA	Women only (0 ratio)	Women only	** Have started registering male members as a result of recognising the importance of bring men/husbands on board.
GFA*	3 women and 6 men(0.5 ratio)	2 women and 6 men	** Continued to promote equitable representation in most of their activities.
NDFA*	3 women and 6 men(0.5 ratio)	2 women, 5 men	** increased involvement of women in organisation's and community activities
NSEA*	1 woman, 5 men (0.2 ratio)	3 women, 4 men	
EAA (EPSRDP)*	1 woman, 8 men (0.13 ratio)	Men only	Strategizing on encouraging more females to use the resource centers
DENIVA*	2 women, 7 men (0.29 ratio)	Mixed	Neutral
Co-WII	5 women, 6 men (0.83 ratio)	Men only	No deliberate effort **
GCVS	5 women, 9 men (0.6 ratio)	5 women, 17 men	Deliberate effort to attract girl trainees
ASDI	3 women, 6 men (0.5 ratio)	2 woman, 3 men	**
YNO	7 women, 6 men (1.2 ratio)	2 women, 2 men	** As part of poverty and gender mainstreaming, a well being study in the communities under their coverage is
AWE*	2 women, 3 men (0.7 ratio)	One woman	under way.
UPA	2 women, 4 men (0.5 ratio)	2 women, 1 man	Neutral **
JEEP	4 women, 5 men (0.8 ratio)	Mixed	Neutral **
EAWA	3 women, 6 men (0.5 ratio)	One man	Neutral
IATM	3 women, 4 men (0.75 ratio)	4 men	Neutral **
ACCU	5 women, 10 men (0.5 ratio)	One women, 2 men	Neutral
ECOVIC	2 women, 4 men (0.5 ratio)	2 women, 2 men	Neutral
RDP	4 women, 2 men (2 ratio)		Neutral
CDRN	3 women and 6 men (0.5 ratio)		Neutral
Apac NGO Link Forum		2 men and 1 woman	Neutral

* Board/EC and/or secretariat representation status not up dated by time of filing this report

** Underwent a gender analysis training and committed themselves to an action plan aimed at Gendering gender in their policies and activities.

Appendix 6.

MS UGANDA IN THE DANISH MEDIA 2005

Information (national daily), 19th January 2005

Headline: A radio revolution meets its limit

Feature about the radio scene in Uganda with a strong focus on development (MS not mentioned)

Issues: Freedom of speech, democratisation, political transition

Information (national daily), 1st February 2005

Headline: Carmeleone under water

Feature about the cultural scene in Uganda with a strong focus on development (MS not mentioned)

Issues: Creativity, conditions for development, freedom of expression

Information (national daily), 28th February 2005

Headline: Do we dare believe it?

Feature about South Sudan after the signing of the peace agreement.

Issues: Development need, living conditions in South Sudan, participation

Kontakt (MS magazine), February 2005

Headline: The need is there

Feature portraying Sulayina Nsubuga, UPA chairperson in Kiboga and development issues

Issues: Development, participation

MS homepage, 15th March 2005

Headline: Closer to peace in Northern Uganda

Article about the peace prospects, Danish ambassador and MS Uganda director comment.

Issues: Development as a means to ensure lasting peace

Kontakt (MS magazine), April 2005

Headline: The rebels' children

Feature about the ongoing conflict in Northern Uganda

Issues: Peaceful versus military end to the conflict

Jyllands-Posten (national daily), 7th June 2005

Headline: Sudan needs the money now

Opinion / feature (kronik) on the need for developing southern Sudan

Issues: Development assistance, participation, peace building, solidarity

Kontakt (MS Magazine), June 2005

Headline: Holes and holes and...

