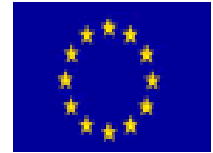




## Civil Society Capacity Building Programme Grant Closure Report



### 1 Grantee Identification Information

**Name of Grantee: Transparency International Uganda**

**1.2 Title of the Project: Corruption and Good Governance in Local Governments: Empowering Communities for Pro Active Action in Kyotera County, Rakai District.**

### 1.3 Contract Information

I	Cluster	Five
II	Contract Number:	C5/A29/2005
III	Contract Signing Date	29 <sup>th</sup> August, 2006
IV	Contract Closing Date	28 <sup>th</sup> June, 2008
V	Grant Contract Amount	174,856,800

### 1.4 Project Officers in Charge:

	Name	Title	Contact (Phone & Email)
1	Mr. Lugolobi Robert	The Executive Director	Mobile: 0772 430043
			Landline : 0414 255836
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2	Ms. Aletiru Diana Bibian	Ass. Research and Communications Officer	Mobile: 0712 482702
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3	Ms. Nambi Barbara	Administrative/Accounting Officer	Mobile: 0712 482702
			Landline : 0414 255836
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### 1.5 Name and Signature of Organisation Leaders

Title	Name	Signature & Date
The Executive Director	Mr. Lugolobi Robert	Signature:
		Date:
Board Chairperson	Mr. Egaddu George William	Signature:
		Date:

**1.6 Intermediary Organisation/ Person : I)** First: Mr. Peter Mugagga of African Network for Prevention and Protection against Child Abuse and Neglect

II) Second: \_\_\_\_\_ III) Current: \_\_\_\_\_

**1.7 Name and Signature of the Intermediary Organisation Contact Person / Intermediary Person**

Name: Mr. Peter Mugagga    Designation: Program Officer

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Part 1: Programme Report

### 2 Summary of the Report

#### 2.1 General Information

2.1.1	Date of receipt of first disbursement	September 8 <sup>th</sup> 2006
2.1.2	Date and Brief Summary of official programme launch <i>(Give a brief summary of when the project launch was done, where it took place, estimated number of people who attended)</i>	<b>Project Launch and Anti-Corruption Week activities in 2006;</b> The project was launched on 3 <sup>rd</sup> November 2006 at Kyotera Town Council Rakai District and about 450 people attended this launch that was presided over by the LCV Chairperson Mr. Vincent Semakula, and attended by senior government officials of Rakai district and central government like the police etc, the media and ANPPCAN the intermediary organisation, religious leader, civil society among others.
2.1.3	Date of actual start of implementation	Implementation of the project started on 2 <sup>nd</sup> October 2006 when the TI Uganda Board chairman signed a contract with the consultant contracted to carry out the baseline survey.
2.1.4	Date of receipt of last disbursement	13 <sup>th</sup> May, 2008
2.1.5	Date of official project closure event and accountability to the beneficiaries.	The project was officially closed on Friday 27 <sup>th</sup> June 2008. The closure ceremony was presided over by the Vice Chairperson Rakai District Local Council. Voluntary Accountability Committees (VAC) members presented a resolution to transform the committee into a civil society organisation which they named Rakai Anti-corruption coalition in order to continue monitoring local community development projects under government programs and keep the struggle against corruption in the area alive. In the memorandum they requested assistance from TI Uganda and the European Union Civil Society Capacity Building Program to continue supporting their struggle for better service delivery and value for money for all development projects in their area (their memo is attached).
2.1.6	Geographical coverage / areas of implementation {District and Sub County (ies)}	The project covered Kyotera County which is located in Rakai district i.e. the entire eight (8) Sub Counties that make up Kyotera County which include; Kyotera and Kalisizo Town Councils, Kasaali, Kabira, Kirumba, Lwankoni, Kalisizo and Nabigasa Sub-counties.

<b>2.1.7 Number of Quarterly Progress Reports Submitted</b>				
	Quarterly/ Periodic Reports Submitted	Date	Received Feed Back From IO (Yes / No)	Received Feed Back From PMU(Yes/No)
1	29 <sup>th</sup> August 2006 - 30 <sup>th</sup> November 2006	12 <sup>th</sup> Dec. 2006	Yes	No
2	1 <sup>st</sup> January 2007 – 30 <sup>th</sup> March 2007	15 <sup>th</sup> April 2007	Yes	No
3	1 <sup>st</sup> April 2007 – 30 <sup>th</sup> June 2007	9 <sup>th</sup> July 2007	Yes	No
4	1 <sup>st</sup> July 2007 – 30 <sup>th</sup> September 2007	8 <sup>th</sup> November 2007	Yes	No
5	1 <sup>st</sup> October 2007 – 30 <sup>th</sup> December 2007	7 <sup>th</sup> January 2008	Yes on 14 <sup>th</sup> January 2008	No
6	1 <sup>st</sup> January 2008 – 30 <sup>th</sup> March 2008	17 <sup>th</sup> April 2008	No	Yes
7				

## **2.2 Summary of Programme Expenditure by Category:**

	<b>Budget Category</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>% of Total Expenditure</b>
2.2.1	Administration	40,218,474	35,605,213	4,613,261	89%
2.2.2	Investment	8,407,700	7,956,000	451,700	95%
2.2.3	Programme activities	118,730,626	101,346,950	17,383,676	85%
2.2.4	Monitoring and Evaluation	7,000,000	1,071,300	5,928,700	15.3%
	Overall total	174,356,800	145,979,463	28,377,337	84%

### **2.3 Major Achievements Realised as a Result of Being Part of the Civil Society Capacity Building Programme (CSCBP)**

*Please describe the achievement the organisation has realised because of being part of the CSCBP. These should be achievements not necessarily as a result of the direct project support by the CSCBP, but achieved either because of the implementation modalities, opportunities or environment created by the Programme*

The capacity of TI Uganda staff has been built in various fields to include;

- ***Proposal writing and development***

TI Uganda staff participated in the EU capacity building training in proposal writing and development as a result TI Uganda scored 74% and consequently our proposal was successful thus attracted funding.

- The training also resulted into TI Uganda designing a good project proposal which was submitted to Helwett Foundation. The proposal was approved by the foundation resulting into a 3 year project entitled; Education Watch Project.

- ***Advocacy and lobbying***

Two TI Uganda staff participated in the EU CSCBP Advocacy training and since then our advocacy capacity improved resulting in inclusion of advocacy campaigns in the TI Uganda five year strategic plan of 2008-2012.

- ***Resource mobilisation.*** Two TI Uganda staff members attended training in resource mobilisation that was organised by PMU. The skills acquired by the staff have greatly benefited the organisation to improve its funding prospects and sustainability.

- ***Project implementation and monitoring;*** Two of our staff members attended training in Project implementation and monitoring organised by IO that was facilitated by PMU as a result there has been remarkable improvement in this area the skills acquired have been transferred to other projects. The skills attained were used to develop project monitoring tools which were used in monitoring the project

- ***Capacity building workshop on report writing.*** One TI Uganda staff attended training on report writing and the skills attained have resulted into production of better reports. She is also passing on the skills attained to other staff members.

- ***Financial accounting;*** One TI Uganda staff attended training in financial accounting organised by PMU. The skills acquired greatly improved the quality of the accountabilities TI Uganda submitted to PMU as exhibited by the fact that we have never received any query or complaint in respect to our accountabilities submitted implying that we have been compliant.

- ***Organisational Capacity Assessment skills;*** five members from TI Uganda attended the training in Organisational Capacity Assessment i.e. three staff members, one board member and one beneficiary from Kisoro District attended the course that was organised by IO. The skills attained helped the organisation to reorganise it self resulting into recruitment of a new Executive Director, review of the 5 year strategic plan and improved effectiveness of the board

- Production and distribution of a booklet entitled “Tackling Corruption” a hand book for anti-corruption activists in Uganda. The booklet has been appreciated by the public and more specifically the activists. The comments/feedback is that the booklet is very informative and user friendly.
- As the project was winding up the VAC members who were concerned about sustainability of the project came up and idea to transform the committee into a Civil Society organisation and they resolved to call it Rakai Anti-corruption Coalition. They are in process of registering with the district, the National NGO Board and thereafter with The Anti Corruption Coalition of Uganda (ACCU)

## **2.4 Project Sustainability**

### **2.4.1 Institutional Sustainability**

*Describe with evidence, the progress made to ensure sustainability of the project interventions at the institutional or organisational level. What measures have are in place to ensure that management systems and structures are maintained and developed further?*

Kyotera VAC members who were concerned of sustainability came up and idea to transform the committee into a Civil Society organisation and they resolved to call it Rakai Anti-corruption Coalition. They are in process of registering with the district, the National NGO Board and thereafter with The Anti Corruption Coalition of Uganda (ACCU). This shall keep the anti corruption fire burning in the district.

