



THE REPUBLIC OF UGANDA

THE INSPECTORATE OF GOVERNMENT

CORPORATE AND DEVELOPMENT PLAN 2010 – 2014

“Committed to Improved Performance”

Foreword

The Inspectorate of Government (IG) mandate is to eliminate and foster the elimination of corruption in our Country. The Corporate and Development Plan (CADP) 2010-2014 identifies the goals and objectives by which the IG will continually assess its performance for the next five years. This CADP also keeps the IG priorities aligned, linking programs and operations to performance measures, mission, goals, resource allocation priorities and strategic objectives.

The CADP 2010-2014 has benefited from the lessons drawn from the previous CADP 2004-2009. The lessons learnt provide a valuable foundation for this CADP. The IG must come up with strategies to address the challenge of high public expectation for it to eliminate corruption and promote good governance. Hence the theme of the new plan is “Committed to Improved Performance”. This strategic plan provides the required framework for the IG to respond effectively to the challenge of eliminating corruption and promoting good governance in this Country.

The IG is confident that the objectives outlined in this CADP will be achieved with the support and good will of all sections of the Ugandan Society and development partners. The IG will commit itself to improving performance guided by the strategic direction set herein and calls upon all stakeholders from government, development partners, the general public and the IG staff to support implementation of this CADP as we strive to achieve the policy of zero tolerance to corruption.



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AG. INSPECTOR GENERAL OF GOVERNMENT

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Bageya Waiswa
Secretary, Inspectorate of Government

List of Acronyms

ACAs	Anti corruption actors
ACC	Anti Corruption Court
ACT USAID	Anti Corruption Threshold Program of USAID
ASSIP	Accountability Sector Strategic Investment Plan
ADB	African Development Bank
ADR	Alternative Dispute Resolution
CADP	Corporate and Development Plan
CMS	Case Management System
CSO	Civil Society Organization
DANIDA	Danish International Development Agency
DEP	IG Directorate of Education and Prevention of Corruption
DFID	UK Department for International Development
DLC	IG Directorate of the Leadership Code
DROFU	IG Directorate of Regional Offices and Follow Up
EAC	East African Community
EAAACA	East African Association of Anti Corruption Authorities
FBO	Faith Based Organization
FTST	Fast Track Screening Tool
HR	Human Resources
IAF	Inter Agency Forum
ICT	Information Communication Technology
IEC	Information, Education and Communication
IG	Inspectorate of Government
IGG	Inspector General of Government
IG Act	Inspectorate of Government Act 2002
JLOS	Justice, Law and Order Sector
LAN	Local Area Network
LCA	Leadership Code Act 2002
M&E	Monitoring and Evaluation
MDGs	UN Millennium Development Goals
MTEF	Medium Term Expenditure Framework
NAADS	National Agriculture Advisory Services
NACS	National Anti Corruption Strategy
NGO	Non Governmental Organization
NIS	National Integrity Survey
PAF	Poverty Action Fund
PEAP	Poverty Eradication Action Plan
PRO	Public Relations Office
SWAP	Sector Wide Approach to Planning
UNCAC	United Nations Convention Against Corruption
UNDP	United Nations Development Programme
WAN	Wide Area Network

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SECTION

1

Background

1.0 History of The Inspectorate of Government

Pursuant to Point No. 7 of the NRM Ten Point Programme, the Office of the Inspector General of Government (IGG) was established in 1986 as a department in the Office of the President to help instil a culture of accountability, transparency, integrity and good governance. Under the IGG Statute No. 2/1988, it became a separate institution headed by the Inspector General of Government. It became a constitutional body under the 1995 Constitution¹ which led to the enactment of the IG Act No. 5 of 2002 and the name changed to the Inspectorate of Government.

1.1 Mandate and Functions of The Inspectorate of Government

Articles 225, 230, 233 and 234 of the Constitution of Uganda and Sections 8 and 14 of the IG Act provide for the mandate and powers of the Inspectorate of Government. The Inspectorate is independent of the direction and control of any person or authority. Under Article 225 of the Constitution the Inspectorate's functions are;

- a) To promote and foster strict adherence to the rule of law and principles of natural justice in administration;
- b) To eliminate and foster the elimination of corruption, abuse of authority and of public office;
- c) To promote fair, efficient and good governance in public offices;
- d) To supervise the enforcement of the Leadership Code of Conduct;
- e) 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 of administrative functions; and
- f) To stimulate public awareness about the values of constitutionalism in general and the activities of its office, in particular, through any media or other means it considers appropriate.

The Inspectorate has jurisdiction over officers and leaders whether employed in the public service or not, and such institutions, organizations or enterprises as Parliament may by law prescribe. The jurisdiction of the IG has been expanded by the Anti Corruption Act, 2009.

1.2 Policy Context for Preventing and Combating Corruption, and Promoting Good Governance

In preparing this CADP, the following policies have been taken into account:

1.2.1 National Policies

In the area of public accountability, the Government of Uganda has adopted the 'Zero Tolerance Policy to Corruption' (2009). The policy explicitly recognizes that fighting corruption requires going beyond punishing corrupt acts to restoring public sector ethics and creating behaviour change.

¹ Article 223 of the Constitution of Uganda 1995.

Its guiding principles include the recognition of the link between good governance, performance and development. The two policy goals set under it are to effectively detect and deal with corruption incidences and to create a culture conducive to good governance and good public administration. The policy also expresses commitment to a holistic, programmatic approach. Another key national initiative is the 'National Anti-Corruption Strategy (NACS), 2009 – 2013, which is a five year planning framework with the purpose being 'to make a significant impact on building the quality of accountability and reducing the levels of corruption in Uganda'. NACS aims to do this through a multi-pronged strategy targeting public and private actors, and guiding them to build stronger policies and action plans, and enhance their engagement, linkages and capacities. The Inspectorate of Government is pivotal in the promotion of good governance in Uganda. The national policies of Uganda explicitly recognize the link between good governance and fighting corruption on the one hand, and poverty reduction and national development on the other.

The broad national strategic goals and ambition are defined in the National Vision 2035. These were developed into national strategic objectives and commitments contained in the Poverty Eradication Action Plan (PEAP) that has since been replaced by the National Development Plan (NDP). The PEAP was formulated with the aim of re-orienting the planning and budgetary process towards the goal of reducing poverty. The pursuit of good governance is re-emphasized as being significant among the four pillars of the PEAP and the National Development Plan. Pillar 4 of PEAP is specifically about governance.

Another relevant national policy is the Decentralization Policy (1992) which defines the government's approach to governance in terms of devolution of powers and resources to lower levels of government. This is intended to take services closer to citizens and increase accountability.

The CADP will operate within the Accountability Sector, in the institutional framework set up through the Sector Wide Approach to Planning (SWAP) and the Accountability Sector Strategic Investment Plan (ASSIP).

1.2.2 International and Regional Policies

At international level, it is recognized that national governments and the international community have a responsibility towards their citizens to uphold good governance as a human right and an instrumental contributor towards development. Various international and regional instruments affirm the principle of good governance as a standard expectation for governmental actors. The Government of Uganda has made commitments to international goals on accountability and good governance by becoming signatory to instruments such as United Nations Convention Against Corruption (UNCAC), 2003. Many of the international aspirations are summarized in the UN Millennium Development Goals (MDGs), also signed by Uganda, which set targets for nations to achieve by 2015. At the regional level, Uganda has ratified the African Union Convention on Preventing and Combating Corruption, 2003 and the Treaty of the East African Community, 1999. The EAC treaty underlines good governance as a fundamental principle and an obligation of partner states². Partner states of the EAC are required to promote good governance, accountability and the rule of law, and cooperate to achieve these goals. The East African Community protocol on prevention and combating corruption is awaiting approval of heads of partner states, and in line with this, the IG is a member of the East African Association of Anti Corruption Authorities (EAAACA).

2

Article 6 of the EAC Treaty.

I.3 Rationale for the Inspectorate of Government CADP 2010 – 2014

The rationale for the CADP 2010-2014 CADP is as follows:

- a) With the projected end of the previous CADP in 2009, it became necessary for the IG to clearly map its future direction over the next five years.
- b) Despite progress made in promoting good governance, corruption remains a major problem in Uganda. Corruption is evolving and being manifested in new ways; it is becoming institutionalized and this comes with new challenges³. Developing the new CADP is part of strategizing afresh so that in the next five years the IG is well positioned to respond to these new challenges.
- c) While the primary focus of the IG is national, developments at regional and international level also affect corruption in Uganda. In the region, progress in integration of the East African states into a common market opens up new opportunities for the IG but also creates new challenges by enabling cross-border crime. A protocol for prevention and combating corruption in the East African Community has been drafted to go towards tackling such new challenges. Global developments and trends in areas such as governance, technology, security, trade and investment, have implications for the national environment on corruption. Corporate planning by the Inspectorate of Government in an era of significant and fast paced social, political and economic change, occurring from local to international level, gives the IG the opportunity to factor in these new developments in its strategy.
- d) There are some new, key national policies either recently launched or in formulation. The Government of Uganda has developed the National Development Plan 2010-2015 policy framework which shifts approach from reducing poverty to increasing development through economic growth. This will require corresponding change in focus in other national policies to align them with the NDP. The IG's mandate on transparency and accountability is central to achieving national goals and hence needs review as well. Within the sector, the launch of the 'Zero Tolerance Policy to Corruption' and third National Anti-Corruption Strategy (NACS)⁴ are also relevant, particularly as they provide the framework for all anti-corruption actors. This CADP is an opportunity to ensure upward linkages between the IG's own strategy and these policies.

