



RWENZORI ANTI-CORRUPTION COALITION



Annual Report 2012



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RWENZORI ANTI-CORRUPTION COALITION

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Our Vision

A just and corruption-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	Directorate of Ethics and Integrity
HC	Health Center
HURINET	Human Rights Network
IGG	Inspector General of Government
KANCA	Kabarole NGOs/CBOs 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

Board Chair's Remarks

I welcome you to another exciting edition of the RAC Annual report, as we mark a complete decade of a serious uninterrupted anticorruption crusade in the Rwenzori region. This crusade has brought forth fruit exemplified by a critical mass of citizenry voluntarily engaging in fighting corruption, increased exposure of corruption cases, increased demand for action against corruption and some level of responsiveness from the duty bearers. For a crusade or a revolution like ours to succeed four fundamentals ought to be in place namely; a clearly documented and shared vision and mission, shared values with a principled and committed leadership, a group of people that volunteers and is committed to the cause and who hold regular meetings. Our crusade as RAC bears all these fundamentals: we have a very clear mission which is to reduce poverty and suffering by exposing and causing action against corruption; our value system is: Responsibility, Availability and Commitment to the mission; we are all volunteers passionate about zero tolerance to corruption. In this report, we take stock of the achievements, challenges and lessons learnt in the course of the year in pursuit of the crusade. 2012 was largely a successful year. We made a lot of mileage in reducing the incidence of corruption and in the process contributed to saving a lot of tax payers' money. For instance, from the cases we monitored and caused action against we were able to save UGX 6.67 Billion. Also through our other interventions such as awareness creation and strategic engagements we deterred loss of public funds whose monetary value we may not be able to establish. We also contributed to improved delivery of basic services like roads, health care, primary education and water – all of which benefit the poorest segment of our communities. We contributed to reducing suffering and brought hope to very many poor women and men who had not accessed justice and fairness. We also contributed to reducing the strategic bottlenecks in the delivery of services e.g. by training the Health Unit Management Committees and by engaging leaders and management at various levels. We also contributed to giving voice to the often voiceless citizens through the various forums and platforms that we put in place. Through these they were able to constructively engage in the anticorruption struggle and hold duty bearers accountable. This often resulted into positive responses from the government agencies resulting into improved services to the community. We could have achieved much more but we hindered by some bottlenecks.



Mr. Mwirima James

In the course of the year some of the challenges RAC encountered included the continued harassment of our monitors at the ground level, inadequate capacity to expose and bring some of the cases to logical conclusions, the slow pace by government agencies to decisively act on the cases reported to them and finally the loopholes within the legal regime which saw some of the cases not being fully resolved. In a way this de-motivates the monitors because when they report a case they expect action. When no decisive action is taken even the alleged corrupt people start mocking and threatening us.

In spite of these challenges RAC has weathered on and learnt one or two lessons, the strength in capacitating vulnerable persons to engage in the anticorruption struggle and building of strategic alliances. This has contributed to making RAC a formidable force not just in the Rwenzori region but also in Uganda as whole.

We owe this to our key partners and stakeholders – the members of RAC, the Secretariat, the Board, government and finally the Development Partners particularly DGF, Action Aid Uganda, DANIDA, DFID, Hivos through CEWIT/RWECO and Obumu and Kwataniza among others. We honour our gallant brothers and sisters who have sacrificed a lot to see to it that this region becomes a corruption free community. Some of them have fallen without necessarily seeing and enjoying the fruits of the struggle. We wish them peaceful eternal rest.

I say all this For God and My Country.

Executive Director's Remarks

» Comrades in the anti-graft struggle, I welcome you to yet another annual report where we take stock of the Program implemented in the year 2012 . The 2012 was a unique year for RAC: we witnessed the anti-corruption drive take a new direction with activists at the national and local level rising up in thousands against corruption, through a number of public campaigns, saying enough is enough!

2012 also marked a decade since the idea of establishing a citizen - led anticorruption campaign was conceived at the open space meeting in Fort Portal convened by KRC. This led to the establishment of RAC, now a formidable organization in the region.

Despite being in the anti-corruption 'business' for over a decade, RAC cannot claim to be a master of the 'game' as yet. This is because corruption has divergent faces which in fact keep on changing. This makes it even more difficult for the activists to decisively curb corruption in spite the tireless efforts to expose it. The systems to curb corruption right from the national level are still lacking tact to wipe out corruption hence the increase in the number of corruption-related cases reported countrywide. What then shall we do? Shall we give up just because others have alleged that corruption is as old as mankind? Not at all! When the going gets tough the tough get going! I therefore implore all the patriots to join arms in this tough yet noble cause.

My sincere appreciation goes out to first and foremost – the RAC monitors who labor day and night to hold their leaders accountable in an effort to ensure quality service delivery. They work tirelessly to monitor government programs, yet without expecting pay. They derive their reward from the positive results born from their efforts

More appreciation goes out to our partners – state and non-state actors who have continually supported us in different ways. Without you, this 'not so simple task' would have proved to be tougher!

In a special way, I do express my gratitude to our development partners – Democratic Governance Facility, Action Aid International – Uganda, Care International – Uganda and RWECO/CEWIT/HIVOS. Although the souls are willing, achieving our goals without your financial support would have been a dream far from reach.

And to the RAC Board and staff, words can't thank you enough for your commitment, determination and hard work injected in to make RAC what it is today.

The respect that RAC commands today is a fruit of your sweat. The anti-corruption struggle is no easy task; but one thing is for sure... we are the light at the end of the tunnel. We count on 'us' to realize a 'corruption free society'. Don't give up! One day, we shall overcome...



Aluta Continua

For God and My Country



Ms. Angela Senabulya Byangwa
Executive Director

“ What then shall we do? Shall we give up just because others have alleged that corruption is as old as mankind? ”

Background

Rwenzori Anticorruption Coalition (RAC) is a citizen led anticorruption organization that was formed in 2002 with the core mission of empowering communities in the Rwenzori region to expose and cause action against corruption, as a means to improve service delivery and hence alleviate poverty and suffering. The coalition operates in the seven districts of the Rwenzori region¹, with over 450 grassroots community animators popularly known as the RAC monitors. The organization has become a beacon of best practice in community-led anti-corruption efforts and has brought hope to the citizenry.

Since its founding, RAC has got generous support from various donors, notably, Danish International Development Agency (DANIDA), Democratic Governance Facility (DGF), Department for International Development (DFID), Obumu, Kwataniza, Action Aid International – Uganda and CARE International (through Anti-corruption Coalition Uganda (ACCU)).

Our ten years of service have led to increased community vigilance evidenced by the coalition's monitors who have continuously unearthed corruption scandals without fear or favor; thus triggering audits, arrests and prosecutions of the accused. RAC is an organization to reckon with not only in the Rwenzori but across the whole country. Civic engagement has further generated positive results such as blacklisting of contractors over shoddy works, community demonstration against shoddy work – a case in point being the Fort Portal-Hima road that saw the grassroots communities take to the streets in expression of dissatisfaction. The demonstration resulted into the correction of the road defects. There has also been countless processions by ordinary against misuse of public resources through out the entire Rwenzori region spearheaded by RAC.

Community awareness and response about corruption has increased as evidenced by the increased number of corruption cases reported to our office in Fort Portal town, and to all the 450 RAC monitors spread all over the region. This has been achieved through sensitization and awareness creation through a number of activities like radio programs, Forum Theatre, exhibitions, community meetings, public notice boards, school outreach programs, debates and production of IEC materials including brochures, the TRACK newsletter, posters and placards.

Through its great efforts, RAC has been able to work closely with the Directorate of Ethics and Integrity in the Office the President to officially launch the District Integrity Forums in various districts of the region. The Forum is composed of the Inspector General of Government (IGG), the Police, the Auditor General (AG), Directorate of Public Prosecution (DPP), Public Accounts Committee (PAC), and partner Civil Society Organizations (CSOs) who work together to increase community awareness about the existent corruption in public institutions and empower them to advocate for their rights.

