



RWENZORI ANTI-CORRUPTION COALITION



OUR VISION

A just and corrupt-free Society

OUR MISSION

To contribute to poverty reduction in the Rwenzori Region by empowering citizens to expose and cause action against corruption

List of Acronyms

AAIU	Action Aid International - Uganda
ACCU	Anti-Corruption Coalition Uganda
CAO	Chief Administrative Officer
CSO	Civil Society Organization
DEI	Director of Ethics and Integrity
HC	Health Center
HURINET	Human Rights Network
IGG	Inspector General of Government
KANCA	Kabarole NGO/CBO Association
KIC	Kabarole Information Center
KRC	Kabarole Research and Resource Center
NAADS	National Agricultural Advisory Services
RAC	Rwenzori Anti-Corruption Coalition
RACCs	Regional Anti-Corruption Coalitions
RICNET	Rwenzori Information Centers Network
RWECO	Rwenzori Consortium for Civic Competence

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MESSAGE FROM THE BOARD CHAIR

Comrades in the anti-corruption struggle, I salute you all and bring you warm greetings from Rwenzori Anti-corruption Coalition (RAC)! Once again, I welcome you to yet another RAC annual report 2011 a year that marks 10 years when the idea to form RAC was first mooted at an open space workshop here in Fort Portal. I am happy to note that the people who originated and promoted the idea, notably Hon Alex Ruhunda, Mr. Maurice Barnes and myself, have since stood by RAC through thick and thin. As we mark yet another year of active engagement in the anticorruption crusade, we take stock of the gains and losses (if any) that we have made.

In the course of the year 2011 and to-date we have registered a number of achievements which include the following:

- We have kept the institution of RAC a going concern which has received a clean bill of health as a reputable anticorruption organization from both internal and external stakeholders including our auditors;
- We were able to sustain and bring on board more funding partners and in the process were able to attract additional funds. We were able to develop a sustainability plan for RAC.
- We strengthened our anticorruption crusade by enhancing our linkages and networks both vertically and horizontally and in the process were able to deter, expose and cause action against corruption especially in service delivery and in elections. In fact through our interventions we were able to contribute to the deterrence of loss of public funds worth UGX 4.45 billion in the 7 districts of the Rwenzori region.
- RAC is, together with others, at the forefront of promoting the citizens manifesto as a social contract between the leaders and the citizens.
- We broadened the scope of the anticorruption struggle by bringing on board and empowering those sections of community who are most negatively impacted by corruption – the women and the youth in and out of school. This has helped create a new cadre of activists that will help increase our impact in the anticorruption crusade. We also extended our crusade to Uganda's important heritage – the natural resources. We are actively involved in mobilizing stakeholders in the Natural Resource Management sector to desist, expose and cause action against corruption.
- Working closely with other stakeholders, including the Directorate of Ethics and Integrity, the Inter Agency Forum, the government anticorruption and investigative agencies and the local authorities, we have been able to sustain the campaign for integrity and transparency in service delivery and local governance. In that regard we have supported the District Integrity Promotion Forums in the

- region. In the process we have been able to achieve some level of transparency and sanity in service delivery.
- We have taken the anticorruption struggle to the grassroots. This has helped many disadvantaged citizens who would otherwise fail to gain justice get it. For instance we received at our secretariat 49 cases (37 from men, 12 from women) from individual poor women and men whom we helped to get redress. Besides this, our monitors also reported 386 cases which are at various stages of completion. Of these the majority of the complaints were from the education sector (100 cases), health (81 cases) and production sector (63). These are sectors that have a direct impact on the life of the poor men and women.

