



## **AKRIGHT CITY RESIDENTS ASSOCIATION (ACRA)**

*Vision: An All-Inclusive, Green, Secure, and Sustainable Model Gated Community  
Akright City, My Village Our City*

# **ACRA Q1 2026 FINANCIAL PERFORMANCE REPORT**

**1<sup>st</sup> January- 31<sup>st</sup> March 2026**

Prepared by:

**Hajji Counsel Nassir Mwanje**

Finance Minister, ACRA 2026

**For and on Behalf of  
ACRA 2026 Leadership**



# EXECUTIVE SUMMARY

This report presents the financial performance of the Akright City Residents Association (ACRA) for the First Quarter of 2026, covering the period 1st January to 31st March 2026. It is the first Q1 financial report restricted to the finances of the current administration.

## Highlights at a Glance

Total Income	Total Expenditure	Closing Balance	Budget Achieved
UGX 73,060,000	UGX 48,099,900	UGX 24,960,100	37% of UGX 199.8M

ACRA demonstrated exceptionally strong financial performance in the first quarter of 2026, collecting UGX 73.06 million against an annual budget of UGX 199.83 million. This represents 37% of the full-year target, significantly exceeding the expected 25% quarterly average and indicating robust financial momentum that positions the association favorably for the remainder of the year.

The revenue structure remained heavily dependent on annual membership subscriptions, which contributed 63% of total income at UGX 46.15 million. Community events, particularly Women's Day and Youth Fest, generated 30% of collections but operated essentially at break-even as most funds were consumed in organizing the events themselves. The Bereavement Fund maintained its self-sustaining model by design, requiring no subsidy from other revenue streams.

Despite the strong financial numbers, a critical operational challenge emerged in the form of exceptionally low community participation. Only 102 out of 668 known families, representing just 15.3%, had paid their annual subscription fees by the end of March 2026. Of these paying families, 77% made full payments of UGX 500,000 while 23% opted for installment arrangements, resulting in an average payment of UGX 452,451 per household. This staggered payment pattern and limited engagement rate represent the most significant obstacles to undertaking large scale projects.

The association maintained prudent financial management throughout the quarter, ending with a closing balance of UGX 24.96 million after total expenditures of UGX 48.1 million. ACRA Central specifically demonstrated fiscal responsibility with a surplus of UGX 5.89 million, while all village accounts remained funded to support local operational activities under their respective chairpersons.

Village performance varied considerably depending on the measurement criteria applied. When assessed by total annual collections, Executive Village under Chairman Lutimba Matovu led with 19% of contributions, followed by Rendezvous Village at 16% and Golf Course Village at 14%, while ICT and Professional Villages trailed at just 3% each. However, when measured by participation rate, the percentage of residents who paid within each village; Golf Course Village under Chairman Francis Mazinga, emerged as the clear leader at 32%, followed by Diaspora at 23% and a tie between Executive and California Villages at 22% each. Professional Village and Pearl Village, with participation rates of only 4% and 8% respectively, require immediate and focused mobilization efforts to avoid becoming chronic under performers. All Diaspora Village residents paid full ACRA annual subscription of UGX 500,000 representing strong mobilization efforts of Chairman Charles Katureebe.

The fundamental strategic challenge facing ACRA is clear: while the financial foundation is solid and fiscal management is sound, expanding community participation from the current 15.3% baseline represents the single greatest opportunity for achieving and surpassing annual revenue targets.

**Hajji Counsel Nassir Mwanje**  
**Finance Minister ACRA 2026.**



## A. INCOME & EXPENDITURE OVERVIEW

The table below provides a comprehensive breakdown of all income received and expenditure made during Q1 2026, as well as the closing balance for Q1 only.

S / N	Details	Amount (UGX)	Total Amount (UGX)
	<b>Total Approved Budget for 2026</b>		<b>199,827,600</b>
1	<b>Total Income</b>		
a	Annual Membership Fees	46,150,000	
	<b>Other incomes</b>		
b	Development fees	1,000,000	
c	Women's Day	16,460,000	
d	Sponsorship (Harkiss)	500,000	
e	Bereavement	3,150,000	
f	Youth fest	5,800,000	
			73,060,000
2	<b>Total Expenditure</b>		
a	Administration	3,010,000	
b	Infrastructure Ministry	2,210,000	
c	Security Ministry	2,720,000	
d	Community Mobilization	120,000	
e	Akright police water bill	200,000	
f	IT & Communication Ministry	300,000	
g	Social Affairs Ministry(Women's Day)	16,119,500	
h	Village works	13,230,000	
i	Finance Ministry	920,000	
j	Bereavement	3,150,000	
k	Youth Affairs Ministry(Youth Fest)	5,010,000	
l	Environment Ministry	1,110,400	
			48,099,900
3	<b>Closing Balance</b>		
a	Centenary bank	12,814,786	
b	MTN mobile Money	4,505,164	
c	Airtel Merchant code	4,990,150	
d	Airtel Money	2,650,000	
	<b>Total</b>	<b>24,960,100</b>	

**Note:** Total income of UGX 73,060,000 represents 37% achievement of the approved budget for 2026. Strong efforts are needed in Q2–Q4 to close the remaining 63% gap.



## B. INCOME ANALYSIS

### B1. Income Sources Breakdown

ACRA's income in Q1 2026 came from six distinct sources. The chart below summarizes each source and its contribution to total income.

