TRANSPARENCY INTERNATIONAL UGANDA

Annual Report 2015
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Communication from the Chairperson

Allow me take this opportunity to endorse another year of great strides by Transparency International Uganda as indicated in this report.

I would like to extend my appreciation, gratitude and respect to my fellow Board members for their dedicated service to Transparency International Uganda whose leadership is fundamental to the success of the organization. As TIU, we seek to promote consciousness about corruption and a society that espouses value systems and principles of accountability. We endeavor to enhance transparency and accountability in the public and private sectors and the society as a whole. This is in a bid to build a fair and transparent society.

I am glad to say, we have been blessed with generous and encouraging Development Partners who have made it possible through their financial support to implement activities for the various projects. I thank the Democratic Governance Facility (DGF), Transparency International Secretariat (TIs) Berlin, USAID-GAPP, SIDA, UMEME, Feed the Future, National Endowment for Democracy (NED), Irish Aid and, World Bank, for your commitment and dedication throughout this time.

I also take this opportunity to commend Government leaders both at the National and local levels who have always received us with open hands and have been ready and willing to partner with us. And with this partnership, we have registered positive change.

It can never be possible to realize change without the support of others. As a lead Anti Corruption organization, we deliberately initiated and or joined different networks and coalitions of like minded organizations which collaborations we greatly recognize.

Behind all the success is the Secretariat composed of reliable staff who have tirelessly worked to ensure that the organization goes to another level. It has been a privilege to work with such a supportive and highly competent team. Without their dedication and passion, it would not be possible to achieve all that we have achieved throughout the year. Over the years we have built a strong character as an institution and due to the very nature of our work, at times the organization can attract criticism. That can be difficult for the Secretariat, but they take it in their stride, knowing that controversy comes with territory. I wish the organization
every success as it continues to move forward to meet the challenges of fostering transparency and accountability in Uganda.

In the coming year 2016, with the mandate of the TIU Membership and support, I pledge continuity and that we can do better all the time.

Kayemba Patrick Gavamukulya
CHAIRPERSON BOD
Transparency International Uganda

In the coming year 2016, with the mandate of the TIU Membership and support, I pledge continuity and that we can do better all the time.
Communication from the Executive Director

It is my remarkable honor and responsibility to welcome and share with you our experiences, triumphs and challenges in delivering our mission in 2015 through this report.

TIU has been able to fully implement major planned activities during the year because of the financial and technical support from our development partners; Democratic Governance Facility (DGF), Governance Accountability Participation Program (GAPP), Transparency International Secretariat (TIs), UMEME, Swedish International Development Cooperation Agency (SIDA), National Endowment for Democracy (NED), National Democratic Institute (NDI), Irish Aid, World Bank, National Democratic Institute (NDI), National Endowment for Democracy (NED) and Feed the future. The supportive Board of Directors and the competent team of TIU staff have also been very instrumental in ensuring that the mandate for the organization is fulfilled. Your excellent contribution towards attainment of the organization's goal cannot go unnoticed.

In pursuit of its mission, TIU through partnerships and networking has brought on board new projects to include Women Land and Corruption implemented in Mukono district, Extractives Industries Transparency Project which is implemented in Hoima, Buliisa, Moroto, Mubende, Kabaale, Kampala and Alliance Campaign Finance Monitoring which focuses on fostering transparency and accountability in management of political processes. These have increased TIU's visibility at both local and national level.

A number of researches and surveys have been conducted and published including the East African Bribery Index (EABI) Trends Analysis, PPDA User Guide, Women Land and Corruption, Up Against Giants: Oil influenced land injustices in the Albertine region as well as the Stakeholder's Perceptions of the Uganda Legal and Institutional Anti-corruption Framework.

TIU is cognizant of the fact that capacity building plays a significant role in strengthening the skills, competences and abilities of the people and communities in fighting corruption in Uganda. Thus, TIU has been able to offer capacity building to a number of stakeholders specifically relating to transparency and accountability. Some of the accountability agencies that TIU works with include; the Uganda Police Force, Directorate of Ethics and Integrity, Inspectorate of...
Government, Office of the Auditor General, Public Procurement And Disposal of Public Assets, Directorate of Public Prosecutions, as well as the Uganda Revenue Authority. TIU has also worked with various ministries like the Ministry of Education, as well as Ministry of Finance, Planning and Economic Development as well as the various Local Governments in the organization’s areas of operation.

Appreciation also goes to our partners that include Anti Corruption Coalition Uganda (ACCU), Civil Society Budget Advocacy Group (CSBAG), Uganda National NGO Forum (UNNGOF), Uganda Debt Network (UDN), Africa Freedom for Information Centre (AFIC), and Foundation for Human Rights Initiative, (FHRI) as well as UCOBAC.

The media has also been a key partner in the realization of our mandate through the cordial relationship that we have built with most of them. We remain indebted to each and everyone who has played a role in ensuring that the daily lives of people are free of corruption.

Peter Wandera
EXECUTIVE DIRECTOR

TIU through partnerships and networking has brought on board new projects to include Women Land and Corruption...
About

Transparency International Uganda

Vision
A Uganda in which the daily lives of the people are free of corruption.