³ IG Third National Integrity Survey, 2008

⁴ The most recent being NACS 2009-2013.

SECTION

2

VISION, MISSION AND VALUES OF THE INSPECTORATE OF GOVERNMENT

2.1 Vision

The IG's vision is: *'Good governance, with an ethical and corruption free society'*

2.2 Mission

The IG's mission is: *'To promote good governance through enhancing accountability and transparency and enforcement of the rule of law and administrative justice in public office'*

2.3 Values

The values of the IG are a guide to behaviour, growth and development of its leaders and staff, and ultimately, organizational culture. Systems and processes will target individual, and team behaviour to achieve a working environment that supports the following values:

- a) Integrity
- b) Impartiality
- c) Professionalism
- d) Gender equality and equity

a) **Integrity:**

Integrity ensures effective use of time, money and other resources. It means the IG staff:

- are open, honest and straightforward;
- are reliable, consistent and transparent in actions and decision;
- are accountable to stakeholders.
- are individually and collectively responsible for their actions;
- avoid conflict of interest; and
- act in ways that are irreproachable, and do not bring disrepute or disgrace to the institution.

b) **Impartiality:**

The IG must be impartial in its work to retain credibility. It means the IG:

- manages human, financial and other resources in a balanced and non-discriminatory manner;
- exercises independence, neutrality and objectivity in the execution of its work and promotes equal access to its services for all clients; and
- treats people fairly regardless of region, ethnicity, gender, age, social status, disability, creed, nationality, or any other factor.

c) **Professionalism:**

The IG leadership and staff will abide by principles of professional conduct, show respect for the public and each other and will:

- demonstrate a high standard of excellence in executing work to provide quality services;
- offer services by efficiently responding to clients' needs and public feedback;
- be committed to developing expertise and knowledge of administrative justice, the rule of law and good governance;
- be rigorous, competent and efficient in dealing with all stakeholders; and

- exercise confidentiality and discretion, fully respecting the oath of secrecy.

d) Gender Equality and Equity:

The IG upholds gender equality and equity as core constitutional principles. It shall;

- practice equal treatment of all persons irrespective of gender;
- treat all staff with fairness, give equal opportunity to both genders and prohibit practices that undermine the dignity of a person on the basis of sex or gender.

SECTION

3

REVIEW OF THE 2004-2009 CORPORATE AND DEVELOPMENT PLAN

3.1 Objectives of the 2004-2009 Corporate and Development Plan

In order to better define the priorities of the next five years, the IG reviewed its experiences over the last five years and measured its achievements against the strategic objectives of the last plan. The strategic objectives of CADP 2004-2009 were:

1. *To strengthen and build the capacity of the IG to meet its legislative mandate;*
2. *To monitor the utilization of public funds in all central and local government departments;*
3. *To sensitize, educate and enlist public support against corruption, strengthen weak systems and policies in government institutions and to monitor levels of corruption through periodical integrity surveys; and*
4. *To promote and foster strategic partnerships to fight corruption, abuse of office and administrative malpractice.*

3.2 Achievements

The Inspectorate of Government has recorded several achievements and delivered on all its mandated functions with varying degrees of success. The IG had four goals under the CADP 2004-09. The achievements were reviewed under each goal.

1. *To strengthen and build the capacity of the IG to meet its legislative mandate;*
 - a) The IG invested in improving its work force through recruitment and training of staff in specialized skills. In the period 2004 - 2009 the IG recruited 64 new staff to boost its human resource. The IG developed a domestic training programme that led to training of its staff in areas such as LAN/WAN systems and computer applications, forensic auditing and accounting, surveillance techniques, plea bargaining, criminal trial advocacy skills, public procurement and supply chain management, basic investigations and report writing, procurement and financial fraud, and various aspects of management.
 - b) In order to make its services more accessible to the public, the IG expanded its presence at local level by opening up seven new regional offices, bringing the total to 14.
 - c) The use of output oriented budgeting initiated in 2009/10 Financial Year and prudent fiscal management based on expenditure checks and controls have facilitated progress in capacity building despite budget cuts.
 - d) The Inspectorate developed a Procurement Plan which has guided its increased investment in logistics such as vehicles and office equipment to support activities and introduction of new technology to support the registration of assets of leaders. The IG procured vehicles and other office equipment for the 13 regional offices and the headquarters.
 - e) There was acquisition of improved rental office space, and the process of acquiring self-owned premises continued.
 - f) The IG initiated implementation of the National HIV/AIDS policy in the financial year 2009/10 by forming a seven-member committee that is responsible for HIV/AIDS activities for the well being of staff.

- g) Towards the end of the CADP 2004 – 2009, the IG started the process of developing a new Corporate Development Plan to guide its work from 2010 to 2014. The Inspectorate is positioning itself in the new CADP to strategically meet its mandate.

2. *To monitor the utilization of public funds in all central and local government departments;*

- a) The IG recorded an improved score in enforcement of anti-corruption measures and promoting good governance through investigations, prosecution of corrupt public officials and issuing administrative sanctions.
- b) There was improved compliance by leaders with the Leadership Code Act (LCA) of 2002. Submission of declarations of income, assets and liabilities increased to over 90%. There was a subsequent improvement in verification and investigation resulting into recovery of assets.
- c) Monitoring the use of public funds in both central and local government departments improved, cases of mismanagement were investigated, and a number of Poverty Action Fund (PAF) investigations and inspections were carried out. Through investigation of procurement-related cases, the IG cancelled tenders worth over 355 Billion Shillings by the end of 2008.
- d) The IG opened an Asset recovery account in Bank of Uganda where funds recovered from public officials are deposited.
- e) As a result of the ruling of the Constitutional Court in petition no. 18/06, the IG was declared to have a corporate status. The IG through civil litigation saved public resources worth over 18 Billion Shillings that would otherwise have been lost to claimants suing government fraudulently.

3. *To sensitize, educate and enlist public support against corruption, strengthen weak systems and policies in government institutions and to monitor levels of corruption through periodical integrity surveys;*

- a) Information, Education and Communication (IEC) activities including publications, workshops and media programs at national and local levels were implemented to educate the public on issues of corruption, leadership code and good governance. Newspaper inserts and press releases were made throughout the period.
- b) Development of an IEC strategy for the IG was initiated.
- c) The Third National Integrity Survey (NIS III) was conducted to gauge levels and trends of corruption. This study, among other things, showed increased public knowledge about corruption. Subsequently, workshops were held at national and regional level to launch and disseminate the findings.
- d) A number of Policy and Systems studies were carried out in selected government institutions with a view of improving service delivery.

4. *To promote and foster strategic partnerships to fight corruption, abuse of office and administrative malpractice.*

In realizing this goal, the IG made efforts to foster working relations within and beyond the Accountability sector.

- a) The IG maintained close collaboration with the Office of the Auditor General, Directorate of Ethics and Integrity, Uganda Police, the Directorate of Public Prosecution, Civil Society Organisations and the media at national level. The IG also maintained collaboration with partners at regional and international level to foster the fight against corruption.
- b) The IG together with other actors lobbied successfully for establishment of an Anti-Corruption Court and the enactment of the Anti-Corruption Act, 2009.
- c) The IG maintained collaboration with development partners, namely: DANIDA, DFID, ADB, ACT-USAID, Irish Aid, the Netherlands and UNDP.
- d) The IG enlisted the support and collaboration of the youths in education institutions in the fight against corruption through formation of *Integrity Ambassadors Clubs*.

3.3 Challenges

During the implementation of the CADP 2004-2009, the IG experienced the following challenges:

- a) The IG continuously experienced budget shortfalls which affected its operations especially in light of its wide mandate.
- b) Low remuneration that is not commensurate to the risks associated with the IG's work which adversely affects the morale of the staff leading to high levels of staff turnover.
- c) The staffing levels of the IG do not match its wide mandate that is compounded by the increasing number of accounting units especially at district levels.
- d) The IG experienced high overhead costs due to lack of own office premises both at regional level and head office.
- e) There is a growing case backlog mainly resulting from the inadequacies in capacity of the IG as well as inadequacies in other sectors/institutions.
- f) Lack of an electronic system for asset registration for a cross-section of leaders makes the process of verification slow. There is also a problem of unregistered assets and leaders' failure to keep record of how they acquire their assets. In addition, the cash economy makes verification of assets held in cash difficult.
- g) The IG faces challenges with regard to implementation of its recommendations by government and other concerned institutions.
- h) The complexity and changing nature of corruption makes it difficult to investigate and prosecute corruption cases.
- i) The high public expectation poses a challenge to the IG.
- j) Discharging the burden of proof in prosecuting corruption cases is difficult due to the complexity of cases of corruption.
- k) There is a high turn over of political leaders after every election which has implications for updating data in the leadership code register.
- l) Declining social morals in parts of society has made corruption less shameful (NIS III, 2008). Public beliefs and attitudes towards corrupt behavior are changing and have lowered the demand for good governance and increased the prevalence of corruption.
- m) Loopholes in the existing legal framework, such as the absence of a leadership code tribunal and the absence of regulations to establish rules of procedure under the IG Act and Leadership Code Act, affect the enforcement of IG recommendations.