Inspite of these achievements, RAC and indeed the entire civil society anticorruption crusade in Uganda continues grappling with a lot of challenges. These include:

- ∞ The declining moral and ethical standards among the population which has been worsened by the operating environment which is characterized by permissiveness, delinquency, declining parental care, drug and substance abuse and the monetization of almost everything. We are even observing that the anticorruption crusaders of yesterday are not necessarily measuring up to the standard today. In fact some have been feared to fall off.
- ∞ There is slow responsiveness by state agencies to civil society demands for a transparent and clean execution of corruption cases. Some of the cases RAC and others exposed since four or five years ago are yet to be concluded to logical end. This in a way demoralizes the activists.
- ∞ Funding for the civil society anticorruption crusade has largely been left only to development partners with government of Uganda doing little. This in a way has made the crusade appear as foreign driven agenda at least by some sections of government. That in a way also militates against the seriousness with which state agencies follow up complaints from the civil society.
- ∞ The average citizen perceives inadequate political will by government to fight corruption to logical conclusion. Such perceptions also directly affect the work of RAC at the grassroots.

We therefore implore all stakeholders in their capacity (especially the top leadership, the police, IGG, politicians, CSOs and grassroots communities) to urgently offer support to speed up investigation and prosecution of some of the cases that RAC has been working on for sometime now but without getting them concluded.

We also ask you to listen to and respect the citizens demands contained in the first ever Citizens Manifesto in which the citizens of Uganda are demanding the elected and appointed leaders to enter and strengthen the social contract with them. We also ask you, therefore, to sign up to the Citizens' Manifesto and Movement for Political

Accountability Charters. It is through such social contracts that we the citizens of Uganda can hold you more accountable.

Happy reading...

I remain, “For God and My Country”,

MWIRIMA JAMES

Chairman,

BOARD OF DIRECTORS

2011 ANNUAL REPORT

EXECUTIVE SUMMARY

Formed in the year 2002, Rwenzori Anti-corruption Coalition (RAC) is a not-for-profit civil society organization aimed at fighting corruption in the seven districts of the Rwenzori region i.e. Kabarole, Kamwenge, Kyenjojo, Bundibugyo, Kasese, Kyegegwa and Ntoroko. With the secretariat based in Fort-Portal – Kabarole district, RAC mainly works through her 450 monitors well spread in 30 sub-counties in the above-mentioned districts.

From a humble background, RAC has grown from a simple CBO to a mighty advocacy agency that is driven by the demands of the people to rid corruption from society. In doing this, RAC does not work alone but rather, she collaborates with other institutions including government bodies, grassroots communities, the office of the Inspector General of Government (IGG), Directorate of public prosecutions, the police, national and international NGOs, to mention but a few.

RAC is proud of the fruits realized in building civic competence to expose and cause action against corruption and because of this, she commands respect not only from the local community but also at a national and international level. Her advocacy work in the fight against corruption has brought about desirable change which to many, was only a dream far from reach. Abuse of office for public gain is steadily declining in the region, with the corrupt officials brought to book; service delivery especially in the health sector has greatly improved – penalizing those found guilty of corruption; and value for money is now emphasized in the construction and utilization of government assets and services.

This report highlights the various activities that RAC engaged in throughout the year 2011. With financial support from our development partners; Action Aid, Democratic Governance Facility (DGF), European Union and Care international, the activities were carried out under five programs;

- Advocacy
- Networking
- Monitoring and evaluation
- Capacity building
- Sensitization and awareness creation

When we look back at where we have come from, we see great fruits; this however does not mean that the journey has been smooth all the way. The fight against corruption in Uganda is far from over. This may be attributed to factors such as absence of political will to fight corruption, government's interference in the work of the anti-graft institutions like the IGG, moral decadence and the fact that corruption is just an affair between two people and therefore difficult to prove in the courts of law.

Never the less, the struggle continues....

PROGRAM HIGHLIGHTS

As highlighted in the executive summary, our activities in 2011 were implemented under five programs i.e. Advocacy, Networking, Monitoring and evaluation, Capacity building and Sensitization and awareness creation.

ADVOCACY

The year 2011 saw RAC participate in various advocacy campaigns in a bid to promote good governance and respect for the rule of law. Activities carried out under this program were broadly categorized under two main themes i.e.