RAC has also translated the Access to information Act into Runyakitara and Lhukonzo for the benefit of the local communities in the Rwenzori region. This has further increased community awareness of anticorruption legislation and has resulted into better monitoring and evidence-based reporting of corruption cases by the monitors.

Despite the above achievements, the road to fighting graft in the region and in Uganda at large has not been smooth all the way. Impediments including government's slowness to address corruption cases to logical conclusion tend to discourage activists.

It is also intricate for RAC to reach out to the entire region, considering its vastness, and the fact that the largest part of our programs is donor funded. With a restricted budget, RAC's major programs are confined to only 30 sub-counties of the Rwenzori region.

To counteract the above challenges, strategies with wide multiplier effects have been adopted. These include media campaigns that extend beyond RAC's borders of coverage, strategic alliances with like-minded organizations, mass sensitization and awareness creation and partnering with state organizations through PPP (private public partnerships)².

¹ The Rwenzori region is composed of seven districts i.e. Kabarole, Kamwenge, Kyenjojo, Kyegegwa, Kasese, Bundibugyo and Ntoroko.

² RAC signed the PPP agreement with Kabarole district local government.

Introduction

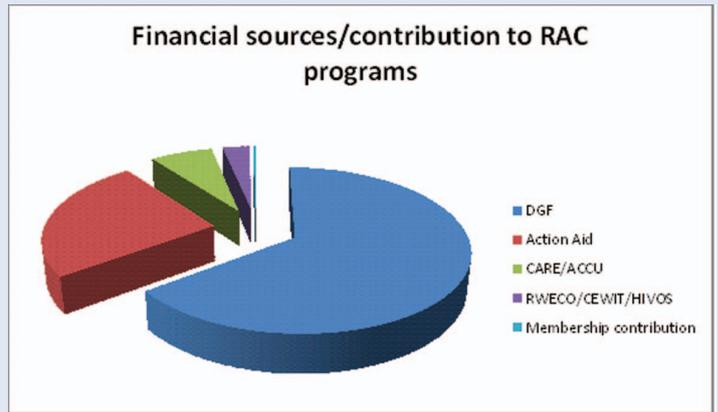
Exposing and causing action against corruption for improved service delivery is the fundamental reason for RAC’s existence.

In pursuit of her goal, Rwenzori Anti-corruption Coalition with financial support from the Democratic Governance Facility, Action Aid International – Uganda, Rwenzori Consortium for Civic Competence (RWECO) and Care International implemented various activities under the following projects:

This report presents a deeper insight into RAC’s 2012 programs; unveiling the various activities carried out while at the same time, presenting the results born from our interventions. RAC does not work in isolation but rather, she collaborates with various stakeholders in pursuit of her goals. These include among others; grassroots community (who are the main target beneficiaries), state and non-state agencies as well as leaders (political, civil, and religious) at national and regional level.

Funding agency	Project
Democratic Governance Facility	Strengthening Grassroots Capacity in Monitoring Health, Education, Agriculture and Environment sectors in the Rwenzori Region
Action Aid International – Uganda	<ul style="list-style-type: none"> Strengthening Grassroots capacity in monitoring health and education in the Rwenzori region Gender Strategic social and accountability project Seed II project
CARE International/ ACCU	Tackling corruption and illegal practices in the Environment and Natural resource sector
RWECO/CEWIT	Citizens’ Manifesto in Action

Table 1: RAC projects and donor agencies for the year 2012



Building Blocks

This report is made up of five major components i.e. program highlights and results, stories of change, list of cases under follow up, lessons learned and financials.

Program Highlights and Results

A JUST AND CORRUPTION-FREE SOCIETY is what RAC envisions. RAC’s core functions in pursuit of her vision are majorly five:

- ✿ **Monitoring, Research and Advocacy**
- ✿ **Sensitization and Awareness creation**
- ✿ **Capacity building**
- ✿ **Networking and Information sharing**
- ✿ **Institutional support and Development**

All the activities carried out through the year 2012 were implemented under the above five components in an inter-twined manner, to contribute to the realization of the organization’s goals:

Illustration: the approach used is a vicious cycle with different entry points. Through her sensitization and awareness creation programs, the populace is enlightened about corruption, what it is and where to report; RAC thus registers various reports of corruption cases in her office on a day-to-day basis. The secretariat with support from her monitors thus follows up the issue (s) reported at the community level (monitoring) and depending on the nature of the case, various actors are involved to address the given issue i.e. lobbying and advocacy. Should the issue require involvement of other voices, RAC partners with other like-minded agencies for brighter results (networking)

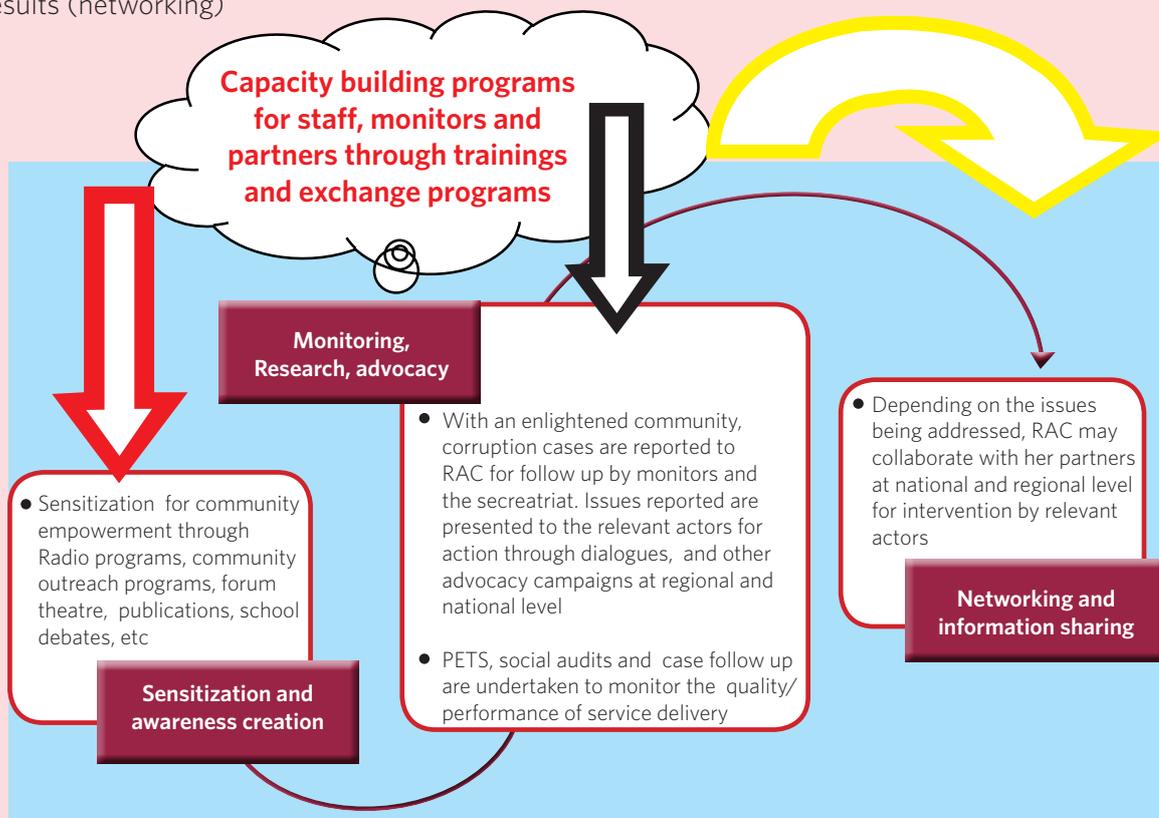


Figure 1: Figurative illustration of RAC's operational strategies

Sensitization and Awareness Creation

Awareness creation and community sensitization to resist, expose and cause action against corruption is one of RAC's core functions. In fulfillment of this function, the following activities were carried out:



Mass sensitization through music dance and drama

Media campaign

RAC's media campaign for the past years has mostly been made up of talk shows, jingles and announcements on radio stations across the Rwenzori region. All these were done in the name of civic empowerment to resist and fight against corruption. In 2012 however, a different strategy was adopted not to substitute but rather; to supplement the ordinary radio programs. Short drama skits were introduced and played daily on local FM stations. These skits were not only entertaining but also educative – something that was widely appreciated by our target audience – the

local community. The responses received at the end of every episode were a clear indicator that the public had not only enjoyed the drama but most importantly, they had grasped the simplified message passed disseminated. In fact, many people have since demanded for more of these skits and better still, the rate at which corruption tendencies are addressed (through reporting the culprits or denouncing the corrupt) within the community has greatly improved. This can be evidenced in our data base that showed an increment of cases reported to RAC from a total of 301 in 2011 to 404 in 2012.

