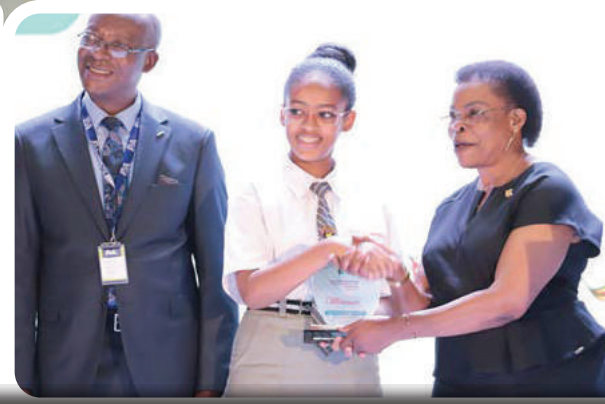




THE REPUBLIC OF UGANDA



# COLLABORATING

TO STRENGTHEN TRANSPARENCY, ACCOUNTABILITY AND ANTI-CORRUPTION FOR BETTER SERVICE DELIVERY

EDITION II



# CONTENTS

|   |    |
|---|----|
| Acronyms .....  | 4  |
| Joint Message From Heads Of Institutions .....  | 5  |
| Executive Summary .....   | 6  |
| The History of the Collaboration .....  | 7  |
| Why Collaborate .....   | 8  |
| The Collaboration Strategy is born .....  | 8  |
| Vision, Mission, Goal .....   | 9  |
| Linkages Among The Three Institutions .....   | 10 |
| The Mandate Of Each Institution .....   | 11 |
| Office Of The Auditor General .....   | 11 |
| Inspectorate Of Government (IG) .....   | 12 |
| The Public Procurement And Disposal Of Public Assets Authority (PPDA) .....                   | 13 |
| Examples Of Collaboration Activities Over The Years .....                                     | 14 |
| Audits And Investigations .....   | 14 |
| Key Investigations In Recent Years .....  | 15 |
| Capacity Building .....   | 19 |
| Stakeholder Engagements .....   | 22 |
| Listen To Uganda Radio Drama Series .....   | 23 |
| Annual Commemoration Of The International Anti-Corruption Day .....                           | 25 |
| Anti-Corruption Day 2022 .....  | 27 |
| Planning For Collaboration Activities .....   | 29 |
| Young People: key stakeholders in national development .....                                  | 31 |
| Students’ Symposium On Transparency And Accountability In Public Procurement .....            | 31 |
| Young People’s Handbook Launched At Makerere University .....                                 | 33 |
| Partnering with NDC to engage young people .....  | 35 |
| The National Students Anti-Corruption Challenge Awards Ceremony 2023 .....                    | 37 |
| Young People’s Voices on TAAC .....   | 39 |
| Illustration of some corruption manifestations in society .....                               | 43 |
| National Students Anti-Corruption Challenge Winning Entries .....                             | 44 |
| The debate and speech championships journey through my eyes .....                             | 45 |
| Citizens Take Up Arms Against Corruption .....  | 47 |
| Lyrics To The Winning Song- Time To Fight .....   | 49 |
| Testimonies From Stakeholders .....   | 51 |
| Q&A Session With The Collaboration Focal Person .....   | 51 |
| Collaborating To Deliver Strong Court Cases To Defeat Corruption .....                        | 53 |
| We want to make sure that citizens get services as planned for, using appropriated funds..... | 54 |
| Culprits Are Many And Sophisticated; A Multi-Skilled Team Will Handle This .....              | 54 |
| Building Capacity For Easy Institution Co-operation .....                                     | 55 |
| Ethical Values Are Self-Policed; Benchmarking Helps Deal With Shortfalls .....                | 56 |
| Stakeholder Engagement Promotes Social Accountability .....                                   | 57 |
| TAAC Issues Are The Citizen’s Issues .....  | 58 |
| Collaboration Through The Eyes Of A Development Partner .....                                 | 59 |
| Outstanding quotations on corruption, accountability .....                                    | 61 |



# ACRONYMS

|                |  |                |  |
|----------------|--|----------------|--|
| <b>ACAs</b>    | Anti-Corruption Agencies                                     |                | Planning and Economic Development                          |
| <b>ACCs</b>    | Anti-Corruption Campaigns                                    |                |  |
| <b>ACW</b>     | Anti-Corruption Week   | <b>MoU</b>     | Memorandum of Understanding                                |
| <b>AG</b>      | Auditor General  |                |  |
| <b>CMS</b>     | Contract Monitoring System                                   | <b>NDC</b>     | National Debate Council                                    |
| <b>DEI</b>     | Directorate for Ethics and Integrity                         | <b>NDP III</b> | Third National Development Plan                            |
| <b>FIIT</b>    | Forensic Investigations and Information Technology           | <b>NSAs</b>    | Non-State Actors   |
| <b>FY</b>      | Financial Year   | <b>OAG</b>     | Office of the Auditor General                              |
| <b>GCSP</b>    | Governance and Civil Society Programme                       | <b>PPDA</b>    | Public Procurement and Disposal of Public Assets Authority |
| <b>GIZ</b>     | Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH | <b>PFM</b>     | Public Financial Management                                |
| <b>GoU</b>     | Government of Uganda   | <b>RACC</b>    | Rwenzori Anti-Corruption Coalition                         |
| <b>Hols</b>    | Heads of Institutions  | <b>SAC</b>     | Strengthening Accountability Component                     |
| <b>IEC</b>     | Information, Communication and Education                     | <b>SWOT</b>    | Strengths, Weaknesses, Opportunities and Threats           |
| <b>IG</b>      | Inspectorate of Government                                   | <b>TAAC</b>    | Transparency, Accountability and Anti-Corruption           |
| <b>IGG</b>     | Inspector General of Government                              | <b>VFM</b>     | Value for Money  |
| <b>LG</b>      | Local Government   |                |  |
| <b>M&amp;E</b> | Monitoring and Evaluation                                    |                |  |
| <b>MoFPED</b>  | Ministry of Finance,   |                |  |



# JOINT MESSAGE FROM HEADS OF INSTITUTIONS:

The OAG, IG & PPDA have been collaborating since 2014 to strengthen accountability and combat corruption in Uganda. The collaboration has improved work relations among the three institutions through increased information sharing, case referrals for audits and investigations, supportive audits and investigations, stakeholder engagement and capacity building activities which have enhanced the effective delivery of their respective mandates.

This publication is a testament to the value, benefits and opportunities of the collaboration efforts for both internal and external stakeholders.

Worth noting is that the scourge of corruption is one of the most challenging evils of our times. It continues to degenerate the moral fiber of the citizens and in the process, negatively impacts their lives.

Rampant corruption hinders development and undermines service delivery. Corrupt individuals divert public resources which

undermines investments in key sectors like health, energy, transport and education, among others. Vices such as asking for bribes in exchange for public services or absenteeism from work are detrimental to citizens who cannot afford to pay a bribe.

We recognize that we can do more by focusing on good governance as a driver of change and sustainable development.

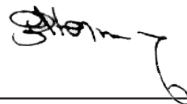
To structure the collaboration, a five-year Collaboration Strategy was developed to adopt a more sustainable and systematic approach with a long-term vision and this publication is the 2nd edition documenting key achievements of the collaboration for the period April 2019 – June 2023.

We hope that this publication will enable our stakeholders to appreciate milestones registered by the collaboration and inspire them to actively participate in activities that promote transparency, accountability and anti-corruption for better service delivery.



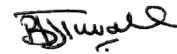
**Edward Akol**

Auditor General

**Beti Kamywa Turwomwe**

Inspector General of Government

**Benson Turamywe**

Executive Director- PPDA





Heads of Institutions, their staff and GIZ staff after a collaboration meeting at PPDA in February 2023

## ACKNOWLEDGMENT

We, the Inspector General of Government and the Executive Director PPDA, extend our sincere gratitude and appreciation to Mr. John F.S Muwanga for his invaluable contribution to the collaboration and the fight against corruption in Uganda.



**John F. S. Muwanga**  
Auditor General Emeritus

Mr. Muwanga’s unwavering commitment to integrity, transparency, and accountability has significantly strengthened our collaborative efforts to safeguard public resources and promote good governance.

His insightful leadership, independent audit results, and resolve to uncover irregularities have set a high standard for public accountability.

Mr. Muwanga’s contributions to our collaborative endeavour have been instrumental in shaping a more accountable and transparent public sector.

As we continue our mission to combat corruption, we draw inspiration from Mr. Muwanga’s legacy. His tireless efforts serve as a reminder of the importance of upholding the highest ethical standards and prioritising the public interest.

We wish Mr Muwanga continued success in his retirement and future endeavours.

## EXECUTIVE SUMMARY

Collaborating either through formal or informal networks can result in organizations yielding positive results such as greater efficiency, less duplication of work and economic use of resources. Moreover, in a situation of trying to combat an ever-morphing and growing vice such as corruption; collaboration can deliver big victories. In the fight against corruption in Uganda, the Anti-Corruption Agencies (ACAs) have recorded numerous success stories.

This second edition of the **Collaboration Publication** highlights the successes registered through the collaboration of OAG, IG and PPDA in the last four years. The stories show how the three institutions have worked with the other ACAs in the fight against corruption.

Of particular interest is the agreement on and adoption of the Collaboration Strategy, upon which the three institutions base their collaborative activities for the period between July 2021 and June 2026. This publication clearly explains the strategy and offers a progress report on the same.

The period covered highlights the way the institutions continued to collaborate and engage stakeholders despite the COVID-19 pandemic that ravaged the world. Various innovations and new partnerships were employed to deliver pertinent governance matters collaboratively, based on their respective mandates.

The reader will enjoy numerous stories, pictures and illustrations that tell the collaborative Transparency, Accountability and Anti-Corruption (TAAC) journey among the three institutions as they work towards better service delivery to Ugandans.



Former executive director PPDA, Lady Justice Cornelia Sabiiti (seated 2nd left), Former IGG Lady Justice Irene Mulyagonja (seated middle) and AG John F. S. Muwanga (seated 2nd right), with Sandy Richter, former head of GIZ POAT project (Standing behind Lady justice Sabiiti) and senior staff members at the time, during the signing of the Memorandum of Understanding to strengthen the collaboration between the three institutions in January 2017.

# THE HISTORY OF THE COLLABORATION

The Government of Uganda has, over the years established several institutions and legal and regulatory frameworks to ensure greater accountability and to combat corruption. Although such institutions have varied mandates, there existed an opportunity to improve coordination and harness synergies to promote transparency and strengthen accountability in the country.

In 2014, with support from the Federal Republic of Germany, through GIZ's Promotion of Accountability and Transparency (PoAT) Project, three government institutions namely; the Office of Auditor General (OAG), the Inspectorate of Government (IG) and the Public Procurement and Disposal of Public Assets Authority (PPDA), started collaborating to

strengthen public accountability and adherence to public procurement procedures by public officers to contribute to the fight against corruption. A Memorandum of Understanding (MoU) was signed in 2017 between the three institutions to formalize this working relationship.

The MoU, signed by the heads of the three institutions then, established information sharing, as well as mutual assistance in the fulfillment of their respective mandates as the key desired benefits of the collaboration.

The Federal Republic of Germany, through GIZ has continued to support the collaboration to date.

# Why Collaborate?

The three institutions, working collaboratively, can consult each other on matters of interest, and share information relating to the effective delivery of their mandates, including referring cases to each other for audit or investigations.

The collaboration was envisaged to have several benefits including:

- Establishing better working relationships to syndicate against corruption
- Conducting joint training.
- Jointly engaging the public and other stakeholders on TAAC matters.
- Saving resources by working together on specific cases.
- Benefiting from the expertise and mandates of the three institutions through the referral of cases for maximum impact.
- Coordination and information sharing to reduce client fatigue occasioned by the demand for the same information, sometimes at the same time, from MDAs and local governments by the three institutions.



## The Collaboration Strategy is born

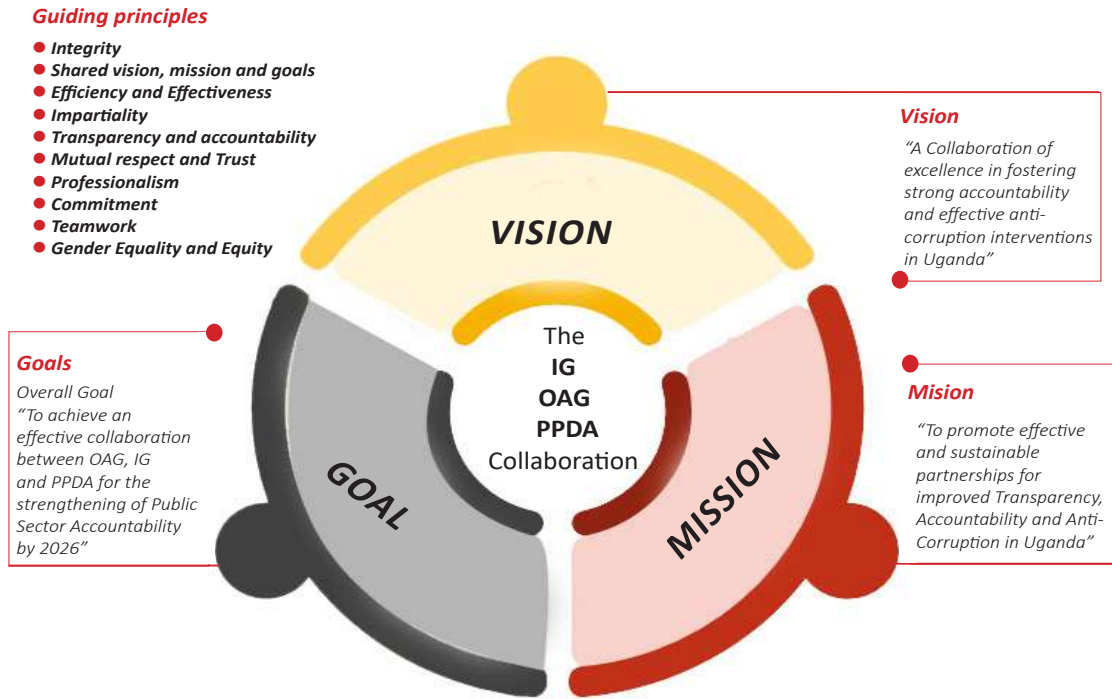
Having worked together for a number of years, the Heads of the three Institutions sought to streamline the collaborative activities for better planning and implementation. Upon this background, a five-year Collaboration Strategy (July 2021 to June 2026) was born.