3.4 Lessons Learned

Best Strategy and Approach

- The IG needs to adopt a more systematic approach towards building good governance, to address root causes of corruption. This can be done through inspection of government programs, policy and system studies, expenditure tracking and systematic handling of complaints. The IG will adopt strategies of its counterparts in the region and internationally that have passed the test of combating corruption.

Image Building through Effective Communications Strategy

- The IG needs an effective Communications strategy which addresses internal and external communication needs. There is need to coordinate IEC activities between DEP and other directorates like DLC and DROFU that have a role in public awareness.
- There is need for a Public Relations strategy that bridges the gap between the IG's work and public expectation. Restructuring should address the issue of placement of the PRO office to allow quick information flow.

Strategic Partnerships and Effective Relationships

- Corruption cannot be eliminated by one actor. The IG needs to improve its strategy for engaging with other ACAs to develop strategic partnerships and broader coalitions working for good governance. In the same vein, the IG will develop relationships with various stakeholders in government that are responsible for implementing its recommendations.
- The IG leadership will be critical in building effective high-level relationships with government, CSOs and development partners.

Monitoring Leaders' Assets

- There is need to further develop the strategy of implementing the Leadership Code and strengthening the IG's powers so that the IG can confiscate assets that are acquired through corruption.

Human Resources, Systems and Procedures

- The IG lacks a strong human resource unit. This has affected the development of a comprehensive human resource policy. There is need to strengthen the Personnel Office to enable HR issues to be addressed properly.
- Key issues to address are performance appraisal, staff welfare and motivation, skills development, regular meetings and reviews, and team building.

Organizational Development

- There are challenges with the current IG structure, functions and roles. The IG has committed to a restructuring process to streamline mandates between directorates and independent units; separate roles and responsibilities between leadership and operational offices; and clarify administrative hierarchy, reporting and supervision lines.
- Some structural changes will need to be effected by the IG to improve service delivery. Some functions to address are planning, M&E, human resources, public relations and communication. The set up of regional offices will need to be re-considered with a view to effective resource management.
- The IG is in the process of getting its own office premises, which is a strategic need.

SECTION

4

SITUATIONAL ANALYSIS

4.1 Internal Organizational Analysis

The strengths, weaknesses, opportunities and threats that have a bearing on the success of the IG are analysed here below against the background of the last CADP and the CADP 2010-2014:

STRENGTHS	POLICY IMPLICATIONS FOR STRATEGY
Wide legal mandate (Anticorruption, Ombudsman, and Enforcement of the Leadership Code)	There is need for more resources to improve the capacity of the IG to deliver on its mandate
Corporate status - the Inspectorate of Government is a body corporate and can sue or be sued	There is need to have this corporate status incorporated into the IG Act and to strengthen the Inspectorate of Government's capacity for civil litigation
The Inspectorate of Government is a self-accounting body	The IG can plan better for its operations without the threat of budget cuts once given sufficient budgetary provision
The IG is an independent constitutional body	The IG can execute its mandate without interference
The Inspectorate of Government has a competent and committed staff	There is need for sound policies aimed at retaining staff e.g through better remuneration
The IG has developed operational and human resource policy manuals	Apply and up-date the manuals whenever need arises
The IG has a website and has installed the Local Area Network, Wide Area Network, Case Management System, and the Fast Track Screening Tool	Apply, train staff to use these facilities and update them regularly to improve information flow internally and externally
The IG has its own Appointments Board	Recruit and manage human resources appropriately
The IG has public confidence and trust	Timely resolution of cases, prioritize high profile cases and improve the communication strategy
WEAKNESSES	POLICY IMPLICATIONS FOR STRATEGY
Absence of regulations to operationalise the IG Act and the Leadership Code Act	Initiate the development of the IG Act rules and complete the LC Act regulations
The CADP 2004-2009 was not effectively utilised	Effectively disseminate, implement and periodically review the CADP 2010-2014
Inadequate Communication Strategy	Implement the Information, Education and Communication strategy
An organizational structure which has remained static for a long time inspite of the changing operational environment	Review the organizational structure to make it more responsive to the changing operational environment

Lack of adequate performance measurement and appraisal systems	Develop efficient and standardized performance measurement and appraisal systems
Inability to handle and complete cases in time creating a backlog	Develop a backlog-reduction strategy and ensure timely completion of cases
Overreliance on reported complaints	The IG should, in addition to complaints, initiate own investigations
OPPORTUNITIES	POLICY IMPLICATIONS FOR STRATEGY
Strong legal framework	Build the IG capacity to take full advantage of this framework
Good will for the Inspectorate of Government from government agencies, leaders, the public, CSOs and development partners	Use this to strengthen partnerships for anti-corruption work, resource mobilization, and use education and awareness programs to reach grassroots
The enactment of the Anti-corruption Act 2009 and the establishment of an Anti-corruption Court Division	Produce more cases for prosecution, take advantage of the provision in the law for recovery of assets, and improve the quality of investigations.
Increased public demand for accountability and improved services thereby undercutting the culture of impunity	Ensure that whistle blowers are protected and establish more regional offices so as to reach more people. Handle cases expeditiously
Existence of favourable international conventions against corruption and regional integration.	Further develop partnerships, exchange information and tap opportunities for training
THREATS	POLICY IMPLICATIONS FOR STRATEGY
The nature of the IG's work that is sometimes politicized by investigated officials and (or) their allies	Strengthen the Public Relations function to counter falsehoods against the IG, educate the public where there is ignorance of IG work and commit to approaching IG work professionally
The nature of the IG work that exposes staff to risk	Work towards achieving commensurate remuneration and provision of more resources
Reluctance to implement IG recommendations	Public awareness and sensitization, strengthening the follow-up function to ensure recommendations are implemented and dialogue with implementers
The creation of parallel anti-corruption processes/ organisations	Strengthen IG operations to create impact and leave no gaps
Inadequate and declining budgetary allocation for the IG	Implore government to allocate sufficient resources
Greed, low salaries, job insecurity and poor social security schemes increase corruption and make the fight against it difficult	Lobby government to improve salary and retirement schemes
New technological developments increase the potential and actual use of technology for corruption practices	Train staff on use of advanced ICT and adapt the relevant ICT for anti-corruption work
Susceptibility of IG staff to corrupt tendencies	Improve remuneration and strengthen information and internal inspection function.
Existence of some un-reliable and compromised complainants, witnesses and informants	Crosscheck and verify information at preliminary level

4.2 External Organizational Environment

Besides the internal organizational environment, the IG operates in an environment affected by political, economic, social, legal, technological, sectoral, and environmental factors which impact on its work. These are external factors over which the IG may have no control and are highlighted below:

4.2.1 Political

- The governance system in Uganda is republican, multiparty, and decentralized, with regular elections creating a large new pool of national and local leaders every five years.
- A system of checks and balances between the three arms of government is partly achieved through Parliament's oversight role – mainly through Parliamentary Committees. The IG makes reports twice annually to Parliament as constitutionally required.
- There is political will to fight corruption as evidenced by the strong legal framework and the Government policy of Zero Tolerance to Corruption. However there is a general perception that government can do more.
- Post-conflict reconstruction in north and north-eastern regions previously in conflict may create avenues for corruption.
- The creation of new districts/accounting units creates more work for the IG.
- Presidential, Parliamentary, local and other elections are to be held, and corruption could be an issue.
- At regional level, Uganda is part of different regional blocs, notably the East African Community and African Union. The EAC regional integration process creates opportunities and challenges for promoting good governance and fighting corruption.

4.2.2 Economic

- Uganda's economy is liberalized and predominantly agricultural though with a growing service sector. Despite relatively stable annual growth rates of about 7%, it is one of the least developed countries in the world.
- The recent discovery of oil is a development that has economic, social and political implications.
- The planning and budgetary framework has been focused on poverty reduction (PEAP) but the National Development Plan 2010-2015 focuses on growth and economic transformation. Development partners contribute about 35% of the national budget.
- There are increasing disparities in economic growth, income and other opportunities based on region, rural/ urban location and social variables. Problems of unemployment persist, and for those in employment there is an outcry over poor remuneration.
- The cost of public administration is increasing due to a large public sector.

4.2.3 Social

- The country has a high population growth rate with the youth composing the majority. The biggest percentage of the population is rural but with increasing rural-urban migration, and illiteracy levels are high, making citizens vulnerable and susceptible to disempowerment.
- The government has introduced Universal Primary and Secondary Education and other programmes such as immunisation of all children, improved health care and provision of safe water, which should help to empower the population in the long run. The government has, in addition, introduced the "baraza" (an open forum) at sub-county level for citizens to demand for accountability from their leaders.
- The existence of a range of actors from NGO's, Faith Based Organisations (FBOs), the Private

Sector, and the Media who are potential allies in the fight against corruption is an opportunity for education and awareness programmes.

- The deteriorating moral values as established by the third National Integrity Survey is a major cause of concern and has implications for the work of the IG.