- Ω *Enhancing free and fair elections for transparent and accountable leadership*
- Ω *Commemoration of the Anti-corruption week*

Enhancing free and fair elections for transparent and accountable leadership

2011 being a year of general elections in Uganda, RAC in collaboration with her partners launched the **'Citizens' Manifesto Initiative'** solely aimed at enhancing leaders responsiveness to the needs and demands of the electorate. There is a general perception that every community gets a leader that it deserves... RAC could therefore not just watch the community of Rwenzori blindly elect leaders who would sabotage the region's development. Under the 'Citizens' Manifesto Initiative' Activities ranging from awareness rising to interfacing with the electorate as well as follow-up of the election after-math were carried out to safeguard against any form of election malpractice:

I. FACE THE CITIZENS MEETING

In order to promote accountable and transparent leadership, aspiring candidates for varying posts in Bundibugyo and Ntoroko districts (mayors, MPs, LCIII and other leaders) were put to task to explicate what they had to offer to the electorate once voted into power. This was viewed as a sure way to holding their leaders accountable; once they failed to fulfill what they promised during the campaigns. Key among the pertinent issues raised were access to markets for agricultural products, improved education and better health services. Indeed, a positive transition in service delivery has been realized although there is still room for improvement. 'Face the citizens' Meeting' in addition to RAC's other advocacy campaigns' contribution to this positive change cannot be underrated.

II. LAUNCH OF HONOR YOUR VOTE CARAVAN

Similar to the 'face the citizens' meeting was the launch of the 'honor your vote caravan' held in Kabarole, Kasese and Kyenjojo districts. The objective was mainly to sensitize the electorate

about the value of their vote in order to curb against bribery by aspiring candidates who usually 'con' the electorate to exchange their vote for a mere kilo of sugar, salt or even a piece of soap.

III. ELECTION MONITORING

RAC participated in the monitoring of the electoral process. She also attended several meetings about the same and also monitored all the stages right from voter registration, voter register display, primary elections, nominations, campaigns and the climax – the general elections. Monitoring findings were shared with relevant leaders and with the community through RAC's radio programs. RAC monitored over 20 Sub Counties in Bundibugyo, Kabarole, Kyenjojo and Kamwenge

From the monitoring exercise, issues identified for follow up were tabled for discussion before the respective stakeholders. The regional election observation report, under the auspices of RWECO was launched on March 24, 2011 at Gardens' restaurant. Among others, the report revealed the following malpractices in the electoral process:

- Intimidation of voters
- Voter bribery
- Pre-ticked ballot papers
- Unsealed ballot boxes
- Campaigning at polling centers
- Multiple voting

The report was widely shared amongst different leaders in the region, tasking them to respond to the issues raised and where possible righting the wrong (for example recounting of votes).

Despite the above election anomalies, RAC's efforts throughout the electoral process did not go to waste. Although the score was not 100% positive, the following achievements were realized:

- Election malpractices/vote rigging was minimized, as RAC monitored the election process every step of the way
- Elections were objectively carried out with the populace well-informed about why, what and who to vote for without necessarily exchanging their vote for salt or soap
- Election of transparent, accountable and people centered leaders driven by the demands and aspirations of the electorate that voted them into power (a case in point is the 9th parliament of Uganda where the RAC patron – Hon. Alex Ruhunda is the MP representing Fort portal municipality – and doing us proud in fighting against corruption)
- Continued healthy working relationships and dialogue between the leaders and the community even after the elections.

Anti-corruption week 2011

Commemoration of the Anti-Corruption Week (ACW) is one of RAC's advocacy campaigns that provides a platform for various stakeholders at different levels to decry corruption. In 2011, RAC commemorated the ACW at the regional level in Fort Portal but also participated in the national celebrations in Kampala.

At both levels, the need to fight corrupt leaders was emphasized. "Such leaders don't deserve the honoree title; we should shun them, expose them, embarrass them and above all, do everything within our powers to ensure that they are brought to book." This message was resounded by nearly all the guests who addressed the participants during the week's celebrations.