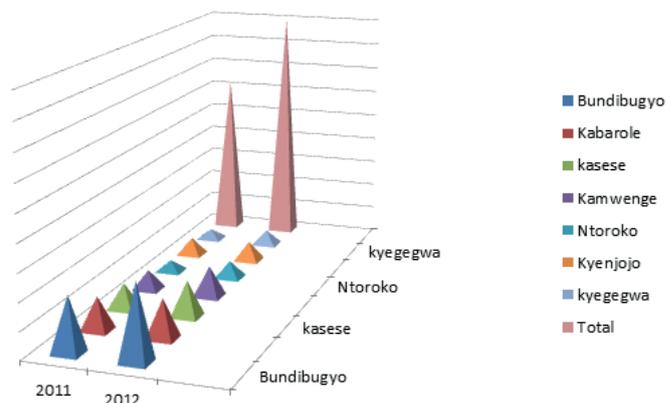


Table 2: Comparison of cases reported to RAC between 2011 and 2012

Community outreach programs

In another development, RAC initiated a new approach of reaching out to the community – Community Outreach programs. These outreaches were premised on the supposition that **“if they won’t come for it, you take it to them...”** This initiative was adopted in a bid to enhance wider information sharing and face-to-face encounters with the target community. The outreaches were carried out in busy places like trading centers and markets. They were widely attended by the local community members and leaders. This provided a platform for interface between the grassroots and their leaders, as well as the RAC staff/monitors. .

Various issues were raised by the participants, demanding for response and action from the respective stakeholders. Issues reported ranged from misappropriation of funds by some leaders, delayed justice in the courts of law, bribery within various public institutions like police, poor service delivery in the health and education sector among others. All the issues reported were recorded and are being followed up by RAC for action.

The outreaches have further led to improved relationships/confidence building between the communities and the RAC monitors/secretariat. Because of the trust built, many people can now run to RAC for advice/intervention in corruption tendencies encountered within their communities.



Awareness creation through community outreach programs

Forum Theatre

Forum theatre, with special focus on women as a way of increasing their participation in the anti-corruption work is yet another mode through which RAC reaches out to the community. In 2012, various art and theatre performances were undertaken to sensitize the masses. Because the largest part of our target group is semi-literate, sensitization messages have to be packaged in a manner that suits their level of understanding and at the same time not only entertains but leaves an everlasting imprint on the mind of the person. These performances were usually tagged to dialogues, conferences or even other community outreach programs. At such events, the platform provided an opportunity to the locals to understand service delivery, leadership, governance and democratization issues. The performances helped to simplify the issues affecting the day-to-day lifestyle of a common man including service delivery in all the sectors i.e. health, education, works, production and natural resources.

Publications/IEC material

The "TRACK" is a quarterly newsletter that is published by RAC. This newsletter serves the purpose of sharing information with our partners. Through the TRACK, stakeholders are kept abreast with ongoing activities, cases under follow up and success stories realized through RAC's interventions. The TRACK newsletter is also an advocacy tool for through it, attention from respective actors is drawn to act/address key issues of concern. This year, various copies of the newsletter as well as 2012 calendars were published and widely shared within the region and beyond. By publishing their success stories and recognizing their contribution to the anti-corruption drive, our monitors are inspired and encouraged to keep the struggle on and as a result, many are inspired to join.



Monitoring, Research and Advocacy

Monitoring Public Expenditure and Service Delivery

In order to understand the existing gaps in service delivery, it is imperative to assess the performance of government programs geared towards meeting the needs and demands of the public. In the year under review, we undertook various Public Expenditure Tracking Surveys (PETS) and social audits, all aimed at addressing the existing gaps within the sector.

Joint monitoring exercises were undertaken in the districts of Ntoroko, Bundibugyo and Kasese. Our findings revealed that there was some level of improved service delivery in the health and education sector although in other areas (especially in Bundibugyo district), a lot is still left to be desired.



State of classroom blocks in some of the schools in Ntoroko district

It is for this reason that a delegation made up of RAC staff and leaders from Bundibugyo district held a meeting with officials from the Ministry of Education and Sports in August 2012 to address some of the gaps identified in the education sector of Bundibugyo district. Particular attention was paid to UPPET/APL phrase I schools where, albeit the funds were released, the buildings were never constructed. In addition, there were lots of procurement queries and for the few that were constructed, the buildings were shoddily done. Through continued lobbying and advocacy, the culprits were arrested on different charges. For schools where construction didn't take off absolutely, the contracts were re-advertized.

Some of these cases were followed up with the office of the IGG where reports and recommendations were drawn for the culprits to right the wrongs committed. The teachers who forged appointment letters leading to illegal access of the payroll; as well as the private school teachers who illegally accessed the government Payroll and illegally obtained salary arrears were tasked to refund the defrauded monies.

It is anticipated that with the new contracts awarded, these schools will be constructed; much to the benefit of the district.

Other findings revealed during the PETS survey in Bundibugyo include:

Misappropriation of Public funds in the education sector: In 2004/2005 millions of money were lost to ghost constructions at Masojo and Nyabusokoma primary schools where certificates of completion were awarded with full payments made to the contractors without any construction done. Other schools with ghost buildings include: Bundimwendi Primary school, Mitunda P/s, Bundimasori and Bundinyama Primary school – all in Bundibugyo district.

Ghost schools: It was further discovered that Primary schools like Kitslima, Kibhangala, Bughenge and Bughoma among others received UPE funds yet they do not exist anywhere on the ground.

Falsification of Academic Documents: still in the education sector, cases of forgery were discovered where some teachers were accused of forging academic papers that enabled them gain access to the pay roll. In our follow up meeting with the Bundibugyo DEO, we were informed that the accused had forged District Service Commission Minutes to acquire appointment letters. It is through these forged documents that the nine (9) teachers accused were able to access the pay roll

Non accountability for UPE funds: This was found to be another existing gap in many of the schools we visited where some head-teachers could not provide full accountability for the UPE funds released. The Head Teacher of Bundinyama Primary School for example is alleged to have failed to account for over 800,000/= on top of spending without an approved work-plan and budget.

Health Sector

“Health is wealth...” Ideally, for you to be wealthy you have to be healthy; otherwise how can one prosper in unhealthy conditions? Considering that “Prosperity for all” is the driving force behind the ruling NRM party’s manifesto good health for all should be considered as one of the top-most priorities for government programs.

Unfortunately, the health sector in the region, just like other parts of the country is still faced with various challenges such as under staffing, late-reporting to duty, weak health unit management committees (some of which have lived beyond their term of service), poor sanitation and minimal yet delayed release of PHC funds.