Mission
To promote consciousness about corruption and its effects and a society that espouses value systems and principles of transparency and accountability.

Fundamental values
Transparency International Uganda (TIU) recognizes that the fight of corruption and promotion of good governance can be achieved if its internal and external stakeholders cherish good morals, values and norms in government, private sector and civil society. As such TIU is built on the following principles and values

● **Integrity**: To advocate for integrity in public office and within the private service delivery sector for enhanced governance ethics and practices and build citizen’s capacity to champion demand for the implementation of national programs based on nationally and internationally accepted best practices.

● **Transparency and accountability**: To advocate for open and transparent decision making, policy implementation and full participation of citizens in issues and decisions that concern them.

● **Objectivity**: TIU works to ensure that there is no bias in its approach to its strategic interventions to ensure transparency and accountability in public office and society in general. Building on its global experiences and practices, TIU’s approach is both professional and meritorious. We adhere to best practices in the implementation of our programmes so that they are reflected in the vision and mission of the organization.

● **Fairness**: Fairness is a hallmark of an impact oriented organization such as TIU. Our approach to programming is to ensure that marginalized and voiceless people are included in the programme activities by giving them an opportunity to express themselves on issues that affect them and to facilitate them to participate to influence decisions at all governance levels.

● **Justice**: Access to justice for poor and marginalized people is of paramount importance to the realization of citizen rights. A sense of justice where equality and fairness are promoted marks the end of corruption and building of national integrity model.

● **Solidarity**: Issues of morals are central in TIU in its quest for a society that espouses value systems and principles of transparency and accountability. TIU shall always ensure that staff, management, board and members uphold upright morals at all times.

● **Non-Discrimination**: Every citizen has an equal chance of benefiting from policies and programmes that are designed and implemented at national and local level irrespective of their gender, religion, age, color, ethnicity, sexual orientation etc. We adhere to social and economic justice principles and rights based approaches in our programming and in the implementation of activities.

**Goal**: The overall Goal is to empower people to demand for transparency and accountability in service delivery.

“Building on its global experiences and practices, TIU’s approach is both professional and meritorious.”
Transparency and Accountability in Service Delivery Systems

TIU through this thematic area focuses on transparency and accountability in general service delivery with specific emphasis on health, education, water, sanitation and production. Several donors funded activities under this thematic area and a lot has been achieved with in the year.

1.1 Periodic Stakeholder Review Meetings

As a mechanism of developing action points on some of the issues that were identified during the various Voluntary Accountability Committee members’ (VACs) review meetings and verification visits to schools, hospitals and communities, TIU conducted several stakeholder review meetings. Six stakeholders meetings were conducted in the districts of Lira, Oyam, Masaka, Lwengo and Wakiso. These were attended by various stakeholders including regional representation of Inspectorate of Government (IG) offices, Uganda Human Rights Commission (UHRC), NGO Forum representatives, Uganda National Association of Teachers’ Union (UNATU), Directorate of Ethics and Integrity (DEI), Chief Administrative Officers (CAOs), Resident District Commissioners (RDCs), District chairpersons at different levels, District Health Officers (DHOs), Health Center (HC) in charges, sub county chiefs, Voluntary Accountability Committee members (VACs), representatives from the media houses and other partners.

In collaboration with the above mentioned stakeholders, these meetings resulted into a number successes to include but not limited to repairing of the broken bridge on the road that leads to Onywako HC II in Barr sub county Lira district, construction of staff house at Loro health center II in Oyam district, forced resignation of the Chairperson Sembabule District Service Commission who used to solicit money from teachers to be recruited and to be included on the payroll, teachers receiving salaries in time, reduced teacher and health worker absenteeism in the region, completion of teacher houses in Bukakata and Makonzi sub counties, reduction of late coming and early departure in Kyannamukaaka sub county, sanitation improvement and drastic reduction in bad fishing methods in Buyange landing site Bubeke sub county.

In Wakiso district, the number of schools inspected increased by 20%, there was no late release of funds to schools although shortage of human resources in the Health sector was still a big challenge.
L-R: Wakiso District Planner – Mr. Galabuzzi Paddy, Assistant CAO Ms. Marion Masagazi, DEO Mr. Fredrick Kyingi, Bainomujuni Reuben from the Inspectorate of Government during a regional stakeholder meeting in Wakiso district.

Mr. Christian Fogelstome from the Swedish Embassy during one of the stakeholders’ meeting.
1.2 Routine visits and Monitoring

Routine visits and monitoring were carried out with selected CSOs, VACs and the District Leadership. These unveiled the improvement in teamwork between the community and Local Government. VACs and the Community members have become more conversant and often exhibit ownership of government funded activities being implemented which has enabled them to monitor progress and provide feedback to the relevant departments. This provided a deeper understanding of the social barriers towards effective service delivery like absenteeism and late arrival which resulted into interventions like punishing health workers for example the In Charge of Alik HC who was transferred on demotion, recruitment of 22 health workers in 9 HCs of Aromo, Agali, Barapwo, Otwal, Adigo, Ngai, Acokara, Abunga and Agulurude, construction of classroom blocks for example Kanyogoga Primary School, in Ndagwe Sub county and Kigeye primary school in Malongo S/C.