4.2.4 Technological

- The pace of technological advances and ICT coverage has sharply increased in Uganda e.g. in mobile phone usage, internet access and media, including private FM stations.
- Government policy of private sector led growth has expanded the ICT sector and its areas of interface with government programmes generating opportunities for corruption.
- There are associated opportunities but also risks like the use of new technologies in corrupt acts, which will require innovative responses from the IG to counter.

4.2.5 Legal

- The Constitution of Uganda under Article 223 provides for the establishment of the Inspectorate of Government, and this gives the office a strong foundation for its work.
- Policies like “Zero Tolerance to Corruption” and a national anti-corruption strategy have been developed which has led to enactment of various enabling laws.
- A few gaps in the law remain regarding formulation of regulations under the IG Act, the Leadership Code Act, and establishment of the Leadership Code Tribunal.

4.2.6 Sectoral

- The IG belongs to the Accountability Sector which facilitates coordination, joint planning and budgeting. The sector offers institutions which play complimentary roles opportunities for collaboration which has led to the formulation of the Accountability Sector Strategic Investment Plan (ASSIP).
- Development partners and CSOs are also partners with the Accountability Sector.
- Engagement with the Justice, Law and Order Sector (JLOS), Inter Agency Forum (IAF) and implementing agencies in central and local governments is also vital in the operations of the IG. The establishment of the Anti-Corruption Court is an opportunity for the IG to improve enforcement.

4.2.7 Environmental

- The degradation of the environment, destruction of the ecological system and ozone layer has led to extreme climatic changes, and this increases demand on the IG to monitor government programmes and relevant institutions charged with implementing those programmes.

SECTION

5

STRATEGIC DIRECTION

5.1 Strategic Goals, Objectives and Activities

To ensure that the IG's strategic direction is aligned to its mandate in the next five years, it will pursue a number of objectives that are comprised under two main goals:

1. Reduced corruption in public office and improvement in good governance.
2. An efficient and effective Inspectorate of Government.

As indicated in the table below, the pursuit of each of these main goals is further expounded under the different functions that define the work of the IG. The different activities that will have to be carried out under each function so as to achieve the goals are also highlighted in the table below:

Goal 1: Reduced corruption in public office and improvement in good governance

Strategic Objectives	Strategic Action
Investigation Function	
To adopt strategic approaches that promote the IG investigative efficiency, economy and effectiveness	• Ensure timely completion of cases • Prioritise and target high-profile cases • Match resources with investigation activities • Strengthen the mechanisms for follow-up of implementation of IG recommendations, directions and (or) decisions • Reduce case backlog
Prosecution Function	
To adopt strategic approaches that promote effective prosecution of cases	• Improve coordination of processes of investigation, arrest and prosecution • Match resources with prosecution activities • Institutionalise regular consultation with relevant agencies
Leadership Code Function	
To adopt strategies to enhance enforcement of the Leadership Code Act	• Effective distribution and receipt of declaration forms of leaders' incomes, assets and liabilities and Verification of leaders' declarations • Effective investigation of breaches of the Leadership Code • Sensitise the public and leaders on the Leadership Code • Operationalise the Fast Track Screening Tool

Strategic Objectives	Strategic Action
Ombudsman Function	
To adopt strategic approaches that promote effective and efficient investigation of ombudsman cases	• Promote Alternative Dispute Resolution strategies • Match resources with ombudsman activities • Improve the case referral system • Develop a sectoral/institutional approach to address ombudsman complaints
Civil Litigation Function	
To adopt strategic approaches that promote effective representation of the IG in civil matters	• Propose the incorporation of the corporate status of the IG into the IG Act • Train staff in relevant areas of civil litigation
Public Awareness Function	
To develop and implement a comprehensive and effective public awareness strategy	• Implement the IEC strategy • Regularly disseminate knowledge on good governance practices and the evils of corruption to the public • Develop strategic partnerships with stakeholders and other agencies at local, regional and international level • Sensitise and encourage complainants to exhaust other alternatives and only approach the IG as a point of last resort
Policy Analysis, Systems Study and Research Function	
To adopt systematic approaches towards building good governance structures to address root causes of corruption	• Carry out analyses and studies of selected government policies and systems • Systematically collect, analyse and use information on corruption and good governance.
Finance and Administration Function	
To develop strategies for ensuring effective and responsive support services	• Equitable distribution of resources across all functions • Periodical appraisal of performance and review of functions • Internal inspection and monitoring • Lobby for enactment of relevant laws and regulations • Improve IG service delivery

Goal 2: An Efficient and Effective Inspectorate of Government

Strategic Objectives	Strategic Action
Investigation Function	
To operationalise and manage the case and complaints management system	- Review and disseminate a manual for case and complaints management - Review, improve and harmonise record-keeping and case and complaints management system (CMS-DB)
To improve the quality of investigations and reports	- Review and disseminate an investigations manual to promote standardisation of work - Streamline and strengthen the supervision and investigation processes - Acquire the necessary technologies for aiding investigations - Recruit/engage officers from relevant specialised professions such as engineering, surveying etc. - Train investigators - Develop and disseminate regulations under the IG Act
Prosecution Function	
To improve the IG's capacity to prosecute cases	- Avail more legal literature and research facilities - Develop an IG prosecution manual - Recruit/engage prosecutors where necessary - Train prosecutors
Leadership Code Function	
To strengthen the implementation of the Leadership Code Act	- Match resources with enforcement of Leadership Code activities - Propose amendment to the LCA - Develop and disseminate regulations for the implementation of decisions taken under the LC Act - Recruit/engage officers from relevant specialised professions - Train staff in relevant areas
Ombudsman Function	
Resolve ombudsman cases timely	- Develop an IG manual for handling ombudsman cases - Train staff in relevant areas

Strategic Objectives	Strategic Action
Civil Litigation Function	
To develop the capacity of Civil Litigation to defend the IG	• Develop an IG Civil Litigation operations manual • Avail legal literature and research materials • Strengthen the supervision of litigation cases • Recruit/engage officers from relevant specialised professions • Train staff in relevant areas • Better coordination between the litigation team and investigators to minimise litigations resulting from investigations
Public Awareness Function	
To strengthen the capacity of the IG to implement the public awareness strategy	• Recruit/engage officers with specialized competencies for public awareness work • Train staff in relevant areas • Implement the policy for internal communication and public relations strategy • Develop in-house capacity to produce some IEC materials • Harmonise internal training to improve efficiency and establish a specialised unit to coordinate staff training • Review the education and awareness manual
Policy Analysis, Systems Study and Research Function	
To strengthen the capacity of the IG to conduct policy and systems studies	• Recruit/engage officers with skills for policy analysis and systems study • Train staff in relevant areas • Develop a manual for IG policy and systems studies

Strategic Objectives	Strategic Action
Finance and Administration Function	
To improve the performance of the various IG directorates and units to ensure that they achieve their core mandates	• Review the structure of the IG to improve effectiveness • Harmonise internal training needs to match them with resources and targets • Analyse internal data and information on investigated cases in order to advise IG management on the trend of corruption • Constitute a steering committee for implementation of the CADP 2010-2014 • Mobilise resources to support IG activities to meet its mandate • Acquire own office building to reduce overhead costs and improve security • Develop efficient and standardised performance measurement and appraisal systems • Strengthen the human resource management function • Strengthen the policy, planning and budgeting function • Establish an IG Resource Centre • Acquire and equip the IG with modern technology to improve performance • Carry out systematic Capacity Building • Continually improve remuneration of staff • Maintain and acquire machinery, equipment and furniture

SECTION

6

MONITORING AND EVALUATING IMPLEMENTATION

6.1 Implementation of the CADP 2010-2014

The IG will adopt a systematic approach towards implementing CADP 2010-2014. According to the review of the 2004-2009 CADP, a major factor that affected its implementation was that it was not effectively communicated internally in order to ensure its systematic adoption. The IG will ensure this is addressed with respect to CADP 2010-2014. To facilitate the smooth execution of the CADP 2010-2014 various mechanisms and processes have been built into it:

- a) An operational plan to systematically roll it out has been developed in form of a Balanced Scorecard with strategic actions, measures, targets and initiatives.
- b) Institutionalization of processes involving the IG leadership and staff for orientation on the CADP 2010-2014 and for monitoring progress in implementation. These processes will include regular directorate, department and unit meetings, and IG staff retreats.
- c) Commitment to establish structures and tools for planning, monitoring and evaluation. A planning unit is proposed to be set up and tools for measuring success identified in the CADP at all levels.
- d) Commitment to a mid-term review in June 2012.
- e) A budget for the activities planned in the CADP period (attached as Appendix I).

The M&E tool the IG shall use is the Balanced Scorecard that sets out functional strategies, measures, targets and initiatives that are further highlighted in this section.

6.2 Critical external and Internal Success Factors

These are considered to be key success factors to ensure the CADP 2010-2014 is well executed:

6.2.1 External Factors

- a) Public confidence
- b) Political will to fight corruption
- c) Availability of adequate funding

6.2.2 Internal Factors

- a) Acceptance, commitment and ownership of the CADP at all levels of the institution
- b) A committed and competent workforce
- c) Proper planning, allocation and utilization of resources

6.3 Monitoring and Evaluation Tool

6.3.1 Balanced Scorecard

The Balanced Scorecard has been adopted as a monitoring and evaluation tool for the CADP 2010 – 2014. It will also be useful when fully considered as a strategic planning and management system. The Balanced Scorecard would suggest that the IG is viewed from four perspectives, namely: the stakeholder perspective; the learning and growth perspective; the internal systems and processes perspective; and the financial goals perspective.