	Income Source	Amount (UGX)	% of Total	Remarks
1	Annual Membership Fees	46,150,000	63.2%	Core revenue
2	Women's Day Event	16,460,000	22.5%	Community event
3	Youth Fest	5,800,000	7.9%	Youth event
4	Bereavement Collections	3,150,000	4.3%	Solidarity fund
5	Development Fees	1,000,000	1.4%	Developer
6	Sponsorship (Harkiss)	500,000	0.7%	Resident sponsor
	<b>GRAND TOTAL</b>	<b>73,060,000</b>	<b>100%</b>	

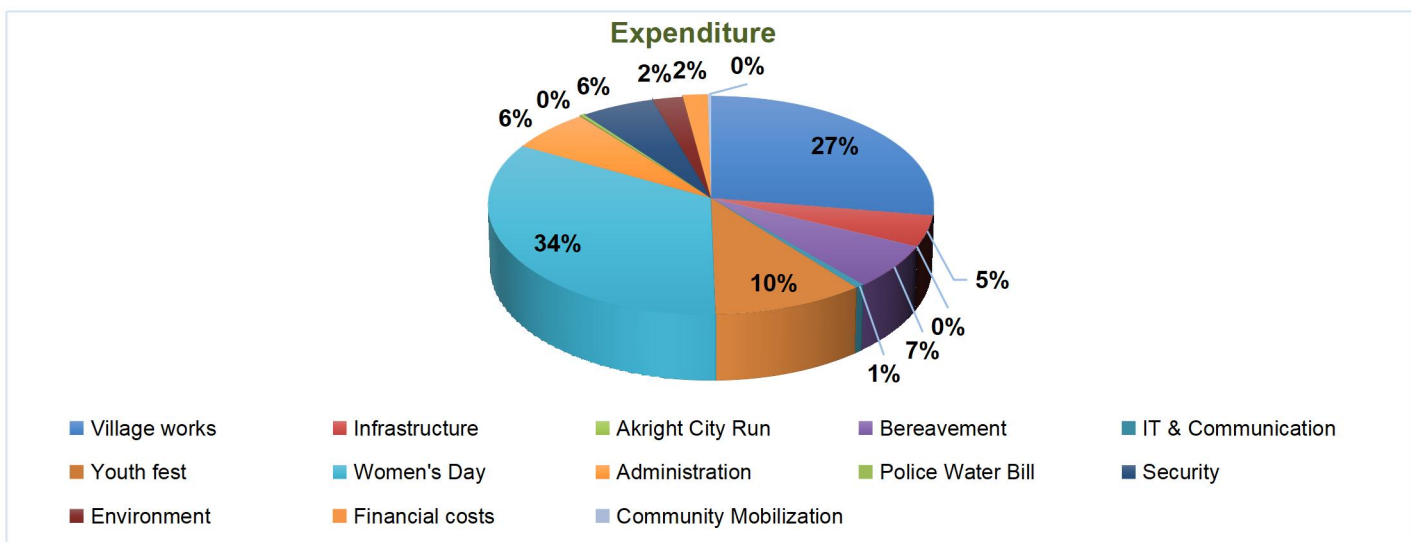
### B2. Key Income Insights

- **Annual Membership Fees dominate:** At UGX 46,150,000, membership fees contribute 63% of all income. However, with only 102 out of 668 members having paid (15%), there is enormous potential, full participation could generate over UGX 330 million from subscriptions alone.
- Annual membership Income is shared between villages and ACRA Central with Villages taking 70% (UGX 32,305,000) and ACRA Central taking only 30% (13,845,000).
- **Events are secondary income stream:** Women's Day (UGX 16,460,000) and Youth Fest (UGX 5,800,000) together brought in UGX 22,260,000 which is 30% of total income, while also covering their own expenses. These events are not only socially strategic but financially strategic too especially if they add to the coffers of ACRA.
- **Sponsorship income is minimal:** Only UGX 500,000 was received from sponsorships (Harkiss). ACRA should explore more sponsorship opportunities with local businesses and stakeholders to diversify income.
- **Bereavement is self-balancing:** Collections of UGX 3,150,000 exactly matched payouts of UGX 3,150,000. This reflects a well-run solidarity fund with no surplus or deficit.

## C. EXPENDITURE ANALYSIS

Total expenditure for Q1 2026 was UGX 48,099,900. The breakdown below shows how each shilling was spent and what proportion of the total budget each item represents.

#	Expenditure Line	Amount (UGX)	% of Total	Category
1	Women's Day (Social Affairs Ministry)	16,119,500	33.5%	Event
2	Village Works	13,230,000	27.5%	Community
3	Youth Fest (Youth Affairs Ministry)	5,010,000	10.4%	Event
4	Administration	3,010,000	6.3%	Operations
5	Bereavement	3,150,000	6.5%	Welfare
6	Security Ministry	2,720,000	5.7%	Operations
7	Infrastructure Ministry	2,210,000	4.6%	Infrastructure
8	Environment Ministry	1,110,400	2.3%	Environment
9	Finance Ministry	920,000	1.9%	Operations
10	IT & Communication	300,000	0.6%	Operations
11	Akright Police Water Bill	200,000	0.4%	Utilities
12	Community Mobilization	120,000	0.2%	Community
<b>GRAND TOTAL</b>		<b>48,099,900</b>	<b>100%</b>	





