



# Rwenzori

## Anti-corruption Coalition Annual Report



2013



Rwenzori  
Anti-corruption Coalition  
Annual Report  
2013

# SOME OF THE RAC MONITORS



## THE RAC ANTHEM



Corrupt leaders  
Murder our nation  
They bring bad habits in our society  
We must teach them  
We must guide them  
To live in a right and acceptable way





**RWENZORI  
ANTI-CORRUPTION COALITION**

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

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A just and corruption-free Society

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# COMMUNICATION FROM THE BOD CHAIRMAN



Fellow Ugandans in the struggle against corruption I wish to welcome you to yet another edition of the Rwenzori Anti-corruption Coalition annual report, where we take stock of our gains and shortcomings in 2013, in quest for a corruption free Uganda.

The year 2013 was particularly historic as RAC celebrated 10 years of sustained anticorruption activism at the grassroots. The past 10 years have been fruitful for RAC and the communities in the Rwenzori region in several ways: the subject of corruption (and the anti-corruption struggle) has been popularized so much that grassroots are well informed of corruption scandals at national and local level; citizens have increasingly exposed corruption scandals through reporting to relevant agencies; government anti-corruption agencies have demonstrated some level of

responsiveness in acting on corruption cases and, finally, there is some hope among the population that corruption can actually be fought successfully. Through this crusade, RAC has contributed to averting loss as well as recovery of public funds, estimated to be in billions, as well as improve service delivery by strengthening citizen vigilance.

These gains have not come easily but through a protracted struggle championed by RAC with assistance from several other actors including anticorruption agencies of the Government of Uganda, the Local Government Authorities, the civil society fraternity, the local communities and the funding partners. RAC is especially indebted to Danish International Development Agency (DANIDA), Department for International Development (DFID), CARE International, Democratic Governance Facility (DGF), Action Aid Uganda, European Union (EU) and Hivos through Rwenzori Consortium for Civic Competence (RWECO), Kabarole Research and Resource Center (KRC), Anti-Corruption Coalition (ACCU), Obumu and Kwataniza among others for the continued financial support over the years without which the successes earlier mentioned would not have been realized.

RAC pays special tribute to the Government of Uganda for recognizing the important role civil society is playing in the fight against corruption. Specifically we thank the Ministry for the Presidency, particularly the Directorate of Ethics and Integrity headed by the line Minister of State for leading the Inter Agency Forum to the Rwenzori region to follow up and ensure logical conclusion of corruption cases that RAC had exposed and forwarded to various anti-graft agencies with limited success. This gesture, and previous ones, re-energized the morale of the monitors who have vowed to do much more in exposed corruption. We are also grateful to the Minister for the Presidency and KCCA – Hon. Frank Tumwebaze for accepting to preside over our 9th AGM as Chief Guest. We yet again reiterate to him the request of the monitors to have His Excellence the President of Uganda preside at one of the RAC events to see for himself how citizens led by RAC have taken on the crusade on zero tolerance to corruption which is the kingpin of his party's manifesto.

For God and My Country

James Mwirima

**Chairman Board of Directors**

# COMMUNICATION FROM EXECUTIVE DIRECTOR



To all our esteemed partners in the fight against corruption, Rwenzori Anti-Corruption Coalition (RAC) is once again happy to share with you the RAC 2013 annual report. As we take stock of the year 2013, we pride in the milestones moved, ponder on the still existing challenges, and call upon every patriotic citizen to join hands to fight against corruption.

In the RAC realm, it is a great year we had: we marked a decade of dedicated service in fighting against corruption, signed off four (4) other memoranda of understanding with the District Local Governments of Kasese, Ntoroko, Bundibugyo and Kamwenge; hosted the Inter-agency forum led by the Hon. State Minister for Ethics and Integrity – Fr. Simon Lokodo: the delegation played a big role in addressing/responding to some

of the key issues/cases reported to RAC that had stalled for a long time. Above all, we received and followed up cases worth 7.4billion shillings, 15 of which were concluded while others are at different levels of completion. Once concluded, RAC's intervention will have saved the nation from losing over 7billion Shillings.

However, the year 2013 was not smooth all the way: challenges like delayed responses and action by key actors on some of the cases reported are yet to be dealt with.

On a sad note, we lost 6 of our monitors namely;

1. Komurwemo Mary – Butiiti sub-county, Kyenjojo District
2. Byaruhanga Patrick – Ruteete Sub-county, Kabarole District
3. Mugabi Boniface – Bufunjo Sub-county, Kyenjojo District
4. Tumuramyé Norman – Busiriba Sub-county, Kamwenge District
5. Tukahirwa Joy – Kahunge sub-county, Kamwenge District
6. Oliver Ntibingirwa – Rutete Sub-county, Kabarole district

These brave men and women greatly contributed to their nation as patriots and to us they are our Hero's .Their work will not be forgotten but will be used to encourage others to continue with the fight against corruption .May their souls rest in eternal peace!

Finally, we sincerely appreciate the continued support and collaboration with all our partners, without which RAC wouldn't be what it is today. Special tribute goes out to our development partners – DGF, Action Aid and CARE International, the Directorate for Ethics and Integrity and the entire Inter-Agency Forum, the district leadership of all the seven Local governments in the Rwenzori region, National and regional Civil Society Organizations that have continuously supported our work, all the RAC monitors, Board and Staff and of course, the grassroots community for whom RAC exists.

