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ANTI-CORRUPTION COUNTRY THRESHOLD (ACT) PROGRAM

FINAL NARRATIVE REPORT

MARCH 2010

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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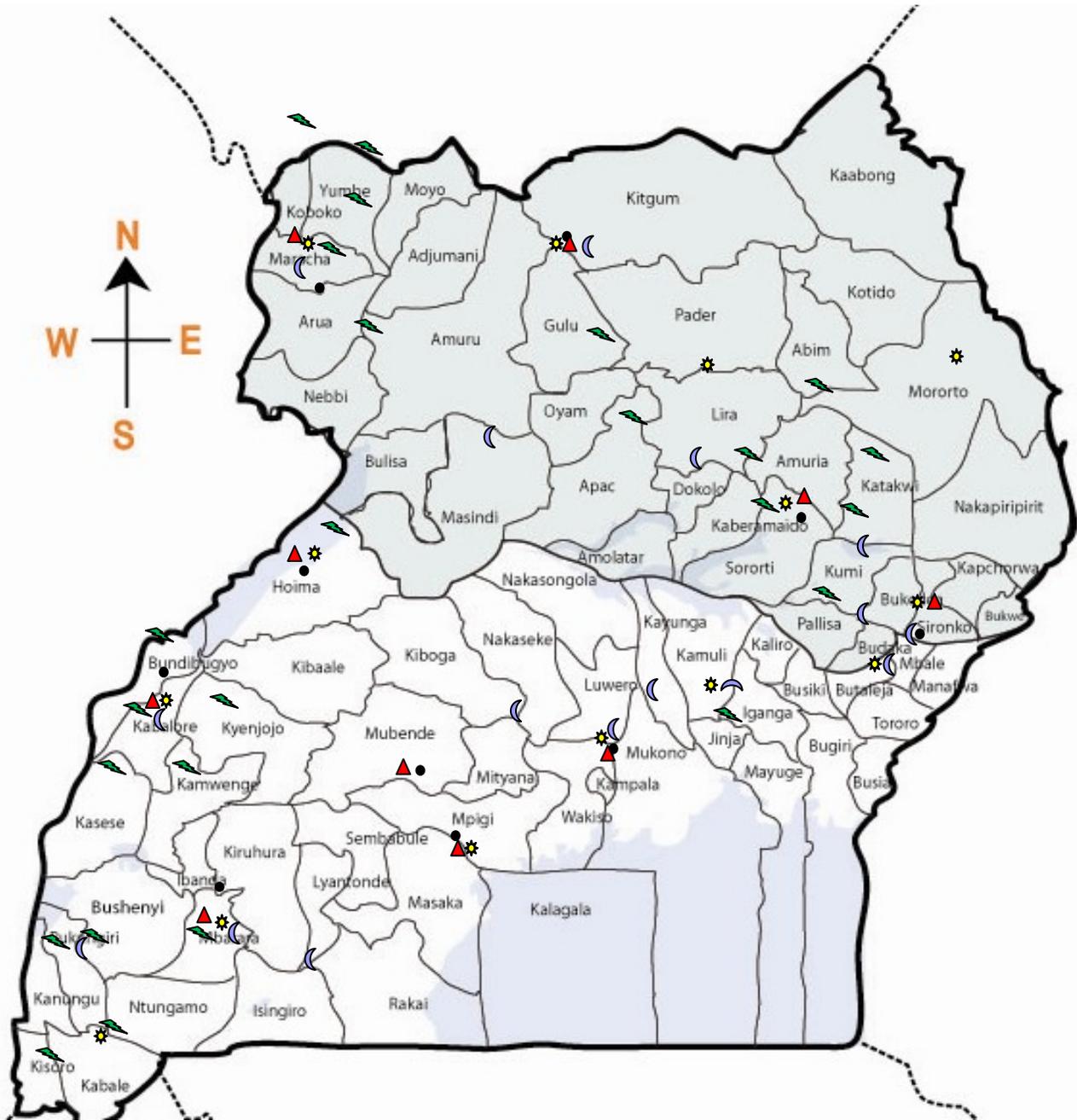
ACRONYMS AND ABBREVIATIONS

| | |
|--------|--------------------------------------------------|
| ACB | Anti- Corruption Bill |
| ACCU | Anti-Corruption Coalition of Uganda. |
| ACD | Anti- Corruption Division of the High Court |
| ACPPP | Anti- Corruption Public Private Partnership |
| ACT | Anti- Corruption Country Threshold Program |
| ADB | African Development Bank |
| ARD | ARD, Inc., the implementing contractor |
| AWP | Annual Work Plan |
| BMAU | Budget Monitoring and Accountability Unit |
| CD | Compact Disc |
| CHOGM | Common Heads of Government Meeting. |
| CID | Criminal Investigations Department |
| CSOs | Civil Society Organizations |
| DEI | Directorate of Ethics and Integrity |
| DFID | Department for International Development |
| DOJ | Department of Justice |
| DPP | Directorate of Public Prosecution. |
| EC | Electoral Commission |
| FBI | Federal Bureau of Investigations |
| FINMAP | Financial Management and Accountability Program. |
| FUE | Federation of Uganda Employers |
| GAOs | The Government Accounting Officers. |
| GF | Global Fund |
| GOU | Government of Uganda. |
| HLG | Higher Local Government |

| | |
|----------|------------------------------------------------------------------|
| IAF | Inter-Agency Forum |
| ICITAP | International Criminal Investigative Training Assistant Program. |
| IFMS | Integrated Financial Management Systems. |
| IGG | Inspector General of Government |
| IGP | Inspector General of Police. |
| INFOC | Inter-faith Based Action for Ethics and Integrity |
| IPPU | Institute of Procurement Professionals in Uganda. |
| IPs | Integrity Pacts. |
| IT | Information Technology |
| LAF | Inter Agency Forum |
| LG | Local Government. |
| LGPACS | Local Government Public Accounts Committees |
| LINKAGES | Strengthening Democratic Linkages Project |
| LLG | Lower Local Government. |
| M & E | Monitoring and Evaluation |
| MCC | The Millennium Challenges Corporation. |
| MOFPED | Ministry of Finance Planning and Economic Development |
| NSSF | National Social Security Fund |
| NAA | National Audit Act |
| OAG | Office of the Auditor General |
| OPDAT | Overseas Prosecutorial Development Assistance and Training. |
| PAC | Public Accounts Committee |
| PDDA | Public Procurement and Disposal of Assets Authority |
| PDEs | Procurement Disposal Entities |
| PETS | Public Expenditure Tracking Surveys. |
| PFM | Public Financial Management. |
| PPDA | Public Procurement and Disposal of Assets Authority. |
| PSC | Public Service Commission |
| PSFU | Private Sector Foundation Uganda. |
| PSU | Professional Standard Unit |
| QD | Questioned Documents. |

| | |
|---------|-------------------------------------------------------------|
| RAID | Real-time Analytical Intelligence Database (RAID) Software |
| RLA | Resident Legal Advisor. |
| ROP | Registers of Providers. |
| RSO | Regional Security Officer |
| SLEA | Senior Law Enforcement Advisor. |
| TCP | Threshold Country Program |
| TOTs | Training of Trainers. |
| U.S | United States |
| UJCC | Uganda Joint Christian Council |
| ULGA | Uganda Local Governments Association |
| UMA | Uganda Manufactures Association. |
| UNABCEC | Uganda National Association of Building and Civil Engineers |
| UPF | Uganda Police Force |
| USAID | United States agency for International Development |
| WIN | Water Integrity Network |

ACT ACTIVITY MAP



| | |
|-------------------------------------------------------------------------------------|---------------------------|
|  | CSO Grantees |
|  | IGG Regional Offices |
|  | Baseline Survey Districts |
|  | CID Regional Office |
|  | OAG regional Office |

1.0 OVERVIEW

1.1 PROGRAM OBJECTIVES

The Uganda MCC Threshold Country Program (TCP) was formulated under a bilateral agreement between the Government of Uganda (GOU) and the United States Government (USG) signed on March 29, 2007 with a total funding portfolio of US 10.4 Million. The Agreement outlined a 30-month program of support to Strengthen Uganda’s capacity to fight public sector corruption targeting the MCC Control of Corruption indicator.

The TCP identified prevention, investigation and prosecution of corruption as the three key objectives to scale up existing anti-corruption efforts and was designed to support improvement in three broad integrated program activity components:

- Prevention of corruption by improving public procurement, audit and financial management practices;
- Ensuring more effective follow-up of reported malpractices leading to successful investigations; and prosecutions;
- Strengthening the role of civil society and enlisting the support of the private sector in the fight against corruption.

The program was designed to support the GOU’s fight against corruption by addressing critical gaps. Among the most important of these gaps were insufficient human, organizational and technological capacities to effectively investigate and prosecute corruption offenders. For example the six core GOU anti-corruption agencies (see text box on the right) lacked the staff, support systems, and tools to investigate and prosecute increasingly sophisticated financial crimes. These same constraints among civil society organizations also hampered efforts to combat corruption.

Political observers and stakeholders from the media and civil society had questioned the GOU’s political will to fight corruption. Perpetrators of corruption in Uganda, including civil servants who have broad authority over public procurement, had continued to operate with impunity, without fear of meaningful social, political, and administrative sanctions or criminal penalties.

Bringing to life the GOU’s new policy of “zero tolerance” toward corruption required a dramatically enhanced ability to detect, prevent, investigate, prosecute and adjudicate successfully a variety of corruption cases—including high profile cases—and clear expressions and manifestations of political will.

Text Box I:

ACT’s Core GOU Counterparts: Originally, six Government agencies formed the core team of partners identified as the Directorate of Ethics and Integrity (DEI), Office of the Auditor General (OAG), the Public Procurement and Disposal of Public Assets Authority (PPDA), the Directorate of Public Prosecutions (DPP), the Police Criminal Investigations Directorate (CID) Anti-corruption and Fraud Units and the Inspector General of Government (IGG). The Anti-corruption Division (ACD) of the High Court and the Local Government Parliamentary Accounts Committee (PAC) were later integrated into program activities.

In particular, the key measures and indicators of success for ACT were to:

1. Reduce losses due to procurement-related corruption by \$10 million from a baseline estimate of between \$64 and \$85 million.
2. Decrease by 33 percent the amount of unaccounted-for central government expenditures.
3. Increase the number of procurement audit findings that lead to investigations, legal or administrative actions or referrals to other agencies, from 3 to 10 per year.
4. Increase the number of criminal cases investigated and prosecuted to completion as a share of cases reported from 1 to 10 percent.
5. Increase the number of National Fraud Squad criminal cases that reach prosecution as a share of cases investigated from 18 to 40 percent.
6. Increase the number of convictions as a percentage of all corruption cases investigated from 30 to 50 percent.
7. Through the work of civil society organizations, expose at least 10 corruption cases, with three public institutions, five private companies, and two high-profile individuals subject to in-depth inquiry.

1.2 SUMMARY OF PROGRAM ACHIEVEMENTS AND KEY RESULTS

USAID selected ARD, Inc. to implement the ACT Program beginning on August 15, 2007 with a total contract value of \$7.96 million. The program reached its completion date on December 31, 2009.

Over the program timeframe, the ACT Program supported the Government of Uganda in progressing procurement reforms important for preventing corruption within a sector arguably most prone to corruption¹. Focus on the audit and inspection and legal and compliance departments within the PPDA was strategic as these functions constitute the most crucial aspects in any regulatory system. In a bid to create a risk culture, the ACT Program invested in supporting completion of 22 additional procurement audits of government procuring entities. As a result of ACT follow-up activities including an institutional survey conducted at the tail end of the program, government procuring entities implemented over 80% of the recommendations from procurement audits, as a lead to transparent and accountable procurement processes

The procurement sector was further boosted through ACT support to retooling and systems development to improve institutional functionalities. Development of a procurement audit manual and e-governance tools like the web based Registrar of Providers will over the next period offer sustainable results respectively by creating opportunity for procurement audit standardization and improving accountability and transparency within the procurement sector.

ARD and the PPDA Training and Capacity Building Department developed a business plan and accompanying budgetary requirements for the start-up of the Institute of Procurement Professionals of Uganda (IPPU) culminating in the IPPU legal registration and conduct of a sequence of ACT supported activities critical for start and sustainability including provision of office equipment and a vehicle, development of a web site, internal governance structures, technical assistance in development of self governance tools (Ethical Code of Conduct and Regulations for procurement professionals) and most

¹ A number of Annual Procurement Reviews shows that Uganda spends up to 70 % of its national budget on procurement exposing the sector to a higher risk portfolio than any other sector.

importantly a membership recruitment strategy. So far the membership of the IPPU stands at 228 just short of the program target of 250.

Under the TCP, the Auditor General’s Office mainly focused on the improvement of the Public Financial Management (PFM) and audit follow-up performance of LGs. In this, OAG identified LG capacity building needs in the area of comprehension and interpretation of audit reports and how to act upon audit findings and recommendations as the most important focus. The appetite for the audit training program was great with the training being oversubscribed by local governments. The plan was to target training 1000 officials however this number reached 1186 in 126 LGs involving 21 workshops with a country wide geographical spread.

In order to further strengthen audit follow up mechanisms, the PPDA and the OAG where given formal induction and training under the theme “Current Changes and Reforms in Public Sector Financial Management”. The training specifically targeted the new amendments of the law and practice relating to public sector accounting, finance, and internal and external auditing. A total of 30 participants were trained and have now been deployed to provide in house training.

The Program trained 1,087 government investigators and prosecutors in anti-corruption and economic crime topics. As a result of the training program, the number, quality and outcome of corruption-related prosecutions has increased. The IGG and CID now have sufficient numbers of trained professional staff to carry out their mandate.

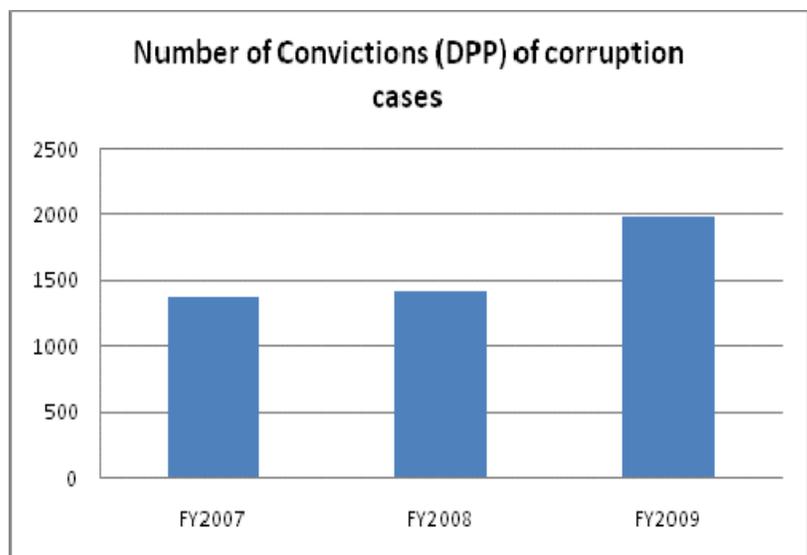
The CID Anti-corruption and Economic Crime Squad Units have expanded and can now cover all central and local government ministries and departments, as well as corporate, banking, and private sector fraud. The Anti-corruption Division of the High Court has become the primary forum for hearing corruption cases, enabling larger case loads and speedier case disposals, ensuring that politically sensitive cases are handled by judges with specific anti-corruption expertise.

To-date the most high profile cases completed involving the infamous global fund saga have resulted in a 100% conviction rate secured by investigators and prosecutors trained under the ACT Program.

Table 1: Number DPP Convictions 07-09

As of 9 February 2010 the Division has been able to register 306 cases (all category), disposed of 255 (all category) and 51 cases are pending (all category). The disposal rate therefore now stands at 83.3%. This is a very big achievement by any standards.

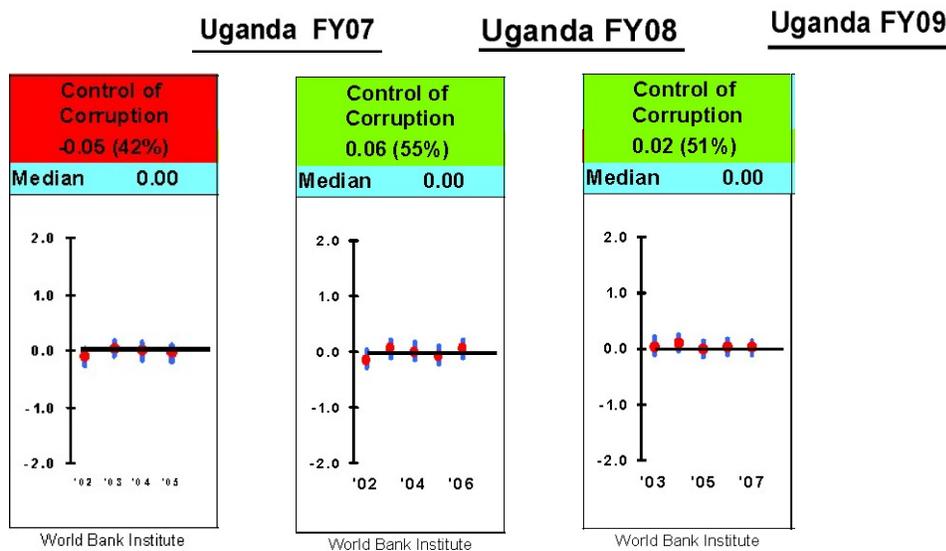
ACT also provided grants and other support to 15 civil society organizations to conduct public expenditure tracking surveys (PETS), recognize and award key anti-corruption reformers, and conduct independent inquiries into corruption scandals. Engagement with CSOs and the media has resulted in increased citizen awareness of their rights and responsibilities to combat corruption.



Public attitudes about corruption, especially public apathy, have changed noticeably in the two-year period as a result of program-supported outreach activities, as measured by the remarkable increase in the number of public reports of suspected corruption submitted to CSOs. In the TCP document, the GOU estimated that CSOs might collect 50 new reports of alleged corruption over two years; in reality, CSOs had received 3,801 allegations of corruption, 760 times more than the target.

During the life of the ACT Program, Uganda’s performance on the Control of Corruption indicator rose slightly above the median and remained above the median for both years of project implementation.

Table 2: MCC Country Scores



Text Box 2: The Global Fund Scandal: In 2005, the Global Fund to Fight AIDS, Tuberculosis, and Malaria suspended the transfer of funds to the Government of Uganda after an audit investigation identified irregularities stemming from the Government of Uganda management unit. To investigate allegations of embezzlement and fraud involving the loss of several million dollars from the Global Fund, the Government of Uganda established the Global Fund Task Force. Many of the suspects in the Global Fund cases were high-ranking government officers. ACT support has helped investigators, prosecutors, and Judges prepare and try more effective cases against alleged perpetrators resulting in a 100% conviction rate to-date in Global Fund cases appearing before the Anti-corruption Division of the High Court. ACT has engaged with the CSO community over the Global Fund debacle to reduce public apathy about corruption and change the culture of tolerance for government impunity.

Despite the impressive achievements of the ACT Program, Uganda’s score on the Control of Corruption indicator fell slightly below the median in FY2010. This reduction in score could perhaps be attributed to the increased awareness of corruption and consequent increase in reported allegations of corruption, as well as reporting of national-level scandals such as the Global Fund investigations (see text box to the left) which dominated anti-corruption debate for most of 2009. In addition, the bulk of program impact will be felt over a longer time horizon as government officials apply their new skills and improve levels of efficiency.

The ACT project has been described by its stakeholders as a “catalyst,” creating fresh momentum that has significantly redefined and positively impacted the work effort within the accountability sector from the point of detection through to investigation, prosecution and finally adjudication of corruption-related complaints and

cases.

1.3 FY2008 ACHIEVEMENTS BY COMPONENT

The Program began on August 15, 2007. During the last quarter of 2007, the ACT team mobilized for field operations, developed the annual work plan and performance monitoring plan, and began to liaise with strategic partners including USAID, the Anti Corruption Donor Working Group, GOU accountability agencies, civil society, the private sectors and the media. During this period, an overarching Management Committee coordinated by the Directorate of Ethics and Integrity was established and became operational. The team commissioned and completed a Baseline Survey against which to measure movements in public perceptions with respect to corruption. The team also completed all required procurement activities to support GOU anti-corruption agencies in regard to provision of technical assistance, furniture and equipment.

Under Component 1, the Institute of Procurement Professionals in Uganda (IPPU) was established at an inauguration workshop in May, 2008. ACT began training procurement audit trainees in September, 2008. ACT distributed equipment to central, regional, and district offices of the IAF's five anti-corruption agencies and provided mentoring in the use of the equipment to agency staff.

Under Component 2, ACT provided substantial support to the Anti-corruption Division (ACD) of the High Court in its formation and structural set-up. Fifty-seven CID officers were trained in public financial management, strengthening the capacity of the National Fraud Squad Unit to detect and investigate economic and financial crimes. Sixty-nine newly-recruited and recently-promoted Directorate of Public Prosecution (DPP) state attorneys participated in an induction and trial advocacy training.

Under Component 3, small grants were disbursed to nine civil society organizations (CSOs) and two private sector associations (PSAs). ACT staff trained CSOs and PSAs in public expenditure tracking surveys (PETS).

1.4 FY2009 ACHIEVEMENTS BY COMPONENT

Under Component 1, the first three of 17 outsourced procurement audits were finalized. Through ACT support, the PPDA completed 51 procurement audits. The new National Audit Act came into force on 4 October 2008; ACT supported the "OAG Bridging the Future" workshop and training for all 350 staff of the OAG. ACT conducted a training-of-trainers session for OAG staff. ACT trained 93 audit recipients from lower and higher local government in the Central Region. Subsequent training in other regions brought the total number of trainees to 315. ACT completed its support to develop the Procurement Audit Manual. Through ACT support, IPPU launched the Ethical Code of Conduct and Regulation for procurement professionals.

Under Component 2, the Anti-Corruption Division (ACD) of the High Court became operational during this fiscal year and gave a 10 year prison sentence in its first high-profile case. Other Global Fund cases resulted in at least three convictions with significant sentences and an order for full restitution. DOJ OPDAT and ICITAP advisors trained prosecutors and investigators in investigating financial fraud, international standards in investigating corruption, proactive corruption investigations, financial corruption, effective use of informants and cooperators, case organization and data mining, effective use of teamwork to investigate and prosecute corruption cases and trial advocacy.

Under Component 3, four private sector organizations received small grants to support the introduction of codes of conduct for their organizations. ACT supported Private Sector Foundation for an activist's award ceremony for their members for the best ethical business association of the year. Three winners were identified and awarded from over 50 business associations that participated. The Program trained 160

participants in integrity pacts. ACT conducted a number of training workshops for CSOs focused on developing skills to fight corruption.

Table 3: Recipients of the Small Grants Program.

| | Name of Grantee | Area of coverage |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| 1 | Anti Corruption Coalition Koboko (ACCK) ▪ <i>Public Activism and Recourse</i> | North Western Uganda |
| 2 | Anti Corruption Coalition Uganda (ACCU) ▪ <i>Public Activism and Recourse</i> | National |
| 3 | Federation of Uganda Employers (FUE) ▪ <i>Assessment of Ethical Business practice and Performance</i> | National |
| 4 | Human Rights Network Uganda ▪ <i>Public Activism and Recourse to public accountability systems</i> | National |
| 5 | Inter Faith-based Action for Ethics and Integrity (INFOC-Uganda) ▪ <i>Enhance citizen mobilization and participation in fighting corruption</i> | National |
| 6 | Institute of Procurement Professionals in Uganda (IPPU) ▪ Develop and enforce an Ethical Code of Conduct for procurement professionals | National |
| 7 | Kick Corruption out of Kigezi (KICK) ▪ <i>Public Activism and Recourse</i> | South Western Uganda |
| 8 | Private Sector Foundation Uganda (PSFU) ▪ <i>Private Sector Business Ethics</i> | National |
| 9 | Rwenzori Anti Corruption Coalition (RAC) ▪ <i>Public Activism and Recourse</i> | Western Uganda |
| 10 | Teso Anti Corruption Coalition (TAC –TESO) ▪ <i>Public Activism and Recourse</i> | Eastern Uganda |
| 11 | The Apac Anti Corruption Coalition (TAACC) ▪ <i>Public Activism and Recourse</i> | Northern Uganda |
| 12 | Transparency International – Uganda (TI-U) ▪ <i>Business Ethics</i> ▪ <i>Activism and recourse to public accountability institutions</i> | National |
| 13 | Uganda Joint Christian Council (UJCC) ▪ <i>Awareness raising</i> | National |
| 14 | Uganda Local Governments Association (ULGA) ▪ <i>Awareness raising and local governance structural inhibitions mitigated.</i> | National |
| 15 | Uganda Manufacturers Association (UMA) • Introduce and enforce Ethical Code of Conduct for manufacturers | National |

1.5 FY2010 ACHIEVEMENTS BY COMPONENT

All technical activities under ACT came to a conclusion in the first quarter of FY2010.

Under Component 1, the procurement audit program completed with an additional five audits. Findings from the audits will form part of the audit follow-up process to start with the first Inter-agency Forum (IAF) meeting in 2010. The Register of Providers and related website was launched by the Minister of Finance in November, 2009.

Under Component 2, ACT conducted its last round of training closing the program with training for judicial officers around plea bargaining and trial advocacy.

Under Component 3, ACT and its CSO partners launched the National Book of Fame and Shame . ACT facilitated the National Integrity Awards Ceremony, officiated by the Minister of State for Ethics and Integrity, Office of the President.

2.0 COMPONENT DESCRIPTIONS

2.1 COMPONENT 1: PREVENT CORRUPTION RELATED TO PUBLIC PROCUREMENT IN UGANDA

2.1.1 Component Objective

The purpose of Component 1 was to reduce corruption by:

- Developing the capacities of the Public Procurement and Disposal of Assets Authority (PPDA) and the Office of the Auditor General (OAG) to conduct better audits, to prepare better procurement reports, and to communicate this work more effectively to civil society and the public, enhancing the chances that effective administrative and legal action may be taken against corrupt officials or those undertaking improper procurement actions; and
- Improving the functionality and effectiveness of the Inter-Agency Forum (IAF), the Public Accounts Committees (PACs) of Parliament, the Government Accounting Officers (GAOs), and the Public Service Commissioners (PSCs).

Component 1 activities were categorized under four broad headings:

- Improved procurement systems including improved financial management systems, increased frequency of central government and local government audits, effective follow-up of procurement audit findings, certification and accreditation of procurement professionals and establishment of a providers' register;
- Improved audit systems which included training of audit recipients at local government levels, training of the staff of the Office of the Auditor General (OAG) and Public Procurement and Disposal of Assets Authority (PPDA), and provision of coordination and logistical support in the form of equipment and computerized systems
- Administrative streamlining and reform in handling of corruption cases to remove administrative bottlenecks; which included support to Parliamentary Public Accounts Committee (PAC) and enforcing public service sanctions.
- Support to the interagency forum to convene quarterly meetings where five anti-corruption agencies and two civil society organizations would share key information.

The GOU recognized in its TCP that the improved financial tracking, procurement and audit systems at the local governments were central to the fight against corruption. Procurement procedures, the paper trail, and other data records were still weak and required considerable improvements. Government's and donor expectations were that a more robust procurement system would have a significantly positive impact. Government had also recognized that an enhanced role for procurement professionals, auditors

and related professional bodies was needed. These professional associations would represent, manage and regulate these crucial human resources that would ensure integrity of the entire procurement system.

2.1.2 Successes

Component 1 mainly supported the PPDA and OAG and assisted in the establishment of the Institute of Procurement Professionals of Uganda (IPPU). With ACT support, the Government of Uganda completed 22 procurement audits of government procuring entities, five more than the 17 procurement audits planned in the TCP. ACT also supported the PPDA conduct 46 audit follow-up activities at procurement entities country wide.

Specific activities included the following:

- **Increased frequency of Central and Local Government procurement audits:** The ACT project supported the PPDA to revise the Procurement Audit Manual. The updated Manual provides for improved case sampling methodologies, more streamlined audit procedures and an improved reporting format, which has already made audits more efficient and reports more comprehensible and user-friendly. Timely involvement of the private sector auditing firms and other stakeholders in the Audit Manual review process and their input greatly added value and should be emulated in other similar reviews to create synergy and ownership. The revised manual has resulted in improved modalities for conducting audits and has increased the internal capacity of the PPDA to conduct audits.

ACT identified and trained 12 audit interns using the revised Procurement Audit Manual. Three months after the training, eight of the trainees have since secured jobs with private procurement audit firms.

ACT supported the PPDA to complete the 17 procurement audits required in the TCP by June 09. The 17 procuring entities (PEs) audited were:

- Ministries of Energy and Mineral development;
- Ministry of Foreign Affairs;
- Ministry of Gender, Labor and Social Development;
- Ministry of Works and Transport;
- Ministry of Justice and Constitutional affairs;
- Ministry of Trade, Tourism and Industry;
- Ministry of Information and Communications Technology;
- Office of the Prime Minister;
- Uganda Police Force;
- Mulago Hospital;
- Parliament of Uganda;
- Population Secretariat;
- African Development Bank Project under the Ministry of Health; and

- Four local Governments;
 - Mukono District,
 - Kisoro District;
 - Mubende District; and
 - Sironko District.

Due to the efficiency and effectiveness with which the PPDA was able to conduct the initial 17 audits through training and technical assistance from ACT, the project was able to support the PPDA to carry out five additional audits beginning in October, 2009. The following additional PEs underwent a procurement audit: Ministry of Finance, Planning and Economic Development; National Housing and Construction Company; Gulu District; Gulu Municipality; and Jinja Municipality.

PPDA presented their audit findings to GOU entities and those entities responded by implementing over 80% of the recommendations as a follow-up action (see below under **Effective Follow-up of Audit Findings**). Procuring entities increasingly appreciate the procurement audit as an opportunity for learning, corrective action and future planning. ACT’s support has resulted in increased compliance, an increased number of clean and low risk audits, and reduced backlogs.

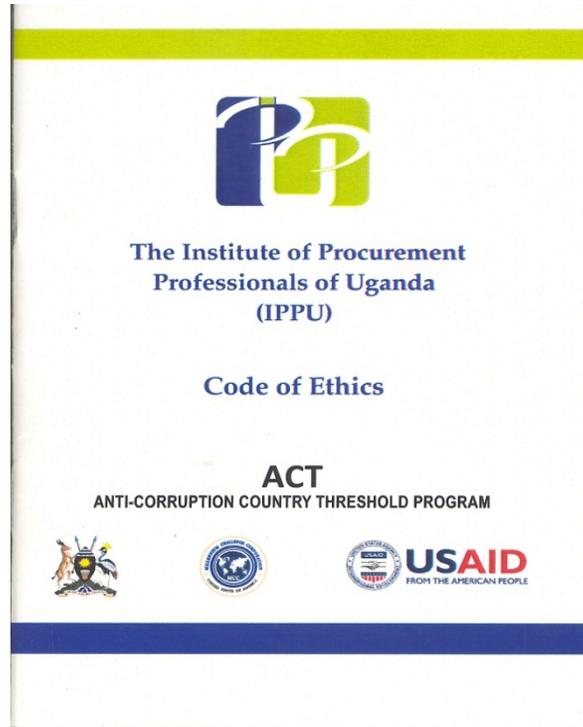
- **Effective Follow-up of Audit Findings:** During FY 07/08, PPDA carried out follow-ups in 12 Ministries and agencies with ACT support. As part of their compliance monitoring function, PPDA in FY 07/08 reviewed 1,000 public contracts to assess the extent to which they were procured in accordance with the PPDA Act. The review established that procurement planning, use of the appropriate procurement method and maintaining contract management records remain a challenge for many entities. Only 49.9% of the contracts reviewed were fully compliant with the PPDA Act and principles of sound procurement management. During FY 08/09, PPDA conducted 34 follow-up activities with ACT support, 13 were follow-up on audits while 21 were follow-ups on investigations. The number of procurement audit findings that lead to investigation had increased. The number of procurement audits for which follow-up action plans were implemented increased to 80%.
- **Certification and accreditation of procurement professionals:** ACT supported PPDA to develop a business plan and accompanying budgetary requirements for the start-up of the Institute of Procurement Professionals in Uganda (IPPU). The Institute is now registered and operational with 228 members registered by December 2009 just short of the 250 target for the period. The Institute has various membership categories which include Certified Procurement Practitioner (CPP), Graduate member, Student member, Fellow member, Affiliates and Corporate membership.

Table 4: IPPU Membership Categories

| CATEGORY | MEMBERSHIP |
|-------------------------|------------|
| CPP | 67 |
| Graduate | 93 |
| Affiliates | 35 |
| Student | 28 |
| Corporate | 5 |
| Total Membership | 228 |

IPPU registered Members were published in the New Vision in September 2009.

- The Institute launched the Ethical Code of Conduct and Regulations on September 26, 2009 for procurement professionals, developed with support from the ACT Small Grant Program. This has served to increase the risk threshold for procurement professional to engage in irregular procurements.



The ethical code of conduct will regulate the members of the institute to be disciplined in their use of resources in procurement in organizations they work for. It is also intended to reassure the general public and other interested parties that procurement and supply chain management is carried out in a professional and ethical manner. The draft code of conduct was developed and presented to stakeholders in January, 2009. The ACT Program has also supported the establishment of the IPPU offices, including supply of computers, training equipment, and furniture. ACT donated procurement reference materials and books for the IPPU Resource Centre. The development contract of the website, which included an on-line Members' Register, training of IPPU maintenance staff and first year of hosting was funded by ACT and launched in December 2009.

- **IPPU conducted a number of Continuous Professional Development Programmes (CPDs)** for its members as a means to create continuous professional development programs. Some of the recent program topics handled by external faculty included Ethical Challenges in both Public & Private Sector Procurement, Professionalizing Procurement in Uganda looking at the Current Issues and Challenges and analyzing the trends in Procurement and Implications for procurement professionals in the Public and Private sector.
- **Passing of the Procurement Professionals Bill** remains one of the major activities yet to be achieved and accomplished by IPPU. The Bill will give the Institute a legal backing. The draft bill is however still with the Ministry of Finance, Planning and Economic Development.

- **Establishment of a providers' register:** The PDDA Act 2003 requires PPDA to maintain a Register of Providers for services, supplies and works to GoU. PPDA, together with ACT, identified the requirements for the establishment and maintenance of a Register of Providers (RoP) based on the concept of a Web-based providers register and developed a sustainable business plan. The website was developed and the Register of Providers was officially launched by the Minister of Finance on 25 November 2009. The register address is www.ppdaproviders.ug. ACT facilitated PPDA in planning and implementing communication activities for the launch by designing a brand logo and building the brand image; designing and producing promotion materials; handling media placements and facilitating media relations activities.

WHAT IS THE REGISTER OF PROVIDERS?

- The RoP is a public procurement portal and an e-forum for public providers and government procurement units.
- To be eligible to register a Public Provider will have to declare and allow verification of basic business information like ownership, financial records, registration, business license, key competences and staff, TIN and VAT registration, past projects' performance records etc.
- Public procurement entities (PDE) of Government can log-in to search for and access key records of the registered providers. The PDEs can create and maintain lists of candidates for short-listing and download the information for further local processing.
- Providers will be able to search for bid opportunities, advertise their business/products and subscribe to e-mail and SMS alerts on business opportunities within their business sectors.
- The RoP site will offer a daily update of all requests for expression of interest and for proposals posted by PDEs based on the advertising in New Vision, Daily Monitor and the East African.
- Finally, the web-site will offer a news service and access to guidelines, regulations and other documents on public procurement and disposals.



