



CENTRE for BASIC RESEARCH

CBR ANNUAL REPORT, 2020

Presented to the CBR General Meeting on 17th December, 2020

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1. INTRODUCTION

1.1 BACKGROUND

The year 2020 was a very eventful year largely due to the outbreak in December 2019 of the Corona Virus Disease of 2019 (COVID-19), and spread to Uganda in March 2020. The outbreak of the disease was first reported in China, then Europe and USA. On March 12, 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic. The first country in East Africa to report cases of COVID-19 was Kenya on March 13, 2020. On March 17, 2020, Uganda's Minister of Health (MoH), Dr. Jane Ruth Aceng issued two orders to respond to the spread of COVID-19. In the first order issued by the Minister, COVID-19 was declared a notifiable disease, which necessitated the making of rules for its prevention and suppression, and enforcement of precautions at borders. In the second order, medical officers were empowered to subject any person arriving in Uganda by air, sea, and road to examination for COVID-19. They were also given powers to quarantine any person found to be suffering from COVID-19.

The Minister also issued a series of Statutory Instruments detailing the various Standard Operating Procedures (SOPs) instituted to prevent the spread of COVID-19. The public health measures included among others: (i) always keeping two (2) meters from one another while in public; (ii) always wearing a mask over the mouth, and nose while in public; (iii) staying at home (isolated) if one has cold (flu)-like symptoms, and staying away from anyone with such symptoms, including not interacting with them even if they are family members; (iv) never touching one's mouth, nose or eyes with unwashed hands; (v) frequently washing one's hands with soap and water or using sanitizers to disinfect one's hands; (vi) sanitizing surfaces that are used by many people (door-handles, table-tops, chair arm-rests, etc.); (vii) calling the Ministry of Health help-line (0800- 100-066) for any assistance, in case one suspects him/herself or another person to be presenting with COVID-19-like symptoms. While the public has generally appreciated the aforementioned SOPs and their attendant statutory instruments, there are no specific guidelines issued to enforce them.

On March 18, 2020, President Museveni announced several other measures aimed at preventing the further spread of COVID-19 in the country during his first national address on COVID-19. The measures included: restrictions on travel in and out of the country with returning citizens subjected on arrival to mandatory quarantine for 14 days. The president declared a closure of all educational institutions; indefinite suspension of religious gatherings and places of worship; suspension for 32 days of mass meetings, whether political or cultural – including conferences, public rallies, funerals, places of merry-making, such as night clubs, discos, dances, bars, sports, music shows, cinemas and concerts, hexagonal mass weddings, among others. President Museveni advised couples intending to marry to 'go for purely scientific weddings' – ones which would involve only the core stakeholders namely; the bride-groom, the bride, the best-man, the assistant to the bride (matron), the Priest (or the Chief Administrative Officer - CAO), "as long as the number is less than 10 people".¹ On March 20, 2020, all schools are closed for 30 days. On March 21, 2020, all Uganda's borders were closed except for cargo and goods. This was after Uganda reported its 1st confirmed COVID-19 case. Between 18th March and the 30th March, President Museveni had announced 35 measures intended to prevent the further spread of Covid-19. On 24th March 2020, the Minister of Health issued Public Health specifying the places and the premises and the activities, events, meetings and gatherings that were closed or banned (temporarily until specified dates). Bars and Cinema halls, churches, mosques and open-air prayers, indoor and outdoor concerts and sports events were all temporarily suspended until 16th April 2020. Public meetings including political rallies, conferences and cultural related meetings were temporarily suspended until 18th April 2020.²

On March 25, 2020, Public transport was suspended for 14 days and restrictions were placed on private vehicle movements. On March 30, 2020, President Museveni declared a 14-days nationwide curfew from 7:00 p.m. to 6:30 a.m. On April 12, 2020, the lockdown and curfew were extended for a further 21 days. On May 4, 2020, the lockdown and curfew were extended for another 14 days. Wearing face masks in public was declared mandatory. From 100 confirmed cases of COVID-19 on May 6, 2020, Uganda reached 200 confirmed cases on May 18, 2020. The lockdown was thereafter extended for another 14 days. On May 26, 2020, restrictions were eased, allowing private cars with only 3 people to move within districts, and for general merchandise shops to open,

1 . See Address by H.E. Yoweri Kaguta Museveni, President of the Republic of Uganda to the Nation on the Corona Virus (Covid-19), Guidelines on the Preventive Measures, 18th March, 2020. State House, Entebbe.

2 . See the Public Health (Control of Covid-19) Rules, 2020, Statutory Instruments 2020 No. 52, published as Statutory Instruments Supplement to The Uganda Gazette No. 19, Volume CXIII, dated 24th March 2020.

but with strict social distancing. On June 4, 2020, public transport in non-border districts was allowed to resume carrying half capacity. Uganda reported its COVID-19 death on July 23, 2020.