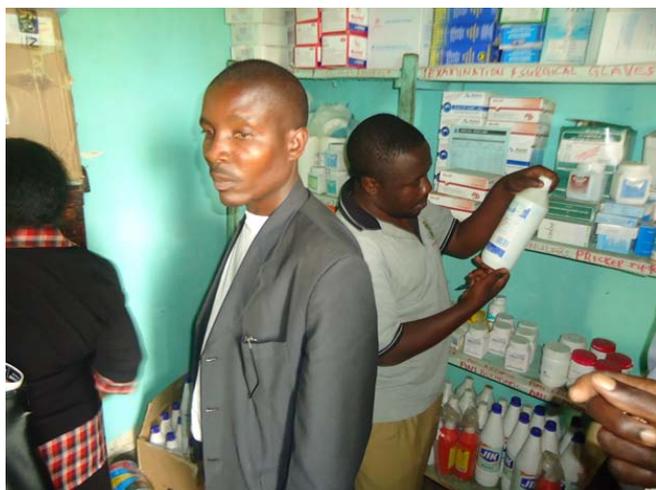


RAC staff, monitors and staff in a monitoring exercise at Rwesande HC IV in Kasese District

In many health centers proof of functionality of HUMCs remains an outstanding challenge, as minutes of their meetings are almost impossible to access. Other challenges include; high staff absenteeism, late coming and non accountability for PHC funds received.

Understaffing:

Reports of limited staffing remain a big challenge. The introduction of hard to reach allowance has minimized the challenge but a lot still needs to be done. Staff transfer and study leaves with no replacement continue to characterize most of the public health centers in Bundibugyo district and other parts of the region.



RAC monitors pay visit to one of the health centers in Kasese district



Muhindi Collins – the health in-charge of Maliba Integrated health center III administers medication to a sick child

Sub-county conferences, District and Regional-level Dialogues



Fort Portal Chief Magistrate - Ms. Mudhasi Cissy sensitizing masses on the judicial procedures at one of the dialogues organized by RAC

Dialogues if well utilized can be a turning point to provide lasting solutions to life challenges. It is for this reason that RAC embraced this approach to address some of the cases reported to her office. Various dialogue meetings at national, regional, district and sub-county level were held with the major aim of providing an accountability platform for the leaders to address key issues raised from RAC activities.

At one of the regional dialogues held in Fort Portal for example, participants raised concerns over the delayed court procedures and systems which were referred to as unfair by many. A case in point is the concern of a male primary pupil who was allegedly ‘sodomized’ by his teacher in Bundibugyo. This case raised a lot of agony and concern from the community members who could not understand why the accused, with all the implicating evidence, had been bailed out. To their (community’s) understanding, the accused should have been convicted and given maximum penalty. In response to the community’s demands, RAC invited the Fort Portal Chief Magistrate

to one of the dialogue meetings in Fort Portal who then used this opportunity to educate the masses on the judicial procedures followed before sentencing anyone accused. Many people who had for long lost trust in the judicial processes confessed that the information given was of great value as they were able to discern the actual procedures.

Dialogues have further facilitated recovery of public resources abused by civil servants. A case in point is Kamasasa Health center II in Karambi sub-county – Kasese district where the sub-county chief was involved in mismanagement of the health center resources. In one of the sub-county dialogues held, the RAC monitors brought the issue to the concern of the district leadership. With his misconduct exposed, the chief was not only tasked to refund the misappropriated resources but also, he was interdicted from his office.

In another development, a one day meeting was held in Bundibugyo district with the main objective of obtaining responses and solutions to some of the key challenges faced in the health and education sector. Over 500 people including the local community, leaders and civil society participated in this meeting. In the meeting, RAC presented the major challenges/gaps existent in the two sectors of education and health. These included; high levels of staff absenteeism, procurement anomalies, inadequate equipment and facilities in the district’s (Bundibugyo) main hospital, poor sanitation and hygiene in most of the public health centers among others. In response, the various leaders/stakeholders clarified on some of the issues raised, pledging to rectify the identified anomalies. In addition, the need for PPP was emphasized, with pleas for continuous information flow between government and CSOs as a sure means of addressing the gaps faced therein.

Anti-corruption convention 2012

The Anti-corruption week is an annual commemoration that brings together various actors in the anti-graft campaign to decry corruption. The week-long event commences with celebrations at a regional level and later transcends to the national level celebrations at the climax of the week.

RAC in 2012 organized a three-day anti-corruption convention at Buhinga grounds in Fort Portal to commemorate the annual anti-corruption week event, with over 400 participants in attendance. During the event, RAC show-cased her work to the audience present, a live broadcast of key sessions was aired on Life FM, an anti-corruption song was produced with 100 copies of the CD distributed to various agencies and individuals) in addition to key note addresses made by leaders at different levels as well as sharing of testimonies by RAC monitors and other anti-corruption activists in the anti-graft war.

A platform was provided for the general community to air out their grievances and corruption tendencies within their communities, stimulating action and responses from various actors. They pledged to expeditiously address the issues raised to logical conclusion

Resolution and renewed commitment to expose the corrupt and desist from corruption tendencies were reached, spearheaded by the Kabarole district LCV chairperson, and consented to by everyone present at the convention; is one of the immediate positive results realized from the three-day event.

In a related development, RAC participated in the week-long national anti-corruption convention 2012 held in Kampala, where various messages were echoed demanding government to take action against the corrupt. Various actions were further agreed upon as necessary steps to cause the government to act against the corrupt, as well as shaming and out-casting the corrupt. These include: black Monday campaign - where all anti-corruption activists were urged to wear black attire as symbol of mourning all the lost public funds and assets to corruption, rejecting all the hotels/assets believed to be 'unclean', monthly mourning for the lost public funds every first Monday of the month, among other actions. It is believed that through such actions, government will wake up to not only punish but also recoup the stolen public assets by way of corruption



Dignitaries at the Anti-corruption convention 2012 - Buhinga grounds; Fort portal



Students of Fort Portal SSS join the procession during the anti-corruption convention 2012

Capacity-Building Programs

"Knowledge is power.... Yet power is nothing without control!" this is the driving force for RAC's capacity building programs. In the year under review, various trainings and other capacity building programs were carried out at various levels including monitors, board, staff and other partners.

On, September 05, RAC monitors, board and staff converged to share experiences and lessons learned in their anti-corruption endeavors. In attendance were over 90 participants who were representative of the RAC monitors, staff, board and the media. In addition to experience sharing, participants were taken through various sessions aimed at broadening their understanding on corruption and how best to address the different cases of corruption interfaced in society. Participants were further imparted with skills in documentation, monitoring and reporting. From the trainings, monitors were able to realize the importance of evidence-based reporting and this has greatly increased RAC's credibility because issues/cases reported are seriously followed up/addressed by the relevant stakeholders. This has further enhanced responses (from respective actors) to issues raised by RAC. Action at different levels has been instigated, hence contributing to recovery of funds misappropriated by unscrupulous people. A case in point is the opening of Butebe Forest reserve which, despite the IGG's recommendations to open the boundaries ten years ago, had not been effected. Through RAC's intervention, the boundaries were open and hopefully, the encroachers will not only be evicted but also, the land will be well utilized for the benefit of the entire district.

Training of journalists in investigating and evidence-based reporting

A two-day training workshop for journalists working in the Rwenzori region was held on September 24 & 25, 2012 at YES hall in Fort portal, facilitated by a renowned journalist - Mr. Kamara Patrick. In attendance were 28 journalists working with different media houses in the region including print and electronic. The journalists were equipped with skills in investigative journalism, and tasked to engage more in reporting and exposing corruption to generate action from relevant actors. At the end of the training, the trainees appreciated the initiative as many acknowledged the skills obtained as an eye opener for improved reporting. We now see more corruption-related cases reported on radio and the print media.

Training of Health Unit Management Committees

2 HUMC trainings were carried out in the districts of Kyenjojo and Ntoroko. In Ntoroko, a total of 29 participants was trained (i.e. 19 males and 10 females), while in Kyenjojo district, the total number of participants was 33 (14 males and 19 females). The trainings were mainly aimed at equipping members of the HUMC with skills in monitoring health services at their respective health centers.