This five-year strategy is now the north star for every staff member in the OAG, IG and PPDA as they collaborate to enhance

transparency, accountability and anti-corruption for improved service delivery across Uganda.

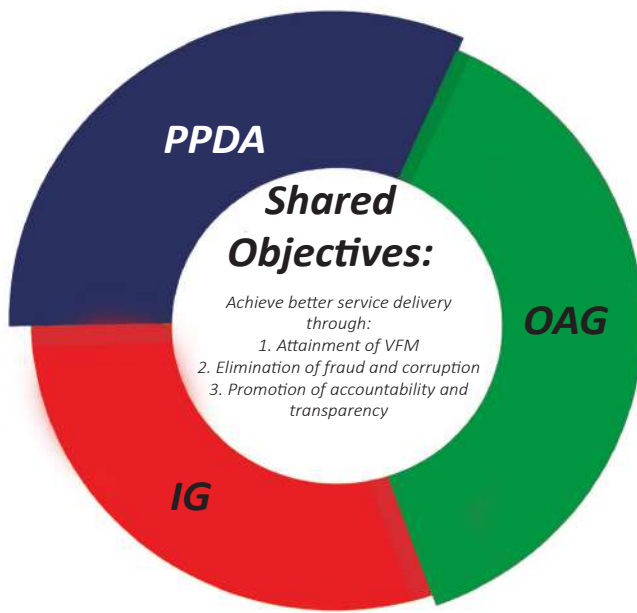
To build on the benefits of the collaboration over the years, the strategy was crafted to help achieve a more sustainable and systematic approach, that will deliver on the long-term vision of the collaboration.

# Mission, Vision, Goal



## Strategic Objectives





**IG**

Reports to Parliament twice a year to provide insights on investigations, prosecutions and administrative reviews that have been undertaken to promote good governance

**OAG**

Reports to Parliament on management of public resources

**PPDA**

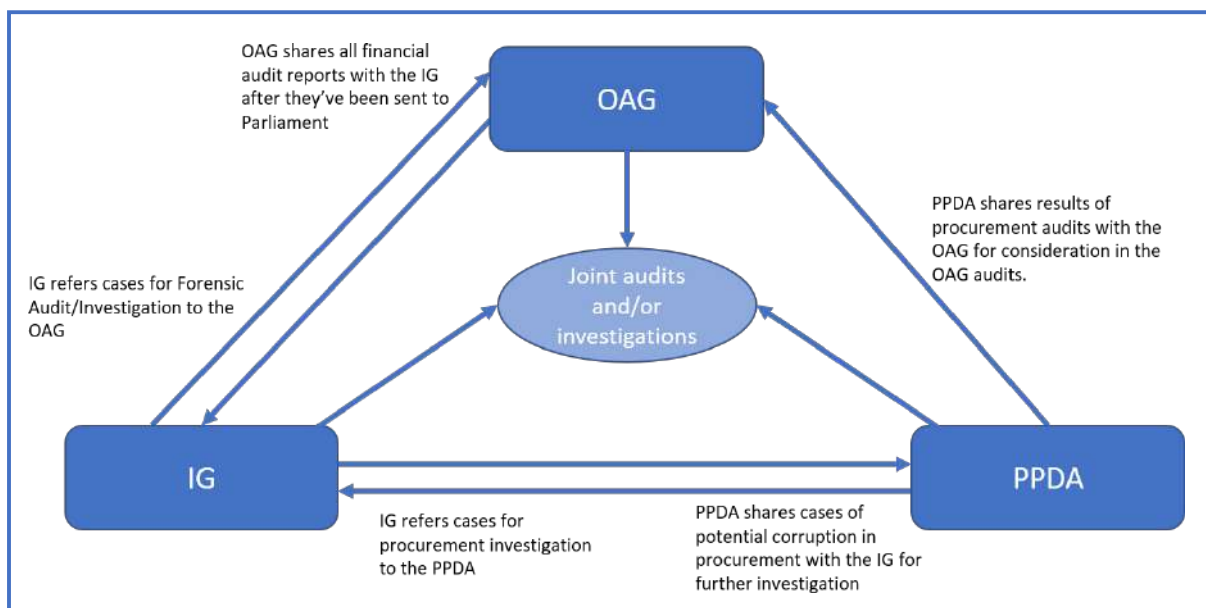
Reports to the MoFPED on issues of transparency, VFM and competition in public procurement. Similarly, findings may also sometimes be incorporated into OAG's report to Parliament.

## Linkages between the three institutions

Even though the three institutions have independent mandates and reporting lines, the collaboration enables them to jointly achieve their shared objectives as illustrated on the right.

The collaboration of IG, OAG and PPDA can go a long way in strengthening transparency, accountability and anti-corruption in Uganda.

This requires information exchange and collaboration in audits and investigations as well as prosecution. This is illustrated below:



# THE MANDATE OF EACH INSTITUTION

## Office of the Auditor General (OAG)



The Office of the Auditor General is the Supreme Audit Institution of the Republic of Uganda. The Auditor General is mandated under Article 163(3) of the Constitution of the Republic of Uganda, (1995) as amended and Section 13 (1) of the National Audit Act (NAA) 2008 to audit and report on the public accounts of Uganda and all public offices, including the courts, the central and local government administrations, universities and public institutions of like nature, and any public corporations or other bodies established by an Act of Parliament.

The Auditor General conducts financial audits, value for money audits, procurement and classified audits, as well as audits on all Government investments and the treasury memoranda.

The Auditor General's Report aims to improve the quality-of-service delivery to citizens and empower various stakeholders to hold public officials accountable, to promote transparency and improve public accountability.

### Types of Audits undertaken

There are several types of audits performed by the Office

of the Auditor and these include;

**(i) Financial / Regularity audits** — Undertaken to express an independent opinion on the financial statements prepared in accordance with the applicable financial reporting framework and legislation.

**(ii) Performance audits** — These are undertaken to assess the economy, efficiency and effectiveness of all government activities.

**(iii) compliance audits** — These involve an independent evaluation as to whether the activities of the public sector entities are in accordance with the relevant laws and regulations and authorities that govern such entities.

**(iv) Forensic investigations** — To provide evidence that is admissible and used in courts of law for prosecution.

**(v) Environmental audits** — These involve an assessment of the extent to which an organization is observing practices that seek to minimize harm to the environment and evaluate compliance to environmental laws.

**(vi) IT audits** — A review and evaluation of an organization's information systems availability, confidentiality and integrity.

**(vii) Classified expenditure** — These are audits conducted on national security and other related matters.

**(viii) Procurement process.**

The Auditor General's annual Audit Report contributes indirectly to the fight against corruption. The Reports are discussed in the Public Accounts Committees of Parliament every year.

The Audit reports are also used by the Anti-Corruption Agencies (ACAs) during investigations and prosecution of public officials suspected of diverting or misusing public resources.

The Auditor General is focused on undertaking audits that promote good governance, accountability and service delivery.



# Inspectorate Of Government (IG)



The IG is an independent institution charged with the responsibility of eliminating corruption; abuse of authority and of public office; promotion of fair, efficient and good governance in public offices. The office is responsible for the supervision of the enforcement of the Leadership Code Act and stimulating public awareness about the values of constitutionalism in general.

The mandate of the IG, as derived from the functions enshrined in Chapter 13, Article 225 of the Constitution of Uganda (1995) is **“To promote just utilisation of public resources”**, through four cardinal roles of:

- i.* The Ombudsman function under Article 225(1) (a), (c) and (e) of the Constitution;
- ii.* 30(2) of the Constitution; and
- iii.* Enforcement of Leadership Code of Conduct under Article 225(1) (d) and Article 234 of the Constitution; and Section 3 of the Leadership Code Act, 2002 (Act 17;”
- iv.* Stimulation of Public awareness about the values of constitutionalism and activities of the office under Article 225(1) (f) of the Constitution;

The IG in performance of its functions,

uses three main approaches; **Prevention, Enforcement, and Recovery of the proceeds of corruption.**

**Preventive measures include:**

- i.* Public awareness programmes - Radio programs, TV shows, Integrity seminars, Workshops, Barazas etc.
- ii.* Building strategic alliances with key stakeholders in the promotion of Integrity and Good Governance.
- iii.* Conducting policy and systems studies for policy recommendations.
- iv.* Conducting and publishing corruption surveys.
- v.* Conducting project inspections/ monitoring.
- vi.* Benchmarking with institutions of similar mandates both at Regional and International levels.
- vii.* Development and distribution of Information Education and Communication materials eg brochures, booklets, fliers etc.
- viii.* Establishment of Integrity Ambassadors Clubs in Universities and Tertiary Institutions.

**Enforcement measures include:**

- i.* Investigations

- ii.* Arrests
- iii.* Prosecutions
- iv.* Recommendation for disciplinary actions – warning, reprimand, dismissal

**Recovery of proceeds of corruption:**

This is aimed at depriving the corrupt of the benefits of crime. It is achieved through:

- i.* Orders of recovery given by the IGG or
- ii.* Orders given by court after conviction for an offence involving corruption.

The IG strategic objectives as laid out in the Strategic Plan for the period FY 2020/21-2024/25 are:

- i.* To enhance prevention, detection and elimination of corruption;
- ii.* To strengthen enforcement of the Leadership Code Act;
- iii.* To promote adherence to the rule of law in public offices for improved service delivery;
- iv.* To strengthen IG institutional and organizational capacity to deliver on its mandate;
- v.* To increase stakeholder engagement for effective execution of IG mandate.

## The Public Procurement and Disposal of Public Assets Authority (PPDA)

PPDA's mandate is to set standards, advise government procuring and disposing entities on public procurement and ensure the application of public procurement principles, standards and practices regarding the public procurement and disposal system in Uganda.

These entities include Central Government Ministries and Departments, State Enterprises, Constitutional and Statutory Bodies, Local Government and Institutions of higher learning. The mandate is derived from the objectives



The Authority under Section 6(a) of the PPDA Act 2003, as amended in 2021, is mandated to ensure the application of fair, competitive, transparent, non-discriminatory, value for money procurement and disposal standards/practices.

and functions of the Authority as stipulated in the PPDA Act 2003, as amended, Sections 6 and 7 as explained below.

The Authority carries out activities in form of procurement audits, investigations, handling applications for accreditations for alternative systems, capacity building and advisory services, among others to fulfil this mandate.

### Strengthening Accountability in Public Procurement



Hon. Henry Musasizi, Minister of State General Duties Ministry of Finance, Planning and Economic Development (centre) with PPDA ED Benson Turamye (fourth from right) and the Board of Directors

# EXAMPLES OF COLLABORATION ACTIVITIES OVER THE YEARS

The main focus of the collaboration is on three main areas of mutual interest which are:

- Audit and Investigations
- Capacity Building

Stakeholder Engagement

These three focus areas present opportunities for the three institutions to work together and still deliver on their individual mandates.

## Audit and Investigations

One of the primary objectives of our collaborative endeavour is to elevate the quality, impact, and promptness of supportive audits and investigations. Annually, several crucial findings are documented through the diligent efforts of the Office of the Auditor General (OAG), the Inspectorate General (IG), and the Public Procurement and Disposal of Public Assets Authority (PPDA). These findings are addressed through corrective actions, leading to essential improvements in service delivery to the citizens of Uganda.

The synergy achieved when conducting audits and investigations collectively yields superior results for all three institutions and, most importantly, for the citizens we serve. To maximize impact, the three institutions are now actively engaged in jointly planning, coordinating, and executing pivotal audits and investigations. Our aim is to ensure the specialized handling of significant cases while prioritizing value for money, accountability, and transparency in service delivery.

### Collaborative investigations for upholding justice in corruption cases

The ongoing fight against corruption in Uganda has garnered substantial momentum, thanks partly to the collective efforts of the OAG, IG, and PPDA. This collaborative approach has yielded tangible outcomes, resulting in better decision-making, improved service delivery and more efficient case processing in courts of





*Collaborative investigations ensured the recovery of some misappropriated funds, which were originally meant for refugees' welfare including food, health and sanitation supplies were misappropriated.*

law. Joint investigations have optimized resource utilization and enhanced coordination among the three institutions, leading to the expeditious handling of corruption-related cases. The positive results from audit and investigation can easily be highlighted in three categories; Policy change, successful prosecution of culprits and recoveries of funds.