Together, we can defeat corruption!

For God and My Country

Angela S. Byangwa

**Executive Director - RAC**

# BACKGROUND

Rwenzori Anticorruption Coalition is a not-for-profit organization that was formed in 2002 following an open space meeting in Fort Portal. RAC was founded to mobilize and capacitate citizens and leaders in the Rwenzori region to expose and cause action against corruption which had been identified as the number two hindrance to socio-economic development in the districts of Kasese, Kabarole, Kamwenge, Kyenjojo, Kyegegwa, Ntoroko and Bundibugyo. With her secretariat based in Fort-Portal – Kabarole district, Rwenzori Anti-corruption Coalition (RAC) works through her 30 branches constituting 450 monitors well spread in 30 sub-counties in the above-mentioned districts.

Since its founding, RAC has got generous support from various donors and partners, notably, Danish International Development Agency (DANIDA), Democratic Governance Facility (DGF), the Department for International Development (DFID), CARE International, Action Aid Uganda, KRC, Obumu, Kwataniza, and Anticorruption Coalition Uganda (ACCU) and the Government of Uganda particularly the Directorate of Ethics and Integrity, the Uganda Police Force, the Inspectorate of Government and the District

Over the past decade, RAC has grown from a simple CBO to a formidable advocacy organisation that is citizen driven in the quest to curb corruption at all levels of society. RAC espouse the partnership approach and collaborates with other like-minded institutions including government agencies, grassroots communities, the office of the Inspector General of Government (IGG), Directorate of Public Prosecutions, police, as well as national and international NGOs.

Since inception, RAC's driving force has been the zeal of citizens and communities to expose corruption and demand punishment of corrupt individuals. She capacitates citizens and has earned the 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.

# INTRODUCTION

This report covers the period January – December 2013, which was a fruitful year for Rwenzori Anti-corruption Coalition (RAC) in more ways than one! For the first time in the history of the Rwenzori region, RAC got to host the entire Inter-Agency Forum (IAF) to her pending cases that had for one reason or another stalled without logical conclusion. The IAF delegation was led by the State Minister for Ethics and Integrity – Hon. Fr. Simon Lokodo and included other officials from the Inspectorate of Government (IGG), Criminal Investigation Department (CID) Office of the Auditor General, Directorate of Public Prosecution (DPP), and Public Procurement and Disposal of Assets Authority (PPDA). The IAF team addressed a number of cases in the region and to RAC, the communities it serves and the local governments this was a major milestone.



*Figure 1: Some of the IAF members who visited RAC*

Another landmark reached in 2013 was the commemoration of RAC's 10th anniversary, where we got to celebrate achievements of our 10 year journey. Each of the seven districts where RAC operates held localized celebrations, crowned with the signing of the Public-Private Partnership agreements with the district local governments. This was done in Kamwenge and Bundibugyo which joined Kabarole to bring the total to three districts out of the seven districts of the region that have so far signed a Memorandum of Understanding (MoU) with RAC under the PPP arrangement. The remaining four districts of Kyenjojo, Kyegegwa, Kasese and Ntoroko committed to have the PPP MoU signed as soon as the concerns they raised had been clarified.

Also, RAC was able to rekindle the District Integrity Promotion Forums across all the seven districts of the Rwenzori. Despite their inauguration in 2005, the DIPF had remained inactive due to lack of facilitation, but RAC came in to reawaken its operations. All the districts pledged to revamp the DIPFs on a quarterly basis in order to



address corruption-related issues within their localities.

Entailed in this report is a summary of events that happened in the year under review (2013). It contains major activities handled under each of the five RAC strategic interventions i.e.

Sensitization and Awareness creation

Lobbying and Advocacy

Monitoring and Evaluation

Capacity building

Networking and Information sharing

Institutional support and Development

The report further outlines the major challenges faced, alongside recommendations to address the key gaps identified.

## Program Highlights

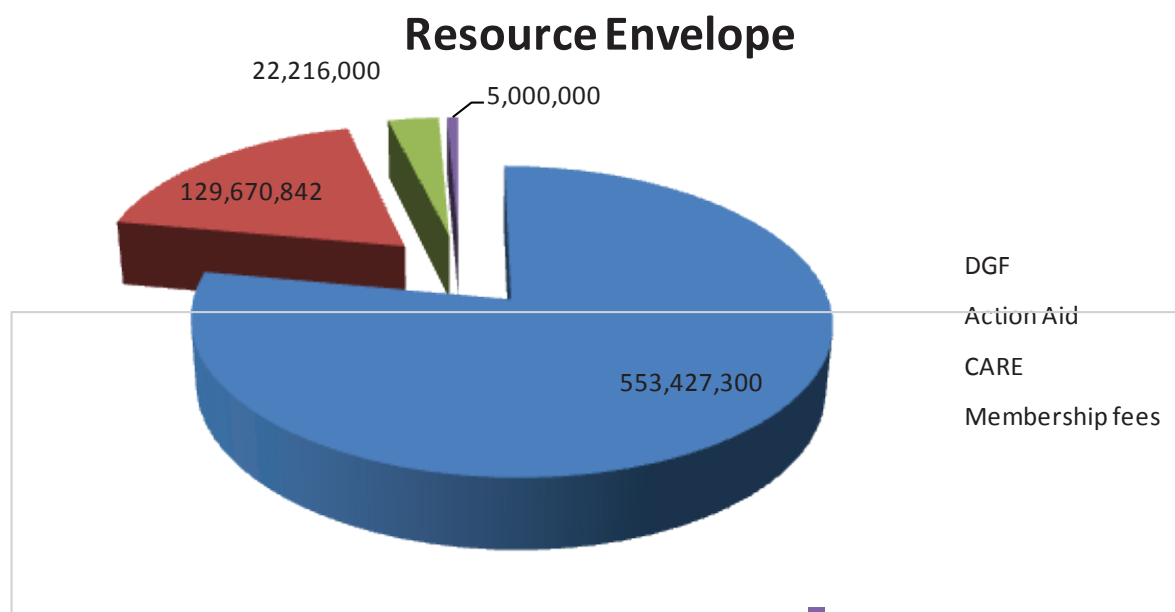
Four projects were implemented with financial support from Democratic Governance Facility (DGF), Action Aid International – Uganda and CARE International as seen in the table below:

Donor	Project	Amount in Uganda Shillings
Democratic Governance Facility	Strengthening Grassroots Capacity in Monitoring Health, Education, Agriculture and Environment sectors in the Rwenzori Region	553,427,300
Action Aid International – Uganda	Strengthening Grassroots capacity in monitoring health and education in the Rwenzori region Gender Strategic social and accountability project	129,670,842
CARE International/ACCU	Tackling corruption and illegal practices in the Environment and Natural resource sector	22,216,000

Table 1: RAC projects and donor agencies for the year 2013

## RAC's Resource Envelope 2013

RAC continues to depend on donor support for the largest part of her funding. Close to 80% of our funds are contributed by DGF while the remaining percentage is contributed by Action Aid International – Uganda (AAIU) and CARE International. Internally, the RAC monitors, board and partners also contribute to the organization's resource envelope, although this is still very small.



Through the above-mentioned projects, various activities were implemented under the following strategic interventions:

**Sensitization and awareness creation** Creating a critical mass to demand for transparent and accountable leadership is a key aspect of fighting against corruption. Various sensitization and awareness campaigns were thus held across the region through mass media, publications, forum theatre and community outreach programs.

**Mass media:** two approaches were used under mass media i.e. Eight ordinary radio talk-shows where various actors such as the District Health officer – Kabarole, district technical staff, RAC monitors, CSO activists, district councilors and other politicians among others were hosted on Better FM – a local FM station to respond to key issues of community concern and radio magazines. 4 Radio magazines <sup>1</sup>were used to serve a dual purpose of investigation/fact-finding as well as providing feedback to the masses. It gave listeners an advantage of sharing their views on a topical issue under discussion. In the year under review, various radio magazines on major corruption cases that RAC was investigating were produced and run on Voice of Toro (VoT) Fm. These included Encroachment of Butebe Forest Reserve, the illegal give-away/rent of Kabarole district land to host Airtel telecom mast, Hakitengya polytechnic school and mismanagement of CDD funds in Bundibugyo district among others. The magazines provided a platform for discussion, information sharing and feedback by the relevant authorities on the given issues, thereby expediting conclusion of the cases under investigation. A case in point is Butebe forest reserve which, despite the opening of the boundaries in fulfillment of the IGG's recommendations, the District Executive Committee (DEC) had failed to take any further action. When RAC mounted pressure on the district

<sup>1</sup> A radio magazine is a research audio production used to document people's opinion on a given issue under investigation

leadership through the radio and other programs, the LCV chairperson on behalf of the district made commitment to act on the remaining part of the recommendations which included eviction of the encroachers.

The radio magazines further provided the community with a deeper insight and understanding of public resources continually abused by civil servants and leaders, and, during the feedback sessions, listeners had a chance to task all the accused to account for their actions, and where applicable right the wrongs committed

Community outreach programs: These were specifically carried out in 30 secondary schools in the seven districts of the Rwenzori region where RAC operates, reaching out to over 9000 (nine thousand) students in 30 sub-counties of the seven districts in the Rwenzori region. Corruption has deeply eaten into our society and therefore, fighting it will require nothing short of concerted efforts. It is upon this background that RAC chose to involve the youngsters in the anti-graft fight by capacitating them to demand for transparent and accountable leadership right from their youthful stage.



*Figure 2: Nyankwanzi RAC monitors entertaining the students of Nyankwanzi SSS during the school outreach program*

## Forum Theatre:

Music, Dance and Drama (MDD) is one of the most effective ways of mobilizing and sensitizing the masses, since it is not only entertaining but is also informative. It is for this reason that 30 MDD performances in the 30 sub-counties where RAC operates were used during most of our sensitization campaigns that reached out to over 7500 people in the region. The communities demonstrated increased knowledge and understanding of issues of corruption. The forum theatre performances also provided opportunity for the locals to understand service delivery, leadership, governance and democratization issues. They further helped RAC to simplify to the communities 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 and as such, they were able to raise various issues of concern that affect them on a day to day basis to their leaders and RAC for action.

## 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, 1,200 copies of the newsletter as well as 2013 calendars (200 in total) were published and widely shared within the region and beyond. The publications are estimated to have reached out to over 5000 people. 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

As a whistle-blowing organization, RAC takes keen interest in assessing value for money in all public expenditures through social audits and Public Expenditure Tracking. Monitoring is mostly focused on five (5) sectors i.e. Health, Education, Production, Environment and Natural Resources and Works, although an eye is kept on all public expenditures. In 2013 all the 30 RAC branches were actively engaged in monitoring and exposing corruption. A total of 404 cases were reported out of which 115 issues were isolated and keenly followed by the RAC Secretariat. In the year under review, over 115 issues relating to abuse of office, accountability, shoddy works and poor service delivery were identified from the monitoring reports and were followed up with the relevant authorities for action.