The trainings offered to the HUMCs have gone a long way in contributing to improved service delivery in the respective health centers where the HUMCs were trained. They closely monitor the performance of the health units to ensure that the staff perform to the expected standards, as well as ensuring that transparency and accountability in the transactions of the PHC funds prevails. HUMCs are doing their job, we now see improved service delivery in various health centers including improved sanitation, reduced absenteeism and late coming to duty, reduction in the theft of drugs among other achievements.

Networking

We closely collaborated with government ministries, departments and agencies (MDAs) and other likeminded NGOs and the media to follow up on cases reported to us by the community. These included forgery of certificates by workers of Bundibugyo district local government, misuse of funds by officials at Kiko Town council, mismanagement of funds at Kicwamba United SACCO, among others. The office of the IGG was very helpful in this regard, together with the police, CID and the PSU.

We also strengthened our networking partnerships with other organizations by jointly organizing similar activities and this has helped in reducing duplication of services in the region

FOCUS ON THE NATURAL RESOURCE SECTOR:

Fighting Corruption and illegal practices in the forestry and wildlife sector: The Case of Kibale National Park

Fighting Corruption and illegal practices in the Forestry and Wildlife sector is a Care/ACCU funded project with specific focus on Kibale National Park. The project is implemented in four sub-counties in the districts of Kabarole and Kamwenge namely; Rutete, Kiko, Kasenda and Busiliba. The overall objective of this project is to increase community participation in promoting transparency and accountability to fight corruption in the forestry and wildlife sector.



Consultative meeting with Kabarole district stakeholders



Activities implemented include;

- Stakeholders' mobilization, recruitment and project launch.
- Bi-annual community awareness and PAFS.
- Spot messages on district radio stations.
- Bi-annual consultative meetings and feed-back meetings with key stakeholders in target districts.
- Community awareness and accountability meetings.

In implementing the above activities, RAC sought to;

- » Track the amount of monies collected as gate fee by UWA.
- » Track the amount of monies transferred to the district, sub-county and to the community to ensure value for money.
- » Organize dialogues and feed-back meetings with various stakeholders at all levels as a platform for advocacy.
- » Strengthen partnerships with UWA, NFA, District Local governments, sub-county leaders and CSOs among others.

Revenue sharing – the trickle-down process

Communities surrounding the national parks are by law entitled to a share of the revenue collected from the park. Out of the total gate collection from the tourists, 20% is supposed to be remitted back to the community through what is generally referred to as revenue sharing for Community Protected Institutions. The Uganda Wildlife Authority transfers the funds to the district account, whereby the district is expected to trickle it down to the sub-county account, then to the parish down to the benefiting village. These funds are intended to contribute to community projects that are beneficial to all – for purposes of mitigating the negative effects of living around the park. Selection of the projects is supposed to take a bottom-up approach, involving all the stakeholders right from the village level.

According to the people neighboring the parks, the greatest challenge faced is the destruction of their crops by elephants and other problem animals yet when they try to attack them, they are charged and arrested. What is rather perturbing is the fact that if a human kills an elephant, he/she is penalized yet if it is the reverse, no compensation whatsoever is made to the victim. The question they ask therefore is of the elephant and human, who is more important? Is the government of Uganda more interested in preserving animal rights than those of humans?

Trench digging is by far the commonest project undertaken, although other communities preferred to plant tea as mitigation to the problem animal. Tea planting has proved to be more beneficial as its benefits are multi-pronged. It not only sends away the elephants but also acts as source of income to the farmers. Its major challenge is one – it can only grow on specific soils and therefore cannot be embraced by all the surrounding communities.

The other major challenge observed was the poor maintenance of the trenches – from our observation; these trenches have been poorly maintained, with weeds grown in the inside and outside of the trench. This provides a palatable ground for the elephants to easily cross over. According to Mr. Kagoro, this challenge is mainly as a result of the minimal funds accorded to these projects which are just adequate to dig a trench, minus maintenance. Although the community has been encouraged to volunteer in maintaining the trenches, the response is still low.

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According to Mr. Wilson Kagoro – one of the area UWA wardens, one of the greatest challenges faced is the misconception by the community of the revenue-sharing funds; some people imagine that the funds released are supposed to be distributed amongst individuals for their own benefit. Community negligence of the projects put in place is yet another gap – the grassroots do not own these projects and therefore expect government to undertake routine maintenance hence undermining their purpose. There is also a tendency of diverting funds to other projects/activities contrary to those agreed upon in the contract between the beneficiaries and UWA. Late submission of accountabilities also affects the release of funds for the subsequent period since funds can only be remitted after full submission of accountabilities.

In a bid to avert the above challenges, the following recommendations were drawn:

- Families affected by problem animals should be compensated (property, crops or loss of lives)
- UWA should take the responsibility of lobbying for the most affected communities to be considered for funding. It is not fair for all the neighboring sub-counties to receive an equal share of the revenue collected. These funds should be shared according to the distances shared with the park i.e. those much closer to the park should receive a greater percentage of the share than those that are distant
- More vermin guards should be trained and recruited to address the problem animals. In addition, the locals too should be trained on how to handle such animals
- Joint planning meetings are necessary in selecting the project to enhance ownership and accountability
- UWA should increase the percentage of funds remitted to the communities since the 20% remitted has proved to be too little to make any meaningful contribution to avert the problems faced.
- Projects such as electric fencing should be considered in place of trenches – since trenches have not averted the problem animals.

Bringing women on board... The Gender Project

"Educate a woman and you will have educated the nation..." Although the perpetrators of this axiom emphasized education, it ought to be extended to cover community education on corruption because for development to be realized, women have to be placed at the center point for all programs. Women play a central role in all circles – starting with the smallest unit, which is the family. Positive initiatives will no doubt impact the women greatly yet should there be any form of setback, the burden on women will be felt more intensely than their male counterparts.

Statistical data on corruption scandals worldwide depicts more men involved in unscrupulous behavior yet; the effect of their actions is more felt by women. This is the background upon which the RAC gender project was adopted. Fighting corruption without involving women can simply be equated to chasing the wind!

The RAC gender project which started two years ago has since seen 84 women from Kyenjojo and Kyegegwa district brought on board as women monitors to contribute to RAC's anti-graft drive. Unlike our other projects, the gender project is a deliberate move to comprehensively involve women in exposing and causing action against corruption, with the aim of improving service delivery.

Various programs geared to building and strengthening their capacities in demanding for improved service delivery have been initiated. These include among others;

SMS gateway: The SMS gateway is a telecommunication technique that enables the users (women monitors) to report corruption cases sighted within the community. In the year under review, the women were given refresher trainings on the usage of this technology which greatly improved their efficacy. Through this system, many cases were reported to ACCU – which is the central processing unit for the messages that come through the SMS gateway. Cases reported include among others; staff absenteeism and late reporting to duty, illegal fees charged to patients, sale of public drugs and mismanagement of UPE funds. The cases were received and are now being investigated for relevant actions

Radio programs/talk shows: these were geared towards sensitizing the masses on the evils of corruption and how it affects service delivery. The same talk shows were used as a platform to report corruption and other service delivery concerns within the community. These issues were taken up by RAC and reported to different actors for response.

Other activities carried out under this project were; spouse training (monitors' spouses) – this was aimed at bringing on board the spouses with the intention of enlightening them about the activities their wives are involved in for support and buy-in. civic education programs and monitoring were yet other activities carried out in the year.

This project is anticipated to go a long way in changing women's perception in fighting corruption and because the burden of corruption has a direct effect on them, they will fight tooth and nail to curb it down.

Seed II Project

Like the Gender project, Seed II is an Action Aid funded project that seeks to strengthen the capacities of women, youth and reflect groups in the fight against corruption. Unlike the gender project which is based in the districts of Kyenjojo and Kyegegwa, Seed II is based and implemented in Bundibugyo district. Activities held under this project include: capacity building programs for women, youth and reflect groups, forum theatre, Public expenditure tracking and surveys, social audits and the general monitoring of the performance of service delivery in Bundibugyo district.