This section has refrained from necessarily categorizing planned activities under particular perspectives but is nonetheless mindful of where they should fall. Various strategic activities have been identified as vital for the success and sustainability of the CADP 2010-2014. These activities are analyzed below using the Balanced Scorecard under the different functions that comprise the work of the IG.

The IG will constantly monitor its inputs on the activities that are essential for balanced delivery of CADP and has set targets and identified measures of success for different activities. The Balanced Scorecard is meant to guide the IG in ensuring a balance is kept between the factors that are critical to the success and sustainability of the CADP. It is expected that the Policy and Planning Unit to be established under this CADP, as also the various implementing directorates and units, will draw detailed specific work plans transmitting from the general direction of the Balanced Scorecard. The Balanced Scorecard itself is an amplification of the strategic direction laid down in Section 5 of this CADP.

BALANCED SCORECARD			
Strategic Actions	Measure	Target	Initiative
INVESTIGATION FUNCTION			
Ensure timely completion of cases	Percentage of cases received and completed within a year	Complete 75% of all cases received per year and 25% in the following year	- Rationalise case allocation - Improve case-referral system - Institute rewards for timely completion of cases and sanctions for non performance - Improve mechanisms for supervision and team work - Screen complaints to eliminate those outside the IG jurisdiction - Close all cases overtaken by events - Carry out arrests promptly
Prioritise and target high-profile/impact cases ¹	Number of high-profile/impact cases completed	- Complete six high-profile/impact cases per year - Carry out arrests promptly	- Identify high profile cases - Create task-force teams to handle identified high profile cases
Match resources with investigation activities	Amount of funds/resources provided for investigation activities vis a vis the volume of work involved	Optimal resources allocated per case	- Optimize resource allocation per case - Avail resources for investigations promptly
Strengthen the mechanisms for follow-up of implementation of IG recommendations, directions and (or) decisions	- Number of recommendations, directions and (or) decisions followed up - Number of recommendations, directions and (or) decisions implemented	Follow up all recommendations, directions and (or) decisions made by the IG	- Adequately facilitate the follow up function - Develop and implement a follow-up work plan - Invoke punitive measures against persons that fail/refuse to implement IG recommendations, directions and (or) decisions
Reduce case backlog	Number of backlog cases completed	Eliminate the case backlog by 2013	- Create a special taskforce to handle the backlog - Close all cases overtaken by events
Review and disseminate a manual for case and complaints management	A reviewed manual for case and complaints management	Have the reviewed manual by 2011	Set up a taskforce to review the manual
Review, improve and harmonise record-keeping and case and complaints management systems (CMS-DB)	A harmonised record-keeping and case and complaints management system	Have a harmonised system by 2011	- Harmonise the case registration and reference system - Operationalise the CMS (LAN/WAN)

BALANCED SCORECARD

Strategic Actions	Measure	Target	Initiative
Review and disseminate an investigations manual to promote standardisation of work	- A developed investigations manual - Number of investigators trained to use the manual	- Have an investigations manual by 2012 - Train all investigators on how to use the manual by the end of the CADP period	- Set up a taskforce to develop the investigations manual - Initiate training programmes on using the manual
Streamline and strengthen the supervision and investigation processes	Clear and strong supervision and investigation processes	Ensure clear and strong processes by 2011	- Do a restructuring of the IG - Clearly define the roles and responsibilities of supervisors and other staff - Provide commensurate resources for supervisory centres
Acquire the necessary technologies for aiding investigations	Number of investigation equipments acquired and in use	Acquire and use the equipments as necessary throughout the CADP period	- Identify technology gaps in investigations - Identify relevant technology equipment - Avail resources to procure the identified equipment
Recruit/engage officers from relevant specialised professions such as engineering, surveying etc.	Number of officers in specialised professions recruited	Have the identified gaps filled by the end of the CADP period	- Identify profession gaps - Fill the identified gaps - Improve remuneration of staff to retain investigators
Train investigators	Number of investigators trained	Train all investigators by the end of the CADP period	- Identify training gaps - Develop an investigators' training curriculum
Develop and disseminate regulations under the IG Act	Developed regulations under the IG Act in place	Develop regulations by 2011	Set up a taskforce to develop the regulations
• PROSECUTION FUNCTION			
Improve coordination of processes of investigation and prosecution	- Time taken to give legal opinion on reports - Number of prosecutions completed	- Provide legal opinion within two weeks - Prosecute 50 cases within one year	- Streamline supervision - Avail resources timely - Form balanced investigation and prosecution teams - Create a consultative forum for investigators and prosecutors - Adequate research and preparation by prosecutors
Match resources with prosecution activities	Amount of funds/resources provided for prosecution activities vis a vis the volume of work involved	Optimal resources allocated per case	- Optimise resource allocation per case - Avail resources for prosecution timely
Institutionalise regular consultation with relevant agencies	- Number of fora and meetings/consultations attended by IG prosecutors - Membership of relevant associations	Participate in all existing fora	Send representatives to relevant fora/meetings

BALANCED SCORECARD

Strategic Actions	Measure	Target	Initiative
Avail more legal literature and research facilities	Number of relevant materials available	Continuously acquire relevant materials as necessary throughout the CADP period	- Identify literature and research gaps - Avail resources to procure the identified literature
Develop an IG prosecution manual and streamline supervision processes	Developed prosecution manual	Manual to be developed by 2012	- Form a taskforce to develop a prosecution manual - Initiate training programmes on using the manual
Recruit/engage prosecutors where necessary	Number of prosecutors recruited/engaged	Have all identified vacancies filled by the end of the CADP period	- Identify existing gaps - Fill the identified gaps - Improve remuneration of staff to retain prosecutors
Train prosecutors	Number of prosecutors trained	Train all prosecutors by the end of the CADP period	- Identify training gaps - Develop a prosecutors' training curriculum
LEADERSHIP CODE FUNCTION			
Effective distribution and receipt of declaration forms of leaders' incomes, assets and liabilities	- Number of declaration forms distributed - Percentage of declaration forms submitted	- Distribute forms to 20,000 leaders 95% of distributed forms submitted	- Regularly update the Leaders' register - Procure and distribute declaration forms - Process submitted declarations
Verification of leaders' declarations	Number of verifications completed	Verify at least 125 declarations every year	- Operationalise the Fast Track Screening Tool - Identify the categories of leaders whose declarations should be verified - Adequately train staff for the verification of declarations - Finalise and implement the Leadership Code rules - Utilize the updated leadership code operations manual
Effective investigation of breaches of the Leadership Code	Number of investigations completed	Investigate at least 20 cases of breach of the LC per year	- Train/engage specialised investigators - Follow up implementation of decisions and (or) recommendations including asset recovery
Sensitise the public and leaders on the Leadership Code Act	Percentage of leaders sensitised	Sensitise 80% of the leaders by the end of the CADP period.	- Develop and distribute IEC materials on the Leadership Code - Conduct radio and television programmes - Conduct workshops and seminars on the LC
Operationalise the Fast Track Screening Tool	A functional Fast Track Screening Tool	Operationalise the FTST throughout the CADP period	- Train staff on using the FTST - Complete data entry - Complete the redesigning of the Declaration Form - Monitor the progress of the FTST
Match resources with enforcement of Leadership Code activities	Amount of resources provided for leadership code activities vis a vis the volume of work involved	Optimal resources allocated for the enforcement of the Leadership Code	- Optimize resource allocation - Avail resources for leadership code activities timely

BALANCED SCORECARD			
Strategic Actions	Measure	Target	Initiative
Propose amendment to the Leadership Code Act	- Proposal for amendment of the LC Act completed - Proposal for establishment of the LC Tribunal completed	Submit the proposals to the responsible Minister by 2010	- Advocate for amendments to the Leadership Code Act - Advocate for the establishment of the Leadership Code Tribunal
Develop and disseminate regulations for the implementation of decisions taken under the LC Act	Developed and disseminated LC Regulations	- Have the regulations developed by 2011 - Continuously disseminate the regulations throughout the CADP period	- Finalise the development of the LC Regulations - Organise dissemination programmes
Recruit/engage officers from relevant specialised professions	Number of officers recruited/engaged	Have all identified vacancies filled by the end of the CADP period	- Identify existing gaps - Fill the identified gaps - Improve remuneration to retain staff
Train staff in relevant areas	Number of staff trained	Train all staff by the end of the CADP period	- Identify training gaps - Develop a relevant training curriculum
• OMBUDSMAN FUNCTION			
Develop an IG manual for handling ombudsman cases	An IG manual for ombudsman cases developed	Have the IG manual for handling ombudsman cases by 2011	Form a taskforce to develop an IG manual for handling ombudsman cases
Promote Alternative Dispute Resolution strategies	Percentage of cases resolved through ADR mechanisms	Resolve at least 30% of cases through ADR mechanisms	- Identify cases for ADR - Train staff to implement the ADR strategies
Match resources with ombudsman activities	Amount of resources provided for ombudsman cases vis a vis the volume of work involved	Optimal resources allocated for the ombudsman cases	- Optimize resource allocation - Avail resources for ombudsman cases timely
Improve the case referral system	Percentage of ombudsman cases referred to other institutions	At least 20% of ombudsman cases received	- Identify ombudsman cases for referral - Collaborate with other organisations on resolving referred cases
Train staff in relevant areas	Number of staff trained	Train all staff by the end of the CADP period	- Identify training gaps - Develop a relevant training curriculum
• CIVIL LITIGATION FUNCTION			
Develop an IG Civil Litigation operations manual	A manual to standardise civil litigation procedures and processes developed	Develop the manual by 2012	- Set up a taskforce to develop a litigation manual - Train civil litigation staff on using the manual
Propose incorporation of the corporate status of the IG into the IG Act	Proposal for incorporation of the IG corporate status completed	Submit the proposal to the responsible Minister by 2010	Lobby for incorporation of the corporate status of the IG into the IG Act