“Ensuring Transparency and Creating Business Opportunities”



Today marks the launch of the PPDA Register of Providers, a culmination of joint efforts by the Government, the United States Government through the Millennium Challenge Corporation (MCC) Anti-Corruption Threshold Program (ACT) and PPDA.

PPDA is committed to ensuring fair, transparent and competitive practices in public procurement and disposal activities Uganda. The Register of Providers that is being launched this morning is a good example of this as evidenced by its theme; “Ensuring Transparency and Creating Business Opportunities”

In pursuance of the mandate under Section 7(h) of the PPDA Act and PPDA Regulation 22, PPDA set out to implement a work plan for the development of a Register of Providers of works, services and supplies. In March this year, the PPDA with funding from MCC/ACT contracted a consultant – M/S Kisaka and Company a reputable accounting firm in partnership with an IT company Solutions for Business to design, develop and operate the Register of Providers. This contract was in 2 phases: Phase 1 which involved the design and development of the Register of Providers and the

website and Phase 11 which is the operationalization of the Register.

We have successfully implemented Phase 1 and are now at Phase 11 of the project. This phase involves; launching the Register of Providers website (which are here for today), massive registration of providers and all Procuring and Disposing Entities (PDEs). The registration process will involve the payment of a fee which will be renewed annually. However, we believe this is a minimal cost compared to the benefits to be derived from being on the Register of Providers.

We intend to make the Register as inclusive as possible to ensure that all categories of Providers – both local and international are catered for so that Procuring and Disposing Entities (PDEs) can access all the relevant information from a wide spectrum of providers when developing shortlists to invite bidders. The Register will provide basic information on the ownership of providers including their managerial and technical resources, core operational areas, performance track record and geographical location. However, confidential information of providers relating to commercial interests of providers shall be protected and shall not be made accessible to the public.

As many of you may be aware, a large percentage of public funds is spent through public procurement, which calls for effective and efficient management and accountability of these funds. By the development of the Register of Providers, we have placed emphasis on creating an online database that allows PDEs to interact with providers while promoting a more transparent and competitive business environment.

This Register will not only benefit Government by providing PDEs with vital records of all categories of providers from which they can develop their shortlists but will also benefit providers through enhanced visibility for their works, services and supplies. We believe that the Register is a critical database that should be

embraced by all Government Institutions when developing their shortlists which process will significantly shorten the time spent on the pre-qualification exercise.

It is important to note that this Register shall be used for Restricted Bidding/ Selective Bidding and Request for Quotations/ Proposals (RFQ) and other non-open tendering methods of procurement. However, all Providers that are awarded contracts but are not on the Register shall be required to register as a condition of contract effectiveness. Procuring entities are required to keep a record of performance of the registered providers that they contract and report any poor performance to PPDA for appropriate action.

Currently we have sent out letters to providers on prequalification lists of PDEs requesting them to register. Registration will be done centrally in Kampala through the Register of Providers Secretariat. Application forms however will be distributed at all Procurement and Disposal Units country wide and fees paid directly to the nearest Stanbic banks in the areas where the Providers are stationed. We expect to register over 1,000 providers and all PDEs within the next one year of the Registers operation.

PPDA intends in future to establish preference and reservation schemes for local providers that are on the Register in order to promote their capacity to participate in public procurement and also to promote locally manufactured goods. The Register of Providers is therefore an important opportunity for the local providers to enhance their competitiveness.

On behalf of PPDA, I would like to thank our Minister – Honourable Syda Bumba, the Board of PPDA and the United States Government for their support towards the development of the Register.

[Signature]
EXECUTIVE DIRECTOR

- **Training and audit sensitization of district PACs and executives:** ACT developed training concepts for higher local government (HLG) and lower local government (LLG) audit recipients involved in the audit follow-up. The follow-up of audits by clearing audit queries and implementing audit recommendations is based on a framework of interaction between Chairpersons, Accounting officers, Public Accounts Committees (at district and Parliament levels), Finance Officers, Finance Committee and the LG Councils. The training was aimed at strengthening the capacity of the stakeholders in understanding the audit process and the audit reports and their role in clearing and preventing audit queries in the different stages of the PFM and audit process and finally managing the implementation of the recommendations of audit reports, special investigations and commissions of inquiries reports in the LGs.

First, ACT trained 31 HLG officials, CSOs, and media representatives in the Central Region in June 2009. Subsequent training in other regions brought the total number of trainees to 315. As a result of the training, LGs have made a commitment to review their past records of audit queries, recommendations and audit opinions given to develop strategies for improving the future audit outcomes and to systematically track the clearing of audit queries and implementation of the recommendations. ACT carried out post-training assessments and established that the training had achieved its main objective and there is a high chance that the acquired skills and knowledge will continue to be utilized. The training successfully achieved the following outcomes:

- Improved impact of audits conducted and to communicate the audit results more effectively;
- Enhanced effective administrative and legal action against corrupt officials through improved follow-up of audit findings at local government level;

- Made the Local Government Public Accounts Committees (LGPACs), Executive Committees and Councils of both higher and lower local governments more functional in fulfilling their role as audit recipients;
- Improved the understanding of audit report findings and recommendations;
- Sensitized the LGPACs in fulfilling their reporting obligations to the District Councils and to the Parliamentary Committee on Local Government Accounts.

It was also noted that the interaction between the principal auditors and the auditees was a new approach and created rapport which led to a changed and pro-active attitude towards Auditors. This will further enhance cooperation in the management of the audit process which could lead to a decline in audit queries.

- **Training and audit sensitization of lower local governments’ executives and staff:** Related to the sensitization discussed above, the ACT program trained 59 LG officials, CSOs and Media representatives in the central Region. The Program then rolled out the training to an additional 665 LG officials, CSOs and media representatives in Eastern, South Eastern, Northern and Western regions. Training of an additional 163 officials was completed in Mbarara in November 2009, bringing the total number of lower local government executives and staff trained to 887.
- **Training and building capacity of the OAG and PPDA staff:** From 2007 to 2009 the Office of the Auditor General (OAG) has gone through significant organizational changes and substantially reduced the sizeable back-log of especially local government audits. With the enactment of the National Audit Act of 2008, OAG became an independent Supreme Audit Institution detached from the Ministry of Finance Planning and Economic Development (MoFPED) and the Civil Service of GOU with a wider span of responsibility, independence and increased resources. The restructuring of OAG was supported by ACT through capacity building workshops and supply of equipment and reference materials. In 2006, OAG managed to perform 697 audits and a back-log of LG audits had piled up to more than 1,800 reaching back to FY2002/03. In 2009, OAG performed 1,441 audits and managed to submit the annual report to Parliament in time. It is expected, that the LG audit back-log will be cleared by the submission of the Auditor Generals Annual Report to Parliament by 31st March 2010.

The ACT team trained and built the capacity of the OAG and PPDA staff on “current changes and reforms in public sector financial management” with a focus on LGs and the current changes in public accounting, finance, internal and external auditing laws and regulations. The main focus of the OAG workshop was the new staffing regulations, corporate values and working conditions of the new independent OAG. The workshop was the first opportunity for the Auditor General to meet all the OAG staff after the enactment of the National Audit Act (NAA- 2008) and for the staff to swear the “Oath of OAG” as prescribed in the NAA-2008.

ACT presented the “Audits Recipient Training” concept in an address to the workshop. ACT conducted two Training-of-Trainers (TOT) and Review Workshops with OAG staff and private consultants and formed training teams to roll-out the training of audit recipients by regions. The training included current changes in public sector accounting, finance, and internal and external auditing laws and regulations. Three-to-four staff members from each of the 10 OAG regional branches participated in the training. At the end of the workshop, each participant and each Regional Branch received reference materials of selected Laws, Regulations, and Standards on a CD. Each regional training batch included one workshop for Higher LGs and three workshops for Lower LGs. From June to November 2009, the training was rolled out to the OAG regions of Kampala, Jinja,

Mbale, Fort Portal, Gulu and Mbarara and 1,186 participants were trained in 21 workshops involving representatives of 126 LGs.

The ACT Program provided 52 laptops to OAG staff with reporting templates and other OAG tools configured and installed on all machines. A team of ACT and OAG IT-staff delivered and set-up the computers at each of the 10 branches of the OAG. After installing the computers, ACT led a half-day IT introduction session with the staff of each branch to fast track the use of the equipment.

ACT facilitated a 2-day workshop entitled “OAG Bridging the Future” for all 350 staff members, 130 of which were LG auditors from the regional branches of OAG.

ACT assisted OAG to collect data on audit outcomes and monitoring of progress in audit outcomes from audit reports made from FY04/05 to FY07/08. This information was necessary to provide data on one of the key indicators: *A 20 percent decrease in repeat occurrence of same material audit findings*. The data on audit outcomes was also used for identification of Public Financial Management (PFM) capacity gaps and needs for audit recipient sensitization that targeted LG PACs, district and lower local government executives and staff.

- **Assist with Administrative Streamlining:** ACT provided support to the Public Accounts Committee (PAC) on follow-up to procurement malpractices disclosed in procurement audits. Prior to the ratification of the Audit Act, procurement audit reports were not submitted to the PAC. PAC members received training on their roles regarding procurement audit follow-up.
- **Support to other components:** The ACT Program developed training materials for public financial management (PFM) training held in September 2008. The Program hosted six five-day training events for the CID, IGG, DPP, and CSOs within the area of public financial management and follow-up to procurement and financial audit reports.

Results

Key Measures and Indicators of Success for Component 1 included:

- *16 audits are completed of Central Government procurement entities (13 to be funded by PPDA’s own resources and 3 to be funded by the TCP). A further 27 audits are completed of Central Government procurement entities (17 to be funded by PPDA’s own resources and 10 to be funded by the TCP) and 4 procurement audits of Local Government Entities. ACT supported the PPDA to complete a total of 72 procurement audits over the 30-month Threshold period, achieving more than 150% of the target number of procurement audits.*
- *Improved follow-up practices and a more effective procurement audit program lead to an increase in the percentage of clean or ‘low-risk’ cases from 2% (7 out of 322) to 5% of total audits. By the end of FY2009, 54% of total audits were considered clean or low-risk cases, exceeding the 5% target 11 times.*
- *Improved follow-up practices result in an increase from 3 to 10 per year in the number of procurement audit findings that lead to investigations and legal or administrative actions or referral to other agencies (IGG, Head of Public Service, Ministry of Finance). In FY2008, 12 procurement audit findings led to investigations. In FY2009, 21 procurement audit findings led to investigations, exceeding the target of 10 per year set out in the TCP.*
- *Development of audit sensitization and training materials completed and 1-2 trainers are trained at each of 10 regional branch offices. In reality, 3-4 trainers from each of the 10 regional branch offices were trained, exceeding the target.*

- 250 sensitization and training activities have been completed at the Sub-County level using OAG staff trainers and private sector auditing firms. The total number of individuals trained in audit sensitization reached 315, achieving 126% of the TCP target.
- A cumulative total of 750 sensitization and training activities have been completed at the Sub-County level (covering some 85% of all Sub-Counties in Uganda). In reality, sensitization and training activities reached 269 individuals at the Sub-County level.
- 4 training workshops for OAG staff held in Kampala. By the end of the Program, ACT had hosted two workshops for OAG staff reaching all 350 staff.
- A 20% improvement in three of the following four categories: 1) number of material audit findings (decrease); 2) number of repeat occurrence of the same material audit findings (decrease); 3) number of clean audit reports (increase); and 4) number of audit findings implemented (increase). By the end of ACT implementation, the number of financial audits with material findings did not decrease as anticipated. It is important to note, however, that the raw number of audits increased dramatically during this period due to a targeted plan by the OAG to reduce the backlog with records showing that the cases handled to clear the back log have increased from 697 in FY2007 to 852 in FY2008 and 1,441 in FY2009.

The number of repeat occurrence of the same material audit finding did decrease below the target of 46.4%. In the baseline FY2007, 58% of material audit findings were repeat occurrences. In FY2008, 32.3% were repeat occurrences, whereas in FY2009, 42.4% were repeat occurrences. The number of clean financial audit reports increased dramatically. In the baseline FY2007, only 20 of 697 audit reports were considered clean; in FY2008, 28 out of 852 audit reports were clean. In FY2009, 46 out of 1,441 audit reports were clean. In terms of percentage, ACT came close to achieving the target of 3.48% with a FY2009 percentage of 3.2%.

LEVEL OF ACHIEVEMENT OF APPROVED PERFORMANCE TARGETS DESCRIBED IN THE RESULTS REPORTING TABLE

| Performance Indicator name | End result | Baseline | Actual by end FY 08 | Actual by end FY 09 | Percent achieved | Notes |
|-------------------------------------------------------------------------------------------------------------------|------------|--------------------|---------------------|---------------------|------------------|----------------------------------------------------------------------|
| 1.1 Increased number of Procurement Audits completed of Central and Local Government entities. | 47 | 7 | 21 | 72 | | |
| 1.2 Increased Number of PPDA procurement audit findings per year that lead to investigations | 10/year | 3 in 2005 | 12 | 21 | | |
| 1.3. Increased percentage of "clean" or "low-risk" audit cases due to improved follow up practices by PPDA | 5% of all | 2% (7/322) In 2005 | 26% (243/935) | 54% (280/520) | | Number for FY 09 is based on the 17 entities audited using ACT funds |
| 1.4. Substantial increase (i.e., 20%) in number of "clean" financial audit reports, as percent of all OAG audits | 3.48% | 2.9% (20/697) | 3.3% (28/852) | 3.2% (46/1441) | | |

| Performance Indicator name | End result | Baseline | Actual by end FY 08 | Actual by end FY 09 | Percent achieved | Notes |
|-------------------------------------------------------------------------------------------------------------------------------|------------|-------------------|----------------------|----------------------|------------------|-------|
| 1.5. Substantial decrease (i.e., 20%) in number of financial audits with material audit findings as percent of all OAG audits | 2.4% | 3.0% (21/697) | 2.7% (23/852) | 3.8% (55/1441) | | |
| 1.6. Substantial decrease (i.e., 20%) in repeat occurrence of the same material audit findings (OAG) | 46.4% | 58% (843/1457) | 32.3% (1142/3537) | 42.4% (1542/3638) | | |

2.1.3 Shortcomings

The ACT project was supposed to support PPDA participation in the World Bank-funded Financial Management and Accountability Program (FINMAP), which is implemented by MOFPED. Specifically, the Accountant Generals Office is responsible for roll-out of the Integrated Financial Management System (IFMS) to government agencies and the development and introduction of new modules to users. Customization and roll-out of new modules is expected to be a long process. However, PPDA planned with the support of ACT to achieve the following milestones during the life of the ACT program: PPDA to be linked to IFMS as a user entity from FY2008/09; and through FINMAP, customize the current IFMS purchasing module to include a central IFMS facility for PPDA and the Office of the Auditor General (OAG); this module would generate reports on procurements in progress and support timely compliance inspection and pre-audits.

PPDA submitted a formal letter of application to the IFMS and was accepted by the Accountant Generals Office. PPDA was set to access IFMS by July 2008, but to date little has been accomplished. However, the planned physical move of PPDA to a new location also delayed the actual linkage. In Quarter 7, PPDA reported that the linkage to the IFMS would take place in January 2010 to prepare PPDA to use the system from FY2010/11. PPDA will be linked up at the new offices in Nakasero where the PPDA Finance Department will relocate.

However, the customization of the procurement module was not prioritized on the IFMS Annual Work Plans (AWPs) for FY2008/09 and 2009/10, and the current IFMS implementation strategy does not include a roll-out of the procurement module. Considering the slow progress in the linkage and the mismatch with its implementation strategy and planning by the system owners (MoFPED and FINMAP), this activity was not feasible in the lifetime of the ACT program.

The audit sensitization of audit recipients of selected district public accounts committees and sub-county level executive committees did not meet the TCP targets. It was found to be costly to train 750-800 local governments, which would mean implementing the training nationwide. With the huge numbers involved it was important to consider the sustainability and the depth of training efforts to ensure value for money. ACT contributed to the development of training materials, TOTs, piloting and roll out to a substantial number of LGs but budget constraints barred ACT from providing support to a nationwide coverage.

2.2 COMPONENT 2: INCREASE THE RATE OF SUCCESSFUL PROSECUTIONS

2.2.1 Component Objective

This component was designed to strengthen the GOU's ability to investigate and prosecute corrupt individuals by providing technical assistance and hands-on mentoring to the Criminal Investigations Department (CID), the Directorate of Public Prosecution (DPP), the Inspector General of Government (IGG), and the Anti-Corruption Division (ACD) of the High Court. This assistance was designed to improve these organizations' capacities to detect, investigate, prosecute, and adjudicate corruption cases quickly and successfully. This capacity-building effort was extended to local governments, where significant corruption had been known to occur in the procurement process, from contract selection through award and contract management.

Approved activities included the following:

- Support and train investigators; provide necessary equipment and logistical support; provide for the outsourcing of certain investigative forensic services; and create whistleblower and witness protection program.
- Support and train prosecutors; provide necessary equipment and logistical support; develop online legal resources; and provide for the outsourcing of legal services.
- Support the establishment and decentralization of the Anti-Corruption Court; and provide legal aid for complainants and victims of corruption.

2.2.2 Successes

Before the ACT program, Uganda's efforts to fight corruption were frustrated by inadequate coordination of the key anti-graft agencies. While the Directorate of Ethics and Integrity (DEI) is tasked with coordination of the anti-corruption agencies through their inter-agency forum (IAF), some agencies like the IGG were operating independently of others. ACT launched joint training sessions with multiple accountability agencies that resulted in an increased rapport among the various agencies, leading to improved coordination and markedly increased conviction rates.

Under Component 2, the US Department of Justice (DOJ) Office of Overseas Prosecutorial Development, Assistance, and Training (OPDAT), through its Resident Legal Advisor (RLA) and the International Criminal Investigative Training Assistance Program (ICITAP) represented by one Senior Law Enforcement Advisor (SLEA); and other US experts conducted a significant number of trainings for police, prosecutors, and judges on a number of topics, including procurement fraud taskforce development, money laundering, asset forfeiture, public corruption, computer forensics, and plea bargaining. Judges were separately trained on case management, opinion writing, and ethics. The assistance has been able to address specific deficiencies in the relevant GOU institutions and to develop skills and introduce reforms to enhance and increase successful investigations and prosecutions in a manner consistent with international standards and best practices.

ACT provided computers, software, and other equipment to the CID, DPP, and IGG and trained officers on the operation and maintenance of this equipment. In terms of training ACT trained a total of 1,087 of a targeted 1035 investigators and prosecutors in a number of areas including some very highly specialized skills including:

- Public financial management,

- Trial advocacy,
- Basic computer applications,
- Anti-corruption techniques,
- Instructor development,
- Basic and advanced financial fraud,
- Plea bargaining,
- Procurement fraud,
- Public corruption, money laundering and asset forfeiture,
- Managing Police Anti Corruption Desks
- First responder digital evidence, and
- Financial forensics techniques.

Of the government officials trained, 757 were male and 330 female. The DOJ OPDAT Resident Legal Advisor (RLA) travelled to more than 40 districts DPP and IGG offices to distribute legal resource materials and to refine trial advocacy skills. Five senior prosecutors from the IGG and DPP attended a regional anti-corruption seminar in Tanzania. The registrar from the ACD and five prosecutors from DPP and CID went for a study tour to the US.

Prior to project assistance, investigators would hand write information on the face of the bag or envelope. Printing costs are prohibitive for printing all the envelopes and bags, therefore ACT supported the development of stamps to make the process easy and affordable. Because the Property and Evidence Control procedures are new and unfamiliar to the majority of the UPF officers, a complete training curriculum on evidence collection, preservation and storage was developed and delivered to the IGP along with the Property and Evidence Control Manual. The training curriculum is designed for a 6-hour presentation.

An Instructor Development Course, which is dedicated to training trainers, was conducted with 17 participants attending. The course specifically focused on techniques for teaching investigation courses. All participants were provided the course materials on a CD and were advised to contact the SLEA at CID Headquarters, Kibuli, for additional assistance and materials they would need to conduct in-service training programs within their units of assignment. Participants from the Anti-terrorist Unit, Homicide Unit, and PSU have been mentored on presenting courses.

The Advanced Financial Fraud Course was extended by an additional 40 hours in order to accommodate an Instructor Development Segment. The course was also modified for presentation to managers of economic crimes and anti-corruption investigators. Twenty-three participants, five of whom were prosecutors, completed the training and have the necessary tools to become in-service trainers in economic crimes. The Advanced Financial Fraud Investigation course was also modified to include two additional segments. It became apparent that a majority of the participants from the CID were not proficient in computer operations. Eight hours of instruction on basic computers and PowerPoint development was provided by the ACT IT Specialist. Additionally, a practical exercise was developed on undercover bribery investigations. All attendees participated in an undercover bribery transaction that involved audio and video recordings of the bribery transaction. None of the participants had ever been involved in an actual bribery scenario.

The SLEA and the Questioned Documents (QD) Instructor trained five participants in QD. The issue of sustainability was addressed by allowing a trained police academy director to attend the class as a full-time participant. This increased the size of the class to five. This will help to reduce the work load of the forensic examiners and clear the backlog that has existed for months before an examination can be completed

One critical aspect of the Anti-corruption program for the UPF is the lack of a capability to adequately investigate computer crimes. Uganda now has two computer forensic examiners after a successful training in Germany. The training program was only a two-week intensive training providing basic knowledge necessary for the UPF to carry out investigations that will retrieve electronic evidence. This particular program was completed after the SLEA departed Uganda. ICITAP's forensic program analyst, Mark Mogle, directed this program from Headquarters in Washington, D.C. On return of the officers, they were immediately deployed to a developing case of possible money laundering within Centenary Bank.

ACT trained six forensics experts in forensic auditing, investigation of financial and economic crime, handwriting and document analysis.

As a result of these training courses and study tours, both IGG and CID now have sufficient numbers of adequately trained and skilled professional staff. The CID Anti-corruption and economic crime squad has expanded and can now cover all central and local government Ministries and departments as well as corporate, banking and private sector fraud. Investigators now have accounting and computer skills that allow them to access and analyze financial records. They also now have basic witness interviewing, evidence gathering and case management skills.

The number, quality and outcome of corruption related prosecutions have increased. The IGG staff who were recruited from a variety of outside professions now have critical skills necessary for performing core anti-corruption functions. Government's three key enforcement agencies (IGG, CID and DPP) now have basic tools and equipment which are necessary to combat modern-day corruption. Through a number of trainings and ongoing mentoring by DOJ advisors, the three key partners (IGG, CID and DPP) have increased the successful investigations and prosecutions with their collaborative efforts.

- **Improvement of systems:** The ACT Program trained 17 staff from CID, DPP, and IGG in litigation software; 26 ACD staff in case management; and PSU staff in internal investigations. The DOJ Senior Law Enforcement Advisor (SLEA) drafted a manual on policies and procedures for operation of the CID and an agency in-service training manual. These provided a foundation for CID to implement state-of-the-art management techniques regarding investigator training. SLEA provided the director of the PSU with management tools in the following areas:
 - Duties and responsibilities of the PSU Commander (Including personal meetings);
 - Operational guidelines for Internal Affairs;
 - Guidelines and flow chart for handling complaints against officers; and
 - Training Course for new Internal Affairs (PSU) investigators including student guide, instructor guide and power point presentations.

The SLEA conducted mentoring sessions for PSU instructors on in-service training and provided a short training course, including PowerPoint slides, on Police Ethics that could be utilized by PSU investigators for presentation in the basic recruit academy. The SLEA provided the Inspector General of Police (IGP) with a draft policy and procedures manual that could be utilized to incorporate the existing Police Orders and Directives into one document.

The training, computers, software and other equipment that ACT provided to the CID, DPP, and IGG has enabled them to share information and to jointly plan, coordinate and monitor challenging cases like the Global Fund.

The DOJ experts provided the training and software (RAID) to establish a database that allows investigators and prosecutors to enter information about suspects, documents and electronic data (computer forensics, cell phone activity, etc) into a database for storage, further analysis and court prosecutions. The system also allows documentary evidence to be scanned, organized and cataloged for easy retrieval. This system was essential because public procurement fraud is mainly paper/document intensive and it was appropriate after the police and prosecutors had received computer donations from the MCC ACT project for them to have a state-of-the-art system that allows them to manage document intensive investigations and prosecutions. These ACT interventions have helped to reduce the long case backlogs and more cases are now being brought to closure.

In response to several newspaper articles regarding police corruption, the SLEA drafted a suggested strategy for controlling corruption within the UPF and delivered the document to the IGP. The document was considered a confidential communication to the IGP and contained suggestions for long-term changes within the UPF.

In response to a request from the Director of the CID and in furtherance of the AWP, the SLEA developed a training curriculum and provided power point presentations for an eight-week training course for newly appointed CID investigators. The SLEA also taught an eight hour segment on Death Investigations to 150 new CID investigators.

An Investigator's Checklist Document was provided to the CID for distribution to new investigators. The checklist is a valuable tool for new investigators to remind them of what needs to be accomplished by the investigator on the start of criminal investigations. The checklist covers most of crimes investigators are called upon to investigate.

The UPF did not have a standardized evidence collection, preservation and storage policy. One of the major complaints received from the DPP and the courts was that investigators would deliver evidence to court that had the following problems:

- No chain of custody,
- Contaminated with foreign substances,
- Water damaged,
- Eaten by rats.

Additionally, in numerous cases the evidence could not be located. The SLEA drafted a complete, but simplified, policy and procedures manual on Collection, Preservation and Storage of evidence. The manual has suggested forms to use, and samples were provided in the manual. An evidence tag was developed and two rubber stamps containing all the necessary information for evidence storage have been provided to CID management. The stamps are for imprinting information on both sides of the evidence tag. Side one is the information regarding the items collected and side two is the chain of custody information. The tags are to be attached to each item collected. An additional stamp was made and delivered to CID for imprinting evidence bags and envelopes.

- **Legislative review and legislative strengthening:** The ACT team reviewed the proposed Anti-corruption Bill and found numerous deficiencies. The Resident Legal Advisor (RLA) provided suggestions and continued to provide assistance in revising this bill to ensure it met all international obligations under the United Nations Convention against Corruption and the African Union Convention on Preventing and Combating Corruption. The Anti-corruption Bill has now passed into

Law. The RLA also reviewed the whistleblower/ witness protection bill, asset forfeiture and money laundering bill, and the evidence code. Parliament is in the process of passing legislation for the protection of whistleblowers. The work on the legislative initiatives will assist Uganda in discouraging, identifying, investigating, prosecuting and punishing those who engage in public corruption. It will also provide the mechanisms to identify and trace stolen funds leading to the seizure and forfeiture of criminal proceeds.

- **Adjudication strengthening:** ACT provided the first support for the establishment of the Anti-Corruption Division (ACD) of the High Court. This support included equipping the ACD with computers, printers and copy machines; legal reference materials; and training in the following: Case management, Ugandan procurement regulations and practices, fraud, white collar crime, money laundering, electronic crime and computer crime forensics, asset forfeiture, judicial ethics, and exposure to international practices in adjudicating public corruption cases.

The establishment of the ACD by legal notice #9 of 2009 as a special division of the High Court specifically to try cases of corruption has been described as a landmark in the fight against corruption. Its performance with a 100% conviction rate on the infamous global fund saga so far bears witness to that fact. Work of ACD from December 2008-December 2009 involved conclusion of testimony in three Global Fund cases. Two cases resulted in convictions with significant sentences and others to pay full restitution. Another case tried by the ACD of the High Court in July 2009 resulted in two more Global Fund convictions with jail sentences and orders for full restitution for both convicts. However, a controversial bail procedure has resulted in all five convictions by the ACD receiving bail on pending appeal Appeals in the Court of Appeal.

The ACD legal notice was finally signed in December, 2009, effectively increasing the current staff by two chief magistrates and four grade one magistrates which should reduce the quickly increasing case back log.

The ACD has become the primary forum for hearing corruption cases, enabling larger case loads and speedier case disposals and ensuring that politically sensitive cases are handled by judges with specific expertise.

Results

The IGG is now engaged closely with the police and prosecutors working together on a number of high profile Global Fund cases. There were 425 potential Global Fund cases. Of these, 133 were jointly studied and recommended for closure; 48 cases were studied and recommended for recovery of the funds; 104 cases were amalgamated for conduct of more meaningful investigations; while 141 cases were studied and recommended for further inquiries/investigations.

The introduction of up to 20 specialized disciplines under the ACT program has ameliorated abandonment of cases on the basis of knowledge gaps. The Directorate of Public Prosecutions and the Police have now reinstated cases involving financial fraud and computer forensics hitherto shelved pending future action for lack of specialized prosecutorial skills.

Support to the establishment of the Police Anti-Corruption and Professional Standards Units have been most significant in terms of return on investment. With just two vehicles and basic office equipment provided under the ACT program, the Police Anti-Corruption Unit has engaged itself in investigating several poverty eradication programs especially at district levels in the sectors of agriculture, health and water creating an exponential growth of cases from the districts and Kampala



Picture 1: Senior Public Officials of Oyam District being arrested (including a senior police officer) in full view of the Public

For instance, the police exceptional responses in Oyam, Apac and Bundibugyo districts were a myriad of senior public officials including police officers on allegations of corruption raised by civic persons has created a sense of civic trust that the police anti corruption efforts can in fact work. Though many civic persons still do not trust the work of district based police initiatives there has been an exponential growth of cases being reported directly to the Anti Corruption Unit of the Police Force. Only recently set up with assistance from among others the ACT program the Police anti corruption Unit with 2 cars, 10 motor cycles and basic computer equipment and a renewed administrative interest in corruption cases and substantial training has been able to place a positive spin and gain the police a berth at partnership with ordinary citizens.

Currently over 15 districts have lined up cases for the Police Anti Corruption Unit for investigation.

Two institutional assessment surveys were carried out by the M&E Unit of the ACT program in March and October 2009 covering the IGG, CID and DPP. The purpose was to establish the extent of skill application and the effect thereof. It was established in both surveys that the skills had been highly appreciated by the institutions and their staff and most trainees were applying the skills; their performance had changed in terms of quantity, quality and nature of work. There was a general improvement in the capacity to prevent, detect, investigate and prosecute and adjudicate corruption competently. There was also improvement in the processing time and accuracy in investigating, prosecuting and adjudicating corruption cases. Improvement in case management and legal referencing was also reported while a majority reported having made progress in trial preparation, summoning witnesses, questioning witnesses and developing courtroom strategies for successful prosecution. All three institutions have now developed

into more effective law enforcement and accountability institutions with the skills and knowledge to enhance their collective abilities to control and prevent corruption within the country.

The Anti-Corruption Division of the High Court has also created a strong deterrent factor among public officials to the extent that officials indicted in Global Fund cases have voluntarily returned funds to the public coffers to forestall prosecution before the court. Clearly these scenarios may represent a few cases but strongly suggest a best practice that must be replicated for widespread application.

The Key Measures and Indicators of Success for Component 2 include:

- *The number of investigations completed and prepared for prosecution, as a percent of criminal corruption cases reported, increases by 10% from 35% to 45%. Over the 30-month threshold period, ACT helped the GOU to dramatically increase the number of criminal investigations completed and prepare for prosecution from a baseline of 1,633 cases, 1,824 cases in FY2008, to 4,044 cases in FY2009.*
- *The number of investigations completed, with recommendations made for disciplinary or remedial action, as a percent of administrative malpractice cases reported, increases by five percent from 20% to 25%. By the end of FY2009, the number of administrative investigations completed with recommendations for remedial action as a percentage of cases reported reached 32.8%, surpassing the target of 30%. This is especially impressive given the number of cases reported grew dramatically during this time period. In FY2006, 2,143 cases were reported to the Ombudsman, of which 429 led to recommendations; in FY2009, the number of reported cases almost doubled. There were 7,567 cases, of which 382 resulted in recommendations for remedial action.*
- *The number of criminal cases investigated and prosecuted to completion, as a share of cases reported, increases by four percent from 1% to 5%. The ACT program helped the GOU achieve the target of 5% of criminal corruption cases investigated and prosecuted to completion by IGG as a percentage of total cases reported. As with the number of investigations completed discussed above, the raw number of cases reported almost doubled since the baseline in FY2007.*
- *The number of investigations completed and prepared for prosecution, as a share of criminal corruption cases reported, increases an additional 10% from 45% to 55%. Again, the raw number of criminal corruption cases reported increased over the 30-month threshold period. The raw number of criminal investigations completed and prepare for prosecution increased, but when expressed as a percentage of criminal cases reported, the percentages fell from the baseline of 35%. In FY2008, to 11%, and in FY2009, the GOU achieved 14%.*
- *Number of National Fraud Squad cases reaching prosecution stage as a percent of cases investigated increases further to 40%. The GOU surpassed this target in FY2008, when 204 cases reached the prosecution stage out of 414 cases investigated, leading to a prosecution rate of almost 50%.*
- *Investigative follow up actions initiated as a percent of audit reports received from all sources increases from 45% to 57%. In FY2008, the CID initiated investigations for 66.3% of all audit reports received from the PPDA and OAG.*
- *Number of successful prosecutions completed rises by 20 percent, or from 40% of corruption cases investigated (or 'sanctioned' for prosecution) at present to 60%. The number and percentage of successful prosecutions completed increased in both fiscal years of program implementation. During this time period, the overall number of cases almost doubled. In the baseline year, the DPP successfully completed 1,867 cases out of 4,668, in FY2008, the DPP completed 3,447 out of 8,374 cases. In FY2009, the DPP successfully completed 3,924 out of 8,071 cases, or roughly 50% of all cases.*

- *Number of convictions rises by a cumulative 20 percent, from 30% of all corruption cases investigated (or ‘sanctioned for prosecution) at present to 50%. The raw number of convictions increased dramatically from the baseline year, beginning at 1,377 convictions in FY2007 to 1,417 convictions in FY2008, and reaching 1,979 convictions in FY2009. However, when expressed in terms of the total number of cases, the percentage of cases declines somewhat. Again, the authors of the TCP likely did not envisage such an expansion of number of cases reported.*

LEVEL OF ACHIEVEMENT OF APPROVED PERFORMANCE TARGETS DESCRIBED IN THE RESULTS REPORTING TABLE

| Performance Indicator name | End result | Baseline | Actual by end FY 08 | Actual by end FY 09 | Percent Achievement | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------|----------------------|----------------------|---------------------|-------|
| 2.1. Increased number of <u>criminal</u> investigations completed and prepared for prosecution, as a percentage of criminal cases reported by IGG | 55% | 35% 1633/4665 | 18% (1824/9214) | 14% (4044/28540) | | |
| 2.2 Number of administrative investigations completed with recommendations for remedial action, as percentage of cases reported (Ombudsman) | 30% | 20% (429/2143) | 32% (1854 /5793) | 32.8% (2482/7567) | | |
| 2.3. Increased number of <u>criminal</u> corruption cases investigated and prosecuted to completion by IGG, as a percentage of total cases reported | 10% | 1% (47/4665) | 4% (254/5793) | 5% (382/7567) | | |
| 2.4. Number of CID anti-corruption/ economic Crime cases reaching prosecution stage, as a percent of cases investigated | 40% | 18% (70/390) | 49.9% (204/414) | | | |
| 2.5. Number of prosecutions completed by DPP as per cent of all corruption cases investigated (or sanctioned for prosecution) | 60% | 40% (1867/4668) | 41.2% (3447/8374) | 48.6% (3924/8071) | | |
| 2.6. Number of convictions (DPP), as percent of all corruption cases investigated or sanctioned for prosecution | 50% | 30% (1377/4668) | 16.9% (1417/8374) | 24.5% (1979/8071) | | |

2.2.3 Shortcomings

Despite significant strides in building capacities at the institutional level, internal dynamics like staff transfers within the CID and other organizations tends to distort the momentum. Additionally, institutes strengthened by the ACT program may become victims of their own success and have been overwhelmed by case loads created by a renewed public enthusiasm.

