Joint Training Manual on TAAC

NOVEMBER 2021

Developed by

In partnership with

With support from

AFRICA LEADERSHIP INSTITUTE

INSPECTORATE OF GOVERNMENT

OAG
Office of the Auditor General

FPdA
Procurement and Disposal
of Public Assets Authority

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für Internationale
Zusammenarbeit (GIZ) GmbH

MODULE 1:
Corruption: Concepts, Causes & Effects

This module will enable participants to understand:

- The concept of corruption

- The different forms of corruption

- Rationale for curbing corruption

- Related concepts: Transparency; Accountability; Accountability Chain; Anti-Corruption; the Anti-Corruption Chain & Integrity.

The Concept: Corruption

Common corruption acts that occur in our society include:

- Bribery
- Extortion
- Fraud
- Deception
- Collusion and
- Money-laundering
- Mal-administration
- Embezzlement

Why should corruption be avoided?

Corruption should be avoided because:

- It is wrong and it constitutes a criminal offence

- It affects the poor disproportionately more.

- It has a negative impact on development and the provision of services such as: Quality and efficient health care; Quality and efficient educational services; Quality of safe drinking water

- The risk of financial loss to the state

- The moral argument

Corruption related concepts

▶ Transparency: a situation in which information about a decision-making process is made publicly available and can easily be verified both in terms of the rules and the identities of the decision makers.

▶ Link between transparency and corruption

- Increases the probability of detection of corruption

- Allows detection (and reduces the likelihood of corrupt behaviour) because it lowers the information barrier

- Deters corruption by increasing the chances of getting caught

- Facilitates public involvement by increasing the opportunities for citizens to influence government spending

What is accountability?

▶ Accountability equated with answerability, blameworthiness, liability, and the expectation of account-giving.

▶ The acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences.

The Accountability Chain

▶ In public life, this concept of accountability directly affects three constituencies: The People, The Politicians, and The Public Servants. We therefore explain the chain of accountability through the above three constituencies.

▶ **The People.** According to the 1995 Constitution of the Republic of Uganda, power belongs to the people. The term "The People" therefore encompasses all citizens and groups, including politicians and public servants. It gives all citizens of Uganda the power to choose their government and to give that government a mandate to govern, accompanied by certain expectations and demands. This is the start of the accountability chain.

The Accountability Chain

- The Politicians: Once elected into power, politicians are supposed to devise policies to respond to the demands that the electorate has placed on them and that they had promised in their manifestos and during their campaigns. Their performance against these demands and promises should determine the extent to which they can retain power in subsequent elections

- The public service has dual accountability responsibilities. It is accountable to the politician in that it translates the policies and priorities developed by the politician into tangible public goods and services. The public servant is also accountable to the public in that the public servant is responsible for ensuring that services are delivered impartially to all citizens.

Anti-corruption

▶ **Anti-corruption** comprises activities that oppose or inhibit corruption.

▶ Just as corruption takes many forms, anti-corruption efforts vary in scope and in strategy.

▶ A general distinction between preventive and reactive measures is sometimes drawn.

Anti-Corruption Chain

- Anti-Corruption chain entails a set of activities that can break the conditions and occurrence of corruption.

- Every society, sector and citizen would benefit from breaking the chain of corruption in their everyday life.

What is Integrity?

- Integrity is the practice of being honest and showing a consistent and uncompromising adherence to strong moral and ethical principles and values.

- In ethics, integrity is regarded as the honesty and truthfulness or accuracy of one's actions.

MODULE 2:
Anti-corruption Agencies, Legal Framework & Roles

Anti-Corruption Laws

▶ The 1995 Constitution of the Republic of Uganda

▶ The Penal Code Act, Cap. 120

▶ The Anti-Corruption Act, 2009

▶ The Whistle Blowers Protection Act, 2002

Anti-corruption laws in Uganda Continued

- The Inspectorate of Government Act, 2002

- The Leadership Code Act (Amendment) Act 2021

- The Public Finance Management Act, 2015

- The National Audit Act, 2008

- The Anti-Money Laundering Act, 2013

- The Public Procurement and Disposal of Public Assets Act (Amendment) 2021

ANTI-CORRUPTION AGENCIES AND ROLES IN UGANDA:
The Inspectorate of Government (IG)