Project results realized from this project include;

- Higher self esteem for monitors derived from public respect and knowledge attained.
- The monitors are now more knowledgeable and enlightened about their rights and can therefore demand for better services.
- There is a growing conscience on the general conduct amongst public servants knowing that the monitors are watching; should they fail to fulfill their obligations, they will be brought to book.
- General improvement in service delivery especially the health centers.
- Increased number of cases reported and addressed by different actors.

Institutional Strengthening & Development

MONITORING AND EVALUATION

Monitors are the lifeline of RAC and therefore, for us to realize our organizational goal and objectives, monitors need to be supported to meet their obligations. It is for this exact reason that we set out to visit all the 30 branches of our monitors to assess their performance, understand their gaps and facilitate them to improve on their work. As a natural course, some of the monitors had passed on while others had moved on to do some other work, having served the organization since inception. In our monitoring visits, branches with less members were reconstituted while for others, we simply changed the leadership for better services. The visits further served as a platform to reflect on the work done for the past decade while suggesting different strategies that could help improve our way of work.

An impact assessment exercise for RAC programs has also been conducted through various activities and the findings/views shared have been incorporated into the new 5year strategic plan as a way of improving on our services.

In addition, a mid-term review exercise for the DGF funded project was carried out in the month of July; the findings of this review have greatly contributed to the general improvement of all RAC programs. The gaps identified during the assessment were picked on and addressed – a factor that has largely contributed to better program results.



DGF, RAC staff and consultants during the DGF Mid-term Review.

STRATEGIC PLAN AND ORGANIZATIONAL POLICY REVIEW

At the close of 2012, we embarked on a strategic review process that saw the 2011-13 strategic plan revised to form the new strategic plan 2013-17. All the RAC stakeholders were consulted for their views; and these were incorporated into the new plan. It is envisaged that the new plan will guide RAC in implementing her activities in pursuit of her vision.

Similarly, organizational policies i.e. the financial and human resource were reviewed to level up to organization's growth.

STRATEGIC PLAN AND ORGANIZATIONAL POLICY REVIEW

Contrary to the previous years, RAC retained all her staff members. In fact, a new member – Aisha Nassaka joined the RAC family as the Accounts Assistant in the month of September 2012. We were further joined by a new volunteer – Joanita Muhairwe, plus four interns i.e.

- Tuhaise Catherine
- Ngambeki Francis
- Lillian Namudope
- Annet Mukakamali

On the side of the board, Maurice Barnes, who went back to his home country and thus resigned from his advisory role, was replaced by Dr. Fabias Byaruhanga.

Some of the cases followed up in the year 2012

Nyabusokoma Primary School: alleged financial mismanagement by district officials and building contractors

Nyabusokoma Primary school is a government aided school located in Karugutu – Ntoroko district; a few kilometers from Bundibugyo road. In January 2007, a case on alleged misappropriation of funds for the construction of staff quarters at Nyabusokoma Primary school was brought to the attention of the Inspector General of Police; by a RAC monitor for intervention.

The 21 million (Uganda shillings) paid to S.K.P building contractors Co. Ltd. between August 1, 2006 and September 13, 2006 for the construction of Nyabusokoma primary school teachers' house under the Local Government Development Program (LGDP) was allegedly misappropriated and no construction work was done at all. A directive by the inspector general of police was passed to investigate into the allegations; their findings revealed that indeed, no work had been done whatsoever! Only heaps of sand, stones and bricks were found at the site. Not even the foundation of the building had been dug.

In their recommendations, the investigation crew proposed that the accused contractors – S.P.K. be taken to civil court for breach of the terms of the contract and be tasked to complete the work or refund the monies remitted to them. In effect, S.K.P the contractor embarked on the construction of the staff house, using their own funds.

On October 24, 2012 a team from RAC paid a visit to Nyabusokoma Primary School to establish new developments on ground. Our findings revealed that the contractor – S.K.P had embarked on the re-construction of the staff house. The construction was seen to be at window level and according to the various officials spoken to, they were all in agreement that indeed, the previously misappropriated funds worth 15million were now put to the right use.

According to the Bundibugyo district leadership, the construction lies in wait for handover to Ntoroko district for completion. However, handing over an incomplete building is contrary to the original contract of constructing a teachers' house valued at 21 million. Currently, the building is estimated at a monetary value of 15 million.

Conclusion and Recommendation

Nyabusokoma Primary school is currently located in Ntoroko district – having been split off from her mother district Bundibugyo. Noteworthy is the fact that the funds to construct the teachers' house were given to the then Bundibugyo district and therefore, it is only prudent for Bundibugyo to take charge of completing the construction albeit Nyabusokoma is currently in Ntoroko district. As RAC, we recommend that before handing over an incomplete building, the two districts should sit down and agree on how to resolve this puzzle amicably for the benefit of Nyabusokoma primary school and the surrounding communities.

Hakitengya Community Polytechnic Staff house – shoddy construction

Hakitengya Community Polytechnic is located in Bundibugyo districts, a few kilometers from the Bundibugyo-Fort Portal road. The polytechnic received funding from the ministry of education and sports to construct a teachers' house estimated at 50 million (Uganda shillings). The contract was awarded to KKDPAM civil company to construct the said teachers' house – kick-started in May 2011.

A complaint was however raised by Mr. Kamero Elustas – a member of the finance committee of Hakitengya community polytechnic on February 26, 2012 concerning shoddy work in the construction of the said house. His

complaint prompted a team of officials from Bundibugyo district local government to carry out an inspection tour to assess the quality of work on the ground and value for money.

Their field findings embedded in the **“Report on Hakitengya Community Polytechnic staff house under construction”** revealed various anomalies, omissions and shoddy work. These include among others;

- Reduction of the actual size of the building from 20.2m by 8.5m to 15.8m by 8.37m with no justified reason
- The design of the external doors was changed from steel casement doors to metallic sheet doors
- The contractor used roof sheets of gauge 30 instead of gauge 26 stipulated in the Bills of Quantities (BoQs)
- The building was painted with ordinary paint contrary to the specified weather-guard paint in the BoQs.
- The building was not provided with lightning protective devices yet it was included in the BoQs.

In response to the above (and other) alterations, the Chief Administrative Officer – Bundibugyo district wrote to the contractor – instructing him to right the identified defects.

Worth noting however, is the fact that some of the alterations made (e.g. omission of the hard core and BRC and DPC) were beyond repair – as their righting would require demolishing of the entire building. To this end, the management of Hakitengya community polytechnic resolved to value the omissions and henceforth, deduct the money from the contractor’s payment. The total amount of omissions was valued at Ug.Shs.6,542,5000/=

Although the contractor did not object to the deductions, there’s one question that remains unanswered: was there value for money in the construction of the staff house?

Speaking to the principal during our monitoring visit to Hakitengya polytechnic, the RAC team was informed that the polytechnic was awaiting a letter of completion from the contractor to process the final payments. On July 13, 2012, the superintendent – civil and the district engineer wrote to the Bundibugyo district CAO recommending the processing of the contractor’s payments – saying that the retention time had expired.

Conclusion: the resolution to deduct money from the contractor’s payments to cater for the omissions in our (RAC’s) view is not irrational. This is because some of the omissions made have got serious implications on the sustainability and quality of the house constructed. Bearing in mind that the polytechnic is situated in a wetland, omitting the DPC, hardcore and steel mesh was a grave mistake, likely to compromise the longevity of the staff house.

Recommendation: The shoddy construction of Hakitengye staff house is not the first of its kind for KKADPM civil company limited. The company has been implicated in the construction of several other shoddy works within the region and therefore, it deserves to be blacklisted.

Secondly, the remaining balance of 17 million should not be paid to the contractor since it is not clear how long the building will stand before it collapses. This should be done as a punitive measure against the contractor, as well as reserving the funds for rectifying the defects caused by the contractor.