The SLEA provided the Inspector General of Police (IGP) with a draft policy and procedures manual that could be utilized to incorporate the existing Police Orders and Directives into one document. The draft policy still awaits top management approval.

The SLEA developed a training course for newly appointed investigators upon request from the Director of CID. It was the intention that investigators trained as instructors would conduct an introductory training academy for the CID. An academy curriculum was developed by the SLEA and presented to the Director for approval. However, approximately six months into the program, the IGP transferred all management personnel, including the Director and Assistant Director of the CID. Although the majority of the transfers affected upper management, all of the investigators assigned to the Global Fund Task Force were also transferred. The Global Fund Task Force had been working on an embezzlement and fraud case involving the loss of several million dollars from the Global Fund and many of the suspects held high government positions. Removal of the experienced investigators was thought to be a setback for the task force but within routine transfer policies of UPF. According to the IGP, the police will effect changes in the CID that will see aging officers take on supervisory roles as the Young Turks take on operational responsibilities.

When the new Director and Assistant Director assumed office, the SLEA met with them individually to brief them on the progress made and the training programs yet to be completed. Neither officer had been briefed or advised of the work of the SLEA, and neither was aware of materials or documents provided by the previous management. It was a “start all over again” situation. The SLEA did however start over and provided the new management with all of the documents and training materials that had previously been provided the CID management. The new Director implied that it would be some time before he would be in a position to consider new changes. The IGP and the President of Uganda periodically criticized management of the CID, and publicly ridiculed them for not knowing how to investigate crimes. After only two months as the Director of CID, some members of the Parliament were calling for the removal of the new Director. The Director was able to ride out the criticism and remain as the director. There are so many “High Profile” cases of fraud, murder and corruption involving police personnel of all ranks, and throughout the country, that it consumed the time and attention of all the management of CID. In the two months preceding the SLEA’s departure, very little impact regarding implementation of the Policies and Procedures was accomplished. The SLEA believes that given time, the new management of the CID will consider implementing those policies and procedures. The new Director and Assistant Director seemed genuinely interested in making changes. However, the state of affairs within the UPF and the CID will take considerable time to rectify, and at present, CID managers are traveling throughout the country trying to “quiet the storm”.

2.3 COMPONENT 3: STRENGTHEN THE ROLE OF CIVIL SOCIETY IN THE FIGHT AGAINST CORRUPTION

2.3.1 Component Objective

Component 3 was designed to build the capacity of Ugandan CSOs to increase public awareness of corruption, to fight corruption more effectively, and to participate more effectively in governmental and non-governmental anti-corruption forums and activities.

Approved activities were organized into four categories as follows:

- i. Mobilize civil society
 - Grants

- Improve capacity to participate in IAF
 - Regional Training Courses
 - Mentoring and Technical assistance
- ii. Engage the Private Sector
- Grants
 - Introduce codes of conduct
 - Integrity Pacts
- iii. Raise public awareness
- Conduct public perception survey
 - Design and execute public awareness campaigns
 - Evaluate effectiveness of public awareness campaign
- iv. Public activism and recourse to public accountability institutions
- Conduct public expenditure tracking surveys (PETS)
 - Provide paralegal assistance
 - Public Awards for anti-corruption champions
 - National Book of Shame (Book of Fame and Shame)
 - Independent inquiries of corruption scandals

2.3.2 Successes

Building human and technological capacity for CSOs: The ACT team trained selected civil society partners in strategic advocacy campaigns, government systems, and public expenditure tracking surveys (PETS). ACT also utilized a grants program to support CSOs. Twelve CSOs were awarded grants to implement PETS, produce the Name and Shame book, conduct public awards, and conduct independent inquiries on emerging scandals. ACT has helped CSOs share their findings from PETS with government anti-graft institutions, resulting in the investigation, arrest, and arraignment of a number of LG officials (most notably in Apac District).

The CSOs and Private sector Associations funded by ACT included the Anticorruption Coalition of Uganda, Transparency International Uganda, inter-faith based action for Ethics and Integrity, Uganda Joint Christian Council, Uganda Local Governments Association, Human Rights Network Uganda, Rwenzori Anticorruption Coalition, Teso Anticorruption Coalition, The Apac Anticorruption coalition, Anticorruption Coalition Koboko, Kick Corruption out of Kigezi, Private Sector Foundation of Uganda, Federation of Uganda Employers, Uganda Manufacturers Association, and institute of Procurement Professionals of Uganda.

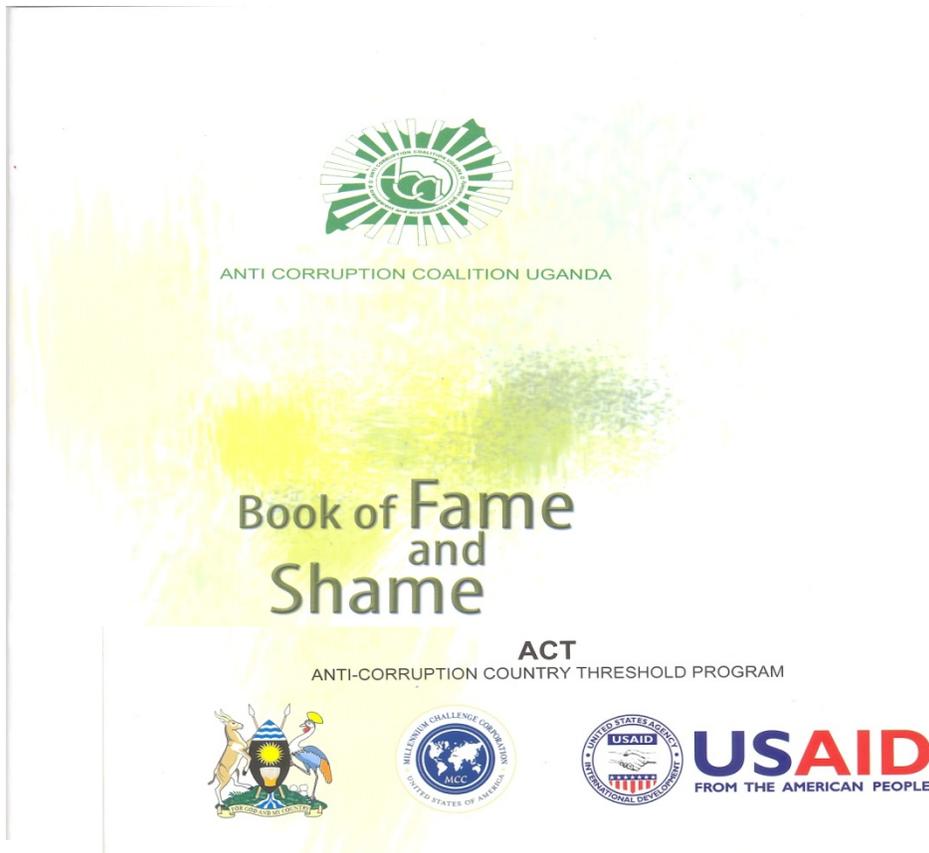
Civil society has been strongly connected with key government agencies, which has made it easier for their work to impact on policy. A solid working relationship has been established between civil society and the Budget Monitoring and Accountability Unit (BMAU) of the Ministry of Finance, Planning and Economic Development (MOFPED). The unit provides civil society with timely information about fiscal

releases from the Finance Ministry to the local governments and copies of matching work plans broken down to fine detail of what the money is allocated for, where and when. This has eased the conduct of public expenditure tracking surveys (PETS) and has increased the number of corruption cases and other irregularities being exposed. The findings from PETS have been passed on to the anti-corruption unit of Police Criminal Investigations Department (CID) leading to further investigations and arrest of Local Government high profile public officers. Thus, in Apac district, a team of five senior civil servants were arrested and arraigned on charges of corruption and abuse of office.

The National Book of Fame and Shame was launched on 8 December, 2009 as part of the efforts to mark the world Anti-corruption Day that falls on 9 December. The Anti-Corruption Coalition of Uganda (ACCU) on release of the book arguably becomes the first CSO to publish such a list. This book captures public perceptions on the persons Ugandans think are the most corrupt and those who are perceived to have contributed positively to the fight against corruption. It is hoped that the efforts of ACCU with support from other anti-corruption institutions would serve as a disincentive for would-be perpetrators by significantly increasing the risk of public exposure and punishment.

Incentives for anticorruption champions were planned to be created through public appreciation awards. In order to reduce costs and increase the impact of the fragmented CSO awards, ACT facilitated the amalgamation of the small CSO awards into one consolidated National Integrity Awards Ceremony with five categories namely:

1. Anti-corruption Coalition of Uganda: Personality of the Year – winner Principle Judge Justice James Ogoola
2. Federation of Uganda Employers: Business Ethics Award – winner Uganda Clays Ltd.
3. Inter Faith Based Action for Ethics and Integrity Best Health Service Delivery Awards – winner Azur Health Centre 111 in Hoima District
4. Uganda Local Governments Association Best Urban Authority – winner by Fort Portal Municipality
5. Uganda Local Governments Association Best Local Government – winner by Mbale District



At the national level, the Anti-corruption Public Private Partnership (ACPPP) was formed to bring together technocrats from the Inter Agency Forum and civil society to build synergy and dialogue on areas that will improve the effectiveness of government of Uganda anti-corruption agencies. A similar relationship has been created between civil society and the Accountability Sector Secretariat to work together on strengthening the demand side of service delivery by building the civic competence of the grass root people to demand to improved service delivery without fear of retribution. These linkage models have been replicated at the local government levels where the Directorate for Ethics and Integrity has established the District Integrity Forums to provide a platform for synergy building between civil society, local governments and regional offices of the Inspectorate of Government, Office of the Auditor General and Police.

The interagency forum members as well as the civil society carried out mass education campaigns on corruption over the life of the program. In addition, Parliament passed the Access to Information Act and the President assented to it. This law is aimed at guaranteeing the public access to public information held by public organizations.

- Supporting the Directorate for Ethics and Integrity (DEI) public information campaigns:** At the beginning of the program, ACT carried out baseline survey to assess public perception and the best channel of communication to the public. ACT funded re-design of the GOU communication strategy that had been designed originally in 2005 and was overrun by events. ACT trained IAF members and CSOs in strategic communication techniques. ACT involved the media to amplify the anti-corruption message, awareness and visibility and awarded grants to three CSOs for awareness raising. A firm was contracted to carry out design of messages from the agencies for media campaigns. Eight Radio stations were identified to carry the messages. Weekly talk shows were conducted with participation

of key GOU anti-corruption institutions and CSOs from May-August 2009, sensitizing the public on a wide spectrum of anti-corruption measures intended to stimulate public involvement and awareness in fighting corruption. Issues arising from the talk shows were documented by the M&E Unit of ACT.

As a result of ACT assistance, the IAF was able to convey information to stakeholders and the general public about anti-corruption issues in a clear, sustained and informative manner. The public was informed about their rights and the laws protecting those rights. Citizens were made aware of existing and accessible mechanisms that can help them act against corrupt activities. The level of apathy has been reduced as demonstrated by the increasing numbers of people reporting cases of corruption to civil society. Citizens now view the anti-corruption agencies such as courts and the police as less corrupt and are willing to use their services. For example, 10 CSO partners received over 400 citizens' complaints exposing one high profile corruption scandal.

- **Providing legal aid for public complainants:** ACT supported four CSOs (TAAC, RAC, TAC and HURINET) to provide paralegal and legal assistance to 56 individuals.

Public apathy has been reasonably reduced as manifested in the fourfold increase in the number of cases of corruption reported to the various regional CSO anti-corruption networks. In 2006, CSOs indicated that less than 1,000 cases were reported. In 2009, a total of 3,801 members of the public reported cases of corruption to and/or received paralegal aid from five ACT supported CSOs in the regions. In West Nile region, anti-corruption clinics have been introduced where CSOs pitch camp within the communities and receive complaints of corruption and abuse of office. Those complaints are then referred to the respective public accountability institutions for recourse.

Before ACT, surveys showed that the public was fully aware that corruption existed but individual Ugandans did not take action to counter it because they lacked information about how to combat corruption. The general public was apathetic about corruption; unaware of the existing legal framework and the fact that remedies are available against public officials who commit acts of corruption; did not know where to go for redress when confronted with improper or illegal conduct; did not know about civil society organizations, professional associations and other groups that are prepared to fight corruption; and perceived that it had limited or no access to government and other sources of anti-corruption information. Civil society anti-corruption activists especially at the regional levels were not sufficiently engaged as a potent anticorruption force due to lack of concrete information about public expenditure and reluctance to encourage members of the public to report corruption and seek paralegal assistance as well.

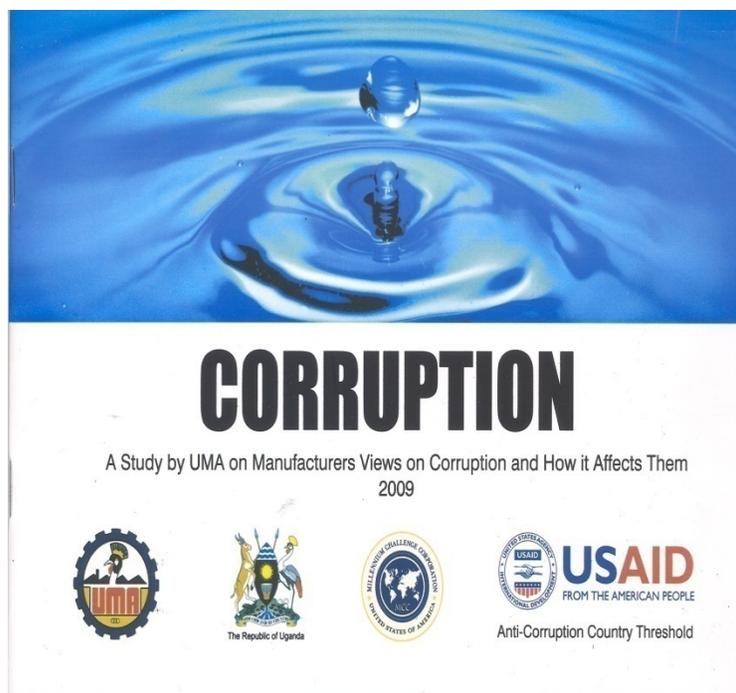
The levels of public apathy have been reduced by breaking the traditional reporting mechanisms where cases of corruption had to be reported to Police or Inspectorate of Government. To date, the grassroots communities are able to report corruption cases more easily to the civil society community monitors who live within their localities or to the office of the local civil society anti-corruption organization. The number of members of the public reporting cases of corruption has increased by threefold as a result of ACT support and mentoring. For example, between January and June 2008, The Apac Anti-corruption Coalition (TAACC) recorded 2,331 cases of corruption reported by ordinary people. It is out of this reporting that corruption in the office of the District Magistrate was exposed leading to his eventual interdiction.

Similarly, the District Police Commander, Oyam in Northern Uganda was also arrested after reports demanding a bribe were reported to one of the civil society community monitors. This has been made more effective by the existing relationship between Police Anti-corruption Unit and civil society. There has been growth on public confidence regarding the relevance of civil society in the fight against corruption.

- **Engaging the private sector:** ACT trained private sector entities and associations on developing codes of conduct and integrity pacts. ACT disbursed grants to three private sector associations (PSAs) to develop codes of conduct and integrity pacts and promote integrity awards. ACT trained 83 people from 31 member companies of UNABCEC and Uganda Printers Association, respectively, in ethical procurement, tendering processes, and Integrity Pacts in public contracting. PSFU was able to give an award to one of its member associations in December 2008 using funds from ACT.

As a consequence of the training, UNABCEC established criteria for auditing the quality of roads and other public works constructed by its members. Because of the initiative by ACT, PSFU in 2009 sought funding from its partners to continue with the integrity award as an annual event. The award was expanded and dubbed “Business Associations and Community Development Award 2009.” In December 2009, the Uganda Insurers association was again selected as the association of the year. It was recognized because of the numerous efforts it has made in transforming the insurance industry and instilling business ethics and developing a code of conduct.

The Uganda Association of Insurers, Uganda Manufacturers Association and the Institute of Procurement Professional have each developed a Code of Conduct for their members. The private sector apex body (PSFU) introduced the first ever Association of the Year Award which was won two times in a row by the Uganda Association of Insurers on account of enforcing a code of conduct for their members. The World Bank has now picked up this activity and offered to sponsor it for the next three years (2009-2011).



The Ministry of Water and Environment in collaboration with Transparency International through the Water Integrity Network (WIN) has indicated in its policy paper, its determination to pilot integrity pacts in the water and sanitation sector. This follows fifteen months of sustained engagement, training and advocacy on the need to increase transparency service delivery by introducing integrity pacts in public contracting. At cabinet level, the minister of Ethics and Integrity has made a commitment to champion this campaign to ensure that the Integrity Pacts are grounded in the relevant laws.

- **Independent Inquiries of Emerging Scandals:** Through ACT support, one CSO conducted inquiries on two national scandals and another CSO conducted inquiry into corruption in the district chief

magistrate's office. As a result of these investigations, 18 district officials were arrested, produced in court and remanded, pending trial in the ACD.

Results

ACT is perhaps the first program of its kind in Uganda to jointly engage government anti-corruption agencies, civil society, the private sector and media in anti-corruption reform. Public Expenditure Tracking Surveys (PETS) have enabled exposure of corruption scandals leading to investigations, arrest and subsequent arraignment of high profile local government technocrats and politicians in Apac, Oyam, Lira and Hoima districts, among others.

The debate has been triggered within the citizenry on corruption and this debate was a contributing factor for the quick passing of the Anti-corruption Act 2009. The Government Anti-Corruption Agencies have been challenged by the public to showcase their relevance. Given that religious leaders have mainstreamed anti-corruption messages in their teachings has further served to improve the civic conscience of the citizenry to report cases of corruption and abuse of public assets. Thus in Arua, West Nile, the ordinary people impounded a government double cabin pickup which was attempting to illegally load passengers at a bus stop causing the driver to flee. In Rwenzori region, civil society caused the arrest of two health workers who had stolen government medicine and hidden it in their houses.

The Key Measures and Indicators of Success for Component 3 include:

- *CSOs actively participate at regular quarterly meetings of the IAF. The minutes show that at least two actionable items (e.g., audit of procurement findings, public complaints) are identified for follow-up and lead responsibility is assigned.* Throughout the life of the ACT program, one CSO representative was always present at IAF meetings.
- *CSOs issues at least four published reports following quarterly IAF meetings.* By the end of FY2009, ACT's CSO partners had published 50 reports following IAF meetings, exceeding the target by more than 16 times.
- *A corruption black list or Public Book of Shame is compiled and published by CSOs.* The National Book of Fame and Shame was published on 8 December, 2009.
- *A hot-line is established and at least 50 public reports of corruption are received. At least 20 of these originate in district and rural areas;*
- *At least 10 members of the public, considered victims of corruption are assisted with legal aid and other practical avenues of recourse by CSOs.* In reality, more than 225 members of the public received legal and paralegal support through CSOs supported by ACT.
- *An Anti-Corruption Activists Award ceremony is held.* The program supported six anti-corruption activist awards ceremonies over the life of the project in coordination with our CSO partners.
- *At least 10 cases of corruption exposed.* By the end of FY2009, 43 cases of corruption had been exposed to CSOs supported by ACT.
- *At least 3 public institutions are subject to in-depth enquiries.* By the end of FY2009, 10 public institutions had become the subject of in-depth enquiries.
- *At least 5 private companies are subject to in-depth enquiries.* By the end of FY2009, one private company became the subject of an in-depth enquiry.
- *At least 2 high profile personalities are subject to in-depth enquiries.* Similarly, by the end of

FY2009, one high profile personality became the subject of an in-depth enquiry.

- *At least 5 anti-corruption Codes of Conduct are developed and signed by PSFU member organizations and associations.* By the end of FY2009, 14 Codes of Conduct had been established and signed by PSFU member organizations, achieving a 140% completion rate against the target.

LEVEL OF ACHIEVEMENT OF APPROVED PERFORMANCE TARGETS DESCRIBED IN THE RESULTS REPORTING TABLE

| Performance Indicator name | End result | Baseline | Actual by end FY 08 | Actual by end FY 09 | Percent Achievement | Notes |
|------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|---------------------|---------------------|---------------------|-------------------------------------------------------------|
| 3.1 Number of civil society organizations and private sector associations working in partnership with GOU under ACT | 15 | 0 | - | 15 | 100% | |
| 3.2. Number of members of the public provided with Para-legal or legal aid by ACCU members in order to pursue redress for corruption practices | 10 | - | - | 1,533 | | |
| 3.3. Number of Codes of Conduct established and signed by PSFU member organizations | 5 | 1 | - | 14 | | |
| 3.4. Number of suspected public reports of corruption from public received by CSOs | 50 | - | - | 3,801 | | |
| 3.5. Number of cases of corruption exposed, disaggregated by public institution, private companies and high profile personalities | 10 | - | - | 43 | | |
| 3.6. Number of Anti-corruption Activist Awards Ceremonies held | 6 | - | 3 | 6 | | ACCU, INFOC, ULGA, FUE, and PSFU held the awards ceremonies |

2.3.3 Shortcomings

High level public officers were reluctant to appear on live interactive FM radio talk shows to explain the position of government and provide answers to salient questions from the public.

The expectations of the general public is that once they have reported corruption to their regional CSO office or relevant public institution for recourse, immediate action should be taken against the reported public officer. Even where action has been taken in form of an arrest by police, there is inadequate understanding of the legal provisions surrounding one's right to bail to the extent that when the arrested public officer is granted bail, the public construes it as a lost battle against corruption. This also explains the levels of apathy where some people will not report acts of corruption for fear of retaliation.

Despite an increase in the role of CSOs and the media in a watchdog function, accountability institutions in the Government of Uganda still do not take CSO and media findings as sufficient information on which to base an investigation. Future activities should help government accountability institutions work more

closely with CSOs and media, according greater recognition that the civic agencies and the media are able to collect credible information upon which to initiate an investigation. Future activities should increase investments to help CSOs and media expand their watchdog role.

Civic actors and especially local communities have been continually discounted on their abilities to understand and manage simple governance reforms. Vigilante groups monitoring civil projects have often pointed out poor works but not given any level of seriousness in follow-up creating greater apathy towards reporting cases.

Each complaint recorded at an accountability institution constitutes a potential investigation which makes management of cases based on meager budgets an institutional night mare in follow up. Though each case warrants some form of response the need to strategically analyze cases with a view to identify systemic concerns and make global policy and structural changes to redress the mischief should be a cost effective and mass case treatment approach. Some common cases relate to contractors keeping standards in the construction of schools, health centers and other public works in which issue of simple construction standards to key actors including service users should be automatic and will invariably create better services.

2.4 CROSS-CUTTING THEMES

Joint training of ACT partners comes out as a salient cross cutting theme of the ACT program. Though an unintended consequence the joint training strategy created a clear link of all the key actors critical of the accountability chain from detection, prevention, investigation, prosecution and finally adjudication.

The majority of ACT trainings involved a multiplicity of actors who were able to interact form informal alliances and create and or strengthen concepts like prosecution led evidence, institutional will in which each actors along the linear process was able to articulate and understand their roles vis a vis the other actors. The growth of officer to officer relations and sharing of critical information has been a critical success ingredient and should be nurtured and where possible replicated.

2.5 SUSTAINABILITY

The program exit strategy at close was to have built the capacity of partners enough to ensure continuity of activities at the institutional level. As a capacity-building program, ACT was able to accomplish key training outputs through developing self-learning kits and through training-of-trainers (TOT). The provision of vehicles, computers, office equipment and furniture will continue to mitigate structural bottlenecks experienced by the partners for reason that government accountability issues still compete at the lower end for government resources. Lack of basic equipment and even consumables greatly impaired the ability of partners to effectively manage workloads. However with the modest investment from the ACT program many partners have been able to mitigate their back log situations restoring public confidence of such institutions.

To ensure sustainability under **Component 1**, the Program worked closely with PPDA to produce a revised Procurement Audit Manual that now serves as a guide for all PPDA staff but also a check list for procurement audit practitioners. The Program built the capacity of PPDA through training and technical assistance such that PPDA officers are now able to carry out procurement audits themselves with greater levels of efficiency and effectiveness. The Program supported the PPDA to develop a business plan and accompanying budgetary requirements for the start-up of the IPPU, and then supported the launch of the IPPU. The IPPU has taken a number of important steps to becoming self-sustaining and regulatory

institute. However, the Institute still needs support from development partners in the coming years to become a fully fledged and sustainable professional body. Also under Component 1, the Program provided 52 laptop computers to the OAG with reporting templates and other tools configured and installed on the machines. ACT provided training to the OAG IT department on the operation and maintenance of this equipment. ACT provided training for OAG staff and conducted two Training-of-Trainers workshops to ensure sustainability. ACT always provided training materials to trainees and participants.

To promote sustainability of project results under **Component 2**, ACT provided extensive training to the CID, DPP and IGG offices, and supported the skills development of the ACD. This training has proven to be sustainable as these officers continually apply their new knowledge through day-to-day activities and culminating in the establishment of the Anti-corruption Court Users Committee. Sustainability of support to the ACD was further guaranteed by provision of two vehicles and equipment including computers, printers, copy machines, and legal reference materials.

Under **Component 3**, ACT provided training and capacity building support to CSOs, particularly in the areas of developing strategic advocacy campaigns and strategic communication techniques so that these CSOs can continue to carry out their watchdog role.

The inability of government to meet counterpart funding requirements during the life time of the TCP lays doubts whether future funding will in fact be secured. No clear anti-corruption program exists as a follow-up to the TCP and it is expected that without such assistance, GOU reform momentum will fall.

2.6 LESSONS LEARNED

The accountability agencies of the Government of Uganda, with support from civil society and the media, have made significant progress in the past two years to fight corruption and end the culture of impunity. Some of the lessons learned in this period are as follows:

General Observations for Anti-corruption Programming

- Legal and policy-level bottlenecks and multi layered procedural concerns always act as bureaucratic gate keepers to any accountability program and Uganda was no exception. However, ingenious application of administrative authority has provided a faster way to deal with challenges and more so with a greater control of outputs and outcomes. The ACT program has for instance seen the establishment of the Anti Corruption Court, the Police Anti corruption Unit and a case referral and follow up mechanism all established through administrative action where the concept of creating “institutional will” begins to emerge and play a significant role.
- For posterity, the design and formulation of anti-corruption programs should consider two fundamentals firstly; conduct benefit analysis as a means to creating design instruments that will generate interest in program participation by identified stakeholders. For instance, where an investment is made in developing a key institution like the IPPU, additional support should be given to create direct benefits to fully subscribed members through support to a resource centre that is subsidized or training program discounted and or prioritized for members. This will draw in numbers and quickly increase the legitimate role of the IPPU. Secondly, design of outputs and outcomes must be accessed against whether the implementing agency can in fact control processes able to reach the intended outputs and outcomes. For instance some outputs for ACT were programmed around partners providing proper, regular and timely data which was a major challenge in effect making such targets redundant.

- Future program design should adopt a top-down and bottom-up approach in dealing with political will. The complete long term success on the fight against corruption is highly dependent on how the accountability sector balances delivery of concrete actions between high profile cases and cases that relate to grassroots deprivation due to corruption felt by the larger section of the population.
- The emergence of a number of parallel accountability mechanisms set up by the executive can be well intentioned but these must have reporting requirements to the already existing accountability structures.
- Additional to accountability sector reforms, there is the need for wider governance reforms relating to public service remuneration and performance monitoring given that these factors make it extremely hard to create motivational incentives. Although part of the GOU commitments, TCP did not address these concerns.

Component 1: Prevent Corruption Related to Public Procurement in Uganda

- Funding portfolios for the accountability sector as a GOU priority are not predictable and tend to drop creating uncertainty in sustaining reforms. The TCP has not been fully funded by GOU as agreed.

Component 2: Increase the Rate of Successful Prosecutions

- Capacity building and specifically training remains critical for process related interventions to succeed. Joint training and creation of interface platforms among multiple accountability agencies for learning and experience sharing has unquestionably created a better functioning governance regime in Uganda. Critical for such training to be sustained is integration into accountability sector training plans.
- The testaments of the Police Anti-Corruption Unit and the Anti-Corruption Court are clear examples of how cost effective, strategic engagements with good visibility can provide quick positive change.
- The agencies need to build on the training they received and those who did not receive training also need to be trained. Therefore as an exit strategy, development partners were brought to speed on key experiences and best practices of the program.

Component 3: Strengthen the Role of Civil Society in the Fight against Corruption

- The Book of Fame and Shame launched in December 2008 is the most innovative civil society initiative that ACT has funded. The book, perhaps the first one of its kind in Africa, recognizes and encourages role models in anti-corruption and attempts to shame those who participate in acts of corruption. It uses shame as a primary agent of social control and behavioral change. Corruption in Uganda has reached a level where unconventional means like these should be used to check graft. This book must be an annual publication.
- The amalgamated National Integrity Awards bringing together a number of CSO actors should be sustained over a period of at least five years to set the momentum of creating incentives for anti-corruption champions.
- CSOs have now established an important role for themselves in the execution of Public Expenditure Tracking Surveys (PETS). The PETS model has registered success stories in terms of identifying cases that have then been transferred to the CID, Police Anti-corruption Unit and the Inspectorate of Government to pursue. The linking of civil society to the Budget Monitoring and Accountability Unit (BMAU) made PETS more effective. This model must be sustained.
- Integrity Pacts in public procurement have proved to be effective in promoting transparency and value for money in a number of countries. The process of introducing the Integrity Pacts is still

ongoing with commitments from the Ministries of Water and Environment and Ethics and Integrity to introduce in Apac district and Fort Portal Municipality.

- Enforcement of the codes of conduct within private sector associations and conduct of Business Association of the Year's Awards should continue to promote anti-corruption champions within the private sector as an incentive-based intervention

2.7 RECOMMENDATIONS AND ACTIVITIES TO CONSIDER FOR FUTURE SUPPORT

The ACT Program has identified the following activities or projects that should be considered for continued support:

- The Audit Recipient training despite having tremendous effect on audit report service users was only implemented in less than 15% of the districts despite been conducted at regional level countrywide.
- Start up programs like the IPPU secretariat, the PPDA outsourcing audit program and the Registrar of Providers promise solid results in the mid- to long-term and should be supported through activity funding.
- Of critical concern is the need to improve data collection, processing and dissemination among the partner agencies to strengthen their capacity to monitor progress but also create databases. The inability for partners to provide periodic data also creates scenarios where checks and balances become ineffectual to the extent of being made postmortem concerns.
- The Directorate for Ethics and Integrity will continue to operationalize the Anti-corruption Public Private Partnership (ACPPP) at the national level to ensure sustained collaboration and synergy between civil society and the Inter-Agency Forum (IAF). The Directorate will further continue to play a coordinating role between civil society and IAF. At the local government level, the Directorate will follow through with ensuring that the District Integrity Forums are functional with full participation of civil society. The Minister of Ethics and Integrity has pledged to champion the introduction of Integrity Pacts in public procurement. These efforts should be supported.
- The Ministry of Water and Environment also expressed in its policy statement its determination to pilot Integrity Pacts in the water and sanitation sector. Additionally, the Accountability Sector Secretariat and the Budget Monitoring and Accountability Unit of the Ministry of Finance, Planning and Economic Development will continue to provide civil society with access to timely information about fiscal releases from the ministry to the local governments, which is critical for the conduct of effective Public Expenditure Tracking Surveys (PETS). All of these reform efforts should be supported by donor technical assistance.
- The World Bank has already taken up the Business Association of the Year Award and has entered into a three-year partnership with the Private Sector Foundation of Uganda (PSFU). This award was initiated by ACT to recognize business associations who have excelled in enforcing the ethical code of conduct and other ethical business practices within their members. Donors like DANIDA, DFID and MS Uganda are supporting civil society to conduct PETS and use the findings to engage policy makers at local government level.
- There is a risk that the results may not be sustained over time by GOU because of the questionable political will and insufficient budget for the operations of the anti-graft agencies especially the CID; and there is still need for further capacity building for all the staff of the agencies.