The broken bridge to Onywako HC before it was repaired

A team visiting staff quarters for Health workers in Katovu HC Malongo S/C.

The bridge to Onyawo HC after TIU’s intervention.
Verification visits were conducted in order to verify reports submitted by community members to determine their accuracy and also to ascertain the level of complacency in the health centres. As a result of community reporting through the Action for Transparency (A4T) application, a number of cases ranging from land grabbing, denial of basic health information, non display of financial PHC funds, absenteeism of health workers, inappropriate delivery of medicines as well as wrong accountabilities have been registered through the A4T application. It was discovered that there was land grabbing at Kasozi and Nabutiti Health Centre 3. The Nabutiti Health Centre land wrangle was solved, the land in contention was given back to the Heath Centre and the health facility now has a land title. Most Health Centres visited especially Health Centre IIs at Sub County level expressed an outcry of the current push system which the In charges referred to as non realistic given that most health facilities had been treated as ‘dumping sites’ because they receive drug consignments from National Medical Stores without their discretion. The highly demanded
drugs are supplied in minimal quantity, some almost expiring, yet other drugs delivered are not needed at all. In some Health facilities especially HC IVs there was an outcry of lack of proper storage of drugs. The available stores are not enough to accommodate medicines. This is contrary to some facilities visited for example Nsanji HCIII that exhibited excellent storage and lab facilities.

1.3 Signing of the Development Pacts (DPs)

Similar to the previous years, TIU signed new DPs and also followed up on the progress of putting in action the pledges in the ones that had been signed the previous year. DPs are based on local priorities and bring together local government officials, service recipients and other citizens who agree on joint road map to reduce corruption and ensure that local needs are prioritized. 5 DPs in the districts of greater Masaka were monitored and reviewed while new ones were signed.

In all the areas of implementation, it’s evident that not implementing a planned/funded activity is currently impossible because of the strict monitoring undertaken by the communities. For example, in Bukakata Sub County in Lambu landing site, 6 fish handling driers of small fish (Mukene) were planned to be constructed but since the VACs were closely monitoring expenditure for particular activities, funds which were allocated to buy 6 driers instead, were used to buy 12 driers. This signifies that embezzlement of funds by the duty bearers has been made difficult. An ordinance was also passed in Lwengo district to address some of the key problems such as schools to operate between 8:00am – 4:00pm rather than 6:30am and 6:45pm, Construction of 4 staff houses for health workers in Makonzi - Bukakata S/C in Masaka district which reduced the long distances that had to be trekked by the four staff to the health unit.
1.4 Voluntary Accountability Committees (VACs)

TIU uses VACs as watchdogs in service delivery. These are community activists whose role is to monitor general service delivery in their respective sub counties and in turn hold their leaders accountable in case of any irregularity. VACs have been the eye of the duty bearers/community members on the ground since the issues which they present to the district leadership are often discussed in the district management meetings. Similarly, the issues raised from the communities and VACs were forwarded to the Technical Planning Committee (TPC) for administrative action to be taken where necessary.
1.5 Strategic Partnerships and Engagements

1.5.1 Trainings

While implementing its activities, TIU partnered with several stakeholders and this in one way or another built and strengthened its networks and collaborations with Government and other CSOs at both local and national level.

At the national level, TIU in partnership with Transparency International UK organized a training on Anti Corruption in the Security sector for Senior Commanders and Officers in the Uganda Police Force. This training was intended to generate further interest and develop a general understanding of corruption and how it manifests itself in the security sector. The training was officiated by the Deputy Inspector General of Police Mr. Okoth Ochola who represented the Inspector General of Police (IGP).

At the local level, training was organized by The Apac Anti-Corruption Coalition (TAACC) in partnership with TIU. It was intended to train the VACs and community monitors on the use of ICT tools for reporting irregularities in health service and as a result VACs gained more knowledge on ICT Usage. Additionally, Uganda Cares occasionally uses TIU platforms to sensitize communities on AIDs, counseling, distribution of condoms, offer “Test and Treat” services in the communities and other activities related to HIV/AIDs control. Such partnerships have been done in areas of Kalangala like in Bubeke sub-county at Buyange landing site.

Additionally, Refresher trainings were also conducted in three Sub Counties of Kakiri, Katabi and Nangabo in Wakiso district as part of the pilot citizen feedback program to re-energize the monitors to carry on routine monitoring and reporting and also address the obstacles to reporting that the monitors had faced.

1.5.2 Lobbying, campaigns and advocacy

TIU was also part of the engagements on the Anti Corruption Amendment Bill 2013 together with ACCU, UDN and other CSOs. These jointly produced a position paper highlighting key civil society concerns that the Anti-Corruption (Amendment) Bill should address and lobbied members of Parliament to expeditiously enact the Bill. The bill was last year passed and awaiting to be assented to by the president. The contentious issues
in the bill that the CSOs advocated for were confiscation and forfeiture of the stolen assets on conviction from the culprit, close relatives and associates.