Functions of IG

- To promote and foster strict adherence to the rule of law and principles of natural justice in administration;

- To eliminate and foster the elimination of corruption, abuse of authority and public office;

- To promote fair, efficient and good governance in public offices; subject to the provision of the Constitution, to supervise the enforcement of the Leadership Code of Conduct;

- To enforce the Leadership Code of Conduct;

- To investigate any act, omission, advice, decision or recommendation by a public officer or any other authority to which this article applies, taken, made, given or done in exercise for administrative functions; and

- To stimulate public awareness about the values of constitutionalism in general and the activities of the office, in particular, through any media and other means it considers appropriate.

Office of the Auditor General (OAG)

▶ The Auditor General conducts audits, and investigations to assess the efficiency, effectiveness, and accountability of public sector agencies and their programs.

Four Different Types of Auditor Opinions

- Auditors have the option of choosing among four different types of auditor opinion reports. An auditor opinion report is a letter that auditors attach to the statutory audit report that reflects their opinion of the audit. The four types of auditor opinions are:

- Unqualified opinion-clean report

- Qualified opinion-qualified report

- Disclaimer of opinion-disclaimer report

- Adverse opinion-adverse audit report

The Public Procurement and Disposal of Public Assets (PPDA)

▶ The Public Procurement and Disposal of Public Assets Act 1 of 2003 set up the Public Procurement and Disposal of Public Assets Authority (PPDA) as the principal regulatory body for public procurement and disposal of public assets in Uganda.

The Act sets up the Public Procurement and Disposal of Public Assets Authority to:

▪ Ensure the application of fair, Competitive, transparent, non-discriminatory, and value for money procurement and disposal standards and practices.

▪ Harmonize the procurement and disposal policy systems and practices of Central Government, Local Governments and Statutory bodies.

▪ Set standards for the public procurement and disposal systems in Uganda.

▪ Monitor compliance of procuring and disposing entities.

▪ Build procurement and disposal capacity in Uganda.

The State House Anti-Corruption Unit (SH-ACU)

▶ The Anti-Corruption Unit (ACU) is a one-stop-centre specialized office under State House whose function is to receive corruption information from Ugandan citizens over a secure and confidential online platform.

▶ According to the President, the unit was formed to coordinate the anti-corruption activities with law enforcement agencies by acting as his eyes and ears in the fight.

▶ Since the creation of State House Anti-Corruption Unit (SH-ACU) in December 2018 by His Excellency, The President of Uganda, Gen. Yoweri Museveni acting under Article 99 (4) of the Constitution, the Unit has in liaison with the Criminal Investigations Department of Uganda Police acting under Article 120 (3) (a) and other constitutionally mandated agencies carried out several anti-corruption investigations and caused the charging of several persons before the Courts of Law.

The Financial Intelligence Authority (FIA)

▶ The Financial Intelligence Authority (FIA) is Uganda's National centre for the receipt of financial data, analysis and dissemination of financial intelligence to competent authorities.

▶ Financial Intelligence Authority is a semi-autonomous agency established under the Anti-Money laundering Act, 2013

In summary the FIA does the following:

▪ Enforce compliance with the AMLA.

▪ Enhance identification of proceeds of crime.

▪ Increase public awareness and understanding of matters related to Money Laundering, Terrorism Financing and Proliferation.

▪ Collection and dissemination of information to competent authorities.

▪ Strengthen international cooperation in issues related to Money Laundering and Terrorism Financing.

Directorate of Ethics and Integrity (DEI)

▶ The Directorate for Ethics and Integrity is the coordinator of all Government efforts to fight corruption and rebuilding of Ethics and Integrity in Uganda.

In delivering its mandate, the Directorate concentrates on the following core functions:

▪ Providing political leadership and coordinating national efforts against corruption and moral decadence.

▪ Mainstreaming ethics and integrity to propel good governance.

▪ Spearheading the development of laws, policies and strategies to promote ethics and integrity in the Ugandan Society.