As RAC, the regional commemoration was held under the theme "Taking stock of the anti-corruption agencies' performance in the Rwenzori region". Various activities were carried out; including a public dialogue and radio talk-shows (prior and after the commemoration) to widely spread the anti-corruption message. Participants ranged from members of the grassroots community, youth in and out of schools, civil society organizations, and representatives from the police, judiciary, RDC's office, local government officials and members of parliament among others.

Throughout the week's events, the pangs that corruption has impinged on society could not be concealed by the participants. Whimpers of pain, agony, disgust and hopelessness engulfed most presentations and discussions. Many wondered if there will ever be a day when corruption will be erased from society – especially in our country Uganda. Greed, moral decadence, fear, lack of political will to fight against corruption by most stakeholders, government's interference in the work of the anti-graft institutions and the excessive powers granted to the president were sighted as the leading factors impeding the effective fight against corruption.

All hope is not lost; despite the excruciating pain corruption has had on society, many are willing to keep up the anti-corruption fight until order is restored. "ACT AGAINST CORRUPTION TODAY" was the commemoration's centre message. To achieve this, the following measures were proposed:

- Anyone found guilty of graft should be banned from public offices
- All Ugandans should be zero tolerant to corruption; and shun all corrupt leaders
- The role of parliament is **NOT** to fight corruption but rather to prevent it. Parliament should thus desist from passing laws that accelerate corruption tendencies (e.g. the removal of term limits)
- Corruption should be categorized under crimes against humanity and anyone found guilty should be penalized accordingly.

From the 2011 commemoration of the ACW, the following outputs were realized:

- Action points were drawn for different stakeholders like members of parliament, politicians, and other local leaders to act against corruption
- Clarifications made and awareness created on various pertinent issues such as the process of recovering bail money, the judicial processes and the different roles of government institutions in fighting against corruption among others.

NETWORKING

RAC is cognizant of the power of collaboration and networking. It is for this reason that RAC has and continues to participate in her partners' activities. This shows that she has got good working relations with her partners and that; complementing other than duplicating other's efforts is a key aspect of her programs.

Networking further serves as one of the channels through which information for RAC's advocacy campaign is sourced.

Partners, whose activities RAC participated in include; RICNET, CARE International, KANCA, RWECO, NGO Forum, KANCA and HURINET among others. Activities ranged from fundraising events to trainings, knowledge sharing, public debates, advocacy and program inaugurations.

MONITORING AND EVALUATION

Various actors and institutions have applauded RAC for being one of the few whistle blowing agencies that rely on facts other than 'hear-say' for action. Although the underlying factors for this achievement are numerous, the role of monitoring public service institutions for fact finding cannot be underrated. Ranging from health to education, works to production (Agriculture/NAADS), RAC will monitor every step of the way to not only ensure value for money but also strive to see that the community enjoys what rightfully belongs to them.

The year 2011 saw RAC engage in various public expenditure and social audits in various sectors in the districts of Kamwenge, Kabarole and Bundibugyo and Kasese.

It is rather not surprising to note that issues of concern in the health sector from one district nearly cut across all the other districts in the region.



SOCIAL AUDIT IN BUNDIBUGYO REFERRAL HOSPITAL: PARENTS ADMINISTERING DRUGS TO THEIR SICK CHILD

In Bundibugyo for instance, a social audit jointly conducted with the district local government was commissioned in the health sector to establish value for money, and the quality of service delivery. Six health centers were reviewed i.e. Bundibugyo main Hospital, Kayenje HCII, Nyahuka HCIII, Kisuuba HCII, Bukangangama HC III, Kikyo HCIV, and Bubukwanga HC III; establishing the following findings:

- ▶ Under staffing: with only one serving doctor for the entire district
- ▶ Misuse/misallocation of UNRA compensation funds to Health Centers (HCs) by the administrators
- ▶ Delayed release of PHC funds and drugs where most of the HCs) visited like Bukangama last received PHC funds in September 2010.
- ▶ Frequent drug stock-outs.
- ▶ Inadequate skill/capacity of Health Unit Management Committees to do their work; they are never oriented on their expected roles.