*Figure 3: Karugutu Monitors inspecting a latrine under construction at Karugutu SSS*

Apart from the gaps identified, the monitoring findings revealed some level of improvement in service delivery. These include among others improved sanitation, reduced cases of absenteeism of teachers and medical workers, improved record keeping and accountability among others. All these can be attributed to RAC’s intervention and continuous reminders to the duty bearers of what is expected of them.

## Lobbying and advocacy



*Figure 4: The Kabarole district Chairperson welcoming the Minister for Ethics and Integrity Hon. Lokodo and the IAF delegation to the region during the RAC-IAF joint monitoring exercise*

Effective lobbying and advocacy requires strategic alliances; it is for this reason that RAC organized various platforms to interface with anti-graft agencies to address some of the pending cases an example is the District integrity promotion forums and the Directorate of ethics meetings . These included; staff house at Hakitengya polytechnic where the contractor reduced the size of the buildings, the secondary schools that were never constructed despite the grant awarded by World Bank, among other cases.

It is for this reason that RAC organized various platforms to interface with anti-graft agencies to address some of the pending cases

# PICTORIAL SUMMARY



# 2013





*Figure 5: RAC staff, monitors and partners in a joint dialogue meeting in Bundibugyo district*

4 meetings were held key among them being the one where RAC hosted the Inter-agency forum. The IAF delegation led by Hon. Fr. Simon Lokodo, comprised officials from several government anti-graft agencies including the IGG, Office of the Auditor General, PPDA, CIID and the Directorate of Ethics and Integrity. It traversed the districts of Kabarole, Bundibugyo, Ntoroko and Kamwenge where it addressed some of the issues raised from RAC monitoring reports. Overall, 28 issues were presented by RAC and local authorities to the IAF delegation. These were discussed, persons named called upon to explain and in some cases the culprits were arrested while other cases were referred to the appropriate IAF members for further processing. In Kamwenge district for instance, the district engineer was arrested and detained for failure to supervise works leading to the shoddy construction of the town council hall. In Ntoroko district, the acting head-teacher and PTA chair were suspended to pave way for investigations into misappropriation of funds that led to the shoddy construction of classrooms at Karugutu SSS. In other cases<sup>2</sup>, forensic audits and investigations were commissioned to establish the factors under which resources were mismanaged. CIID headquarters, DPP and IGG pledged to work together to ensure

1. 2 Mismanagement of funds meant to procure tree-seedlings in Kabarole district
2. Land illegally given away for installation of Airtel mast in Fort portal municipality – Kabarole district
3. Diversion of funds by Mr.Kashaija John, the Former Sub County Chief for Nyabbani Sub County-Kamwenge district
4. Poor workmanship in the construction of the Tarmac road in Kamwenge Town Council
5. Embezzlement and abuse of office by the Kicwamba United SACCO manager
6. Incomplete construction of Itojo Health Centre II
7. Budiba-Harukara road and Kasungu-Bunera road in Rwebisengo: Funds to work on this road were released but the roads do not exist.



that all the cases submitted by RAC are concluded in a logical manner. (Details of this visit are entailed in our story of the year, in the next chapter).

Two other meetings were held with other departments – including the ministry of Education –where we met officials from UPPET in a follow up exercise of Kamau – a contractor who defaulted his contractual obligations to construct school blocks in Bundibugyo district. The visit came after RAC’s request to the Ministry of Education and PPDA to blacklist KAMAU as a disciplinary measure for defaulting on various contracts. Commitment was drawn with the office of UPPET – whose contract KAMAU had defaulted to follow up with PPDA to ensure that the contractor is blacklisted as per RAC’s request. Other fruits realized from the meetings held included cancelation of KAMAU’s contract at Simbya SSS. The contract was re-advertized for new interested companies to apply. Additionally, response on many other issues raised was given, with additional information that enabled RAC follow up the cases to logical conclusion.

Sub-county conferences: these were held in each of the 30 RAC branches in the seven districts where we operate. Each conference was attended by an average number of 50 participants including the sub-county leadership, heads of departments in the health, education, production, roads and water sector at the sub-county level, RAC monitors, staff and the grassroots communities. The conferences provided a platform for different stakeholders to respond to key issues raised from the monitoring reports, such as staff absenteeism, shoddy while at the same time renewing their commitment to work with RAC on issues of accountability and development.

The conferences provided a platform for renewed working relationships with the different leaders at the sub-county (including the sub-county chiefs, LCIII chairpersons, health in-charges, NAADs coordinators and other committees), as well as popularizing the work of RAC among the community members who did not know about RAC previously. In addition, issues raised in the monitoring reports were also presented to the leaders for response. Indeed, responses, clarifications and updates on over 300 issues presented during the 30 conferences were made by the responsible leaders. Commitment from the leaders was also made to follow up any other issues that they could not ably respond to during the meeting. Examples include a fraudulent road inspector in Bundibugyo who diverted road funds; in one of the dialogues held in Bundibugyo with the district leaders, the issue was raised and the district leadership tasked the road engineer to refund the money, which he did. The leaders also pledged to offer full support such as access to information to the monitors and RAC in general whenever they will be executing their work. The leaders further expressed commitment and interest to do joint monitoring with the RAC monitors as a way of contributing to improved service delivery.