## **PROSECUTION**

In 2019, IG and OAG conducted joint investigations into alleged mismanagement of Refugee Funds by officials of the Office of the Prime Minister (OPM) and United Nations High Commission for Refugees (UNHCR) at OPM Mbarara Refugee Desk Office.

The funds were earmarked for refugee support, crucial for providing essential services such as water and sanitation,

health, nutrition, food, shelter, education, livelihood support, and protection services among others. Denying these services to needy refugees places undue strain on host communities, potentially affecting the peaceful co-existence between refugees and host communities.

Collaborative investigations unveiled multiple instances of theft and money laundering. The case was successfully prosecuted and as a result, a Senior Settlement Officer, who was the Settlement Commandant at that time was prosecuted, convicted and is imprisoned in Luzira Prison to date.

In a similar case, in 2020, the IG and OAG jointly investigated the alleged mismanagement of Refugee Funds by officials of the Office of the Prime Minister (OPM) and United Nations High Commission for Refugees (UNHCR) at OPM Arua Refugee Desk Office.

The successful prosecution resulted in two Settlement Commandants in charge of OPM/ Refugees Regional Office being convicted and are serving their sentence in Luzira Prison.

sanctions being taken against the culprits.

Notably, the acting Local Government Permanent Secretary at the time was among the key figures prosecuted, and a total of UGX2.9 billion was successfully recovered.

**RECOVERIES**

**Local government cases**

A notable case exemplifying the success of this collaboration pertains to the investigation into corruption allegations within the Ministry of Local Government. Following revelations in the Auditor General’s reports for the financial year 2014/15 that officials in the Ministry had misappropriated huge sums of money, submitted false accountabilities, and misused funds allocated for vehicle procurement, the IG initiated a comprehensive investigation, enlisting the support of the OAG for forensic investigations. The collaborative efforts bore fruit, leading to the prosecution of the suspects, the recovery of embezzled funds, and administrative

**Office of the Prime Minister (OPM)**

Likewise, Funds to the tune of UGX 1.2 billion, which had been misappropriated by officials of the Office of the Prime Minister (OPM) and United Nations High Commission for Refugees (UNHCR) at OPM, were recovered from the arrested OPM officials.

**Ministry of Agriculture, Animals Industry & Fisheries (MAAIF)**

In the financial year 2020/21, instances of funds’ mismanagement within the Ministry of Agriculture, Animals Industry & Fisheries (MAAIF), Bukalasa Agriculture College (BAC), and Fisheries Training Institute (FTI) were brought to the IG’s attention by a whistleblower. These institutions typically receive an average annual budget of



**ANTI-CORRUPTION DAY**

**SH672B: ESTIMATED COST OF CORRUPTION IN THE HEALTH SECT**

By Nelson Mandela Muhoozi

In order to combat the vice of corruption in Uganda, development experts have advised the Government to make the vice a risky venture. Anti-Corruption Coalition Uganda (ACCU) executive director Marlon Agaba said Government can do this by changing the law to ensure that the culprits’ properties are confiscated.

“This will make someone think twice. Because, if you imagine losing all the properties you have worked for, say 30 years, then you will reconsider before choosing to be corrupt,” Agaba said.

But because the country has witnessed scandal after scandal and nothing much has been done to bring the culprits to book, there are no gains to celebrate in regard to the fight against corruption, according to the executive director.

“It is the same script, nothing new. So, many people are involved in corruption scandals, but few are arrested. The political environment is not favouring the fighting against the vice. There are some political figures that cannot be touched,” he said.

A study commissioned by the Inspectorate of Government in 2021 found that the estimated total cost of corruption in Uganda is sh9.144 trillion per year.

This figure is equivalent to 44% of total government revenue in

*Over the years, culprits involved in corruption have been successfully prosecuted and tax-payers’ money recovered through collaborative efforts*



Kampala Capital City Authority employees standing in the dock at the Anti-Corruption Court in Kololo, Kampala on charges of abuse of office and causing damage to public property. This was on August 29, last year. The estimated total cost of corruption in Uganda is sh9.144 trillion per year.

**MAKE CORRUPTION A RISKY VENTURE, EXPERTS SAY**

UGX 2.6 billion to cover students' maintenance, food, educational materials, staff payments, and other expenses.

The collaborative investigations by IG, OAG and PPDA centred around allegations that, during the COVID-19 lockdown, UGX 9 billion was disbursed to BAC and FTI for activities, despite the closure of institutions of learning at the time. Upon investigation, it was established that UGX 8.72 billion was mishandled and misappropriated. This amount could have sustained the two institutions for over three years. Following the investigations,

the responsible individuals expressed remorse and committed to refunding the full amount within 28 months.

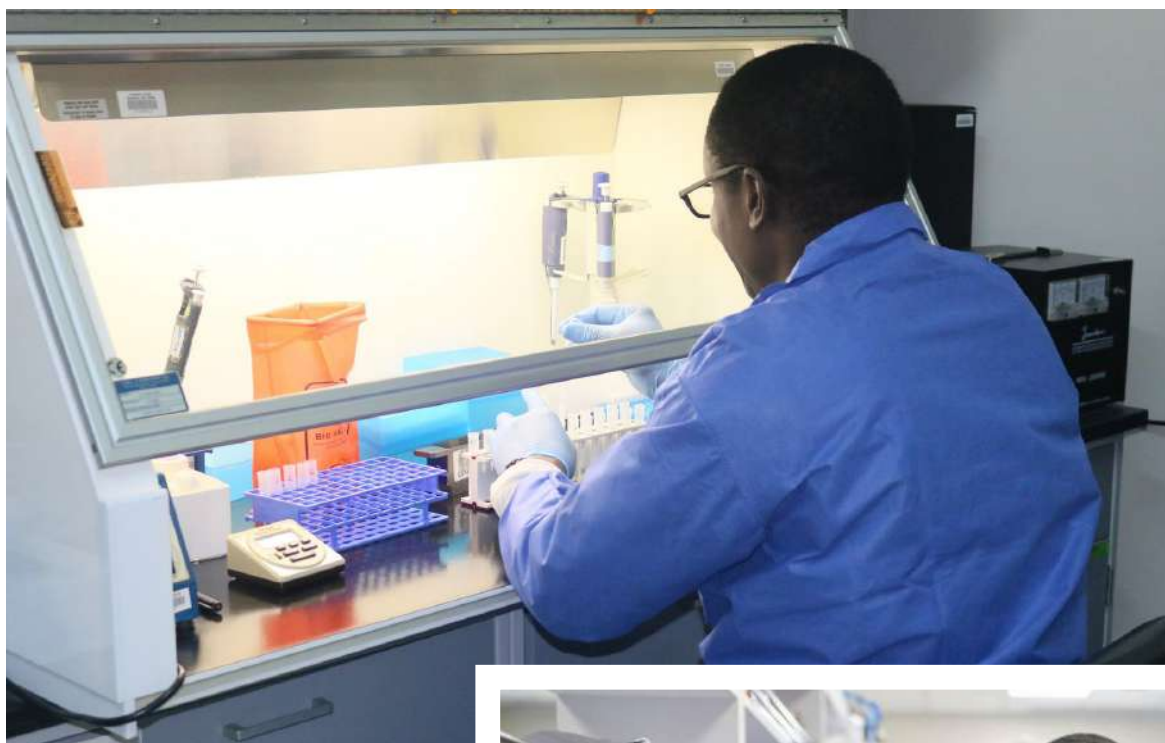
### **POLICY CHANGE**

#### **Directorate of Government Analytical Laboratory (DGAL)**

In 2019 a joint investigation was conducted by the IG and PPDA into the procurement for Supply and Delivery of Mobile



*Classroom blocks at Bukalasa College. Budget allocation funds were released for running the college during Covid times even though it was closed due to the lockdown*



*DGAL was investigated over a dubious contract for the supply of a mobile laboratory*



Laboratory, Van Laboratory Fittings and Consumables by the Directorate of Government Analytical Laboratory (DGAL).

As a result, the supply contract to a Polish company that was irregularly awarded by the DGAL was cancelled and the country was saved a potential loss of UGX 18 billion.

These cases, among others, serve as compelling illustrations of the merits of collaborative efforts, which are instrumental in holding individuals accountable and recovering misappropriated funds expediently and cost-effectively. The presentation of robust

court cases resulting from collaborative investigations, along with the successful prosecutions and fund recovery, coupled with policy changes, sends a resolute message that corruption will not be tolerated, and justice will invariably prevail. However, a more rewarding outcome of these cases is that they serve as a preventive measure to warn potential culprits of the fate that awaits them if they engage in corruption. After all, it is better to prevent corruption than deal with the aftereffects.



## Capacity Building



To enhance TAAC, the staff in the three institutions have to be equipped with the necessary skills and knowledge to effectively deliver services to the citizens.

It is essential for the TAAC processes to be enhanced to meet the ever-evolving demands in a dynamic global environment. This, therefore, calls for the human resources to be adequately skilled and equipped to create a positive change in governance systems.

Collaborating to build the capacity of staff in the three institutions has enhanced knowledge sharing, as well as saved on the time and resources that would have been used in organising individual training programmes for each of the institutions.

Some of the key capacity building initiatives conducted jointly in recent years are listed below:





Bishop Lwere (seated second from right) and Mrs. Betty Byanyima (seated right) from the Global Leadership Summit with managers from IG, OAG and PPDA after a joint management training in 2022

**Joint leadership training for the middle-level managers of OAG, IG and PPDA.**

This was conducted between the 23<sup>rd</sup> of August and the 15<sup>th</sup> of October 2022.

After this training, 63 managers from the three institutions were awarded certificates of Competence in Leadership and Management

**EnCase Certified Examiner Certification Program (EnCE) – (certification in digital forensic investigation)**

Conducted between 2019-2021, staff from OAG, IG and PPDA attended a 2-week face-to-face training in South Africa.

It was anticipated that building the capacity of the staff from the 3 institutions in this field would lead to;

- Increased use of the forensic tools by the trained staff

- Enable staff to confidently present digital evidence in courts of law to secure more convictions against corrupt public officials

- Sharing of the available forensic laboratory by investigation teams from the three agencies.

For any candidate to be certified in digital forensic investigation, he/she needs to have passed phase 1-written and Phase II practical of the Encase examinations. So far, we have **3 certified Digital Forensic examiners.**

**Joint Practitioner Corruption Investigation training.**

This training was in 3 phases and was conducted over a period of three years from 2020-2022:

**Phase 1** was a blended mix of online and self-directed learning. This was conducted and completed in 2020.



**Phase 2**, which was conducted in 2021 involved Face-to-Face skills training. Overall, 84 staff from the three institutions are now certified with an International Certificate in Corruption Investigation after participating in this three-year training programme. The expert witness submissions of these staff can be relied on in court to pin corruption culprits.

**Phase 3** was a Training of Trainers (ToT) programme that was delivered by CIPFA at their Headquarters in London, United Kingdom in September 2022. Fourteen participants from IG, OAG and PPDA out of the 84 are now certified with an **International Certificate in Corruption Investigation Training of Trainers**. These will be able to train more staff of the three institutions to become certified corruption investigators.





Leadership of the three institutions after conducting a joint press conference at the Uganda Media Center ahead of the anti-corruption week activities in 2021

# Stakeholder Engagements

Given their shared objective of achieving TAAC, one of the avenues for the three institutions to collaborate is stakeholder engagement.

Joint stakeholder engagement nurtures the development of strong, constructive, and responsive relationships that are critical for the collaboration.

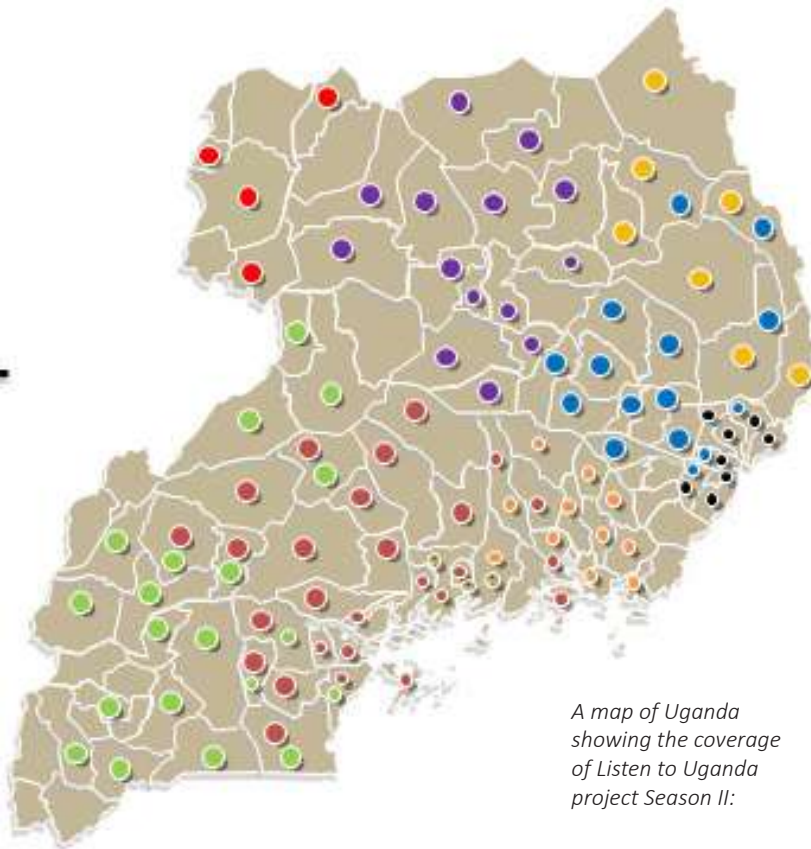
In line with this, some of the joint stakeholder engagement activities conducted in the last few years include:

- Meetings, workshops and barazas with various stakeholders
- Joint media engagements.
- Development of joint Information, Communication and Education (IEC) materials.
- Development of joint training materials for CSOs on TAAC.