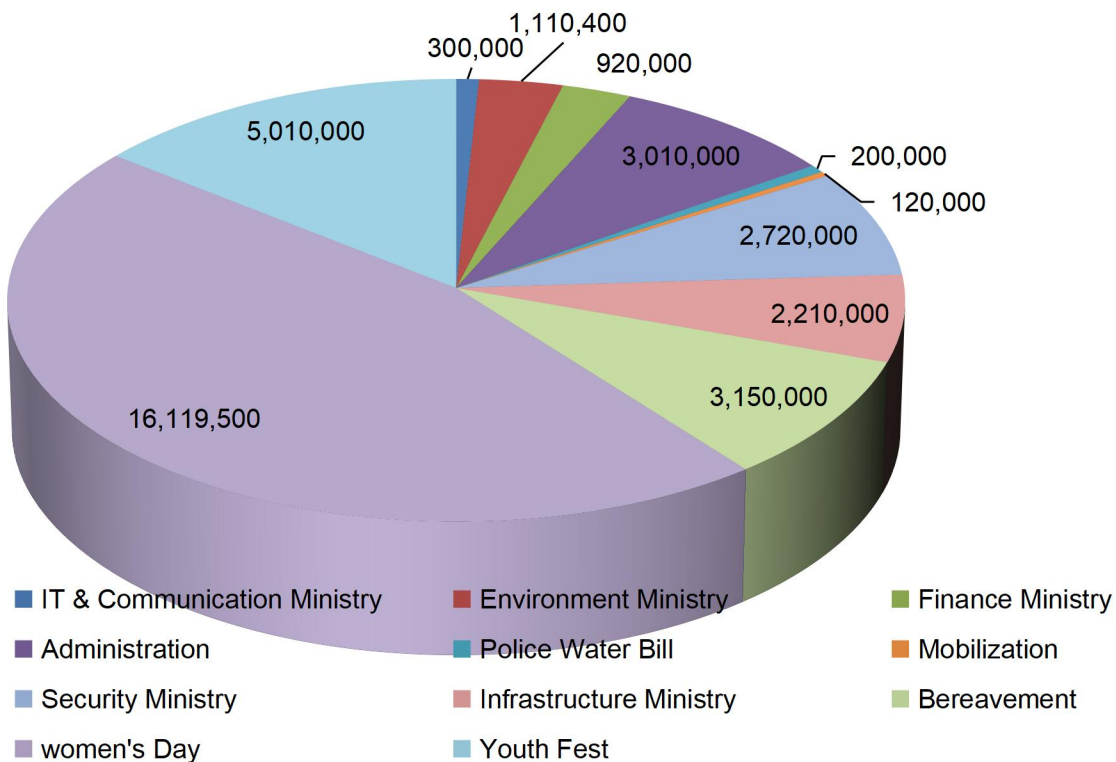
## C2 ACRA CENTRAL INCOME AND EXPENDITURE ANALYSIS-

### ACRA CENTRAL ANALYSIS 2026

No.	INCOME SOURCE	AMOUNT	No.	EXPENDITURE	AMOUNT
1	30% Subscription Fees (46,150,000)	13,845,000	1	IT & Communication Ministry	300,000
2	Youth Fest	5,800,000	2	Environment Ministry	1,110,400
3	Women's Day	16,460,000	3	Finance Ministry	920,000
4	Sponsorship (Lights & Security)	500,000	4	Administration	3,010,000
5	Bereavement	3,150,000	5	Police Water Bill	200,000
	Development Fees	1,000,000	6	Mobilization	120,000
		<b>40,755,000</b>	7	Security Ministry	2,720,000
			8	Infrastructure Ministry	2,210,000
			9	Bereavement	3,150,000
			10	women's Day	16,119,500
			11	Youth Fest	5,010,000
					<b>34,869,900</b>
				Surplus	<b>5,885,100</b>

Note: ACRA Central has a surplus income of 5,885,100 as of 31st March 2026

### ACRA Central Expenditure





### C3. Key Expenditure Insights

- **Women's Day is the largest single expense (33.5%):** At UGX 16,119,500, this is nearly a third of all spending but it was largely offset by event income of UGX 16,460,000, generating a net surplus of UGX 340,500. This event is effectively self-funding.
- **Village Works (27.5%) directly serves residents:** UGX 13,230,000 was deployed for local infrastructure and maintenance across villages. This spending is directly visible to specific village residents and is the most tangible benefit of ACRA membership.
- **Youth Fest (10.4%) also self-funded:** Event income of UGX 5,800,000 exceeded costs of UGX 5,010,000 by UGX 790,000- a net gain from a community event.
- **Bereavement is a zero-sum fund:** Collections and payouts both stood at UGX 3,150,000.
- ACRA central, amidst all the expenditure managed to end Q1 with a net amount of UGX 5,885,000 to cater for other administrative, security and infrastructural obligations.