District Integrity Promotion Forums: 7 meetings were held in the 7 districts of the Rwenzori region<sup>3</sup> and attended by 115 participants (about 15 per district)--. These meetings were intended to revamp/initiate the District Integrity Promotion Forums<sup>4</sup>. The initiative was well-embraced by all the districts where the meetings were held. The District Local Governments committed to reinvigorate them so as to support the government in its anti-corruption struggle.

Anti-Corruption Convention 2013/RAC’s 10th anniversary: The convention was successfully carried out in the month of November 2013 and was jointly commemorated with RAC’s 10th anniversary. It brought together over 1500 people from the regional and national level. The week-long activity was implemented in all the seven districts where RAC operates i.e. Bundibugyo, Kyenjojo, Kyegegwa, Kasese, Ntoroko, Kamwenge and the climax in Fort

<sup>3</sup> The Rwenzori region is made up of seven districts i.e. Kabarole, Kamwenge, Kyenjojo, Kyegegwa, Ntoroko, Bundibugyo and Kasese.

<sup>4</sup> District Integrity promotion forums were initiated by the office of the Director for Ethics and Integrity to provide a platform to address corruption-related issues within the district. The 15 member forum is chaired by the RDC of the respective district, with the Chief Administrative Officer serving as the secretary.

Portal – Kabarole district. Each district celebration attracted over 200 people. One of the immediate achievements of the convention was the commitment to have the Public Private Partnership (PPP) signed in Bundibugyo and Kamwenge. The duo joined Kabarole district which had signed the MoU earlier in 2011. The remaining 3 districts of Kasese, Kyenjojo and Kyegegwa, pledged to have them signed after drawing clarity on some of the concerns raised. This commitment will go a long way in improving RAC's work, addressing some of the challenges such as failure to access key information – something that impedes effective investigation. Quick access to information will facilitate expeditious investigations and hence logical conclusion to most of the cases reported to RAC.

Other achievements realized from the convention included mass sensitization of the community on the evils of corruption and how to address it. This was done through music, dance and drama, radio talk-shows, and the various speeches given by key activists in the anti-graft fight. Additionally, 406 of the long serving monitors were recognized with awards for keeping up the fight against corruption, together with our partners who have continuously supported our work.



*Figure 6: A RAC monitor receives an award from the District Chairman of Kamwenge for sustaining the anti-corruption struggle*

5 The PPP agreement mandates both parties (RAC and the Local governments) to do joint monitoring of activities, information sharing capacity building support to either party

## Capacity building programs

In order to increase the efficiency of her staff, board, monitors and partners, RAC carried out various capacity building programs in form of exchange visits and trainings.

### Trainings:

3 training workshops were organized during the course of the year. At the secretariat level, all 10 members of staff were trained in gender concepts by DGF and DELTA to broaden their understanding of gender. The knowledge was further trickled down to all the 450 monitors during the monitoring support visits to all the RAC branches. The training went a long way in enhancing the gender mainstreaming component in most of our programs. One of the first fruits of this training was the re-composition of all our branches where gender equality was emphasized in the formation of the leadership committees.



*Figure 7: Men and women actively participating in anti- corruption campaigns*



*Figure 8: Women involvement: A woman raises her concerns during a community meeting in Kasese district*

Other training workshops were organized for Health Unit Management Committee (HUMC) members in Kasese and Kyegegwa districts. A total of 84 members were trained on their roles and responsibilities; as well as sharing some of the key challenges faced in their work. Lobbying and Advocacy being one of RAC's roles, we took on the responsibility of advocating for improved policies to smoothen the work of the health centers.

During the trainings, it was brought to RAC's attention that in the hard to reach areas, National Medical Stores has a tendency of not delivering the drugs to the health centers but stop at some point, and give them to boda-boda (motor cycle) guys to deliver and in the process, the drugs are hit by rain or even delayed to be delivered. This and many other health concerns have since been raised to the relevant authorities for action.

RAC organized another training for the District Public Accounts Committees (DPACs) were in a bid to increase their understanding of their roles. The training also enabled the DPACs to share their experiences and challenges faced when executing their duties and as such drew resolutions on how to address the gaps faced. From the evaluation forms filled after the training, it was evident that the trainees had indeed benefited greatly.

**Figure 9: Some of the DPAC members who attended the training**



Away from the partners, our monitors too received a package of training in monitoring and reporting. The training was aimed at improving their monitoring and reporting skills so as to perform better on their roles. The training further emphasized the need for the monitors and the community at large to hold their leaders accountable. As a result of the training, better quality and evidence-based reports were received from the monitors and this smoothed our investigation of the cases reported at RAC.

In addition to trainings, 5 intra branch visits by monitors were made to share experiences and best practices in the fight against corruption. The skills and best practices shared amongst the monitors during the intra-visit provided solutions to some of the key challenges faced by monitors during the monitoring exercise. They were able to learn from each other how best to approach the different scenarios faced in monitoring such as access to information, how to deal with elusive leaders and the importance of making written reports on every issue followed. A site visit was also made to Kahinju secondary school in Kabarole district as a model for quality work.