- ▶ Inadequate medical supplies/equipment such as gloves, beds, mattresses, laboratory and theater equipment.
- ▶ Inadequate and dilapidated HC structures; for instance Kikyo HCIV uses old torn tents for wards while the buildings at the main hospital, Kayenje and Kisubba are in a sorry state.
- ▶ Frequent absenteeism of health workers; this is attributed to the long distances that they travel to get to their places of work since most of the HCs do not have staff quarters. In Kisuba HC for example, staff move for over 30km to get to the health center.
- ▶ Sale of government drugs and extortion of monies from patients.
- ▶ Delay in changing of HC signatories at Health Centers; for instance, an In-Charge of HC A is transferred to D but the two still remain signatories at the HCs from which they were transferred.
- ▶ Under utilization of resources due to absence of qualified personnel; a case in point is a fully fledged theater at Kikyo HCIV which has remained non functional for over 3 years due to lack of qualified staff.
- ▶ Community reluctance in reporting undisciplined health staff/unethical practices to responsible authorities.

As a counter-measure to address the above findings, RAC engaged the concerned authorities at the district and national level for action. On June 07, 2011, RAC together with ACCU and some district officials from Bundibugyo met with officials from the ministry of health to present challenges/issues established by the social audit in the district's health sector. In response, the

ministry pledged to address the raised issues accordingly why clarifying on some of the queries raised by the visiting officials. This and other related actions have helped RAC gain public trust, well knowing that she will do anything within her means to address issues pertinent to the community's needs.

More cases are thus reported to RAC and in return, RAC has been able to fulfill her job of whistle-blowing and cause action in the relevant direction. A case in point is the story of a child born to a mentally sick woman who was knocked down by a truck in Bundibugyo but up until RAC's intervention, this baby had not received any medical attention. The baby was under excruciating pain with her body rotting away yet the poor mother had nothing to do, save for waiting for fate to determine her child's destiny! Through her monitors, the saddening story was brought to RAC's attention who took immediate action to save the innocent baby and also ensure that justice prevails by bringing the culprits to book. RAC involved the relevant officials in health and the area local leaders to save this child. The culprit (truck driver) was demanded to pay for damages and meet all the medical expenses to restore the child's health. Today, the child is steadily recovering; RAC has been applauded for their intervention without which this life could probably have been lost.

CAPACITY BUILDING

Trainings

Capacity building programs through training and exchange visits are some of the key strategies through which RAC promotes cost effective planning and implementation; sustainability and multiplier effects to ensure broad coverage of the target community. To this end, RAC members of staff, the board and the monitors were trained in various fields and in return, they were expected to trickle down the skills and knowledge attained down to others for wider consumption and utilization. The table below illustrates the different trainings carried out in the course of the year, the intended objective and the key results/outputs obtained from the exercise.

Exchange Visits

In addition to trainings, exchange visits are yet another strategy through which RAC enhances her members' capacities. Exposure is a key aspect for learning; this is why RAC in a bid to broaden her monitors' knowledge and skills undertook all her 450 monitors through a series of exchange visits. The visits were mainly premised on four key objectives i.e.

- I. To share different monitoring skills by different monitors in specific districts.*
- II. To have a practical site monitoring visit with monitors from visiting sub counties.*
- III. To share monitoring findings of the host district and learn how leaders respond to them.*
- IV. For monitors to know the different geographical areas where RAC operates.*

The exchange visits yielded the following as some of the results: best practices, monitoring and reporting skills shared amongst all the RAC monitors; they all picked a leaf from each other's way of operation, picking on new lessons, while identifying areas where they each would support one another in order to improve on their work.