### C4 . Event (Income-Expenditure) Profitability Analysis

All two major community events in Q1 2026 were financially self-sustaining or better:

Event	Income (UGX)	Cost (UGX)	Net Surplus/(Deficit)
1. Women's Day	16,460,000	16,119,500	<b>+340,500</b>
2. Youth Fest	5,800,000	5,010,000	<b>+790,000</b>
Bereavement	3,150,000	3,150,000	0 (Balanced)
<b>COMBINED TOTAL</b>	<b>25,410,000</b>	<b>24,279,500</b>	<b>+1,130,500</b>

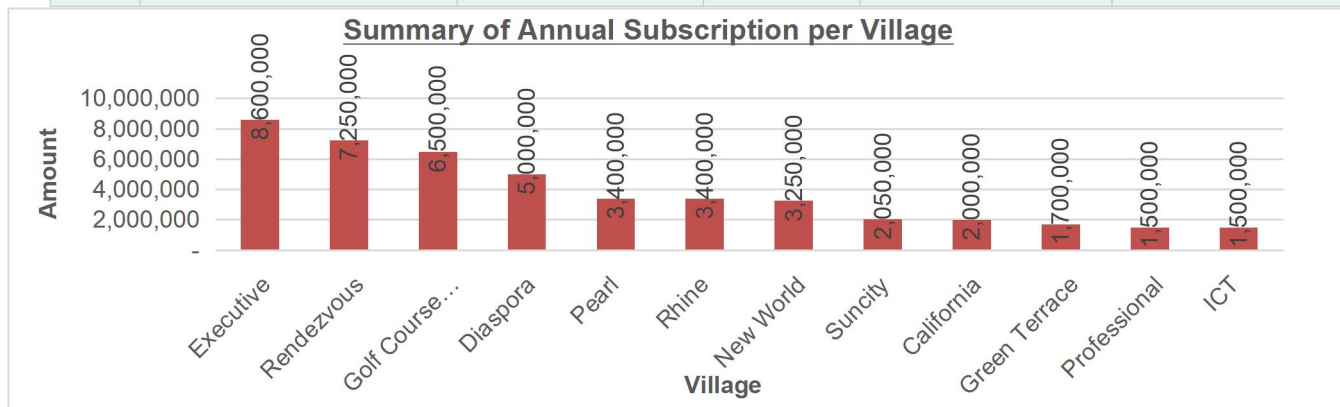
## D. VILLAGE PERFORMANCE ANALYSIS

### D1. Subscription Collections by Village

The table below shows how much each of the 12 villages contributed to the annual subscription pool of UGX 46,150,000.

#### (a) Ranking by Percentage Share of Contributions.

#	Village	Amount (UGX)	% Share	Members Paid	%Participation
1	Executive	8,600,000	19%	19/85	22%
2	Rendezvous	7,250,000	16%	17/135	13%
3	Golf Course Executive	6,500,000	14%	13/41	32%
4	Diaspora	5,000,000	11%	8/35	23%
5	Pearl	3,400,000	7%	8/101	8%
6	Rhine	3,400,000	7%	10/51	20%
7	New World	3,250,000	7%	8/52	15%
8	Sun City	2,050,000	4%	5/40	13%
9	California	2,000,000	4%	4/18	22%
10	Green Terrace	1,700,000	4%	4/24	17%
11	Professional	1,500,000	3%	3/67	4%
12	ICT	1,500,000	3%	3/19	16%
<b>GRAND TOTAL</b>		<b>46,150,000</b>	<b>100%</b>	<b>102/668</b>	<b>15.3%</b>



#### Critical Findings:

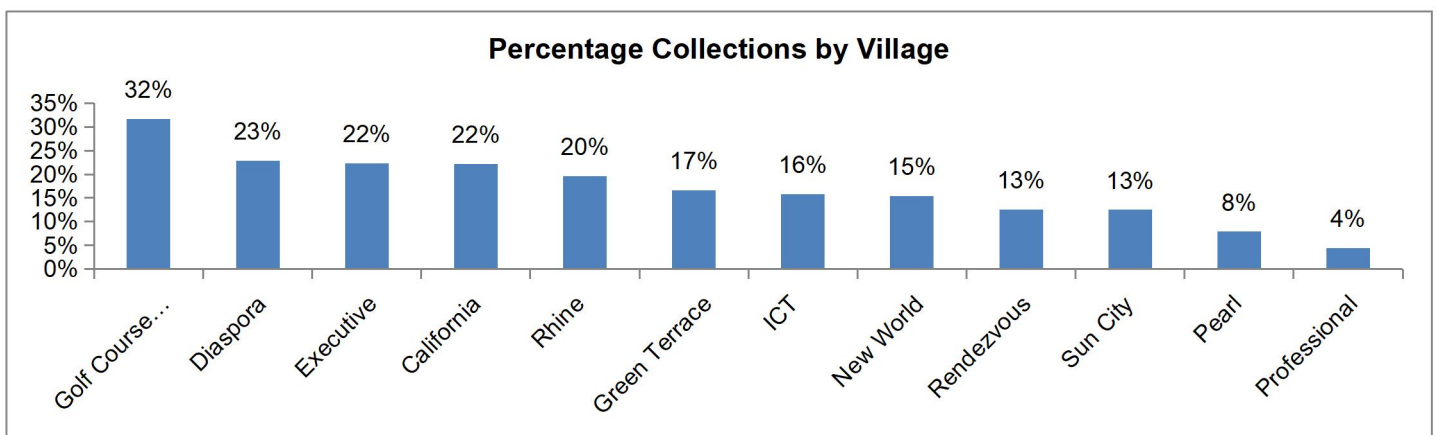
(1) Executive Village under Chairman Lutimba Matovu led with 19% of total contributions, followed by Rendezvous Village at 16% and Golf Course Village at 14%, while ICT and Professional Villages trailed at just 3% each.