Between August and December 2020, lockdown measures were gradually eased, although strict public health Standard Operating Procedures (SOPs) had to be adhered to address the spread of COVID-19. While only 5 deaths directly attributed to COVID-19 had been reported in Uganda by the end of July 2020, the numbers of infections continued rising. As of October 2nd 2020, Uganda had registered 8,287 COVID-19 positive cases, 75 deaths and 4,430 recoveries.² This situation made it difficult for planned research activities to continue the way it was before COVID-19.

1.2 IMPACT OF COVID-19 ON THE OPERATIONS OF THE ORGANIZATION

Exactly three weeks after assuming office as the new full time Executive Director at CBR, the country was put under lockdown on March 25, 2020 to contain the spread of COVID-19. Research activities that entailed public meetings were suspended including the Monthly Expert Seminars on Civic Education. CBR adapted to a 'new normal' by embracing digital platforms as a vehicle for delivery of planned activities and engagements involving meetings of more than 10 people. The use of teleconferencing such as zoom meeting, Windows Team meetings, and; skype meetings was adopted for not only workshops and meetings, but also research data collection, validation and dissemination of findings.

The adaptive programming approach adopted by CBR administration ensured that the implementation of project activities was continually adjusted to take into consideration changes in the contextual environment. This enabled CBR to undertake some of the planned activities, as well as take on new issues that kept emerging.

Between March 20, 2020 and May 30, 2020, CBR remained closed, although management ensured there was at least a member of staff who checked on premises at least twice a week to ensure all was safe. After easing of lock-down between May and August 2020, CBR management ensured the offices were fully functional to ensure research activities which stalled during the lock-down resumed. CBR witnessed an upsurge in affiliation because many institutions preferred to remain closed. CBR registered more affiliates in 2020 compared to 2019.

While opportunities for raising funds dwindled during not only the lock-down period, but the rest of the year, CBR management ensured staff salaries were paid on time for those whose salaries were catered for under running projects. None of the on-going projects suspended implementation, as virtual processes were embraced to ensure conclusion of outstanding project activities.

2. ACTIVITIES IMPLEMENTED DURING 2020

2.1 RESEARCH PROJECTS

2.1.1 The Civic Education Project

The organization has since June 2018 been implementing a project titled: '*Strengthening Evidence-based Democratic Governance Agenda Setting and Engagement of Civil Society in Uganda*' funded by Democratic Governance Facility (DGF). The project was due to end in December 2020. Implementation of planned activities commenced in January 2020, and continued in February of 2020 and the first two weeks of March 2020.

The keynote address at the 17th Monthly Expert Seminar held on January 30, 2020, focusing on the topic, 'Civic Education and Democratic Practices: The Role of the Police Force in the Electoral Process in Uganda', was delivered by Mr. Muleterwa Anatoli, Commissioner for Community Policing, Uganda Police Force. The 18th Monthly Expert Seminar was held on February 27, 2020. It focused on the topic, 'Climate Change and Democracy in Uganda: Is there a Place for Civic Education?'. The keynote address was delivered by Prof. Wilberforce Kisamba-Mugerwa (RIP), formerly Chairperson, Uganda Micro-Finance Support Centre. There was no Civic Education Expert Seminar in March 2020, following the outbreak of COVID-19 and government lockdown measures in March 2020.

After government announced measures to contain the spread of COVID-19 in March 2020, most project activities which involved holding public meetings of more than three people were put on hold, including monthly expert seminars on civic education, and research capacity strengthening and research technical backstopping and quality assurance for DGF Implementing Partners (IPs). A few research activities where fieldwork had commenced before the lock-down were allowed to continue to allow researchers to finalize their reports. This included the following:

- In October 2020, CBR participated in an online DGF II Mid-Term Review (MTR) of the Democratic Governance Facility by implementing partners (IPs).
- In November 2020, CBR participated in a DGF survey about preferred topics for joint discussion by partners in preparation of the 2020 partners conference. The responses were the basis upon which the partners' conference was organized. CBR actively participated virtually in the DGF annual Partnership Conference for 2020, which was held on Thursday 3 December 2020. The theme for the 2020 Partnership Conference was: *"The Halfway Point: Reflecting Back and Looking Forward"*. This was because DGF II had reached the 'half-way point', and the conference was used as a vantage point for looking back and reflecting on common experience of the first half of DGF II, on the basis of which jointly brainstorm the path forward for the remainder of DGF II.
- CBR attended a virtual launch of the DGF 2019 Annual Report which was held on Thursday, December 17, 2020. The launch was followed by an interactive dialogue by partners around the three DGF spheres. The launch will be streamed live on the DGF Facebook page.
- All 4 Quarterly reports for January-March; April-June; July-September and October-December were submitted to DGF by the CBR civic education project secretariat.
- The project secretariat commissioned a study on the *'Expert analysis of the national budget to understand the level and extent of public investment in civic education priorities and undertakings'* was undertaken by Emmanuel Kisaame who submitted a draft report in December 2020.
- Throughout 2020, CBR continued collecting newspaper cuttings, social media and online materials on civic education in general as well as other areas of interventions by beneficiary organizations. 85 articles from both the Daily Monitor and New Vision Newspapers were uploaded on the website between August and December 2020. The CBR Library team was able to continue collecting unpublished (grey) literature on the relationship between civic education, democratic governance and nation-building following identified, collected and documented for cataloguing for ease of access and retrieval by readers.