BALANCED SCORECARD

Strategic Actions	Measure	Target	Initiative
Train staff in relevant areas of civil litigation	Number of staff trained	Train 100% of the staff by the end of the CADP period	- Do a training needs assessment - Develop a curriculum for training litigation staff - Avail more legal literature and research facilities
Avail reference and research materials	Number of relevant materials available	Continuously acquire relevant materials as necessary throughout the CADP period	- Identify literature and research gaps - Avail resources to procure the identified literature
Recruit/engage lawyers with experience in civil matters	Number of experienced lawyers recruited/engaged	Have all identified vacancies filled by the end of the CADP period	- Identify existing gaps - Fill the identified gaps - Improve remuneration of staff to attract and retain experienced staff
PUBLIC AWARENESS FUNCTION			
Regularly disseminate knowledge on good governance practices and the evils of corruption to the public	- Number of IEC materials distributed - Number of sensitisation workshops, seminars, film shows, radio and television programmes conducted	Cover 80% of the districts and 100% of the regions by the end of the CADP period	- Implement the IEC strategy - Make comprehensive work plans for wide coverage - Identify the target groups - Train staff on handling the programmes
Develop strategic partnerships with stakeholders and other agencies at local, regional and international level	- Number of partnerships and associations entered - Participation in national, regional and international fora	- Engage with all relevant partnerships and associations - Participate in all relevant fora	- Identify relevant partnerships and associations to engage with - Sign memoranda of understanding where necessary - Initiate educational exchange and training attachment programmes
Recruit/engage staff with specialised competencies for public awareness work	Number of public awareness staff	Have all identified vacancies filled by the end of the CADP period	- Identify existing gaps - Fill the identified gaps - Improve remuneration of staff to attract and retain staff
Train staff in relevant areas	Number of staff trained	Train all staff by the end of the CADP period	- Identify training gaps - Develop a relevant training curriculum
Develop in-house capacity to produce some IEC materials	Printing facilities acquired	Acquire the identified facilities by the end of CADP period	- Identify the required printing facilities - Provide resources to procure the required printing facilities - Train or recruit staff to use the facilities
Sensitise the public on the mandate, functions, jurisdiction and activities of the IG	- Number of IEC materials developed and distributed - Number of sensitisation programmes carried out	Cover at least 80% of identified target groups	- Identify target groups - Develop and distribute the IEC materials - Train staff to carry out the sensitisation activities - Conduct sensitisation programmes on radio and television
Review the education, training and awareness manual	A reviewed education, training and awareness manual	Have the manual reviewed by 2012	- Form a taskforce to review the manual - Train staff on using the manual
POLICY ANALYSIS, SYSTEMS STUDY AND RESEARCH FUNCTION			

BALANCED SCORECARD

Strategic Actions	Measure	Target	Initiative
Systematically collect, and analyse data on selected government policies and systems	Number of studies/surveys conducted	- Conduct and complete at least three studies per year - Carry out one National Integrity Survey during the CADP period	- Identify the areas of study/survey - Incorporate appropriate technology for analysing data - Provide adequate resources - Collaborate with government institutions under study and civil society groups so as to improve ownership of findings
Recruit/engage officers with skills for policy analysis and systems study	Number of staff recruited/engaged	Have all identified vacancies filled by the end of the CADP period	- Identify existing gaps - Fill the identified gaps - Improve remuneration to retain staff
Train staff in relevant areas	Number of staff trained	Train 100% of the staff by the end of the CADP period	- Identify training gaps - Develop a relevant training curriculum
Develop a manual to guide IG policy and systems studies	An IG Policy and Systems studies manual developed	Develop the manual by 2012	Form a taskforce to develop an IG manual for guiding Policy and Systems studies
FINANCE AND ADMINISTRATION FUNCTION			
Equitable distribution of resources for all functions	Optimal Budgetary allocations	Have optimal budgetary allocations throughout the CADP period	Establish planning, monitoring and evaluation structures to ensure participatory budgetary allocations
Periodical appraisal of performance and review of functions of the IG	- Parliamentary reports - Internal institutional performance reports	- Bi-annual reports to parliament - Monthly, quarterly and annual performance reports - Mid-term CADP performance report	- Set directorate, departmental, unit and individual officers targets monthly, quarterly and annually - Establish planning, monitoring and evaluation structures - Institute mechanisms for performance rewards. - Institute mechanisms for on-job training and mentoring of staff
Internal inspection and information	- Number of cases investigated - Number of inspection reports	- Complete 75% of investigated cases per year - Carry out at least five inspections per year	- Strengthen mechanisms to ensure compliance with the staff code of conduct as laid down in the Human Resource Policy and Procedures manual - Establish procedures for internal inspection and information
Lobby for enactment of relevant laws and regulations	Number of relevant laws and regulations proposed	Propose regulations for the IG Act and the Leadership Code Act by the end of the CADP period.	- Develop and forward proposed regulations to relevant authorities - Identify gaps in existing laws for amendment or for initiation of enactment
Review the structure of the IG to improve effectiveness	New IG structure in place	Have the new structure in place by 2011	- Set up a taskforce to come up with a restructuring proposal - Ensure that the structure is aligned with the growth and changes in aspirations of the IG

BALANCED SCORECARD

Strategic Actions	Measure	Target	Initiative
Harmonise internal training needs to match them with resources and targets	- Training policy reviewed - Training curriculum developed	- Training policy reviewed by 2011 - Training curriculum developed by 2011	- Establish a unit to coordinate training - Constitute a taskforce to review the training policy and develop the training curriculum
Analyse internal data and information in order to advise IG management	Analytical reports of internal data and information	One report every three months	Assemble and analyse relevant data/information
Constitute a steering committee for implementation of the CADP 2010-2014	Steering committee for the CADP constituted	Have the committee in place as soon as the CADP 2010-2014 is adopted	Monitor and evaluate the implementation of the CADP
Mobilise resources to support IG activities to meet its mandate	Percentage of budgeted resources realised	Raise 100% of the budgeted resources	- Develop and implement a resource mobilization and capital development strategy - Strengthen the planning and budgeting function
Acquire own office building to reduce overhead costs and improve the security and profile of the IG	Acquisition of adequate, secure and cost-effective office premises	Acquire own office premises by the end of the CADP period	- Locate convenient land/premises for acquisition - Mobilise funding to acquire own premises
Strengthen the human resource management function	A strengthened human resource function	Strengthen the human resource function throughout the CADP period	- Establish a Human Resource Unit - Develop efficient and standardised performance measurement and appraisal systems - Institute mechanisms for career guidance, progression and counselling - Address issues of staff welfare and motivation
Strengthen the policy, planning and budgeting function	An established policy, planning and budgeting unit	Establish the policy and planning unit by 2011	Establish the unit
Establish an IG Resource Centre	A well-equipped IG resource centre	Have the IG resource centre by the end of the CADP period	Upgrade the library and equip it with adequate and relevant facilities
Improve IG service delivery at regional level	Increase in number of regional offices	Establish three more regional offices during the CADP period	- Identify districts to constitute new regional offices - Identify premises for the new regional offices - Mobilise and allocate resources for regional offices
Carry out systematic Capacity Building	- Number of Staff Trained - Number of vacancies filled - Number of equipment acquired	- All staff trained - Continuously recruit required staff and acquire other relevant resources throughout the CADP period	- Identify training needs - Review and update the training policy - Identify and fill vacancies, i.e develop a recruitment plan to ensure that the manpower resource matches with the strategies and activities in the CADP - Acquire and equip the IG with modern technology to improve performance

BALANCED SCORECARD			
Strategic Actions	Measure	Target	Initiative
Continually improve remuneration of staff	Percentage Increase	Full implementation of the proposed salary structure	- Lobby relevant ministries and Parliament - Regularly review the salary structure

6.4 Key Assumptions

Achieving goals set out in CADP 2010- 2014 will depend on the following key assumptions being met:

- Resources to deliver the CADP from Government and development partners will be sufficient, delivered timely and aligned with CADP priorities.
- Political will to fight corruption will continue to increase, and there will be political support for sanctions against corrupt top leaders and prioritization of high profile cases.
- There will be a stable political environment supportive of systems and policies for administrative justice.
- Requisite legal, policy and institutional reforms will continue to be made to strengthen the legal and regulatory framework, to address gaps in the law as they are identified, and weak enforcement.
- There will be committed staff and supportive leadership that will ensure that the CADP 2010-2014 is implemented.