(2) Only 102 out of 668 known residents (15.3%) paid their annual subscription fees. This is well below what is needed to meet the annual budget target. Urgent mobilization is required across all villages, especially Pearl and Professional whose participation rates are 8% and 4% respectively.

**b) Ranking by Participation Rate (Basing on Residents Per Village)**

ACRA Subscription Fees Percentage Analysis by Village 2026							
	Village	Known members	Jan	Feb	Mar	Number of members paid up.	% by village
N/A	<b>ACRA Central</b>						
1	Golf Course Executive	41	-	1	12	13	32%
2	Diaspora	35	6	-	2	8	23%
3	Executive	85	10	3	6	19	22%
4	California	18	4	-	-	4	22%
5	Rhine	51	-	7	3	10	20%
6	Green Terrace	24	1	3	-	4	17%
7	ICT	19	-	-	3	3	16%
8	New World	52	5	2	1	8	15%
9	Rendezvous	135	7	4	6	17	13%
10	Sun City	40	1	2	2	5	13%
11	Pearl	101	1	5	2	8	8%
12	Professional	67	3	-	-	3	4%
	<b>Totals</b>	<b>668</b>	<b>38</b>	<b>27</b>	<b>37</b>	<b>102</b>	



**Critical Findings:-** When measured by the metric of the percentage of residents who paid within each village; Golf Course Village under Chairman Francis Mazinga, emerged as the clear leader at 32% following many registered deadline day payments in March. Diaspora is performing well at 23% and a tie between Executive and California Villages at 22% each is evident. Professional Village and Pearl Village, with participation rates of only 4% and 8% respectively, require immediate and focused resuscitation efforts to avoid becoming chronic under performers.



## D2. Monthly Payment Trend

The table below tracks how many members paid each month, revealing the momentum of collections across Q1 2026.

Village	Golf Crs	Diaspo	Exec	Calif	Rhine	GTT	ICT	New Wld	Rndv	Sun City	Pearl	Prof	Total
January	-	6	10	4	-	1	-	5	7	1	1	3	38
February	1	-	3	-	7	3	-	2	4	2	5	-	27
March	12	2	6	-	3	-	3	1	6	2	2	-	37
<b>Q1 TOTAL</b>	<b>13</b>	<b>8</b>	<b>19</b>	<b>4</b>	<b>10</b>	<b>4</b>	<b>3</b>	<b>8</b>	<b>17</b>	<b>5</b>	<b>8</b>	<b>3</b>	<b>102</b>

- **January was strongest:** 38 members paid in January, driven mainly by the new year motivation and fresh administration energy.
- **February dipped to 27:** January mid Elections, extended holiday and residents seemed to be preoccupied with elections and returning their children to school.
- **March recovered to 37:** The rebound shows that ongoing mobilization works. Sustaining this into April and beyond is key. March collections were also pushed by the last minute payment of 12 Golf Course residents.

## D. VILLAGE ACCOUNT BALANCES

### D.1 (Excluding Opening Balances)

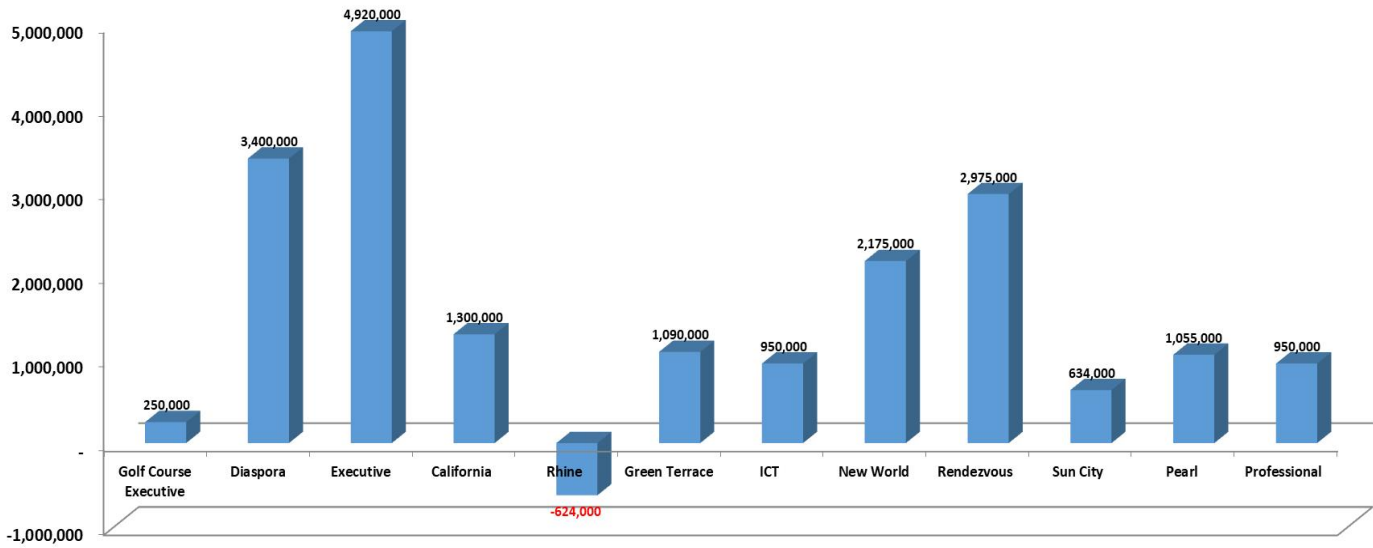
Village Balances Basing on 1st Jan-31st March Income and Expenses Only