1.5.3 Anti Corruption Week (ACW)

TIU in partnership with other CSOs and Government Ministries, Departments and Agencies (MDAs) participated in the ACW activities. Such included a joint sensitization procession and the launch of the East Africa Bribery Index (EABI) Trends Analysis which was done during the National Anti Corruption Convention.

This activity was covered on a number of media houses including the following;


http://www.businessdailyafrica.com/-/539546/2991178/-/121ltvpz/-/index.html


The full report can also be accessed from

1.5.4 Action For Transparency (A4T) goes regional.

20th May 2015 marked a milestone to the A4T project as it was officially launched in Nairobi, Kenya with Transparency International Kenya (www.tikenya.org) and PAWA254 (www.pawa254.org) who are TIU new partners. Graced by Mr. Johan Borgstam the Swedish Ambassador to Kenya and the A4T Project team representation from Fojo Media Institute, TIU Zambia and Uganda, the launch at Kariobangi (a low end area where the project shall be implemented), was a success.

As the Ambassador rightly put it, “As we seek to impart accountable and transparent values in society, we should all make self and individual reflections” everyone has a role to play as far as transparency and accountability are concerned.

1.6 Accountability Interface Forums and Community Outreach meetings

To further reach out to the community and provide a platform for open forum discussion, TIU organized and participated in public dialogues. A total of 11 public dialogues conducted in 2015 in the districts of Lira, Sembabule, Masaka and Lwengo among others. In attendance were CAOs, DEOs, LCVs, councilors, teachers, VACs, TWG members, chairpersons, cultural leaders and community members of the respective districts. Issues of deliberations revolved around the most pressing social problems affecting the communities such as; in Amach HC IV–Lira district, community members highlighted issues regarding child and maternal health like shortage of mama kits, unfriendly midwives among others. Within these dialogues, the duty bearers and service providers were able to make commitments to improve the situation. Several success stories were derived from these meetings for example; In Sembabule district, Teachers expressed their frustration regarding the high rate of corruption in the District Service Commission (DSC). The teachers noted that they
are asked to pay between Ugx.200,000/= to Ugx 1 million in order to be shortlisted for interviews and to be confirmed or be given an appointment letter. The case was carried on to regional level and presented during the regional stakeholder workshop which saw the chairperson DSC stepping down and the practice brought to an end. And since then, there is no such case reported in the district.

1.7 Advocacy engagements with policy makers
TIU recognizes that to achieve transparency and accountability, partnerships with key MDAs are important. To this effect, several engagements were held with PPDA aimed at exploring areas of mutual interest for collaboration. During the engagements a number of action points were reached including; TIU used its countrywide networks and partnerships to distribute a popular version of the PPDA Act; CSOs’ role recognized to monitor government funded projects as third parties; and PPDA to government funded projects most especially in areas that TIU was operational. Further agreements were made like PPDA to train CSOs in monitoring of government projects as well as the procurement procedures followed by government. TIU to this end worked in partnership with PPDA to develop a User Guide targeting Local Governments, CAOs and CSOs. In addition, it was agreed that TIU would act as a hub for CSOs reporting cases of procurement fraud for onward transmission to PPDA for appropriate action. Equally, the parties agreed that TIU should tap into the framework of UCMC and get its members on board for joint actions.

1.8 Dissemination of performance survey reports
National surveys were conducted with 2 national accountability institutions; Inspectorate of Government (IG) and Office of the Auditor General (OAG). These studies aimed at documenting the role of the national accountability institutions in the promotion of accountability, transparency and integrity in public sector. These reports were validated during stakeholder workshops in which actors from the accountability sector participated providing necessary input which consequently led to production and dissemination of the final report. Such studies and workshops are instrumental in giving public feedback about the performance of the accountability institutions hence informing better policy decisions. A study titled “As strong as its weakest link: Stakeholders perceptions of the Ugandan legal and institutional anti-corruption framework ~” was also carried out. The report focused on establishing the link between barriers to prosecution and the lack of political will to effectively fight corruption. Many people stressed the need for civil society actors to more actively complement the role of mandated institutions.

1.9 Toll free Call Center Operation
TIU has continued to use the toll free call center to receive complaints on poor service delivery in the districts of Lira, Oyam and Apac. In 2015, 418 calls were received, 241 being from the health sector while as 177 were cross cutting. These calls were followed up and a number of issues were resolved for example in Aromo, Anyangatir and Alik HCs where there were many complaints about health workers’ absenteeism and late arrival which was investigated and resolved, a call also came in about Onywako bridge and this was followed up with the RDC and the bridge has since been worked on.
L-R: Mr. Peter Wandera TIU ED, Mr. Charles Elem Ogwal the Deputy DPP and the TIU Chairperson Mr. Kayemba Patrick launching a report on the Stakeholders perceptions of the Ugandan legal and institutional anti-corruption framework.
Thematic Area 2
Deepening Democracy and Governance in Politics

TIU hosts a coalition of 16 NGOs that are fostering transparency and accountability in financing of political electoral processes. The Coalition known as the Alliance for Campaign Finance Monitoring (ACFIM) last year undertook notable campaigns including:

2.1 National level advocacy and campaign finance reforms

This campaign targeted Uganda's legal and institutional framework. Under this campaign, advocacy had been undertaken in 5 regions of Kigezi, Greater Masaka, Busoga, Lango and West Nile. The Private Members bill on campaign finance was developed and plans are underway to have it presented to the 10th Parliament for consideration.