The implementation of the following activities was affected by public health measures to contain the spread of COVID-19: (a) Monthly Expert Seminars, and; (b) The training of DGF IPs in basic and applied social and policy research skills relevant for enhancing delivery of their planned interventions. Some budget lines were re-allocated to allowed completion of activities that were possible under the COVID-19 context. During 2020, CBR continued providing DGF partners with research quality assurance support in form of continuous research capacity back-stopping, training and publication of selected research outputs. The DGF IPs supported during 2020 included the following:

- Uganda Local Governments Association (ULGA) was supported to finalize its proposal to DGF between July and November 2020. The ULGA project proposal was titled: *"Enhanced Local Governments Financing and Accountability for improved Service Delivery"*. CBR support focused on clarifying the problem statement, analysis of the project context, the logical coherence of the project objectives, outcomes, outputs, and activity implementation areas, among others. Support was also provided to strengthen the monitoring and evaluation framework for the proposed ULGA project.
- CBR supported the Alliance of Mayors Initiative on Health and HIV/AIDS at the Local Level (AMICAALL Uganda Chapter) to undertake a situation analysis of selected lower urban authorities in Uganda between April and November 2020. A Memorandum of understanding was signed between Centre for Basic Research and AMICAALL Uganda Chapter on 19th June 2020. The CBR Research team supported AMICAALL to revise Terms of Reference (ToR) for a political economy analysis of their project. In addition, CBR was part of the AMICAALL study Technical Working Group (TWG) which was constituted to evaluate submitted proposals, selection of a consultant to conduct the study, and review the inception report, evaluated the tools for the Situation Analysis, and supervised the fieldwork, and evaluation of the field reports, till the study was completed.

- Between August and October 2020, CBR supported the Coalition on Civic Education in Uganda (CECU) to: (i) finalize voter education messages, leading to the development of a Comprehensive Voter Education manual, and; (ii) review the political context in the country in relations to how it is influencing their civic education agendas.
- CBR supported not only Wizarts Foundation to revise their Risk Analysis Framework, but also Human Rights Centre Uganda (HRC-U) to develop tools for the 2020 Annual Human Rights Defenders Report.

Between March and November 2020, a survey of satisfaction with CBR project activities was carried out among DGF beneficiary partners to determine the extent to which the project by CBR had any effect on: (a) level of satisfaction with government in upholding citizens rights; (b) level of inclusion of key issues raised by DGF IPs in government decision making; (c) citizen focused issues taken on by government; (iv) level of satisfaction with CBR support in enhancing civic engagement by those DGF IPs that were supported by CBR through research skills training, technical backstopping and quality assurance support. A draft report of a survey of satisfaction by DGFII partners supported by CBR was submitted to the secretariat in November 2020.

CBR was part of a joint CSO delegation that held a discussion with the electoral commission on the CSO Position Paper on the Revised 2021 general elections Roadmap, held at the Electoral Commission Headquarters on Tuesday July 14, 2020. Between July and September 2020, CBR conducted a research study on the implications for different stakeholders and actors of the preparations for the 2020/2021 General Elections, which following the outbreak of COVID-19 were to be conducted in a scientific way using static or digital ICT platforms as well as other forms of media for solicitation of votes. The study was titled '*Preparations for Uganda's Scientific 2021 Elections: Issues, Controversies, and Options Ahead*'. While the use of media platforms in elections was not new, as billboards, Short Messaging services (SMS); radio and TV adverts, were widely used in 2012 and 2016 general elections, there were marked difference with the new procedures that were announced by the electoral commission. Unlike past elections, the run-up to the 2021 general elections was characterized by significant restrictions on mass rallies to prevent the spread of COVID-19. This made the use of ICT and other media platforms as the most cost-effective way of complying with the SOPs, and reaching out to the highest number of voters, instantly and simultaneously. A report was finalized in December 2020.

Centre for Basic Research was involved in the preliminary election observation initiatives under the National Electoral Watch Uganda (NEW-U). During the September 2020 NRM primary elections, NEW-U designed a checklist comprising generic election indicators to observe during and around the polling centres and the results documented and filled into a matrix for analysis and reporting. CBR participated in the monitoring of NRM Primary flag bearer elections for Constituency Member of Parliament and Woman member of Parliament at Maganjo B Zone polling Centre, Nabweru Division, Nansana Municipality, Wakiso district under the umbrella of National Election Watch Uganda on 4th September 2020 and submitted an observer report. CBR also participated in the monitoring of NRM Primary flag bearer elections for Constituency Member of Parliament and Woman member of Parliament at Maganjo B Zone Centre, Nabweru Division, Nansana Municipality, Wakiso district under the umbrella of National Election Watch Uganda on 11th September 2020 and submitted an observer report. Following the banning of NEW-U by the National NGO Bureau, CBR applied for accreditation for election observation with the Independent Electoral Commission in December 2020.