	Village	Known members	Number contributed	% by village	ACRA Subscription 2026	70% Village share	Village Expenses/Wor ks	Village Balance	% utilization by @ village
1	Golf Course Executive	41	13	32%	6,500,000	4,550,000	4,300,000	250,000	95%
2	Diaspora	35	8	23%	5,000,000	3,500,000	100,000	3,400,000	3%
3	Executive	85	19	22%	8,600,000	6,020,000	1,100,000	4,920,000	18%
4	California	18	4	22%	2,000,000	1,400,000	100,000	1,300,000	7%
5	Rhine	51	10	20%	3,400,000	2,380,000	3,004,000	- 624,000	126%
6	Green Terrace	24	4	17%	1,700,000	1,190,000	100,000	1,090,000	8%
7	ICT	19	3	16%	1,500,000	1,050,000	100,000	950,000	10%
8	New World	52	8	15%	3,250,000	2,275,000	100,000	2,175,000	4%
9	Rendezvous	135	17	13%	7,250,000	5,075,000	2,100,000	2,975,000	41%
10	Sun City	40	5	13%	2,050,000	1,435,000	801,000	634,000	56%
11	Pearl	101	8	8%	3,400,000	2,380,000	1,325,000	1,055,000	56%
12	Professional	67	3	4%	1,500,000	1,050,000	100,000	950,000	10%
	<b>Totals</b>	<b>668</b>	<b>102</b>		<b>46,150,000</b>	<b>32,305,000</b>	<b>13,230,000</b>	<b>19,075,000</b>	

**NB;**  
 Each village contributes 100,000/= monthly for security which is part of village works.  
 This started in the month of March 2026



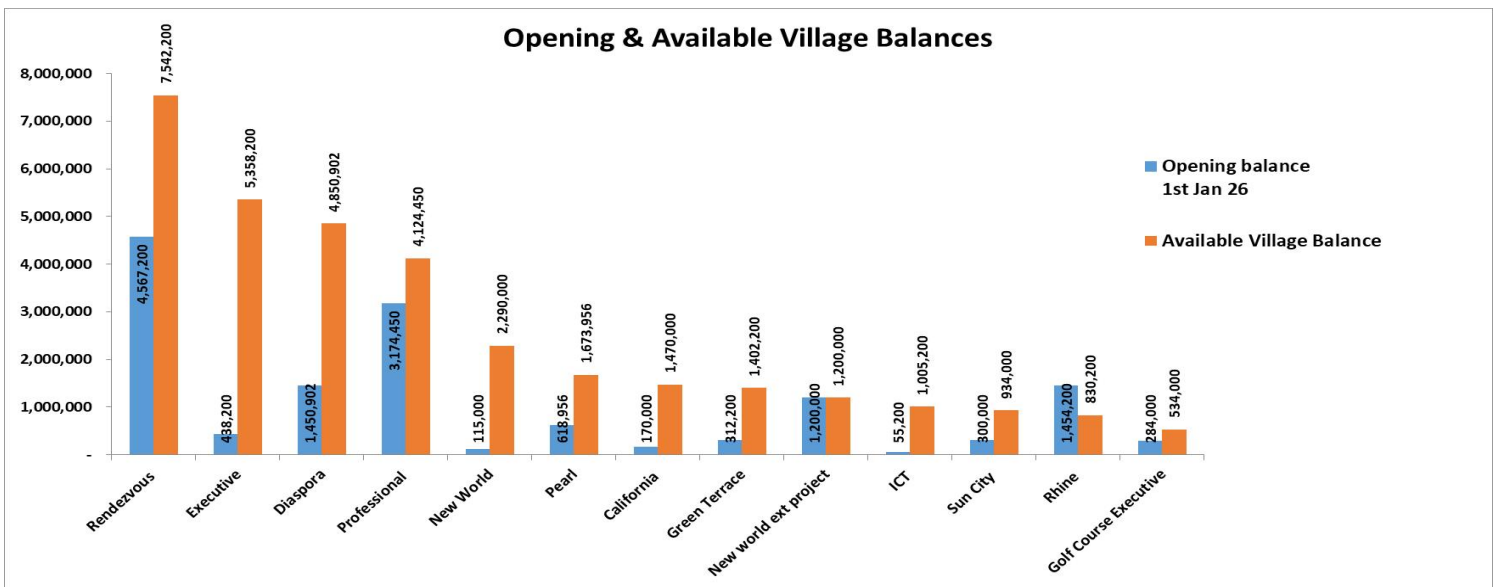
### Village Balances basing on Income & Expenses 2026 Only



