



**INSPECTORATE
OF GOVERNMENT**
Zero Tolerance to Corruption

BI-ANNUAL PERFORMANCE REPORT TO PARLIAMENT

JANUARY TO JUNE 2026

Strengthening Transparency and Accountability for
Inclusive Growth, Employment and Wealth Creation





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THE REPUBLIC OF UGANDA

INSPECTORATE OF GOVERNMENT

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IG/ADM/6/150/01

23rd September 2026

Rt. Hon. Speaker

Parliament of the Republic of Uganda

KAMPALA

THE INSPECTORATE OF GOVERNMENT BI-ANNUAL PERFORMANCE REPORT TO PARLIAMENT, JANUARY TO JUNE 2026

In accordance with Article 231(1) of the Constitution of the Republic of Uganda (1995), I hereby submit to you the 55th Inspectorate of Government Bi-Annual performance report to Parliament for the period January to June 2026.

The President of the Republic of Uganda is copied in as per Article 231(2) of the Constitution.

This is to request that the report be laid before Parliament for discussion in accordance with Article 231(3) of the Constitution.

Hon. Lady Justice Naluzze Aisha Batala

INSPECTOR GENERAL OF GOVERNMENT

Copy to: His Excellency Gen. Yoweri Kaguta Museveni
President of the Republic of Uganda

EXECUTIVE SUMMARY

The Inspectorate of Government (IG) is established under Chapter 13 of the Constitution of the Republic of Uganda 1995 (as amended). The IG is mandated to promote and foster strict adherence to the rule of law, to foster elimination of corruption, enforce the Leadership Code of Conduct and undertake public awareness campaigns.

This is the 55th Bi-Annual IG Performance Report to Parliament for the period

January to June 2026. It is submitted in accordance with Article 231(1) of the Constitution of the Republic of Uganda, (1995) which requires the IG to submit to Parliament a report on the performance of its functions and make recommendations for efficient performance of public institutions at least once in every six months.

The performance of the IG during the period under review is summarized below:

Table 1: Performance of the IG January to June 2026 compared to previous reporting periods

S/N	ITEM DESCRIPTION	PERFORMANCE		
		January to June 2025	July to December 2025	January to June 2026
1.	Number of new complaints registered	1595	1516	1909
2.	Number of cases sanctioned/ authorized for investigations	1773	1151	1668
3.	Number of investigations concluded	1160	884	1472
a	Number of corruption investigations	739	308	614
b	Number of Ombudsman investigations	408	330	681
c	Number of investigations into breaches of the leadership code	13	246	177
4.	Funds ordered for recovery	UGX 2,227,455,438	UGX 314,312,852	UGX 41,587,031,194
5.	Funds recovered (Cash and Assets)	UGX 8,091,264,737	UGX 2,021,869,076	UGX 5,723,586,114
6.	Funds recommended to be paid to persons as a result of IG Ombudsman interventions.	UGX 3,907,568,978	UGX 844,122,884	UGX 1,509,349,818
7.	Number of Administrative actions taken against errant public officials in MDA/LGs	134	108	83
8.	Number of cases prosecuted at the ACD and LCT	18	9	29
9.	Number of convictions at ACD and LCT	15	5	26
10.	Conviction rate at ACD and LCT	83%	56%	89.7%
11.	IG-ODS Registered Public Officers or Leaders	32,068 (<i>Leaders</i>)		302,800 (<i>Public officers</i>)

S/N	ITEM DESCRIPTION	PERFORMANCE		
		January to June 2025	July to December 2025	January to June 2026
12.	Number of Leaders or Public officers who declared their income, assets and Liabilities	28,856 (<i>Leaders</i>)		241,230 (<i>Public officers</i>)
13.	Public officers Declaration Compliance rate (April 2026)	90%	–	80%
14.	Number of declarations verified	682	927	50(physical verifications)
15.	Request for individual declaration forms by leaders or public officers	313	17	342
16.	Number of projects inspected	103	161	543
17.	Number of Radio and Television talk shows conducted	61	22	64
18.	Engagements with strategic stakeholders	41	22	29

During the period under review, the IG faced significant challenges that continue to impede the effective fulfilment of its mandate. These include: Gaps in the Anti- Corruption Legal Framework, Lack of designated funding for TAAC roll-out, Limited consideration of the IG reports by Parliament, Inadequate staff and technical skills to respond

to emerging forms of Corruption, inadequate funding for office operations, inadequate transport equipment due to old fleet of vehicles, and Limited use and enforcement of Service Standards. The IG has made several recommendations in the report to address the challenges mentioned above.