ANNEX A. RESULTS REPORTING TABLE

UPDATE ON THE KEY MEASURES OF SUCCESS FOR COMPONENT 1

Table A-1. Component 1—Preventing Corruption related to public procurement

| Performance Indicator Name | End Result | Baseline July 2006 | FY | SEPT 07 | DEC 08 | MAR 08 | JUN 08 | SEPT 08 | DEC 09 | MAR 09 | JUN 09 | SEPT 09 | DEC 10 |
|-----------------------------------------------------------------------------------------------------------|------------|--------------------|--------|---------|--------|--------|--------|---------|--------|--------|--------|---------|--------|
| | | | | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| 1.1. Number of PPDA procurement audit findings that lead to investigation per year increase from baseline | 10 | 3 (2006) | Target | - | - | - | 10 | - | - | - | 24 | - | 5 |
| | | | Actual | - | - | - | 25 | - | - | - | 21 | - | 5 |
| 1.2. Number of “clean” or “low-risk” cases due to improved follow up practices by PPDA | 5% | 2% (2005) | Target | - | - | - | 5% | - | - | - | 5% | - | |
| | | | Actual | - | - | - | 26% | - | - | - | - | - | - |
| 1.3. Number of Procurement-related Audits for which ARFAPS are implemented (PPDA) | 16 | - | Target | 6 | - | - | 16 | - | - | - | 16 | - | |
| | | | Actual | 6 | - | - | 16 | - | - | - | 13 | - | |
| 1.4. A 20 Percent increase in number of “Clean” financial Audit Reports, as percent of all audits (OAG) | 3.48% | 2.9% (2006) | Target | - | - | - | - | - | - | - | 3.48% | - | |
| | | | Actual | | - | - | 3.3% | - | - | - | 3.2% | - | |
| 1.5. A 20 Percent decrease in number of material audit findings (OAG), as percent of all audits | 2.4% | 3.0% (2006) | Target | - | - | - | - | - | - | - | 2.4% | - | |
| | | | Actual | | - | - | 2.7% | - | - | - | 3.8% | - | |

| Performance Indicator Name | End Result | Baseline July 2006 | FY | SEPT 07 | DEC 08 | MAR 08 | JUN 08 | SEPT 08 | DEC 09 | MAR 09 | JUN 09 | SEPT 09 | DEC 10 |
|----------------------------------------------------------------------------------------------------------------------------------|------------|--------------------|---------|---------|--------|--------|--------|---------|--------|--------|--------|---------|--------|
| | | | Quarter | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| 1.6. A 20 Percent decrease in repeat occurrence of the same material audit findings (OAG) | 46.4% | 58% (2006) | Target | - | - | - | - | - | - | - | 46.4% | - | |
| | | | Actual | | - | - | 56% | - | - | - | - | - | |
| 1.7. A 20 Percent increase in implementation and compliance with audit findings (OAG), as a percent of all audit recommendations | 0 | 0 | Target | - | - | - | - | - | - | - | 0 | - | |
| | | | Actual | - | - | - | - | - | - | - | - | - | |
| 1.8. Number of Procurement-related Audits for which ARFAPS are developed (PPDA) | 16 | - | Target | - | - | - | 16 | - | - | - | 16 | - | |
| | | | Actual | - | - | - | 15 | - | - | - | 13 | - | |
| 1.9. Number of Procurement Audits completed of Central Government entities | 43 | 7 (2006) | Target | - | - | - | 16 | - | - | - | 43 | - | 45 |
| | | | Actual | - | - | - | 23 | - | - | - | 46 | - | |
| 1.10. Procurement Audits completed of Local Government entities | 4 | - | Target | - | - | - | 4 | - | - | - | 4 | - | |
| | | | Actual | - | - | - | 4 | - | - | - | 5 | - | |
| 1.11. Number of sensitization and training activities completed at sub-county level by OAG staff (trainers) | 750 | - | Target | - | - | - | 250 | - | - | - | 750 | - | |
| | | | Actual | - | - | - | - | - | - | - | 269 | - | |
| 1.12 Number of OAG Trainers of Regional Branches trained | 20 | - | Target | - | - | 20 | - | - | - | - | 20 | - | |
| | | | Actual | - | - | - | - | - | - | - | 11 | - | |
| 1.13 Number of workshops held for OAG staff in Kampala | 4 | - | Target | - | - | - | 2 | - | - | - | 4 | - | |
| | | | Actual | - | - | - | - | - | - | - | 2 | - | |

UPDATE ON THE KEY MEASURES OF SUCCESS FOR COMPONENT 2

Table A-2. Component 2—Increase the rate of Successful Prosecutions and Investigations

| Performance Indicator Name | End Result | Baseline July 2006 | FY | SEPT 07 | DEC 08 | MAR 08 | JUN 08 | SEPT 08 | DEC 09 | MAR 09 | JUN 09 | SEPT 09 | DEC 10 |
|-------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------|---------|---------|--------|--------|--------|---------|--------|--------|--------|---------|--------|
| | | | Quarter | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| 2.1. Number of <u>criminal</u> cases prosecuted to completion (IGG), as a percentage of total cases reported | 10% | 1% | Target | - | 5% | - | - | - | 10% | - | - | - | - |
| | | | Actual | - | 4% | - | 5% | - | 5% | - | - | - | - |
| 2.2. Number of CID Anti-corruption/Economic Crime cases reaching prosecution stage, as a percent of cases investigated | 40% | 18% | Target | - | 29% | - | - | - | 40% | - | - | - | - |
| | | | Actual | - | 49.9% | - | - | - | - | - | - | - | - |
| 2.3. Number of convictions (by DPP), as percent of all corruption cases investigated or sanctioned for prosecution | 50% | 30% | Target | - | 40% | - | - | - | 50% | - | - | - | - |
| | | | Actual | - | - | - | - | - | - | - | - | - | - |
| 2.4. Number of <u>criminal</u> investigations completed and prepared for prosecution, as a percentage of criminal cases reported (by IGG) | 55% | 35% | Target | - | 45% | - | - | - | 55% | - | - | - | - |
| | | | Actual | - | 11% | - | 13% | - | 14% | - | - | - | - |

| Performance Indicator Name | End Result | Baseline July 2006 | FY | SEPT 07 | DEC 08 | MAR 08 | JUN 08 | SEPT 08 | DEC 09 | MAR 09 | JUN 09 | SEPT 09 | DEC 10 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------|--------|---------|--------|---------------|--------------|---------|--------|--------|--------|---------|--------|
| | | | | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| 2.5. Number of administrative investigations completed (by IGG) with recommendations for remedial action, as percentage of administrative malpractice cases reported | 30% | 20% | Target | - | 25% | - | - | - | 30% | - | - | - | - |
| | | | Actual | - | 32% | - | 31.8% | - | 32.8% | - | - | - | - |
| 2.6. Number of investigations initiated (by CID), as a percent of all audit reports received from PPDA and OAG | 57% | 45% | Target | - | 50% | - | - | - | 57% | - | - | - | - |
| | | | Actual | - | 66.3% | - | - | - | - | - | - | - | - |
| 2.7. Number of CID Anti-corruption/economic crime staff increased | 126 | 50 | Target | - | 70 | - | - | - | 126 | - | - | - | - |
| | | | Actual | - | - | - | - | - | - | - | - | - | - |
| 2.8 Number of successful prosecutions (by DPP) as per cent of all corruption cases investigated, either through adjudication or Administrative Case Handling Procedure (ACHP) | 60% | 40% | Target | - | 50% | - | - | - | 60% | - | - | - | - |
| | | | Actual | - | - | - | - | - | - | - | - | - | - |
| 2.9 Number of agency staff trained in various skills | 305 | - | Target | - | - | 128 | 100 | 150 | 230 | 250 | 300 | 350 | 350 |
| | | | Actual | - | - | 126 (78M/48F) | 38 (26M/13F) | 122 | 135 | 146 | 269 | - | - |

UPDATE ON THE KEY MEASURES OF SUCCESS FOR COMPONENT 3

Table A-3. Component 3—Strengthen the Role of Civil Society in the Fight against Corruption

| Performance Indicator Name | End Result | Baseline July 2006 | FY | SEPT 07 | DEC 08 | MAR 08 | JUN 08 | SEPT 08 | DEC 09 | MAR 09 | JUN 09 | SEPT 09 | DEC 10 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------|---------|---------|--------|--------|--------|---------|--------|--------|--------|---------|--------|
| | | | Quarter | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| 3.2. Number of action items that lead to a verifiable action against corruption | 12 | - | Target | n/a | - | - | - | - | 6 | - | 12 | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | 3 | - |
| 3.3. Percent urban respondents aware of GOU anti-corruption drive, increase from baseline by 20 percentage point | 52% | 32% | Target | n/a | - | - | - | - | - | - | 52% | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| 3.4. Percent rural respondents aware of GOU anti-corruption drive, increase from baseline by 10 percentage point | 35% | 25% | Target | n/a | - | - | - | - | - | - | 35% | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| 3.5. Number of members of the public provided with para-legal or legal aid by CSOs in order to pursue redress for corruption practices | 10 | - | Target | n/a | - | - | - | - | 5 | 7 | 10 | - | |
| | | | Actual | n/a | - | - | - | - | - | 38 | 109 | 80 | - |
| 3.6. Number of public procurements in which Integrity Pacts established between GOU and private sector, are monitored by CSOs | 5 | - | Target | n/a | - | - | - | - | 3 | - | 5 | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| 3.7. Number of Codes of Conduct established and signed by PSFU member organizations, disaggregated by rural/urban with 80% to be done in the rural areas | 5 | - | Target | n/a | - | - | - | - | 3 | 4 | 5 | - | |
| | | | Actual | n/a | - | - | - | - | - | 6 | 8 | 8 | - |
| 3.8. Number of Integrity Pacts and Codes of Conduct that are publicized | 4 | - | Target | n/a | - | - | - | - | 3 | 4 | 4 | - | |
| | | | Actual | | - | - | - | - | - | - | - | 2 | - |

| Performance Indicator Name | End Result | Baseline July 2006 | FY | SEPT 07 | DEC 08 | MAR 08 | JUN 08 | SEPT 08 | DEC 09 | MAR 09 | JUN 09 | SEPT 09 | DEC 10 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------|--------|---------|--------|--------|--------|---------|--------|--------|--------|---------|--------|
| | | | | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| 3.9 Number of evidence based advocacy campaigns carried out by CSOs | 4 | 3 | Target | n/a | - | - | - | - | 4 | - | 4 | - | |
| | | | Actual | | - | - | - | - | - | - | - | 2 | 1 |
| 3.10. Number of PETS or other corruption monitoring carried out | 8 | 3 | Target | n/a | - | - | - | - | 4 | 6 | 8 | - | |
| | | | Actual | | - | - | - | - | - | - | - | 4 | 4 |
| 3.11. Number of stalled investigations/prosecutions processes that become subject of in-depth enquiries (brought back on to timetables) | 5 | - | Target | n/a | - | - | 1 | - | 2 | 3 | 5 | - | |
| | | | Actual | | - | - | 1 | - | - | - | - | 1 | 1 |
| 3.12 Number of PETS or other enquiries/findings submitted to IAF agencies by CSOs and followed up on (public institutions, companies, high profile individuals) | 8 | - | Target | n/a | - | - | - | - | 4 | 6 | 8 | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | 1 | - |
| 3.13. Number of legal or administrative reforms initiated by IAF (with CSO participation) | 2 | - | Target | n/a | - | - | - | - | 1 | - | 2 | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| 3.14. Number of press conferences held on ACT project | 8 | - | Target | n/a | - | - | - | - | 3 | 5 | 6 | 8 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | 5 | - |
| 3.15. Number of Publications released following IAF quarterly meetings, including media reports | 12 | - | Target | n/a | - | - | - | - | 3 | 6 | 8 | 12 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| 3.16. Number of suspected public reports of corruption from public received by CSOs | 50 | - | Target | n/a | - | - | - | - | 30 | 40 | 50 | 50 | |
| | | | Actual | n/a | - | - | - | - | - | - | 49 | 218 | 101 |
| Rural | 30 | - | Target | n/a | - | - | - | - | 20 | 25 | 30 | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| urban | 20 | - | Target | n/a | - | - | - | - | 10 | 15 | 20 | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| 3.17. Number of cases of corruption exposed, disaggregated by public institution, private companies and high profile personalities | 10 | - | Target | n/a | - | - | - | - | 4 | 6 | 10 | 10 | |
| | | | Actual | n/a | - | - | - | - | 1 | 4 | 23 | 15 | |
| Public Institutions | 4 | - | Target | n/a | - | - | - | - | 4 | - | 4 | 4 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | 10 |

| Performance Indicator Name | End Result | Baseline July 2006 | FY | SEPT 07 | DEC 08 | MAR 08 | JUN 08 | SEPT 08 | DEC 09 | MAR 09 | JUN 09 | SEPT 09 | DEC 10 |
|------------------------------------------------------------------------------------------------------------------|------------|--------------------|--------|---------|--------|--------------|-----------------|---------|--------|--------|--------|---------|--------|
| | | | | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| Private Companies | 2 | - | Target | n/a | - | - | - | - | 2 | - | 2 | 1 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | 1 |
| High Profile Personalities | 4 | - | Target | n/a | - | - | - | - | 4 | - | 4 | 1 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | 1 |
| 3.18. Number of Anti-corruption Activist Awards Ceremonies held | 6 | - | Target | n/a | - | - | - | - | 3 | - | - | 6 | |
| | | | Actual | n/a | - | - | - | - | 1 | - | - | - | - |
| 3.19 Number of persons publicly acclaimed by National Anti-Corruption Agencies | 4 | - | Target | n/a | - | - | - | - | 4 | - | - | 4 | |
| | | | Actual | n/a | - | - | - | - | 0 | - | - | - | - |
| 3.20. Number of CSO personnel trained | 200 | - | Target | n/a | - | 40 | - | - | 150 | - | 200 | - | |
| | | | Actual | n/a | - | 40 (14F/26M) | 125 (43 F/82 M) | - | - | - | - | 185 | 160 |
| 3.21. Number of published reports issued by CSOs following quarterly IAF meetings | 3 | - | Target | n/a | - | 2 | - | - | 2 | - | 3 | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | 50 |
| 3.22. Number of public awareness campaigns developed and rolled out | 4 | - | Target | n/a | - | 1 | - | - | 2 | - | 4 | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | 1 | - |
| 3.23. Number of CSOs trained | 10 | - | Target | n/a | - | - | - | - | 5 | - | 10 | 10 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | 11 | 15 |
| 3.24 Number of grants issued to CSOs to conduct further training and participate in the fight against corruption | 10 | - | Target | n/a | - | - | - | - | 5 | - | 10 | - | |
| | | | Actual | n/a | - | - | - | - | 11 | 15 | - | 15 | - |
| 3.25 Public awareness baseline/repeat surveys carried out | 2 | - | Target | n/a | 1 | - | - | - | - | - | - | - | |
| | | | Actual | n/a | 1 | - | - | - | - | - | - | - | - |
| 3.26 Number of outlets or links to promote National Book of Shame | 2 | - | Target | n/a | - | - | - | - | 2 | - | 2 | - | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| 3.27 Number of names added to the National Book of Shame | 5 | - | Target | n/a | - | - | - | - | 5 | - | 5 | 5 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | 15 |

| Performance Indicator Name | End Result | Baseline July 2006 | FY | SEPT 07 | DEC 08 | MAR 08 | JUN 08 | SEPT 08 | DEC 09 | MAR 09 | JUN 09 | SEPT 09 | DEC 10 |
|------------------------------------------------------------------------------------------------|------------|--------------------|--------|---------|--------|-----------------------|--------|---------|--------|--------|--------|---------|--------|
| | | | | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| 3.28 Number of persons trained in PETS and/or other corruption monitoring techniques | 100 | - | Target | n/a | - | 40 | - | - | 50 | - | 100 | 100 | |
| | | | Actual | n/a | - | 40 (14 F/ 26 M) | - | - | - | - | - | 80 | |
| 3.29 Number of management committee meetings with CSO participation | 24 | - | Target | n/a | 3 | 3 | 3 | - | 3 | - | 24 | - | |
| | | | Actual | n/a | - | 3 | - | - | - | - | - | - | - |
| 3.30. Number of IAF meetings with participation of target CSOs and Private Sector Associations | 8 | - | Target | n/a | 1 | 1 | 1 | - | 1 | - | - | 8 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| 3.31. Number of trainers trained as analysts, advocates and monitors | 100 | - | Target | n/a | - | - | - | - | 50 | - | - | 100 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| 3.32 Number of techniques utilized in public awareness and information dissemination campaigns | 35 | - | Target | n/a | - | - | - | - | 17 | - | - | 35 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| Radio | 20 | - | Target | n/a | - | - | - | - | 10 | - | - | 20 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| Television | 4 | - | Target | n/a | - | - | - | - | 2 | - | - | 4 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| Print | 6 | - | Target | n/a | - | - | - | - | 3 | - | - | 6 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| Face to Face (public Forum) | 6 | - | Target | n/a | - | - | - | - | 2 | - | - | 6 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |
| 3.33 Number of CSOs participating in advocacy and corruption monitoring training | 10 | - | Target | n/a | - | - | - | - | 10 | - | - | 10 | |
| | | | Actual | n/a | - | - | - | - | - | - | - | - | - |

ANNEX B. SUMMARY OF PROGRAM OUTPUTS AND OUTCOMES FOR EACH THRESHOLD COMPONENT

SUMMARY OF PROGRAM OUTPUTS AND OUTCOMES FOR EACH THRESHOLD PROGRAM COMPONENT

Component 1: Preventing corruption related to public procurement

| Activity | Output | Outcome | Notes |
|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improved financial management systems: | | | |
| Increased frequency of Central and Local Government procurement audits: | <p>PPDA supported to revise the Procurement Audit Manual</p> <p>20 audit interns identified and trained using the revised Procurement audit training manual</p> <p>All 17 audits completed by June 09</p> <p>Using ACT funds Ministries of Energy and Mineral development; Foreign Affairs; Gender, Labor and Social Development; Works and Transport; Justice and Constitutional affairs; Trade, Tourism and Industry; Information and Communications Technology; and Office of the Prime Minister; Uganda Police; Mulago Hospital; Parliament of Uganda;</p> | <p>Improved modalities for conducting audits</p> <p>Increased internal capacity for conducting audits</p> <p>Increased compliance of auditees</p> <p>Increased number of clean and low risk audits</p> <p>Reduced backlogs of cases</p> <p>The audited entities responded by:</p> <p>Appreciating audit as providing wider spectrum for learning, corrective action and future planning</p> <p>Implementing over 80% of the recommendations as a follow-up action</p> <p>Availing the missing documents that enabled</p> | <p>The updated Manual provides for improved case sampling methodologies, more streamlined audit procedures and an improved reporting format, which will make audits more efficient and reports more comprehensible and user-friendly.</p> <p>Three months after the training, 8 of the trainees have since got jobs with private procurement audit firms.</p> <p>Timely involvement of the Private Sector Auditing firms and other stakeholders in the Audit Manual review process and their input greatly added value and should be emulated in other similar reviews to create synergy and ownership.</p> |

| Activity | Output | Outcome | Notes |
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| | <p>Population Secretariat; African Development Bank Project under the Ministry of Health; and four local Governments—Mukono District, Kisoro District; Mubende District and Sironko District.</p> <p>5 more additional audits contracted in Oct 2009 using ACT funds (Ministry of Finance, Planning and Economic Development; National Housing and Construction Company; Gulu District; Gulu Municipality; and Jinja Municipality)</p> | <p>the auditors to resolve issues administratively without having to put in the report</p> | <p>Key audit findings included the following:</p> <ul style="list-style-type: none"> Poor procurement planning/record keeping Poor use of standard bidding documents and procurement forms Structures not followed by other officers that tend to interfere with the procurement process Poor contracts management Failure to use set criteria in the bid document during the evaluation of bids Entities not respecting the bidding periods <p>ADB project was financing infrastructural development for the education sector. The project was selected for audit as a pilot of introducing thematic procurement audits to examine uniform sector procurements made across PDES of Uganda. The selected districts were "LINKAGES- Project supported" and were selected after consultation with the LINKAGES Project. The current USAID policy is that various USAID funded activities should support each other in order to create maximum impact and visibility.</p> |
| <p>Effective Follow-up of Audit Findings</p> | <p>During FY 07/08, PPDA carried out follow-ups in 12 Ministries and agencies.</p> <p>During FY 08/09, PPDA conducted 34 follow-up activities, 13 were follow-up on audits while 21 were follow-ups on investigations</p> | <p>The number of procurement audit findings that lead to investigation increased</p> <p>Number of procurement audits for which follow-up action plans were implemented increased to 80%</p> | <p>In fulfillment of compliance monitoring functions, PPDA in FY 07/08 reviewed 1,000 public contracts to assess the extent to which they were procured in accordance with the PPDA Act. The review established that procurement planning, use of the appropriate procurement method and maintaining contract management records remain a challenge for many entities. Only 49.9% of the contracts reviewed were fully compliant with PPDA Act and principles of sound procurement management.</p> |
| <p>Certification and accreditation of procurement professionals:</p> | <p>Supported PPDA to develop a business plan and accompanying budgetary requirements for the start-up of IPPU</p> <p>Institute registered and established</p> | <p>228 members registered by December 2009 out of a targeted 250 for 2009</p> <p>The ethical code of conduct will regulate the members of the institute to be disciplined in their use of resources in procurement in</p> | <p>The ACT Program has supported the establishment of the offices, including supply of computers, training equipment, and furniture.</p> <p>ACT has donated Procurement Reference</p> |

| Activity | Output | Outcome | Notes |
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| | <p>and operational</p> <p>Small Grant awarded for anti-corruption activities—development of code of conduct for procurement professionals—Oct 2008</p> <p>Draft Code of conduct developed and presented to stakeholders—Jan 09</p> <p>Library books procured</p> <p>IPPU website is prepared</p> | <p>organizations they work for. It is also intended to reassure the general public and other interested parties that procurement and supply chain management is carried out in a professional and ethical manner</p> | <p>Materials and books for the IPPU Resource Centre</p> <p>The development contract of the website, which included an on-line Members' Register, training of IPPU maintenance staff and first year of hosting was funded by ACT and launched in December 2009.</p> <p>IPPU has taken a number of important steps in launching the Institute and to become self-sustaining. However, the Institute still needs support from Development Partners in the coming year to become a fully fledged and sustainable Professional Institute.</p> <p>ACT's humble contribution to the establishment of the Institute has generated a lot of confidence in the Procurement professionals' fraternity that commitment, dedication and hard work can lead to success even with limited resources.</p> |
| <p>Establishment of a providers' register:</p> | <p>Website was developed and the Register of Providers was officially launched by the Minister of Finance on 25 November 2009. The register is hosted at 1and1.com in US at www.ppdaproviders.ug</p> <p>ACT facilitated PPDA in planning and implementing communication activities for the launch by designing a brand logo and building the brand image; designing and producing promotion materials; handling media placements and facilitating media relations activities</p> | <p>The operation and management, after the launch period, to be contracted by PPDA and funded by Providers application fees and website advertising and service fees.</p> | <p>The PDDA Act 2003 requires PPDA to maintain a Register of Providers for services, supplies and works to GoU. PPDA, together with ACT, identified the requirements for the establishment and maintenance of a Register of Providers (RoP) based on a concept of a Web-based providers register and developed a sustainable business plan.</p> <p>Much as the Register is a good business model, it could have been prepared well if additional analysis had been done so as to streamline the Register's administrative and existing short-listing procedures. It is also likely that the fees might not be affordable by small-medium sized providers e.g. Community based providers.</p> |
| <p>Training and audit sensitization of district PACs and executives</p> | <p>Developed training concepts for HLG and LLG audit recipients involved in the audit follow-up</p> | <p>In conclusion of the training LGs made a commitment to review their past records of audit queries, recommendations and audit</p> | <p>The follow-up of audits i.e. clearing audit queries and implementing audit recommendations is based on a framework of</p> |

| Activity | Output | Outcome | Notes |
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| | <p>First 31 HLG officials, CSOs, and media representatives trained in Central Region in June 2009. Subsequent training in other regions brought the total to 315.</p> | <p>opinions given to develop strategies for improving the future audit outcomes and to systematically track the clearing of audit queries and implementation of the recommendations.</p> <p>ACT carried out after training review and evaluation and established that the training had achieved its main objective and there is a high chance that the acquired skills and knowledge will continue to be utilized:</p> <ul style="list-style-type: none"> • Improved impact of audits conducted and to communicate the audit results more effectively • Enhanced effective administrative and legal action against corrupt officials through improved follow-up of audit findings at local government level • Made the Local Government Public Accounts Committees (LGPACs), Executive Committees and Councils of both higher and lower local governments more functional in fulfilling their role as audit recipients • Improved the understanding of audit report findings and recommendations • Sensitized the LGPACs in fulfilling their reporting obligations to the District Councils and to the Parliamentary Committee on Local Government Accounts | <p>interaction between Chairpersons, Accounting officers, Public Accounts Committees (at district and Parliament levels), Finance Officers, Finance Committee and the LG Councils.</p> <p>The training was aimed at strengthening the capacity of the stakeholders in understanding the audit process and the audit reports and their role in clearing and preventing audit queries at the different stages of the PFM and audit process; and finally managing the implementation of the recommendations of audit reports, special investigations and commissions of inquiries reports in the LGs</p> <p>There was need to have considered timing of activities so that OAG staffs are available on time and fully involved in the fine tuning of training materials and actual delivery of the training given their heavy office work load. This would have prevented the rather delayed kick-starting of the training. It was also noted that the interaction between the Principal Auditors and the Auditees was a new approach and created rapport which led to a changed and pro-active attitude towards Auditors. This will further enhance cooperation in the management of the Audit Process which could lead to a decline in Audit Queries.</p> <p>The timing of the Workshops/ACT Program did not take into consideration of the fact that some LGPACs' terms expire this year while Council Elections are due in 2011. Likewise the Amendments to the LGPAC Regulations are underway and could greatly affect their role.</p> <p>There is need for more interaction and guidance between the Local Governments and the Parliamentary PACs.</p> <p>Need to further roll-out the Training to all LGs so as to create the desired national impact on</p> |

| Activity | Output | Outcome | Notes |
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| <p>Training and audit sensitization of lower local governments' executives and staff</p> | <p>First 59 LG officials, CSOs and Media representatives trained in central Region</p> <p>Program rolled out and additional 665 LG officials, CSOs and media representatives were trained in Eastern, South Eastern, Northern and western regions.</p> <p>Training of additional 163 officials was completed in Mbarara in November 2009, bringing total to 887.</p> | <p>As above</p> | <p>service delivery.</p> <p>As above</p> |
| <p>Training and building capacity of the OAG and PPDA staff</p> | <p>Reporting templates and other OAG tools configured and installed in all the 52 laptops at OAGs IT-department in Kampala</p> <p>A team of ACT and OAG IT-staff delivered and set-up the computers at each of the 10 branches.</p> <p>After installing the computers a half-day IT introduction session was conducted with the staff of each branch to fast track the use of the equipment.</p> <p>ACT facilitated a 2-day workshop "OAG Bridging the Future" for all staff (350 staff members of which 130 LG auditors from the regional branches) of OAG.</p> <p>ACT conducted two Training of Trainers (TOT) workshops with participation of 10 OAG staff and private audit consultants,</p> <p>Training materials developed</p> <p>Workshop held for 80 participants from OAG and PPDA in October 2009</p> | | <p>Training and building capacity of the OAG and PPDA staff on "current changes and reforms in public sector financial management" with focus on LGs (current changes public accounting, finance, internal and external auditing laws and regulations).</p> <p>The main focus of the OAG workshop was the new staffing regulations, corporate values and working conditions of the new independent OAG. The workshop was the first opportunity for the Auditor General to meet all the OAG staff after the enactment of the NAA- 2008 and for the staff to swear the "Oath of OAG" as prescribed in the NAA-2008. Finally ACT presented the "Audits Recipient Training" concept in an address to the workshop.</p> <p>The TOT was in the preparation of the Audit Recipient Training where the trainers and ACT staff reviewed and tested the training materials and prepared the roll-out for the workshops to Higher and Lower Local Governments.</p> <p>The objective of the training was to strengthen OAG's and PPDA's capacity to perform audits and audit follow-up at the LG level. The training included current changes in public sector accounting, finance, and internal and external auditing laws and regulations. 3-4 staff members from each of the 10 OAG regional branches participated in the training.</p> |

| Activity | Output | Outcome | Notes |
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| | | | At the end of the workshop, each participant and each Regional Branch received reference materials of selected Laws Regulations and Standards and a CD with all the laws of Uganda |
| Assist with Administrative Streamlining | PAC members were trained on their roles regarding procurement audit follow-up | PAC members acquired knowledge and capabilities with respect to procurement audit follow-up | Support to Public Accounts Committee on follow-up to procurement malpractices disclosed in procurement audits Procurement audit reports were not getting to PAC until the Audit act was ratified and the auditor general could directly table procurement audit reports to PAC |
| Support to other components | Developed training materials for Public Financial Management (PFM) training in September 08 6 five-day training events done | Capacity built of the CID, IGG, and DPP and CSOs within the area of PFM and follow-up to procurement and financial audit reports | |

Component 2: Increase the rate of successful prosecutions

| Activity | Output | Outcome | Notes |
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| Skills development for Investigators and Prosecutors | <p>Trained 1,087 out of planned 1,035. Of the government officials trained 757 are male and 330 are female.</p> <p>The DOJ OPDAT Resident Legal advisor travelled to more than 40 district DPP and IGG offices to distribute legal resource materials and to refine trial advocacy skills. Five senior prosecutors from the IGG and DPP attended a regional anti-corruption seminar in Tanzania.</p> <p>The registrar from the ACD and five prosecutors from DPP and CID went for study tour of the US.</p> | <p>Both IGG and CID now have sufficient numbers of adequately trained and skilled professional staff. The CID Anti-corruption and economic crime squad has expanded and can now cover all central and local government Ministries and departments as well as corporate, banking and private sector fraud. Investigators now have accounting and computer skills that allows them to access and analyze financial records. They also now have basic witness interviewing, evidence gathering and case management skills</p> <p>The number, quality and outcome of corruption related prosecutions have increased. The IGG staff who were recruited from a variety of outside professions now have critical skills necessary for performing core anti-corruption functions. Government's three key enforcement agencies (IGG, CID and DPP) now have basic tools and equipment which are necessary to combat modern-day corruption.</p> <p>Through a number of trainings and ongoing mentoring by DOJ advisors, the three key partners (IGG, CID and DPP) have increased the successful investigations and prosecutions with their collaborative efforts</p> | <p>Skill areas included the following:</p> <ul style="list-style-type: none"> Public financial management Trial advocacy Basic computer applications Anti-corruption techniques Instructor development Basic and advanced financial fraud Plea bargaining Procurement fraud task Public Corruption money laundering and asset forfeiture First responder digital evidence Financial forensics techniques |
| Technical knowledge for investigators and prosecutors | 6 forensics experts trained | Number of handwriting and document analysis experts has also increased as well as police expertise in forensic auditing or investigation of financial and economic crime. | Skills in questioned documents |
| Improvement of systems | <p>17 staff from CID, DPP, IGG trained in litigation software</p> <p>26 ACD staff trained in Case management</p> <p>PSU trained to develop skills necessary to conduct internal investigations</p> <p>SLEA drafted a manual on policies</p> | <p>The computers, software and other equipment that ACT provided has enabled them to share information and coordinate effectively and to jointly plan, coordinate and monitor challenging cases like the Global Fund.</p> <p>The prosecutorial agencies now have access to electronic case management systems (RAID) and most offices have legal references such as case</p> | <ul style="list-style-type: none"> Professional Standards Unit (PSU) improvement Taskforce development Case management Litigation software The coordination and communication between the various agencies that are |

| Activity | Output | Outcome | Notes |
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| | <p>and procedures for operation of the CID and an agency in-service training manual. These provided a foundation for CID to implement state-of-the-art management techniques regarding investigator training</p> <p>SLEA provided the director of the PSU with management tools:</p> <ul style="list-style-type: none"> • Duties and responsibilities of the PSU Commander (Including personnel meetings) • Operational guidelines for Internal Affairs • Guidelines and flow chart for handling complaints against officers • Training Course for new Internal Affairs (PSU) investigators including student guide, instructor guide and power point presentations. • Conducted mentoring sessions for PSU instructors on in-service training • Provided a short training course, including organizing power point, materials on Police Ethics that could be utilized by PSU investigators for presentation in the basic recruit academy. <p>SLEA provided the Inspector General of Police (IGP) with a draft policy and procedures manual that could be utilized to incorporate the existing Police Orders and Directives into one document.</p> | <p>reports and revised laws of Uganda and many more. All these have helped to reduce the long case backlogs and more cases are now being brought to closure</p> | <p>responsible for corruption investigations was enhanced with an integrated training process. Whenever possible all training was presented with some involvement from other criminal justice stakeholders (DPP, CID and IGG). Such training stimulated the cohesiveness of task force concepts, complemented the joint work on complex criminal investigations and instilled an appreciation of the importance of collaboration within the criminal justice system</p> |

| Activity | Output | Outcome | Notes |
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| Legislative review and legislative strengthening | <p>Reviewed anti-corruption bill and found a lot of deficiencies and the RLA provided suggestions and continued to provide assistance in revising this bill to ensure it met obligations under the United Nations and African Union conventions</p> <p>Reviewed whistleblower/ witness protection bill</p> <p>Reviewed asset forfeiture and money laundering bill</p> <p>Reviewed the evidence code</p> | <p>The anti-corruption bill became law</p> <p>DOJ assistance ensured that that Uganda's legislation meets all international obligations under the United Nations Convention Against Corruption and the African Union Convention on Preventing and Combating Corruption</p> <p>Parliament is in the process of passing legislation for the protection of whistleblowers</p> | <p>The work on the legislative initiatives will assist Uganda in discouraging, identifying, investigating, prosecuting and punishing those who engage in public corruption. It will also provide the mechanisms to identifying and tracing stolen funds and seize and forfeit the criminal proceeds</p> |
| Adjudication strengthening | <p>Support given to anti-corruption division of the high court</p> | <p>With the establishment of the anti-corruption court as a division of the high court there has been a greater need and commitment to effective coordination and partnering among these agencies. The anti-corruption court has become the primary forum for hearing corruption cases, enabling larger case loads and speedier case disposals and ensuring that politically sensitive cases are handled by judges with specific expertise</p> | <p>Training and equipping Anti-Corruption Division of the High Court</p> <p>(computers, printers and copy machines; legal reference materials; and training in the following:</p> <p>Case management, Ugandan procurement regulations and practices, fraud, white collar crime, money laundering, electronic crime and computer crime forensics, money laundering and asset forfeiture, judicial ethics, and exposure to international practices in adjudicating public corruption cases)</p> |

Component 3: Strengthening the Role of Civil Society in Fighting corruption

| Activity | Output | Outcome | Notes |
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| Involving civil society organizations in the IAF | Reviewed the IAF-CSO collaborative framework | | Participation is currently at technical not policy level where they meet to synthesize issues for presentation at policy level CSOs represented by one delegate |
| Building human and technological capacity for CSOs | <p>Trained civil society in strategic advocacy campaigns</p> <p>Trained civil society on government systems</p> <p>Trained civil society on public expenditure surveys</p> <p>Disbursed grants to 12 CSOs to implement PETS, produce the Name and Shame book, and conduct public awards, and conduct independent inquiries on emerging scandals</p> | <p>Public Expenditure Tracking Surveys (PETS) findings have been shared with government anti-graft institutions, resulting in the investigation, arrest, and arraignment of a number of LG officials (most notably in Apac District).</p> <p>Progress of corruption cases in courts of law being tracked.</p> <p>Name and Shame book published and launched by the Minister of Ethics and Integrity.</p> | The CSOs and Private sector Associations funded by Act included Anticorruption Coalition of Uganda, Transparency International Uganda, inter-faith based action for Ethics and Integrity, Uganda Joint Christian Council, Uganda Local Governments Association, Human Rights Network Uganda, Rwenzori Anticorruption Coalition, Teso anticorruption Coalition, The Apac Anticorruption Coalition, Anticorruption Coalition Koboko, Kick Corruption out of Kigezi, Private Sector Foundation of Uganda, Federation of Uganda Employers, Uganda Manufacturers Association, and the Institute of Procurement Professionals of Uganda. |
| Supporting DEI public information campaigns | <p>At the beginning of the program, ACT carried out baseline survey to assess public perception and the best channel of communication to the public</p> <p>ACT funded redesign of the GOU communication strategy that had been designed in 2005 and was overrun by events</p> <p>Trained IAF members and CSOs in strategic communication techniques</p> <p>ACT involved the media to amplify the anti-corruption message, awareness and visibility</p> <p>Grants given to three CSOs for awareness raising</p> <p>A firm was contracted to carry out</p> | <p>IAF conveyed information to stakeholders and the general public about anticorruption issues in a clear, sustained and informative manner</p> <p>Public was informed about their rights and the laws protecting those rights</p> <p>Citizens were made aware of existing and accessible mechanisms that can help them serve through various legal, political, economic and social obstacles that prevent individuals from acting against corrupt activities that harm them daily</p> <p>The level of apathy has been reduced as demonstrated by the increasing numbers of people reporting cases of corruption to civil society.</p> <p>Citizens now view the anti-corruption</p> | <p>The communication campaigns were meant to change public perception regarding government fight against corruption. They are of evaluative nature and therefore were placed with the other episodic surveys carried out by IGG and PPDA. The IGG carried out its third integrity survey and the PPDA carried out its second Procurement Integrity Survey in 2009.</p> <p>A better informed and empowered citizenry will contribute significantly to the portion of the respondents in the WB-WGI's 16 composite surveys and the media will report their actions against corruption, which may in turn influence some of the "informed stakeholders" interviewed in the same 16 surveys.</p> |

| Activity | Output | Outcome | Notes |
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| | <p>design of messages from the agencies for media campaigns</p> <p>Eight Radio stations were identified to carry the messages</p> <p>Weekly talk shows were conducted with participation of key GOU anti-corruption institutions and CSOs from May-August 2009, sensitizing the public on a wide spectrum of anti-corruption measures intended to stimulate public involvement and awareness in fighting corruption..</p> <p>Issues arising from the talk shows were documented by M&E Unit of ACT</p> | <p>agencies like courts and the police as less corrupt and are willing to use their services</p> <p>10 CSOs continued to receive and analyze citizens' complaints</p> <p>Over 400 citizens' complaints received by CSOs from public</p> <p>One high profile corruption scandal exposed</p> | <p>The key question now is how to keep the issues alive in view of IAF's limited budgets that tend to focus on their core roles. A sustained communication effort is crucial if IAF institutions are to sustain communication efforts, hence a need to mobilize resources to enable them continue with the communication activities.</p> |
| <p>Providing legal aid for public complainants</p> | <p>The 4 CSOs have provided paralegal assistance and legal assistance were able to serve 56 people</p> | <p>Increased rate of complaints handling using alternative redress and referral mechanisms.</p> | <p>TAAC, RAC, TAC and HURINET</p> |
| <p>Engaging the private sector</p> | <p>Trained the private sector association on developing codes of conduct</p> <p>Trained the private sector on developing integrity pacts</p> <p>Disbursed grants to three PSAs to develop codes of conduct and integrity pacts and promote integrity awards</p> <p>Trained 83 people from 31 member companies of UNABCEC and Uganda Printers Association, respectively, in ethical procurement and tendering processes, Integrity Pacts in public contracting</p> <p>PSFU was able to give an award to one of its member associations in December 2008 using funds from ACT.</p> | <p>As a consequence of the training, UNABCEC established criteria for auditing the quality of roads and other public works constructed by its members.</p> <p>Because of the good initiative by ACT, PSFU in 2009 sought funding from its partners to continue with the award as an annual event. The award was expanded and dubbed "Business associations and Community Development Award 2009" In December 2009, the Uganda Insurers association was again selected as the association of the year. It was recognized because of the numerous efforts it has made in transforming the insurance industry and instilling business ethics and code of conduct.</p> <p>A message has been sent to the private sector that business competitiveness and corruption cannot thrive in the same environment. You cannot compete by simply buying your way into the market. Fortunately enough, 78% of the businesses surveyed by Uganda Manufacturers' Association (UMA) using</p> | <p>CSOs have worked with Transparency International Uganda and Berlin chapters to engage government in a protracted campaign to introduce Integrity Pacts in public contracting in Uganda.</p> <p>Award ceremony held for ethical business association of the year 2008. The award was repeated in 2009 but expanded to include community development organizations operating from village, sub-county, district and national level. The award attracted nominations from at least 50 key districts from all regions in Uganda. The initial support given to PSFU by ACT was a catalyst that enabled PSFU recognize the role that its member associations and networks play in strengthening competitiveness and fighting corruption.</p> |

| Activity | Output | Outcome | Notes |
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| | | <p>ACT funds believe that corruption impedes business by increasing running costs and delay in provision of services. So it will be easy for the UMA members to adhere to a business ethics and code of conduct, which the Association plans to develop, as 98% believe that ethical business practices should be promoted as a way to combat corruption and that manufacturers should have a code of ethics to which members subscribe and they were willing to sign up to the code of ethics.</p> | |
| <p>Independent Inquiries of Emerging Scandals</p> | <p>One CSO conducted inquiries on two national scandals One CSO conducted inquiry into corruption in the district chief magistrate's office</p> | <p>As a result 18 district officials were arrested, produced in court and remanded, pending trial in the ACC</p> | |

ANNEX C. OPDAT AND ICITAP REPORTS



U. S. Department of Justice

Criminal Division

*International Criminal Investigative
Training Assistance Program (ICITAP)*

*Uganda Mission MCC Threshold Country
Program Anti-Corruption Initiative*

August 31, 2009

MEMORANDUM

To: Gary Barr
Assistant Director
Africa, Asia and the Middle East Region

Through: Heather Rauch
Acting Deputy Assistant Director
Africa, Asia and the Middle East Region

From: Fred Coburn
Senior Law Enforcement Advisor, Uganda

Subject: END OF MISSION REPORT for ICITAP's
Implementation of the Millennium Challenge
Corporation (MCC) Anti-
Corruption Threshold Country Program, Uganda

This memorandum provides the Africa, Asia, and Middle East region program activities in support of the Uganda MCC program and is the final report covering September 3, 2008 through August 31, 2009. It includes a synopsis of all goals and activities accomplished over the past year.