6.5 Conclusion

The IG is committed to the following in order to execute the CADP 2010 – 2014 successfully:

- Supportive leadership and management that will champion the CADP; this is in recognition that the responsibility for the success of the CADP begins with the top leadership of the Inspectorate.
- Full engagement of all staff for inclusive ownership and to ensure the entire organization is on board with the vision, mission, and values of the IG as defined in the CADP 2010- 2014. Engagement will ensure staff think and work as a team and are fully informed of their roles and contribution to implementing the plan.
- Effective communication flow horizontally and vertically, to ensure that leadership and staff are well versed with the new direction of the IG. This will include promoting awareness and ownership of the CADP.
- Resource allocation aligned to the plan to ensure that activities take place as planned and targets are met.
- Periodic reviews and analysis of the external environment in form of strategic planning retreats to assess progress and re-align strategies where necessary.
- A designated officer at senior level to coordinate the implementation of the CADP. One of the key roles of this officer is to make sure all senior managers and other technical officers are involved and support the implementation. A second role is to establish a framework for continuous monitoring and reporting of progress made on implementation of the CADP that mainstreams Monitoring and Evaluation (M & E) into the organizational structure.

SECTION



APPENDIX

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
INVESTIGATION FUNCTION						
Ensure timely completion of cases	Complete 75% of all cases received per year and 25% in the following year	To complete at least 1,500 cases per year	2,000,000	3,000,000,000	2,060,800,000	939,200,000
Prioritise and target high-profile cases	Complete Six high profile/impact cases per year	Complete Six cases per year	80,000,000	480,000,000	336,000,000	144,000,000
	Carry out arrests promptly	Estimated 40 arrests per year	5,000,000	120,000,000	112,000,000	8,000,000
Strengthen the mechanisms for follow-up of implementation of IG recommendations, directions (or) decisions	Follow up all recommendations, directions and (or) decisions made by the IG	Follow up 500 cases per year	200,000	100,000,000	99,000,000	1,000,000
Reduce case backlog	Eliminate the case backlog by Dec 2013	To complete 860 cases per year	1,500,000	1,290,000,000	963,200,000	326,800,000
Review and disseminate a manual for case and complaints management	Have the reviewed manual by Dec 2011	Facilitation for the taskforce to develop the manual	15,000,000	15,000,000	2,520,000	12,480,000
		Costs of printing 500 copies	30,000	15,000,000	8,400,000	6,600,000
Review, improve and harmonise record-keeping and case and complaints management systems (CMS-DB)	Have a harmonised system by Dec 2011	Operational and maintenance costs per month	1,000,000	12,000,000	0	12,000,000

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
Review and disseminate an investigations manual to promote standardisation of work	Have the manual by 2012	Facilitation taskforce to develop the manual	15,000,000	15,000,000	2,520,000	12,480,000
		Costs of printing 500 copies	30,000	15,000,000	8,400,000	6,600,000
Acquire the necessary technologies for aiding investigations	Acquire and use the equipments as necessary throughout the CADP period	Purchase of 20 digital cameras for surveillance	1,500,000	30,000,000		30,000,000
		Purchase of 100 tape recorders	500,000	50,000,000		50,000,000
		Purchase of 20 surveillance video cameras	3,000,000	60,000,000		60,000,000
		Other Equipment (laptops, flash disks, etc)	50,000,000	50,000,000		50,000,000
Recruit/engage officers from relevant specialised professions such as engineering, surveying etc.	Have the identified gaps filled by the end of the CADP period	Recruitment expenses	20,000,000	20,000,000		20,000,000
	Hire of experts	Hire of experts	200,000,000	200,000,000		200,000,000
Train supervisors and investigators	Train supervisors and investigators by the end of the CADP period	Cost of 6 Training programmes	50,000,000	300,000,000		300,000,000
		Cost of training 20 supervisors	20,000,000	400,000,000		400,000,000
Develop and disseminate regulations under the IG Act	Develop regulations by 2011	Facilitation for 5 members of the taskforce to develop the regulations in 10 days	900,000	4,500,000	2,520,000	1,980,000
		Costs for printing 250 copies	30,000	7,500,000	4,200,000	3,300,000
Total				6,184,000,000	3,599,560,000	2,584,440,000

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
PROSECUTION FUNCTION						
Improve coordination of processes of investigation and prosecution	Prosecute 50 cases within one year	Prosecute 50 cases per year	30,000,000	1,500,000,000	1,404,072,000	95,928,000
Institutionalise regular consultation with relevant agencies	Participate in relevant existing fora	Estimated 20 meetings per year	10,000,000	200,000,000	168,000,000	32,000,000
Avail more reference materials and research facilities	Continuously acquire relevant reference materials throughout the CADP period	Estimated 10 sets of reference materials	5,000,000	50,000,000	28,000,000	22,000,000
Develop an IG prosecution manual and streamline supervision processes	Manual to be developed by 2012	Facilitation the taskforce to develop the manual	15,000,000	15,000,000	2,520,000	12,480,000
		Costs of printing 250 copies	30,000	7,500,000	4,200,000	3,300,000
Recruit/engage prosecutors where necessary	Have all identified vacancies filled by the end of the CADP period	Recruitment expenses	20,000,000	20,000,000		20,000,000
Train prosecutors	Train all prosecutors by the end of the CADP period	Cost of 5 Training programmes	50,000,000	250,000,000		250,000,000
Total				2,042,500,000	1,606,792,000	435,708,000
LEADERSHIP						
Effective distribution and receipt of declaration forms of leaders' incomes, assets and liabilities	Conclude redesigning the form for declaration of incomes, assets and liabilities	Cost of completion of redesigning the declaration form	50,000,000	50,000,000		50,000,000
	Procure 50,000 declaration forms by the end of the CADP period	cost of declaration forms	2,000	100,000,000		100,000,000

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
	Distribute forms to 20,000 leaders every two years	Biannual cost of distributing forms	225,000,000	450,000,000	300,000,000	150,000,000
	95% of distributed forms submitted	Biannual cost of receipt and processing/entry of data	30,000,000	30,000,000		30,000,000
Verification of leaders' declarations	Verify at least 250 declarations every two years	Verify 250 declarations per year	2,500,000	625,000,000	600,000,000	25,000,000
Effective investigation of breaches of the Leadership Code	Investigate at least 20 cases of breach of the LC per year	Investigation of 20 cases of breach of the LCA per year	2,500,000	500,000,000	400,000,000	100,000,000
		Cost of valuation of properties per year	100,000,000	100,000,000	0	100,000,000
					0	
		2000 copies of a set of IEC materials per year	30,000	60,000,000	33,600,000	26,400,000
Sensitise the public and leaders on the Leadership Code	Sensitise 80% of the leaders by the end of the CADP period.	Translation of the simplified Leadership Code Act into seven languages	50,000,000	50,000,000		50,000,000
		Print 50,000 copies of the translated simplified Leadership Code Act	250,000,000	250,000,000		250,000,000
Operationalise the Fast Track Screening Tool	Operationalise the FTST throughout the CADP period	Annual cost to carry out data entry and monitor the FTST	36,000,000	36,000,000		36,000,000
		Operational and maintenance costs	5,000,000	5,000,000		5,000,000
Develop and disseminate rules and regulations to operationalise the LC Act	Have the rules and regulations developed by Dec 2011	Facilitation for the taskforce to develop the regulations	15,000,000	15,000,000		15,000,000

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
	Continuously disseminate the rules and regulations throughout the CADP period	Cost of printing 250 copies of the LC rules and regulations	30,000	7,500,000		7,500,000
Recruit/engage officers from relevant specialised professions	Have all identified vacancies filled by the end of the CADP period	Recruitment expenses	20,000,000	20,000,000		20,000,000
Train staff in relevant areas	Train all staff by the end of the CADP period	Cost of 5 Training programmes	30,000,000	150,000,000		150,000,000
Total				2,448,500,000	1,333,600,000	1,114,900,000
OMBUDSMAN FUNCTION						
Develop an IG manual for handling ombudsman cases	Have the IG manual for handling ombudsman cases by Dec 2011	Facilitation for the taskforce to develop the manual	15,000,000	15,000,000		15,000,000
Promote Alternative Dispute Resolution strategies	Resolve at least 30% of cases through ADR mechanisms	Costs for printing 200 copies Administration costs for ADR per month	30,000 4,500,000	6,000,000 54,000,000	4,200,000 13,440,000	1,800,000 40,560,000
Train staff in relevant areas	Train all staff by the end of the CADP period	Cost of 5 Training programmes per year	50,000,000	600,000,000		600,000,000
Total				675,000,000	17,640,000	657,360,000
CIVIL LITIGATION FUNCTION						
Develop an IG Civil Litigation operations manual	Win all litigation cases Develop the manual by 2012	Cost of handling 40 litigation cases per year Facilitation for 5 members of the taskforce to develop the manual in 10 days Costs for printing 500 copies	30,000,000 900,000 30,000	1,200,000,000 4,500,000 15,000,000	672,000,000 2,520,000 8,400,000	528,000,000 1,980,000 6,600,000