2.2 Live televised debate on campaign finance was televised on NTV in commemoration of the Anti Corruption Week. The debate comprised of 3 panellists namely; Mr. Tanga Odoi who represented the National Resistance Movement (NRM) and gave the NRM perspective regarding campaign finance, Ms. Cissy Kagaba from ACCU who gave the CSO perspective as well as Hon. Nandala Mafabi who gave the opposition perspective. The panelists were looking at the 3 months of the campaign (September - November 2015) and all highlighted that a lot of money was spent during campaigns.

2.3 Monitoring expenditure of candidates for presidential and Members of Parliament

Access to credible information about use of money in election campaigns in Uganda is critical to developing national interventions that will among other things equalize the conditions for political competition. ACFIM is the specialized body of CSOs that conducted this initiative as an extended study to come up with credible estimates of how much the political parties and individual candidates spent on election campaigns; document how money was used in campaign and the extent to which it influenced election outcomes. The study further interrogated how budget funds were used or misused in election campaigns.

More information can be obtained from:

http://acfimuganda.org/index.php/2016/01/22/acfim-progressive-report-november-december/ (Don't forget to underlie this link)
3.1 Call centre operation

TIU runs a number of call centres including:

3.1.1 The Anti Agro Input Counterfeit Call Center whose key objective was to establish the extent of usage of counterfeit products in Uganda and to document and address the usage of counterfeit products.

As a result, the Anti-Counterfeit Agro-Input Call Centre registered 9,656 calls out of which 23.2% sought information on what TIU does (general inquiry), 21.3% inquired on agricultural questions, 15.8% raised complaints and concerns on agro counterfeit products; 10.4% called to acquire feedback on issues raised in a previous complaint call; and 9.6% of the callers actually alleged to have bought agro counterfeit products from specific individuals/groups. This emphasizes that majority of the calls received were related to agricultural issues affecting farmers and dealers but the number making specific allegations was much lower.

Throughout the years of operation it was discovered that the call center mainly receives calls related to Impersonation, Poor Customer Care Related Cases, Tampering with Prepaid meters, Theft of Umeme Materials, Misuse of company Materials, and Power theft.

The call center has registered a number of achievements which include but not limited to; 42 culprits arrested for bypassing power, recovery of about 210,263,130/= (two hundred ten million, two hundred sixty three thousand one hundred thirty shillings) from customers who steal power, 3 cases concerning staff members were followed and handled by the UMEE Disctiplinary Committee.

Several Operations were carried out in areas reported by whistleblowers, Pictures attached.

3.1.2 UMEE Integrity Call Center which is geared towards developing ethical values of the employees of the institution. The call centre (0312360777) ensures that calls that come to the help desk in form of queries, requests and complaints are followed up to conclusion.

In 2015, 1,365 calls came through the call centre and these are categorized as below;

**Summary of Activities 2015**
3.1.3 Extractive Industries Transparency call centre (0800300500) was established where victims of land-related corruption in the oil region calls and register their complaints. The call center has registered over 1000 calls and over 200 cases have been handled. TIU has resolved over 50 cases on land-corruption and land-oil related cases through community mediations and court representation.

3.2 Transparency in the Extractive Industries

TIU mission under this project is to advocate for transparency and accountability in the management of Uganda’s growing extractive industries so that the benefits are shared equitably and efficiently with all citizens of Uganda and all potential negative repercussions minimized. To achieve this, a number of undertakings have been made including:

Cosponsoring a one day strategy meeting on EITI activities which was held at Humura Resort with approximately 15 members of the civil society working group on EITI and communications consultants from Corporate Image (Uganda) Ltd in which a new EITI communications strategy was presented and discussed by participants. The new EITI campaign was launched in early November to gain signatures to an online petition to get the President to commit to EITI by the election.
Production of policy briefs on the petroleum section of the Public Finance Management Act, a 16-page policy brief entitled, “Analysis of the Petroleum Section of the Public Finance Management Act, 2015: Assessment and recommendations for upcoming associated legislation,” was produced. This was shared with other CSO partners as well as relevant government officials. The brief was submitted to the Ministry for consideration in their drafting of the regulations.

Field visits to connect community to probono lawyers; TIU facilitated two meetings between a lawyer and the community, once in Masindi in early July and once on ground in the community on September 18. These meetings have provided the community with critical information regarding tact and strategy of proceeding with their case. The community has picked a lawyer and an MOU is being signed.
by all parties so that the formal representation can begin and the fraudulently acquired titles can be cancelled through amicable mediation.

### 3.3 Launch of a project on Land and Corruption in Africa

2 TIU staff attended and participated in the launch of Land and Corruption in Africa project which took place in Botswana. The project is currently being implemented by TI-Chapters in other countries; Uganda, Kenya, Zambia, Zimbabwe and Cameroon. L-R the ED TIU, Deputy DPP and the TIU chairperson launching the report

Corruption in Africa Project is guided by the vision of guaranteeing the maintenance and development of land and tenure-based prosperity for men and women of all generations equally, respecting the dimensions of stewardship and socio-cultural relationships to land, and taking into consideration the special needs and rights of indigenous communities.