### **2.4.2 Implementation Level**

*Describe with evidence the measure taken to ensure that the beneficiary communities are empowered to meet their obligations and demand for their rights, or advocate for their needs and take personal or collective responsibility to continue getting the services that were being provided by the project. What measures are in place to ensure that the project interventions are carried forward?*

TI Uganda created structures like the Voluntary Accountability Committees (VACs) at each sub county in the project area and trained members in different skills; to monitoring, detecting and how and where to report corruption cases identified in all the development projects. The VACs after acquiring the said skills, felt competent enough to continue with the anti corruption activities in the project area, formed an anti corruption coalition (Rakai Anti Corruption Coalition) with all the VACs registering as pioneer members to keep the pressure.

TI Uganda also trained investigative journalists with the aim of deepening journalists understanding of the media’s oversight function in the development process and in particular, the government issues, they were equipped with skills and techniques in monitoring, detecting corruption for investigation, and exposing the incidences of corruption. The journalists were made to understand the criminal liability issues relating to investigative journalism and how to mitigate them. These journalists have used the skills to unearth corruption scandals in the area and beyond. Through this training they have become allies to the anti corruption movement.

The project has empowered communities to hold their leaders accountable. Leaders have realised that people are aware of their rights and responsibilities what is right and how it's to be done and that has made them change their work methods. The local communities at the sub-county level now know that government development programs are meant for them and belong to them. Consequently, they have started monitoring and identifying anomalies in the projects and raising complaints with local leaders for intervention and hence a sense of ownership has been instilled. With the help of the newly borne Rakai Anti Corruption Coalition, it is hoped that the anti corruption candle in Kyotera County and Rakai district at large will keep burning for ever and yield the desired results.

### 3 Summary of Progress and Achievements Made During the Programme Implementation (Outputs and outcome) of activities

Under this section, please report for each programme component, what was planned as an output or result, what have you done during the grant period (progress), and what has happened, or changed or what has been the benefit as a result of the progress made (Outcome). Even when there is progress registered, please report that no progress was made and state reasons why. Please note there is no limit on the outputs and outcome for you to report on

	<b>Output</b> <i>What outputs or results did you plan to achieve under each programme component?</i>	<b>Progress</b> <i>What have you done and achieved, given what you planned to do?</i>	<b>Outcome</b> <i>What has changed? What are the benefit arising out of the progress you made? This must answer the so what question</i>	<b>Comments/ Remarks</b>
<b>3.1</b>	<b>Institutional Development</b> <i>Organisational structures and systems strengthen and Operationalised in order for the grantee to become effective, efficient, credible and viable organisation by June 2008</i> <b>Objective:</b> Strengthening TI Uganda and systems so that they are able to operationalise them by June 2007			
	Participate in the PMU/IO (ANNPCAN) Capacity Building activities	TI Uganda participated in all the planned PMU/IO Capacity building programs which included; reviews, trainings in proposal writing, advocacy, assessments activities, Organisational Capacity Assessment (OCA) one and OCA two, Resource mobilisation, Grantee forums, Project Monitoring and Evaluation, Financial accounting, report writing skills among others.	The trainings built our capacity of our staff and that has resulted into better performance at the individual and organisational levels	The trainings carried out were very relevant and lots of useful information passed on to the participants but required a bit of more time to maximize their impact.
	Functional and effective Boards attained by April 2008 Effective refers to ( <i>Being Independent, Policy formulation, fund raising &amp; oversight</i> ) Functional refers to: <i>Regular meetings,</i>	The board has been meeting regularly i.e. four times a year and annual general meetings have been on schedule as recommended by TI Uganda Constitution. These were possible with funding from the project. Out of such	TI Uganda management has improved as a result of improved effectiveness of the board.	Regular meeting of the board has greatly improved management of the organisation.

	<i>representative, defined roles and regulations adherence to stipulated separation of duties</i>	meetings the board managed to make various strategic, operational decisions and policies.		
	Organise staff Planning and Review meetings	Staff have regular (weekly) meetings most of which is for planning and review purposes.	TI Uganda performance has improved as a result of these regular meetings.  Staff performance in terms of output is assessed and management decision making process is more effective and easy.	Thanks to IO and PMU for the capacity building activities especially the first OCA exercise.
	Funding base increased by 20% from 2006 to 2008	TI Uganda received UGS. Ug.Shs.184, 788,925 thereby increasing the funding base from 373,000,000 to Ug.Shs.557, 788,925 at the end of June 2008. Leading to 67% increase surpassing the 20%	TI Uganda has been able to run more programs as a result of the increased funds.	More funds are expected as we plan to have more projects.
	Adherence to documented accounting manuals and systems attained by February 2008. (Accounting manuals & systems must meet the minimum standards as stipulated in the Grantee accounting manual)	Adhered to both the organisation and grantee accounting manuals. As we live in a changing world, TI Uganda is in process of modifying its financial and accounting manual to suite new challenges. The new draft is pending board approval.	TI Uganda managed to account for the funds advanced to the organisation without attracting an audit queries from IO or PMU	TI Uganda is grateful to the IO and PMU for the technical assistance extended to us throughout the project period which enabled us to account for the funds that were advanced to us
<b>3.2</b>	<b>Empowerment</b>			

	<b>Objective:</b> <i>To build the capacity of grantee to empower vulnerable communities to actively and effectively participate in resource planning and monitoring of programmes affecting them.</i>			
	At least 2 community based monitoring and evaluation meetings carried out in 1 sub county in a year	TI Uganda conducted four M&E community based meetings in the eight operational areas i.e. Kabira, Kalisizo, Lwankoni, Kasaali, Nabigasa, Kirumba sub- counties, Kalisizo and Kyotera Town Councils. We used group discussions to evaluate the effect of the project on the local communities in the target area.	The views and recommendations expressed by respondents during these meetings were documented and used to address identified loopholes for better results	We managed to interact with members of the community and the dialogue with the beneficiaries helped us extract their feelings and perception about the project.
	Documented decisions during community based monitoring meetings at sub county level	Suggestions and recommendations raised during monitoring meetings were documented and included in monitoring reports and used in decision making process.	The information generated was used to make appropriate operational decisions that helped us to keep the project on track	M&E meetings helped us to make adjustments in the implementation strategies in order to achieve the set objectives
<b>3.3</b>	<b>Advocacy</b> <b>Objective:</b> <i>To strengthen the capacity of grantee to effectively influence policies and issues that affects the poor.</i>			
	Advocacy Strategy and plan developed by Dec 2007	The five year strategic plan (2006-2010) that was developed in 2006 has been reviewed to incorporate new ideas, advocacy strategies and to cater for comments from key stakeholders.	The revised version of our strategic plan has been submitted to our stakeholders and we expect to attract their interest and funding of the proposed programmes	The experience received from implementing this project featured prominently in our strategic plan
	Documented processes,	The processes, and campaigns are	The positive experiences	Project implementing was

	experiences and results of the advocacy campaign carried out by the organisation as part of the advocacy plan.	well documented in on quarterly annual and activity reports	gained shall be used in designing and implanting other projects.	quite successful and experience gained shall improve our general performance.
	5 standards for improvement in addition to the 32 minimum attained by December 2007 for NGO certification	TI Uganda has attained 29 out of the 32 set QuAM standards three of them were not applicable to our organisation We have also attained 12 performance improvement standards but still need more of these improvement standards attained.		
<b>3.4</b>	<b>Appropriate service delivery</b> <i>Report on all objectives under the programme proposal on service delivery and also as in the M&amp;E Framework</i>			
	<b>Objective 1</b> Communities in Kyotera county actively monitoring, detecting, investigating and reporting corruption in local governments			
	Conduct a baseline and Poverty Action Fund survey.	Baseline survey conducted and a random sample of 144 persons was selected as sample informants.	-The nature, magnitude and severity of corruption in the target area and possible causes revealed - Awareness of the community members and their leaders about the problem of corruption in the district examined -Initiatives by leaders, the community and other anticorruption actors to eradicate corruption identified - The capacity of the people in the target area to participate in curbing corruption assessed and documented.	The baseline survey revealed useful information which we used to tailor project activities to suite the identified needs as revealed by the baseline survey

			-The disbursement and utilization of PAF funds in project areas documented.	
	Launching the project	The project was launched by <b>the LCV chairperson of Rakai district Mr. Semakula Vincent</b> on 3 <sup>rd</sup> November, 2006. The launch was attended by about 450 people which included district political and civil leaders, religious leaders, business community among others	The launch was used to inform the public about the objectives of the project and also to solicit political support for the project as evidenced by the fact that the project was launched by the district chairperson. The presence of central government officials working in the area e.g. Rakai District Police Commander (DPC) instilled confidence of the community in the project which eased its implementation. This resulted into a community has been able to use the information they received during the launch from the district leaders like LCV chairperson to fight against corruption in Kyotera e.g. the vice chairperson LC1 for Mutukula South cell Mrs. Annet Mbidde refused to give a bribe of 50,000/= to the police in order to release her son on bond quoting the DPC's speeches at the launch and other TI Uganda anti corruption activities and messages. She threatened to call the DPC to inquire if it was right for her to pay the money before releasing her son. The police officer who was demanding a bribe gave up and released her son without receiving any bribe from her.	The launch activity brought to the attention of the stakeholders, the need for collective effort in the fight against corruption through drama performances; it created an understanding on the manifestation and the roles of citizens in the fight against corruption. The participation of the district, county and sub county leaders renewed the call for action against corruption among the people of Kyotera county and generated wide publicity for TI Uganda and the European union as the key actors in the campaign to build democracy, inculcate values and principles of transparency and accountability.