Background

The MCC/USAID contracted with ARD Inc. to implement and manage the Uganda Country Threshold Plan and the Participating Agency Program Agreement (PAPA). The

ARD established the local office of ACT and appointed a Chief of Party to oversee the program.

The first Chief of Party for ACT did not serve in the best interest of the program and his management style left a lot to be desired. He was replaced by Peter Riley, who was given the responsibility of trying to rectify some of the management errors, and reestablish credibility in the Anti Corruption Threshold Plan.

The Senior Law Enforcement Advisor (SLEA) arrived in Uganda on July 26, 2008, to attend a meeting of Uganda Government Officials and USAID/ACT officials managing the MCC program in Uganda. The SLEA was to assume responsibilities of the Program Manager for the ICITAP program in Uganda. After arrival in Kampala, it was discovered the meeting had been postponed until a later date. The SLEA utilized the time in Kampala to become acquainted with the program and attend meetings with the USAID Project Manager, the ACT Chief of Party, and other operational staff. The purpose of the meetings was to review the Training Schedule and adjust the support budget that ACT was to provide the Department of Justice through OPDAT and ICITAP. The reason this meeting is so critical to this report is that the topic of discussion was the limited funding that was to be allocated to OPDAT and ICITAP for support services of all scheduled training programs. The SLEA learned that the proposed training schedule had already been documented and approved by USAID and ACT management. During these meetings ACT advised that OPDAT and ICITAP would be limited to \$175,000 each, to support the scheduled training. ACT Chief of Party also provided documentation on how to estimate support costs for each training course. As a result of this information, the OPDAT Legal Advisor and the SLEA reviewed the estimated costs and were forced to reduce the number of participants that would be invited to each training course. The training schedule had already been reviewed and approved in the Anti-Corruption Threshold Plan (ACT).

On September 3, 2008, the SLEA arrived in Washington D.C. for a deployment briefing at ICITAP Headquarters. Assistant Director Eric Beinhart, Deputy Director Ray Rivera and Program Analyst Martazsh Henderson provided critical information, advice and materials necessary prior to deployment to Uganda.

The SLEA arrived in Kampala, Uganda on September 7, 2008. During the first week SLEA met with Scott Dobberstien and Lyvia Kakonge of USAID, and Peter Riley, Chief of Party ACT, to discuss previous problems with the ICITAP/Uganda program and provided the SLEA with some broad guidelines regarding how the program should proceed for the remainder of the project, which was to end December 31, 2009.

The purpose of the ACT is to strengthen Uganda's capacity to fight public sector corruption by implementing activities outlined in the Uganda's Threshold Country Plan (TCP). These activities were intended to have a cumulative impact to improve the state of governance in Uganda.

The Government of Uganda Partners in the ACT program included the following:

- The Directorate of Ethics and Integrity (DEI)
- The Directorate of Public Prosecutions (DPP)
- The Inspectorate General of Government (IGG)
- The Public Procurement and Disposal of Public Assets Authority (PPDA)
- Criminal Investigations Directorate of the Uganda Police Force (CID)
- Office of Auditor General (OAG)

The ARD Inc. established ACT which would provide management and oversight for the effective implementation of the program to achieve the overall goals and objectives as set forth in the TCP. This would be done in coordination with the Department of Justice, OPDAT/ICITAP. An Annual Work Plan (AWP) was developed that sought to apply collaborative approaches in support of the above partners with the assumption that actual implementation of the activities and training provided by ACT and the Department of Justice would be done by the relevant Government of Uganda Partner agency. The AWP was considered a living document that would allow regular review and reconsideration to respond to operational exigencies.

The TCP was divided into three major components:

- Component One- Improve the Public Procurement and Financial Management System
- Component Two- Investigations and Prosecutions
- Component Three- Civil Society

The Department of Justice, ICITAP and OPDAT, were mainly responsible for Component Two and this report will be limited to activities within that component. However, one area considered critical by the Criminal Investigations Department (CID), Inspector General of Government (IGG) and Directorate of Public Prosecutions (DPP) in combating corruption was Public Financial Management (PFM). Under Component One, over 200 officers in eight different sessions were provided instruction on PFM.

The overall goal of Component Two is “to support and assist the IGG, DPP and the CID to develop into more effective law enforcement institutions with skills and knowledge to enhance their collective abilities to control and prevent corruption within Uganda”.

Uganda had little or no police or prosecutorial expertise in financial fraud investigations, forensic auditing or investigation into forensic auditing, or computer forensics.

The OPDAT Legal Advisor and the ICITAP Senior Law Enforcement Advisor worked collaboratively on all training courses to improve working relationships, increase knowledge of functions of prosecutors and police investigators and develop skills and introduce reforms to enhance and increase successful investigations and prosecutions.

The AWP contained the following: “The effectiveness of enforcement and prosecution of procurement crimes in Uganda is dependent on the level of collaborative work between several Uganda agencies, departments and units. The coordination and communication between the various agencies that are responsible for corruption investigations can be enhanced with an integrated training process which will be employed in as many training sessions as possible. Whenever possible all training will be presented with some involvement from other criminal justice stakeholders (DPP, IGG, CID).”

Training courses sponsored by ICITAP had a majority of CID participants, but had participants from DPP and IGG included. Likewise, courses sponsored by OPDAT were mainly attended by prosecutors but had CID and IGG participants included.

FINANCIAL FRAUD SKILLS DEVELOPMENT

The initial goal was to provide Basic, Intermediate and Advanced Financial Fraud Courses to the CID Economic Crimes Unit (ECU) and the Anti-Corruption Unit (ACU). Because of the previously discussed reduction in participants in each class and the belief that support funds were limited, the decision was made to offer two iterations of the Basic Financial Fraud course, with 20 participants in each session.

The first iteration revealed considerable information regarding the participant's limited knowledge of financial fraud investigations. In addition, the participant's knowledge and experience with computers in general was very limited. As a result, the second iteration contained a full day of basic computer operation, and ACT agreed to add computer familiarization classes for up to 30 investigators.

One of the initial goals of the training program was to include segments of train-the-trainer or Instructor Development into each course and thereby establish some sustainability of the training program. In the Basic Financial Fraud Investigation presentations, this element was not included.

The reason for not presenting train-the-trainer techniques in the Basic Financial Fraud Investigation course was due to the limited knowledge of all the participants in the subject matter. It would not be responsible to certify the participants as instructors of a topic in which they had limited experience and no proficiency.

No intermediate Fraud Investigations course was offered. Instead, an Advanced Course was expanded from two weeks to three weeks and designed for managers of those units that supervised Fraud Investigations. In addition to presentation of materials on Financial Fraud Investigations and Instructor Development Techniques, a practical exercise on under cover bribery transactions was added. In addition, a segment on Case Preparation for Prosecution was presented that allowed prosecutors to review and comment on participant presentations.

A major focus in component one was to train and build capacity of CID, IGG and DPP in the area of PFM and follow-up on procurement and financial audit reports.

At the SLEA's request, the Deputy Director of the Office of Auditor General (OAG) made a presentation to the Advanced Financial Fraud participants, on the role of the OAG within the Government of Uganda and the investigative process. This presentation opened the door for further cooperation between the OAG's office and the CID.

Technical advice and assistance was provided to ECU and ACU investigators on cases currently under investigation. During this activity, it was observed that many of the investigative techniques taught in the classroom were being applied to active investigations. The most common techniques observed were development of Net Worth evaluations on suspects and Link Analysis charts of investigations.

IMPROVEMENT OF SYSTEMS

In the Uganda Police Force (UPF), the Professional Standards Unit (PSU) is the main body responsible for investigating allegations of police corruption and misconduct. An internal survey conducted by the IGG identified the police as the most corrupt agency within the government of Uganda. Although there has been criticism and disagreement with the survey, it did reveal that the perception of the public was that the police were very corrupt. To most citizens, perceptions are reality.

The PSU is tasked with reviewing and auditing ongoing investigations conducted by the ECU and the ACU. As a result of this responsibility, the PSU's investigative skills relating to public procurement corruption was provided with training to develop the skills necessary to conduct internal investigations. The PSU is a relatively new unit within the UPF, having been established within the past two years.

One of the main objectives of the AWP was to provide the leadership of the PSU assistance in developing an operational and investigative manual and to provide on the job training for investigators of the PSU.

Prior to SLEA Coburn's arrival, SLEA Randazzo had completed two iterations of Anti-Corruption Techniques training. In addition, SLEA Randazzo drafted a manual on Policies and Procedures for operation of the CID, and an agency In-service Training manual. These activities provided a foundation for the CID to implement state-of-the-art management techniques regarding investigator training.

SLEA Coburn provided the Director of the PSU with the following management tools:

- Duties and responsibilities of the PSU Commander (Including personal meetings)
- Operational guidelines for Internal Affairs
- Guidelines and flow chart for handling complaints against officers
- Training Course for new Internal Affairs (PSU) investigators including student guide, instructor guide and power point presentations.
- Conducted mentoring sessions for PSU instructors on in-service training
- Provided a short training course, including power points, on Police Ethics that could be utilized by PSU investigators for presentation in the basic recruit academy.

Development of Best Practices

As stated in the AWP, police agencies in any democratic society must have a series of written directives, standard operating procedures and manuals in order to guide police officers in the completion of their tasks. It is equally important to create standard policies and procedures and best practices for supervisors and managers. These policies and procedures should contain standard rules of conduct for all officers and the officers should receive a copy of those rules of conduct so they understand the standard of behavior to which they will be held.

In November of 2008, the SLEA provided the Inspector General of Police (IGP) with a draft policy and procedures manual that could be utilized to incorporate the existing Police Orders and Directives into one document.

The SLEA made monthly reminders to the IGP Liaison regarding the draft and requested that any suggestions for changes be relayed to the SLEA so that the manual could be completed and implemented. The SLEA was repeatedly advised that meetings would be scheduled for discussion regarding the draft. After four months of repeated reminders, the SLEA abandoned the project.

In response to several newspaper articles regarding police corruption, the SLEA drafted a suggested strategy for controlling corruption within the UPF and delivered the document to the IGP. The document was considered a confidential communication to the IGP and contained suggestions for long term changes within the UPF.

In response to a request from the Director of the CID and in furtherance of the AWP, the SLEA developed a training curriculum and provided power point presentations for an eight-week training course for newly appointed CID investigators. The SLEA also taught an eight hour segment on Death Investigations to 150 new CID investigators.

An Investigator's Checklist Document was provided to the CID for distribution to new investigators. The checklist is a valuable tool for new investigators to remind them of what needs to be accomplished by the investigator on criminal investigations. The checklist covers most of crimes investigators are called upon to investigate.

The UPF did not have a standardized evidence collection, preservation and storage policy. One of the major complaints received from the DPP and the courts was that investigators would deliver evidence to court that had the following problems:

- No chain of custody
- Contaminated with foreign substances
- Water damaged
- Eaten by rats

Additionally, in numerous cases the evidence could not be located.

The SLEA drafted a complete, but simplified, policy and procedures manual on Collection, Preservation and Storage of evidence. The manual has suggested forms to use, and samples were provided in the manual. An evidence tag was developed and two rubber stamps containing all the necessary information for evidence storage have been provided to CID management. The stamps are for imprinting information on both sides of the evidence tag. Side one is the information regarding the items collected and side two is the chain of custody information. The tags are to be attached to each item collected. An additional stamp was made and delivered to CID for imprinting evidence bags and envelopes. Presently, investigators hand write information on the face of the bag or envelope and it is incomplete or unreadable. Printing costs are prohibitive for printing all the envelopes and bags, therefore the stamps were created to make the process easy and affordable. Because the Property and Evidence Control procedures are new and unfamiliar to the majority of the UPF officers, a complete training curriculum on evidence collection, preservation and storage was developed and delivered to the IGP along with the Property and Evidence Control Manual. The training curriculum is designed for a 6-hour presentation.

Investigation techniques of financial crimes by the UPF/CID are reminiscent of the U.S. police in the 1950's. Bribery convictions depend upon the production of the actual bribery money into evidence. Eye witness testimony, supported by other witness statements, is required for prosecution. The end result is that only the lower level criminals are apprehended and prosecuted. High level officials are rarely prosecuted because evidence against them is difficult to obtain. There is a critical need for undercover operations by financial crimes investigators. In undercover operations there is a need for the proper equipment to secure the evidence needed for successful convictions. USAID and the ACT management, agreed to purchase undercover audio and video recording devices for use in anti-corruption investigations. The actual purchase of this equipment was not completed prior to the SLEA's departure from Kampala, however all the necessary literature and specifications were provided to the procurement officer of ACT in order for the purchase to proceed. The equipment requires specialized training in the use and operation of the equipment, prior to delivery to the CID. Dan Cronin, POST RSO, has been very cooperative in this regard and has agreed to have the FBI conduct the training after receipt by ACT. The SLEA will continue to monitor progress regarding the purchase.

Train the Trainer/Sustainability of the Program

A goal of the TCP was to develop a cadre of Ugandan police and prosecutor instructors who could train their peers and all newly appointed investigators and prosecutors. The Instructor Development Training was to build a foundation of skills-based instruction to replace the rote-based teaching techniques currently utilized by the CID.

An Instructor Development Course, which is dedicated to training trainers, was conducted with 17 participants attending. The course specifically focused on techniques for teaching investigation courses. All participants were provided the course materials on a CD and were advised to contact the SLEA at CID Headquarters, Kibuli, for additional assistance and materials they would need to conduct in-service training programs within their units of assignment. Participants from the Anti-terrorist Unit, Homicide

Unit, and PSU have been mentored on presenting courses. The AC or the EC units from CID have not conducted a training session to date.

The Advanced Financial Fraud Course was extended by an additional 40 hours in order to accommodate an Instructor Development Segment. The course was also modified for presentation to managers of economic crimes and anti-corruption investigators. Twenty-three participants, five of whom were prosecutors, completed the training and have the necessary tools to become in-service trainers in economic crimes. The Advanced Financial Fraud Investigation course was also modified to include two additional segments. It became very apparent that a majority of the participants from the CID were not proficient in computer operation, nor did they have basic knowledge of computer operations. Eight hours of instruction on basic computers and power point development was provided by the ACT IT specialist. Additionally, a practical exercise was developed on undercover bribery investigations. All attendees participated in an undercover bribery transaction that involved audio and video recordings of the bribery transaction. None of the participants had ever been involved in an actual bribery scenario.

IMPROVING SPECIALIZATION IN FORENSICS

The AWP called for specialized training in examination of Questioned Documents (QD) for the CID. Uganda has three well trained QD examiners, two are assigned to the Government Laboratory and one is assigned to the CID laboratory. The examiners at both laboratories are over worked and cases are backlogged for months before an examination can be completed.

The AWP recommended that three new examiners be trained for utilization in the CID lab.

Initially, three investigators and one alternate were selected by the IGP and the Director of the CID. The alternate would attend the training if one of the other three could not attend for some reason. The SLEA and the QD Instructor elected to include the selected alternate investigator as a participant thereby providing four trainees instead of three. The issue of sustainability was addressed by allowing a trained police academy director to attend the class as a full-time participant. This increased the size of the class to five; however, the instructor felt comfortable with that number and the end result accomplished the program goal and satisfied the IGP's requirement of sustainability.

One critical aspect of the Anti-corruption program for the UPF is the lack of a capability to adequately investigate computer crimes. Uganda does not have any computer forensic examiners. The AWP indicated that ICITAP would train two vetted UPF investigators in computer forensics for two months at an undisclosed location within the U.S., provided the funding and timing were appropriate. Unfortunately, an appropriate training location could not be found in the U.S. An alternative training program was located in Germany. The training program is a European Union sponsored program and is a live-in facility. The training program is only two weeks in length, but is intensive training and will provide the basic knowledge necessary for the UPF to carry out investigations that will retrieve electronic evidence.

This particular program was not completed prior to the SLEA departing Uganda. However,

ICITAP's forensic program analyst Mark Mogle, has been directing this program from Headquarters in Washington, D.C. and it should be completed as planned. The IGP is selecting two candidates and the ACT Training Coordinator in Kampala is assisting in the vetting process and will assist in getting German visas for the candidates.

CHALLENGES AND SUMMARY

When the SLEA arrived in Kampala for the initial orientation with USAID and the Chief of Party of ACT, the primary concern of all parties was inadequate funding to complete the projects as originally planned. The training calendar and scheduled courses were already identified and placed into the AWP. Because of the questionable funding, the SLEA was asked to reduce the number of participants in each

class in order to meet the funding challenges. As a result, participation in most courses was reduced to a maximum of 20 people. The class participants would be five from DPP, five from IGG and 15 from CID. As indicated previously, at least five CID investigators were included in all of the OPDAT scheduled courses.

The IGP has an appointed liaison person that coordinates most appointments and manages documents submitted for the IGP's review. The IGP is a micro manager and spends considerable time reviewing internal reports. There has been a lack of confidence by the IGP in upper management and therefore there is little delegation of management decisions. It is unknown if documents submitted to the liaison officer ever reach the desk of the IGP.

The SLEA has been assured by the IGP's liaison officer that the document titled "Strategy for reducing corruption within the UPF" was accepted by the IGP and some actions had been taken in response thereto.

The SLEA developed a good working relationship with the Director and Assistant Director of the CID. The Director, Ochola, requested that the SLEA develop a training course for newly appointed investigators and this was consistent with the AWP. It was his intention to have those investigators trained as instructors would conduct an introductory training academy for the CID. The SLEA did develop the academy curriculum and presented it to the Director. However, approximately six months into the program, the IGP transferred all management personnel, including the Director and Assistant Director of the CID. Although the majority of the transfers affected upper management, all of the investigators assigned to the Global Fund Task Force were also transferred. The Global Fund Task Force had been working on an embezzlement and fraud case involving the loss of several million dollars from the Global Fund and many of the suspects held high government positions. Removal of the experienced investigators was thought to be a setback for the task force.

When the new Director and Assistant Director assumed office, the SLEA met with them individually to brief them on the progress made and the training programs yet to be completed. Neither officer had been briefed or advised of the work of the SLEA, and neither was aware of materials or documents provided the previous management. It was a "start all over again" situation. The SLEA did start over and provided the new management with all of the documents and training materials that had previously been provided the CID management. Director Ochom implied that it would be some time before he would be in a position to consider new changes. The IGP and the President of Uganda periodically criticized management of the CID, and publicly ridiculed them for not knowing how to investigate crimes. After only two months as the Director of CID, some members of the Parliament were calling for the removal of the new Director. The Director was able to ride out the criticism and remain as the director. There are so many "High Profile" cases of fraud, murder and corruption involving police personnel of all ranks, and throughout the country, that it consumed the time and attention of all the management of CID. In the two months preceding the SLEA's departure, very little impact regarding implementation of the Policies and Procedures was accomplished. The SLEA believes that given time, the new management of the CID will consider implementing those policies and procedures.

The new Director and Assistant Director seemed genuinely interested in making changes. However, the state of affairs within the UPF and the CID will take considerable time to rectify, and at present, CID managers are traveling throughout the country trying to "quiet the storm".

Funding issues had to be the biggest problem for this program. From the very start of the SLEA's arrival in Kampala, there were issues of whether there was adequate funding to accomplish the planned activities. When the Chief of Party of ACT, Peter Riley, left the program in June, it was revealed that the ACT program had considerably more funds remaining than originally thought. Meetings were held to determine how the excess funds would be spent prior to the end of the program in December. Funding issues were not limited to ACT. As early as January of 2009 the SLEA started inquiry regarding the scheduled internship to the US of the two UPF investigators for Computer Forensics training. The SLEA



was advised there might not be sufficient funds to accommodate the internship. Although no funds had been spent from the amount allocated for the internship, the SLEA was advised that the amounts of funds available might not be adequate.

Due to funding issues, the Computer Forensics training was delayed for two months and therefore was not completed prior to the SLEA's departure from Kampala.

Although there were a few obstacles along the way, the SLEA believes considerable progress was made on the overall goals of the project. Nearly all of the goals set out in the AWP in regards to component 2 of the TCP were met. However, as pointed out in the updated USAID AWP, "corruption still remains rife within the Uganda society and is a manifestation of wider governance concerns." "Corruption continues with little record of concrete action being undertaken especially from the top political leadership".

The SLEA is confident that the Directors of the PSU, ECU and the ACU will implement and utilize all the training, materials and equipment provided them during the program.

The SLEA would like to thank ICITAP management for the opportunity to work in Uganda and would also like to acknowledge the support and assistance received from Heather Rauch, and Eric Beinhart. I also acknowledge the support of USAID and the U.S. Embassy during the past year.

United States Department of Justice

Criminal Division

Office of Overseas Prosecutorial Development,

Assistance and Training

End of Mission Report for Uganda

January 1, 2008-December 31, 2009

Submitted by RLA Sreenan

**UNITED STATES DEPARTMENT OF JUSTICE
CRIMINAL DIVISION**

**Office of Overseas Prosecutorial Development,
Assistance and Training**

END OF MISSION REPORT

UGANDA

January 1, 2008-December 31, 2009

TO: CARL ALEXANDRE
Director, OPDAT

FROM: Beth Sreenan
Resident Legal Advisor, Uganda

SUBJECT: End of Mission Report for Uganda
United States Department of Justice Office of Overseas Prosecutorial
Development, Assistance and Training
(January 1, 2008 - December 31, 2009)

I. General Background

Uganda was named eligible for MCC [Threshold Country Program](#) (TCP) assistance on November 8, 2005. Thereafter, the MCC Board of Directors approved a two-year, \$10.4 million Threshold Program to help Uganda implement anticorruption measures and to decrease public-sector corruption, particularly in the area of public procurement by improving procurement, audit and financial management practices. Additionally, with the technical assistance of Department of Justice's (DOJ) OPDAT and ICITAP² Advisors, the MCC Threshold Country Program increased Uganda's capacity for more effective investigations, prosecutions and adjudications of public corruption cases.

II. Summary

The MCC funded DOJ/OPDAT Resident Legal Advisor (RLA) arrived in Uganda in February 2008 and quickly established solid working relationships with the police, prosecutors and judges charged with the investigation, prosecution and adjudication of corruption cases. During the 23 months in Uganda, the RLA conducted a number of training courses in procurement fraud task force development, public corruption, asset forfeiture, money laundering, financial fraud and forensics, digital evidence, case

² Office of Prosecutorial Development, Assistance and Training (OPDAT) and International Criminal Investigative Training Assistance Program (ICITAP).

management, ethics, judicial opinion writing, plea bargaining, trial advocacy, litigation software and various computer trainings.

The OPDAT RLA remained in Uganda and continued to offer training and mentoring until the MCC funding for Uganda expired in December 2009. While Uganda failed to qualify for MCC Compact Status, an aggressive training program was delivered and the program closed with significant progress on establishing a specialized anti-corruption court and training its staff.

Uganda also made significant progress in developing a bargaining procedure that will help clear the case backlog and serve as an anti-corruption tool as those with a lower level of criminal responsibility agree to cooperate against their more culpable co-conspirators in exchange for a sentence reduction. Many police, investigators and prosecutors were trained on witness and trial advocacy skills. The more accomplished participants from these skills development courses were further trained and mentored until they developed into a cadre of instructors who are capable of teaching these skills within their respective institutions. After completing this training, IGG and DPP Fraud prosecutors achieved and maintained a 100% conviction rate in their trials in the Anti-Corruption Court.

III. Investigation and Prosecution Institutions

The three main public institutions charged with combating public corruption in Uganda are the Directorate of Public Prosecutions (DPP), the Inspectorate General of the Government (IGG) and the Economic Crimes (ECU) and Anti-Corruption Units (ACU) of the Ugandan Police Force's Criminal Investigations Division (CID).

A. The Directorate of Public Prosecutions (DPP)

The Directorate of Public Prosecutions (DPP) is the key prosecutorial agency with the mandate to institute and control all criminal proceedings (other than court martials) in Uganda.³ The DPP also advises the police and other government agencies on criminal investigation matters.

The Prevention of Corruption Act (1970) and the Anti-Corruption Act of 2009 empower the DPP to investigate and prosecute cases of corruption and confer on the DPP the power to search, seize, arrest and interrogate suspects. Thus, the Directorate has the joint responsibility with the Inspectorate General of Government (IGG) to investigate and prosecute public corruption cases. Further, DPP prosecutors are sometimes detailed to the IGG for the purpose of prosecuting or co-prosecuting a public corruption case.

A Fraud Unit was created in the DPP in 2004. This specialized unit is charged with handling fraud and corruption matters. The Fraud Unit attorneys prosecute the majority of the high profile public corruption cases in Uganda.

The RLA maintained an office at the DPP and enjoyed a very good relationship with the Director and his staff. The RLA was routinely consulted on training and legal issues and the DPP worked collaboratively with the RLA to select the appropriate participants and instructors for the various trainings. Further, when the DPP was invited by Parliament to comment on the pending Anti-Corruption Bill (ACB) of 2008, the RLA worked with the Director and senior DPP prosecutors to draft the DPP position paper and to jointly present it to Parliament.

B. The Office of the Inspectorate General of the Government (IGG)

³ The DPP is appointed by the President on the recommendation of the Public Service Commission (PSC) and subject to the approval of Parliament.

The Office of the Inspectorate General of Government (IGG) is an independent institution charged with the responsibility of eliminating corruption and abuse of public office.⁴ The IGG has the authority to investigate, arrest, and prosecute cases involving corruption, as well as instances of abuse of authority or public office.

The IGG also has the authority to enforce the Leadership Code which was adopted to increase transparency and curb corruption. The Leadership Code also provides for the confiscation of assets that are not declared or explained by a public official's salary/income.

From the start of the MCC program through July 2009, Faith Mwendha was the IGG. Her attitude was the polar opposite of that of the DPP. The IGG was known for her abrasive and combative personality with the public, other GOU institutions and her own staff. This lack of cooperation and engagement extended to the MCC program and partners.

In early February 2009, Faith Mwendha's contentious personality caused her to become embroiled in a battle with Parliament over her appointment to a second term of office. The issue was finally resolved by the Constitutional Court in July 2009 and Mwendha was removed from the office. The Deputy IGG, Rafael Baku, became the acting IGG and under his stewardship, the IGG's Office became stabilized and even energized. Outside the office, Baku was very active in establishing partnerships with other agencies and institutions and engaging fully in the MCC program. However, this progress was too little too late to have much of an impact during the MCC program.

The RLA maintained an office at the IGG but until Mwendha was replaced, interactions with most of the legal staff was limited, surreptitious and stilted. After Baku assumed the position of IGG, the entire office enthusiastically embraced the RLA's mentoring and training and made every effort to make up for the lost time.

C. The Ugandan Police Force

The Uganda Police Force (UPF) has more than 30,000 police officers spread throughout the country. The UPF has a number of specialized divisions staffed by detectives including the two designated to handle corruption cases—the Economic Crimes Unit (ECU) and the Anti-Corruption Unit (ACU). While the detectives in specialized units of the UPF are, in theory, more senior and have more experience than new recruits, in reality, the UPF does not have any in-service refresher program. Further, it is estimated that 47% of the detectives have never attended a basic criminal investigation course. Further, there is no standardized on-the-job training or decentralized training for the investigators in the districts. The current UPF training program was last revised in 1984 and the UPF Academy lacks the capacity to conduct performance based training studies.

In addition to the lack of experience and training, many detectives were recruited or promoted without proper vetting, were poorly trained and lacked motivation. Uganda only has two handwriting and document analysis experts and prior to the training offered by DOJ under the MCC program, there was no police expertise in forensic auditing or investigation of financial or electronic crimes. Investigators uniformly lack the accounting and computer skills required to access and analyze financial and electronic records. Many also lack basic skills in witness interviewing, evidence gathering, case management and courtroom presentation/testimony.

The detectives in the ACU and ECU were charged with investigating public corruption cases. However, there was little stability within these units and those who were trained were often transferred to other units or regions. In the summer of 2009, there was a major reorganization of the police force

⁴ The IGG's Office was established in 1986. The IGG is appointed by the President but subject to Parliamentary approval.

including the Economic Crimes (ECU) and the Anti-Corruption (ACU) Units. This reorganization had a significant negative impact on the capacity of the ACU and ECU detectives to conduct effective investigations and made much of the MCC related training irrelevant, as many of those trained are no longer investigating fraud and corruption cases.

DOJ ICITAP had one full time police adviser in country for six (6) months of the MCC program and then, after a three month gap, a second advisor for a 12 month period. The OPDT RLA worked closely with each of these advisors to coordinate trainings and in the absence of an ICITAP advisor, the RLA, when appropriate, continued to include ECU and ACU detectives in trainings.

IV. Courts and Adjudication

The GOU, in the MCC Threshold Country Plan (TCP), committed to establishing a specialized anti-corruption court and to expand its operations to the districts in FY 2007.⁵ Although considerably behind schedule, the establishment of the Anti-Corruption Division (ACD) of the High Court was a significant milestone. Through the persistent efforts of the Principal Judge of the High Court, the ACD started functioning on December 16, 2008.

By the end of the MCC program, the ACD had completed the trials of four defendants charged in three Global Fund cases. Each case resulted in conviction(s), significant prison sentence(s) and order(s) for full restitution. After the sentence was imposed in the third case, other suspects began refunding Global Fund money in the hopes of avoiding prosecution and similar judgments. In addition to the Global Fund cases, the ACD concluded a significant number of other cases including the conviction of a Magistrate Judge who was convicted of bribery and related offenses.

Quick adjudications, coupled with sentences that included significant prison terms as well as orders for full restitution were unheard of before the ACD. In its one year of operation, the ACD distinguished itself as a court that disposed of cases expeditiously and without corruption or improper influence.

Some of the impact of the ACD decisions was diminished by the practice of the Uganda Court of Appeals to grant bond pending appeal to all the Global Fund defendants.⁶ The ACD judges lamented this as, “sending the wrong message.” Prosecutors expressed that the defendants will not pursue their appeals in a timely manner allowing them to avoid incarceration for years. In the final weeks of 2009, the ACD launched a User Committee and this issue was jointly accepted as one needing special attention from committee members. Additionally, the IGG filed an appeal to challenge the bail granted by the Appeal Court and to seek a ruling from the Constitutional Court prohibiting this practice in the future. While there was no ruling on the IGG appeal before the end of the MCC program, it did bring the Appellate Court bail practice to light and focused attention on the need to clearly set forth the rules governing post conviction bail.