Ghost Teacher or absconding?

Masereka David is a primary school teacher who has been reported for absconding from duty for a long time. It is alleged that Mr. Masereka was deleted from the payroll in 2009. This was as a result of appearing on two payrolls. He claims that he worked for two years without a salary and being in a district not his home one, it became so difficult to live without any source of income. He therefore requested for leave from the personnel officer to go back to his home district in Kasese to try and make ends meet. In June 2012, David was reinstated on the payroll; reported to Buhundu primary school on July 04, 2012 and requested for more time to prepare before fully reporting back on duty. Our investigations revealed that Mr. Masereka was receiving his salary through Kabuga Primary school, although he claimed to be a teacher of Buhundu Primary school where for both term 2&3 he had absconded from duty. What is however surprising is that; his name was seen in the teachers’ arrival book. This definitely means that someone has for all this time been signing on David’s behalf.

Despite the different interventions attempted by the DEO; head-teacher and CAO to have him back on duty; Mr. Masereka has failed to report yet he earns his monthly salary.

STORY OF CHANGE: TOKWE BRIDGE: DEFECTS FIXED; SERVICE DELIVERY IMPROVED



Tokwe drift is a bridge that was constructed to connect the two sub-counties of Harugale and Bukonzo in the district of Bundibugyo, located in the western region of Uganda. After a decade of service in the region, RAC has witnessed more corruption-related offenses in Bundibugyo than the other districts where she operates. Corruption tendencies reported range from ghost workers, shoddy constructions, mismanagement of public funds, inadequate health and education facilities among others; affecting service delivery.

Based on the aforementioned peculiarity of the district, the report about shoddy construction of Tokwe Bridge though unfortunate was no 'breaking news' to RAC.

The 59,000,000/= bridge supported by the Uganda Road fund was way below acceptable standards! The shoddily constructed bridge developed big cracks hardly after its completion! The drift slab/surface had loose aggregates that could be easily removed by a mere finger-scratch. Simply said, the bridge was on the verge of collapsing! These observations were made by the RAC monitors during a monitoring exercise held on February 02nd-3rd, 2012.

Perturbed, a fact-finding mission to identify who, why and how the bridge defects could have arisen was their immediate concern. The primary investigations commissioned by RAC saw various consultations held with the community members, district leadership and technocrats and from the facts revealed, it was realized that the bridge construction was done force on account. It was further revealed that the ratio used to mix the cement with sand was 1:5, contrary to the acceptable 1:3 for bridge construction and; the sand used was of poor quality. Under such circumstances, failure of the bridge to stand the test of time was not surprising at all!

Determined to have the bridge defects rectified, the monitors took on the district chairperson and the CAO – Bundibugyo in a bid to have the responsible culprits not only penalized but also right the wrongs committed during construction. In response, the duo in a joint move with RAC paid a visit to the litigious bridge: the district bosses could not deprecate the monitors concerns and at this point, there were no further questions... there was only one answer. A meeting was thus held by the district executive committee that unanimously agreed to resolve the issue once and for all. The executive resolution tantamount to a single directive: **'Fix the defects!'**

No further ado! With instructions from above, the contractors were left with only one choice – and hooray! The defects were rectified with no extra penny given to the fraudulent contractors! They bled all the extra shillings required to right their wrongs.

This achievement did not only excite the people of Harugale and Bukonzo sub-counties, as it benefited many others beyond the region. Business transactions can now be effectively carried out without any transport hindrances.

On the local scene, the grassroots have better access to health services in Bundibugyo main hospital and Buhinga referral hospital in Fort portal, access to markets for farmers' produce has greatly improved; hence improved livelihoods of the people living in the surrounding areas. Credit goes to the RAC monitors who took the first initiative in addressing these challenges as well as the district leadership that took heed of RAC's advice to fix the bridge defects. The fruits are already here, yet many more lie ahead.

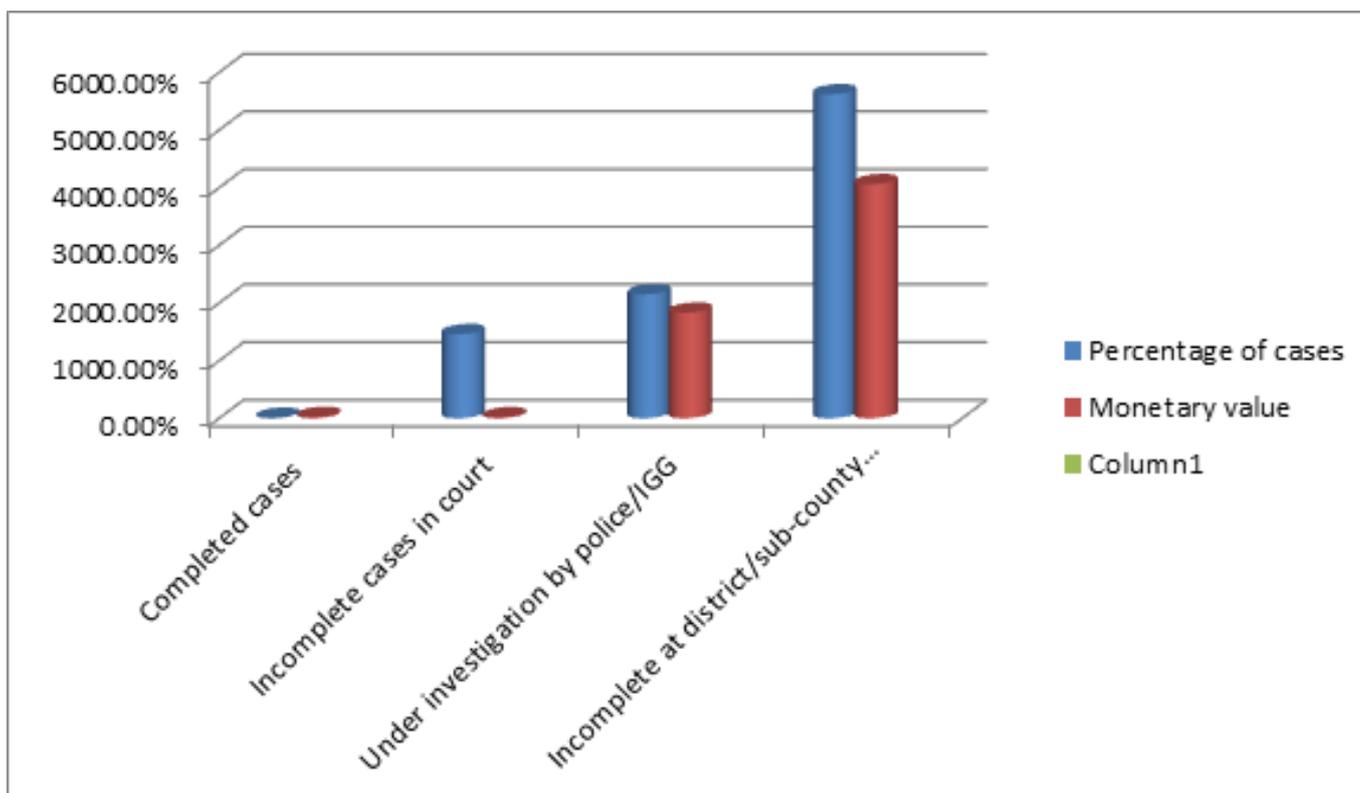
Summary, lessons learned and Recommendations

Over the years, RAC has built strong working relations with other partners which has to a great extent contributed to the realization of our objectives. The strong synergies built with the state and non-state agencies have contributed to the expeditious response/address of key issues of concern that affect the community. Also, RAC's existence for over a decade in the field of fighting corruption has earned it public trust and visibility, leading to more cases reported to the secretariat demanding for action/intervention.