The CBR Civic Education project was initially expected to end on December 31st, 2020. Between October and November 2020, CBR prepared an end of Grant Assessment and an End of Project report, which were part of the obligations to be fulfilled before the project's official end date of December 31, 2020. At the same time, an application for a No-Cost Extension (NCE) was submitted to DGF at the start of December 2020. This was largely necessitated by the fact that the extended periods of lock-down during 2020 affected the implementation of some project activities. A NCE would enable CBR implement remaining activities during 2021. On December 18th, 2020, CBR received the good news regarding the approved of a NCE for a period of four months from January 1st, 2021-April 30th, 2021. DGF approved a budget of UGX. 142,240,053/= for the extension period. In addition, a new research activity focusing on the 2021 general elections was introduced under the project. Thematic research studies that were added included the following: (1) Youth participation in the 2021 general elections; (2) The participation of PWDs in the 2021 general elections; (3) The blurred lines between the state and political parties in the 2021 general elections, and; (4) The politics of fear in the 2021 general elections. CBR signed an addendum for the NCE on Monday 21st December 2020, which paved way for preparation to commission the respective research studies.

2.1.2 The Civil Society Book Project

Centre for Basic Research (CBR), working in collaboration with the Uganda National NGO Forum (UNNGOF) undertook a research project titled: 'Civil Society in Uganda: Emerging Perspectives and New Narratives' to examine the Value-Addition of Civil Society to National Development in Uganda. This project commenced in April 2020 with negotiations over contract terms. The research project was intended to culminate into the publication of a book on civil society, was supported by the Civil Society in Uganda Support Programme (CSUP), implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, with funding from the European Union (EU) and the Germany government. A local subsidy of UGX. 194,296,000 was granted for research activities at Centre for Basic Research, while the rest (beyond the threshold of UGX. 200 million permissible at GIZ) was implemented under direct procurement by GIZ.

In undertaking the implementation of the project, a call for expression of interest was issued in April 2020, inviting interested researchers to submit abstracts explaining the areas of research they wish to undertake on the contribution of civil society to national development in Uganda. After abstracts were received, they were evaluated between May and June 2020. Following the signing of the contract by CBR, the first instalment on project fund were released on August 28, 2020. This paved way for the constitution of the Project Steering Committee (PSC) to provide oversight to the implementation of the project. Thereafter, a project coordinator was recruited in September 2020. Abstracts that were submitted for consideration were reviewed by the PSC between September and October 2020. Between October and November 2020, researchers whose abstracts were approved to proceed to develop full proposals were notified, and instructed to develop full proposals. Researchers whose full proposals were accepted for presentation to a workshop for peer review were notified between November and December 2020, depending on when the researchers submitted their full proposals. 15 researchers were commissioned to undertake research on different thematic areas on civil society in Uganda aimed at unravelling the contribution of civil society to Uganda's national development.

2.1.3 Countering Backlash: Reclaiming Gender Justice

In January 2020, CBR signed a sub-contract with IDS Sussex to implement a research project titled: '*Countering Backlash: Reclaiming Gender Justice*', to unravel the nature of forces that were pushing back, and in the process leading to a reversal of many of the gains that had been made for women's rights and gender equality, as well as a shrinkage of the civic space for progressive movements. The research will create knowledge needed and identify opportunities for women's rights organizations and other gender justice defenders to counter the backlash and address the erosion of gender objectives within the development policy and practice. The research project, whose implementation commenced in July 2020, and is expected to end in September 2024, and funds are provided by the Swedish International Development Agency (SIDA) through Institute of Development Studies (IDS), Sussex University, Brighton, England.

2.1.4 Country Trend Analyses on Governance and Economy Sectors for IGAD

In 2020, as the IGAD CEWARN/CEWERU National Research Institute (NRI), CBR was contracted to produce Quarterly Country Specific Analytical products (including trend analysis) on Governance and Economy sectors. This activity was funded by the IGAD Peace and Security Division, through IGAD Promoting Peace and Stability in the Horn of Africa Region (IPPSHAR) programme. Even during the COVID-19 lock-down period, CBR researchers produced quarterly country specific analytical products and trend analysis on Governance and economy sectors which were submitted to IGAD in November 2020.

2.1.5 Enhancing Agribusiness Economic Opportunities of Rural Women and Girls in Uganda

In 2020, CBR continued implementing a project titled: '*Enhancing Agribusiness Economic Opportunities of Rural Women and Girls in Uganda*' funded by the International Development Research Centre (IDRC) through its Nairobi regional office. Through this project, CBR contributed to the improvement of the technical capacity and economic status of vulnerable women and youth in rural areas by enhancing their opportunities for employment in agri-business.

Specifically, research was undertaken to identify the drivers of growth in the agribusiness sector; the composition

of the sector; its policy environment, value chain and linkages with other sectors, and contribution to the economy. The study which was carried out revealed the potential of the small scale agribusiness sector to generate productive employment for women and youth, and the associated challenges, and what needs to be done to overcome these challenges to enhance capacity of rural women and young entrepreneurs so they can sustain economic activities and find employment through village skills development and apprenticeship training programs. Finally, the study document innovative best practices that favor women and youth, and recommend practical policy relevant results and directions on how to support and scale up agri-business development in Africa.