Office of the Director of Public Prosecutions

▶ The Office of the Director of Public Prosecutions is an autonomous institution not subject to the direction or control of any person or authority.

The functions of the DPP are provided under A.120 (3) and include;

▪ To direct the police to investigate any information of a criminal nature.

▪ To institute criminal proceedings against any person or authority in any court other than a court martial.

▪ To take over and continue any criminal proceedings instituted by any person or authority.

▪ To discontinue at any stage before judgment any criminal proceedings.

The Uganda Police Force

▶ The Uganda Police Force (UPF) is mandated by the 1995 Constitution of the Republic of Uganda among other things, to fight crime in Uganda which includes acts of Corruption.

▶ The Uganda Police Force (UPF) formulated an Anti-Corruption Strategy - a framework to guide the protracted fight against corruption in the Police.

▶ The Strategy is anchored to the National Anti-Corruption Strategy's principle of ZERO TOLERANCE TO CORRUPTION to enhance good governance. It is also aligned to the JLOS Anti-Corruption Strategy.

▶ This Strategy is not an isolated intervention but rather a part of a broader Government effort to address the vice and is critical in the enhancing the image of the UPF.

▶ Issues to do with corruption in the wider society is handled in the office of the Criminal Investigations Department (CID). The function of the Directorate is to ensure effective detection, investigation and prevention of crime.

The Role of The Parliament of Uganda in Fighting Corruption

Parliament in Ugandan carries out her mandate through a committee system.

The committees are the primary consumers of information and data generated by the Department of Research Services.

Parliament has three categories of functional committees, namely: standing, sessional and select committees.

The standing committees are constituted two times during the life span of the Parliament.

Sessional committees are constituted at the beginning of every Parliament session while Select committees are constituted as and when need arises.

Role of parliamentary Committes

What powers do parliamentary committees have?

▶ The Constitution, in Article 90 (4), provides that in the exercise of their functions, committees of Parliament;

▶ May call any Minister or any person holding public office and private individuals to submit memoranda or appear before them to give evidence;

▶ May co-opt any Member of Parliament or employ qualified persons to assist then in the discharge of their functions;

▶ Shall have the powers of the High Court for: enforcing the attendance of witnesses and examining them on oath, affirmation or otherwise; compelling the production of documents;

▶ Issue a commission or request to examine witnesses abroad.

Parliamentary Committees

▶ The ultimate purpose of an accountability committee activity is to hold the Executive accountable for its use of public-sector resources and to motivate improvements in internal financial control and service delivery efficiency.

▶ Collectively, the accountability committees add value to the audit cycle through examining the reports of the Auditor General, making recommendations and following up the implementation of those recommendations by the executive.

▶ The powers, structure and methods of these committees are roughly similar, with differences accounted for based upon their varying oversight jurisdictions.

▶ The most important committees are: the Public Accounts Committee; The Committee on Commissions, Statutory Authorities and State Enterprises (COSASE) and the The Local Governments Accounts Committee

The Anti Corruption Court

▶ The Anti-Corruption Court in Uganda is a specialized division of the High Court Chamber which was administratively set up in 2008 to handle prosecution and trial of corruption and corruption related cases

How was it established?

▪ It was established in 2008 as an administrative unit of the High Court of Uganda pursuant to constitution (Amendment) Act 2005 and following recommendations of the interagency forum.

▪ It was subsequently set up in 2009 by the Chief Justice through article 133(1)(b) of the constitution of the republic of Uganda, which states that "the Chief Justice . . . may issue orders and directions to the courts necessary for the proper and efficient administration of justice." It is among the 8 specialized divisions of the High Court of Uganda.

The Anti-Corruption Court Ctd

Why was it established?

▶ *To increase judicial efficiency*: Previously there was a lot of case backlog in the Judiciary, so this court was set up as a specialized unit or division to expedite resolution of corruption related cases.

▶ *Integrity and independence of judiciary were in doubt,* so there was need for a more accountable and independent judiciary in the fight against corruption.

▶ *Expertise:* Corruption cases were always in high magnitude and handling them required a certain special expertise to expedite the speedy resolution of cases. So, there was need to set up judges with exclusive focus on corruption and corruption related cases.