In spite of these successes, the Ministry of Finance did little to support the work of the ACD. Other than rhetoric, the GOU provided limited funds (\$500,000) to meet some operational costs for the new specialized court. This sum was far short of the start up and operational needs for the ACD. Thus, more than a year after its establishment, the ACD continued to operate on a part time basis out of

⁵ The Anti-Corruption Division (ACD) was established as a specialized division of the High Court on December 16, 2008. ACD court sessions were expected to commence in several districts in early 2010.

⁶ As in the United States, convicted defendants in Uganda should not be released on appeal absent proof that there is a reasonable likelihood that the conviction will be reversed on appeal.

borrowed offices and courtrooms at the High Court (displacing other judges and court proceedings).⁷ The GOU has yet to supplement the initial funding, thus there were no funds to rent or build a venue, furnish offices or courtrooms, buy legal materials or otherwise operate the ACD.⁸

In summary, the lack of sufficient financial support from the GOU significantly hampered the ACD's ability to become fully operational. However, the High Court continued to be very innovative in maximizing its resources and juggling the ACD operations with the other High Court activities.

V. OPDAT Sponsored Training

DOJ OPDAT through its Resident Legal Advisor (RLA) and other US experts conducted several trainings for police, prosecutors and judges on a number of topics. An aggressive schedule was maintained with courses in procurement fraud task force development, public corruption, asset forfeiture, money laundering, financial fraud and forensics, digital evidence, case management, ethics, judicial opinion writing, plea bargaining, trial advocacy, litigation software, anti-corruption techniques, and various computer trainings offered to hundreds of police, auditors, prosecutors and judges. Each of these trainings are summarized below and described in more detail in the quarterly After Action Reports.

A. Induction and Trial Advocacy Training March 2008

Sixty-nine prosecutors were trained over the course of three weeks in 16 topics including: The Role of DPP in Criminal Prosecutions; Coordination, Communication and Cooperation; Judicial Practice and Operations; Criminal Investigations; Perusal and Action on Police Files; The Art of Prosecution; Criminal Trial Procedure; Evidence in Criminal Trials; Criminal Trial Advocacy; Sentencing Guidelines and Appeals/Revisions.

After the general induction lectures, a public corruption case study was used to train the prosecutors in criminal procedure and trial advocacy. Using materials from an actual Ugandan public corruption case, the participants prepared charge sheets and written summaries; delivered opening statements; conducted direct, cross and redirect examination of civilian, police and expert witnesses; introduced exhibits; impeached witnesses and made prima facie arguments. After the conclusion of the prosecution case, the participants conducted the direct, cross and re-examination of accused persons (defendants) and a trial within a trial (suppression hearing). Exercises on making final submissions and sentencing arguments were also practiced during the training.

The training equipped the prosecutors with the confidence and skills to handle a prosecution from reviewing the police files, preparing the appropriate charges through the actual trial to verdict.

This program also familiarized the new prosecutors with all the likely court scenarios they might encounter in their everyday work.

B. Anti-Corruption Techniques Training July 2008

DOJ OPDAT and ICITAP teamed up to offer two one-week joint Anti-Corruption Techniques Trainings to police, investigators, prosecutors and staff from the Criminal Investigations Division, (CID), DPP, IGG and the Directorate of Ethics and Integrity (DEI). The training focused on reviewing some basic topics (ethics, human rights, report writing, crime scene management, interview and interrogation

⁷ JLOS funding is expected in early 2010, which will allow the ACD to move to its own premises.

⁸ On May 11, 2009, DOJ/OPDAT and the Millennium Challenge Corporation Anti-Corruption Country Threshold (ACT) Program provided office equipment and furniture as well as some legal reference materials to the ACD.

skills, etc.), as well as introducing more complex subjects (prosecution of financial fraud, public corruption, use of undercover operations and informants, money laundering, asset forfeiture and interagency cooperation).

Drawing on her police and prosecutorial background, RLA Sreenan assumed responsibility for co-teaching all topics. These changes enhanced the program, made it more relevant for the prosecutors and helped the police understand the problems presented by poor investigations and/or inaccurate report writing as well as the need for their investigative support to continue throughout the prosecution stage.

RLA Sreenan's presentation titled, "Prosecution of Financial Fraud and Corruption Cases, Rules of Evidence and Interagency Cooperation," used a number of public corruption case scenarios to illustrate how prosecutions are enhanced when police and prosecutors use a task force approach to collaboratively investigate financial fraud and public corruption. The use of undercover operations and informants was also emphasized as it often takes a criminal to catch and convict a criminal. An overview of how money laundering and asset forfeiture provisions can enhance a corruption investigation and prosecution was also discussed. Additionally, RLA Sreenan emphasized that interagency cooperation from investigation through sentencing is critical to ensure a successful prosecution.

In addition to co-instructing, the RLA designed and organized practical exercises for the participants to demonstrate their interviewing and interrogation techniques. Using an actual public procurement fraud case (Uganda's National Medical Stores), the RLA prepared a series of reports of interviews and created documentary evidence. The participants were assigned to act as witnesses, suspects, investigators and prosecutors and all were given some background information on the case. Those posing as witnesses or suspects were given the reports pertaining to their interviews and told to respond to questioning consistent with the information contained in the report but not to volunteer information.

Working in teams, the participants were required to put their experience and interviewing and interrogation skills to use as they attempted to uncover a scheme involving the transfer of substantial government health funds into private bank accounts. In a series of joint interviews, teams of investigators and prosecutors tried to elicit information from three witness and three suspects. The interviewing teams had documentary evidence that implicated witnesses and suspects in the fraud and, with varying degrees of success, they used it to confront the interviewee and determine who was being truthful. At the conclusion of the timed exercises, the entire class was allowed to question the witness or suspect. Thereafter, the report of the interview was read to the class to reveal the information they failed to uncover and to aid them in the subsequent interviews.

C. Real Time Analytical Database Training for IGG and DPP September 2008

Police and prosecutors who received computer donations from the MCC ACT project needed a state of the art system that allowed them to manage document intensive investigations and prosecutions. To meet that need, DOJ OPDAT, DOJ's NDIC (National Drug Intelligence Center) and Interpol provided Real-Time Analytical Intelligence Database (RAID) software and training to investigators, prosecutors and IT specialists from the Directorate of Public Prosecutions (DPP) and the Office of the Inspectorate General of Government (IGG). The RAID software is used internationally by several law enforcement agencies for organizing and sharing case information. It helps catalog and analyze valuable information collected from seized evidence or law enforcement intelligence. During the course, in a series of hands on exercises, the participants used computers and the RAID software to input and retrieve data. On the final day of the training, all the data was interlinked to demonstrate how the software could identify previously unknown leads, hidden assets and coconspirators as well as organize evidence for trial. After the conclusion of the course, the instructors installed the software on computers at the IGG and DPP Offices so that it can be used in complex public corruption cases.

D. Trial Advocacy/Witness Skills Train the Trainers November 2008

Based on the success of the trial advocacy training provided during the Induction training, the first of a series of trial advocacy train the trainer courses was offered to more than 40 prosecutors from the DPP and IGG and investigators from IGG and CID in November 2008. This workshop was designed to not only help prosecutors and investigators develop their witness and advocacy skills, but also to develop a cadre of Ugandan prosecutors and investigators who can train others in these same skills.

The trial advocacy course addressed a number of deficiencies in the prosecution of public corruption cases. Many Ugandan prosecutors (particularly at the Office of the Inspectorate General of Government) lack the necessary skills and experience to present opening statements, conduct examinations in chief (direct), cross-examinations and make a closing argument that effectively weaves the law and the evidence.

The course involved a series of lectures and mock trial exercises in the case of Uganda vs. Kasamba, a prosecution of a former National Medical Stores (NMS) stock clerk. Kasamba was charged with several offenses related to the theft and resale of medicines stolen from the government supplies (NMS). The stolen medicines were intended for free distribution to Ugandans suffering from malaria and HIV.⁹

During the weeklong course, DOJ/OPDAT instructors demonstrated a skill and then with the investigators acting as witnesses, the prosecutors conducted direct and cross-examinations in mock trial settings. After each presentation, the instructors provided critiques of the witness and prosecutor. The final days of the training required the participants to conduct an entire trial.

Each participant in this training received a copy of *A Guide to Criminal Procedure in Uganda*, a comprehensive book written by Chief Justice Odoki. This book outlines the applicable procedural law and provides exhaustive information on police investigations, arrests, bail, searches, rights of the accused, extradition, charges and indictments, pleas, witnesses, criminal trials, judgments, sentences and appeals. This book, coupled with the practical skills taught in the training, ensured the participants were armed with a comprehensive understanding of criminal procedure and the practical experience to conduct a complete trial against an accused.

After the course, the instructors identified the prosecutors with the best advocacy skills who were then trained to serve as co-instructors in subsequent trial advocacy classes.

E. Cyber Crimes Training December 2008

In conjunction with the DOJ OPDAT RLA in Kenya, the Uganda RLA was able to take three Ugandans to Nairobi for a cyber crimes training. The delegation included a DPP prosecutor, a lawyer from Uganda's Law Reform Commission (co drafter of the cyber crimes legislation and member of East Africa Cyber Crimes Task Force) and the Acting Director of the Ministry of Information, Communications and Technology (ICT).

During the workshop, the delegation and DOJ experts analyzed Uganda's proposed cyber crimes legislation (which is pending consideration by Parliament). Their analysis revealed that the draft law had some significant deficiencies. Further, the law needed revision with respect to the search and seizure provisions, needed more specific provisions on safeguards, and additional provisions for real time collection. The group also opined that the penalties (the equivalent of \$133 or six months in jail) were too

⁹ RLA Sreenan developed the Uganda corruption case using materials from DOJ's National Advocacy Center's trial advocacy course.

low. In addition to the need to revise the draft cyber crimes legislation, the group acknowledged a need to revise Uganda's extradition law to include cyber crime offenses.

After participating in the training, the delegation returned to Uganda and began the process of amending the draft bill to ensure its compliance with international standards.

F. Trial Advocacy/Witness Skills Train the Trainers February 2009

Using the same materials and format from the November 2008 class, a second trial advocacy course with a train the trainer component was offered to 39 prosecutors and investigators from the DPP and IGG. Four of the best participants from the initial November 2008 training co-taught this second trial advocacy session with the DOJ instructors. This train the trainers approach developed a cadre of instructors who could effectively offer this training to other prosecutors and police officers.

As with the earlier trial advocacy training, DOJ/OPDAT instructors demonstrated a skill and then with the investigators acting as witnesses, the prosecutors conducted direct and cross-examinations in mock trial settings. After each presentation, the instructors provided critiques of the witness and prosecutor. The final days of the training required the participants to conduct an entire trial.

Senior prosecutors from the DPP and IGG who participated as both students and co-instructors later attended the Trial Advocacy Instructor Training at DOJ's National Advocacy Center in Columbia, South Carolina. (See page 13.)

G. Africa Regional Anti-Corruption Seminar June 2009

A delegation of IGG and DPP attorneys attended a regional anticorruption seminar in Tanzania from June 17-19, 2009. The Ugandan delegation included Raphael Baku, the acting IGG and another IGG lawyer as well as three senior lawyers from the Fraud (anti-corruption) Unit of the DPP. Prosecutors and investigators from Tanzania, Liberia, Rwanda and Cameroon also attended the seminar which allowed the participants to interact and share challenges and success with their regional partners.

Presenters at the workshop outlined the international standards (United Nations Convention against Corruption UNCAC) in combating corruption and how to use teamwork to more effectively combat corruption. RLA Sreenan and experts from Interpol and the U.S. Department of Justice's Public Integrity Section were on a panel that discussed proactive investigative techniques, how to evaluate allegations of misconduct, sources of evidence and the various techniques to use in corruption investigations.

Experts from Canada's Department of Home Affairs, the U.S. DOJ's Office of International Affairs and the Asset Forfeiture and Money Laundering Section presented on the various tools and techniques to use in financial investigations and Mutual Legal Assistance requests under the UNCAC.

The effective use of informants and cooperating defendants were topics that presented new ideas for using co-conspirators to more effectively get inside a corruption organization. Effective interviewing techniques, methods for obtaining and making appropriate use of informant information, mechanisms for seeking full disclosure of a cooperating defendant's assets and protecting cooperating witnesses were also topics discussed. These presentations also highlighted how plea bargaining can be used, a topic that was particularly timely and relevant given the plea bargaining goals for the MCC program in Uganda.

During the case organization and data mining presentation, the participants learned how to use case organization strategies for building an effective investigative plan and how to manage document intensive investigations.

The workshop was interactive combining presentations by international experts and break out groups. One break out exercise required a mix of various country participants to analyze and apply their

country's anti-corruption mechanisms to a corruption scenario. The different views and how the various countries would investigate the case hypotheticals was an insightful and useful component of the seminar.

Country specific break out groups required each delegation to evaluate the tools presently available but underutilized, the additional tools needed to be more effective and in compliance with the UNCAC and a plan for moving forward. This session forced the Ugandan delegation to acknowledge the serious deficiencies in their current legislative structure.

H. Plea Bargaining Workshop-July 2009

Uganda lacks an institutionalized process to dispose of the majority of criminal cases without full trials. There is no process or incentive for the accused to enter a guilty plea in the criminal courts of Uganda. In some jurisdictions, defendants are encouraged to enter pleas of guilty through a process called "plea-bargaining." Without a form or practice of plea-bargaining, Uganda has developed a tremendous backlog of criminal cases with many pre-trial detainees serving more than the maximum sentence before they are scheduled for trial.

The Government of Uganda (GOU) made a commitment to address the criminal case backlog as part of its MCC anti-corruption efforts. Plea-bargaining could reduce the number of pending cases and help prevent new cases from overloading the trial dockets. The adoption of a plea-bargaining process would also enable Ugandan courts, and the specialized Anti-Corruption Division of the High Court in particular, to substantially increase the number of non-trial resolutions of criminal cases and thereby free the courts to focus on adjudicating the more complex, higher-profile cases more expeditiously.

RLA Sreenan developed interest and a willing Ugandan legal official to embrace the plea bargaining concept-Principal Judge, Justice James Ogoola. With Justice Ogoola's concurrence, RLA Sreenan organized a plea bargaining workshop and invited legal professionals from all relevant institutions (Uganda's Attorney General, Ministry of Justice, IGG, DPP, Judges and Magistrates Association (JMA), Uganda Law Society, police, prisons, civil society, Parliament, human rights, academia and others) to attend the workshop. During the workshop, the participants received voluminous materials on various forms and aspects of plea bargaining. RLA Sreenan and US District Judge Graham (SDFL) also presented various legal and practical issues related to plea bargaining.

Before the workshop was closed, participants were invited to serve on a committee to draft Uganda's plea-bargaining rules and procedures. A significant number of participants expressed interest in working on the plea-bargaining committee. Subsequent to the workshop, the committee members met several times and prepared proposed draft procedures. These were then distributed to the relevant GOU institutions and discussed and revised at the follow up workshop in December 2009. (See page 14.)

I. Public Procurement Task Force-July 2009

The World Bank and other experts estimate that Uganda loses a significant portion of its resources through corruption and procurement malpractices. Despite the enactment of the Public Procurement and Disposal of Assets Authority Act (PPDA), fraud remains the most common and costly of all white-collar crimes in Uganda. It is estimated that more than 60% of the corruption cases involve public procurement fraud or abuses. Some of the more common procurement abuses include defective pricing, false claims or false accounting, conflict of interest and misuse of classified and sensitive procurement information. Other corrupt tendencies include nepotism, bribery, causing financial loss, fraud and forgery.

Given the significant level of public procurement fraud, the MCC funded Threshold Country Plan (TCP) called for efforts to increase the rate of successful prosecutions of public officials, particularly those involved in procurement fraud.

While auditors are quite capably identifying losses in the public procurement process, there were few successful prosecutions before the MCC program. One of the main contributors to a lack of successful public procurement fraud prosecutions is the failure of auditors, investigators and prosecutors to work collaboratively on the cases. Therefore, DOJ OPDAT organized this training to bring auditors, investigators and prosecutors together for joint training on using a multi-agency task force approach to identify, investigate and prosecute procurement related fraud.

J. Public Corruption, Money Laundering and Asset Forfeiture-July 2009

This course was the first to bring police, prosecutors and judges together to collectively train them on topics related to the investigation and prosecution of public corruption cases. A total of 64 police, prosecutors, auditors and judges participated in this training. In addition to a series of interactive presentations on best practices and investigative techniques in corruption cases, the course also incorporated a review of several laws that are effective tools in combating corruption (i.e. money laundering, asset forfeiture whistle blower, witness protection, qui tam, etc.). Asset forfeiture and anti-money laundering laws are essential tools for an effective anti-corruption regime and both are lacking from Uganda's legislative structure.

Uganda's draft anti-money laundering bill was prepared more than five (5) years ago, but has yet to be submitted to Parliament. Uganda has some asset forfeiture provisions in the narcotics laws and for violations of the Leadership Code (allowing for the seizure of unexplained or undeclared wealth). However, given the limited resources available or designated for use in the investigation and prosecution of public corruption cases, a comprehensive asset forfeiture law could provide for forfeiture of proceeds and instrumentalities of crime to enhance the capacities of the police and prosecutors.

K. USA study tour-August 2009

DOJ/OPDAT organized a U.S. based study tour for three Ugandan judges (the Principal Judge and two Anti-Corruption Division Judges) and eight prosecutors (five from the Directorate of Public Prosecutions and three from the Inspectorate General of Government). During the first week, the Ugandan delegation explored the American and/or best practices in court procedures, trial advocacy, case management, public corruption, prosecutor/agent relations, money laundering, asset forfeiture, plea bargaining and witness, judicial and prosecutorial protection.

The study tour presented an opportunity for the delegation to meet U.S. officials and observe proceedings in both the federal and state court criminal justice systems. The study tour provided an opportunity for the Ugandans to study two criminal justice systems and determine which practices might be modified for use in Uganda.

The prosecutors remained in the U.S. for a second week while they attended a trial advocacy training at the National Advocacy Center in Columbia, South Carolina. These eight prosecutors have taken and taught trial advocacy in Uganda through the DOJ/OPDAT program. The NAC training was designed to improve their skills so that they could form a core group of senior prosecutors who will serve as trainers of trial advocacy within their institutions.

Upon their return to Uganda, these instructors continued to work in conjunction with DOJ/OPDAT mentoring to develop a cadre of prosecutors and police officers who could effectively offer this training to other prosecutors and police officers. (See Trial Advocacy Training December 2009-page 14-15.)

L. First Responder to Digital Evidence-September 2009

Using instructors from the Federal Law Enforcement Training Center, (FLETC) this course was offered to 25 police, investigators, prosecutors and IT specialists who may be the first to respond to a situation in which computer-based evidence may be recovered. The training provided the necessary skills

and software for any criminal investigator to act in a situation in which computer based evidence is or may be recovered. While not being overwhelmingly technical in delivery, this training program (with incorporated practical lab exercises) provided a sufficient overview of the technology needed to adequately prepare the criminal investigator to take the proper steps to assess, acquire, and preserve digital evidence during an investigation.

Training topics included an overview of computer hardware and storage media, investigative techniques in computer search and seizure, cell phone seizure, computer crime scene techniques, understanding networks and Internet safety.

Also, during the training, RLA Sreenan gave a presentation on search and seizure law in Uganda. As part of the presentation, RLA Sreenan provided copies of the relevant sections of the Magistrate Court Act and the Criminal Procedure Code for the participants. The participants were also given a copy of the pending computer crimes bill.

M. Judicial Case Management, Ethics and Opinion Writing-September 2009

Ugandan trial judges have tremendous responsibilities but are often criticized by those who appear before them as well as the public who do(es) not understand or appreciate the court process and the challenges in adjudicating cases. There is also a perception of significant judicial corruption. To address these issues, a course on case management, opinion writing and how to apply the Ugandan Code of Judicial Conduct to common situations faced by Uganda judges was designed and delivered in September 2009.

Over the course of three days, judges from all levels of the courts were invited to participate in this workshop that combined presentations with discussions of how to meet the challenges of adjudicating cases in Uganda. Most of the judges assigned to the newly established Anti-Corruption Division (ACD) of the High Court attended the training. The Principal Judge and the Director of the Judicial Studies Institute (JSI)¹⁰ also attended the workshop. Following the workshop, the RLA and the instructors met with the Principal Judge and JSI's director, provided paper and CD copies of the training materials and offered follow up assistance. This will allow JSI to incorporate the training into their curriculum for future judicial trainings.

N. Financial Forensics/Money Laundering and Asset Forfeiture October 2009

As noted previously, asset forfeiture and anti-money laundering laws are essential tools for an effective anti-corruption regime and both are lacking from Uganda's legislative structure.

As previously noted, Uganda's draft AML bill was prepared more than five (5) years ago, but the proposed bill has not been publically disseminated and was only sent to Uganda's Cabinet very late in the final quarter of the program.

Uganda has some asset forfeiture provisions in the narcotics laws and for violations of the Leadership Code (allowing for the seizure of unexplained or undeclared wealth). However, given the limited resources available or designated for use in the investigation and prosecution of public corruption cases, a comprehensive asset forfeiture law could provide for forfeiture of the proceeds and instrumentalities of crime to enhance the capacities of the police and prosecutors.

Though lacking the underlying legislation, the Ugandan police, investigators, auditors, prosecutors and judges requested training on these topics to provide a better understanding of the need for

¹⁰ JSI is the institution charged with the responsibility of training new judges and providing continuing legal education to established judges.

legislative reform, to become familiar with the basics and to be prepared to apply these laws and techniques when the legislation is adopted/amended.

In response to these requests and specific needs, and as part of the Millennium Challenge Corporation (MCC) Anti-Corruption Program in Uganda, two iterations of the Financial Forensics Techniques/Money Laundering and Asset Forfeiture Training Program were offered in consecutive weeks to 55 Ugandan police, investigators, auditors, prosecutors and judges.

This training program provided a complete overview of financial forensics techniques and the basic money laundering investigative process. To test the participants' grasp of the financial and money laundering investigative techniques they were required to "investigate" a hypothetical corruption/money laundering case. The scenario (specifically adapted for the Ugandan audience) began with informant-based information that is normally encountered by an investigator in the field. The money laundering exercise took the participants through a maze of financial transactions specifically designed to conceal the source, location and ownership of illegal proceeds. By utilizing criminal investigative techniques, the participants identified the witnesses and evidence necessary to prove each of the elements of a money laundering violation and perfect the related asset forfeiture.

O. Plea Bargaining Workshop-December 2009

After the July 2009 plea bargaining workshop a committee of legal professionals from all relevant institutions (Uganda's Attorney General, Ministry of Justice, IGG, DPP, Judges and Magistrates Association (JMA), Uganda Law Society, Uganda Law Reform Commission (ULRC) police, prisons, civil society, Parliament, human rights, academia and others) worked to draft Uganda's plea-bargaining rules and procedures.

The draft rules were completed in November and as soon they were available, RLA Sreenan disseminated them and scheduled a follow up workshop to introduce and foster further discussions of the draft rules. During this December workshop, representatives from all sectors of the Ugandan legal community discussed, analyzed and proposed revisions to the draft plea bargaining rules. They also developed a public awareness and implementation plan to put plea bargaining in practice as soon as the legislation is adopted.

Representatives from the Uganda Law Reform Commission advised that plea bargaining legislation as amended at the workshop, could be submitted to Parliament by February 2010. However, if these dates prove unrealistic, the Principal Judge will not wait for the slow legislative process before implementing plea bargaining in the criminal courts. Rather he will issue Court Practice Directions and the practice can commence while the legislation is being considered and adopted.

If accepted by the GOU, plea-bargaining could be a critical tool for resolving public corruption cases. Depending on which practices the GOU adopts, more culpable public officials may be successfully identified and prosecuted with the cooperation of lower level corrupt officials who have entered guilty pleas and offered to cooperate in exposing their co-conspirators. This practice would also maximize and focus the limited investigative and prosecutorial resources on higher levels of corruption.

P. Witness Skills and Trial Advocacy-Train the Trainers-December 2009

The fourth and final in a series of witness skills and trial advocacy courses was offered to 19 senior prosecutors and investigators from CID's ECU and ACU, the Directorate of Public Prosecutions (DPP) and the Inspectorate General of Government (IGG) from December 7-10, 2009. The participants in this course will serve as future instructors for police officers, investigators and prosecutors who need to develop or improve their testimonial or advocacy skills.

Witness and trial advocacy skills are needed to address a number of deficiencies in the prosecution of criminal cases. Police officers have had little to no training on how to prepare and deliver their trial testimony. Since prosecutors seldom meet or prep witnesses before trial, it is critical for police officers to make every effort to self prepare for their court testimony. Further most Ugandan prosecutors (particularly those at the Office of the IGG) lack skills in making opening statements, conducting examinations in chief (direct), cross-examinations and making a closing argument that effectively weaves the law and the evidence.

Using the best practitioners from earlier witness skills and trial advocacy courses, the instructors (OPDAT's RLA, a Ugandan High Court Judge and a criminal defense attorney), led the group through a series of interactive lectures, discussions and practical exercises. Thereafter the participants prepared instructor lectures and PowerPoint materials for future in-house trainings in their institutions. Upon completion of this series of trainings a cadre of experienced instructors was developed. The instructors have the training materials and curriculum that will equip them to continue to train others and to institutionalize witness and trial advocacy skills in each participating agency.

Q. Regional Travel/Mentoring

RLA Sreenan visited numerous district and regional DPP and IGG offices. At each office, RLA Sreenan distributed sets of legal materials including the Trial on Indictments Act, the Penal Code Act, the Criminal Procedure Act, the Prevention of Corruption Act and the Magistrate's Court Act for the office law library. These regional office visits provided an opportunity to gain insight into the challenges in various parts of the country and to introduce or polish trial advocacy skills.

The challenges many district/regional prosecutors face range from too much work and too few prosecutors to corruption within the offices. The prosecutors also had complaints about CID officers not taking direction, and they suspect police corruption sometimes plays a role in these conflicts.

The IGG Offices in the districts are staffed by investigators only. The chief complaint by the investigators was that the IGG prosecutors (who come from Kampala) do not arrive in time to prepare their witnesses or to make scheduled court hearings so cases are often dismissed by the court.

VI. Legislative Review/Reform

A. Whistle Blower and Witness Protection Legislation

The Development Assistance Grant Agreement (DAGA) and the MCC Threshold County Plan (TCP) outlined Uganda's commitments to legislative reform including submitting to Parliament whistle blower and qui tam bills and amending the Anti-Corruption Bill (ACB). The GOU also committed to address the issue of witness facilitation. During the MCC ACT TCP program, Uganda failed to make significant progress in meeting these obligations and there was no effort to draft or adopt related legislation such as money laundering and asset forfeiture.

B. Anti-Corruption Bill (ACB)

Uganda adopted a revised Anti-Corruption Act (ACA)¹¹ in the summer of 2009. In some respects, the ACA, with its expanded definitions, is an improvement on the current law, but it does not meet Uganda's international obligations (UNCAC and African Union Convention)¹² and it lacks vital

¹¹ Before being adopted by Parliament, this was referred to as the Anti-Corruption Bill (ACB) 2008.

¹² Uganda signed and ratified the anti corruption conventions; the United Nations Convention against Corruption (UNCAC) and the African Union Convention on Preventing and Combating Corruption (AUCPCC). A party to the Conventions is bound by the obligations set forth therein.

definitions and provisions. The ACA also eliminated the three-year minimum sentence for embezzlement and it does not call for mandatory restitution.

Before the ACA was passed, the RLA was active in seeking opportunities for commenting on the pending bill and suggesting revisions. The RLA collaborated with the Director of Legal Services at the Directorate of Ethics and Integrity (DEI) (who was a major contributor to the drafting of the proposed ACB), DPP, the ICITAP SLEA and the Criminal Investigations Divisions (CID) to review and discuss the Bill. The RLA also took the initiative to meet with members of Parliament to discuss these concerns. RLA Sreenan initially presented her comments on the proposed bill at the African Parliamentarian Network Against Corruption in July 2008. Following this, RLA Sreenan met with members of Parliament, including the Head of Legal and Legislation Committee, in an effort to convince Parliament to revise the draft bill and include provisions that would bring it in compliance with the international conventions. RLA Sreenan also teamed up with the DPP and the Anti Corruption Working Group to present joint concerns to a plenary session of Parliament. Unfortunately, in spite of repeated collaborative and high-level efforts to push revisions to the proposed ACB, Parliament ignored the recommendations that would have brought the bill in compliance with Uganda's international obligations.

In addition to discussing the deficiencies with the ACB, the RLA continued to emphasize the need for related legislation (money laundering, asset forfeiture, whistle blower, witness protection, etc.).

C. Qui Tam

Although the RLA offered assistance and information on Qui Tam, Uganda failed to prepare any draft Qui Tam legislation.

D. Whistle Blower and Witness Protection Legislation

The GOU committed to creating a witness protection/whistle blower program in the TCP. While a whistle blower bill was drafted and submitted to Parliament in early 2009, it is not a comprehensive bill and lacks many international standards and best practices. The draft whistle blower bill also has very limited provisions for witness protection. For example, Clause 11 provided that a person who makes a disclosure may request police protection if that person has a reasonable belief that his/her life or property, (or the life or property of a family member) is endangered or likely to be endangered, as a result of the disclosure. The police are charged with providing the "protection considered adequate."

Other than submitting the draft bill to Parliament, there was no progress on adopting or implementing these essential protections. Consequently, witnesses who are reluctant to report corruption or cooperate/testify against corrupt public officials continue to hamper investigations and prosecutions.

E. Witness Facilitation

Although the GOU committed to address the issue of witness facilitation, there was no GOU initiative during the MCC program. With the exception of travel expenses for cases heard in the High Court, witnesses are not reimbursed for costs associated with an investigation or prosecution. With corruption cases sharing the crowded dockets, court delays and adjournments are inevitable. Witnesses often make several trips to court for hearings that may not be held as scheduled. Eventually they lose interest in the case or their memories fade. Police also lack sufficient facilitation to come to court as scheduled and to control the evidence from collection to adjudication. These problems further challenge the DPP and IGG in successfully prosecuting their cases.

F. Case Backlog and Plea Bargaining

As previously noted, the GOU committed to address the criminal case backlog as part of its MCC anti-corruption efforts. The adoption of plea bargaining, as a case backlog strategy, will enable Ugandan courts, and the specialized ACD in particular, to substantially increase the number of non-trial resolutions

of criminal cases and thereby free the courts to focus on adjudicating the more complex, higher-profile cases. Timely resolution of cases ensures witness' memories do not fade, and that evidence does not disappear or lose its value. An added benefit is that the public gains confidence in the GOU's ability to effectively and efficiently adjudicate criminal cases.

During the MCC program, the RLA and the Ugandan legal community made significant progress in addressing the case backlog through the development of plea bargaining procedures. As noted previously, the RLA followed up on earlier efforts to ensure plea bargaining procedures were drafted, disseminated, discussed and refined at a December workshop. It is anticipated that in the near future, plea bargaining procedures will be adopted and implemented in Uganda. If accepted by the GOU, plea bargaining could be a critical tool for resolving public corruption cases. Depending on which procedures and practices the GOU adopts, lower level corrupt officials who have entered guilty pleas and offered to cooperate in exposing their co-conspirators might lead to more successful investigations and prosecutions against the more culpable public officials. This practice would also maximize and focus the limited investigative and prosecutorial resources on higher levels of corruption.

G. Anti-Money Laundering (AML) Legislation

Anti-money laundering (AML) legislation if drafted, adopted and implemented in compliance with international obligations would provide an effective anti-corruption tool for police and prosecutors. Implementation of an internationally compliant AML bill would also call for the establishment of a Financial Intelligence Unit (FIU), which would enhance investigations and prosecutions.

Throughout the MCC program, DOJ/OPDAT's RLA continued to offer assistance in reviewing the draft anti-money laundering legislation to ensure the proposed law complies with all international and FATF recommendations. However, there seemed to be little interest in a comprehensive review of the bill and there was no progress on adopting it until it was finally submitted to Parliament in late 2009. Although the AML bill is before Parliament, many GOU officials openly agree that Uganda lacks the political will to adopt a comprehensive anti-money laundering law, as enforcement of such legislation would significantly limit the ability of those who profit handsomely from public corruption to launder, invest and protect their criminal proceeds

H. Asset Forfeiture

An asset forfeiture bill (AFB) has reportedly been drafted with funds and expertise from Ireland but the draft bill has not been disseminated. Uganda urgently needs to adopt a comprehensive asset forfeiture bill that will allow the freezing, seizing and confiscation of the proceeds of corruption (and other criminal acts); the instrumentalities of these offenses and to allow the freezing, seizing and confiscation of substitute assets in the event the actual proceeds cannot be traced or recovered. Asset Forfeiture legislation would take the profit out of corruption (and other illicit) activities and would allow additional resources to be used to investigate and prosecute criminal cases.

While the draft AFB was not available for review, the DOJ/OPDAT RLA provided training on asset forfeiture in an effort to educate the Ugandans on the benefits of an AFB and to encourage them to adopt and implement a bill that complies with international obligations and best practices.

I. Voiding contracts/procurements

Another missing but key piece of legislation is a bill that voids any contract that involves fraud, corruption, influence peddling, etc. The status of the current law is that a contract is enforceable even if it was influenced by bribes, kickbacks, etc. Thus, as part of the asset forfeiture legislation or other legal reform, Uganda needs provisions to nullify contracts and recoup proceeds paid when the parties engaged in corrupt practices to secure the contracts.

J. Interception/Wiretapping

Under certain circumstances and with appropriate safeguards, interception of telephone, e-mail and other forms of communication would be useful in corruption investigations. Currently Ugandan law does not permit the interception of telephone or other electronic communications. The Ministry of Security admits that, in the interests of national security, telephonic communications are intercepted. However, these conversations are not admissible in court.

A proposed wiretap bill was introduced to Parliament but it is limited to national security interceptions and provides that the Ministry of Security would be the agency that would not only decide if interception was appropriate but would also be the agency that would conduct the interception. Since its introduction, the bill has generated much controversy and it is unlikely to pass as written. Even if the bill were adopted, it would not enable the police and prosecutors to introduce evidence of interceptions of electronic or telephonic communications in public corruption prosecutions.

VII. Partners and Program Management

A. GOU and MCC Management

The GOU pledged 2.1 million dollars to the MCC program but failed to put any funding in the 07/08 budget. The 08/09 budget included half of the GOU's financial share. However, according to the MCC Management Committee (chaired by the Directorate of Ethics and Integrity-DEI), this amount was "cut drastically."

In addition to the lack of financial support, the GOU failed to hold regular management meetings or to follow through on issues raised during the sporadic meetings. Even the GOU chairperson for the MCC management meetings commented that the lack of "real progress" in the control and prevention of corruption was disturbing. According to the chairperson, there seems to be a "disconnect between the activities and the performance" and he questioned why more progress was not evident.

B. Embassy Relations

Throughout the RLA's tenure in Uganda, the Embassy relied on her expertise and input on corruption and other legal issues and sought her input for several funding proposals. Additionally, the RLA was an active participant in the Embassy's Law Enforcement Working Group.