	<p>Organising six (6) sensitization seminars have been</p>	<p>Six anti-corruption sensitization workshops were conducted. They targeted different stakeholders in the fight against corruption which included; county and sub county leaders, NGOs and CBOs, police, opinion leaders in local communities, religious leaders, teachers, schools Management committees for varied anti corruption messages i.e. Anatomy of corruption, Existing anti corruption laws and policies, the roles of the different stakeholders in the fight against corruption e.g. IGG, Police, the media, civil society and how the evil can be eradicated, even by the local communities or an individual. Over 350 people have been reached instead of the targeted 140 community leaders</p>	<p>The community leaders became vigilant in the fight against corruption in their areas of work for example;</p> <ul style="list-style-type: none"> <li>In 2005, Kyotera town council faulted in procurement procedures while tendering out services for management of taxi/bus park and the council misused its power to extend the contract for management of the park for three years contrary to the public procurement and disposal of assets. This illegal resolution was endorsed by the tender board, the town clerk and the council lawyer at the time. After the new council was constituted in local Government elections of 2006, anti corruption activists in the council brought the issues to light and the council unanimously resolved to terminate the contract. Subsequently, the contractor was instructed to handover to give way for tendering the park. The town clerk was instructed to write to the contractor. The contractor refused and sought a court order to retain the management and the council proceeded to court. Court ruled that the procedure used to award the contract by the former council was irregular and the court ordered MS Kasensero traders hand over management of the park back to the council. As a result of that decision, the revenue</li> </ul>	<p>The seminars brought to the attention of major stakeholders the need for collective efforts in the fight against corruption for improved welfare of the local communities and exposed the advantages the community would enjoy if corruption is dealt with i.e. increased local revenues, improved social service delivery and rule of law.</p>
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			<p>collected from the park nearly doubled i.e. increased from ug.sh.48 million to 84 million per year.</p> <ul style="list-style-type: none"> <li>• Some community leaders have put in place initiatives to fight corruption in their own offices. E.g. the DPC Rakai put in place mechanisms to check corruption in their local police station in Kalisizo by demanding that all file of detainees applying for police bond should pass through his desk for perusals to ensure that the right people who deserve to be granted bonds get them and to avoid release of criminals by his juniors through backdoors particularly as a result of being bribed.</li> <li>• Voluntary Accountability Committees were formed in order for People to have collective voice against corruption. These committees have been instrumental in unearthing corruption scandals in the area and members have been participating in monitoring of public projects in order to have value for money and better/improved service delivery. They work as flag bearers and whistle blowers against corruption tendencies</li> <li>• In early 2006, the Ministry of Water and Sewerage Corporation donated pipes to Kyotera town council (IN KIND) when the</li> </ul>	
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			<p>pipes were delivered to the Town council offices, the acting town clerk and the town council Health inspector put a claim that they had bought the pipes at UShs.9million. They requested and received the said money as reimbursement. After our sensitization, one of the participants tipped off the county Chairperson about the said corruption scandal who alerted the town council administration which took the matter to Regional CID office located in Masaka where the case is being handled.</p>	
	<p>One mobilization skills workshop for voluntary accountability communities</p>	<p>One mobilisation Skills Workshop for VACs was conducted to equip members with skills on how to identify incidences of corruption, prepare petitions, and how to work as a team such that no person is singled out as a risk management strategy.</p>	<p>VACs have managed to identify and expose incidences of corruption in their localities. They have been able to file petitions and complaints to various authorities as a result of that training. For example, VAC members of Kirumba sub-county identified shoddy workmanship as the reason to why a community toilet that was being constructed at Kakobogo collapsed; they notified other VACs of the other sub-counties, the intended beneficiaries and the local councillors. They together petitioned the district administration about the problem which intervened.</p>	<p>VAC members have well played the work of watch dog in the district. The fact that they have resolved to continue with this noble cause is very encouraging.</p>
	<p>Conducting four monitoring visits.</p>	<p>Four monitoring visits were conducted. One of them targeted civil society organizations working on governance issues to acquaint our selves with their activities</p>	<p>Monitoring visit helped us to assess the impact of the project in respect to its set objectives, mobilise the community to engage in the fight against corruption as well as a feed back on the progress to help us make appropriate adjustments to keep the project on course. In all the visits and our interaction with the</p>	<p>There was good response on the part of the community but the major challenge was access to information. The issue of displaying public</p>

	<p>and identify areas of cooperation. Findings of the baseline survey were shared with them.</p> <p>The other three were monitoring visits which entailed administering survey questionnaires to selected respondents. We also conducted community meetings in all the eight (8) sub-counties and participants in each meeting comprised of government civil servants, political leaders like councillors, the civil society, local people and the business community. From these meetings, participants resolved to fight corruption in all its manifestations. In all about 300 people were reached during the visits and community meetings.</p>	<p>community one thing was evident; the people are willing to join the struggle against corruption but they need information and basic skills on how to do it, for example;</p> <p>The community of Kalisizo sub-county raised an issue where some leaders through their brief case companies bid and were awarded tenders and when there is an anomaly in the work done, say shoddy work, such contractors are hardly traced to rectify them leading to un mitigated loss.</p> <p>The members further urged the district contracts committees to always publicize all contracts awarded by displaying the names of the contractors on public notice boards at the district and sub-county headquarters for easy monitoring of the activities by the public/beneficiaries.</p>	<p>information on public notice boards and access to information in general terms, and involvement of stakeholders/beneficiaries are very critical and fundamental in the fight against corruption.</p>
<b>Objective 2: Advocate for transparency and accountability in the implementation of Local Government Development Programmes</b>			
Conducting anti-corruption drama performances as method of	Conducted 16 anti corruption drama performances in all the intended sub-counties. These performances attracted very many people.	It's estimated that over 5000 people were reached through these drama performances and the indented message was effectively passed to the intend recipients. As a result, the community became more equipped and vigilant and started taking pro active	The way forward in the fight against corruption is mobilisation of the masses to join the struggle such that every citizen is

	<p>passing anti-corruption messages to the intended recipients.</p>		<p>actions against corruption in their areas especially by monitoring development programs meant for their communities. For example; Ms. Mukantabana Allen of Kabira sub-county stated that; concerned members of her community tipped her about the matter where it was alleged that the contractors that had been awarded contract to fill road head-hole in one of the roads in Kabira Sub-county had worked on the road without using cement as required in the bills of quantities yet they were supposed to and they had not picked the cement from her store. She went to the site to verify the information and found it to be true The following morning these fraudulent contractors came to her to pick cement pretending that they were going to use it on the road not knowing that she has already been tipped about their trick. She insisted to go with them to the site and watch them when using the cement. She found out that the contractors had already covered the road head-hole and she refused to release the cement and she reported the case to the councillors for appropriate action. The cement was saved by the vigilance of the community.</p>	<p>concerned about how public resources are utilised. Collective efforts in the fight against corruption shall achieve the desired milestone in this struggle. Drama is one of the most appropriate tool/method of passing anti-corruption messages to the communities they enjoy the performance but also swiftly pick the intended message.</p>
	<p>Production IEC materials used for sensitizing and educate the target groups about corruption.</p>	<p>Produced of IEC materials were produced i.e. -5000 anti corruption handbooks titled 'Tackling corruption' been produced through these materials about 5000. -1000 Newsletters were</p>	<p>These materials proved to be effective in dissemination of the intended anti-corruption messages especially the booklet on tackling corruption. The feed back we have received from the people who have read the booklet has been encouraging; the content of the book has been appreciated a great deal. For example, Rt. Rev. John Baptist Kaggwa the bishop of Masaka diocese sent a</p>	<p>Only 900 out of 2800 T-shirts were produced because the item was under budgeted. The fliers were not produced because the information that would be on the fliers already existed</p>