▶ *Responsiveness of the court*: Studies show that Uganda's experience with the Anti-corruption Court and prosecuting agencies is relation to their receptiveness, which was not the case before it was set up.

Anti-Corruption Court Ctd

How it works with other Anti-corruption agencies?

▶ *It receives and prosecutes cases from IG, DPP and URA*: The IG for instance has the powers to arrest, investigate and prosecute corruption cases involving government officials, most of these cases are then submitted to the Anti-Corruption Court for prosecution. The DPP, also takes cases to the Anti-Corruption Court for prosecution and URA also has the privilege of prosecuting tax related corruption cases in this vey court.

▶ *Holding joint capacity building trainings and court user meetings* as a way of improving the fight against corruption, which has improved the quality of prosecutions and led to mutual understanding between the collaborating agencies.

LEGAL AND INSTITUTIONAL FRAMEWORK FOR NSAs IN ANTI-CORRUPTION

▶ The 1995 Constitution of the Republic of Uganda is clear about the involvement of NSAs in anti-corruption fight.

▶ The National Anti-Corruption Strategy (NACS) 2019/20 - 2023/24 is also clear about the need for govt to work with NSAs in anti-corruption fight.

The role of Citizens

▶ The role of citizens is better understood in terms of social accountability, where the citizens oppose corruption by keeping it in check, critically assessing the conduct and decisions of office holders, reporting corruption misdoings and crimes, and asking for appropriate countermeasures.

▶ Concrete ways in which *individual* citizens may contribute to the fight against corruption include reporting on corruption to the authority or through the media, and supporting training programmes and sensitization campaigns that aim to create a culture of integrity and zero tolerance for corruption.

▶ Sometimes even refusing to participate in corrupt practices is an important act of resistance

The role of Independent Media

- The media (including social media) has an important role in the fight against corruption as it can demand accountability and transparency from the public and private sectors.

- Media can expose corruption thru: fuelling public outrage at corruption in government, forcing the impeachment and resignation of a corrupt official, prompting formal investigations into corruption, and spurring citizen pressure for reform.

- Media can also raise public awareness about weak economic competition, and the fact that more competition could increase accountability and create incentives for public officials to investigate corruption.

- The extent to which journalists can assist in detecting corruption depends on whether the media is free and independent.

The role of CSOs

- CSOs can hold officials accountable and pressure the State to take necessary action against corruption

- At the same time, CSOs and individuals involved in the fight against corruption face the risks of being harassed, harmed and compromised by powerful elites

- There are many other risks and challenges that can be considered by civil society actors when planning activities for enhancing citizen participation in the fight against corruption

Access to information

- One crucial aspect of enabling citizen participation - whether by individuals, groups or the media - is their access to information and the mode in which they access information.

- Numerous non-profit groups around the world disseminate information on FOI laws and pressure governments and public institutions to adopt laws and regulations that facilitate public access to government records and proceedings.

- Examples of NGOs with a focus on FOI laws include Africa Freedom of Information Centre (AFIC) who helped put in place the Government Procurement Portal (GPP) run by the PPDA.

- The OAG is also experimenting with the Citizen Feedback Platform (CFP) with the Objective to enable the OAG to collect data on service delivery and analyze it to inform the planning execution and reporting of their respective audits. The CFP will also enhance access to the public audit reports to enable citizens to follow-up on audit issues.

- The World Bank and the United Nations Development Programme (UNDP) also support FOI laws as a tool to combat corruption.

Joint Actions of Anti-corruption Institutions

▶ The formal arrangements for fighting corruption have mostly concentrated at Government level, while linkages with non-state actors have remained weak and ineffective. For the gov't sector they include:

- The accountability sector

- The Anti-Corruption Inter Agency Forum (IAF)

- The Justice, Law & Order Sector (JLOS)

Role of different stakeholders

▶ Stakeholders are supposed to play varied roles in the accountability and anti-corruption chain. Some key ones are highlighted below: -

MODULE 3:
Fighting Corruption in Local Government Service Delivery

- ▶ Most of the work of government is done at the local government

- ▶ Important for CSOs to understand how local governments work

- ▶ And how corruption can be fought in local government service delivery

Financing of Local Governments

▶ Central Government Grants (Transfers) constitute the major source of revenues to Local Governments.