### D.2 (Including Opening Balances of 2026)

#### Total Village balances 1st Jan-31st March 2026 (Including Last Year 2025 Closing Balances)

	Village	Known members	Number contributed	% by village	Opening balance 1st Jan 26	ACRA Subscription 2026	70% Village share	Total funds per village	Village Works	Available Village Balance	% utilization by @ village
N/A	ACRA Central										
1	Rendezvous	135	17	13%	4,567,200	7,250,000	5,075,000	9,642,200	2,100,000	7,542,200	22%
2	Executive	85	19	22%	438,200	8,600,000	6,020,000	6,458,200	1,100,000	5,358,200	17%
3	Diaspora	35	8	23%	1,450,902	5,000,000	3,500,000	4,950,902	100,000	4,850,902	2%
4	Professional	67	3	4%	3,174,450	1,500,000	1,050,000	4,224,450	100,000	4,124,450	2%
5	New World	52	8	15%	115,000	3,250,000	2,275,000	2,390,000	100,000	2,290,000	4%
6	Pearl	101	8	8%	618,956	3,400,000	2,380,000	2,998,956	1,325,000	1,673,956	44%
7	California	18	4	22%	170,000	2,000,000	1,400,000	1,570,000	100,000	1,470,000	6%
8	Green Terrace	24	4	17%	312,200	1,700,000	1,190,000	1,502,200	100,000	1,402,200	7%
9	New world ext project				1,200,000	-	-	1,200,000	-	1,200,000	0%
10	ICT	19	3	16%	55,200	1,500,000	1,050,000	1,105,200	100,000	1,005,200	9%
11	Sun City	40	5	13%	300,000	2,050,000	1,435,000	1,735,000	801,000	934,000	46%
12	Rhine	51	10	20%	1,454,200	3,400,000	2,380,000	3,834,200	3,004,000	830,200	78%
13	Golf Course Executive	41	13	32%	284,000	6,500,000	4,550,000	4,834,000	4,300,000	534,000	89%
	<b>Totals</b>	<b>668</b>	<b>102</b>		<b>14,140,308</b>	<b>46,150,000</b>	<b>32,305,000</b>	<b>46,445,308</b>	<b>13,230,000</b>	<b>33,215,308</b>	



1. Villages like Rendezvous and Professional have high account balances largely because they closed the year 2025 with unutilized funds.
2. The village funds and Acra central funds are not part of the Post Bank's money which was collected for a specific purpose.

## E. VILLAGE-BY-VILLAGE NARRATIVE

Below is a detailed assessment of each village's financial performance, participation rate, and leadership impact for Q1 2026.

### Executive Village *Chairperson: Chairman Lutimba Matovu*

Executive Village leads all 12 villages in total collections despite not being the largest. It collected UGX 8,600,000 (19% of all subscription income) with 19 out of 85 known members having paid (22% participation by village members so far). Chairman Lutimba Matovu's strategy of running specific Harambe drives alongside ACRA subscription reminders has proven effective. This model should be shared with other village chairpersons as a best practice.

### Rendezvous Village *Chairperson: Mr. Ronnie Mutebi*

Rendezvous is ACRA's largest village with 135 known members, yet only 17 have paid (13%). It ranks 2nd in total collections at UGX 7,250,000. The challenge here is the transient nature of residents -many are in rented accommodation and may not feel a strong attachment to the community. Targeted outreach to renters explaining the benefits of ACRA membership could improve participation significantly. Chairman Ronnie does his best in the circumstances but more has to be done.



### **Golf Course Executive** *Chairperson: Mr. Mazinga Francis*

Golf Course Executive leads in participation rate at 32% (13 out of 41 members paid). This is a dramatic improvement from 2025, when only 5 residents paid the entire year. All 13 payments were made at the full UGX 500,000 subscription rate. GCE is the stand-out performer of Q1 2026 in terms of participation rate. The village chairperson also has a clear 2026 Village work plan demonstrating clarity of purpose and organization.

### **Diaspora Village** *Chairperson: Dr. Charles Katureebe*

Diaspora ranks 2nd in participation rate (23%) with all 8 paying members at the full UGX 500,000. This Village demonstrates reliability and high commitment. Under Dr. Katureebe, Diaspora is on track to be the best-performing village by end of this year and it has already surpassed its last year's performance. Chairman Charles Katureebe is a hands on leader and his vigilance and motivation skills have enabled his village mates to participate in ACRA affairs.

### **Pearl Village** *Chairperson: Chairman Ivan Senfuma*

Pearl Village is a sleeping giant. With 101 known members, only 8 have paid (8%). We hope it will do better. Chairman Ivan Senfuma has to dig in and deeper if this village is to regain its once prominent position. Otherwise, a village which is home to the vision bearers of this great city (Dr Kamugisha Anatoli and Mr Kamukama Alex) and the best performing security minister Mr Kalyango Dennis, cannot be seen to lead from behind. Pearl village's light is flickering.

### **Rhine Village** *Chairperson: Mr. Charles Mwirumubi*

Rhine Village is showing improved momentum in 2026, with 10 members having paid versus only 4 for all of 2025. The village is actively utilizing its funds for drainage works on Citrus Street- important infrastructure work visible to all residents. Mr Mwirumubi has tried his best in the circumstances.

### **New World Village** *Chairperson: Mrs. Dorothy Busuulwa Naalongo*

New World has improved significantly: 8 members paid in Q1 2026 versus only 3 in all of 2025. The village experienced a leadership vacuum in 2025 when the chairperson resigned in April 2025 and the then vice chairperson also declined to take over. The steady and capable leadership of Mrs. Dorothy Busuulwa Naalongo has brought stability and is showing results. The village has kept 96% of its village fund balance for planned future works.