		<p>produced and distributed.</p> <ul style="list-style-type: none"> <li>- 900 project T-shirt have been produced and all distributed</li> <li>- 1000 posters were produced and distributed to the communities and 1000.</li> <li>- 4 banners were produced.</li> </ul>	<p>message through Fr. John Francis Mutebi of Matala parish in Kalisizo, also a TI Uganda VAC member, appreciating the content of the booklet and argued other members of the clergy to incorporate the morals enlisted in the handbook to the community during their sermons and he requested for more copies so that more church leaders could access them.</p> <p>Due to high demand we have printed more copies of the booklet but new version has been enriched with the relevant laws and Acts e.g. The Inspectorate of Government Act 2002, The leadership Act 2002, PPDA and Prevention of Corruption Act 1970. This was as a result of stake-holders plea to provide them with those Acts.</p>	<p>in TI Uganda's profile booklet by the time the EU CSCBP funds were approved. The funds were instead used to print more copies of the handbooks since the demand was much higher than anticipated.</p>
	<p>Conducted one business principles skills workshop for activity and all attended.</p>	<p>Conducted one business principle workshop that targeted the private sector in Kyotera county. Local district suppliers and contractors attended the workshop. Participants were sensitised about good business principles for countering bribery, as an essential tool which was developed by Transparency International to foster accountability in the manner business is conducted.</p>	<p>The business community expressed high desire to engage in fair competition for tenders free of corruption because it's in their interest to eradicate corruption in public tendering/procurement. They pledged to be more accountable and not to offer bribes to win tenders they actually deserve.</p> <p>The business community was also made to understand that if only they (the bidders) all refused to offer bribes to any body, the persons involved in the award of contracts would have no option but to choose the best bidder and this would greatly lower the cost of doing business and result into good quality</p>	<p>More of such sensitization workshops were needed for the business community to comprehend public procurement processes and the provision and channels through which they lodge complaints as provided by PPDA</p>

		The training workshop attracted 60 participants.	works and higher profit margin.	
	Conduct one pro-active budget and PAF monitoring skills training for VACs and sub-county leaders	Conducted one PAF monitoring workshop that was attended by 31 participants. Participants were given basic skills in monitoring public resources i.e. funds, human resources etc. Participants appreciated to know that its within their powers and responsibility to safe guard public resources disbursed to their area	Participants resolved to continue monitoring development programs in their area such as construction of roads, public buildings like health centres community toilets, schools among others. As a result, they have formed Civil Society organisation which they named; Rakai District Anti Corruption Coalition to continue the anti Corruption activities not only in the project area but widen the scope to cover the entire Rakai district.	The desire for VAC members to push forward the objective of the project even after its closure was a great achievement especially in respect to sustainability. There is however a need for TI Uganda to nurture the new CSO to make it go through the formation stage and help it get to maturity which require all kinds of assistance
	Organise 3 radio talk shows to sensitize and increase awareness on corruption, its negative effects and highlight how the community can get involved in its eradication.	Originally eight radio talk shows had been planned but the number was reduced to three because the item had been under budgeted. The three talk shows were staged on radio Buddu which is a local radio with local listenership on top of covering the entire project area and beyond. The shows featured TI Uganda officials, public servants like the District Police Commander and Inspectorate of	The local communities were sensitized and empowered to identify and report incidences of corruption in their localities e.g. the DPC of Rakai district said that for nearly two years the police in the area had not recorded any corruption case from the public but few months after he facilitated at the TI Uganda work shop and radio talk-show telling the participants and audience about the role of the police in the fight against corruption, his office had been frequented by the people of Kyotera to report or seek clarification about suspected malpractices by their leaders and other police officers.	Radio talk shows have become very effective in dissemination of information as masses are reached which would not be the case with a workshop or seminar. The selected resource persons e.g. DPC, IGG officials and District Health Inspector to tackle the topics on corruption in the police and health sector

		Government and other government officials who delivered very relevant and current information about the subject matter		respectively. Their participation created a great impact and attracted maximum participation from the public. The shows were also boosted by the fact that they were facilitated in the local/native language.
	Erect and maintain public notice boards in all the sub-county headquarters in the project area for information dissemination	The planned notice were not erected because it was established that all sub-county headquarters already had notice boards where they displayed the similar information to what TI Uganda wanted to display so erecting the notice boards would not make economic sense instead TI Uganda encouraged the community to visit the existing notice-boards to extract the required information for the purposes of monitoring their development programmes.	We only encouraged the community to regularly visit these notice boards to extract data and use it for monitoring. Local leaders were requested to always display the information for the public consumption as required by various regulations.	The money budgeted for the activity was reallocated to print more anti corruption handbooks which was on higher demand than TI Uganda expected.
	Organise one-week regional workshop on investigative	The regional workshop that was organized from 17-22 June, 2007 and attended by 18 Journalists from South Buganda	The training deepened the journalists understanding of the media's oversight function in the development process.	There tangible benefits from the training as demonstrated by increased quantitative and qualitative

	journalism	region.	<p>They were equipped with skills and techniques to monitor, detect corruption, carry out preliminary investigation, and expose the incidences of corruption in the region in the press.</p> <p>They were exposed to criminal liability and how they can be mitigated. For example, they were urged to work as a team in exposing corruption cases and hid the identities of their informants not to expose them to danger.</p> <p>Since that training journalists in the area have tried to shift from reporting direct news stories i.e. comments of news makers at functions to act as watchdogs to sniff the acts of corruption, investigate further before reporting. E.g. the story of the LCV chairperson in which he helped his own children to get appointed as District environment officer and the other as sub county chief contrary to the rules and regulations governing public services recruitment procedures Journalists also investigated and reported the issue of fraudulent award of the Kyotera taxi park to Kasensero Traders by the former Kyotera Town council which attracted intervention from local authorities to reverse the decision.</p> <p>The Journalists now have the courage to identify and report corruption cases without the fear for example, their President Mr. Isaac Mugeru (one of the trained investigative journalists) told their quests of honour Hon. Sam Kutesa the minister of Foreign Affairs and</p>	<p>coverage of corruption by the local media which can be partly attributed to the training among other things. Such refresher courses are very vital if we are to keep the fire burning most especially for the sustainability of anti corruption struggle in the area.</p>
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			the district leaders who attended their swearing function; that had received a vital training in investigative journalism and they had resolved to exercise their oversight role to crack down corruption in the region to minimum its levels without fear or favour. He urged the leaders to desist from such acts if they did not want to be exposed in the media.	

#### **4. Advocacy issues addressed by your organisation**

##### **4.1 What are the advocacy issues that were tackled by the organisation?**

*Describe the advocacy initiatives and issue(s) that your organisation tackled during the grant period. Report on the advocacy events that took place, the advocacy process (how issues were identified, advocacy strategies used, the target groups etc), the achievements or results realised, what has changed as a result of the advocacy actions, challenges and recommendations.*

Used drama to advocate for better service delivery in the local government development programs, police, the health sector, the public service, the revenue authority and other government departments. The same drama was also intended to lobby the local community into active participation in the processes of planning, monitoring and evaluation of the community programs like water, roads, and construction of schools, health and other facilities.

TI Uganda used radio Buddu to lobby government to take action against the corrupt officials and each radio programs comprised representative of TI Uganda and the government department highlighted in the main topic of discussion.

TI Uganda launched the report of Oil Revenue and used the channel to lobby government to exercise transparency in all its dealings with the Oil Companies so that the populace can be part of the monitoring machinery right from the start.

Called media (NTV) to add views to support the comments of the IGG on the issues of corruption in the Judiciary

##### **4.2 Advocacy Issues Initiated by the Community**

*Describe advocacy issues (if any) that have been initiated by the communities as a result of the work of the grantee or arising from the community empowerment carried out by the grantee. Describe the process, and outcome of such advocacy initiatives*

#### **5. Project Management Major Challenges**

*Describe the project management specific issues and challenges your organisation faced during programme implementation, how they impacted on the programme, and how were these challenges dealt with? Such issues may include for example staffing and retention, asset management, functioning of the Board, etc. Please categorise the challenges such as:*

##### **Institutional/Implementation Arrangement Challenges**

- The rather very low literacy levels in the project area especially in the rural country side poses a big challenge to TI Uganda the majority of whose project staff are not conversant with the local language of the project area (Luganda). This meant that most handouts had to be produced in the local language, the handbook had to be translated and we had to get resource persons who could communicate in the local language. This will certainly push the project costs beyond the grant budget and deny the staff the opportunity to practice their skills as resource persons.

- Transport was a big challenge we had to rely on public transport which was very inefficient, inconveniencing and time consuming. It was extremely expensive to hire vehicles to access remote areas.

#### **Project Management Challenges**

- TI Uganda changed management during the project lifespan three times which greatly affected the capacity in terms of manpower. This challenge was finally overcome but when it had had its toll on the project time. This subsequently, culminated into unnecessary delays in field activities, though when we stabilised we compensated for the lost time.
- Project funds were released three months into the intended project period which disoriented us and such lost time could not easily be recovered. Finally it affected our implementation programme and it partly accounts for the huge amount of project funds which was not spent.