▶ Central Government transfers comprise conditional grants, unconditional grants and equalization grants.

▶ For locally raised revenues the LGs identify their own local revenue sources

▶ Central Government grants to LGs contribute over 85% of financing to LG budgets with more than 90% of this funding coming in form of conditional grants.

The Planning Framework

▶ The national budget was previously guided by the Poverty Eradication Action Plan (PEAP) which was the Uganda's national development framework and medium-term planning tool since 1997.

▶ The PEAP was revised and independently evaluated in June 2008 and was replaced by the NDP in 2009.

▶ Today the budget is guided by achievement of the NDP 111 which is a comprehensive plan that articulates clearly the planned strategic interventions of all sectors of the economy.

▶ The local government budgets are an integral part of the National budget geared towards achieving of the NDP and Vision 2040.

The Budget Process

▶ The budgeting process for local governments is not an isolated activity of local governments.

▶ The Local government budget is an integral part of the national budget.

▶ The budget is prepared through an open and transparent and widely participatory process.

▶ The objective of the consultative process is to solicit the views of all stakeholders in the preparation of the Budget and consequently ensure that the national budget reflects the views, aspirations and priorities of all stakeholders.

Levels of the budget process

▶ The budget process is undertaken at the following four key levels:

▶ The Ministry of Finance, Planning and Economic Development (MFPED),

▶ Sector Working Groups, Line Ministries and Local Governments,

▶ Cabinet, and

▶ Parliament.

Local Government Budget Calendar

1	**Regional Budget Consultative Workshops with Local Governments, discussing** • **Draft Grant and Budget Requirements; and** • **LG Planning and Budgeting Guidelines**	**20 August**
2	Local Government negotiations with sectors to agree grant conditions and allocation formulae.	10 September
3	MOFPED issues the first Budget Call Circular, accompanied by the: • IPFs to local governments; • Final Grant and Budget Requirements communicated to LGs.	30 September
4	Budget Desk prepares the first Local Government Budget Call Circular and shares with HoDs and LLGs. This includes: • Allocations to LLGs • Allocations to Departments	5 October

Local Government Budget Calendar

5	**Departments and LLGs prepare inputs for the LG BFP and draft LG DPs and submit to Budget Desk, including** • **Identification of Investments for inclusion in LG Budget** • **Preliminary Budget estimates and Annual Workplans**
6	LG Planning and Budget Conference to discuss • LLG and Department Annual Workplans for the forthcoming budget • Identification of Investments for inclusion in LG Development Plans
7	Budget Desk Compiles LG BFP and LG DPs
8	Review of the draft LG BFP and LG DPs by the Technical Planning Committee and the LG Executive Committee
9	Approval by LG Executive Committee and Submission of the LG BFP to the MoFPED and Council

Local Government Budget Calendar

10	National Consultative Budget Conference	30 November
11	Discussion of the draft BFP by the Standing Committees of Council	31 December
12	Submission of the National BFP to Parliament Incorporating • Grant allocations in the MTEF • Grant allocation formulae and Information	31 December
13	Review of LGBFPs by central government to assess compliance with overall and sector budget requirements.	1 February
14	National BFP Approved by Parliament	1 February
15	MoFPED Issues the Second Budget Call Circular, incorporating • final IPFs, • feedback on compliance with budget requirements.	20 February
16	Budget Desk prepares Second LG Budget Call Circular communicating: • Revised IPFs for Departments and LLGs • Instructions to address feedback on compliance with budget requirements.	28 February
17	Draft Departmental Budget Estimates and Annual Work Plans submitted to Budget Desk	10 March
18	Budget Desk Compiles Draft Budget Estimates and Annual Work plans	15 March
19	Review of LGBFPs by Central Government to assess compliance with overall and sector budget requirements.	30 March
20	Review of the Budget Estimates and Annual Work plans by the Technical Planning Committee and the LG Executive Committee	25 March
21	Laying of the Budget before LG Council and Submission of draft Performance Contract to MOFPED • Submission includes a response as to how adjustments have been made to ensure budget requirements have been met.	1 April
22	MoFPED Lays the National Budget before Parliament	1 April