Feature about the situation in southern Sudan after the signing of the peace agreement. On to of the agenda is education

Issues: Development, peace building, education, participation

TV2 Nyhederne (national news broadcaster), 2nd July 2005

Item about debt relief. Interview with MS Secretary General Lars Udsholt

Issues: Development assistance, north-south, international politics

TV2 Nyhederne (national news broadcaster), 3rd July 2005

Item about the conflict in Northern Uganda. Father Carlos and others interviewed

Issues: Forgotten wars, peace building, conditions in Northern Uganda

TV2 Nyhederne (national news broadcaster), 9th July 2005

Item about corruption and the fight against, ASDI, David Ebong (ACCA), and Henry Muguzi (ACCU) among the sources

Issues: Anti-corruption, development

Politiken (national daily), 8th August 2005

Headline: International court case can ruin the peace prospects

Feature about the conflict in Northern Uganda and the processes of ending it

Issues: Peace building, mediation, international relations

Lolland Falsters Folketidende (regional daily), 20th July 2005

Headline: Make-up melts inn 35 degrees heat

Feature / travel diary by DDW about her life and work in northern Uganda working with Ugandans and Sudanese refugees

Issues: Poverty, development, refugees, repatriation

Kontakt (MS Magazine), August 2005

Headline: On the other hand

Opinion piece about the MDGs

Issues: MDGs

Politiken (national daily), 9th September 2005

Feature article about the MDG in connection to the New York conference.

Features amongst others Caesar Urudi of NSEA.

Issues: Development, MDG8

TV2 Fyn (regional tv), 11th September 2005

Feature item about Vice Chairman Børge Nommensen, DGI and RDP

Issues: Sport and culture in a development context

TV2 Fyn (regional tv), 11th September 2005

Feature item about Vice Chairman Børge Nommensen, DGI and RDP

Issues: Sport and culture in a development context

Lolland Falsters Folketidende (regional daily), 8th October 2005

Headline: Addicted?

Feature / travel diary by DDW about her life and work in northern Uganda working Ugandans and Sudanese refugees

Issues: Poverty, development, refugees, repatriation

Lolland Falsters Folketidende (regional daily), 24th December 2005

Headline: Do they know it is Christmas in Uganda?

Feature / travel diary by DDW about her life and work in northern Uganda.

Issues: Poverty and development

OTHER:

When the Guns go Silent

37 min documentary about youth, peace and education in Southern Sudan

Screened in September at RAI (Royal Anthropological Institute) Film Festival,

Oxford. Accepted by two other international festivals. Late November the film was

invited to compete in the Prague based human rights documentary festival One

World.

Lettre Internationale (national magazine), May 2005

Headline: In the prophet's bloody back yard

Feature article about the conflict in Northern Uganda

Issues: Peace building, reconciliation

Appendix 7.

MS UGANDA STRATEGIC PLAN 2005 -2006 .

(2004 revision of Policy Paper goals)

Objectives	Activities	Achievements	Effects/changes	Indicators
GOAL 1: Capacity building for partners in advocacy and community development initiatives to reduce poverty				
1. Empowered civil society organisations sustainably influencing pro-poor policies and development processes in their communities by 2006	<p>1.1. Identify lead agency/network to co-ordinate capacity building activities in the districts</p> <p>1.2 Carry out mapping of CSOs</p> <p>1.3 Training of CSOs and lower local govts. in policy analysis and monitoring of public programmes where necessary</p> <p>1.4 Facilitate dialogue workshops between CSO & local govt. at sub-county and parish levels to work together within the decentralisation framework</p> <p>1.5 Facilitate alliance & network building of CSOs at national, district & sub country levels</p> <p>1.6 Support advocacy initiatives aimed at developing & implementing national & international policies for poverty reduction (trade, aid) that take into consideration cross cutting issues like gender, HIV/AIDS and the environment.</p>	<p>1.1. At least one credible generally accepted lead agency/network identified in the Districts.</p> <p>1.2. CSOs' mapping carried out</p> <p>1.3. Three training workshop carried out per year</p> <p>1.4. At least two dialogues supported per year at sub-county and parish levels.</p> <p>1.5. Alliance and networks building workshops/seminars facilitated by MS Uganda</p> <p>1.6. Three active networks supported –three nationally and one internationally</p>	<p>1.1 Two active networks established in 2 districts and cooperation with one national network established.</p> <p>1.2 The established networks engaging in planning, implementation and monitoring of pro poor policies in the Districts of Koboko, Apac and Kampala</p> <p>1.5.1 In the two districts, 20% of sub counties and one national NGO are supported</p> <p>1.5.2 Visible participation of CSOs in planning and budgeting at sub-county level</p> <p>1.6.1 Advocacy campaigns carried out on behalf of the active poor</p> <p>1.6.2 CSOs contribute articles and policy analysis at PEAP and Consultative Group review meetings.</p> <p>1.6.3 National CSO contribute articles, papers at international meetings and conferences.</p>	<p>1.1 Generally accepted credible network identified</p> <p>1.2 Comprehensive inventory of CSOs in place.</p> <p>1.3 Number of CSOs trained</p> <p>1.4 Number of sub-counties covered</p> <p>1.5.1 Number of CSOs participating in the MS Uganda initiated network activities</p> <p>1.6.1 Number of advocacy initiatives supported nationally</p> <p>1.6.2 Number of advocacy initiatives supported internationally</p> <p>1.6.3 Number of policy analysis papers presented by supported CSOs at policy review meetings</p> <p>1.6.4. Number of CSOs and sub-county committees sharing their budgets and reports.</p> <p>1.6.5. % of sub-county and parish budget channeled through partners</p>