Stakeholder engagement works to promote social accountability as an effective way to fight/prevent corruption. This is in line with the National Development Plan III (NDP III) as well as the objectives of the Zero Tolerance to Corruption Policy (ZTCP). In this regard, social accountability is seen as an approach to strengthen TAAC. It relies on civic engagement, where citizens and CSOs participate in demanding accountability from duty-bearers (MDAs and Local Governments).

Social accountability complements and reinforces conventional mechanisms of accountability such as political checks and balances, accounting and auditing systems.

# Listen to Uganda radio drama series



*A map of Uganda showing the coverage of Listen to Uganda project Season II:*

As part of the 2019 Anti-Corruption awareness activities, IG, OAG and PPDA, with support from GIZ, partnered with Wizarts Foundation, an NGO that specializes in communications for development, to deliver the Listen to Uganda project. The project aimed to reduce corrupt tendencies Uganda through innovative radio dramas (Usalama Radio Dramas). The dramas were produced in 9 languages which include English, Luo, Runyakitara, Lumasaba, Ateso, Lugbara, Nga'karimojong, Lusoga and Luganda and are broadcast on thirteen radio stations country-wide.

One of the key outcomes of the Usalama Radio Drama series was increasing public awareness of TAAC. This partnership also aimed to improve attitudes in the public about corruption and its consequences for Uganda. To achieve this, the project mainly used radio for both the dramas and discussions, as well as social media platforms for public engagement.

Listen to Uganda project was conducted in two seasons (Nov 2020-June 2021 and August 2021-November 2021).

## **Season I**

During the first phase, the partnership resulted in 24 serialized dramas, which were produced and broadcast in English and five local languages. The partnership with the three collaborating institutions also resulted in another collaboration which saw NDC availing student commentaries, which, Wizarts incorporated into the drama series.

During season I, there were also engagements with citizens through discussions and call-ins during radio shows.



*Voice actors in the Wizarts studios recording an episode of the Usalama radio drama*



Similarly, capacity building workshops for local Journalists were conducted to deepen their understanding TAAC and the benefits there of. During this time, content was published on social media to increase youth engagement in the fight against corruption.

**Season II**

This built on the successes and lessons from Season I. 24 non-serialized dramas were produced, with 10 episodes broadcast on 13 radio stations.

This season saw the introduction of monthly talk shows, with at least two guests per talk show. Still, in a bid to answer citizens' questions, several question-and-answer sessions as well as radio talk shows were conducted, where officials from the collaborating institutions responded to citizens' concerns.

In season II, the student commentaries were filmed and the videos shared on our social media platforms for engagement.

**Highlights**

There was increased public awareness of anti-corruption and demand for accountability seen from the growing number of citizens who were calling into the radio shows to have their questions answered. For example, in Apac district, the Anti-corruption Coalition's Programme Manager Paul Acak actively participated in all discussion segments of the drama and as a result, various issues raised by the citizens were addressed and key information on anti-corruption was availed.

Similarly, from the level and quality of engagement, one could tell that the citizens were beginning to understand the specific mandates of the three collaborating institutions. Staff from IG, OAG and PPDA actively engaged in the radio talk shows and training workshops to explain the mandates clearly.

As a result of these engagements, there has been an increase in the number of cases being reported to regional IG offices and Anti-Corruption CSOs. In Kigezi for example, cases reported at the regional Inspectorate of Government offices increased from four to 20 per month.



IG's Gerald Gwaira facilitating an engagement session with journalists



PPDA's Ronald Tumuhairwe facilitating a session of journalists



OAG's Hans Twinomugisha during a media training

# Annual commemoration of the International Anti- Corruption Day

The International Anti-Corruption Day is observed on 9 December every year, since the passing of the United Nations Convention Against Corruption on 31 October 2003. The day is intended to raise public awareness about corruption, its dangers and how to prevent and combat it.

In Uganda every year, IG, OAG and PPDA alongside other anti-corruption agencies (ACAs), engage in various activities which climaxed in the Anti-Corruption Day.

These activities are an opportunity for the agencies, guided by their coordinating mechanism, the Inter Agency Forum (IAF), to work together to increase public awareness of the evils of corruption and to promote TAAC.

These activities generate a lot of media attention, resulting in debates and discussions of TAAC efforts in the country. This gives citizens an opportunity to reflect on their role in building towards the elimination of corruption in the country.

Here are some images captured in the anti-corruption weeks and days in the last four years.



DECEMBER 2021:

President Yoweri Museveni launching IG's lifestyle audit campaign during the Anti-Corruption Day celebrations at Kololo Independence Grounds



DECEMBER 2019:

The leadership at Makerere University joined the anti-corruption activities in a walk to proclaim that the university practices zero tolerance for corruption.



NOVEMBER 2021:

Heads of Anti-Corruption Agencies attended a Citizens' Anti-Corruption Baraza hosted in Kampala to listen to citizens' corruption-related complaints



DECEMBER 2019:

As part of the anti-corruption week activities that year, a number of dignitaries, including government officials, civil society, public servants and religious leaders were led by President Yoweri Museveni in the first-ever anti-corruption walk from the Constitutional Square in Kampala to Kololo Independence Grounds.





## Anti-Corruption Day 2022

Ahead of the 2022 Anti-corruption Day event, the Anti-Corruption Agencies held a joint press conference at the Uganda Media Centre, on the state of the Anti-corruption fight in Uganda.

Several measures by Anti-Corruption Agencies that are helping to reduce graft in Uganda we highlighted, key among them being the education and involvement of citizens in TAAC methods and activities.

The commemoration theme was ***“Citizens must own the war to eliminate corruption; it is their war”***.

The 2022 activities were the first public anti-corruption day activities since the COVID-19 pandemic-induced lockdown. In 2020, which was the height of the lockdown, there was no commemoration; while in 2021, an invite-only event was held at Kololo Independence Grounds.





The 2022 commemoration of the anti-corruption day in Uganda was held in Ibanda District, which was selected because it emerged as the best-performing local government in service delivery in the 2021 performance appraisal conducted by the Office of the Prime Minister.

The events began with a procession through Ibanda town, followed by a rally at Ibanda Integrated Primary School, where an exhibition by the Anti-Corruption Agencies, Local Governments and Non-state actors was conducted.

Representing President Yoweri Kaguta Museveni as Guest of Honour at the commemoration event, the Justice and Constitutional Affairs Minister Hon. Nobert Mao pledged the government’s continued support in the fight against corruption, famously saying that: “since the corrupt birds have learnt to fly without perching, the anti-corruption forces must learn to shoot without missing!”

The minister of State for Ethics and Integrity Hon. Rose Lilly Akello, explained that commemoration of the day is done through a series of activities to increase public awareness about the evils of corruption and to promote public participation in the fight against the vice.

Hon. Akello said that since 2020, the agencies at the forefront of the anti-graft war had investigated about 344 cases, recovering over sh850b and causing the interdiction of about 45 public officers.



The Justice and Constitutional Affairs minister Nobert Mao launching the Inspectorate of Government’s whistleblowers’ reward scheme during the commemoration of the anti-corruption day in Ibanda



**FEBRUARY 2023:** Heads of institutions and staff of the three institutions after a meeting to discuss the Collaboration held at OAG

# Planning for collaboration activities



**OCTOBER 2022:**

IGG Beti Kanya hosts the AG, John Muwanga, the Head of State House Health Monitoring Unit Dr. Warren Namara, the Head of State House Anti-corruption Unit, Brig Gen Henry Isoke and the Ag. ED PPDA Dr. Aloysius Byaruhanga to discuss the harmonisation of corruption cases reported simultaneously



**SEPTEMBER 2022:**

*Employees of the three collaborating institutions after a Training of Trainers session at the Office of the Auditor General*



**FEBRUARY 2022:**

*Collaboration retreat in Entebbe*



**OCTOBER 2021:**

*The first Joint heads of Institutions meeting after the lockdown.*

# Young People: key stakeholders in national development

Young people are vital to the development of any nation. As such, it is important to help them appreciate the TAAC agenda right from a young age. Several collaboration stakeholder engagement activities have therefore been targeted at young citizens as shown below.



Deputy IGG Dr. Patricia Achan Okiria addressing university student leaders during the symposium

## Students' symposium on Transparency and Accountability in Public Procurement

As one of the collaboration activities supported by GIZ, PPDA took the lead in organising the **Mak@100 Transparency and Accountability in Public Procurement (TAPP) Symposium**.

The Symposium, held on 29th June 2022 at Makerere University was organised by Makerere University Guild and attended by 210 participants. These included Makerere University students Guild leaders and students, teaching and non-teaching staff. Others were guild leaders from 10 other institutions of learning like Kyambogo University (KU), Makerere University Business School (MUBS), Kampala International University (KIU), Gulu University (GU), Mbarara University of Science and Technology (MUST), Busitema University (BU), Uganda Martyrs University (UMU), Islamic University in Uganda (IUIU), Uganda Christian University (UCU) and St. Lawrence University (SLAU).

Aimed at promoting a generation of young people who have the civic competence to enhance service delivery and build towards a corruption-aware and free community, the Symposium also attracted some stakeholders from the Department of Ethics and Integrity (Office of the President), Rwenzori Anti-Corruption Coalition (RACC), Wizarts Foundation and the National Debate Council (NDC).

The day's chief guest, the Director Religious Affairs at the Directorate of Ethics and Integrity, Office of the President, Rev. Can. Aaron Mwesigye, awakened the students on the value of ethics and integrity towards public procurement and service delivery. He quoted two great men to drive his point home:



Chief guest Rev Aaron Mwesigye receiving a gift from the guild leadership



Chief guest Rev. Canon Aaron Mwesigye, the Director of religious affairs at the Directorate of Ethics and Integrity, The Office of the President, addressing the student leaders



**“Our lives begin to end the moment remain silent on the things that matter” Speak out.** - Martin Luther King Jr.

**“It is easier to build strong children than to repair broken men”** - Fredrick Douglas.

Delivering the keynote address on behalf of the PPDA Executive Director, Moses Ojambo, the Senior Manager, Performance Monitoring (Regional Offices), emphasized that a transparent and accountable procurement system is a key driver of inequitable resource distribution, service delivery and sustainable development.

Representing the collaboration partners, the Deputy IGG, Dr Patricia Achan Okiria, reminded the participants that fighting corruption is a multi-faceted and complicated process that requires the cooperation of citizens. In that regard, she called upon the young people to stand for TAAC and issues that matter for the wholeness and uprightness of this country.

At the end of the symposium, participants agreed on various activities to promote TAAC in the various institutions of higher learning. These included:

- formation of Integrity clubs in each university
- formation of a joint guild integrity ambassadors club to monitor and support activities of integrity clubs
- organisation and coordination of university joint TAAC campaigns
- partnering with government and non-governmental institutions in organizing the national TAAC activities.



Makerere University Guild Prime Minister Rt. Hon. Lotiang Eliyah, and other student leaders welcoming participants during the symposium



Exhibitors at the symposium had a lot of literature on TAAC



## Young People's Handbook launched at Makerere University



**JUNE 2022:** Deputy IGG Dr. Patricia Achan Okiria launched the Young People's Handbook on TAAC at the MAK@100 Symposium. The Symposium was attended by Guild leaders & students from over 10 universities.

Fighting corruption is a multifaceted and complicated process that requires the cooperation of all citizens. With this in mind, the Young People's Handbook on Transparency, Accountability and Anti-Corruption was developed to provide young people with the information they require to actively participate in issues that affect service delivery in their communities.

As the future generation, it is important for young people to understand how corruption negatively affects society and their role in curbing it.

The handbook is interactive and has appropriate illustrations and case studies to help the reader understand better.

It was launched by the Deputy IGG, Dr Patricia Achan Okiria, during the Mak@100 Transparency and Accountability in Public Procurement (TAPP) Symposium at Makerere University.



*Heads of various Institutions including DEI, IG, OAG, DPP among others and staff after attending the Global Leadership Summit 2021*

## Global Leadership Summit 2021

The Key partners in the promotion of TAAC for better service delivery in Uganda participated in the Global Leadership Summit in 2021. This was supported by the three institutions and GIZ.

The Global Leadership Summit is the leading convening of diplomatic, business and policy leaders in a neutral, nonpartisan forum to exchange ideas and collaborate

on solutions to today's most pressing global challenges and opportunities.

The Summit is premised on the desire to address leadership challenges faced in every sphere of influence in the Nation, both at a personal and organizational level. It focuses on creating a nation where leaders espouse six values: Stewardship, Work Ethics, Integrity, Patriotism,

Excellence and Servant Leadership.

IG, OAG, PPDA, ODPP and SHACU are some of the agencies that participated in the event themed: The Governance and Security Program@Rebuilding Ethics and Integrity.



Former German Ambassador, His Excellency Matthias Schauer, giving a keynote address at NSDC 2019

# Partnering with NDC to engage young people

Since 2019, the three collaborating institutions have been working with NDC to engage young people in conversations about TAAC. NDC uses debate, speech, and other genres of art as a vehicle for change – they were able to create a space for young people to contribute meaningfully to national conversations about TAAC and propose solutions to what affects them and their communities.