Local Government Budget Calendar

23	Approval of the Budget by Council	31 May
24	Approval of the National Budget by Parliament	31 May
25	Central Government reviews draft performance contracts and budgets to assess compliance with sector budget requirements.	31 May
26	Presentation of the National Budget Speech in Parliament	15 June
27	Budget Execution Circular issued by MOFPED	15 June
28	Submission of Final Performance Contract to MOFPED	15 June

Good Governance in the budget process

- The budget process may be judged on the four pillars of good governance in
- public sector management which includes:
- Accountability – capacity to call public officers to task for their actions
- Transparency – low-cost access to relevant information
- Predictability – laws and regulations that are clear, know in advance, and uniformly and effectively enforced, and;
- Participation – generate consensus, supply reliable information and provide a reality check for Government actions

Social Accountability

▶ **Social accountability** is defined as an approach towards building accountability that relies on civic engagement, i.e., in which it is ordinary citizens and/or civil society organizations that participate directly or indirectly in exacting accountability.

▶ In a public sector context, social accountability refers to a broad range of actions and mechanisms that citizens, communities, independent media and civil society organizations can use to hold public officials and public servants accountable.

Social Accountability tools

▶ Participatory policy and budget formulation

▶ Participatory policy and budget analysis

▶ Participatory public expenditure/input tracking e.g. social audits

▶ Participatory performance monitoring and evaluation e.g. community scorecards and, at a more macro level, through the use of public opinion surveys, public hearings or citizens' report cards

Community Monitoring of Service Delivery (CMSD)

▶ An organized way of collecting ongoing or recurring information at the local level to be used by local governments, national government agencies, non-government organizations, and civil society, for planning, budgeting and implementing local development programs, as well as for monitoring and evaluating their performance.

▶ The potential added value of the Community-Based Monitoring (CBM) processes is framed within the definition of social accountability. Fundamentally, Community-Based Monitoring Systems are "a tool for improved local governance and participatory decision making that promotes greater transparency and accountability in resource allocation".

Activities of CBM

The backbone activities of CBM in various domains may be characterized as:

▶ *Community mapping*

▶ *Mobilization:*

▶ *Capacity building:*

▶ *Information dissemination:*

Community services delivery monitoring tools

▶ *The Public Expenditure Tracking Survey (PETS)*

▶ *Field Visits*

▶ *Community Score Cards*

Public Expenditure Tracking Survey

- They are mostly conducted in areas where public accounting systems function poorly or are unreliable

- It is hinged on simplicity; -They are a very practical, direct tool and user-friendly tools on how well a system of financial transfers works in terms of getting the money to where it is supposed to be going.

- Uses statistics and averages, however, it must be based on statistically significant representative samples.

Benefits of PETS

▶ They have proven useful tools for identifying and addressing leakage of funds, corruption, inefficiencies, among others in a bid to improve service delivery.

▶ Increases transparency and accountability in funds distribution and management and reduces corruptive practices.

▶ PETS can help identify unexpected weaknesses in the system & provide recommendations on how to solve them.

▶ Access to expenditure data gives citizens as rights' holders the ability to engage government on issues of public spending.

▶ It creates an incentive for governments to be vigilant in their financial management practices.

▶ They help in establishing whether expenditures are consistent with the budgetary allocations and whether transfers/services are effectively reaching the intended beneficiaries.

Community Scorecard

▶ A CS is a two-way participatory community-based monitoring and evaluation tool that empowers citizens as service users to monitor and evaluate the *quality*, *access*, *efficiency* and *effectiveness* of public services and projects such as roads, health centres, schools, in their locality.

▶ **What are the main characteristics of a CS?**

▶ Takes a community as a unit of analysis

▶ Information is generated through group discussions

▶ Provides feedback to service providers from service user

▶ Provides an opportunity for dialogue between users and providers

What the SC can be used for and who can use it?

▶ SC can be used to monitor and evaluate a public service scenario. So, it can be used by the community to provide feedback for a particular service to the provider. It can also be used by service providers to receive feedback on what is working and what areas need improvement.