Also, there is an increasing number of actors within the community, Civil society and government rising up to join the anti-graft war. The campaign has largely been supported by the improved technology that has seen various mediums of information flow created i.e. radio stations (Rwenzori region has over 30 local FM radio stations), local and national news papers, internet (face book, twitter, email etc), mobile phone technology, among others. With such developments, a large percentage of the citizenship is almost sure of obtaining basic information at the local, national and international level. Exposing corruption is now at the center point of various actors at different levels right from the parliament of Uganda. Supported with the improved IT techniques, awareness creation on the evils of corruption has largely been created within the masses.

On the other hand however, corruption is still a monster at large, devouring quality service delivery in almost all the national program areas. At the national level, Uganda witnessed massive theft of public funds by a few big shots in government and public service. Billions of shillings were reportedly embezzled and misappropriated for selfish gain by the unscrupulous. As a result, we witnessed various actors coming up to challenge the government to take action. The 'black Monday movement' is one of the many initiatives that was started to express the public's disgust of the way tax payers' money was being squandered away. Fortunately, their pleas did not fall on deaf ears! Some of the accused have been brought to book through arrest or interdiction. As RAC, we commend government for taking such brave steps to punish some of the supposedly big wigs/untouchables implicated in corruption scandals. We however urge you to desist from selective justice and accord the same sentence to all the corruption culprits; this is the only way through which Uganda will kick corruption out completely.

Analysis of cases monitored, acted upon and estimated amount of monies saved



Lessons learned

The increase in the number of civil society organizations involved in fighting corruption poses a threat of duplication in a bid to compete for the minimal available resources. However, as CSOs working in the same area, we have created a sharing platform where we periodically meet to share plans and reports, to determine areas where we can work together to complement each other, rather than duplicate our work.

RAC continues as proposed, to work with likeminded networks and institutions including women organizations and government organs to promote acceptability to the various social accountability and anti-corruption interventions in the country at all levels. Additionally it is contributing to the realization that Civil Society Organizations are a partner to government rather than a competitor.

Advocacy done at regional level should not only stop there but rather pushed to the national level for action.

In the anti-corruption struggle, voluntarism is of paramount importance.

For us to succeed in the work we do, we need strong partnerships and collaboration with all stakeholders including government and non-government agencies, private sector and the media i.e. the importance of private public partnership cannot be undermined.

Recommendations

- There's need to formalize the public private partnership between RAC and other districts of the region that have not yet done so, for purposes of information sharing and trust. Out of the seven districts where RAC operates, only Kabarole district has signed the formal PPP.
- We appeal to the lower local government and other public offices to take in good faith the spirit of the Access to Information Act 2009 as amended to give the masses a chance to monitor public expenditure armed with credible information.

Status of cases received & Estimated amount of Monies saved in the year 2012

District	Status of issues handled									
	Complete cases handled per district		Incomplete cases in court per district		Incomplete cases at police and with IGG		Cases at district and sub-county level		Total of cases reported to RAC per district	
	No. of cases	Estimated monetary value	No. of cases	Estimated monetary value	No. of cases	Estimated monetary value	No. of cases	Estimated monetary value	No. of cases	Estimated monetary value
Bundibugyo	2	40,000,000	10	45,000,000	27	175,000,000	55	525,000,000	94	785,000,000
Kabarole	6	350,000,000	16	249,000,000	19	319,000,000	31	279,000,000	72	1,197,000,000
Kasese	5	29,000,000	14	17,000,000	20	63,000,000	27	831,000,000	66	940,000,000
Kamwenge	7	207,000,000	7	307,000,000	9	208,000,000	34	493,000,000	57	1,215,000,000
Ntoroko	4	606,000,000	7	351,000,000	5	159,000,000	16	215,000,000	32	1,331,000,000
Kyegegwa	4	114,000,000	-	-	5	198,000,000	19	285,000,000	28	597,000,000
Kyenjojo	3	177,000,000	5	250,000,000	2	101,000,000	45	83,000,000	55	611,000,000
Total	31	1,173,000,000	59	1,219,000,000	87	1,223,000,000	227	2,711,000,000	404	6,676,000,000



**RWENZORI ANTI-CORRUPTION COALITION
CONSOLIDATED STATEMENT OF INCOME AS AT 31ST DECEMBER 2012**

PARTICULARS	2012	2011
	SHS	SHS
Local Collection	2,875,000	3,000,000
Citizen Manifesto (RWECO)	7,614,600	
Action Aid Main Grant	101,889,712	100,000,400.00
Return out money compaign		3,395,000.00
Action Aid (Seed)	42,916,667	42,916,667.00
Anti Corruption Week		8,200,000.00
Democratic Governance (DGF)	339,496,000	106,810,000.00
Gender Social Accountability	45,669,167	27,400,500.00
Elections Reciepts	-	49,359,149.00
Care / Forest Monitoring	28,436,600	12,220,000.00
Interest	10,702	
Total Income	568,908,448	353,301,716.00
Less Expenditure		
Elections Expenses	-	59,745,477.00
Gender Social Accountability	45,454,125	27,280,297.00
Anti Corruption Week		8,200,000.00
Seed project expenses	42,916,667	24,018,663.00
Action Aid Main	100,016,350	100,000,400.00
Democratic Governancy (DGF)	346,975,626	98,398,828.00
Citizen Manifesto (RWECO)	14,678,296	
Return our money compaign		3,395,000.00
Danida Sundry Expenses		31,313,580.00
Care Forest Monitoring	35,071,166	2,023,834.00
Expenses from Local collection	2,875,000	2,925,142.00
Depreciation	10,816,228	10,568,248
Total Expenditure	598,803,458	367,869,469
Surplus Deficit	-29,895,010	-14,567,753.00
TOTAL	568,908,448	353,301,716

SIGNED BY

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CHAIRPERSON

DATE:

[Signature]
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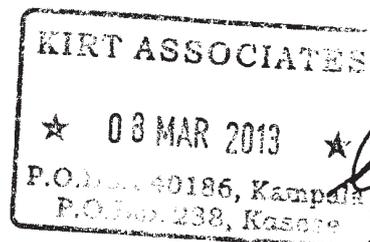
TREASURER

DATE: 4/4/2013

.....
EXECUTIVE DIRECTOR

DATE:

10



List of Board Members

Name	Position on Board	District
Mr. James Mwirima	Chairperson	Kasese
Ms. Margaret Kateeba	Vice Chairperson	Kabarole
Hon. Flavia Rwabuhoro	General Secretary	Kyegegwa
Mr. Gerald Twebaze	Treasurer	Kamwenge
Mr. Sunday Justus	Partners' Representative	Kamwenge
Ms. Olivia Mutamba	Gender Representative	Ntoroko
Mr. Bagambe James	District Coordinator – Bundibugyo/Ntoroko	Bundibugyo
Hon. Norman Birungi	District Coordinator – Kyenjojo/Kyegegwa	Kyegegwa
Mr. Zalot Kipura	District Coordinator – Kasese	Kasese
Mr. Kamili Anthony	District Coordinator – Kamwenge	Kamwenge
Mr. Emmy Manyindo	District Coordinator – Kabarole	Kabarole
Hon. Alex Ruhunda	Patron	Kabarole
Dr. Fabias Byaruhanga	Advisor	Kamwenge

List of Staff members

No.	Name	Position
1.	Ms. Angela Byangwa Senabulya	Executive Director
2.	Mr. Dan. Katorogo	Accountant
3.	Mr. Muthabali Augustine	Advocacy Officer
4.	Ms. Victoria Namugga Busiinge	Communication and Documentation Officer
5.	Mr. Byomuntura Meshach	Gender Officer
6.	Ms. Aisha Nassaka	Accounts Assistant
7.	Ms. MuhumuzaEdith	Administrative Secretary
8.	Mr. Mugisha Paul	Driver
9.	Ms. Aturinda Jackie	Intern
10.	Ms. Joanita Muhairwe	Intern