SENSITIZATION AND AWARENESS CREATION

WOMEN INVOLVEMENT IN THE ANTI-CORRUPTION DRIVE

a. Studies conducted by different researchers around the world indicate that women, when compared to their male counterparts are more affected by the corruption spill-over. It is for this reason that RAC through her new gender project embarked on women involvement in the fight against corruption. Increasing women participation in development programs is the core of this project and as an entry point, over eighty female community-based monitors in the districts of Kyenjojo and Kyegegwa were recruited and trained from the sub-counties of Butiti, Nyankwanzi, Bufenjo, Kyenjojo town council, Kakabara, and Kyegegwa. It is believed that continuous sensitization of women on the evils of corruption will go a long way in curbing corruption from our society. Since the inception of the gender project in March 2011, the number of corruption cases reported to RAC by female monitors has increased, and this is a clear sign that women just like their male counterparts can actively contribute to the anti-graft fight in their communities.



Selection of female monitors meeting at Butiti Sub County headquarters, Kyenjojo District.

b. Meeting of selected female monitors' spouses

In a related development, RAC on 16.03.11 held a meeting with the spouses of the selected female monitors at Ivory view hotel in Kyenjojo district. This was intended to curb against any possible conflict that would sprout from their wives' involvement in the project – as it brought along new knowledge of women empowerment and observance of their rights and responsibilities which once abused would result into domestic

conflicts. In addition, the new tasks given to their wives (the monitors) would in a way affect their domestic chores and therefore, bringing the spouses on board in order to seek for their views and address any fears raised was inevitable if this project was to be successful.

PUBLICATION OF ICT MATERIALS

Because “Information is Power”, RAC is obliged to widely disseminate information to empower communities with knowledge for mass sensitization and awareness-raising about corruption and how to purge it from society. This year, over a thousand copies of publications ranging from education news brochures, newsletters (TRACK VIII, IX and X) and calendars were produced and disseminated at regional and national level. The publications are reader-friendly and easy to comprehend and as such, the impetus to fight corruption in the region has greatly improved. The publications contain among other issues; corruption cases handled by RAC and this has not only helped in exposing corrupt officials but also caused the public to act against corruption in their communities, bringing to book those found to be guilty.

RAC MEDIA PROGRAMS

Sensitization for all is a key aspect for RAC’s anti-corruption drive. To this end, mass sensitization and awareness raising in form of radio talk shows and spot messages were run on various radio stations in the Rwenzori region i.e. Radio guide, Kyenjojo FM, Kamwenge Development Radio and Voice Of Toro; targeting women to fight corruption in the health and education sectors. On Better FM, radio talk shows were run every Thursday, sensitizing the public on the evils of corruption and how to mitigate it. As a result, we see a growing number of individuals from the grassroots demanding for their rights in the health and education sector, while reporting any anomalies noticed to RAC and other concerned officials

ESSAY WRITING AND ART COMPETITIONS

RAC will leave no stone un-turned when it comes to involving masses to fight against corruption. Young and old, elite or not, men and women alike; RAC’s strategy of fighting corruption is premised on mass involvement, cognizant of the role each individual can play in ridding this iniquity. RAC cannot eliminate children and the youth from the anti-corruption campaign, knowing that they are the leaders of tomorrow’s Uganda. In one of the dialogues held during the commemoration of the 2011 ACW in Kampala, one of the guest-speakers was quoted as saying ***“Because they have been corrupt for such a long time, some of the leaders we are battling with today are beyond repair. Although we can’t give up on them, we need to spend more energy, time and resources to nurture the youngsters so that they don’t follow in the foot-steps of their corrupt predecessors...”*** To this end, RAC has and still continues to involve schools in this campaign, through essay writing, art and painting competitions.

In 2011, the essay-writing competition held under the theme “the role of the youth in fighting corruption” targeted secondary schools while the art and painting competition under the theme “The effects of corruption” mainly targeted the primary schools. Overall, 50 schools participated in these competitions and although prizes were awarded to the best performers (Kicwamba SSS – Kamwenge district for essay writing and Kasese SDA primary school – Kasese for the art and painting competition), the most significant result was the fact that students and pupils from all participating schools were enlightened about corruption and how to fight it.

SUMMARY, CONCLUSION AND LESSONS LEARNED

2011 was an exciting year for RAC; exploring greater heights, learning new lessons and best practices along the way.