The overall goal of the Project is thus to contribute to improved livelihoods of men and women adversely affected by corrupt practices in land administration and land deals, and thereby to enhance security of tenure, as well as to ensure equitable and fair access to land, and ultimately sustainable and inclusive development and growth.

Some of the participants that attended the Land and Corruption in Africa project launch in Gaborone, Botswana
3.4 Researches Conducted under this thematic area

In 2015, TIU conducted a number of researches under this thematic.

3.4.1 UP AGAINST THE GIANTS report

The report titled “UP AGAINST GIANTS: Oil Influenced land injustices in the Albertine Graben in Uganda” was launched in partnership with Civic Response on Environment and Development (CRED). The report focused on the four case studies of oil-based community disenfranchisement in different parts of the oil-based community in the Albertine region.

It portrayed the plight of residents in the oil region who had lost their land due to activities related to the discovery of oil in the region.

The launch was covered by various media houses as evidence below; http://www.monitor.co.ug/News/National/CSOs-cry-out-on-landtitles/-/688334/2804650/-/o0rlym/-/index.html http://www.observer.ug/business/38987-oilrich-hoima-struggles-to-solve-the-land-question http://www.simba.fm/most-women-dont-have-land-new-report-by-transparency-international-uganda/


3.4.2 Women, Land and Corruption report

The Women, Land and Corruption research report was also launched last year. The desk review sought to examine the linkages of corruption and gender, identify and highlight the challenges directly affecting women, men, and other vulnerable groups on access, distribution and usage of land in Uganda.

http://www.monitor.co.ug/News/National/CSOs-cry-out-on-landtitles/-/688334/2804650/-/o0rlym/-/index.html
### 3.5 International Travels made by TIU Staff

TIU staff have represented the organization on a number of occasions on both local and international platforms.

The table below shows some of the International travels that staff have made in different countries:

<table>
<thead>
<tr>
<th>Name of Staff</th>
<th>Destination</th>
<th>Event</th>
<th>Host</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Peter Wandera</td>
<td>Washington DC</td>
<td>Land and Poverty Conference</td>
<td>The World Bank</td>
</tr>
<tr>
<td>Mr. Padde Gerald Auku</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Peter Wandera</td>
<td>Kenya</td>
<td>Meeting for East African Regional Executive Directors.</td>
<td>TI-Kenya</td>
</tr>
<tr>
<td>Mr. Kayemba Patrick</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Padde Gerald Auku</td>
<td>Botswana</td>
<td>Launch of the Land and Corruption in Africa Project</td>
<td>Commonwealth Africa Anti-Corruption Centre</td>
</tr>
<tr>
<td>Ms. Lilian Z. Senteza</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Karatunga Moses</td>
<td>Zambia</td>
<td>A4T Steering Committee Meeting</td>
<td>TI-Zambia &amp; Zambia Institute of Mass Communication</td>
</tr>
<tr>
<td>Mr. EMoit George</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Karatunga Moses</td>
<td>Kenya</td>
<td>A4T Steering Committee Meeting</td>
<td>TI-Kenya &amp; PAWA254</td>
</tr>
<tr>
<td>Mr. Peter Wandera</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Lilian Z. Senteza</td>
<td>Ghana</td>
<td>International Advocacy Workshop on Women, Land and Corruption in Africa</td>
<td>Ghana Integrity Initiative</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Kityo Henry</td>
<td>Denmark</td>
<td>Training in Human Rights Based Approach to Development Programming</td>
<td>Danish Institute of Human Rights</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Ekadu Francis</td>
<td>Germany</td>
<td>Training on data collection for the Women, Land and Corruption Project</td>
<td>Transparency International Secretariat</td>
</tr>
</tbody>
</table>
Thematic Area 4
Institutional and Organizational Development

4.1 Annual General meeting

The AGM is an accountability platform where TIU updates members about the implementation of its programmes. The members meet on an annual basis to review performance of the organization and strategize on how the organization will progress the following year.
4.2 Staff Development and Learning

The competencies of TIU staff have improved through a number of trainings undertaken by some staff. With financial assistance from Irish Aid, the Programmes Coordinator and Senior Finance Officer have been in position to pursue their Masters degree. We have also had a number of other staff who have taken personal initiatives to pursue further studies at their own cost.

4.3 Annual staff retreat

TIU staff together with the BOD held an end of year get together at Kampala Serena Hotel where staff were thanked for the good work done for the entire year and wished a prosperous 2016. Staff also exchanged gifts as a symbol of love towards each other.

4.4 TIU Human Resource

TI Uganda is committed to recruiting, retaining, developing and nurturing TI Uganda's workforce to ensure the highest levels of competence and commitment in meeting its challenges and organizational objectives.

Last year, TIU devoted greater attention to strengthening communication by recruiting a Communication/Information Officer in order to gather and share information efficiently and effectively to all our partners and stakeholders.