2.1.6 Empowering Vulnerable Women in Eastern Africa through innovative Savings Schemes

In 2020, CBR led a consortium of like-minded organization in the East African region to implement an applied research project titled: *'Empowering Vulnerable Women in Eastern Africa through innovative savings Schemes'*. The project which was funded by International Development Research Centre (IDRC), entailed collection of data to determine the impact of innovative savings schemes on women's empowerment and their ability to cope with vulnerability; and was implemented in Uganda, Kenya and Burundi.

2.1.7 Supporting Disability Research for Katalemwa Cheshire Home for Rehabilitation Services (KCH)

In October 2020, CBR signed a contract with Liliane Fonds Foundation in the Netherlands to provide technical support to Katalemwa Cheshire Home for Rehabilitation Services (KCH) in developing of an Action Plan to facilitate the structural change of a Child Empowerment Programme (CEP) that supports Children and Youngsters with disabilities. The technical support aimed to achieve the following specific objectives: (a) help KCH to rethink and strengthen its programme role as a Strategic Partner Organization (SPO) which in line with the KCH Mission and LF vision, and (b) to build an effective network of partner organizations that will work with KCH to implement the CEP.

2.1.8 Hosting the CEWERU Finance and Administration Unit (FAU)

In June 2020, CBR submitted bid for the *'Provision of Financial Management and Reporting Services to the CEWERU of Uganda'*, a project which was advertised by the IGAD Promoting Peace and Stability in the Horn of Africa Region (IPPSHAR) programme under the IGAD Peace and Security Division. In the expression of interest, CBR offered to act as Finance and Administration Unit (FAU) for IGAD's RRF funds that CEWARN will transmit to the CEWERU unit in Uganda.

The specific objectives of the assignment are: (a) to provide financial management and reporting services to the CEWERU's of each Member State, including the co-administration of a separate bank account, and; (b) holding the funds for emergency interventions, as well as for receiving transfers from the CEWARN unit for regular project activities. The main purpose of this assignment with FAU is to ensure financial management and financial reporting to the CEWERU in each member state, including the co-administration of a separate bank account which is aimed at keeping funds for the implementation of emergency and regular projects. The FAU will have crucial role in facilitating the implementation of projects and other activities by implementing agencies in the member states.

The results that will be expected to be achieved by the organization that shall be selected as the FAU are: (i) Ensure that adequate financial controls are in place to maintain documentation and proper accountability of expenditures; (ii) Ensure the financial transactions are properly authorized, recorded, have adequate supporting documentation, filled, maintained and can be easily extracted for the purpose of preparing financial statements; and financial audits; (iii) Preparing and submitting timely and reliable financial documents and financial reports; (iv) Prepare project financial reports, statement and submit to CEWERU for clearance as required, and; (v) Check and ensure that all procurement process and expenditures of the project in accordance with the IGAD procedures.

Negotiation with CBR were held on September 25, 2020, in which CBR assented to the full understanding of

the Terms of Reference and confirmed that they will execute the contract based on the outcome of this negotiations. In October 2020, IGAD conducted a virtual office visit of CBR, as one of the requirements for finalizing procurement evaluation processes, on the basis of a contract was to be awarded.

2.2 RESEARCH COLLABORATIONS AND PARTNERSHIPS

2.2.1 Memoranda of Understanding Successfully Negotiated

A number of Memoranda of Understanding (MOUs) were signed with other organizations that were implementing the DGF project were still running and beneficial to the organization. They included the following: UPIMAC (June 2019); Wizarts Foundation; PLA; ACFIM, and; HRC-U.

Centre for Basic Research signed the following Memoranda of Understanding (MOUs) with certain organizations for furthering the CBR research and research training agenda:

- Uganda National NGO Forum (UNNGOF); April 1, 2020
- Center for Evaluation and Development (C4ED); August 2020
- National Council for Persons with Disabilities (NCPD); October 2020
- MSTCDC, Arusha (August 2020).

2.2.2 Activities undertaken in collaboration with Civic Education Coalition in Uganda (CECU)

As a member of the CECU, CBR was represented at the flag off of the CECU voter education campaign coordinated by the Uganda Project Implementation and Management Centre (UPIMAC). CBR is a member of the Civic Education Coalition in Uganda (CECU), a coalition of 18 Civil Society Organizations and 6 state entities involved in activities to further civic education in Uganda. After CECU was accredited to conduct voter education in Uganda, it designed a strategy for a coordinated voter education campaign targeting 42 districts in Uganda. The voter education campaign is funded by Democratic Governance Facility (DGF) aimed at mobilizing and sensitizing citizens to appreciate the purpose of elections and as result effectively participate in the electoral process leading to 2020/21 general elections. CECU has developed and produced harmonized voter education reference materials for use in the dissemination of voter education.