Figure 10: Learning tour: RAC monitors at Kahinju secondary school in Fort Portal

## Networking



Networking: RAC, ACCU and the media in a joint press conference

RAC enjoys a healthy working relationship with her partners, both state and non-state agencies. In the year under review, we were able to strengthen our working relations with two district local governments i.e. Kamwenge and Ntoroko through signing a memorandum of understanding of the Public-Private Partnership. In the agreement, the two parties (RAC and the two districts) agreed to support each other in execution of their work, information sharing and capacity building.



*Figure 11: Our partners in development*

## Institutional Development

A two-day retreat was held for board and staff to review key policy documents and the strategic plan. 3 organizational policy documents were reviewed i.e. the RAC financial policy, Administration policies and procedures as well as the revised strategic plan. The amended documents have enabled RAC to remain relevant in the current working environment and also elevated our operations to nationally acceptable standards hence working within the confines of the law.

At the secretariat level, all the staff were retained plus, two new volunteers i.e. Mwerya Scovia and Edward Isingoma who were brought on board to support the information and advocacy departments.

Elections for the district coordinators were also done in the AGM of 2013 and all the incumbents retained their positions. We congratulate them!



*Figure 12: Some of the board members during the 2013 AGM*

# 2013 HIGHLIGHTS

In this section, we share with you some of our success stories/achievements realized in the course of the year.

## RAC Hosts the Inter-Agency Forum

For the first time in the history of Rwenzori, the IAF crew stormed the region on invitation by Rwenzori Anti-Corruption Coalition (RAC), with the main objective of addressing some of the key issues that had hitherto failed to be concluded. The visiting team was led by the State Minister for Ethics and Integrity – Hon.Fr. Simon Lokodo, accompanied by representatives from all the arms of the Inter-Agency Forum i.e. the Director for Ethics and Integrity, the Auditor general, Inspector General of Government, Public Procurement and Disposal of Assets (PPDA) Criminal Investigation Department (CID), Director of Public Prosecution (DPP) as well as various officials from the office of the Director of Ethics and Integrity.



*RAC and the IAF crew with the leaders of Ntoroko district*

Four districts were visited i.e. Kabarole, Ntoroko, Kamwenge and Bundibugyo. In each district, the team was accompanied by the RAC Executive Director – Ms. Angela S. Byangwa, The Advocacy Officer – Augustine Muthabali, the Communication and Documentation Officer – Victoria N. Busiinge and the Gender officer – Meshach Byomuntura.

The exercise was a memorable one not only for RAC but also the entire region as we saw action taken on cases that had stalled for a long time.

The exercise which kick-started on July 8, 2013 saw over thirty issues addressed, with shocking evidence revealed in the process. Issues responded to included: incomplete staff house at Nyabusokoma Primary school in Ntoroko district, misappropriation of funds to construct Itojo Parish health centre II, shoddy work in the construction of Karugutu secondary school, alleged abuse of office by the manager of Kicwamba united SACCO leading to financial loss, diversion of CDD funds in Nyabani sub-county – Kamwenge district, mismanagement of funds for

procuring tree seedlings in Kabarole district, land allegedly given away for installation of Airtel mast in Fort portal municipality funds, encroachment of Butebe forest reserve in Kabarole district, among others.

Many stakeholders commended RAC for taking such a splendid intervention all geared at improving service delivery for all.

The minister too, could not conceal his approbation for RAC's contribution to the anti-graft fight in the Rwenzori region. He urged the 'Rwenzorians' to utilize this influential organization to realize the government's call to 'Zero tolerance to corruption.'

## Karugutu monitors cause recovery of Government property (stolen VHT T-shirts)

Sale of government property for personal gain is a common practice and often times, the culprits tend to get away with it. Aliphonse Kalisa – a resident of Mengo ward – Rubaga division in Kampala district was not so lucky to escape from a crime he recently committed.

It all started on the afternoon of July 10, 2012 when a group of Village Health Team (VHTs) encountered a man – Aliphonse Kalisa selling VHT T-shirts to individual members at a fee of 7,000/= each, well knowing that they are uniforms freely given out to VHTs through the ministry of health. VHTs are community volunteers trained to offer health services at Health Center 1s. Services provided include; first aid, counseling, follow up, and referral of patients to higher health centers for medical attention.

*The chair - Karugutu branch sharing some of their success stories with the Minister*



The VHTs in a bid to halt this illegal act quickly tipped off the RAC monitors' chairperson – Karugutu branch who immediately informed two police constables – Bangania Samson and Atoko. The two caused the arrest of Aliphonse at Ntoroko District Headquarters, and a case filed against him under reference number SD 29/10/07/2013.

When consulted, the acting Ntoroko District Health Officer (DHO) said that sale of VHT T-shirts is illegal. To this end, the accused was convicted by the magistrate in Karugutu court and sentenced to either one year in prison or payment of a fine equivalent

to three hundred fifty thousand shillings only (350,000/=) – Aliphonse opted for the latter .

On July 12, 2013, the T-shirts were handed over to the acting DHO – Mr. Byaruhanga who in a follow up phone conversation with the RAC monitors said that he was going to give the recovered T-shirts to the VHTs of Kibuku Town council.

The RAC monitors of Karugutu have been highly hailed for their brave actions that led to the successful arrest of the culprit. The district CID Boss – Chemowo Victor appreciated the monitors' move which not only enabled government to recover its stolen property but also, money was earned through the fine paid. This success story



has greatly improved the image of the police and judiciary, encouraging others with similar issues to report them to the relevant authorities.