During these activities, young people are encouraged to think critically, read widely in order to broaden and deepen their understanding of governance at a national level, specifically TAAC in this case.

Having begun with only 20 schools from less than 10 districts, with the collaboration partnership, the young people engagement activities are now conducted in over 80 districts, reaching over 500 schools nationally.

One of the flagship programmes supported in this partnership is the National Speech and Debate Championship (NSDC). Since 2019, the NSDC has been implemented in partnership with the IG, PPDA, OAG and other ACAs with support from GIZ.

**2019**

In 2019, NDC held its 10th NSDC, themed ‘Anti-corruption’ in which over 250 schools participated, and 100 of them qualified for the finals. Over 25,000 students and teachers were directly engaged in the activities that year.

**2021**



Muni Girls SS, Winners of West Nile Regional Debates celebrate

As part of the Anti-Corruption Campaign 2021, NDC in partnership with the IG, OAG and PPDA championed the online NSAC with support from GIZ - SAC. Despite the Covid-19 lockdown, 60 selected students used different



Teachers who facilitated the TAAC debates pose with former IGG, Lady Justice Irene Mulyagonja at NSDC 2019

forms of art: speech/oratory, essay/short story, song/rap, poetry, interview/conversation and art/cartoon to tell different stories underscoring different corruption issues. The submissions focused on three thematic areas of; health, Education and infrastructure and addressed some key questions like;

- How Corruption manifests in the three thematic areas?
- How corruption in those areas affect young people?
- What actions can young people take?
- What limits young people from taking those actions?
- What kind of support do young people need?

The one-month campaign brought together over 50,000 people online and the two of the winners; Nkajja Janice and Kagoro Enock got a special invitation to the Commemoration of International Anti-corruption Day at Kololo Ceremonial Grounds, where Janice delivered her famous “*My Book*” speech before the President. This speech personalized corruption as a cancer, monster devouring the future of Uganda’s young people. (<https://youtu.be/Qs5r8juAD3g>)

**2022**

After two years of school closure without physical debate and speech programmes, the 2022 NSDC was held under the theme, **TAAC**, involving over 150 schools.

This year saw the launch of the Young People’s Handbook on TAAC, a product of the collaboration.

The collaborating institutions supported in the production and distribution of over 1,000 copies of the handbook. The handbooks have helped students and teachers in doing research and understanding key TAAC concepts.

The finals earlier slated for December 2022 were postponed to May 2023 after schools closed early due to an Ebola outbreak.



Mengo SS winners pose with guests & partners



SCAN THIS QR-CODE to watch the “My Book” speech



Nyakasura School’s Kagoro Enock passionately argues against corruption



King’s College Budo’s Janice Nkajja was the winner in the speech category in 2021



Activities during the Arua Regional debates



Former AG John F. S. Muwanga



IGG Beti Kanya Turwomwe



PPDA ED Benson Turamyé



Tassilo von Droste, GIZ Head of Programme, Governance and Civil Society

## The National Students Anti-Corruption Challenge awards ceremony 2023



In March 2023, the National Students Anti-Corruption Challenge awards ceremony was held at the PPDA Auditorium. The award ceremony attracted students and guests from across the country and had the Inspector General of Government Hon. Beti Kanya Turwomwe, as the chief guest. The Ceremony was also graced by the then Auditor General, Mr. F.S. Muwanga, The Executive Director PPDA, representatives from SHACU, Ministry of Education, headteachers and students from various schools and other important guests.





National Students' ANTI-CORRUPTION Challenge #NSAC223

“ If We Must Die! We Must Die In The Fight Against Corruption TOGETHER WE CAN. ”

POET  
**BASHAGIRE EVAS**  
St. Mary's College Rushoroza



# Young People's voices on TAAC



AHUMUZA MARIA AGATHA,  
15, (S.2) Mt St Mary's College  
Namagunga, Mukono

Transparency is simply allowing the truth to be revealed whereas accountability is taking responsibility for your actions and an explanation to them when asked. These two factors are interdependent in the fight against corruption. Transparency upholds the fact that it is not only the government that is corrupt but every single human alive is liable to corruption, hence the need for transparency. Accountability is also a necessity because it promotes responsibility among people for their actions. Be transparent and accountable for all your actions. Let us all join in on the fight against corruption. Through Knowledge to Virtue; For God and My Country.

SAMRAWIT GHEBREHIWOT, 16, (S3)  
Mengo Senior School, Kampala

The Young People's Handbook on Transparency, Accountability, and Anticorruption (TAAC) published by OAG, IG and PPDA, has been instrumental in fostering a profound understanding of corruption, its underlying causes, and the imperative need for transparency and accountability. It has provided me with a comprehensive overview of corruption and served as an enlightening guide.

I got to explore the intricate web of corruption; the handbook has shed light on its devastating impacts on societies, and environment, economies and government.

Through the captivating analysis and thought-provoking case studies, the handbook has unraveled the root causes of corruption, such as lack of transparency, weak institutional frameworks, and ethical deficiencies.

In a nutshell, it has equipped me with a strong foundation and comprehensive knowledge base, enabling me to articulate the multifaceted nature of corruption and advocate for change. The handbook's captivating truths and sophisticated insights have elevated my understanding of corruption, empowering me to actively participate in efforts to combat this pervasive vice and build transparency and accountability as essential pillars of a corruption-free and just motherland, Uganda.





**KAWEESA ARAFAT KIGOZI, 15, (S3) Code High School, Mukono**

With students' will, there is a way. Inside classrooms, it is possible for teachers and students to spare a couple of minutes for students to perform short skits, role play, recite short poems or share real-life stories about TAAC. Thematic Edutainment through MDD, song competitions and sports activities on TAAC can easily buy the willingness of learners to creatively write, quote share quotes, feature headlines in news on assemblies or even display such on noticeboards. Imagine leadership camps and open stakeholder dialogue on the value of these core values. It takes all stakeholders to support and offer what they can to promote TAAC and inclusivity. A school is and can be a great yielding ground.

**KUKUNDAKWE MARK, 20, (S5) Kigezi High School, Kabale**

*It's a conscious raiser. I unequivocally concur with the philosopher who said "educate the children and it won't be necessary to punish the men". The Handbook on TAAC has enlightened me on the contributions of good will to organize workshops on TAAC, displaying placards in the school compound with TACC slogans and setting up an Integrity club. This is intended to raise the consciousness of students about the effects of corruption in a bid to make them transparent men and women in the future. A Luta continue, For God and My Country*

**ACHEN IMMACULATE ISAAC, 17, St. Mary Assumpta Girls' Secondary School, Adjumani**

*The Young People's Handbook on TAAC has aided my understanding in a way that I have known the origin of corruption, its forms, the causes and effects in both private and public sectors. I noted the strategies set along in the fight against corruption that includes my rights and roles. Through strengthening public accountability, I have also known the responsible bodies in the fight against corruption, the best practices for anti-corruption such as debate, whistle-blowing, and involving young people. Lastly, the key factors to reduce corruption in Uganda must be observed as stipulated in the Handbook.*



**JONATHAN KIBRAI, 16, (S3) St. Mary's College, Kisubi, Wakiso**

*Corruption has over the decades, transformed into a silent parasite, crippling individuals and damaging their personalities and bringing huge economies to their knees. In a bid to tackle this vice, the fight has been stretched from adults to young people so as to ensure its demise right from the grassroots. One such venture is the Young Peoples Handbook. Throughout my reading of this Handbook, I realized there is way more to corruption than I had ever known. This book has helped simplify the meaning of corruption to the youth, shed a light on the various ways of manifestation and the various forms in which it occurs especially in our daily lives. This book has greatly demystified the perceptions about whistleblowing making it way easier to fight in communities such as schools, hospitals and in our daily lives. All these have pointed out toward the end of corruption especially in young liver across the country a very big advancement in the fight against it. For this, I thank the National Debate Council.*



**AYEBARE BRAVE, 18, (S5)**  
Mt. St. Mary's College Namagunga,  
Mukono

*At a point when the evil weevil, corruption, is terribly eating up Ugandans, The Young People's Handbook on TAAC is instrumental in the fight against the vice. I highly recommend it for all patriotic young people since we are the light at the end of this dark tunnel. The articulation of TAAC is not for the Anti-Corruption Agencies, it all starts with YOU and I. It simply takes ethics, integrity and etiquette to know that what is uncouth is actually uncouth. Let us write the book that we have failed to find. Let us write the book of a corruption-free Uganda. Through knowledge to virtue.*

**ASANO JEAN FAITH, 18, (S.4)**  
Soroti Secondary School, Soroti

*"We have eyes but cannot see...!" This is best evident by individuals that have personally interacted with the Young People's handbook on TAAC. Many people in Uganda today know that corruption is an elephant in the house, thus an illusion of reality to some but not all are able to explain this much as they experience it. However, the Young People's Handbook on TAAC has not only merited in knowing the various forms of corruption but also exposed me in realizing that even as a student, I can whistle blow, write articles on corruption and make communicative art pieces that shame and defame the actors in the students fight against this cancer of corruption thus creating public awareness. Yes, together we can end this syndrome!*

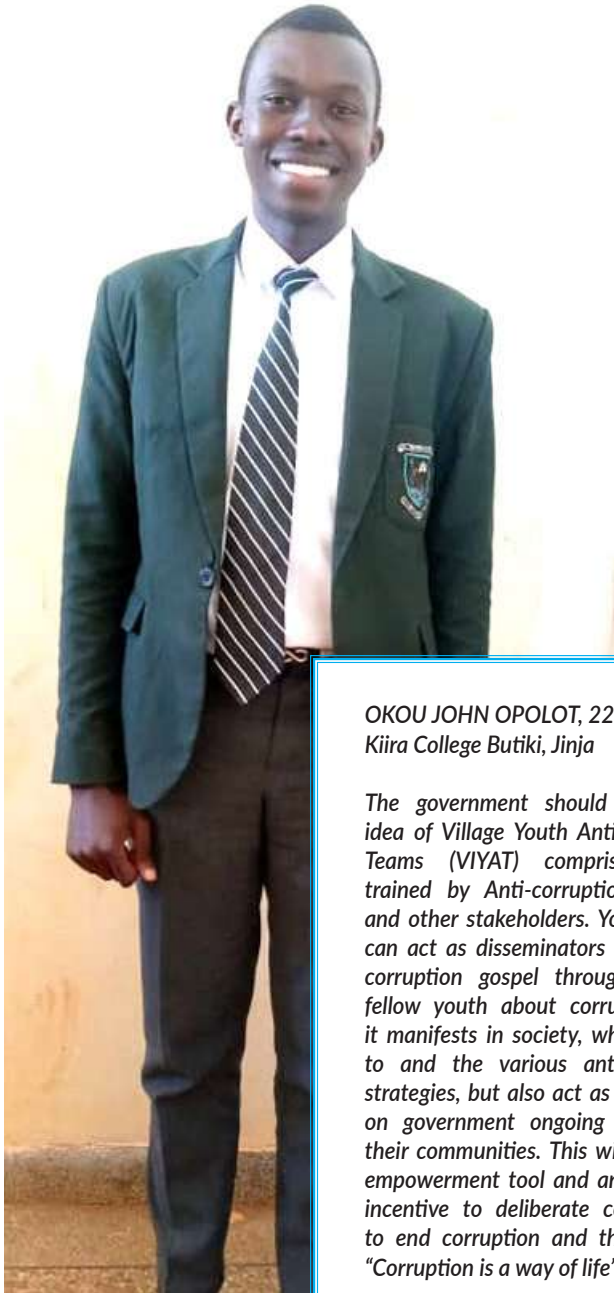


**KELIKI RUTHROCK QUEEN, 17,**  
St. Mary Assumpta Girls'  
Secondary School, Adjumani

*The Young People's Handbook on TAAC has expanded my knowledge on the forms of corruption, its effects on different sectors like education and health. It enabled me to understand the causes of corruption and the bodies responsible for fighting corruption. As young people, the best way to fight against corruption is getting involved in debates in schools and at national levels. Sincerely, I learnt the practices for anti-corruption and strengthening accountability. It has impacted in me the best strategies to prevent corruption and I picked the key factors to reduce corruption. Conclusively, it is everyone's responsibility to fight corruption.*

**AYEERWOT JUDITH GLORIA, 18, (S4)**  
Sacred Heart S.S, Gulu

*The Young People's Handbook glorifies Transparency Accountability and Anti-Corruption as a tool to fight not only corruption but also other vices like drug abuse, pickpocketing, deceit etc. It also exposes the ignored forms of corruption in schools, markets and hospitals. The book has also informed me as an advocate about the laws that protect me for instance the whistle blowers Act in the bid to enhance TAAC. It also points out my duties as a citizen in the fight against corruption. Conclusively, the book provides interesting measures for the youth like camps and social media in the achievement of TAAC in the country.*



OKOU JOHN OPOLOT, 22, (S6)  
Kiira College Butiki, Jinja

*The government should adopt the idea of Village Youth Anti-Corruption Teams (VIYAT) comprising Youth trained by Anti-corruption agencies and other stakeholders. Young people can act as disseminators of the anti-corruption gospel through teaching fellow youth about corruption, how it manifests in society, who to report to and the various anti-corruption strategies, but also act as watch dogs on government ongoing projects in their communities. This will act as an empowerment tool and an aggressive incentive to deliberate collaboration to end corruption and the narrative "Corruption is a way of life".*