Internally, a new member of staff – Ms. Victoria Namugga Busiinge joined the RAC family as the new communication and documentation officer replacing Ms. Alice Mbayahi who moved on to join RICNET while several of our current board members climbed up the ladder in the political realm i.e. Hon. Alex Ruhunda, Hon. Flavia Rwabuhoro and Hon. Birungi Norman who are now the Fort Portal Municipality MP, woman MP for Kyegegwa district and the LC V chairperson – Kyegegwa district respectively. Hon. David Muhumuza, who too was once a RAC board member, was elected as the MP Mwenge North while Mr. Gerald Twebaze the RAC treasurer is the current speaker of Kamwenge District. We congratulate them upon their achievements!



THE RAC SECRETARY – HON. FLAVIA RWABUHORO AT HER VICTORY PARTY AFTER WINNING THE SEAT FOR WOMAN MP - KYEGEGWA DISTRICT

RAC is optimistic that her efforts to curb corruption from society will continue to bear fruit. This assurance is premised on the various achievements and success stories recorded

hitherto, with a brighter hope for tomorrow. Below are some of the successful interventions realized so far:

Moneys saved by RAC

2011 ANNUAL REPORT

CHALLENGES

- ⌚ Despite the above achievements, RAC's success has not been smooth all the way. The organization still grapples with challenges internally and others accruing from external forces.
- ⌚ Internally, RAC is majorly dependant on donors for financial support; the funds are inadequate hence limiting our operational area to only 30 sub-counties out of the 70+ sub-counties in the Rwenzori region.
- ⌚ High staff turn-over is yet another challenge faced internally, derailing organizational programs and activities every time a staff member resigns
- ⌚ Intimidation of RAC staff by the exposed culprits affects the staff's zeal to follow up on very sensitive cases due to fear of death or any possible danger that might result from their intervention. Because there is no policy on staff security, some members choose to stay out of harm's way just to protect their own lives and those of their beloved ones, leaving the corrupt to go un-punished
- ⌚ Externally, the tendency of hiding/holding back information from RAC causes unnecessary delay in handling some cases. Evidence against corrupt officials is sometimes hard to get simply because no signatures are appended whenever such unlawful monies are remitted. Evidence can only be gotten from individuals but if they don't cooperate, it becomes difficult to proceed with a given case.
- ⌚ Government's interference in the operations of the anti-graft institutions like the office of the IGG greatly affects our work; as failure for these institutions to act against the corrupt demoralizes those who may have raised cases against them
- ⌚ The current policy on corruption demands that all corruption cases be handled by the anti-corruption court. The resulting challenge is delayed action on the guilty/innocent yet it is common knowledge that justice delayed is justice denied!

LESSONS LEARNED

- ✓ Fighting corruption requires both punitive and motivating measures; in this, anti-graft institutions should not only expose the corrupt but also reward those who have desisted from corrupt tendencies.
- ✓ Result oriented: in all her work, RAC should focus on results other than handling numerous cases minus positive impact. In this, RAC ought to find her niche and, put all her efforts and resources there. It is impossible to change the world over night and therefore, rather than handling cases from all corners, RAC should zero down to a sizable number of cases and followed up to logical conclusion.
- ✓ Research is the basis for meaningful advocacy and therefore, RAC needs to strengthen her research component for fact-finding. Advocacy depends on nothing short of facts and without research, facts cannot be revealed. Action research is thus a definite 'go-area' for RAC to enhance her advocacy role.