### **Sun City Village** *Chairperson: Chairman Baker Nyakaana (ACRA VP)*

Sun City has 13% participation (5 out of 40 members). This is a village of great strategic importance because its chairman, Mr. Baker Nyakaana, is also the current ACRA Vice President and the President-in-waiting for 2027. The performance of Sun City is therefore closely watched. Residents of Sun City have every incentive to rally behind their chairman. The village should be aiming for at least 50% participation by year end.

**California Village** *Chairperson: Dr. Kirya David (PhD)*

California is among the smallest villages (18 known members) yet consistently performs above average with 22% participation. All 4 members who have paid did so at the full rate. This is the village of ACRA President and with the president’s involvement, 100% subscription compliance is an achievable and appropriate target for 2026. Dr Kirya’s leadership is a breath of fresh air to this Village and he is trying his best to mobilise his village mates. He is always looking forward to enagging those who are yet to pay.

**Green Terrace Village** *Chairperson: Mr. Arthur Mujuni*

Green Terrace is a small, united village of 24 members, and 4 have paid in Q1 (17%). While this is slightly below the community average, it shows signs of improvement from 2025 when 7 paid the whole year. This village has a known capacity for 100% participation and a strong community spirit. With focused leadership from Mr. Mujuni, Green Terrace could become one of ACRA's compliance champions. The village has blessed us with many good leaders including the IPP President Tenywa and current social affairs minister. Arthur is a known mobiliser and we are banking on his leadership skills.

**ICT Village** *Chairperson: Mr. Daniel Ogong*

ICT Village went from zero payments in all of 2025 to 3 members paying in Q1 2026 alone — a fresh start under Mr. Ogong's leadership. While the absolute numbers are still small, the trajectory is encouraging. This village has significant potential and with strong technology-savvy residents, digital payment campaigns and reminders could be particularly effective here.

**Professional Village** *Chairperson: Mr. Nyonjo Moses*

Professional Village is the weakest performer with only 3 out of 67 members paying (4% participation)-the lowest rate in all of ACRA. This is surprising and concerning for a village that is home to university professors, top senior civil servants, and other key professionals. Mr. Nyonjo Moses is working to improve collections, but a more assertive peer-to-peer mobilization strategy is urgently needed. Professionals in the village should surely be professionals and lead by example. We believe they are willing and only need their chairman to rally them.

## F. RECOMMENDATIONS

Based on the analysis of Q1 2026, the Finance Ministry makes the following recommendations to improve financial performance in Q2 through Q4:

#	Recommendation	Priority	Expected Impact
1	Launch targeted mobilization campaigns in Pearl (101 members, 8% paid), Professional (67 members, 4%), and Rendezvous (135 members, 13%). These 3 villages represent 303 residents. Even 30% compliance would unlock ~UGX 45M in additional income.	<b>CRITICAL</b>	Very High



2	Share the Executive Village and Golf Course Executive success models with all village chairpersons. Formalize the 'Harambe Drive + ACRA Subscription' dual-collection strategy as a standard approach.	High	High
3	Introduce a Q2 village participation scoreboard shared with all residents monthly — healthy competition and public accountability drive results.	High	Medium
4	Explore at least 3 new sponsorship partnerships by Q2. The current sponsorship income of UGX 500,000 from Harkis came in handy. Other top sponsors will be sought after.	Medium	Medium
5	Follow up with the 23 members paying in installments to complete their full UGX 500,000 payments. Estimated additional income: ~UGX 1.1M from existing part-payers.	Medium	Low-Medium
6	Sun City Village — given that its chairman is the ACRA VP and President-in-waiting, this village should be given special attention to boost its 13% participation rate. Leadership by example is expected.	Medium	Medium
7	Continue investing in Akright Run since previous community events (Women's Day, Youth Fest, etc.) are financially viable and build community cohesion — both of which strengthen ACRA membership compliance.	Medium	Medium
8	Embark on road patching immediately after the rainy season and the Akright Run	CRITICAL	Very High



## I. ACRA PAYMENT PLATFORMS

ACRA provides multiple convenient payment channels to make it easy for all residents to pay their annual subscription fees of UGX 500,000.

Payment Method	Account Details	Instructions
<b>Bank Transfer</b>	Account: 3100071306 Name: Akright City Residents Association Bank: Centenary Bank, Kawuku Branch	Transfer to above account. Include your name and village in the reference.
<b>MTN Mobile Money</b>	Number: 0761544859 Registered to: Nassir Mwanje	Dial *165#, send to number above. Notify Finance after payment.
<b>Airtel Merchant Code</b>	Merchant Code: 4396831 Registered to: Akright City Residents Association Ltd	Use Airtel Money, select Pay Merchant, enter code 4396831.
<b>Chairmen</b>	Use Your respective chairmen's numbers	Contact your particular chairman for his convenient number to send money to. .

*. Always keep your payment receipt or screenshot as proof of payment. We commit to issuing receipt to every resident who pays.*

### ***Akright City — My Village, Our City***

*Report prepared by Hajji Counsel Nassir Mwanje, Finance Minister ACRA 2026*

***For and on Behalf of  
ACRA 2026 Leadership***

Period: 1st January – 31st March 2026 | All figures in Uganda Shillings (UGX)