Purpose and benefits of a Community Scorecard

▪ It promotes dialogue and improves the relationship between service users and service providers.

▪ It can expose and curb corruption and improve the behaviour of users, which can assist in improving service delivery

▪ It promotes accountability, transparency, and responsiveness from service providers

▪ It promotes a common understanding of issues and development of solutions to problems.

Score Cards CTD

▶ Empowers service users to become change agents within their communities and in turn creates ownership of projects.

▶ It enhances oversight among service users.

▶ It enables service providers to learn directly from communities about what they feel regarding the quality of services, particularly which services are working well, and which are not. This feedback will enable decision makers to make informed decisions and to consider policy choices in order to provide improved services that respond to citizens' rights, needs and preferences.

▶ It facilitates the tracking of public assets or public expenditure e.g., availability of medicines at health centres.

▶ It provides vital information that can enable people make more efficient use of resources through monitoring of a particular service or a particular project.

The scorecard process

▶ Planning and Preparation

▶ Developing the Scorecard with the community

▶ Developing the scorecard with service providers:

▶ Interface meetings and action planning

▶ Implementation of the joint action plan, and M & E

Report Writing and Recommendations

Components of a Service Delivery Assessment Report

- Introduction: Indicates the subject of the report, its context, and the structure of the report.

- Problem Analysis: spells out the undesirable situation that created the services delivery assessment

- Objectives and Purpose of the assessment report: Objectives is what the assessment intends to achieve while purpose is the use to which the report will be put

- Methods of assessment: Describes the tools or methods used to conduct the assessment

- Results and Recommendations: Results are the findings of the assessment in the form of statistical data or narrative; and recommendations are suggestions made by the author to improve services delivery

Follow up Recommendations of assessment of service delivery

Importance of a follow-up on implementation of recommendation

▶ Makes Service Provider strive to delivery adequate and quality services.

▶ Puts pressure on Service Provider to improve services delivery and project performance and benefits.

▶ Makes Services Providers take Community Monitors seriously.

▶ Raises the importance of community monitoring generating value for money in services delivery and project performance.

Module 4:
Fighting Corruption in Public Infrastructure

▶ Developing public infrastructure is one of the most challenging issues in developing countries.

▶ Although raising resources for the same is a challenge, making good use of the available financial resources is a greater challenge.

▶ This is so because of among other factors leakages in the procurement process. In public sector, the procurement budget usually towers all other expenditure as a percentage of the national budget.

▶ For instance, in Uganda, In FY 2009/10 government earmarked at least 41% of its total budget (UGX 7.3 trillion) to be spent on procurement within the public sector. If there are no sufficient regulations and monitoring by independent entities, leakages can lead to wastage. Therefore, in this module, efforts are made to ensure that participants understand the procurement laws and regulations in Uganda, as well as contract/implementation monitoring.

Procurement laws and guidelines

▶ **The Public Procurement and Disposal of Public Assets Act, 2003 (Act 1 of 2003)**

▶ **The PPDA (Amendment)Act, 2021: Recent Amendments**

Briefly, the 2021 amendment Act has amended the 2003 principal Act to:

▪ Remove the Authority from the administrative review process.

▪ Provide for the appointment of a Registrar of the Tribunal.

▪ Provide for marginalized groups under reservation schemes.

▪ Provide for the powers of the High Court in procurement proceedings.

▪ Provide for the aggregation of procurement requirements.

▪ Provide for the functions of the Authority and of the Board of Directors of the Authority.

▪ Provide for the electronic records and communication.

▪ Amend the Kampala Capital City Act and Local Governments Act with respect to procurement and for related purposes.

Concepts used in procurement

Understanding the concepts empower will empower CSOs with knowledge to apply them in monitoring of procurement processes.

Such concepts include among others: Bid; Bid Notice; Bidder; Contractor; Disposal Process etc.

Contract Specifications & Contract Monitoring

► Meaning and importance of contract specifications.

► tenets of a good procurement process.

► How to effectively monitor public contracting process.

► The role of monitoring public procurement

► Components of an Effective Contract Monitoring System

► Forms of monitoring

► Opportunities for CSOs in engagement in monitoring