A program Assistant officer under the Extractive Industry Transparency was recruited to offer support and assistance to the Program officer Extractive Industry Transparency.

TIU in the previous year also recruited 5 staff to support ACFIM activities.

With financial assistance from Irish Aid, the Programmes Coordinator and Senior Finance Officer have been in position to pursue their Masters degree.
Board of Directors

Mr. Kayemba Patrick Gavamukulya
Chairperson

Mr. Kiwumulo Peter
Vice Chairperson

Mr. Waidha Moses
Gen. Secretary

Mr. Senyonjo Nicholas
Treasurer

Ms. Hannah Owot
Member

Ms. Doreen Ruta
Member

Ms. Muzaki Sarah
Member
TIU Human Resource

Peter Wandera
Executive Director

Nassanga Brenda
Finance Officer

Angelia Birungi
Program Assistant
Umeme Call Centre

Barbra Nambi HR
Administration Manager

Beatrice Ongode
Program Assistant
Extractives

Ben Odurkami
Administrative Assistant
Lira

Betty Etim
Program Officer Lira
Transparency International Uganda Annual Report 2015

Agoro Rose
Accountant
ACFIM

Henry Muguzi
ACFIM Coordinator

Nantamu Fiona
Administrative Assistant ACFIM

Nsbuga Wilfred
IT Manager ACFIM

Teresa LezcanoCadwallader
Program Officer ACFIM

Agoro Rose
Accountant ACFIM

Nulu Nabatanzi
Volunteer

Phiona Ongora
Program Assistant Lira

Steven Kabenge
Driver

Tom Elobu
Office Attendatnt

Kathleen Brophy
Programme Officer Extractives

Nabukeera Dorothy
2013-2015

Lian Phillip Haddad
2014-2015
Cross Cutting Activities

Media Advocacy

5.1 Talk shows

A total number of 19 interactive radio talk shows and live broadcasts were held in 2015 on various local radio stations namely; Link FM in Lyantonde, Buddu FM and Masaka FM in Masaka district, Radio Ssesse in Kalangala district, Shine FM in Oyam, Radio WA FM and QFM Lira district. In Kampala, TIU appeared on several T.V and radio stations including NTV, NBS, Impact and Innerman. Panelists often included; CAOs, RDCs, Local leaders, DHOs, Senior Assistant Secretary Accounts Assistants (ASAA), TIU Board members and staff, District Production and Marketing Committees (DPMOs), VACs, selected health workers and national partners. During these talk shows, listeners called in and asked questions which the panelists answered accordingly while others called in to express appreciation for the work TIU is doing in the respective districts. This increased awareness on the various activities entailed in the different projects. Over 5,210,000 were reached during these talkshows.
5.2 Press conferences

Several press conferences have been held to discuss a number of issues relating to the organizations during this press conference expressed dissatisfaction in the way MPs were always absent in Parliament without authorization from the Speaker. The CSOs through this press conference proposed among others that a registration/absence register, debating records of Parliament be published regularly to the electorate so as to hold their leaders accountable and also force MPs who absent themselves to forfeit their allowances.

This press conference was widely covered by a number of media houses and below are the links:


5.3 Social Media platforms

TIU uses a number of social media platforms to reach out to a wide range of people. TIU has a facebook page - Transparency International Uganda which has so far attracted 2,000 likes. The twitter account @TransparencyUga is also being used to share information with the populace. This has so far attracted 800 followers.
5.4 TIU Media appearance

1. http://www.observer.ug/viewpoint/letters/39493-your-mail-mwenda-is-misleading
5.5 Information, Education and Communication (IEC) materials

TIU recognizes the role played by IEC materials contributing towards people’s change of attitude and belief.

TIU was able to produce different materials like banners, T-shirts, posters, publications and stickers which were disseminated to a wide range of people including politicians at both national and local level, duty bearers, likeminded CSOs, Development Partners as well as media practitioners.

Following the dismissal of the infamous Pension Scam case by the Anti-Corruption Court for lack of evidence on 13/4/2015, TIU organized a joint press conference with Anti Corruption Coalition Uganda (ACCU) on 21st June 2015. The press conference drew participants from various media houses including NTV, UBC TV, URBAN TV, NBS TV, Star FM, Impact FM, Prime Radio, CBS FM, Super FM, Capital radio, Simba FM, The independent magazine, New Vision as well as Daily Monitor. In the call to action, the 2 organizations condemned the delay in reinstate the case by the DPP and also called upon the Ministry of Public Service to ensure that the standing orders are strictly adhered to.

On behalf of TIU, it is with great pleasure that I share with you the 2nd issue of the TIU Newsletter for the month of June.

We appreciate the feedback given to us regarding the first issue and would like to inform you that efforts are underway to ensure that we make this newsletter better.

We present to you a snapshot of activities implemented under the different projects in the month of June.

Enjoy your reading

Lilian Z. Senteza
Editorial
5.6 The Education sector review workshop

Following last year’s Education Sector Review theme: “Enhancing Governance and Management to Improve Sector Service Delivery”, MoESTS and Irish Aid in partnership with Transparency International - Uganda, set out to assess the current governance and management of sector institutions at all levels of service delivery; and to propose policies, standards, regulations and guidelines that need to be put in place to improve public accountability and transparency in delivering sector services.