A CBR Researcher facilitated in a training of over 80 CECU Voter Education Master Trainers of Trainers (ToTs) in November 2020. The 4-day training which was held in Jinja in collaboration with the Electoral Commission, focused on voter education content (Electoral Process) and delivery methodology. The ToTs in turn trained Community Based Voter Educators (CBCEs) who were expected to take voter education to rural communities using a mixture of methodologies that are within the COVID-19 guidelines provided by the Electoral Commission. In line with the collaboration with CECU, on December 18, 2020, CBR received an assortment of voter education materials for dissemination during the December holiday break.

2.2.3 Collaboration with State Actors

CBR participated in several public events convened by state agencies, CSO partners, international development organizations, bi-lateral and multi-lateral donors. These were largely events which were consistent with the CBR research agenda. These included the following, among others: CBR participated in a webinar that was convened by the Ministry of Gender, Labour and Social Development (MoGLSD) with support from the World Bank, Uganda Country Office, to discuss '*Interventions towards achieving women's economic empowerment in Uganda*'. The webinar which was held on Wednesday December 16, 2020 discussed strategies to promote Women Economic Empowerment (WEE) in Uganda.

3. INSTITUTIONAL DEVELOPMENT ISSUES

3.1 RENEWAL OF REGISTRATION CERTIFICATE

CBR successfully renewed its certificate of registration and operational permit on 11th May, 2020 for the next 48 months (till June 2024). The CBR registration number is 5167, and permit number is 5556. Management has also obtained certified copies of both from the Uganda National NGO Bureau, in the Ministry of Internal Affairs.

3.2 GOVERNANCE ISSUES

3.2.1 Appointment of a Full Time Executive Director

A new substantive full-time Executive Director assumed office at CBR. Dr. Frank Emmanuel Muhereza was appointed ED on March 2, 2020 for a term of four years till March 1, 2024.

3.2.2 Expiry of the Terms of Office of the Board of Trustees

The outgoing members of the Board of Trustees included: Mrs. Irene Ovonji-Odida (Chairperson), Yusuf Karmali, and; Andrew Rugasira, with the out-going Executive Director, Dr. Sallie Ssimba Kayuga as an Ex-Officio member. These Board members requested to retire after they helped to steer a transition process which involved managing conflicts in the organization, and overseeing the selection and appointment of a new Executive Director.

The BoT set aside the disputed September 2016 appointment of an ED, and subsequently appointed an interim ED, Dr. Sallie Ssimba Kayuga initially for three months which was subsequently renewed twice. The BoT consulted members and staff of CBR and reviewed its financial situation. A search committee was put in place, leading to advertisement of the post in December 2019, and holding of interviews in January 2020. After the appointment of a substantive full-time Executive Director in March 2020, the chair of the out-going BoT agreed to continue to support the transition process, until a new BoT is in place.

The search of a new BoT was embarked upon in March 2020, as members of the GM were encouraged to propose names of interested individuals who would be vetted by the GM. In the interim, BoT activities would be coordinated between the out-going BoT chair, the chair of GM and the office of the Executive Director. The BoT comprises three non-CBR members, and a representative of the CBR GM appointed by the CBR Researchers' General Meeting. Four names of external persons were contacted, of whom two turned down the approach, citing commitments elsewhere. Two names of external persons were presented to the CBR Researchers' Annual General Meeting of Thursday 17 December 2020, including Prof. Wilberforce Kisamba Mugerwa, the chairperson of the Micro-Finance Support Centre (MSC) and Eunice Musiime, the Executive Director, Akina Mama wa Afrika. Both names were approved by the GM, which also unanimously approved the appointment of Prof. Mahmood Mamdani, the out-going Chair of the CBR GM as the CBR representative on the new BoT. Letters of appointment were dispatched to all those appointed to the GM. One additional external person had to be sought in the meantime.

Before the new BoT could convene, Prof. Wilberforce Kisamba Mugerwa passed away, hence rendering the newly constituted board non-functional. Plans were made to find two new external members to join the board in 2021.

3.3 MANAGEMENT ISSUES

3.3.1 Members of Staff

The following administrative staff continued in their positions throughout 2020: Mr. Dancan Muhanguzi, CBR Accountant (June 2018 -December 2020); Ms. Charlotte Ayesigye, Accounts Assistant; Ms. Cate Neumbe, Administrative Secretary; Ms. Jackie Onyango Lubega, Information, Communication and Library Officer (June 2018-18 January, 2021); Ms. Latifah Aziza, Assistant Information, Communication and Library Officer (June 2018-18

January, 2021); Ms. Agnes Aturinda, Graduate Trainee (February 2020 – July 2020); Tugaineyo Gabriel, Assistant Librarian (June 2018-December 2020); Tukwasibwe Anatoli, Documentalist (June 2018 -December 2020); Onyiru Sarah, Project Officer DGF (June 2018-March 2020).

The following are the new staff members joined CBR in 2020:

- Mr. William Kizito was recruited on August 1, 2020 as Project Coordinator for the GIZ Civil Society Book project. His contract was for one year, till August 20, 2021.
- Ms. Birungi Ruth was recruited as the CBR Custodian/Janitor on May 1, 2020, for an initial period of three years. She joined the CBR administrative staff as the first ever female in that position.
- Mr. Kimera Eriya was recruited on October 19, 2020 as the CBR driver for a term of three years.