NSIIMIRE PEARL, 16, (S3)  
Maryhill High School, Mbarara

*The Young People's Handbook on TAAC has equipped me with deeper knowledge about corruption, its forms, causes, consequences and preventive measures. Using the knowledge therein, I have been able to address my school about being integral, as a way of curbing corruption. I now believe it is my obligation to educate my community about Anti-corruption through writings, symposiums and demand accountability from leaders in my community. More so, I should not be a by-stander as I witness corruption, but rather take the responsibility of reporting to authorities so that I can contribute to a better Uganda for the young generation.*

# Illustration of some corruption manifestations in society

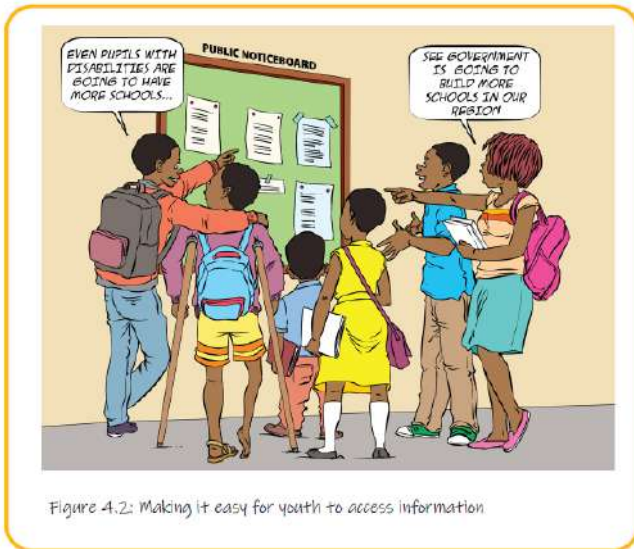


Figure 4.2: Making it easy for youth to access information



Figure 4.2: A politician distributes money and goods to voters

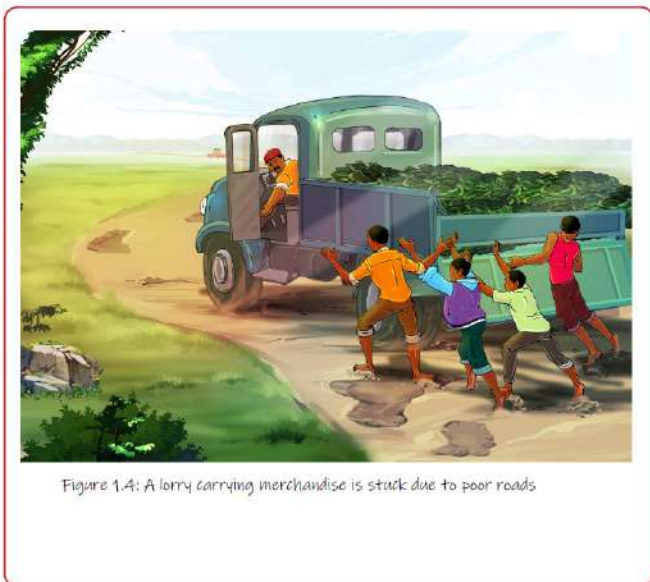


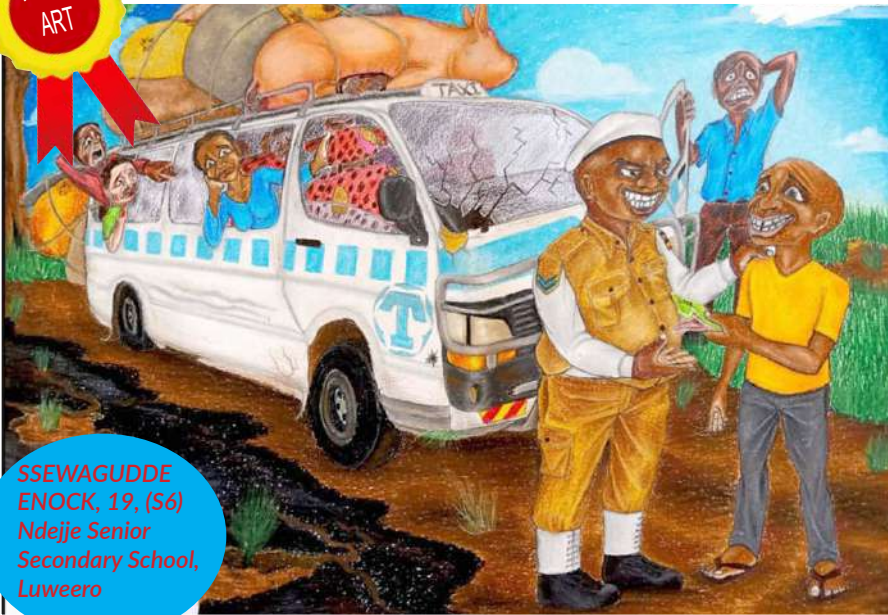
Figure 1.4: A lorry carrying merchandise is stuck due to poor roads



Figure 1.2: Corruption takes different forms

# National Students' Anti-Corruption Challenge winning entries

Anti -Corruption Students' art exhibition



**SSEWAGUDDE ENOCK, 19, (S6)**  
Ndeje Senior Secondary School, Luweero



**Newton Kazaare, S4,**  
St. Joseph's Mbarara



**Nowamani Jathero, 23,**  
St.Thomas Aquinas College Kamwenge



**Precious Kisakye, S4,**  
Ndeje SSS, Luweero

# Shaping the youth's role in anti-corruption efforts in Uganda

## – The debate and speech championships journey through my eyes

**By Kato Festo**  
**National Debate Council**

I am Kato Festo, I have a passion for engaging audiences as a social media community manager for the National Debate Council (NDC) of Uganda.

Apart from my professional pursuits, I am passionate about communication and education, serving as a debate and public speaking coach, and expressing my creativity through poetry. I also possess comprehensive knowledge of data analysis, computer programming, and systems development, making me adept at solving challenges with innovative solutions.

Bearing in mind that young people form approximately 70% of the Ugandan population, we, the young generation, must contribute to the societal solutions to the problems affecting our communities for we are the future of this great nation.

In partnership with OAG, IG and PPDA, the National Debate Council embarked on a journey to inspire positive change among young people in Uganda through the 2022/2023 National Speech and Debate



Championship with support from GIZ.

Under the theme “Deepening

Transparency,

Accountability, and Anti-Corruption (TAAC) among Young People,” the championship aimed to instil in Ugandan secondary school students a sense of responsibility and commitment to promoting essential ethical values. Beyond the students, the Technical Team of Judges, Media Team, Runners, and Adjudicators from NDC played crucial roles in facilitating the debate's success.

The National Debate Council team, comprising former National Students Debate Championships (NSDC) debaters who have been trained and nurtured to execute different roles at Debate Tournaments as a way of giving back to society, set out to inspire secondary school students through structured and objective debating. As they visited schools

across the country, their anticipation was met with enthusiastic student participants who displayed impressive knowledge and passion for critical societal issues. Through these debates, the students honed their public speaking and critical thinking skills, allowing them to effectively articulate their perspectives on TAAC.

The debates held during the regional qualifiers showcased the incredible talent and knowledge of participants from 113 schools across the country. Discussions on TAAC sparked meaningful conversations among students, teachers, and community members.

These interactions encouraged the exchange of ideas and perspectives, fostering a culture of openness and dialogue. The debates served as a platform for young people to voice their concerns and propose solutions, empowering them to be active contributors to society's betterment.

The unwavering support of the stakeholders and commitment, along



*The organising committee and the technical team of the National Speech and Debate Championship - 2022/2023*



Members of the NDC Core Team that took charge of the regional debates: Rita Businge, Cohens Mugisha, Denise Ayebare, Festo Kato, Stuart, Saviour Arinda

with the dedication of the technical team, as well as debate adjudicators, played a pivotal role in making the championship a success. By organizing and managing the debates efficiently, these teams demonstrated their commitment to promoting the values of TAAC in the country.

In addition to building values, the debates instilled a sense of patriotism among the participants. Young people realized the importance of contributing positively to their communities and the nation at large. They understood that they were the future generation of public servants and duty-bearers and that their actions could shape Uganda's trajectory toward a more transparent and accountable society.

As the regional debate championship came to an end, the participants were inspired and motivated to continue their efforts in their respective schools and communities. Armed with newfound debate skills and a deepened understanding of TAAC issues, they recognized their potential to drive change through their words and actions.

Looking ahead, young people in Uganda

have a crucial role in promoting TAAC for better service delivery. They represent the future generation of leaders, lawmakers, and public servants who can influence governance and policy. By remaining active, engaged, and passionate about these issues, they can effect transformative change in society.

The NSDC's success underscored the importance of structured and objective debating in Uganda. It not only provided a platform for students to express their views but also encouraged critical analysis and evidence-based arguments. This approach helps in developing well-informed and responsible citizens who can actively participate in shaping the nation's future.

In conclusion, the 2022/2023 National Speech and Debate Championship, served as a powerful platform to instil in Ugandan secondary school students the values of TAAC. The championship not only empowered the young participants to become confident speakers and critical thinkers but also fostered a culture of open dialogue and exchange of ideas.

Appreciation is due to the partners in

this cause, who include, OAG, IG, PPDA, Parliament of Uganda, State House Anti-Corruption Unit SHACU), GIZ and the Embassy of the Netherlands. Their technical and financial support played a vital role in ensuring the NSDC's success and the positive impact it intended on the participants and society at large.

The success of the structured and objective debating approach used in the NSDC emphasized its importance in developing well-informed and responsible citizens.

This method cultivates critical thinking and evidence-based arguments, empowering young people to actively participate in shaping Uganda's future.

Overall, the National Debate Council's unending journey to inspire change through the championship leaves a lasting impact on the participants and all those involved. The ripple effect of these efforts will continue to resonate, driving Uganda towards a more Transparent, Accountable, and Corruption-free future.



*Potholes are caused by shoddy work that reduces the quality and life span of roads*

# Citizens take up arms against corruption

Corruption is currently one of the greatest burdens to our country as it cripples service delivery and economic development. In this twenty-first century, Uganda is experiencing a wave of very greedy and selfish public servants who misuse their entrusted power for private gains. The public has now lost trust and confidence in all government institutions for lack of integrity, accountability and transparency.

This vice cuts across all sectors of the economy with the transport and works sector standing out in the spotlight. The sector is characterized by shoddy works, extortion, embezzlement of funds, flaws in the recruitment of workers and flouting of procurement processes of contracts and supplies. Since every citizen whether rich or poor is either directly or indirectly affected by the irregularities in this sector, the citizens have hence turned into whistle-blowers and have raised the red flag against these irregularities.

**FELIX ERONGU, 20, (S6)**  
**St. Julian High School, Wakiso**



Lately, there have been concerns by several members of the public regarding the state of roads in Uganda's capital city which they have now dubbed the pothole city. Most of the roads in Kampala are riddled with potholes which are a menace in terms of causing traffic congestion, accidents and damaging vehicles. Motorists have continuously expressed their dismay as potholes puncture car tyres, ruin vehicles' suspensions and steering alignments.

These potholes are caused by shoddy work that reduces the quality and life span of roads. On average a well-paved road must last 15-20 years before it is reconstructed but in Uganda most do not even last ten years. The quality of roads in the country is really demanding. They easily and quickly get damaged thereby creating a lot of maintenance backlog.

One day as I was travelling in a taxi through Salaama Road in Makindye, a pregnant woman gasped in pain when the

vehicle bumped into a pothole. Everyone was fully anxious for it was a possible risk of a miscarriage. The driver had tried to negotiate the pothole but all in vain for it was too huge. This among many other incidents justifies the people's plight on the deplorable state of roads in the country's capital.

Kampala has a road network of about 2110km out of which only 668km are paved and the remaining 1442km unpaved. Of the paved network, 360km are over 35 years old and have been patched and repaired too many times and now require reconstruction. Kampala Capital City Authority (KCCA) claims it has very limited funds to maintain the roads hence exacerbating the situation in the country's capital.

In a presser on 4th January 2023, Kampala Lord Mayor Lukwago said despite KCCA getting a meagre budget, the little that goes into critical issues like infrastructure development is swindled through inflated costs. KCCA recently announced they had received \$288M (shs.1 trillion) funding from the African Development Bank (ADB) to implement road rehabilitation activities in the city. This would cater for the reconstruction of 31 potholed roads measuring in total about 70km around the five divisions of Kampala. They constitute 69km at a cost of shs.1 trillion which translates to each kilometre being constructed at a whopping shs.14.4 billion.

"What baffles us are the large quantities of bills and inflated unit costs," said Lukwago. He also said no amount of explanation can justify the inflated cost of the roads but it is rather a scheme by some individuals to siphon the taxpayer's money. A comparative study has been done in the East African region and the entire sub-Saharan region and we have the highest cost of road construction defeating even those areas where the terrain is difficult to navigate.

Lukwago explained that he knew of cartels and mafias, both the central government and at KCCA, that plan the schemes to inflate the costs of construction for their own benefit. Infact, the construction money is given with one hand and taken away with the other. His team raised these matters with the ADB



and some interventions were made. The ADB team was outraged and halted the entire process which occasioned the delay in the commencement of the construction works which in turn not only saw members of the public come up in arms over the deplorable state of roads in the city but also exposed the rot in the works ministry.

I think the Inspector General of Government (IGG) should pick up the matter and investigate it to the depth. Our roads are constructed very expensively but with poor quality implying a lack of value for money. Uganda's transport infrastructure is a vital part of its international and regional competitiveness and should be handled keenly.