In so doing, the assessment team relied on both primary and secondary data in preparing this report. The primary information was collected from 3 (three districts) Kaliro, Mbale and Busia with reference to the best and worst performing primary, secondary and BETVET sub sectors.

The assessment focused on providing feedback to governance dimensions modified from the Research Triangle Institute (RTI) International; Partner Local Organizational Assessment (PLOCA) Tool that included: Vision and Mission Statements; Governance; Planning and Strategy Development; Leadership and Internal Collaboration; Learning and Innovation; Service Delivery; Human Resources; Finance and Administration; Collaboration and Networking; Resources and Sustainability.

TIU delivered the report during the 22nd Education sector annual review, in September 2015. Out of the 7 recommendations made by the report, the ministry of education adopted four.
Achievements, Challenges and Next Steps

6.1 Achievements

Strategic Collaborations
In all the interventions, TIU has worked closely with a number of key Government Accountability Ministries, Departments and Agencies (MDAs). These include PPDA, OAG, IG, DEI, Uganda Police, Anti Corruption Division of the High Court High Court, Ministry of Lands, Housing and Urban Development, Ministry of Energy and Mineral Development and a number of districts. These have been very instrumental in enabling TIU realize change in the work that the organization is undertaking.

Improved service delivery
Service delivery in the areas of operation especially in Health, Education and Production, has greatly improved due to TIU’s intervention.

6.2 Challenges and next steps

• High bureaucracy in government institutions and Local Government: Most of the government agencies and district local governments targeted presented delays in implementation of project activities due to bureaucratic processes which needed to be adhered to. This greatly affected implementation schedules of some of the projects. Nonetheless, with rescheduling and improving relations, this bottleneck had tended to reduce by project end.

• Fitting TIU activities into government calendar: TIU had to redesign and fit its programmes within the government calendar. This was more evidenced during the general elections of 2016 among other government activities. As a result the intended activities for implementation were affected and had to be rescheduled to a later date.

"TIU had to redesign and fit its programmes within the government calendar."
Pictorial
Mr. Kityo Sekamanya receiving a certificate after the training on Human Rights Based Approach to Development Programming.
### Income and Expenditure Statement

**Transparency International Uganda**  
Report and Financial Statements for the year ended December 31, 2015

**Statement of Comprehensive Income for the Year Ended December 31, 2015**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance B/F</td>
<td></td>
<td>317,242,204</td>
</tr>
<tr>
<td>Donor Income</td>
<td>8</td>
<td>2,414,928,072</td>
</tr>
<tr>
<td>Prior year Adjustments</td>
<td>9</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Funds available for the year</strong></td>
<td>2,732,170,276</td>
<td>1,846,087,111</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EXPENDITURE</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Costs</td>
<td>10</td>
<td>186,277,036</td>
</tr>
<tr>
<td>Operational Costs</td>
<td>11</td>
<td>1,058,000,279</td>
</tr>
<tr>
<td>Employment Costs</td>
<td>12</td>
<td>722,070,173</td>
</tr>
<tr>
<td>Finance Costs</td>
<td>13</td>
<td>7,494,797</td>
</tr>
<tr>
<td><strong>Total Expenses for the year</strong></td>
<td>1,973,842,285</td>
<td>1,528,844,907</td>
</tr>
<tr>
<td>Fund Balance</td>
<td></td>
<td>758,327,991</td>
</tr>
<tr>
<td></td>
<td></td>
<td>317,242,204</td>
</tr>
</tbody>
</table>
## Transparency International Uganda

**Report and Financial Statements for the year ended December 31, 2015**

### STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2015

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>53,876,334</td>
<td>36,842,703</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sundry Debtors &amp; Prepayments</td>
<td>234,679,336</td>
<td>76,093,876</td>
</tr>
<tr>
<td>Cash at Bank</td>
<td>606,222,055</td>
<td>254,079,828</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>840,901,391</td>
<td>330,173,704</td>
</tr>
</tbody>
</table>

### ACCUMULATED FUNDS AND LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financed by:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unspent balances</td>
<td>758,327,991</td>
<td>317,242,204</td>
</tr>
<tr>
<td>Capital Funds</td>
<td>53,876,334</td>
<td>36,842,703</td>
</tr>
<tr>
<td><strong>TOTAL ACCUMULATED FUNDS AND LIABILITIES</strong></td>
<td>817,369,325</td>
<td>354,084,907</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accruals</td>
<td>82,573,400</td>
<td>12,931,500</td>
</tr>
<tr>
<td></td>
<td>136,449,734</td>
<td>49,774,203</td>
</tr>
<tr>
<td><strong>TOTAL ACCUMULATED FUNDS AND LIABILITIES</strong></td>
<td>894,777,725</td>
<td>367,016,407</td>
</tr>
</tbody>
</table>

The financial statements above were approved by the Board of Transparency International Uganda on 18/05/2016 and signed on its behalf by:-

- **Chairman**
- **Treasurer**
- **Board Secretary**