Following the recruitment of a CBR driver in October 2020, Staff are picked every morning and dropped every evening at designated points for ease of their mobility. The CBR van helps to run errands and pick lunch for staff. Staff attendance, motivation and performance has generally improved.

3.3.2 The CBR Graduate Internship and Volunteers Programme

The CBR Library accepts internship placement requests from institutions that offer programmes relevant to the activities of CBR. Interns from the field of Library and Information Science are posted solely to the library while those from other disciplines may be posted to other departments as deemed appropriate. Internship placements are intended for students who are undertaking the relevant under graduate courses or have recently completed. The Library Internship/Volunteer Programme promotes interaction and dialogue between young professionals and CBR. It also supports activities within CBR particularly the library where young professionals practice their trade as interns. During the course of the year, the library mentored one graduate intern in the field of Library and Information Science.

3.3.3 Records Management

Efforts have also been undertaken to improve on record keeping on staff matters. To address missing staff records on employee files, all files have been scanned, and a soft copy is available. All organizational files have been scanned to ensure if anything happens to the physical file, we have a soft copy. As a temporary arrangement, these files are currently being kept in a cloud file. Arrangements will be made with the F&A committee to secure off-site storage of all organizational records and files.

3.3.4 Internet connectivity

The CBR Local Area Network (LAN) system was non-functional for most of 2019. Absence of internet affected the operations of the library, especially running the website and undertaking documentation of newspaper clippings. The effectiveness of CBR administration was also affected as official mails were never obtained on time. It is possible some important urgent communications were missed. After the lockdown was lifted in June 2020, a new service provider was procured to offer Wi-Fi internet services to CBR.

3.3.5 The CBR Post Office Box

The organization has a Box Number at Posta Uganda, Kampala Road, where we receive print mail and other mailable assets. In 2020, we realized that our box number had been given out to another company in 2019. We appealed the decision, and filed an application seeking a revocation of the allocation. In December 2020, we managed to get back the box number; after paying all box rental arrears plus a fine. We are not sure how much our mail was lost in the process. We are glad to inform you that we now monitor the box number of a monthly basis, and there are no rental arrears.

3.3.6 Erection of a new CBR Sign Post

The CBR signpost was stolen by probably scrap hunters around January 2020. Management managed to erect a new CBR sign-post on June 24, 2020. The sign-post at City High School is faded, and requires re-painting. Management will ensure the sign-post is re-painted and a new one installed along Mviri lane for those approaching CBR from Kira road Police side.

3.4 THE CBR LIBRARY

3.4.1 Status of the Library at CBR

The library is the largest department at CBR and a major component of research. It's both a place of study and a source of reference, providing book and non-book information materials which support research. In terms of space utilization, the library manages all the spaces and equipment therein namely; reading/computer room; documentation area, photocopying room and the main library. The Library previously used the Dewey Decimal Classification Scheme to arrange its collection, until mid-2019 when it acquired software Library Management System called KOHA. The library is managed by the Head of Library, assisted by two other professional staff who have working experience of more than 20 years. The mainstream library staff are answerable to the Executive Director.

3.4.2 CBR Affiliates

The CBR Library runs an affiliate's programme where the public can access and utilize the services accordingly. Affiliates come from a spectrum of practitioners such as: academics, government, civil society actors and students (National and international). Affiliation membership is attained on payment of annual fees that varies according to the academic level of the affiliate. From 2015 to date, the cumulative number of affiliates who have registered or renewed their membership to access and utilize CBR resources/ services is more than 100. A good number of these are Masters' Students and PhD candidates. Affiliation fees were revised as follows:

Resident status	Category	Amount	Time category
Resident	Individuals	UShs. 300,000	8:30 am - 5:30 pm (Monday to Friday)
Resident	Individuals	UShs. 400,000	8:30 am - 5:30 pm (Monday to Saturday)
Resident	Institution	UShs. 500,000	8:30 am - 5:30 pm (Monday to Friday)
Resident	Institution	UShs. 600,000	8:30 am - 5:30 pm (Monday to Saturday)
Non-Resident	Individuals	USD. 200	8:30 am - 5:30 pm (Monday to Friday)
Non-Resident	Individuals	USD. 230	8:30 am - 5:30 pm (Monday to Saturday)
Non-Resident	Institution	USD. 560	8:30 am - 5:30 pm (Monday to Friday)
Non-Resident	Institution	USD. 585	8:30 am - 5:30 pm (Monday to Saturday)

3.4.3 Books Acquisitions

The organization is expecting shipment of a donation of an assortment of books from Prof. E.A. Brett, who is living in retirement in the United Kingdom. The documents that have been donated to CBR include government reports, field raw materials, notes/files, news reports, among others. Brett has since the 1970s been studying Ugandan politics and society, and the donation will be a useful addition.

3.5 PENDING RENOVATIONS

The organization has over the year grappled with leakages and blockages of water supply due to rusting. The kitchen was most affected. There have also been blockages on sewer line behind the library. The storm water drain was merged with the sewerage drainage pipes. The capacity of the pipe was incapable of transmitting the

products. The CBR main building requires renovation. The key areas that require urgent attention include: seep-ages through cracks in certain parts of the walls originating from the roof; re-painting; installation of new water pipes, as well as sewer pipes.