Citizens have also raised alarm over the massive extortion at the Entebbe airport. Many people have taken turns to narrate both in video and text what they have gone through at the hands of greedy airport staff. Many Ugandans reported missing their flights even when they checked in on time with very requisite documents. One Twitter user wrote that in Uganda one can get a visa from an embassy only

for an airport employee to stop one from boarding not until one offered a bribe of about \$100 to \$200. Such acts taint the country's image globally and we never know how many tourists and investors will change their minds after the public criticising the services at our only international airport.

I am happy that IGG picked up the case and started investigations to bring the perpetrators of these crimes to book. As youths, we should raise the alarm to anti-graft agencies on exposure to any form of corruption. Report these criminals through social media platforms and toll-free numbers. Through case scenarios like the extortion at Entebbe airport, social media has proven to be extremely impactful in exposing the corrupt and advocating for integrity, accountability and transparency. Meanwhile, the government should develop strong laws and benefits that protect and motivate the whistle-blowers.



Agona receiving his award from the IG. LEFT - Agona performing at the ceremony

*Dickens Opio Agona (S6 vacationer)  
Hope Senior School, Nakirebe*

**Verse 1**

Look at the children on the streets  
Looking for bread so they can eat  
No place to sleep, no clothe to put on  
Can't you see yet.  
Look at health care ready pains  
Because of of someone selfish gain  
The states of roads, when it rains  
Can't you see that.

**Pre-chorus**

We need to see transparency  
We need accountability  
It's our responsibility to fight now  
To fight now now now

**Chorus**

So You got to wake up, rise up  
It's our role to fight, it's our time to fight  
Fight corruption.

**Verse 2**

Look at the system, where people are bribing  
And no one is bothered to report it  
Officers are looting and hunger killing  
And the big fish keeps on swimming  
No, no no no no  
The judges are not in the dork  
My nation is left to the dogs  
Chewing, can't you see yet.

**Pre-chorus**

We need to see transparency  
We need accountability  
It's our responsibility to fight now  
To fight now now now

# Lyrics to the winning song - Time To Fight



SCAN THIS QR-CODE to watch the winning song in the High School Category

**RAPS**

We can never see our nation bleed  
From a bite of a single greed.  
Protect our community  
From nonstop pain  
As a result selfish gain  
I know that some times it may cost  
Yet its worth more than we have lost  
Let's all play our roles  
It's just a matter of choice  
Can't you hear the cry of a native voice



**SAMRAWIT  
GHEBREHIWOT, 16, (Senior  
3), Mengo Senior School,  
Kampala**



SCAN THIS QR-CODE to watch the winning speech in the High School Category



**Christabel  
Ruganzu  
Formerly in  
Gombe Jr School,  
now in Mt. St.  
Mary's College  
Namagunga**



SCAN THIS QR-CODE to watch the winning interview in the Primary School Category

# TESTIMONIES FROM THE PLAYERS IN THE COLLABORATION

As the Collaboration Strategy is being implemented, various players in the three institutions work together with the support of GIZ to bring it to life. These include the heads of the institutions, a Committee of Directors (CDs), three Technical Working Groups (TWGs), coordinators and a monitoring and evaluation team

among others. They ensure the full participation of the three institutions in the effective implementation of the collaboration.

Below are some testimonies from some of these team members of how the collaboration is working and what has been achieved thus far.

## Question and Answer session with the Collaboration focal person

**Dr. Maxwell Poul Ogento,**  
Former Director Technical Services, OAG  
Then Collaboration Focal Person and a  
member of Committee of Directors

**Question: What are your thoughts on the collaboration so far?**

*Answer: The collaboration is continuing to break barriers across entities as the partner institutions continue to realize that they are not competitors but are there for the same objective. This will act as a deterrent to potential misuse of funds by public institutions, after realizing that there is a strong and heavy follow-up mechanism by the three institutions, which, it is envisaged, will lead to improved service delivery.*

*The shaping of a close partnership between the institution heads will also have a trickle-down effect on staff in the three institutions, who will then adopt synergies and quicken any required responses to reported misuse of public resources.*

**Q: What Joint activities have stood out for you in the years of working together as a collaboration and why?**

*A: The joint trainings conducted brought together the experts in the respective institutions which have created a closer bond for continuous engagement and consultations at that level.*

*The joint appearances on talk-shows also bring out one voice and portray to the public a common voice.*



Q & A

**Q: What do you expect in terms of citizen engagement?**

*A: Citizens will realize over time, that there is value in engaging the anti-corruption agencies so as to collectively fight corruption. Similarly, they will see the value of joining and contributing to the anti-corruption fight, since its effects impact all of them, especially at the grassroots.*

*I also expect increased demand for action, as citizens increasingly understand the roles of the public institutions and continue to point out the areas of improvement in executing such roles.*



MARCH 2023: Teams from IG, OAG and PPDA after a collaboration review meeting at the IG Head Office

**Q: What are the key take aways from the collaboration?**

A: Breaking of barriers across entities and the realization that the entities are not competitors but rather partners all aiming at the same objective of promoting TAAC for better service delivery to the citizens.

**Q: What do you envisage to be the future of the collaboration?**

A: A united TAAC effort by the institutions involved, providing timely interventions in any reported misuse of public resources.

There will also be an increased need for the other players in the anti-corruption fight to also join the collaboration such as the POLICE CID, DPP, etc.

**Q: Looking ahead, what would you urge Ugandans to do to also partner with the three institutions in this fight against corruption?**

A: I would encourage them to utilise



*We are stronger together in the partnership as opposed to working in silos.*

the feedback mechanisms provided to report in real time, such as through the Citizens Feedback Platform (CFP) introduced by the OAG and PPDA's Contract Monitoring System (CMS) which is delivered through CSOs on the ground), any areas of misuse of public funds so that there is quick intervention from the responsible institutions

The public also needs to increase their engagement/interest in instances of failed service delivery and continue to demand more from the implementers in addition to reporting any identified misuse to the anti corruption agencies. Such collective efforts will act as a deterrent to any public officers intending to misuse public funds.

**Q: Does using a multi-organizational team when conducting joint investigations work?**

A: Most definitely. It allows for the sharing of skills across Institutions. Moreover, bringing together different mandates quickens the execution of investigations since each institution is able to leverage on the mandate of the sister Institution as well as the resources in terms of skills and expertise at the different institutions.

Additionally, it brings a clear message to the public of a coordinated effort in the anti-corruption fight which will be a deterrent to potential misuse.

However, care must be taken because if the final report is presented jointly, this may be challenged in courts of law given that the various laws creating the different institutions do not provide for such scenarios.

**Q: Any Parting shots?**

A: We are stronger together in the partnership as opposed to working in silos.

## Audit and Investigations

# Collaborating to deliver strong court cases to defeat corruption

**James Bantu,**  
Assistant Auditor General - Audit  
(OAG),  
Former member of the Committee of  
Directors (COD)

One of the surest ways of delivering on the TAAC agenda is the successful prosecution of offenders. According to Mr James Bantu, the biggest benefit of the collaboration is that it facilitates the best preparation for court sessions, ensuring a strong defence to pin corrupt individuals.

The expertise from the three institutions working together ensures that all angles of the case, which would otherwise have been beyond an institution's reach in terms of mandate, are covered and thus ensure a strong case. For example, where audit (OAG) stops, the baton can be picked up by the IG, who can produce a search warrant and continue with investigations. This collaboration has to some extent reduced incidents of corruption cases being thrown out of court over technicalities like lack of mandate to investigate.



The saying goes that justice delayed is justice denied. The collaboration has fostered the expeditious investigation and prosecution of cases to deliver TAAC to the citizens of Uganda. The investigation process as well as case management facilitates the delivery of a strong case in a fast turn-around time.

It also helps that investigators from the three institutions have received international certification that is acceptable in the courts of law.

Similarly, the unique expertise available in the three institutions enhances the quality of work done as well as the quality of reports submitted to governing institutions like Parliament.

### Overcoming teething challenges:

According to Mr Bantu, several challenges had to be overcome for the collaboration to work. These included the lack of an enabling framework that could govern the collaboration.

Among others, the institutions overcame this by signing a memorandum of understanding, adopting a working framework and now strategizing for long-term impact.

The framework studied the law to make it work for the collaboration. It highlights mandates to show how the collaboration could work legally, including guiding on which institution can take lead in which various situations and who signs off the reports to ensure they are legally binding. The framework gives the employees of the three institutions equal mandate on joint activities as well as providing an environment in which they can build trust and help each other with evidence collection for better case management.

The strategy now helps to activate the framework to operate optimally. It is envisioned that the framework will be disseminated to operate even at the regional level, resulting into even greater synergies.

The framework also helps eliminate the duplication of work and wastage of resources.

A key benefit of the collaboration is helping the institutions give each other visibility. For example, a section on PPDA findings is now included in the AG's report to Parliament. To meet the reporting timelines, PPDA now has to expedite the procurement audits in time for inclusion in the AG's report.



## We want to make sure that citizens get services as planned for, using appropriated funds

**Samuel Kalule Mawano,**  
Principal Auditor (OAG)  
**Chair TWG I (Audit and Investigations)**

Mr Kalule chairs a six-member working committee of individuals from the three institutions. These focus on various tasks, including:

- Supportively planning for entities to be audited and investigated
- Forming and overseeing the supportive teams to carry out the investigations and audits
- Conducting inspections together
- Studying all the case files together to ensure gaps are plugged.

The teams' biggest focus, thus far, has been the development and streamlining of operations; specifically developing guidelines for conducting supportive audits and investigations; coming up with



guidelines for a referral mechanism; developing a report writing and distribution style that will elicit action; as well as training staff on the Collaboration.

In performing their roles, Mr Kalule says they are guided by the three Institutions' mandates, which hinge on ensuring that public resources, as they are appropriated by the Parliament of Uganda, are put to the intended use. In doing this, he points out some of the benefits of the collaboration as being:

- Training members of the team in corruption investigation and ensuring that investigators and auditors are certified.
- Benefiting from the experience and exposure with staff from other institutions to learn best practices.

## Culprits are many and sophisticated; a multi-skilled team will handle this

**Simon Businge,**  
Manager Performance Monitoring (PPDA)  
**Member TWG I (Audit and Investigations)**

When talking about the Collaboration, Mr. Businge re-emphasises the benefits therein including the sharing of practical experience, which makes learning easier; as well as the ease of consultancy with colleagues from the other three institutions without the burden of bureaucracy. He also highlights the saving of government resources which



results from collaborative investigations and audits with OAG, IG and PPDA; as well as the avoidance of causing fatigue to the entities when separate teams from the three institutions visit on similar missions.

Mr. Businge specifically points out how sophisticated criminals have become, especially with the increasing cases of cybercrime, and highlights how multi-skilled teams from the three institutions can work together to defeat this crime. The sharing

of resources by the teams from the institutions is an added benefit, specifically a forensic lab, fraud examiners and taking full advantage of the uniqueness of the team members to deliver tangible investigation results.

Looking into the future, Mr. Businge highlights some things that can ensure the collaboration delivers even better results. These include:

- Holding quarterly reviews of joint investigations to reflect on results.
- Even better coordination when cases are received for joint handling.
- Fully address technicalities over mandate and funding of joint activities.

## Capacity Building

## Building capacity for easy institutional co-operation

*“We know that not much can be achieved alone. Collaborating does not weaken the individual institutional mandates.”*

**Annet Mwembe,**  
Supervisor Human Resource (IG)  
Chair TWG II (Capacity Building)

Speaking on the success of the joint capacity building efforts of the collaboration, Ms Annet Mwembe has glowing reviews.

The trainings that stand out for her are the Joint leadership training for the middle-level managers of OAG, IG and PPDA; the EnCase Certified Examiner/ Investigator Certification Program; and the joint Practitioner Corruption Investigation training which included a Training of Trainers (TOT) for certification in investigation.

That being noted, Ms Mwembe shares the key benefits of the joint capacity building efforts as being:

**General:**

- Getting out of silos has exposed the teams to new ways of working which rejuvenates their energy to deliver.
- Likewise, training together makes it easy for the staff in the three institutions to embrace the collaboration and its benefits.
- Joint trainings also save both time and resources (tax payers' money)

During the training also, it is easy to show how the mandates of the



institutions fit into each other and how the unique working styles can benefit the institutions' work ethos.

**Training of trainers:**

- Joint trainings offer investigators new perspectives and teach new investigation styles
- As noted before, the joint trainings are an opportunity for knowledge and information sharing. For example, the team from IG share expertise on investigations while the team from OAG share experience on audits. PPDA teams are experts on procurement and share that knowledge.

The joint trainings also facilitate ease of co-operation with the institutions. After

training together, it is easy to reach out across institutions for assistance.

**Leadership training:**

-Improvement in supervision of tasks has been noted with discussions about performance and communication with teams improving. This results in better service delivery by staff.

- Similarly, there are testimonies of improved professional behaviour of managers, specifically with sharing feedback and guidance on the delivery of work tasks. This creates a more conducive working environment which fosters service delivery.

- The coaching role of the managers has now been embraced

**Message to colleagues**

taking from the popular saying by Chinua Achebe “since men have learned to shoot without missing, he has learned to fly without perching” Ms Mwembe urged colleagues to embrace new ways of working if they are to deliver on TAAC.

“We know that not much can be achieved alone. Collaborating does not weaken the individual institutional mandates. Independence should be operational but used to strengthen the achievements of the collaboration,” she said.