Finances and administration

**RWENZORI ANTI CORRUPTION COALITION
CONSOLIDATED INCOME STATEMENT AS AT 31ST DECEMBER 2011**

PARTICULARS	2011	2010
	SHS	SHS
Danida		75,000,000.00
Local Collection	3,000,000	435,000.00
Citizen Fund		4,747,000.00
Action Aid Main Grant	100,000,400.00	124,154,000.00
Return out money compaign	3,395,000.00	
Seed II	42,916,667.00	
Anti Corruption Week	8,200,000.00	
DGF	106,810,000.00	
Gender Receipts	27,400,500.00	
Elections Reciepts	49,359,149.00	56,058,144.00
Forest Monitoring	12,220,000.00	
Total Income	353,301,716.00	260,394,144.00
Elections Expenses	59,745,477.00	38,989,300.00
Gender Sundry Expenses	27,280,297.00	
Anti Corruption Week	8,200,000.00	
Seed project expenses	24,018,663.00	
Action Aid Expenses	100,000,400.00	100,028,800.00
DGF Sundry Expenses	98,398,828.00	
Citizen Manifesto		4,746,600.00
DFID		44,309,455.00
Return our money compaign	3,395,000.00	
Danida Sundry Expenses	31,313,580.00	79370659
Forest Monitoring Total Expenses	2,023,834.00	
AGM - Local collection	2,925,142.00	436,000.00
Depreciation	10,568,248	12,736,787.00
Total Expenditure	367,869,469	280,617,601.00
Surplus Deficit	-14,567,753.00	-20,223,457.00
TOTAL	353,301,716	260,394,144





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RAC MEMBERS OF STAFF

Angela Ssenabulya Byangwa - Regional Coordinator:

Married to Mr. Ssenabulya Michael, Angela is a lawyer by profession (Bachelor of law - Makerere University). She joined RAC in 2005 but prior to this, Angela worked as a legal assistant with Public Defenders' Association - Uganda and Lumonya, Bushara and Co. Advocates

Dan Katorogo - Accountant

The RAC accountant is married to Harriet Katorogo; he holds a Bachelor's degree in Commerce (Accounting) - MUK and a Diploma in Business Education (ITEK). He is currently pursuing a Bachelor of Laws Degree at Uganda Pentecostal University (UPU) - Fort Portal. Prior to joining RAC (in January 2008), Dan worked as the Accountant with Rwenzori Construction and Training Unit; and with Uganda Breweries Limited as Accountant for Contract Distributor - Fort Portal.

Augustine Muthabali - Advocacy Officer

Married to Silvia Masika, Augustine worked with Kasanga Primary Health Care as the M&E officer and also volunteered with Caritas Kasese before joining RAC in December 2006. He holds a Bachelor of Arts degree in Social sciences and philosophical studies - Makerere University.

Victoria Namugga Busiinge - Communication and Documentation Officer

Victoria, married to Busiinge Christopher is the newest member of the RAC family. She joined the organization in November 2011 after working with Rwenzori Forum for Peace and Justice as the Liaison Officer and a Program manager at the Center for Conflict Resolution. She holds a Bachelor's degree in Development Studies - MUK

Meshach Byomuntura - Gender Officer

The Gender officer is married to Angela Kabasinguzi; he holds a diploma in Business Studies (Kasese Institute of Business Studies and Accountability). He is also pursuing a Bachelor's degree in Business

Administration at Uganda Pentecostal University - Fort Portal. Prior to joining RAC (in March 2011), Meshach worked as the coordinator with Bundibugyo Women Federation, Bundibugyo Association of Women Living with HIV/AIDS (as a Home based care field officer), Goal Uganda (as a Gender mainstreaming focal person), Save the Children (Child protection officer) and a trainer with World Vision.

Edith Muhumuga - Administrative Secretary

Edith is married and holds a diploma in Secretarial Studies. Prior to joining RAC in July 2007, she worked as the Administrative assistant with various organizations including Afri-care Uganda and Change Agent Association.

Mugisha Paul - Driver

Paul is married, and joined the RAC family in November 2007, after working as a mechanic and Driver with Kabaruga Garage, Edward and Friends garage and Carter centre in Kampala. Paul holds a certificate in Mechanics

Jackline Aturinda - Volunteer

Jackie is pursuing a Bachelor of Laws Degree at Uganda Pentecostal University (UPU). She is single and currently the Vice guild president of UPU. She joined the RAC family as an intern in 2010.

THE RAC BOARD OF DIRECTORS

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