4. FINANCIAL MANAGEMENT

4.1 MANAGEMENT OF CENTRE FOR BASIC RESEARCH FINANCES

4.1.1 Banking issues

CBR has since 2020 been operating the following bank accounts: (a) Standard Chartered Bank (UGX); (b) Standard Chartered Bank (USD); (c) Dfcu Bank (UGX); (d) Dfcu (USD). In February 2021, CBR adopted online banking for the organization's account in Standard Chartered Bank. This has enhanced access to banking services, made banking highly convenient, eliminated waiting in long queues at the bank. Online banking will be adopted for all CBR accounts.

4.1.2 Auditing of Books of Accounts

Data and Figure, the CBR authorized auditors carried out the 2019 Audit of CBR books of accounts. KPMG audited books of accounts for the CBR civic education project for 2019. At the end of December 2020, new auditors will be appointed because Data and Figure have served their mandatory two terms (10 years).

4.2 INCOME AND EXPENDITURE STATEMENTS

4.2.1 Donor Income

	2020 (UGX.)	2019 (UGX.)
Democratic Governance Facility	325,269,996	334,909,304
Deutsche Gesellschaft Für Internationale Zusammenarbeit (GIZ)	95,123,852	-
International Development Research Centre, Project 108715-001	124,241,620	150,267,532
International Development Research Centre; Project 108808-001	110,677,971	670,443,211
International Development Research Centre; Project 108368-003	-	32,467,429
Intergovernmental Authority on Development; IPPSHAR	24,840,001	-
Institute of Development Studies	181,688,045	-
International Labour Organization	-	-
Centre for Evaluation and Development	-	-
CivSource Africa Limited	-	-
Liliane Fonds Foundation	24,102,001	-
Stockholms University	17,892,001	-
Ethiopian Government-Ministry of Peace	-	21,474,001
Total	903,835,487	1,209,561,477

4.2.2 Internally Generated Income

	2020 (UGX.)	2019 (UGX.)
Affiliation and Membership	600,000	1,630,000
CBR Fees Institutional	-	61,470,000
DGF Contribution to Staff Salaries	-	234,360,000
GIZ Contribution to staff salaries	-	-
Exchange gain	-	29
Other Operating Income	5,180,000	5,000,000
Total	5,780,000	302,460,029

4.2.3 Bank and Cash Equivalents

The balance on this account is made up of two categories; (a) Balances for CBR bank accounts, and (b) balances for other partner organizations.

CBR Bank Accounts	2020 (UGX.)	2019 (UGX.)
Standard Chartered Bank-UGX	52,229,216	2,062,518
Standard Chartered Bank-USD	9,654,845	241,957
Dfcu Bank-UGX DGF Project	39,307,289	49,418,621
Dfcu-USD	36,506,856	53,839,768
Petty Cash	(964,600)	-
Sub-total	137,698,206	105,562,864
Other Bank Accounts of Hosted Programs		
Standard Chartered Bank-Euro RRF project	-	-
Dfcu RRF project (\$447)	604,800	1,609,200
Standard Chartered Bank-IGAD-U (\$129)	464,400	464,400
Bank of Baroda- Rapid Response Fund		158,025
Bank of Baroda- PACT		29,663
Bank of Baroda-UNDP; Southern Sudan		93,600
Sub-total	1,096,200	2,354,888
Total	138,767,406	107,917,752

4.2.4 Liabilities and ASccruals

	2020 (UGX.)	2019 (UGX.)
Data, Figure & Co	3,000,000	6,000,000
IGAD Payable	14,577,350	14,577,350
Legend consultancy U Ltd	1,800,000	1,800,000
Local Service Tax Payable	520,571	925,571
Kampala Capital City Authority	500,000	500,000
National Water and Sewerage Corporation	529,881	210,000

Nduhura Naboth	1,180,000	705,000
NSSF Payable	37,338,765	17,808,085
PAYE Payable	83,515,685	35,710,074
Salary Payable	1,807,907	2,048,000
Smile Communications U Ltd	695,000	695,000
Tight Security Ltd	1,700,000	470,000
UAP Insurance	1,072,430	1,072,430
Uganda Telecom	777,052	777,052
WHT Payable		1,963,100
Wipe Out Systems	19,500	
Total	149,084,141	85,261,662

5. CHALLENGES

1. Security Lapses: our neighbor along Malcolm X Avenue reported a break in. CBR compound behind the Library and the computer room was used to access and exit from the neighbor's compound. The quality of Guards deployed for Night Duty by Tight Security. We have requested for the contract to be reviewed because the security firm does not take responsibility for sign post outside CBR premises.
2. There is need to support the regular functioning of CBR organs such as the Finance and Administration (F&A) Committee and the Research Policy Committee (RPC).
3. CBR needs to constitute an Editorial Board for quality assurance of research-related products.
4. There is need to increase fund mobilization from donors, as well as put in place avenues for internal income generation.