#### **Project Design Challenges**

- The implementation of the project entailed a very bureaucratic system and quite too many players i.e. the IO and PMU implying a long decision making process which was time consuming especially where there was a need to make re-allocation in the utilisation of funds. We had to take quite some time waiting for the authorisation and by that time everything would be at halt pending the decision by the PMU. Time lost in that manner affected the speed at which we executed planned activities.
- There was also an oversight where some activities were over budgeted while others were under-budgeted which complicated implementation of over activities. For example the regional workshop for investigative journalism was under budgeted which forced us to reduce the number of participants from 25 to 18 in order to fit in the budget.

#### **Political environment challenges**

- The issue of corruption is a sensitive one and a lot of caution had to be exercised in going about the project. We overcome the challenge by identifying key allies among them were the district leaders to ensure the project is supported politically by the area leadership not to be constrained in accessing the targeted audiences. During the official launch ceremony in October last year, WBS Television reporter profiled the launch as a flop in total contrast to reports by the UBC TV and the national newspapers, and the local electronic media houses. We later learnt that this was upon instructions by a district official whose identify was not disclosed. We overcame this challenge when the journalists in the region underwent a course on investigative journalism where we emphasised the issue of professional ethics. Participants appreciated their oversight role in the development process as watch dogs and opinion setters. This looked to have been achieved during the training as we didn't register any negative reporting during the implementation of the project after the training.

### **5.5 Any other (Specify)**

**5.6 In view of the above challenges, and based on the lessons learnt, if you were to design your own project again, how differently would you do it?**

**6 Lessons Learnt**

**6.1 Lessons Learnt on Institutional Development**

- There is need to open a field office and recruit a Field officer to man it right on the onset of the project early enough every where for effective mobilisation and project monitoring. This would give the organisation implementing the project the necessary presence in the project area resulting in better coordination of project activities, accessibility for consultation by those in need clarity on issues. Field offices are good for effective and efficient mobilisation of the community on top of guaranteeing visibility of the organisation.

**6.2 Lessons Learnt on Empowerment**

- Empowerment of the local communities is very vital especially in the fight against corruption because they are the beneficiaries and they are every where such that they can effectively supervise and oversee all the projects in their area if they are empowered with knowledge and skills to do so. A well informed, mobilised and vigilant community is the only answer in the struggle against corruption. More funds should be directed to equipping the masses with the information and the skills to participate in planning, budgeting, monitoring implementation of public projects in their respective areas. This calls for the communities to; know their rights, responsibilities, and obligations and get empowered to demand and use them to better their livelihood.

**6.3 Lessons Learnt on Advocacy**

- There is need to identify allies from among the District leadership through whom we can get a soft landing for the project and through whom the rest could be reached to appreciate the purpose of the project and give it both the administrative and political support. After securing the political support one need to penetrate to the masses. Advocacy workshops should be staged at village and parish levels if the project ideas are to sink and get accepted at grass root levels to win participation of the masses which is the vital power to promote and achieve the desired accountability and transparency in the management of public resources.
- Drama plays are crucial and effective in the anticorruption crusade and therefore, there is need to hire a drama group so that a wide range of the public is reached to expose corruption in government departments and other private
- There is also need to work closely with the trained journalists on local government issues so that through the media, the issues can be given a high profile.
- Radio talk shows are quite effective and efficient in dissemination of intended messages. The coverage is quite higher at relatively lower costs. More of such shows are very necessary to mobilise the community in any intended campaign.
- There is need to target and involve professionals in the fight against corruption in order to tap on their expertise.

#### **6.4 Lessons Learnt on Service Delivery**

#### **6.5 Lessons Learnt on Sustainability**

- Sustainability should be given the attention it deserves because it's vital and critical in the success or failure of any project. The ability for the community to push the project goals forward even after the project has wound up is the most critical measure of the success and failure of the project. Sustainability should therefore be the focus of any project from its start and be sustained throughout the project lifetime. There is no success where there is no sustainability.

#### **6.6 Lessons Learnt on Monitoring and Evaluations**

- Monitoring and evaluation should be a project life time activity. Monitoring and process evaluation should start on the onset of the project and be maintained throughout the project lifetime. Findings, conclusions and recommendations arrived at the monitoring and process evaluation should be adopted as fast as possible to make timely adjustments in order to keep the project on course.

#### **6.7 Lessons Learnt on PRMT**

#### **6.8 General Lessons Learnt**

### **7 Design of the Civil Society Capacity Building Programme**

*Please give your honest views on the design of the CSCBP, basing on the lessons learnt and implementation experience.*

#### **7.1 Describe the positive aspects of the programme design**

- It has checks and balances which are very important for accountability, transparency and to ensure value for money

#### **7.2 Describe the challenging (negative) aspects of the programme design**

- As mentioned earlier the biggest challenge was the bureaucracy which was too long we had to go through the IO to connect to the PMU so the inefficiency of one of the players would affect the entire project implementation process

#### **7.3 If you have to design the same programme, describe how differently it would be done to achieve maximum benefits.**

- I would eliminate the IO but maintain the PMU and make guidelines that are aimed at expedited decision making processes.
- Cater for external, regular and timely monitoring, review and process evaluation to ensure timely intervention to keep the project on track.
- Timely training and review of existing gaps as the project is being implemented in order to timely intervene by offering training programmes and remedial training sessions to cover the would be identified gaps.

#### **7.4 Give your comments on the effectiveness of the implementation arrangement of the programme in terms of the following:**

#### **7.4.1 Fund request and disbarments arrangements**

- The first instalment was disbursed three months into the project period which affected the project implementation schedule and caused delay in implementation of the same project activities.
- Frequent delays in release of funds also affected our performance especially where there was a need for re-allocation. This was partly due to the bureaucracy as we had to submit our request through the IO who would it to the PMU.

#### **7.4.2 Fund Accountability Arrangement**

- The accountability arrangement was so far the best compared to other past donors. First of all our finance officers were taken through the accounting procedures which helped them to understand how they are expected to account for the funds.
- The provision to submit quarterly accountability reports to PMU was a good arrangement because it would help us to have quarterly reviews which simplified accountability compared to if we were required to account at the end of the project or annually. It's a good control that if there is any fraud it's timely detected to mitigate the loss early enough.

#### **7.4.3 Quarterly Progress Reporting Arrangement**

- Quarterly Progress Reporting enabled us capture every event and outcome as they happened and also used to evaluate whether the implementation of the project was on schedule if not, make appropriate and timely adjustments to address the shortcomings identified. The only challenge was the requirement to submit the reports through the IO which usually slowed the would be speedy submission of our report to PMU to address the concerns therein in time given that the organisation (IO) was handling more than one project.

#### **7.4.4 Any Other (Please specify)**

### **8 Assessment of Performance**

*Please give your assessment of the performance of the different structures of CSCBP implementation, indicating the success and failure at each level:*

#### **8.1 Intermediary organisation**

8.1.1 What were the positive aspects or benefits of the intermediary organisation?

- The organisation mentored and trained us in many aspects such as, organisational capacity assessment, monitoring, report writing, evaluation and accountability.

8.1.2 What were the challenging aspects of the intermediary organisation?

- Much as the IO was very committed they were a bit overwhelmed by the fact that they had many grantees to supervise and had to divide the time between us which would some time lead to unnecessary delays in processing our reports as well us meeting our urgent and immediate needs. Such delays would some times force PMU to contact grantees to submit reports directly to them when reports would not be submitted in time from the IO.

- 8.1.3 What changes would you recommend in the intermediary organisation arrangement?
- I would suggest eliminating the IO and make guidelines that are aimed at quick and flexible decision making processes. If not, allocate one officer per project.
- 8.1.4 Describe how helpful the intermediary organisation was with regard to the following:
- I) Mentoring and coaching
- The IO mentored us by taking us through what we were supposed to do i.e. when and how, to ensure we grasp the skills and use them to achieve better results both during project implementation and monitoring.
- II) Provision of technical support
- On the part of financial management, the IO was available and always ready to offer necessary support which enabled us to account for project funds without attracting any audit query.
- III) Monitoring and evaluation
- The IO trained us in monitoring and evaluation and later organised review workshops to evaluate the impact of the projects. They further helped us to identify gaps and advised us on what to do in order to bridge the identified gaps which helped us a great deal.
- IV) Feed back on reports
- Feed back on reports would not be immediate and sometimes they would come too late when the comments therein have been overtaken by events rendering them irrelevant. Such delays would some times force us not to implement activities on schedule.
- V) Any other (specify)

## **8.2 Project Management Unit**

*Describe whether and how PMU was helpful or added value with regard to the following:*

- 8.2.1 Technical support and general project implementation
- PMU was helpful and did not leave the component of mentoring grantees to the IOs alone they too participated in our trainings. We benefitted a lot from their expertise and experience.
  - They were responsive and they would swiftly deal with any questions or request for assistance when raised by grantees. We are grateful for the high quality service and support they rendered to us.
- 8.2.2 Financial management and disbursement