This positive reputation led to the RLA being consulted by the Public Diplomacy section for nominees for International Visitors Leadership Programs. Five prosecutors from the DPP and IGG were accepted for a US based anti-corruption program which is scheduled for early 2010. Additionally when the Public Diplomacy Section had unexpected funds for one Ugandan to participate in a judicial studies tour, RLA Sreenan was contacted for nominees. In a very short time, RLA Sreenan was able to get the registrar of the ACD approved for a July 2009 US study tour.

C. International partners

1. JLOS

The RLA remained active with the Justice Law and Order Sector (JLOS), a group of international donors and assistance providers. The main goal of the JLOS working group was to coordinate and compliment the various countries' and donors' assistance being offered to Uganda.

2. ACWG

The RLA was also active with the Anti-Corruption working Group (ACWG) which is an organization of international partners focusing on corruption issues and GOU activities to combat corruption. The ACWG relied on the RLA's expertise, as she was the only member of the ACWG who

worked in the local government offices on a daily basis. The ACWG provided updates to JLOS and other Embassies on the GOU's anti-corruption efforts and RLA was a frequent editor, contributor or author of these reports.

VIII. End Summary

A substantial number of investigators, prosecutors and judges were trained and putting their new skills to use in public corruption cases. Prosecutors who had been trained by DOJ/OPDAT maintained a 100% conviction rate in the newly established Anti-Corruption Court (ACD). The timely resolution of trials with convictions, significant prison sentences coupled with full restitution were previously unheard of before the ACD. These convictions were changing the public's perception and the reality about the impunity of those who engage in corruption.

Throughout the MCC program, the level of interest and commitment to the training remained high. The RLA established very solid and positive working relationships with the Ugandan investigators, prosecutors and judges through her daily work with them. The training programs and regular mentoring were just beginning to show positive results and an increased rate of successful prosecutions when the MCC funding ended.

When it became clear that Uganda would not qualify for MCC Compact Status and that the MCC Threshold funding would end, the ACD judges and top level DPP and IGG prosecutors were devastated to hear RLA Sreenan would be leaving Uganda. They initiated passionate and repeated appeals to the Embassy and USAID Mission Director to explore other funding prospects to continue RLA Sreenan's DOJ/OPDAT assistance to their institutions. Unfortunately, in spite of USAID's interest in keeping RLA Sreenan in Uganda, no funding was available and the relations developed and progress made were abandoned in December 2009.

While a robust training program was delivered, and there was substantial engagement by the prosecutors and judges, there was a lack of high-level commitment to the MCC program. The GOU failed to meet its commitments to the MCC Threshold Country Plan (TCP) or show progress in several key areas. In addition to the slow pace of legislative reform, the GOU has failed to meet its financial commitment to the MCC Program. The TCP called for the GOU to provide financial support to a number of anti-corruption institutions, but about 50% of the funds were actually provided.

ANNEX D. CONTACT INFORMATION FOR CRITICAL STAFF, INDIVIDUALS AND ORGANIZATIONS WHO WERE DIRECTLY INVOLVED IN PROGRAM PLANNING AND IMPLEMENTATION

| Component | Name | Institution | Address |
|-------------|------------------------------|---------------------------------------------------|-----------------------------------------------------------------------|
| Component 1 | | | |
| | Maxwell Ogentho | OAG | 0772516296 |
| | Julius Mulera | PPDA | 0782919155 |
| Component 2 | | | |
| | Odumbi James | DPP | 0772425177 odumbij@yahoo.com |
| | Rwereza Jules | IGG | 0772627417 |
| | Gumisiriza Edison | CID | 0714668039 edisonguma@yahoo.co.uk |
| | | | |
| | Alex Okello | DEI | 0772416757 |
| | Keitirima Eudes | ACD | 0772414886 |
| Component 3 | | | |
| | Felix Kafuuma | Anti-corruption Coalition Uganda | info@accu.or.ug , 256-414-535659 |
| | Ndifuna Mohammad | Human Rights Network Uganda | advocacy@hurinet.or.ug |
| | Robert Lugoloobi | Transparency International Uganda | tiuganda@gmail.com |
| | Charlotte Mwesige Bagorogoza | Inter Faith Based Action for Ethics and Integrity | infoc@utlonline.co.ug |

| Component | Name | Institution | Address |
|-----------|--------------------|-------------------------------------------------|----------------------------------------------------------------|
| | Rose Gamwera | Uganda Local Governments Association | ulga@africaonline.co.ug |
| | Ruth B. Musoke | Private Sector Foundation Uganda | rbmusoke@psfuganda.org.ug |
| | Rosemary Senabulya | Federation of Uganda Employers | fue@infocom.co.ug |
| | Robert Mawanda | Uganda Manufacturers Association | mrobert@uma.or.ug |
| | Colin Mpaata | Institute of Procurement Professional in Uganda | lppu.uganda@gmail.com |
| | Angela Byangwa | Rwenzori Anti-corruption Coalition | rwenantico@yahoo.com |
| | Frank Rwendaire | Kick Corruption out of Kigezi | kigezianticorruption@yahoo.com |
| | Samuel Arimon | Teso Anti-corruption Coalition | tac-teso@yahoo.com |
| | Tom Opwonya | The Apac Anti-corruption Coalition | theapacanticorruptioncoalition@yahoo.com |
| | Stephen Todoko | Anti-corruption Coalition Koboko | Kobokoanticorruption2000@yahoo.com |
| | Elizabeth Kisiigha | Uganda Joint Christian Council | ujcc@utlonline.co.ug |

ACT Program

| | Name | Designation | Address |
|--|----------------|-----------------------------------|------------------------------------------------------------|
| | Ossiya Solomon | Chief of Party and Component 2 | ossiayas@yahoo.com |
| | Mikael Holm | Component 1 Procurement Advisor | |
| | Henry Muguzi | Component 3 Civil Society Advisor | |
| | Dan Opio | M&E Advisor | |

ANNEX E: INVENTORY

NON-EXPENDABLE GOVERNMENT PROPERTY ACQUISITION INVENTORY AND TRACKING

PROJECT NAME: UGANDA ANTI-CORRUPTION SCFC

CONTRACT #: 617-C-00-07-00007-00

ASSOCIATES IN RURAL DEVELOPMENT, INC. (ARD)

ALL NON-EXPENDABLE PROPERTY

UPDATED: November 30, 2009

RECONCILED: 27/01/2010 - FINAL

PROVISIONAL

| QTY | ARD # | DESCRIPTION | S/N | UNIT PRICE | PRICE | VENDOR | DATE REC'D | PO/VOUCHER # | CONDITION | LOCATION | COMMENTS | DISPOSITION |
|-----|-------|------------------------------------------------------------|------------------------------|--------------|--------------|--------|------------|--------------|-------------|--------------------------------------------|----------|----------------|
| 1 | 00001 | HP CRT Monitor | CN94249547 | | \$ - | | | | Poor | Attic - IT Section -George | | DISPOSE |
| 1 | 00002 | Compaq 1.0 Ghz Pentium III | 8135FR4Z0508 | \$ 755.00 | \$ 755.00 | | | | Not working | Attic - IT Section -George | | IPPU |
| 1 | 00003 | Acer Monitor | 9990871412 | \$ 540.00 | \$ 540.00 | | | | Not working | Attic - IT Section -George | | DISPOSE |
| 1 | 00004 | Compaq 1.0 Ghz Pentium III | 8135FR4Z05D0 | \$ 755.00 | \$ 755.00 | | | | Poor | Attic - IT Section -George | | DISPOSE |
| 1 | 00005 | Leeco - 4 drawer - Filling Cabinet | | \$ 148.64 | \$ 148.64 | | | | Fair | Basement Floor - Drivers room | | FUE |
| 1 | 00006 | Daikin 12000BTU - FT35GV2 -Air Conditioner | 1900348 | \$ 3,085.00 | \$ 3,085.00 | | | | Fair | Basement Floor- Drivers Offices | | CID |
| 1 | 00007 | Not Assigned | | | | | | | | | | |
| 1 | 00008 | KX-IS15M-W Telephone Handset | | \$ 65.00 | \$ 65.00 | | | | Fair | Basement floor- Drivers Offices | | TAC |
| 1 | 00009 | Not Assigned | | | | | | | | | | |
| 1 | 00010 | APC - Smart UPS 750Va | PB032622382 | \$ 233.00 | \$ 233.00 | | | | Good | Basement- Drivers Office | | ACCU |
| 1 | 00011 | Transformer | 75321477 | | \$ - | | | | Not working | Basement floor- Drivers Offices | | DISPOSE |
| 1 | 00012 | APC - Smart UPS 750Va | QS0450144711 | \$ 233.00 | \$ 233.00 | | | | Good | Ground Floor- Shared Andrew & Ashadu | | TAC |
| 1 | 00013 | Office Desk | | \$ 195.00 | \$ 195.00 | | | | old | Basement - Drivers Office | | CID |
| 1 | 00014 | Office Desk | | \$ 195.00 | \$ 195.00 | | | | old | Basement - Drivers Office | | CID |
| 1 | 00015 | Carolina Black - Armed Chair | | \$ - | \$ - | | | | Fair | Basement - Drivers Office | | CID |
| 1 | 00016 | Grey - Armed Chair | | \$ - | \$ - | | | | Fair | Basement - Drivers Office | | CID |
| 1 | 00017 | Carolina Black - Armed Chair | | \$ - | \$ - | | | | Fair | Ground Floor - Conference Room | | CID |
| 1 | 00018 | SURE - Water Dispenser | | \$ 285.71 | \$ 285.71 | | | | Fairly good | Basement Floor | | UJCC |
| 1 | 00019 | Samsung TDS MS103HCE | 03717DDXB00237D | \$ - | \$ - | | | | Fairly good | Basement floor - Pantry | | DISPOSE |
| 1 | 00020 | Canon-Photocopier | 217kfq18682 | \$ - | \$ - | | | | Fair | Basement Floor - Copier room | | PAC |
| 1 | 00021 | Office Desk | | | | | | | | Basement Floor - Copier room | | DISPOSE |
| 1 | 00022 | HP LCD TFT monitor model 1703 | CNC4510WZL | \$ 540.00 | \$ 540.00 | | | | Good | 1st Floor - Solomon | | CID |
| 1 | 00023 | Office Desk | | \$ 195.00 | \$ 195.00 | | | | Fair | Basement Floor - Paul's Office | | CID |
| 1 | 00024 | Not Assigned | | | | | | | | | | |
| 1 | 00025 | KX-IS15M-W Telephone Handset | | \$ 65.00 | \$ 65.00 | | | | Good | Basement Floor - Paul's Office | | INFOC |
| 1 | 00026 | APC - Smart UPS 750Va | NS004030091 | \$ 233.00 | \$ 233.00 | | | | Good | Basement Floor - Paul's Office | | DISPOSE |
| 1 | 00027 | Carolina Black - Armed Chair | | \$ - | \$ - | | | | Good | Basement Floor - Paul's Office | | CID |
| 1 | 00028 | Visitor's chair - Yellowish | | \$ 179.00 | \$ 179.00 | | | | Fair | Basement Floor - Paul's Office | | RAC |
| 1 | 00029 | Visitor's chair - Yellowish | | \$ 179.00 | \$ 179.00 | | | | Fair | Basement Floor - Paul's Office | | RAC |
| 1 | 00030 | Daikin 12000BTU - FT35GV3 -Air Conditioner | 1900348 | \$ 3,085.00 | \$ 3,085.00 | | | | Fair | Basement Floor - Paul's Office | | PPDA |
| 1 | 00031 | 4tier open shelves | | \$ - | \$ - | | | | Good | Basement Floor - Paul's Office | | CID |
| 1 | 00032 | 4tier open shelves | | \$ - | \$ - | | | | Good | Basement Floor - Paul's Office | | CID |
| 1 | 00033 | Leeco - 3 drawer - Filling Cabinet | | \$ 148.64 | \$ 148.64 | | | | Good | Basement Floor - Paul's Office | | DISPOSE |
| 1 | 00034 | Office Desk | | \$ 195.00 | \$ 195.00 | | | | Fair | Basement Floor - Copier room | | CID |
| 1 | 00035 | Visitor's chair - Yellowish | | \$ 179.00 | \$ 179.00 | | | | Fair | Basement Floor - Office Assistants | | RAC |
| 1 | 00036 | Leeco - 2 drawer -Filling Cabinet | | \$ 103.50 | \$ 103.50 | | | | Good | Basement Floor - Copier room | | PSFU |
| 1 | 00037 | Binding Machine | | \$ - | \$ - | | | | Fair | Basement Floor - Copier room | | RAC |
| 1 | 00038 | Binding Machine | | \$ - | \$ - | | | | Fair | Basement Floor - Copier room | | TAC |
| 1 | 00039 | KX-IS15M-W Telephone Handset | | \$ 65.00 | \$ 65.00 | | | | Good | Basement Floor - Office Assistants | | RAC |
| 1 | 00040 | Leeco - 4 drawer - Filling Cabinet | | \$ 103.50 | \$ 103.50 | | | | Good | Basement Floor - Finance/Accounts Dept | | ACCU |
| 1 | 00041 | Eternal - Fan | | \$ 20.00 | \$ 20.00 | | | | Fair | Basement Floor - Finance/Accounts Dept | | TAACC |
| 1 | 00042 | Office Desk | | \$ 195.00 | \$ 195.00 | | | | Good | Basement Floor - Finance/Accounts Dept | | CID |
| 1 | 00043 | Office Desk | | \$ 195.00 | \$ 195.00 | | | | Good | Basement Floor - Finance/Accounts Dept | | CID |
| 1 | 00044 | HP LCD TFT monitor model 1702 | CNC4510X0G | \$ 540.00 | \$ 540.00 | | | | Good | Basement Floor - Finance/Accounts - Justin | | ACCU |
| 1 | 00045 | HP Scanjet 4850 | CNS5CGTA00D | \$ - | \$ - | | | | Good | Basement Floor - Finance/Accounts - Justin | | TAACC |
| 1 | 00046 | HP Compaq 2.8 Ghz Pentium IV | SGH50108G0 | \$ 755.00 | \$ 755.00 | | | | Good | Basement Floor - Finance/Accounts - Justin | | PSFU |
| 1 | 00047 | APC - Smart UPS 750Va | QS0512343090 | \$ 233.00 | \$ 233.00 | | | | Good | Basement Floor - Finance/Accounts - Justin | | PSFU |
| 1 | 00048 | Keyboard | | | | | | | | Basement Floor - Finance/Accounts - Justin | | DISPOSE |
| 1 | 00049 | HP Deskjet 6943 - Printer | MY765B52C9 | \$ - | \$ - | | | | Good | Basement Floor - Finance/Accounts - Justin | | ACCU |
| 1 | 00050 | Carolina Black - Armed Chair | | \$ - | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | INFOC |
| 1 | 00051 | 4tier open shelves | | \$ - | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | IPPU |
| 1 | 00052 | Visitor's Chair - Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | Basement Floor - Finance/Accounts Dept | | TAC |
| 1 | 00053 | Leeco - 4 drawer - Filling Cabinet | | \$ 148.64 | \$ 148.64 | | | | Good | Basement Floor - Finance/Accounts Dept | | INFOC |
| 1 | 00054 | 4tier open shelves | | \$ - | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | IPPU |
| 1 | 00055 | HP Compaq 2.8 Ghz Pentium IV | SGH50108FP | \$ 755.00 | \$ 755.00 | | | | Good | Basement Floor - Finance/Accounts- Faith | | ACCU |
| 1 | 00056 | HP LCD TFT monitor model 1703 | CNC4510WZQ | \$ 540.00 | \$ 540.00 | | | | Good | Basement Floor - Finance/Accounts- Faith | | IPPU |
| 1 | 00057 | KX-IS15M-W Telephone Handset | | \$ 65.00 | \$ 65.00 | | | | Fair | Basement Floor - Finance/Accounts Dept | | ACCU |
| 1 | 00058 | Hp Laserjet P2015 - Printer | CNC1430438 | \$ - | \$ - | | | | Good | Basement Floor - Finance/Accounts- Faith | | LG PAC |
| 1 | 00059 | Not Assigned | | | | | | | | | | |
| 1 | 00060 | Not Assigned | | | | | | | | | | |
| 1 | 00061 | Office Desk | | \$ 195.00 | \$ 195.00 | | | | Good | Basement Floor - Finance/Accounts Dept | | CID |
| 1 | 00062 | Office Desk -Computer Desk | | \$ - | \$ - | | | | Good | Ground Floor - Project Assistants | | ACCK |
| 1 | 00063 | Calorina Blue Armed Chair | | \$ - | \$ - | | | | Good | Basement Floor - Finance/Accounts- Faith | | DISPOSE |
| 1 | 00064 | Visitor's Chair - Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | Basement Floor - Finance/Accounts Dept | | TAC |
| 1 | 00065 | Visitor's Chair - Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | Ground Floor - Project Assistants- Office | | TAC |
| 1 | 00066 | Daikin FV45CVE - Air Conditioner | 5000273 | \$ 3,085.00 | \$ 3,085.00 | | | | Fair | Basement Floor - Finance/Accounts Dept | | PPDA |
| 1 | 00067 | Wall Clock | | \$ - | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | RAC |
| 1 | 00068 | File Cabinet - 4 Drawer | | \$ - | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | LG PAC |
| 1 | 00069 | Venus VG.372C - Fridge | 102kr0071 | \$ - | \$ - | | | | Good | Basement Floor - Office Assistants | | UJCC |
| 1 | 00070 | Leeco - 4 drawer - Filling Cabinet | | \$ 148.64 | \$ 148.64 | | | | Damaged | Basement Floor - Office Assistants | | RAC |
| 1 | 00071 | 4tier open shelves | | \$ - | \$ - | | | | Fair | Basement Floor - Office Assistants | | CID |
| 1 | 00072 | Not Assigned | | | | | | | | | | |
| 1 | 00073 | Fire extinguisher | | | | | | | Good | 1st Floor - Corridor | | DISPOSE |
| 1 | 00074 | Toyota LandCruiser Model 2006 - Sliver - UAB 667Z | JTEBK29110-0019050 | \$ - | \$ - | | | | Good | Office Yard | | ACD |
| 1 | 00075 | Ford Explorer UAA 134Y | | | | | | | | SOLD OFF | | PUBLIC AUCTION |
| 1 | 00076 | Toyota Prado -UAA 589Z | | | | | | | | SOLD OFF | | PUBLIC AUCTION |
| 1 | 00077 | Toyota LandCruiser Model 2004 - white - UAA 919Y | JTEBK29130-000787 | \$ - | \$ - | | | | Q/Good | Office Yard | | ACD |
| 1 | 00078 | Nissan Hard Body - Model - white - UAA 310Z | ADNT840000-E015842 | \$ - | \$ - | | | | Q/Good | Office Yard | | TAACC |
| 1 | 00079 | Ford Ranger UAA595X | | | | | | | | SOLD OFF | | PUBLIC AUCTION |
| 1 | 00080 | Mitsubishi Pajero - Model 2004 - Deep Blue Mica - UAB 287Z | JMYLNV76W5J001245/4M40GR5156 | \$ 38,535.00 | \$ 38,535.00 | | | | Good | Office Yard | | PPDA |
| 1 | 81 | Generator-FG Wilson 27 | G ABL001806 | 15210 | \$ 15,210.00 | | | | Old | Office Yard | | PPDA |
| 1 | 00082 | Ford Ranger UAA 376Y | | | | | | | | SOLD OFF | | PUBLIC AUCTION |

| QTY | ARD # | DESCRIPTION | S/N | UNIT PRICE | PRICE | VENDOR | DATE REC'D | PO/VOUCHER # | CONDITION | LOCATION | COMMENTS | DISPOSITION |
|-----|-------|---------------------------------------------------|-----------------------------|--------------|--------------|--------|------------|--------------|-----------|----------------------------------------|----------|----------------|
| 1 | 00083 | Jeep Cherokee UAA 656X | | | | | | | | SOLD OFF | | PUBLIC AUCTION |
| 1 | 00084 | Mitsubishi Pajero - Model 2000 - White - UAA 316Y | 4M40DK5486/JMYLNV76WJOO1286 | \$ 26,500.00 | \$ 26,500.00 | | | | Poor | Office Yard | | IPPU C/O PPDA |
| 1 | 00085 | Leeco - 4 drawer - Filling Cabinet | | \$ 148.64 | \$ 148.64 | | | | Good | Basement Floor - Finance/Accounts Dept | | TAC |
| 1 | 00086 | Conference Table (6 seater) | | | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | TI-U |
| 1 | 00087 | Conference chair | | | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | TI-U |
| 1 | 00088 | Conference chair | | | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | TI-U |
| 1 | 00089 | Conference chair | | | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | TI-U |
| 1 | 00090 | Conference chair | | | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | TI-U |
| 1 | 00091 | 4tier open shelves | | | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | IPPU |
| 1 | 00092 | Wall Clock | | | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | TAC |
| 1 | 00093 | Visitor's chair - Yellowish | | \$ 179.00 | \$ 179.00 | | | | Fair | Basement Floor - Finance/Accounts Dept | | RAC |
| 1 | 00094 | Visitor's chair - Yellowish | | \$ 179.00 | \$ 179.00 | | | | Fair | Basement Floor - Finance/Accounts Dept | | RAC |
| 1 | 00095 | Office Chair | | | \$ - | | | | Not good | Ground Floor - Reception | | RAC |
| 1 | 00096 | Office Desk | | \$ 225.00 | \$ 225.00 | | | | Good | Basement Floor - Finance/Accounts Dept | | CID |
| 1 | 00097 | Office Desk | | \$ 195.00 | \$ 195.00 | | | | Good | Basement Floor - Finance/Accounts Dept | | ACCU |
| 1 | 00098 | Not Assigned | | | | | | | | | | |
| 1 | 00099 | HP Laserjet 1320N - Printer | CNHW625GDM | | \$ - | | | | Good | 1st Floor - Solomon | | KICK |
| 1 | 00100 | KX-1S15M-W Telephone Handset | | \$ 65.00 | \$ 65.00 | | | | Good | Basement Floor - Finance/Accounts Dept | | DISPOSE |
| 1 | 00101 | Keyboard | | | | | | | Good | Basement Floor - Finance/Accounts Dept | | DISPOSE |
| 1 | 102 | HP Compaq 2.8 Ghz Pentium IV | USH54000AT | \$ 755.00 | \$ 755.00 | | | | Good | Basement Floor - Administration - Paul | | KICK |
| 1 | 103 | APC - Smart UPS 750Va | NS0142142288 | \$ 233.00 | \$ 233.00 | | | | Good | Ground Floor - Conference Room | | HURINET |
| 1 | 104 | Daikin FV60CVE - Air Conditioner | 5000183 | \$ 3,085.00 | \$ 3,085.00 | | | | Fair | Basement Floor - Finance/Accounts Dept | | PPDA |
| 1 | 105 | 4tier open shelves | | | \$ - | | | | old | Basement Floor - Store | | CID |
| 1 | 106 | 4tier open shelves | | | \$ - | | | | Good | Basement Floor - Store | | IPPU |
| 1 | 107 | 4tier open shelves | | | \$ - | | | | Good | Basement Floor - Store | | IPPU |
| 1 | 108 | 4tier open shelves | | | \$ - | | | | Good | Basement Floor - Store | | CID |
| 1 | 109 | 4tier open shelves | | | \$ - | | | | Good | Basement Floor - Store | | CID |
| 1 | 110 | 4tier open shelves | | | \$ - | | | | Good | Basement Floor - Store | | CID |
| 1 | 111 | 4tier open shelves | | | \$ - | | | | Good | Basement Floor - Store | | CID |
| 1 | 112 | Leeco - 4 drawer - Filling Cabinet | | \$ 149.64 | \$ 149.64 | | | | Good | Basement Floor - Store | | ACCK |
| 1 | 113 | Safe -Leeco SD | | | \$ - | | | | Good | Basement - Store | | DISPOSE |
| 1 | 114 | Office Desk -Grey | | | \$ - | | | | Good | Ground Floor - Conference Room | | INFOC |
| 1 | 115 | Oak - Oval shape - Conference Table | | \$ 1,521.00 | \$ 1,521.00 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 116 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACCU |
| 1 | 117 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACCU |
| 1 | 118 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACCU |
| 1 | 119 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACCU |
| 1 | 120 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACCU |
| 1 | 121 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACCU |
| 1 | 122 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACCU |
| 1 | 123 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | TAC |
| 1 | 124 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | TAC |
| 1 | 125 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACCU |
| 1 | 126 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 127 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 128 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 129 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 130 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 131 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 132 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 133 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 134 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 135 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | Ground Floor - Conference Room | | ACD |
| 1 | 136 | Projector Screen | | | \$ - | | | | Good | Ground Floor - Conference Room | | ACCU |
| 1 | 137 | White Board | | | \$ - | | | | Fair | Ground Floor - Conference Room | | TAC |
| 1 | 138 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 0908468 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Ground Floor - Conference Room | | PPDA |
| 1 | 139 | File Cabinet - Leeco - 4 drawer | | \$ 110.00 | \$ 110.00 | | | | Good | Ground Floor - Herbert | | TAACC |
| 1 | 140 | File Cabinet - Leeco - 4 drawer | | \$ 110.00 | \$ 110.00 | | | | Good | Ground Floor - Herbert | | TI-U |
| 1 | 141 | Office Desk - Executive Savex - Oak | | | \$ - | | | | Good | Ground Floor - Herbert | | RAC |
| 1 | 142 | HP Compaq 2.8 Ghz Pentium IV | SGH50108GG | \$ 755.00 | \$ 755.00 | | | | Good | Ground Floor - Herbert | | INFOC |
| 1 | 143 | LCD TFT monitor model 1702 | CNC4510WZM | | \$ - | | | | Good | Ground Floor - Herbert | | INFOC |
| 1 | 144 | APC - Smart UPS 750 | QS0450144741 | | \$ - | | | | Good | Basement Floor - Finance/Accounts Dept | | ACCU |
| FUE | 145 | Visitor's Chair - Dark Blue Stripe - wooden | | \$ 225.00 | #VALUE! | | | | Good | Ground Floor - Herbert | | FUE |
| 1 | 146 | Visitor's Chair - Dark Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | Ground Floor - Herbert | | IPPU |
| 1 | 147 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 1901694 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Ground Floor - Herbert | | PPDA |
| 1 | 148 | Bookshelf - 4 tier | | \$ 76.00 | \$ 76.00 | | | | Good | Ground Floor - Herbert | | CID |
| 1 | 00149 | Not Assigned | | | | | | | | | | |
| 1 | 00150 | GR 182 SVF - Fridge | 004KR00029 | \$ 565.71 | \$ 565.71 | | | | Fair | Ground Floor - Corridor | | RAC |
| 1 | 00151 | Tea Table | | \$ 195.00 | \$ 195.00 | | | | Good | Ground Floor - Corridor | | INFOC |
| 1 | 00152 | Bookshelf - 3 tier | | | \$ - | | | | Good | Ground Floor - Dan | | CID |
| 1 | 00153 | Bookshelf - 4 tier | | \$ 198.00 | \$ 198.00 | | | | Good | Ground Floor - Dan | | IPPU |
| 1 | 00154 | Bookshelf - 4 tier | | \$ 198.00 | \$ 198.00 | | | | Good | Ground Floor - Dan | | IPPU |
| 1 | 00155 | Office Desk - Executive Savex - Oak | | | \$ - | | | | Good | Ground Floor - Dan | | KICK |
| 1 | 00156 | APC - Smart UPS 750 | QS0450144897 | | \$ - | | | | Good | Ground Floor - Dan | | TAACC |
| 1 | 00157 | HP Compaq 2.8 Ghz Pentium IV | SGH50108FX | \$ 755.00 | \$ 755.00 | | | | Good | Ground Floor - Dan | | ACCU |
| 1 | 00158 | LCD TFT monitor model 1702 | CNC4510X0J | | \$ - | | | | Good | Ground Floor - Dan | | ACCU |
| 1 | 00159 | Visitor's Chair - Dark Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | Ground Floor - Dan | | IPPU |
| 1 | 00160 | Visitor's Chair - Dark Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | 1st Floor - Robert | | PSFU |
| 1 | 00161 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 0908379 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Ground Floor - Dan | | PPDA |
| 1 | 00162 | Telephone Handset - KX-TS15MX-W | OECNA008247 | \$ 65.00 | \$ 65.00 | | | | Good | Ground Floor - Dan | | CID |
| 1 | 00163 | Telephone Handset - KX-TS15MX-W | OECNA008235 | \$ 65.00 | \$ 65.00 | | | | Good | Ground Floor - Herbert | | CID |
| 1 | 00164 | Fax machine - Canon/Fax - L100 | KPN27902 | | \$ - | | | | Q/Good | Ground Floor - Charles | | ACD |
| 1 | 00165 | Office Desk -Computer Desk | | | \$ - | | | | Good | Ground Floor - Reception | | TAC |
| 1 | 00166 | HP Brio Pentium III | NL95120306 | \$ 756.00 | \$ 756.00 | | | | fauly | Attic - IT Section -George | | DISPOSE |
| 1 | 00167 | Fax machine - Canon/Fax - L220 | KPL37788 | | \$ - | | | | Fair | Ground Floor - Charles | | ACD |
| 1 | 00168 | APC - Smart UPS 750 | QS0450144709 | | \$ - | | | | Good | Ground Floor - Conference Room | | FUE |
| 1 | 00169 | Office Armchair | | | \$ - | | | | Damaged | Stores | | DISPOSE |
| 1 | 00170 | Office Desk - Reception Executive savex - Oak | | | \$ - | | | | Good | Ground Floor - Reception | | ACD |
| 1 | 00171 | LCD TFT monitor model 1702 | CNC4510X03 | | \$ - | | | | Good | Ground Floor - Reception | | PSFU |
| 1 | 00172 | Telephone Operator Console - KX-T7040X | 6LAVD029625 | \$ 125.00 | \$ 125.00 | | | | Good | Ground Floor - Charles | | ACD |