## **Kamwenge District engineer interdicted over duty negligence**

Mr. Alex Mugume- the Kamwenge district engineer was interdicted after investigations proved him guilty of duty negligence. As the district engineer, Mr. Mugume was expected to closely supervise the construction of Rukunyu health center IV maternity ward in Kamwenge district worth 138,000,000/=. However, the works turned out to be shoddily done with multiple defects including reduction in the size of the labor suit, broken doors and window shutters, poor finishing of the floor, with a poor drainage system. Despite all these defects, the engineer went ahead to offer a certificate of completion to the contractor, something that caused wide-spread dissatisfaction among the community of Rukunyu. Although the contractor is partly to blame for the shoddy works, the district engineer is equally guilty for had he played his supervisory role, the defects would have been identified at an early stage and rectified before completion. Shoddy works in public works are very common, leading to loss of tax payers money and poor service delivery.

### **The intervention**

When this issue was brought to RAC's attention through her monitors resident in Kamwenge, various steps were undertaken to verify the allegations. First, a site visit was done and interviews held with key stakeholders including the workers and patients of Rukunyu as well as the political leadership of the district. One response that seemed to come out clearly from most of the respondents was that although the defects were evident, correcting them was almost impossible since the building was complete with a certificate of completion awarded to the contractor. Simply put, they had given up!

However, as a whistle-blowing organization, RAC could not sit back and watch tax payers' money go to waste. When RAC requested for IAF's intervention into the pending cases in the region, this was one of the top most issues in Kamwenge. When presented to the IAF during the ministerial visit to RAC, ultimatums were given to the culprits, including the district engineer to ensure that the defects are fixed. Although the engineer pledged so, he didn't live up to his promise, resulting into his interdiction – as per the instructions left behind by the Minister Hon. Lokodo to the district leadership

### **The results**

Although the engineer did not live up to his word, some of the defects were corrected. RAC received reports from her monitors and the members of the community that the window shatters and broken doors had been fixed. The floor was also redone, hence resulting into proper service delivery at the health center.

On the other hand, the interdiction of the district engineer, and the entire process of quizzing the accounting officers during the minister's visit went a long way in encouraging the community to report any corruption scandals, as well as demanding for what rightfully belongs to them, lest they face RAC's 'iron hand'. Several lessons were learned by other leaders and civil servants within Kamwenge and the region all over – this incidence was covered and discussed by various media houses especially the local radio stations, where people applauded RAC for this initiative and were also confident that this would reduce on the corruption scandals within the region.

Additionally, correcting the defaults of the maternity ward are underway and once complete, the people of Rukunyu sub-county will benefit from the improved service delivery offered at this health center



*The monitoring crew staring at the ceiling defects at Rukunyu Health Center*

## Summary, Challenges, and Lessons learned

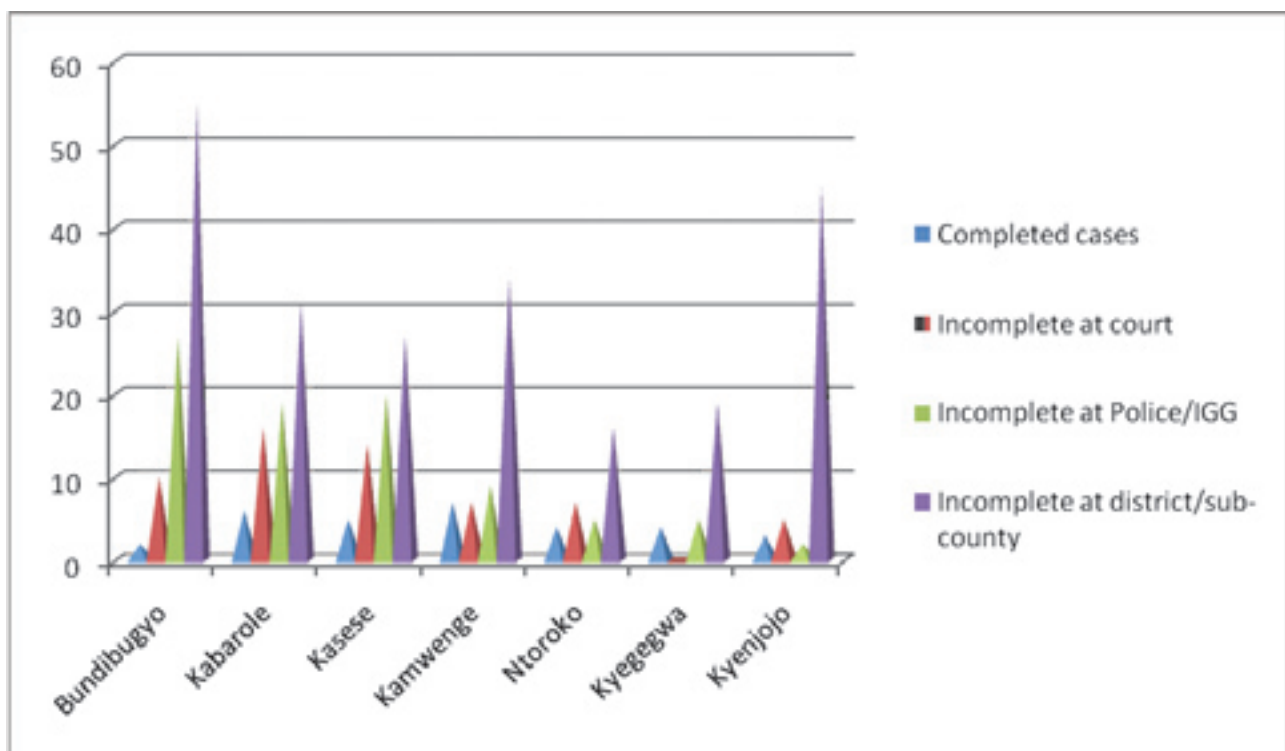
Our ten-year journey is a story of success, having started from a simple community based organization to what is now referred to as a regional hub for anti-corruption campaigns. Despite the numerous achievements, it has not been a smooth road through. A number of challenges have been faced, hence limiting our achievements.