- They too added value in terms of improving our capacity in regard to financial management. They trained our Finance and non finance staff to ensure each one gets to know his/her obligations when it comes to accounting for the funds as a result we did not get problems in regard to accountability due to their proactive approach.
  - However, as far as disbursements are concerned, the first instalment was disbursed three months into the project period which affected the project implementation schedule.
  - The delays in the disbursement subsequent instalments also led to further delays in project implementation.
- 8.2.3 Institutional development
- PMU initiated the Organisational Capacity Assessment (OCA) exercise. This helped us to assess our capacity as an organisation and identify our gaps which enabled us to successfully implement the project and boosted effectiveness of our board and the technical staff.
- 8.2.4 Empowerment
- The 9<sup>th</sup> EDF CSCBP had a lot of capacity building components right from proposal development to project implementation through monitoring and evaluation. Through various trainings our employees acquired critical skills which have not only boosted their individual performance but for the entire organisation as well. They have also managed to pass on the skills to other members of staff to have a multiplier effect.
- 8.2.5 Service delivery
- They offered good services and their timely intervention helped us to make timely adjustments
- 8.2.6 Monitoring and evaluation
- PMU participated in our training for monitoring and evaluation as facilitators and we benefited from their expertise and experience.
- 8.2.7 Grantee Forum
- PMU organised grantee forums where all grantees would come together to share experiences and those forums helped us to share experiences and skills. Through such forums members would share best experiences and use them to improve performance in their respective organisations.
- 8.2.8 Feed back on reports and issues raised by grantees
- PMU would swiftly and timely respond to issues raised seeking for clarity or guidance. The only loophole was that some times there would be delay at the intermediary organisation.
- 8.2.9 Comment on the PMU'S performance, management and methods of work, giving both the positive and challenging attributes
- Their method of work was good the few challenges as mentioned earlier involved delay in the release of funds especially the first instalments and to small extent the subsequent ones.

## 9 Promotion of the Visibility of the European Union

Describe the strategy used by the organisation to promote the visibility of the European Union

- TI Uganda has been keen in ensuring that it mentions at all its functions in the project area the source of funding for the project. This has however not been only in the speeches but the invitation letters to the targeted participants.
- TI Uganda's banners all have the European Logo with the words; "Project supported by the 9<sup>th</sup> EDF Civil Society Capacity Building Program of the European Union".
- All the information, Education and Communications materials that TI Uganda produced under the project have the European Union Logo and proclamation that the materials were made with funds from European Union. Such materials include;
  - The anti corruption handbook for anti corruption activists in Uganda entitled; "**Tackling Corruption**"
  - Anti Corruption posters
  - Quarterly news letters.
- The organisation also placed the European Union logo on the Sign post of the Project Field Office in Kyotera with the same message running as the funders of the project.
- We have ensured that all the equipment and furniture purchased with project funds bear the marks of TIU-CSCBP. Clearly indicating that the items were bought using funds from Civil Society Capacity Building Program of the EU.
- We invited programme manager CSCBP for the closure ceremony with the intention of promoting EU visibility in the project area though no representative showed up still we frequently mentioned that the project had been funded by EU. Subsequently, people appreciated the role European Union is playing in trying to improve their standard of living as demonstrated through funding such project which they mainly referred to as their saviour from the hands of corrupt leaders.

**10. Status of Monitoring Indicators for the Grantees from M&E Frame - For each indicator in the monitoring and evaluation framework, please provide the baseline and report on the status of the indicator**

	<b>Indicator</b>	<b>Baseline as of :</b>	<b>End of project status as of :</b>	<b>Remarks</b>
	<b>Institutional Development</b>			
10.1.1	34 of the 59 minimum QUAM standards for NGO certification attained by December 2007	29 minimum standards already in place plus 12 performance improvement standards	29 minimum standards and 12 performance improvement standards attained	The target had already been surpassed by the time of OCA. However, during OCA we suggested the attainment of five more performance improvement standards which have not yet been attained but we are in the process of doing so.
10.1.2	Functional and effective Boards attained by April 2008. Effective refers to ( <i>Being Independent, Policy formulation, fund raising &amp; oversight</i> ) Functional refers to: <i>Regular meetings, representative, defined roles and regulations adherence to stipulated separation of duties</i>	Prior to the commencement of the project the board meetings were not regular due to lack of quorum	The board has been meeting regularly as stipulated in TI Uganda Constitution. Out of such meeting management of TI Uganda has been streamlined.	Regular board meetings has been possible courtesy of funds from the project we are very grateful indeed
10.1.3	Funding base increased by 20% from 2006 to 2008	373,000,000 UGX realised in 2006	TI Uganda received UGS. Ug.Shs.184, 788,925 thereby increasing the funding base from 373,000,000 to Ug.Shs.557, 788,925 at the end of June 2008. Leading to 67% increase surpassing the 20%	TI Uganda has been able to run more programs as a result of the increased funds. We expect more as a result of improvement in quality of proposals and good internal controls.

10.1.4	Adherence to documented accounting manuals and systems attained by February 2008. (Accounting manuals & systems must meet the minimum standards as stipulated in the Grantee accounting manual)	Accounting Manual in place and Adhered to. Management has a revised version of accounting regulations which is about to be tabled to the board for consideration	TI Uganda financial management systems greatly improved during the project period trainings in financial management for both finance and non finance officers helped us to improve management of our financial records and accountability. The improvement has been demonstrated by the fact that throughout the project period we did not receive any audit query.	Accountability is quite critical and what we have learnt throughout the project time has helped us to build and adopt good practices which have already been adopted in our financial policies.
10.1.5	Adhere to the documented human resource manual and systems attained by December 2007 Human resource manual must meet the minimum standards spelt out in QUAM	Human Resource Manual available but not adequately meeting the standards spelt out in the QUAM	The manual was updated to make it up to date to meet the current challenges of human resources world over.	
<b>10.2</b>	<b>Empowerment</b>			
10.2.1	At least 2 community based monitoring and evaluation meetings carried out in 1 sub county in a year	No M& E meetings because trainings are yet to be conducted	TI Uganda conducted four M&E community based meetings in the eight operational areas i.e. Kabira, Kalisizo, Lwankoni, Kasaali, Nabigasa, Kirumba sub- counties, Kalisizo and Kyotera Town Councils. We used group discussions to evaluate the effect of the project on the local communities in the target area.	We managed to interact with members of the community and the dialogue with the beneficiaries helped us to get their feelings and perception about the project.
10.2.2	Documented decisions during community based monitoring meetings at sub county level	No documented decisions because no trainings and therefore meetings	The decisions and recommendations from these monitoring meetings were documented, analysed and we used them to make adjustments to keep the project on	The resolutions made during these community meetings at the different sub counties were similar and encouraged

		have been conducted. However, M& E activities are planned and budgeted for.	track.	us. They showed that the community was ready to take pro active actions against corruption even when the project is passed out.
<b>10.3</b>	<b>Advocacy</b>			
10.3.1	Advocacy Strategy and plan developed by Dec 2007	Advocacy strategy not properly documented. However Advocacy activities are planned and budgeted for	The five year strategic plan (2006-2010) was developed in 2006 and it's being reviewed to incorporate new ideas, advocacy strategies and comments of all the key stakeholders.	Experiences from the project helped us to review our strategic plan to come up with new version of 2008-2012.
10.3.2	Documented processes, experiences and results of the advocacy campaign carried out by the organisation as part of the advocacy plan.	Advocacy Strategy is in place.	Advocacy Strategy now in place as reflected in our advocacy activities that we indent to carry out in the five years. Details are in our new strategic plan for 2008-2012.	We learnt alot in the area of advocacy and experience has helped us to formulate an effective advocacy strategy.
<b>10.4</b>	<b>Appropriate service delivery ( Indicators are based on what is the M&amp;E framework for the proposal:</b> Contribute to the creation of civic responsiveness among the communities of Kyotera County to effectively participate in the promotion of transparency and accountability in the development process			
10.4.1	<b>Specific Objective 1:</b> Target people (adults above 18 years) in Kyotera County have the knowledge and skills to monitor and report corruption in development			
	50% of targeted adults above 18 years, disaggregated by gender able to mention at least 3 types	30% of adults in the target area able to mention at least 3	Impact Assessment survey was not carried out but monitoring visits revealed that 72.2% of the people interviewed were able to	We managed to surpass out target by 22.2% and the percentage increase from the

	of corruption by June 2008	types of corruption	mention at least 3 forms of corruption	baseline was 42.2%
	90% of the target adults in the project area are able to mention at least 5 causes and effects of corruption	Only 40% of adults in the target area know the causes and effects of corruption	The monitoring visits revealed that 88.9% of the adults interviewed were able to mention at least 5 causes and effects of corruption and this is expected to increase by June 2008.	We did not achieve the target because out of the sample selected to fill questionnaires during monitoring visits only 88.9 could manage to at least mention 5 causes and effects of corruption in the project area.
<b>10.4.3: Objective 2:</b> Target people (adults above 18 years ) are aware of their rights, duties and obligations to advocate for transparency and accountability in public life				
I)	85% of target people able to mention at least 2 rights to demand for transparency and accountability by June 2008	40% of target group are aware of their rights to demand for transparency and accountability	According to the monitoring visits,88.9% of the people interviewed were able to mention at least 2 rights enjoyed by citizens	We managed to surpass our target and the percentage increase in the number of those who could mention at least 2 rights and duties was by 48.9%
II)	85% of target people able to mention at least 2 duties and 2 obligations of citizens as far as corruption is concerned by June 2008	40% of target group able to mention at least 2 duties and 2 obligations of citizens as far as corruption is concerned	According to the monitoring visits 94.4% of the people reached were able to mention at least 2 duties and obligations of citizen in the fight against corruption	We managed to surpass our target by 9.4%