| QTY | ARD # | DESCRIPTION | S/N | UNIT PRICE | PRICE | VENDOR | DATE REC'D | PO/VOUCHER # | CONDITION | LOCATION | COMMENTS | DISPOSITION |
|-----|-------|---------------------------------------------------|------------------|-------------|-------------|--------|------------|--------------|--------------|-------------------------------------------|----------|-------------|
| 1 | 00173 | Telephone Handset - KX-TS15MX-W | OECNA007976 | \$ 65.00 | \$ 65.00 | | | | Good | Ground Floor - Charles | | ACD |
| 1 | 00174 | Three seater sofa (reception) | | | \$ - | | | | Fair | Ground Floor - Charles | | INFOC |
| 1 | 00175 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 1900331 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Ground Floor - Reception | | PPDA |
| 1 | 00176 | Four Seater Visitor's Chair (reception) | | | \$ - | | | | Good | Ground Floor - Charles | | INFOC |
| 1 | 00177 | Office Chair | | | \$ - | | | | Not good | Ground Floor - Dan | | FUE |
| 1 | 00178 | HP Laserjet 4200n | CNHX153984 | \$ 1,053.00 | \$ 1,053.00 | | | | Fair | Ground Floor - Project Assistants' Office | | HURINET |
| 1 | 00179 | File Cabinet - Leeco - 2 drawer | | | \$ 100.00 | | | | Good | Ground Floor - Project Assistants | | KICK |
| 1 | 00180 | Digital super Hybrid system - Panasonic | OLCV 0026621 | | \$ - | | | | Q/Good | Ground Floor - Project Assistants | | ACD |
| 1 | 00181 | APC - Smart UPS 1400 | QS0015217688 | | \$ - | | | | Good | Attic - IT Section -Server | | IPPU |
| 1 | 00182 | APC - Smart UPS 1400Va | QS0450144706 | | \$ - | | | | Batteries | Attic - IT Section -George | | IPPU |
| 1 | 00183 | Battery Backup Adaptor - Panasonic | | | \$ - | | | | Q/Good | Ground Floor - Project Assistants | | DISPOSE |
| 1 | 00184 | Daikin 12000BTU - FT35GV1 - Air Conditioner | 1900348 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Ground Floor - Project Assistants | | PPDA |
| 1 | 00185 | Visitors Chair - Blue Stripe - Wooden | | | \$ 179.00 | | | | Good | Ground Floor - Project Assistants | | TAACC |
| 1 | 00186 | Office Chair | | | \$ - | | | | Good | Ground Floor - Project Assistants | | ACKK |
| 1 | 00187 | HP Compaq CRT Monitor model 5500 | CN336YZ740 | | \$ - | | | | Good | Ground Floor - Ashadu | | INFOC |
| 1 | 00188 | HP Compaq D330 2.66 Ghz Pentium IV | HUB33806X1 | \$ 757.00 | \$ 757.00 | | | | Good | Ground Floor - Ashadu | | INFOC |
| 1 | 00189 | Telephone Handset - KX-TS15MX-W | OECNA008247 | \$ 65.00 | \$ 65.00 | | | | Good | Ground Floor - Ashadu | | ACD |
| 1 | 00190 | HP Scanjet 5590 - Digital Flatbed | CN4BKSA24B | \$ 434.00 | \$ 434.00 | | | | Fair | Ground Floor - Ashadu | | DISPOSE |
| 1 | 00191 | Cnet 16 -port Switch | | | \$ - | | | | | Ground Floor - Project Assistants | | DISPOSE |
| 1 | 00192 | HP Compaq D330 2.66 Ghz Pentium IV | HUB33806WS | \$ 758.00 | \$ 758.00 | | | | Good | Ground Floor - Andrew | | INFOC |
| 1 | 00193 | HP Compaq CRT Monitor model 5500 | CN325YM151 | | \$ - | | | | Good | Ground Floor - Andrew | | INFOC |
| 1 | 00194 | Telephone Handset - KX-TS15MX-W | OECNA008567 | \$ 65.00 | \$ 65.00 | | | | Good | Ground Floor - Andrew | | ACD |
| 1 | 00195 | Office Chair | | | \$ - | | | | Good | Ground Floor - Project Assistants | | TAC |
| 1 | 00196 | Office Desk - Executive Savex - Oak | | | \$ - | | | | Fair | Ground Floor - Andrew | | HURINET |
| 1 | 00197 | Office Desk - Executive Savex - Oak | | | \$ - | | | | Fair | Ground Floor - Ashadu | | CID |
| 1 | 00198 | Fire Extinguisher | | | \$ - | | | | Need Service | Floor 2 Corridor | | DISPOSE |
| 1 | 00199 | APC - Smart UPS 750 | QS0450144706 | \$ 233.00 | \$ 233.00 | | | | Good | 1st Floor - Asha | | TAC |
| 1 | 00200 | APC UPS 500va | PB010811779 | \$ 200.00 | \$ 200.00 | | | | faully | Attic - IT Section -George | | DISPOSE |
| 1 | 00201 | Ricoh Aficio 2018D - Photocopier | J9246921532 | \$ 2,325.00 | \$ 2,325.00 | | | | Fair | 1st Floor - Corridor | | TAC |
| 1 | 00202 | HP Laserjet 4200n | CNHX352717 (DOI) | \$ 1,053.00 | \$ 1,053.00 | | | | Fair | 2nd Floor - Corridor | | ACCU |
| 1 | 00203 | Work/Primer Table - grey | | \$ 195.00 | \$ 195.00 | | | | Fair | 3rd Floor - Corridor | | TLU |
| 1 | 00204 | File Cabinet - Leeco - 4 drawer | | \$ 157.50 | \$ 157.50 | | | | Good | 1st Floor - Comp. 1 | | TAACC |
| 1 | 00205 | Bookshelf - 4 tier - Oak | | \$ 198.00 | \$ 198.00 | | | | Good | 1st Floor - Comp. 1 | | CID |
| 1 | 00206 | Bookshelf - 4 tier - Oak | | \$ 198.00 | \$ 198.00 | | | | Good | 1st Floor - Comp. 1 | | CID |
| 1 | 00207 | Bookshelf - 4 tier - Oak | | \$ 198.00 | \$ 198.00 | | | | Good | 1st Floor - Comp. 1 | | CID |
| 1 | 00208 | Office Desk - Computer desk | | | \$ - | | | | Good | 1st Floor - Comp. 1 | | CID |
| 1 | 00209 | Visitor's Chair - Dark Blue Plaid - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | 1st Floor - Charity | | IPPU |
| 1 | 00210 | Court hang | | | \$ - | | | | Good | 1st Floor - Holm | | HURINET |
| 1 | 00211 | Office Desk - Executive Savex - Oak | | | \$ - | | | | Good | 1st Floor - Holm | | FUE |
| 1 | 00212 | Executive HiBackChair - Antilla - black | | \$ 189.73 | \$ 189.73 | | | | Good | 1st Floor - Holm | | CID |
| 1 | 00213 | Executive HiBackChair - Antilla - black | | \$ 189.73 | \$ 189.73 | | | | Good | 1st Floor - Asha | | CID |
| 1 | 00214 | Court hang | | | \$ - | | | | Good | 1st Floor - Alfred | | CID |
| 1 | 00215 | Executive Hiback Chair | | \$ 103.50 | \$ 103.50 | | | | Good | 1st Floor - Comp. 1 | | IPPU |
| 1 | 00216 | File Cabinet - 2 drawer | | | \$ - | | | | Poor | 2nd Floor - Comp. 1 | | DISPOSE |
| 1 | 00217 | Office Desk - Computer desk | | | \$ - | | | | Good | 1st Floor - Asha | | CID |
| 1 | 00218 | HP Compaq DX2000MT 2.8 Ghz Pentium IV | SGH50108G3 | \$ 755.00 | \$ 755.00 | | | | Good | 1st Floor - Robert | | TAACC |
| 1 | 00219 | Telephone Handset - KX-TS15MX-W | OAALA144405 | \$ 65.00 | \$ 65.00 | | | | Good | 1st Floor - Asha | | ACD |
| 1 | 00220 | Office Desk - Executive Savex - Oak | | | \$ - | | | | Good | 1st Floor - Asha | | CID |
| 1 | 00221 | Telephone Handset - KX-TS15MX-W | OICJA008980 | \$ 65.00 | \$ 65.00 | | | | Good | 1st Floor - Mikael | | ACD |
| 1 | 00222 | Daikin 18000 BTU - FL50HV1 - Air Conditioner | 0900122 | \$ 2,045.00 | \$ 2,045.00 | | | | Fair | 1st Floor - Comp. 1 | | CID |
| 1 | 00223 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 1900177 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | 1st Floor - Comp. 1 | | PAC |
| 1 | 00224 | HP LCD TFT monitor model 1702 | CNC4510XOY | \$ 540.00 | \$ 540.00 | | | | Good | 1st Floor - Robert | | TAACC |
| 1 | 00225 | APC - Smart UPS 750 | QS0450144711 | \$ 233.00 | \$ 233.00 | | | | Good | Attic - IT Section -Server | | CID |
| 1 | 00226 | Office Desk - Executive Savex - Oak | | | \$ - | | | | Good | 1st Floor - Robert | | HURINET |
| 1 | 00227 | HP Pavillion - Pentium IV | 6S1B-JX8Z-70BK | \$ 1,469.00 | \$ 1,469.00 | | | | Poor | Attic - IT Section -George | | DISPOSE |
| 1 | 00228 | Hyundai Monitor | S7A20HA0BJ00965 | | \$ - | | | | Not working | Attic - IT Section -George | | DISPOSE |
| 1 | 00229 | Court hang | | | \$ - | | | | Good | 1st Floor - Robert | | CID |
| 1 | 00230 | File Cabinet - Leeco - 2 drawer | | \$ 103.50 | \$ 103.50 | | | | Good | 1st Floor - Comp. 1 | | KICK |
| 1 | 00231 | Visitor's Chair - Dark Blue Plaid - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | Attic - George | | IPPU |
| 1 | 00232 | Telephone Handset - KX-TS15MX-W | OECNA007956 | \$ 65.00 | \$ 65.00 | | | | Good | 1st Floor - Robert | | ACD |
| 1 | 00233 | APC - Smart UPS 750 | QS0450243721 | \$ 233.00 | \$ 233.00 | | | | Good | 1st Floor - Robert | | TAACC |
| 1 | 00234 | Executive HiBackChair - Antilla - black | | \$ 189.73 | \$ 189.73 | | | | Good | 1st Floor - Robert | | IPPU |
| 1 | 00235 | Coat Hanger | | | \$ - | | | | | 2nd Floor | | TL-U |
| 1 | 00236 | Executive HiBackChair - Black with Lumbar Support | | | \$ - | | | | Damaged | Ground Floor - Office Assistant | | Dispose |
| 1 | 00237 | Office Desk - Executive Savex - Oak | | | \$ - | | | | Good | 1st Floor - Patrick | | CID |
| 1 | 00238 | Visitor's Chair - Blue Plaid - wooden | | | \$ - | | | | Good | Attic - George | | CID |
| 1 | 00239 | Visitor's Chair - Dark Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | Ground Floor - Dan | | FUE |
| 1 | 00240 | File Cabinet - Leeco - 4 drawer | | \$ 157.50 | \$ 157.50 | | | | Good | Attic - IT Section -George | | PSFU |
| 1 | 00241 | Office Desk - Computer desk | | | \$ - | | | | Good | 1st Floor - Patrick | | FUE |
| 1 | 00242 | HP LCD TFT monitor model 1702 | CNC4510XOZ | \$ 540.00 | \$ 540.00 | | | | Good | Ground Floor - Conference Room | | HURINET |
| 1 | 00243 | Telephone Handset - KX-TS15MX-W | OECNA008171 | \$ 65.00 | \$ 65.00 | | | | Good | 1st Floor - Henry | | DISPOSE |
| 1 | 00244 | BP UPS 1000Va | BQ-TC785-0305 | \$ 233.00 | \$ 233.00 | | | | Good | Attic - IT Section -George | | CID |
| 1 | 00245 | HP Compaq DX2000MT 2.8 Ghz Pentium IV | SGH50108FW | \$ 755.00 | \$ 755.00 | | | | Good | Ground Floor - Conference Room | | HURINET |
| 1 | 00246 | File Cabinet - Leeco - 4 drawer | | \$ 157.50 | \$ 157.50 | | | | Good | Attic - IT Section -George | | CID |
| 1 | 00247 | Bookshelf - 4 tier - Oak | | \$ 198.00 | \$ 198.00 | | | | Good | 1st Floor - Solomon | | CID |
| 1 | 00248 | File Cabinet - Leeco - 4 drawer | | \$ 157.50 | \$ 157.50 | | | | Fair | Attic - IT Section -George | | CID |
| 1 | 00249 | Visitor's Chair - Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | 1st Floor - Charity | | HURINET |
| 1 | 00250 | Visitor's Chair - Blue Plaid - wooden | | | \$ - | | | | Good | Attic - George | | CID |
| 1 | 00251 | Court hang | | | \$ - | | | | Good | 1st Floor - Dan | | FUE |
| 1 | 00252 | Office Chair | | | \$ - | | | | Fair | Ground Floor - Dan | | IPPU |
| 1 | 00253 | HP Compaq DX2000MT 2.8 Ghz Pentium IV | SGH50108GL | \$ 755.00 | \$ 755.00 | | | | Good | 1st Floor - Asha | | TAC |
| 1 | 00254 | HP LCD TFT monitor model 1702 | CNC4510WZR | \$ 540.00 | \$ 540.00 | | | | Good | 1st Floor - Asha | | TAC |
| 1 | 00255 | APC - Smart UPS 750 | QS0450144712 | \$ 233.00 | \$ 233.00 | | | | Good | 1st Floor - Herbert | | TL-U |
| 1 | 00256 | Telephone Handset - KX-TS15MX-W | OECNA007978 | \$ 65.00 | \$ 65.00 | | | | Good | 1st Floor - Solomon | | CID |
| 1 | 00257 | Office Desk - Executive Savex - Oak | | | \$ - | | | | Good | 1st Floor - Henry | | TL-U |
| 1 | 00258 | Microwave - Samsung TDS MS103HCE | 03717DDXB00237D | | \$ - | | | | Fair | 1st Floor - Pantry | | DISPOSE |
| 1 | 00259 | Water Dispenser - SURE - Hot and Cold Water | | \$ 285.71 | \$ 285.71 | | | | Fair | 1st Floor | | TAACC |
| 1 | 00260 | Samsung SR37WB1/MCR - Fridge | 42BN900007N | \$ 988.57 | \$ 988.57 | | | | Good | 1st Floor - Corridor | | INFOC |
| 1 | 00261 | Fire extinguisher | | | \$ - | | | | Need Service | Ground Floor - Corridor | | DISPOSE |
| 1 | 00262 | soHoCon HUB 8-port | | | \$ - | | | | Q/Good | Attic - IT Section -George | | DISPOSE |

| QTY | ARD # | DESCRIPTION | S/N | UNIT PRICE | PRICE | VENDOR | DATE REC'D | PO/VOUCHER # | CONDITION | LOCATION | COMMENTS | DISPOSITION |
|-----|-------|---------------------------------------------------|--------------|-------------|-------------|--------|------------|--------------|-----------|----------------------------------------|----------|-------------|
| 1 | 00263 | HP Compaq DX2000MT 2.8 Ghz Pentium IV | CZC50814GQ | \$ 959.00 | \$ 959.00 | | | | Good | Attic - IT Section -George | | FUE |
| 1 | 00264 | Telephone Handset - KX-TS15MX-W | OECNAOO7978 | \$ 65.00 | \$ 65.00 | | | | Good | 1st Floor - DOJ | | DISPOSE |
| 1 | 00265 | HP LCD TFT monitor model 1702 | CNC4510XOH | \$ 540.00 | \$ 540.00 | | | | Damaged | Attic - IT Section -George | | DISPOSE |
| 1 | 00266 | APC - Smart UPS 650 | PB0102313240 | \$ 233.00 | \$ 233.00 | | | | Good | Attic - IT Section -George | | CID |
| 1 | 00267 | Executive HiBackChair - Antilla - black | | \$ 189.73 | \$ 189.73 | | | | Good | 2nd Floor | | PSFU |
| 1 | 00268 | Office Desk - Executive Savex - Oak | | \$ - | \$ - | | | | Good | 1st Floor - Charity | | ACD |
| 1 | 00269 | Visitor's Chair - Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | 1st Floor - Charity | | TAACC |
| 1 | 00270 | Visitor's Chair - light Blue Paid - wooden | | \$ 225.00 | \$ 225.00 | | | | Good | 1st Floor - Charity | | IPPU |
| 1 | 00271 | File Cabinet - Leeco - 2 drawer | | \$ 103.50 | \$ 103.50 | | | | Good | 1st Floor - Henry | | ACCU |
| 1 | 00272 | File Cabinet - Leeco - 4 drawer | | \$ 103.50 | \$ 103.50 | | | | Good | 1st Floor - Charity | | CID |
| 1 | 00273 | Office Desk - Executive Savex - Oak | | \$ - | \$ - | | | | Good | 1st Floor - Charity | | ACD |
| 1 | 00274 | Panasonic Telephone Set | | | | | | | Fair | 2nd Floor - Charity | | DISPOSE |
| 1 | 00275 | linkSYS Wireless model WAP 54G | MDG103C02735 | \$ - | \$ - | | | | Q/Good | Attic - IT Section -George | | ACCU |
| 1 | 00276 | Executive HiBackChair - Antilla - black | | \$ 189.73 | \$ 189.73 | | | | Good | 1st Floor - Henry | | ACCU |
| 1 | 00277 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 0904178 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | 1st Floor - DOJ | | PPDA |
| 1 | 00278 | Work Table - Grey | | \$ 195.00 | \$ 195.00 | | | | Fair | 1st Floor - Corridor | | CID |
| 1 | 00279 | Visitor's Chair - Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | 1st Floor - Henry | | TAACC |
| 1 | 00280 | Visitor's Chair - blue plaid - wooden | | \$ 225.00 | \$ 225.00 | | | | Good | 1st Floor - Mikael | | IPPU |
| 1 | 00281 | Visitor's Chair - Blue Stripe - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | 1st Floor - Henry | | ACCU |
| 1 | 00282 | Bookshelf - 4 tier - Oak | | \$ 198.00 | \$ 198.00 | | | | Good | 1st Floor - Henry | | CID |
| 1 | 00283 | Visitor's Chair - Dark Blue Plaid - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | 1st Floor - Mikael | | IPPU |
| 1 | 00284 | Visitor's Chair - Dark Blue Plaid - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | 1st Floor - Henry | | ACCU |
| 1 | 00285 | HP Laserjet 1320 - Printer | CNMKP66998 | \$ - | \$ - | | | | Fair | Basement Floor - Administration - Paul | | UJCC |
| 1 | 00286 | Office Desk - Computer desk | | \$ - | \$ - | | | | Fair | 1st Floor - Henry | | FUE |
| 1 | 00287 | Telephone Handset - KX-TS15MX-W | OECNAOO7978 | \$ 65.00 | \$ 65.00 | | | | Good | 1st Floor - Solomon | | CID |
| 1 | 00288 | Office Desk - Executive Savex - Oak | | \$ - | \$ - | | | | Good | 1st Floor - Peter | | DISPOSE |
| 1 | 00289 | Paper Shredder - GBC Shredmaster 85X Crosscut | JM09327 | \$ - | \$ - | | | | Damaged | 1st Floor - Solomon | | DISPOSE |
| 1 | 00290 | Not Assigned | | \$ - | \$ - | | | | | | | |
| 1 | 00291 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 0908457 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | 1st Floor - Henry | | CID |
| 1 | 00292 | Court hang | | \$ - | \$ - | | | | Good | 1st Floor - Henry | | ACCU |
| 1 | 00293 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 0908392 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | 1st Floor - Comp. 2 | | PPDA |
| 1 | 00294 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 0904178 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | 1st Floor - Comp. 2 | | PPDA |
| 1 | 00295 | Wall clock | | \$ - | \$ - | | | | Good | 1st Floor - Comp. 1 | | ACCK |
| 1 | 00296 | Water Dispenser - SURE - Hot and Cold Water | | \$ 285.71 | \$ 285.71 | | | | Good | Floor- 2 Corridor | | RAC |
| 1 | 00297 | Executive Savex - Oak - Office Desk | | \$ 832.50 | \$ 832.50 | | | | Good | 2nd Floor | | PSFU |
| 1 | 00298 | LCD TFT monitor model 1702 | CNC4510X05 | \$ 540.00 | \$ 540.00 | | | | Good | ACCU | | IPPU |
| 1 | 00299 | 2.8 Ghz Pentium IV Processor | SGH50108FB | \$ 755.00 | \$ 755.00 | | | | Good | Ground Floor - Charles | | PSFU |
| 1 | 00300 | Telephone Handset - KX-TS15MX-W | OECNAOO7978 | \$ 65.00 | \$ 65.00 | | | | Good | | | DISPOSE |
| 1 | 00301 | File Cabinet - Leeco - 4 drawer | | \$ 157.50 | \$ 157.50 | | | | Fair | 2nd Floor | | CID |
| 1 | 00302 | APC - Smart UPS 750 | QS0450243403 | \$ 233.00 | \$ 233.00 | | | | Fair | 2nd Floor | | PSFU |
| 1 | 00303 | Executive HiBackChair - Black with Lumbar Support | | \$ 150.50 | \$ 150.50 | | | | Damaged | 1st Floor - Solomon | | DISPOSE |
| 1 | 00304 | Refrigerator | IE11210167 | \$ - | \$ - | | | | Good | 2nd Floor | | TAACC |
| ### | 00305 | Visitor's Chair - Light Blue Plaid -wooden | | \$ 225.00 | \$ 225.00 | | | | Good | 2nd Floor | | KICK |
| 1 | 00306 | Bookshelf - 4 tier - Oak | | \$ 198.00 | \$ 198.00 | | | | Good | 2nd Floor | | KICK |
| 1 | 00307 | Visitor's Chair - Light Blue Plaid -wooden | | \$ 179.00 | \$ 179.00 | | | | Good | 2nd Floor | | CID |
| 1 | 00308 | Bookshelf - 4 tier - Oak | | \$ 198.00 | \$ 198.00 | | | | Good | 2nd Floor | | CID |
| 1 | 00309 | Executive Savex - Oak - Office Desk | | \$ 832.50 | \$ 832.50 | | | | Good | 2nd Floor | | INFOC |
| 1 | 00310 | Executive HiBackChair - Black with Lumbar Support | | \$ 150.50 | \$ 150.50 | | | | Good | 2nd Floor | | CID |
| 1 | 00311 | LCD TFT monitor model 1702 | CNC4510WZN | \$ 540.00 | \$ 540.00 | | | | Good | 1st Floor - Charity | | CID |
| 1 | 00312 | HP Compaq DX2000MT 2.8 Ghz Pentium IV | SGH50108FC | \$ 755.00 | \$ 755.00 | | | | Good | 1st Floor - Charity | | CID |
| 1 | 00313 | HP Laserjet 6122 - Printer | MY2AF2B2Y6 | \$ - | \$ - | | | | Good | 1st Floor - Charity | | RAC |
| 1 | 00314 | APC - Smart UPS 750 | QS0450144724 | \$ 233.00 | \$ 233.00 | | | | Fair | 1st Floor - Charity | | CID |
| 1 | 00315 | File Cabinet - Leeco - 4 drawer | | \$ 148.64 | \$ 148.64 | | | | Good | 2nd Floor | | CID |
| 1 | 00316 | Telephone Handset - KX-TS15MX-W | OECNAOO7977 | \$ 65.00 | \$ 65.00 | | | | Good | 2nd Floor | | ACD |
| 1 | 00317 | File Cabinet - Leeco - 2 drawer | | \$ 103.50 | \$ 103.50 | | | | Fair | 2nd Floor | | CID |
| 1 | 00318 | HP Compaq DX2000MT 2.8 Ghz Pentium IV | SGH50108FF | \$ 755.00 | \$ 755.00 | | | | Good | Ground Floor - Conference | | ACCK |
| 1 | 00319 | LCD TFT monitor model 1702 | CNC4510X0F | \$ 540.00 | \$ 540.00 | | | | Good | Ground Floor - Conference | | ACCK |
| 1 | 00320 | Executive Savex - Oak - Office Desk | | \$ 832.50 | \$ 832.50 | | | | Good | 2nd Floor | | FUE |
| 1 | 00321 | APC - Smart UPS 750 | QS0450243771 | \$ 233.00 | \$ 233.00 | | | | Good | Attic - IT Section -George | | CID |
| 1 | 00322 | Executive HiBackChair - Black with Lumbar Support | | \$ 150.50 | \$ 150.50 | | | | Good | 2nd Floor | | TAC |
| 1 | 00323 | Visitor's Chair - Light Blue Plaid -wooden | | \$ 225.00 | \$ 225.00 | | | | Good | 2nd Floor | | CID |
| 1 | 00324 | Bookshelf - 4 tier - Oak | | \$ 198.00 | \$ 198.00 | | | | Good | 2nd Floor | | TI-U |
| 1 | 00325 | Visitor's Chair - Light Blue Plaid -wooden | | \$ 225.00 | \$ 225.00 | | | | Good | 2nd Floor | | CID |
| 1 | 00326 | File Cabinet - Leeco - 4 drawer | | \$ 157.50 | \$ 157.50 | | | | Fair | 1st Floor - Henry | | HURINET |
| 1 | 00327 | File Cabinet - Leeco - 2 drawer | | \$ 103.50 | \$ 103.50 | | | | Good | 1st Floor - Charity | | CID |
| 1 | 00328 | Bookshelf - 4 tier - Oak | | \$ 198.00 | \$ 198.00 | | | | Good | 2nd Floor | | CID |
| 1 | 00329 | LCD TFT monitor model 1702 | CNC4510WZP | \$ 540.00 | \$ 540.00 | | | | Good | 1st Floor - Henry | | ACCU |
| 1 | 00330 | HP Compaq DX2000MT 2.8 Ghz Pentium IV | SGH50108FY | \$ 755.00 | \$ 755.00 | | | | Good | 1st Floor - Henry | | ACCU |
| 1 | 00331 | Executive HiBackChair - Black with Lumbar Support | | \$ 150.50 | \$ 150.50 | | | | Good | 2nd Floor | | CID |
| 1 | 00332 | Executive Savex - Oak - Office Desk | | \$ 832.50 | \$ 832.50 | | | | Good | 2nd Floor | | ACCU |
| 1 | 00333 | Telephone Handset - KX-TS15MX-W | OBAPAO11142 | \$ 65.00 | \$ 65.00 | | | | Good | 2nd Floor | | ACD |
| 1 | 00334 | APC - Smart UPS 750 | QS0450144720 | \$ 233.00 | \$ 233.00 | | | | Fair | 1st Floor - Charity | | ACCK |
| 1 | 00335 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 1900348 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | 2nd Floor | | PPDA |
| 1 | 00336 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 0908457 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | 2nd Floor | | PPDA |
| 1 | 00337 | Daikin 18000 BTU - FL50HV1 - Air Conditioner | 900193 | \$ 2,045.00 | \$ 2,045.00 | | | | Fair | 2nd Floor | | PPDA |
| 1 | 00338 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 0908525 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | 2nd Floor | | CID |
| 1 | 00339 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 1901722 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | 2nd Floor | | PPDA |
| 1 | 00340 | Refrigerator | 004KR00029 | \$ - | \$ - | | | | Good | 1st Floor - Solomon | | ACCK |
| 1 | 00341 | Executive Savex - Oak - Office Desk | | \$ 832.50 | \$ 832.50 | | | | Good | 2nd Floor | | INFOC |
| 1 | 00342 | Executive HiBackChair - Black with Lumbar Support | | \$ 150.50 | \$ 150.50 | | | | Good | Ground Floor -Office Assistants | | CID |
| 1 | 00343 | 2.8 Ghz Pentium IV Processor | SGH50108G4 | \$ 755.00 | \$ 755.00 | | | | Good | 1st Floor - Solomon | | TI-U |
| 1 | 00344 | RAP UPS 1000Va | NS0124130235 | \$ 350.00 | \$ 350.00 | | | | Fair | 1st Floor Solomon | | TI-U |
| 1 | 00345 | HP LCD TFT monitor model 1702 | CNC51918CF | \$ - | \$ - | | | | Good | 1st Floor - Solomon | | RAC |
| 1 | 00346 | Telephone Handset - KX-TS15MX-W | | \$ 65.00 | \$ 65.00 | | | | Good | Ground Floor - Conference | | DISPOSE |
| 1 | 00347 | Visitor's Chair | | \$ 179.00 | \$ 179.00 | | | | Good | 1st Floor - Solomon | | IPPU |
| 1 | 00348 | Visitors chair | | \$ 225.00 | \$ 225.00 | | | | Good | 1st Floor - Solomon | | IPPU |
| 1 | 00349 | Visitors chair | | \$ 225.00 | \$ 225.00 | | | | Good | 1st Floor - Solomon | | IPPU |
| 1 | 00350 | Visitors chair | | \$ - | \$ - | | | | Good | 1st Floor - Solomon | | IPPU |
| 1 | 00351 | Conference Table | | \$ - | \$ - | | | | Good | 1st Floor - Solomon | | IPPU |
| 1 | 00352 | File Cabinet - Leeco - 2 drawer | | \$ 103.50 | \$ 103.50 | | | | Good | 2nd Floor - | | TAC |

| QTY | ARD # | DESCRIPTION | S/N | UNIT PRICE | PRICE | VENDOR | DATE REC'D | PO/VOUCHER # | CONDITION | LOCATION | COMMENTS | DISPOSITION |
|-----|-------|---------------------------------------------------|----------------------|-------------|-------------|--------|------------|--------------|---------------|------------------------------------------|----------|-------------|
| 1 | 00353 | Court hang | | | \$ - | | | | Good | 1st Floor - Solomon | | RAC |
| 1 | 00354 | Work Table | | | \$ - | | | | Q/Good | Floor- 2 Corridor | | KICK |
| 1 | 00355 | Venus Microwave | | | | | | | Fair | 2nd Floor - Pantry | | ACCU |
| 1 | 00356 | Office Chair | | | \$ - | | | | Damaged | Ground Floor - Conference Room | | FUE |
| 1 | 00357 | Conference Chair - Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | 2nd Floor | | ACD |
| 1 | 00358 | Conference Chair- Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | 2nd Floor | | ACD |
| 1 | 00359 | Conference Chair- Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | 2nd Floor | | ACD |
| 1 | 00360 | Conference Chair- Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | 2nd Floor | | ACD |
| 1 | 00361 | Conference Chair- Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | 2nd Floor | | ACD |
| 1 | 00362 | Conference Chair- Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | 2nd Floor | | ACD |
| 1 | 00363 | Conference Chair- Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | 2nd Floor | | ACD |
| 1 | 00364 | Conference Chair- Pisa - Blue | | \$ 130.50 | \$ 130.50 | | | | Good | 2nd Floor | | ACD |
| 1 | 00365 | Executive HiBackChair - Black with Lumbar Support | | \$ 150.50 | \$ 150.50 | | | | Good | 2nd Floor | | FUE |
| 1 | 00366 | Telephone Handset - KX-TS15MX-W | 0AALA144405 | \$ 65.00 | \$ 65.00 | | | | Good | 2nd Floor | | DISPOSE |
| 1 | 00367 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 0904100 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | 2nd Floor | | PPDA |
| 1 | 00368 | HP Laserjet 4200n | CNHX361627 | \$ 1,053.00 | \$ 1,053.00 | | | | Fair | 2nd Floor | | TAC |
| 1 | 00369 | Work/Printer Table | | | \$ - | | | | Q/Good | Floor- 2 Corridor | | KICK |
| 1 | 00370 | Fire extinguisher | | | \$ - | | | | NeedS Service | Ground Floor | | DISPOSE |
| 1 | 00371 | Conference Table Insert | | \$ 292.50 | \$ 292.50 | | | | Good | 2nd Floor - Meeting Room | | ACD |
| 1 | 00372 | KX-TS15M-W Telephone Handset | | \$ 65.00 | \$ 65.00 | | | | Good | Basement Floor - Finance/Accounts Dept | | KICK |
| 1 | 00373 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 1000125 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Attic - George | | PPDA |
| 1 | 00374 | Daikin 12000 BTU - FT35GV1 - Air Conditioner | 0908450 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Attic - George | | PPDA |
| 1 | 00375 | Office Table | | \$ 647.00 | \$ 647.00 | | | | Good | Attic - George | | IPPU |
| 1 | 00376 | HP Compaq Dc 7100 3.0 Ghz Pentium IV | RF59MNMQZ2010 | | \$ - | | | | Good | Attic - IT Section -George | | IPPU |
| 1 | 00377 | HP LCD TFT monitor model L1706 | CNK5410ZHS | | \$ - | | | | Good | Attic - IT Section -George | | IPPU |
| 1 | 00378 | D- Link Switch | | \$ 233.00 | \$ 233.00 | | | | Q/Good | Attic - IT Section -George | | DISPOSE |
| 1 | 00379 | Telephone Handset - KX-TS15MX-W | OENA008148 | \$ 65.00 | \$ 65.00 | | | | Good | Attic - George | | CID |
| 1 | 00380 | Office Chair | | \$ 75.00 | \$ 75.00 | | | | Good | Attic George | | CID |
| 1 | 00381 | Visitor's Chair - Dark Plaid - wooden | | \$ 225.00 | \$ 225.00 | | | | Good | Attic - George | | CID |
| 1 | 00382 | Visitor's Chair - Light Blue Plaid -wooden | | \$ 225.00 | \$ 225.00 | | | | Good | Attic - George | | CID |
| 1 | 00383 | Visitor's Chair - Light Blue Plaid -wooden | | \$ 225.00 | \$ 225.00 | | | | Good | Attic - George | | CID |
| 1 | 00384 | Executive HiBackChair - Black with Lumbar Support | | \$ 150.00 | \$ 150.00 | | | | Good | Attic - George | | CID |
| 1 | 00385 | Bookshelf - 4 tier open shelves | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00386 | Bookshelf -2 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00387 | File Cabinet - Leeco - 4 drawer | | \$ 298.00 | \$ 298.00 | | | | Good | Attic - George | | CID |
| 1 | 00388 | APC - Smart UPS 1500 Va | AS0404330031 | \$ 399.00 | \$ 399.00 | | | | Good | Attic - IT Section -Server | | ACCU |
| 1 | 00389 | Work Table - Mahogany | | | \$ - | | | | Good | Attic - George | | CID |
| 1 | 00390 | Work Table - Mahogany | | | \$ - | | | | Good | Attic - George | | IPPU |
| 1 | 00391 | Bookshelf - 4 tier open shelves | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00392 | Visitor's Chair - Light Blue Plaid -wooden | | \$ 225.00 | \$ 225.00 | | | | Fair | Attic - George | | CID |
| 1 | 00393 | Visitor's Chair- Dark Plaid - wooden | | \$ 179.00 | \$ 179.00 | | | | Good | Attic - George | | CID |
| 1 | 00394 | Visitor's Chair- Dark Plaid - wooden | | | | | | | | | | IPPU |
| 1 | 00395 | Visitor's Chair - Blue Plaid - wooden | | \$ 225.00 | \$ 225.00 | | | | Good | Attic - George | | CID |
| 1 | 00396 | Clone Server | ECP5020130 | \$ 399.00 | \$ 399.00 | | | | Good | Attic - IT Section -George | | IPPU |
| 1 | 00397 | Acer Alotus | AD50F0109212200567WE | | \$ - | | | | Fair | Attic - IT Section -George | | DISPOSE |
| 1 | 00398 | HP CRT Monitor Model 5500 | CN314YV977 | | \$ - | | | | Good | Attic - IT Section -Server | | IPPU |
| 1 | 00399 | Cisco 800 series | FCZ104743AP | | \$ - | | | | Q/Good | Attic - IT Section -George | | RAC |
| 1 | 00400 | Rack | | | \$ - | | | | Q/Good | Attic - IT Section -George | | FUE |
| 1 | 00401 | Compaq Proliant ML350 server | 7337KT455038 | | \$ - | | | | Good | Attic - IT Section -George | | ACCU |
| 1 | 00402 | LG CRT Monitor | 406DIUN4U678 | | \$ - | | | | Good | Attic - IT Section -Server | | DISPOSE |
| 1 | 00403 | Cisco 1700 Series | FC0746116T | | \$ - | | | | Q/Good | Attic - IT Section -George | | ACCU |
| 1 | 00404 | Clone Linx Machine | | | \$ - | | | | Good | Attic - IT Section -George | | DISPOSE |
| 1 | 00405 | Hyundai CRT Monitor | S7A20HAOJB00716 | | \$ - | | | | Good | Attic - IT Section -Server | | DISPOSE |
| 1 | 00406 | APC - Smart UPS 1500Va | AS0404330031 | | \$ - | | | | Good | Ground Floor - Backup for Switch and PBX | | ACCU |
| 1 | 00407 | Managerial Chair - Coffee Brown | | \$ 129.83 | \$ 129.83 | | | | Fair | Attic - George | | CID |
| 1 | 00408 | Lecco Metallic - Office Desk | | \$ 647.00 | \$ 647.00 | | | | Good | Attic - George | | DISPOSE |
| 1 | 00409 | Grey Table Office Desk | | \$ 647.00 | \$ 647.00 | | | | Good | Attic - George | | CID |
| 1 | 00410 | Metallic Lecco Cabinet | | | | | | | Fair | Attic - George | | TAACC |
| 1 | 00411 | Switch | B21X251003881 | | \$ - | | | | Q/Good | Attic - IT Section -George | | DISPOSE |
| 1 | 00412 | Fire extinguisher | | | | | | | | Attic - IT Section -George | | DISPOSE |
| 1 | 00413 | victtron energy Phonex Multi24volt | | | \$ - | | | | Q/Good | Attic - George | | DISPOSE |
| 1 | 00414 | Battery | | | \$ - | | | | Q/Good | Attic - George | | DISPOSE |
| 1 | 00415 | Battery | | | \$ - | | | | Q/Good | Attic - George | | DISPOSE |
| 1 | 00416 | VRP -series - Power Regulator | | | \$ - | | | | Q/Good | Attic - George | | DISPOSE |
| 1 | 00417 | Office Desk | | | \$ - | | | | Good | Attic - George | | CID |
| 1 | 00418 | File Cabinet 4-drawer | | | \$ - | | | | | | | DISPOSE |
| 1 | 00419 | Epson Stylus Photo R300 - Printer | FKCK607181 | | \$ - | | | | Good | Attic - IT Section -George | | TAACC |
| 1 | 00420 | Bookshelf - 2 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00421 | Bookshelf - 2 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00422 | Bookshelf - 4 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00423 | Bookshelf - 4 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00424 | Bookshelf - 4 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00425 | Bookshelf - 4 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00426 | Flip Chart Stand | | \$ 75.00 | \$ 75.00 | | | | Good | Ground Floor - Conference | | KICK |
| 1 | 00427 | Samsung - Air Conditioner | 1000125 | \$ 2,190.00 | \$ 2,190.00 | | | | Fair | Attic - George | | DISPOSE |
| 1 | 00428 | Samsung - Air Conditioner | 0908443 | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Attic - George | | DISPOSE |
| 1 | 00429 | Samsung - Air Conditioner | | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Attic - George | | DISPOSE |
| 1 | 00430 | Samsung - Air Conditioner | | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Attic - George | | DISPOSE |
| 1 | 00431 | Samsung - Air Conditioner | | \$ 1,315.00 | \$ 1,315.00 | | | | Fair | Attic - George | | DISPOSE |
| 1 | 00432 | Bookshelf - 2 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00433 | Bookshelf - 2 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00434 | Bookshelf - 4 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00435 | Bookshelf - 3 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00436 | Bookshelf - 3 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00437 | Bookshelf - 2 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00438 | Bookshelf - 2 tier | | \$ 75.00 | \$ 75.00 | | | | Good | Attic - George | | CID |
| 1 | 00439 | Gas Cylinder | | | \$ - | | | | Q/Good | Attic - George | | CID |
| 1 | 00440 | Office Desk | | \$ 225.00 | \$ 225.00 | | | | Good | Attic - George | | CID |
| 1 | 00441 | Office Desk | | \$ 337.50 | \$ 337.50 | | | | Good | Attic - George | | CID |
| 1 | 00442 | Managerial Chair - Carolina Black | | \$ 103.50 | \$ 103.50 | | | | Fair | Attic - George | | CID |

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