# Ethical values are self-policed; benchmarking helps deal with shortfalls

**Stephen Wanyama,**  
*Asst Manager Human Resource (OAG)*  
**Beneficiary, middle management training**



Mr Wanyama, who is a mid-level manager at OAG, was full of praises for the training he attended with colleagues from IG and PPDA at the Uganda Management Institute.

Highlighting his biggest lessons from the training, Mr Wanyama mentioned the following:

- The training, which emphasised work ethics and values, strengthened his personal values to self-police to deliver not only for his team, but for the entire organisation and the country.
- Learnt to uphold minimum standard values for service delivery
- His big take away was that ethical values like

punctuality are self-policed.

He learnt that one needs to understand the policies one operates in and benchmark where there are shortfalls.

- The open learning environment allowed room for feedback and experience sharing (Experiential value-sharing)

Minds were opened to appreciate the challenges of the collaboration and take initiative in resolving them rather than lamenting.

- Attending the training was an opportunity to network and develop friendships, which fosters an easy working relationship with colleagues from the collaborating institutions.

Mr Wanyama’s recommendation is that such strategic trainings should be instituted at all operation levels to ease the embracing of the collaboration.



## Stakeholder Engagement



Staff from IG, OAG, PPDA, Governance and Security Programme and GIZ attending a workshop in February 2022. The workshop was to map out anti-corruption activities for the year

# Stakeholder engagement promotes social accountability

## Gerald Gwaira,

Manager – Advocacy & Capacity Building (IG)

**Chair TWG III (Stakeholder Engagement)**

The collaboration of the IG, OAG and PPDA to deliver TAAC through jointly engaging stakeholders is a great opportunity for the three institutions to increase their visibility to the citizens. The National Service Delivery Survey Conducted by UBOS in 2021 found that only 16% of the respondents knew about the IG as an Anti-corruption agency; similarly, only 7.8% and 1.5% understood the work of the OAG and PPDA respectively. This lack of knowledge about the institutions challenges the TWG III to do more to enhance citizens' awareness. If citizens do not know about the three agencies, the war against corruption cannot be won.

Engaging stakeholders jointly enables the agencies to enhance awareness at minimum cost, considering that

government funding for awareness and capacity building is not only limited but is also the most vulnerable to cuts whenever the government faces financial challenges.

When citizens are more aware of the role of the three institutions in enhancing TAAC, it is envisaged that more of them will be willing to work with the agencies to monitor government projects and also report cases of mismanagement of public resources and assets.

### **Stakeholder Engagement work**

To enhance citizens' awareness about the three institutions and the government's efforts to combat corruption, in the last four years, the Stakeholder Engagement team has undertaken the following;

- Production and broadcasting of anti-corruption Radio Dramas;
- Short anti-corruption videos;
- Publication of the Young People's Handbook;
- Development of Training Materials for CSOs;
- Conducted Anti-Corruption Campaigns

in partnership with other state and non-state actors

- Engaged young people in debates, essay writing, songs, poems and art.

Through achievements shared in this publication, the public can appreciate the positive outcomes of the collaboration as it enhances service delivery and value for their taxes.

Similarly, the staff in the three institutions are able to appreciate the benefits of the collaboration and how it can effectively help them execute their respective institutional mandates at minimal cost and time by sharing information and avoiding duplication of scarce resources.

### **Looking to the future**

The Collaboration plans to enhance awareness through the effective use of technology to reach the masses in the shortest possible time and at the lowest possible cost. This will ensure effective and efficient use of resources.

# TAAC issues are the citizen's issues

**Uthman Ismael Segawa,**  
Senior Manager Legal and Board Affairs (PPDA)

Speaking out on the role of the citizens in delivering on the TAAC agenda, there is consensus from various sides that Ugandans have a big role to play in ensuring that all measures instituted by the three institutions work.



According to Uthman Ismael Segawa, the Senior Manager for Legal and Board Affairs at PPDA, the citizen's involvement in this transparency and accountability drive is key if it is to work. The first step is that if Ugandans understand that the work being done by the three institutions is for their own good, they will partner and lead the push for TAAC.

According to Mr Segawa, some of the things that Ugandans can do include:

- Supervising government projects in their localities and reporting anomalies in service delivery. This will quicken the process of bringing offenders to book and reduce incidents of poor service delivery. Citizens can report cases including abuse of office and procurement-related breaches.

OAG, IG and PPDA cannot be everywhere but if the citizens report cases in their area, these can be followed up by the three institutions.

Similarly, on this TAAC journey, citizens want to be able to see that action is being taken on their complaints or about culprits who are apprehended. The institutions



Citizens must take the lead in demanding for TAAC

**“Ugandans should stand with those speaking up about TAAC for us all to benefit.”**

are working and use several opportunities to engage with the citizens. Ugandans should embrace engagement efforts by the agencies. These include attending TAAC activities; listening in to talk shows, engaging in TAAC activities and engaging with reports from the three institutions, among others.

Mr Segawa urges citizens to make an effort to understand the mandates of the three institutions so they do not get unduly frustrated.

Ugandans should also stand with those speaking up about TAAC for us all to benefit. Joining in and adding their voice during social media pushes, for example, is a way the citizens can contribute. Social media campaigns against shoddy works usually get some action from the responsible institutions; therefore, whenever such campaigns are going on, citizens should participate and amplify the message to get action.



Heads of institutions with GIZ officials after a meeting to discuss the Collaboration held at the PPDA Boardroom in February 2023

# Collaborating on TAAC through the eyes of a development partner

## **Einar Fogh,**

*Head of Component, Strengthening Accountability Governance and Civil Society Programme (GIZ)*

Having watched the coordination of activities in the accountability and anti-Mr Einar Fogh aptly summarised it with the famous African proverb; “If you want to go fast, go alone; if you want to go far, go together”.

Describing it as the first look into what collaboration could achieve for Uganda, Mr Fogh says GIZ supported

collaboration efforts between OAG, IG and PPDA after seeing that the three institutions’ mandates could feed into each other for a bigger impact in achieving TAAC for Ugandan citizens.

From working with a Memorandum of Understanding to developing a working framework and Collaboration Strategy, the collaboration between these three institutions is blossoming and more staff in the three institutions are now working comfortably together.

Mr Fogh notes that the success of the Collaboration is evidenced by the fact that even though there has been leadership change in the institutions

where the Collaboration was first embraced, the new leadership has tested, appreciated, and embraced the Collaboration, having seen the value it offers. This is a stamp of approval and a sign that it will last into the future.

Being able to work well with non-state actors, who appreciate the collaborative efforts, as part of stakeholder engagement is also an aspect of success. The three institutions jointly synergise with other institutions to achieve key goals, especially in relation to joint anti-corruption campaigns.

In his opinion, there is evidence that collaboration does not lead to

competition for resources; in fact, the three institutions are able to better deliver on their individual mandates in a collaborative manner, thus achieving great resource utilisation.

Interestingly, Mr Fogh notes that the success of the collaboration has attracted the attention of regional and international bodies who have shown interest in learning how it works, for replication.

For example, for the Africa Organization of English-speaking Supreme Audit Institutions (AFROSAI-E), and the Eastern Africa Association of Anti-Corruption Authorities (EAAACA), the collaboration has proved to be a great opportunity for benchmarking. Under a collaborative framework, the two associations, have brought member entities from six countries within the region together with the aim of building a collaboration framework.

Similarly, at the eighth session of the Conference of the States Parties (CoSP) to the United Nations Convention against Corruption (UNCAC) held in Abu Dhabi in December 2019, the collaboration of OAG, IG and PPDA was showcased as a shining example of collaboration between accountability institutions.

These and more, Mr Fogh notes, are stamps of approval on the potential of collaboration to deliver a lasting impact in the TAAC space. As such, the collaboration continues to evolve and build long-term partnerships.

According to Mr Fogh, the hoped-for benefits of the collaboration between OAG, IG and PPDA have begun shining through, including:

- Optimal use of resources due to sharing some costs and holding joint activities.
- Better coordination to face clients as one, especially in regard to stakeholder engagements.
- Over time, the three institutions have uncovered more collaboration areas and it has moved from just an agreement between institutional heads to joint operations by technical staff. They grew from working together on audits and investigations to incorporate joint capacity building of their staff as well as joint stakeholder engagement.

**Lessons from the collaboration**

The key lessons that stand out for Mr Fogh are:

- Institutions must understand their role, including what and when they can do certain things.
- To be trusted partners, each of the collaborating institutions must also be a trustworthy partner.
- All the institutions must respect and understand the different mandates, as well as the common interests to achieve success.

Armed with lessons from his collaborative work, Mr Fogh, says for such a collaboration to work, it would require six things:

- All the key individuals/ involved parties must embrace it.
- They must appreciate that the benefits are not immediate.
- Good personal and trustworthy relationships between the leadership are key to getting collaboration started.
- They should be able to complement each other in areas where there are overlaps.
- They should map out areas of potential collaboration.
- They must know that it is not about replacing each other but enhancing each other's work and impact.

These indeed are what the three collaborating institutions have built on.

**What the future looks like**

Having proved that collaboration delivers value for money, the future Mr Fogh foresees for the collaboration includes:

- Full implementation of the strategy.
- Development of a new 5-year strategy for continuity.
- Leadership to continue embracing and driving the collaboration.
- The technical levels to make use of the Collaboration infrastructure in their daily activities.
- The collaboration to grow within the region, inspired by Uganda.



Einar Fogh

*“The success of the collaboration has attracted the attention of regional and international bodies, who have shown interest in learning how it works, for replication”*

“Our young people should be taught the important values of honesty, human dignity, godliness, anti-corruption, anti-sectarianism, unity, gender, respect and hard work.”

**YOWERI MUSEVENI,**  
President of Uganda



# Outstanding quotations on corruption, accountability

“Corruption is an enemy of development and good governance. It must be got rid of. Both the government and the people at large must come together to achieve this national objective.”

**PRATHIBHA PATIL,**  
Former President of India (2007 to 2012)



“The cost of corruption is measured not just in the billions of dollars of squandered or stolen government resources, but most poignantly in the absence of the hospitals, schools, clean water, roads and bridges that would have changed families and communities.”

**BAN KI-MOON,**  
Eighth secretary-general of the UN



“Corruption raises the cost of goods and services, it increases the debt of a country and carries with it recurring debt-servicing costs in future. It leads to lowering of standards as sub-standard goods are provided and inappropriate technology is acquired. In a corrupt environment, resources tend to be directed towards non-productive areas and other organs of social control and repression as the corrupt seek to protect themselves and their ill-gotten wealth”.<sup>1</sup>

## Legal, Policy and Institutional framework for fighting Corruption in Uganda

The Government of Uganda has enacted a number of laws, regulations and policies to fight corruption in Uganda, including:

The Constitution of the Republic of Uganda

The Zero Tolerance to Corruption Policy 2018

The National Anti-Corruption Strategy (NACS) 2019/20 – 2023/2024

The Inspectorate of Government Act 2002

The Leadership Code Act 2002

The Public Finance and Accountability Act 2003

The Penal Code Act (CAP 120)

The Public Procurement and Disposal of Public Assets Act 2003

The Access to Information Act 2005

The Code of Conduct and Ethics for Uganda Public Service (2005)

The Audit Act 2008

The Anti-Corruption Act 2009

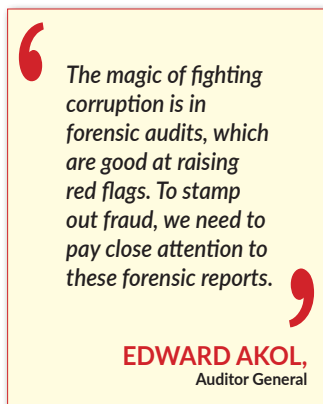
The Whistle blowers Protection Act 2010

The Anti-Money Laundering Act (2013)



Through corruption, the resources meant to improve service delivery are swindled by a few self-centered individuals for their selfish motives or personal gains. We should therefore never tire to fight the vice.

**BETI KAMYA,**  
Inspector General of Government



The magic of fighting corruption is in forensic audits, which are good at raising red flags. To stamp out fraud, we need to pay close attention to these forensic reports.

**EDWARD AKOL,**  
Auditor General



Our call to service providers is to avoid acts that will lead to PPDA cracking the whip. We don't derive gratification from penalising businesses. In fact, we emphasise training for capacity building to forestall situations that require punitive action.

**BENSON TURAMYE,**  
Executive Director, PPDA



## CONTACT US:

### THE OFFICE OF THE AUDITOR GENERAL

Audit House  
Plot 2C, Apollo Kagwa Road  
P.O. Box 7083 Kampala,  
Uganda

☎ +256417-336000

✉ @OAG\_Uganda  
✉ info@oag.go.ug  
🌐 www.oag.go.ug

### THE INSPECTORATE OF GOVERNMENT

Jubilee Insurance Centre,  
Plot 14, Parliament Avenue  
P.O. Box 1682 Kampala, Uganda

☎ 0414-255892/ 259738  
🌐 0800111777 / 0800111666

✉ @IGGUganda  
✉ pr@igg.go.ug  
🌐 www.igg.go.ug

### PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS AUTHORITY

PPDA-URF Towers  
Plot 39, Nakasero Road  
P.O. Box 3925 Kampala, Uganda

☎ +256414-311100/ +256417-116500

✉ @PPDAUganda  
✉ info@ppda.go.ug  
🌐 www.ppda.go.ug