## **11 Local Government Perspective of the Implementation of the Project by the Grantee**

*The Local Government either at district or sub county level is requested to give their perspective of the implementation of the project by the grantee. If the grantee has grantee has implemented the project in more than one Sub County, the perspective should be given by the Chief Administrative Officer or his or her delegated District Officer. If the project was in being implemented in one Sub County, then the perspective should be given by the Sub County Chief or his /her assigned officer*

TI Uganda decided to photocopy and send this section to the District LC V Chairperson and the District Chief Administrative Officer but the time for the collection of their feedback the CAO was out of office for official duties so what is reported below are only the views of the District LC V Chairperson alone. His signed script is attached for verification.

### **11.1 Partnership between the grantee and the Local Government**

Please comment of the partnership and collaboration between the local government and the grantee.

- The collaboration was cordial, but frank. I assume that Transparency International have achieved their objectives in Kyotera County.

### **11.2 Contribution of the project**

What changes or improvements have been brought about in the community (in the area project areas) as results of the implementation of the project by the grantee?

- There is increased awareness among the community members about the various forms of corruption and the members of the public now appreciate their roles in fighting corruption.

### **11.3 What changes would you recommend in the implementation of the project?**

- The project should during its lifetime in the area help in identifying specific cases of corruption and tackle them in order to demonstrate to the people how corruption can be tackled. More importantly, it should roll out to all other counties.

## 12 Community Assessment of the Implementation of the Grantee Contract

### 12.1 How has the grantee promoted the participation of the community in planning, implementation and monitoring and evaluation of the project?

We decided to photocopy and distribute this section to representatives of members of the Voluntary Accountability Committees from each sub county and sixteen community members two from each sub-county. In total, there were twenty four (24) respondents. We have tried to mention the views in their original form. Here are some of their responses;

- TI Uganda organized sensitization activities that brought out the need for us (local communities) to get fully involved in planning and monitoring processes of our local community projects. These activities included; the anti corruption poster which directly hinted on the role of the community in monitoring projects in the education sector,
- The booklet on tackling corruption clearly points out how leaders should lead the existing laws in place to fight corruption and the citizen's role in this noble cause of ensuring proper utilisation of public resources.
- The drama performances which TI Uganda organized through Bukala Twesitule group brought out incidences of corruption in many of our departments at both the district and sub county levels to include police, district service commission, health, education, the revenue authority etc.
- Training programmes; TI Uganda identified a group of people whom they trained to relate closely with the police, political leaders at the district and sub county levels, journalists, social workers etc. The communities were sensitized on what they should expect from their leaders and how they can mobilize the community to expose corruption incidences in their localities.
- Planning workshop that was organized by TI Uganda was attended by members involved in the program; before we started attending these other activities, we were called for the launch of the project that took place towards the end of 2006 and thereafter they called us (the local leaders) and told us the extent and how corruption is manifested in our area as per the research they had conducted and what the project entailed. TI Uganda also wanted us to have an input on how best all the activities would be run for better results. This made me feel part of the whole process from the beginning and that's why I feel our communities should get involved from the onset of development projects in our communities if we are to have the desired impact.
- TI Uganda has managed to facilitate formation of Voluntary Accountability Committees (VAC) in all the eight sub-counties that make up Kyotera County and trained them with the aim of equipping them with skills and information to be able to; monitor, detect and report incidences of corruption in their sub counties.
- TI Uganda conducted monitoring visits and held meetings in the community (grassroots) and further encouraged the communities to be vigilant and look at government projects as some thing brought for their developments and ensure

that no one robs them of the benefits and to be part of the planning and monitoring processes until the projects are completed. TI Uganda also advised us to report any shoddy works done and if no action is taken to mobilize ourselves and put our complaints in writing to be forwarded to authorities at the district and national levels.

- The community has been empowered with knowledge on how to monitor projects right from their onset to the point they are completed and handed over. It is our duty to ensure they succeed.
- There is increased awareness amongst the local community, for example, in case a contractor does shoddy work, the community can report him to the offices of IGG which may take action against the contractor
- Transparency Uganda has helped sensitize the community by creating awareness about corruption and the importance of monitoring development programmes meant for the communities and this has helped us to look at these programmes as our own that's why people of Kirumba had to make a lot of noise when the toilet the district was trying to construct for the community collapsed and as it stands now the Voluntary Accountability Committees of the Sub County and the community members of the area have petitioned the district council Chairperson demanding to know what happened.
- Community can now attend planning meetings in the rural areas. This fact has been lacking for so many years in our local villages. But here in Kalisizo the turn up for community based planning meetings has more than doubled for example, we used to alert the community about meetings but you could only see the leaders of the sub-county and the councillors and two or three community representatives but now they can be more than ten or fifteen when invited. And they raise a lot of good development issues.
- Published anti corruption messages in form of books, posters and newsletters (well documented manuals) as tools/guides that have indicated the graveness of corruption in Uganda and also how it can be realized and reported, the laws in Uganda to help fight corruption and many more.
- By forming Voluntary Accountability Committees members in all sub counties within Kyotera county and through training them to get equipped with basic skills of monitoring, mobilization and fighting corruption in their own sub counties and TI Uganda itself monitoring VAC members and holding meetings in the local communities, the organization has promoted and boosted participation of communities in monitoring development programmes in their respective areas.

## 12.2 What benefits has the community realised as a result of implementing the project by the grantee?

- The community was sensitized about what they are supposed to do when they see any public official or contractor doing shoddy which has resulted into quality work. With poor/shoddy roads especially in Kirumba sub-county, water points in Kabira, now a toilet built by the district has also collapsed in Kirumba the VACs alerted us the ones of Kabira to come up with one

collective voice as the people of Kyotera and we had to draft a petition to the LC V Chairperson and the community the community of Kirumba have rejected the project and are now demanding that the millions used to construct the toilet be refunded and instead be used to put up water tanks in three local primary schools and the district has approved that idea.

- Violation of fundamental human rights is no longer common which was the case before the project came in and the example here is the other woman who refused to pay a bribe of 50,000/= to the police as was narrated to TI Uganda in the news paper/letter.
- Jobs are awarded basing on merit not on political affiliation as it was the case with NRM officials at the district headquarters since the journalists exposed the LC V Chairperson of our district (Rakai) for having placed his own children in public service jobs. Even some of our leaders of Kyotera now fear to do that because we can now embarrass them when we see them doing the same.
- The community realized that corruption is bad and they have started to monitor everything done in their villages. They also realized that they have the right to monitor their projects especially funded through government funds to benefit the community
- The community is now aware of the outcome of corruption and its dangers. They are ready to tackle it as it is brought to their attention or when they smell it.
- As far as expenditure of government funds and NGO grants are concerned, the community itself has really benefited much from the grantee activities in that it has been sensitized through various anti corruption activities all showing the people what corruption is, how it can be identified and the many ways of dealing with corrupt people/members in the community.
- People are now aware that they have anti corruption representatives who can help them fight corruption in their communities so that they gain in whatever they have received from their benefactors.
- It's a good project and corruption can be eliminated if people remain positive about it even when the project ends (TI Uganda leave). I personally think that our communities now understand that the power to eradicate corruption is in their hands as partners in anti corruption agenda only that our leaders like the IGG or police have to make whistle blowing more simple and effective by availing free hotlines such that people can report through phone calls, and be able to spend no money and transport.
- The community has been exposed to information on Government programmes and procedures before the project, the community was not aware of its powers and responsibilities but now our eyes and minds have been opened to know our responsibilities and how we can use them to safeguard our resources from being squandered by our leaders.
- Ugandans have realized that corruption does not benefit anybody even those who are corrupt: it had that public funds are wasted by one person instead of helping the whole community.