Objectives	Activities	Achievements	Effects/changes	Indicators
2. (a) Increased income of partner organisations' members and their beneficiaries.	2.1 Support partner organizations to build capacity of farmers to increase production and improve market access	2.1.1 Nine partner farmer organisations supported financially.	2.1 The supported farmer organisations are providing the necessary skills and market access opportunities to members and beneficiaries	2.1 Number of partner organisations providing support to the farmers to increase production
	2.2 Support partner organization to build capacity of farmers to increase production of food crops.	-do-	2.2 The welfare of the household members of the partner organizations has improved.	2.2 Five partner organization report increased incomes to their beneficiaries.
2. (b) Improved food security of partner organizations' members and their beneficiaries.	2.3.Support partners to carry out baseline surveys on household status on income, nutrition and food security.	2.3 All partner organizations carry out a baseline survey on income status of their beneficiaries' households.	2.3 Appropriate poverty interventions can now be effectively done because of the availability of adequate and relevant data.	2.3 Poverty and food security mapping inventory for partner organizations in place.
	2.4 Support vocational schools for effective management and skills training	2.4.1 Three vocational schools supported in Koboko, Masindi and Gulu.	2.4.1 The three colleges providing, adequate, relevant and appropriate sills to the students	2.4.1 Supported vocational schools have capacity to fund raise, have proper accounting records personnel policies and other management systems
		2.4.2...boys and girls enrolled trained in relevant skills	2.4.2 Well trained students equipped with relevant and marketable skills.Qualified students able to get employment and their products are marketable.	2.4.2 Number of qualified teachers
		2.4.3 30% of students pass UNEB exams		2.4.3 Relevant skills training offered
	2.5 Streamline management of vocation schools	2.5.1Proper timetables.	2.5.1Functioning management.2.5.2Funds raised to cover 20% of the budget.	2.5.1 Availability and adequacy of required tools for students 2.5.2Students sit UNEB exams
	Support partners to mainstream gender in their programmes and develop gender sensitive indicators for poverty monitoring at programme level in consultation with partners	2.5.2 Proper lesson plans for teachers following the syllabus given by UNEB. 2.5.3 Fundraising plans in place.	2.5.3 One viable Income Generating activity per school.	2.5.3Functional boards/ Executive committees
		2.6.1 Thirty partner organisations supported to mainstream gender	2.6.1 Partner organizations have included gender considerations in their policies and activities and monitoring implementation.	2.5.4Number of partner organisations supported 2.6.1 Number of partner organisations monitoring implementation of gender issues