Key among the challenges faced is the delayed response by the various actors – such as police and IGG who upon receipt of our cases are expected to investigate, draw conclusion and take appropriate action. However, these offices are faced with their own challenges, which obviously impact on our work negatively. This, in fact is the most underlying factor affecting case conclusion. RAC receives a number of cases on a daily basis but most of them stagnate when they leave our desk to the next stage of investigation. This alone discourages our monitors who work day and night to dig out any misconduct in public offices and also, delays justice especially for the victims of the unscrupulous.

Donor dependency is yet another challenge faced; over 90% of our funding is externally generated (development partners) and therefore, implementation of activities is mostly determined by available donor funds which are also inadequate. We are therefore limited to a smaller geographical scope despite the biting corruption across the country. A sustainability plan was developed to keep RAC afloat but its contribution to the financial challenges faced is yet to be realized.

A number of lessons have been learned along the way; the fight against corruption requires nothing short of joint efforts. Partnerships are a key factor in fueling this campaign. State and non-state agencies equally have a role to play but overall, it starts with us as individuals.

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	58,000,000	16	308,000,000	33	175,000,000	76	609,000,000	127	1,150,000,000
Kabarole	2	69,000,000	5	194,000,000	24	319,000,000	85	707,000,000	116	1,289,000,000
Kasese	4	80,000,000	2	26,000,000	22	63,000,000	57	431,000,000	85	600,000,000
Kamwenge	3	302,000,000	4	609,000,000	10	239,000,000	51	536,00,000	68	1,686,000,000
Ntoroko	2	88,000,000	15	867,000,000	7	268,000,000	34	513,000,000	58	1,736,000,000
Kyegegwa	1	24,000,000	-	-	6	208,000,000	39	465,000,000	46	697,000,000
Kyenjojo	1	67,000,000	6	274,000,000	4	221,000,000	48	109,000,000	59	671,000,000
<b>Total</b>	<b>15</b>	<b>688,000,000</b>	<b>48</b>	<b>2,278,000,000</b>	<b>106</b>	<b>1,493,000,00</b>	<b>390</b>	<b>3,370,000,000</b>	<b>559</b>	<b>7,829,000,000</b>



As seen from the chart above, incomplete cases are still by far the largest. There is need for government and all the relevant bodies to ensure that all the cases reported to them are acted upon as soon as they are reported if corruption in order to fight corruption in Uganda.



RWENZORI ANTI - CORRUPTION COALITION  
CONSOLIDATED COMPREHENSIVE STATEMENT OF INCOI  
AS AT 31ST DECEMBER 2013

PARTICULARS	2013	2012
<b>Income</b>	<b>SHS</b>	<b>SHS</b>
Local Collection	5,250,000	2,875,000
Action Aid Main Grant	96,792,000	101,369,712
Action Aid (Seed) Grant	-	42,916,667
Gender Social Accountability	36,548,542	45,669,167
Democratic Governance Facility (DGF)	471,647,300	339,496,000
Gender main streaming	3,300,000	
Citizen Manifesto (RWECO)		7,614,600
Care / Forest Monitoring	21,186,000	28,436,600
Interest		10,702
<b>Total Income</b>	<b>634,723,842</b>	<b>568,908,448</b>
<b>Less Expenditure</b>		
Gender Social Accountability	36,883,578.00	45,454,125
Anti Corruption Week		
Seed project expenses		42,916,667
Action Aid Main	98,168,608.00	
Democratic Governance Facility (DGF)	475,579,946.00	346,975,626
Action Aid (Seed)	42,916,660.00	100,016,350
Local collection expenses	4,004,959.00	
Citizen Manifesto (RWECO)		14,678,296
Care / Forest Monitoring	17,146,431.00	35,071,166
Expenses from Local collection		2,875,000
Depreciation	8,376,964	10,816,228
<b>Total Expenditure</b>	<b>683,077,146</b>	<b>598,803,458</b>
Deficit	-48,353,304	-29,895,010
<b>Total</b>	<b>634,723,842</b>	<b>568,908,448</b>

SIGNED BY:

CHAIRPERSON

DATE: .....

TREASURER

DATE: 28/3/2014.

.....  
EXECUTIVE DIRECTOR

DATE: 28/3/2014.

KIRT ASSOCIATES  
★ 20 MAR 2014 ★  
P.O.Box 40186, Kampala  
P.O.Box 238, Kasere

## 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
Doctor 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. Muhumuza Edith	Administrative Secretary
8.	Mr. Mugisha Paul	Driver
9.	Isingoma Edward	Intern
10.	Mweya Scovia	Intern

## DONORS



act:onaid



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