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
Train staff in relevant areas of civil litigation	Train 10 of the staff by the end of the CADP period	Cost of 3 Training programmes	30,000,000	90,000,000		90,000,000
Avail reference and research materials	Continuously acquire relevant materials as necessary throughout the CADP period	Estimated 10 sets of reference and research materials	5,000,000	50,000,000		50,000,000
Recruit/engage lawyers with experience in civil matters	Have all identified vacancies filled by the end of the CADP period	Recruitment expenses	20,000,000	20,000,000		20,000,000
Total			1,379,500,000	682,920,000	696,580,000	
PUBLIC AWARENESS FUNCTION						
Regularly disseminate knowledge on good governance practices and the evils of corruption to the public	Cover 80% of the districts and 100% of the regions by the end of the CADP period	30,000 copies of a set of IEC materials per year	10,000	300,000,000	168,000,000	132,000,000
		204 Radio programmes per year	2,500,000	510,000,000	285,600,000	224,400,000
		36 TV programmes per year	1,500,000	54,000,000	30,240,000	23,760,000
		12 Press Releases/Supplements	2,000,000	24,000,000	13,440,000	10,560,000
		150 Film Shows per year	700,000	105,000,000	58,800,000	46,200,000
		10 Workshops for dissemination of findings of the NIS III for the FY 2010/2011	70,000,000	700,000,000	470,400,000	229,600,000
		Carry out Activities to mark the International Anti-Corruption Week	80,000,000	80,000,000	56,000,000	24,000,000

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
Develop strategic partnerships with stakeholders and other agencies at local, regional and international level	Engage with relevant partnerships and associations	Facilitation of 5 delegations travelling abroad	20,000,000	100,000,000	94,080,000	5,920,000
		Facilitation of 24 Officers invited to make presentations up country	1,100,000	26,400,000	14,784,000	11,616,000
		Subscription fees and contributions	50,000,000	50,000,000	5,600,000	44,400,000
		Hosting five delegations from foreign and local partners	20,000,000	100,000,000	56,000,000	44,000,000
Train staff in relevant areas	Train all staff by the end of the CADP period	Cost of 3 Training programmes	30,000,000	90,000,000		90,000,000
Develop in-house capacity to produce some IEC materials	Acquire the identified facilities by the end of CADP period	Installation costs	30,000,000	30,000,000		30,000,000
		Operational costs	5,000,000	5,000,000		5,000,000
		Maintenance costs	5,000,000	5,000,000		5,000,000
Review the education, training and awareness manual	Have the manual reviewed by 2012	Facilitation for the taskforce to develop the manual	15,000,000	15,000,000	0	15,000,000
		Costs for printing 500 copies	30,000	15,000,000		15,000,000
Harmonise internal training to improve efficiency	Training curriculum developed by Dec 2011	Facilitation for a taskforce to develop the curriculum	15,000,000	15,000,000	2,520,000	12,480,000
		Costs for printing 25 copies	30,000	750,000	420,000	330,000
Total				2,225,150,000	1,255,884,000	969,266,000

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
POLICY ANALYSIS, SYSTEMS STUDY AND RESEARCH FUNCTION						
Systematically collect, and analyse data on selected government policies and systems	Conduct and complete at least three studies per year	Costs of carrying out a Policy & Systems study	50,000,000	150,000,000		150,000,000
		Costs of 3 dissemination workshops	60,000,000	180,000,000		180,000,000
	Carry out one National Integrity Survey during the CADP period	Costs of hiring a consultant	850,000,000	850,000,000		850,000,000
		Cost of one vehicle	80,000,000	80,000,000		80,000,000
		Monitoring and Administration costs	300,000,000	300,000,000		300,000,000
		Printing costs for 2000 copies of the report	30,000	60,000,000		60,000,000
		Costs for National Workshop to launch NIS IV	100,000,000	100,000,000		100,000,000
		Costs for 16 workshops to disseminate the Report	70,000,000	1,120,000,000	800,000,000	320,000,000
Recruit/engage officers with skills for policy analysis and systems study	Have all identified vacancies filled by the end of the CADP period	Recruitment expenses	20,000,000	20,000,000		20,000,000
Train staff in relevant areas	Train 100% of the staff by the end of the CADP period	Cost of 3 training programmes	30,000,000	90,000,000		90,000,000
Develop a manual to guide IG policy and systems studies	Develop the manual by 2012	Facilitation for the taskforce to develop the manual in 10 days	15,000,000	15,000,000	0	15,000,000
		Costs for printing 100 copies	30,000	3,000,000		3,000,000

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
Total	FINANCE AND ADMINISTRATION FUNCTION					
Periodical appraisal of performance and review of functions of the IG	Bi-annual reports to parliament	Costs for printing 2000 copies	30,000	60,000,000		60,000,000
	Mid-term CADP performance report	Costs of producing a report on the mid-term evaluation of the CADP	20,000,000	20,000,000		20,000,000
Internal inspection and information	Complete 75% of received cases per year	Cost of investigating 10 cases per year	2,000,000	20,000,000		20,000,000
	Correct and analyse information on 12 case per year	Costs of producing twelve reports	5,000,000	60,000,000		60,000,000
Review the structure of the IG to improve effectiveness	Have the new structure in place by Dec 2011	Cost of consultancy for the restructuring exercise	50,000,000	50,000,000		50,000,000
Harmonise internal training needs to match them with resources and targets	Training policy reviewed by Dec 2011	Facilitation for the taskforce to develop the manual in 10 days	15,000,000	15,000,000	0	15,000,000
	Training curriculum developed by Dec 2011	Facilitation for the taskforce to develop the manual in 10 days	15,000,000	15,000,000	0	15,000,000
Analyse internal data and information in order to advise IG management	One report every three months	Costs of producing a report on internal information	10,000,000	40,000,000		40,000,000

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
Constitute a steering committee for implementation of the CADP 2010-2014	Have the committee in place	Annual costs for implementation activities for the CADP 2010-2014	10,000,000	10,000,000		10,000,000
Acquire own office building to reduce overhead costs and improve the security and profile of the IG	Acquire own office premises by the end of the CADP period	Costs of acquiring an Office Building	20,000,000,000	20,000,000,000		20,000,000,000
Strengthen the human resource management function	Increase staffing of the Unit to 4 Officers by the end of CADP	Recruitment expenses	20,000,000	20,000,000		20,000,000
Strengthen the policy, planning and budgeting function	Establish the policy and planning unit by 2011	Recruitment expenses	20,000,000	20,000,000		20,000,000
Establish an IG Resource Centre	Have the IG resource centre by the end of the CADP period	Annual budget for the IG Resource Centre	100,000,000	100,000,000		100,000,000
Improve IG service delivery at regional level	Establish three more regional offices during the CADP period	Annual budget for additional regional offices	70,000,000	210,000,000		210,000,000
	Audit and inspections of Regional Offices			66,776,000		66,776,000
Continuously improve remuneration of staff	Full implementation of the proposed salary structure	Employment cost per year		14,936,397,624	6,899,000,000	8,037,397,624
Develop a staff retainer and career development strategy	Have the strategy developed by Dec 2011	Facilitation for a taskforce to develop the strategy	15,000,000	15,000,000		15,000,000

CADP ACTIVITY	TARGET	DESCRIPTION	UNIT COST(UGX)	TOTAL COST(UGX)	MTEF	GAP
						0
		Costs for printing 20 copies of the policy manual	30,000	600,000		600,000
		Costs for printing 20 copies of the policy manual	30,000	600,000		600,000
Enhance skills, partnerships, exchange information and attachments.	Continuously develop partnerships as identified throughout the CADP period	Cost of attachments for five members of staff abroad as part of the exchange programme for one month per year	30,000,000	150,000,000		150,000,000
Acquire and equip the IG with modern technology to improve performance	Continuously acquire relevant technologies throughout the CADP period	Cost of procuring 124 Laptop Computers	3,000,000	372,000,000		372,000,000
		Cost of Telecommunication and Internet Services	200,000,000	200,000,000	112,260,000	87,740,000
		Cost of 2 Video Cameras	1,000,000	2,000,000	2,000,000	0
		Cost of 6 Multi-purpose Photocopiers	30,000,000	180,000,000	180,000,000	0
		Cost of 30 Computer and IT Services	3,000,000	90,000,000	88,000,000	2,000,000
Acquire and maintain machinery, equipment and furniture and pay taxes	Full implementation of the procurement plan	Cost of acquisition and maintenance of machinery, equipment and furniture per year	2,000,000,000	2,000,000,000		2,000,000,000
		Cost of service and fuels for the existing fleet of 60 vehicles per year	10,200,000	612,000,000	612,000,000	0
Meet other IG support service costs	Implement according to annual budgets	Staff allowances, NSSF and Gratuity		13,383,000,000	946,344,000	12,436,656,000
Total		Other Office running costs		2,239,393,654	760,000,000	1,479,393,654
Grand Total				54,887,767,278	9,599,604,000	45,288,163,278
				72,810,417,278	18,896,000,000	53,914,417,278

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**MISSION OF THE
INSPECTORATE
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*"To promote good Governance through enhancing
accountability and transparency; and enforcement of
the rule of law and administrative justice in public
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