Objectives	Activities	Achievements	Effects/changes	Indicators
GOAL 2: Strengthen the capacity of CSOs to practice and demand for good governance in their communities				
3. Strengthened CSOs able to demand for equitable allocation of resources and effectively challenge undemocratic and corrupt practices.	3.1 Increase support for the development and dissemination of publications / materials in cooperation with partners. i.e. peace building and anti-corruption by 2006.	3.1.1 Two publications developed and disseminated by partners namely: peace building and anti corruption booklet. 3.2.1 Democratization guidelines for 5 different categories developed and disseminated by MS Uganda.	3.1.1 Local authorities more accountable to the public in the utilization of public resources 3.1.2 More corruption cases registered with relevant institutions. 3.2.1 Partners openly interacting with state organs in ways that expand space for democracy and improved power relations and ability to question, participate and to influence development policies and programmes. 3.2.2 Open communication and exchange of information 3.2.3 Participation in planning meeting that secure pro-poor policies and programmes. 3.2.4 More corruption cases registered with relevant institutions.	3.1.1 Information accessible.- Number of CSOs that have demanded for public funds released and monitored spending. 3.2.1 Number of malpractice cases reported on tendering and awarding of contracts and reported to MPs, PAC, IGG and others for follow up. 3.2.2 Number of articles published by partners.
	3.3 Support the establishment of tripartite collaboration among Local Govt., District NGO Forum and MS Uganda in Apac and Koboko	3.3 Tripartite collaborations established by 2006	3.3 CSO input visible and influencing the policy developments in the area of access to information, NGO bill, social sector, the media	3.3 Number of advocacy activities between NGO Fora and LG.
	3.4 Support resource centres where information is accessible and training takes place	3.4 Resource centers accessible and training taking place	3.4 Well-informed citizens articulating for their own rights.	3.4 Number of people accessing information from the centers.
	3.5 Increase support to build the capacity and link two partners engaged in anti corruption activities at local levels and national level by 2006	3.5. Increased support to the two anti-corruption initiatives at district/sub-county level in Koboko and Apac and links supported to ACCU	3.5 Reduction of corruption cases due to exposure and citizen consciousness.	3.5 Number of corruption cases exposed in the two Districts.
	3.6 Increase support to advocacy initiatives related to access to information, NGO bill, and Social sector reforms, and the media by using rights based approach.	3.6 Increased contribution of NGOs and especially our partners in advocacy initiatives.	3.6 pro-poor policies and programmes enacted and implemented.	3.6 Number of partners involved in advocacy initiatives.

Objectives	Activities	Achievements	Effects/changes	Indicators
4. MS Uganda and partners have democratic structures and are accountable to their constituencies / stakeholders	3.7 Support HURINET members and Sudan organizations to carry out civic education.	3.7 HURINET Members supported together with two other Sudan organizations.	3.7 Citizen's are aware of their fundamental rights and are able to participate in their civic duties.	3.7 Number of civic education trainings conducted both in Uganda and Sudan.
	3.8 Support youth initiatives that promote peace full co-existence and inter-cultural understanding.	3.8.1 At least three work camps supported per year. 3.8.2 At least one Youth exchange facilitated once a year	3.8.1 The youths start to appreciate development issues in their surroundings and beyond. 3.8.2 Appreciation of development peculiarities of both north and south by the youths.	3.8.1 Number of youth camps conducted. 3.8.2 Number of youth participating in the exchange every year.
	4.1 Capacity building in leadership. <ul style="list-style-type: none"> Organizational management. Fundraising. Gender equity. Writing legal documents. Rights of members and transparency. Financial Management. Monitoring and evaluation. 	4.1 All partner properly registered existence of management manuals / policies and legal documents.	4.1.1 Adherence to the governance documents, code of conduct. 4.1.2 Members hold leaders accountable, quality AGMs, 4.1.3 Able to fundraise and increase in their funding, improvement in work plans and budgets efficiency 4.1.4 AGM agendas and audited accounts distributed ahead of meeting. 4.1.5 40% of operations budget funded by the partners themselves.	4.1 By 2006 70% of partners have internal democracy- Number of partners accessing resources from other sources besides MS- Number of partners with an adapted gender policy- Number of leaders willing to step down at Annual General Meetings.
	4.2 Joint (MS & partners) development and dissemination of organisational good governance. Avail resources for dissemination of studies done on CSO functioning and learning exchange visits.	4.2.1 Good governance handbooks produced and disseminated 4.2.2 Good practices disseminated/ exchanged.	4.2.1 Management streamlined. 4.2.2 Service delivery and advocacy improved. 4.2.3 Improved external and public relations.	4.2 Number of partners reporting improved services, management, public relations during the annual review meetings.
4.3. Make regular annual OD assessment.	4.3.1 25% of partners carry out annual OD assessment.	4.3 Partners are well organized with streamlined policies and procedures.	4.3 80% of the partners have policies that are appropriate with the environment they are operating in.	



MS Uganda

MS Uganda is a programme under MS, The Danish Association for International Co-operation. MS Uganda aims at building democracy through supporting local organisations in their work for poverty reduction and good governance. MS Uganda currently works in partnership with 34 organisations, mainly in the northern and north-western districts of Uganda.

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