- Collective responsibility in the fight against corruption and follow up of projects related to the community is very important.
- People in our villages especially Kyotera County are now free to approach different government offices without fear and present their needs, for example to local government, police and the judiciary.
- The community members have got knowledge and skills on how to fight corruption through seminars and other activities e.g. drama, radio programs, trainings and so on.
- The community now owns the projects implemented in their areas and are aware that civil servants are paid by Government to serve them so whatever they do for the community should not be charged hence people can now ably fight and demand for their rights and services.
- Community members are now able to identify people who are corrupt and also feel less scared to speak or point out a problem.

### 12.3 Any other comment about the implementation of the project

- TI Uganda should come out with the programme of sensitizing the community from the village level to sub county level. The project should extend to other counties of Rakai district so that other people in these counties follow suite and fighting against corruption in our district otherwise, they may still think that corruption cannot be fought or stopped. But all the same we appreciate the effort put in by TI Uganda and European Union who funded the project.
- Transparency Uganda should keep in touch with the VACs, and never get tired of building our capacities so that we don't stop the voluntary work of ensuring that all the services to us or the communities at the grass roots are of better quality and reach us in the amounts they were sent.
- VAC members should be helped with some materials to use in the field in order to make good implementation and also to see that there is project sustainability
- The project has been good, informative, awakening and important to the people of Kyotera but has been a short term project to the community grassroots if time and funds can allow, it should have been extended/given more coverage as far as the number of people involved is concerned especially those deep down in the villages who were only targeted with drama and radio programs alone.
- TI Uganda should always endeavour to involve and invite the two sub county councillors to the district, religious leaders plus parish councillors from every sub county to participate in the projects, because these councillors deal with the community at village levels and through involving such category of people, TI Uganda could be reaching out to more people than they expect.
- As VAC members, we should be assisted on time after reporting a matter to an office situated in our area
- Implementation of the project has enlightened VAC members and community leaders to handle cases of corruption and it has further helped people react to

corrupt members who are pointed out and as a result feel ashamed. This shall help to do away with corruption in our area.

- The drama group performances helped to enlighten the people about the evils of corruption which hinder development in our district and country at large but TI Uganda should give them more funds to widen their coverage. I personally watched this play trying to follow the group where it went not for fun but because it brought out exactly what I have seen in some of our offices here.
- There was a need to record these drama performances such that they are casted on our national television in order for every body to watch and get sensitized.
- Good work has been done and it will help the country if what has been studied is put into practice by the members especially us community leaders.
- I suggest that TI Uganda takes drama to the district council meetings to make sure the district leaders watch and feel the pain like others have and these drama shows revealed what ever the leaders do in their offices, now we know what they exactly do in their offices. The drama should also be taken to secondary schools so that students grow up knowing that corruption is wrong since they are our immediate future leaders.
- More manual/guide/books on anti corruption should be given to us because we all feel we should have the information at our finger tips so that we refer to them all the time for better performance in our duties or checking other people's behaviours. Kyotera has been pilot; let the remaining counties of Rakai district be handled instead of the project phasing out without reaching them.
- Religious leaders are key to these campaigns TI Uganda should always involve religious leaders from all denominations so that the anti corruption messages feeds into their sermons to the believers.
- Teaching of corruption should start in schools, to the young children who will grow up into leaders who can implement it.
- More encouragement to people not to fear to report any bad activity in their community related to corruption.
- The implementation was okay but there is need to translate anti corruption materials in local languages so that the whole community can understand the well spelt out issues in these good materials. The book for tackling corruption for any one who has interest in fighting corruption is enough material because to me it can sensitise, and encourage causing action against someone identified to be corrupt or corrupted.

13 The European Commission may wish to publicise the results of this Project. Do you have any objection to this report being published on the Europe Aid Co-operation Office website? If so please state your objection here

I) I have no objection:

Name: Mr. Lugolobi Robert Title: The Executive Director

Signature: \_\_\_\_\_ Date: 14<sup>th</sup> July, 2008

II) I object to the publication of this project: Name: \_\_\_\_\_

Title: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Part II: Financial Report

## Part II: Financial Report

1. Total Approved grant: 174,356,800

2. Uncommitted fund as at close of grant contract: **16,721,326**  
(This money should be refunded to CSCBP)

3. Disbursements

Disbursement	Date	Amount Disbursed	Amount Used	Receipt issued to PMU. (If yes indicate receipt no.)
1 <sup>st</sup>	September 8, 2006	50,273,000	43,183,075	Receipt no. 078
2 <sup>nd</sup>	May 7, 2007	48,959,904	37,997,356	
3 <sup>rd</sup>	February 14, 2008	45,982,000	24,705,900	Receipt no. 094
4 <sup>th</sup>	May 13, 2008	26,144,760	<b>41,568,731</b>	
5 <sup>th</sup>				

6 <sup>th</sup>				
<b>Total</b>		<b>171,359,664</b>	<b>147,127,813</b>	

#### 4. Amount Disallowed

Quarter (Disbursement)	Amount	Reason
1 <sup>st</sup>	Nil	
2 <sup>nd</sup>	Nil	
3 <sup>rd</sup>	Nil	
4 <sup>th</sup>	Nil	
5 <sup>th</sup>	Nil	
6 <sup>th</sup>	Nil	
<b>Total</b>	Nil	

#### 5. Re-allocations

Activity	Original cost	Reallocation	Revised budget
Administrative Costs	14,688,000	25,530,474	40,218,474
Investment costs	17,400,000	(8,992,300)	8,407,700
Project activities	132,268,800	(13,538,174)	118,730,626

Monitoring, Auditing and Evaluation	<b>10,000,000</b>	<b>(3,000,000)</b>	<b>7,000,000</b>
<b>Total</b>	174,356,800	0	174,356,800

**6. Summary of income and expenditure for the full grant period**

**ABC**  
**Summary of income and expenditure for the period 1<sup>st</sup> March 2006 – 28<sup>th</sup> June 2008**

EU-CSCBP	171,359,664	
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<b>Total income</b>	<b>171,359,664</b>	<b>Less Refund to PMU at end of PE</b>
<u>(7,510,525)</u>		
<b>Net Income</b>	<b>163,849,139</b>	
<b>Expenditure</b>		
<b>Administration</b>		
Salary Contribution	15,532,548	
Office Running Costs	9,048,634	
Operational Costs	4,842,731	
Stationery	1,070,700	
Field Office Expenses	5,683,600	
<b>Investment</b>		
Laptop computer	2,511,000	

Photocopier	4,000,000
Digital Camera	1,168,700
Audio Recorder plus microphone	276,300
Desktop computer	0
Laser jet Printer	0

**Programme activities**

Mapping Exercise	6,082,300
Planning Meetings	2,018,600
Project Launch	2,837,800
Production of Sensitization Materials	31,655,000
Sensitization seminars on corruption	13,213,200
Mobilization Skills workshop	4,868,500
Review Meeting	4,430,000
Business Principles Workshop	3,150,300
National Anti Corruption Week	5,305,000
Budget and PAF Monitoring Skills W/shop	4,925,000
Drama and Radio Programs	13,579,200
Investigative Journalism training	9,857,400
Monitoring	1,071,300

**Total expenditure** **147,127,813**

Surplus/Deficit 16,721,326

Represented by:

Bank Balance	<b>16,364,236</b>
<b>Beginning balance on a/c</b>	<b>71,412</b>
<b>Suspense A/C</b>	<b>285,678</b>

## 7. Inventory of asset procured under the grant

*(This section should be an extract of the assets register and should be reported in a tabular form as below. Fixed assets refer to long term assets held for use and not expected to be converted to cash in the current or upcoming fiscal year such as motor vehicle, motor cycles, computers, furniture etc)*

<b>Item</b>	<b>Asset No.</b>	<b>Specifications</b>	<b>Date of purchase</b>	<b>Purchase value</b>	<b>Condition</b>
Photocopy	-	DSM616 Nashuatec Aficio Copier	3/10/2006	4,000,000	Good
Laptop	-	Dell latitude 120L, Note intel Pentium 740, 512MR, RAM 533	5/10/2006	2,511,000	Good
Digital Camera	-	Sony Cyber shot DSES 600, 6 Mega pixels, 3X Optical 300M	3/10/2006	1,168,700	Good
Audio Recorder	-	Sanyo M-1270 Dicta phone	3/10/2006	276,300	Good
Laser Jet printer	-	Laser jet Printer 1018	10/4/2008	680,000	Good
Desktop computer	-	HP Set 17 inch, 80 GB, 512MB	10/4/2008	1,700,000	Good

Furniture	-	- Desk plus Drawers - Side return drawer - 4B 600 high back chair - 3 stacking chairs - sliding door cabinet	9/4/2008	1,650,000	Good
UPS	-	APC 500VA	10/4/2008	230,000	Good


**9. Declaration**

I declare that the information presented here is true and fair and has been prepared from our financial records and information supporting this report will be availed when and whenever required by the donor or his representatives.

i. Name: \_\_\_\_\_

Signature : \_\_\_\_\_

Date: \_\_\_\_\_

**ACCOUNTANT**

ii. Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**EXECUTIVE DIRECTOR**