H.E The President with the IGG and Deputy Inspectors General of Government



A Transformed Ugandan Society from
a Peasant to a Modern and Prosperous
Country within 30 years



Mandate

To promote just
utilization of
public resources



Customer Value proposition

The IG undertakes to
promote distributive Justice
and Administrative Justice
to all people



Vision

A just and
corruption free
Uganda



Mission

To promote good governance
through prevention of
corruption, enforcement of the
law and citizens' engagement



Core Values

- Integrity
- Accountability
- Professionalism
- Teamwork
- Innovation
- Gender equality
and equity



Goal

To promote transparency
and accountability in
service delivery

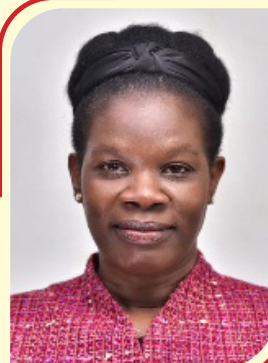
THE INSPECTORATE OF GOVERNMENT LEADERSHIP



**Hon. Lady Justice Naluzze
Aisha Batala**
*Inspector General of
Government*



Mrs. Anne Twinomugisha Muhairwe
*Deputy Inspector General of
Government*



Dr. Patricia Achan Okiria
*Deputy Inspector General of
Government*



Rose N. Kafeero (Mrs.)
*Secretary to the Inspectorate
of Government*

PROFILES OF THE INSPECTORATE OF GOVERNMENT LEADERSHIP



Hon. Lady Justice Naluzze Aisha Batala
Inspector General of Government

Her Lordship Naluzze Aisha Batala is a Ugandan jurist and senior public servant with over two decades of experience in prosecution, judicial service, and public sector leadership. She was appointed Inspector General of Government in November 2025, where she is mandated to combat corruption, promote accountability, and strengthen good governance.

Prior to her appointment, she served as a Judge of the High Court of Uganda (Land Division), adjudicating complex land disputes. She previously served in the office of the Director of Public Prosecutions, rising from a State Attorney to Assistant Director of Public Prosecutions for 18 years, where she handled and supervised high-profile criminal matters and contributed to prosecutorial leadership, mentorship, and institutional reform.

Justice Naluzze holds a Master's degree in Management Studies and a Postgraduate Diploma in Public

Administration and Management from the Uganda Management Institute, a Bachelor of Laws from Makerere University, and a Diploma in Legal Practice from the Law Development Centre. She has undertaken additional professional training in leadership, anti-corruption, human rights, counter-terrorism, Combating Human Trafficking, Crime Prevention and Criminal Justice, Mutual Legal Assistance and Extradition conversions, and criminal trial advocacy.

She is fellow of the Auschwitz Institute for the prevention of Genocide and mass atrocities in Poland and a member of several professional bodies, including the International Association of Women Judges (Uganda Chapter), Uganda Association of Prosecutors, East African Association of Prosecutors, International Association of Prosecutors, and Uganda Muslim Lawyers Association. She was also recognised as the Outstanding Prosecutor in Masaka under the LASNET Corruption Monitoring Project (2019–2020).



Mrs. Anne Twinomugisha Muhairwe
Deputy Inspector General of Government

Mrs. Anne Twinomugisha Muhairwe is a seasoned legal practitioner and public servant with nearly two decades of distinguished experience in public service, particularly in legal practice, military justice, and veterans' affairs.

Prior to joining the Inspectorate of Government, she served as a Principal Legal Officer at the Ministry of Defence and Veteran Affairs. She was a prosecutor at the General Court Martial for over a decade and is also credited for the establishment of the Veterans Legal aid clinic which provides access to justice for the indigent military veterans.

She holds a Master of Arts in International Relations and Diplomatic studies from Makerere University, a Master of Management studies in Public Administration and Management studies from UMI, a Postgraduate Diploma in

Legal Practice from the Law Development Centre, and a Bachelor of Laws Degree from Makerere University. She is currently pursuing a Master of Laws Degree from the University of Edinburgh, Scotland.

Mrs. Muhairwe has also completed several advanced professional development programmes, including the Executive Public Leaders' program at the Blavatnik School of Government, University of Oxford, England and the Advanced Leadership training at the Haggai Institute of Leadership, USA.

She is an Advocate of the High Court of Uganda and other courts of Judicature. She is Ag. President of the African Ombudsman and Mediators Association (AOMA) and the President emeritus of the Uganda Christian Lawyers Fraternity.



Dr. Patricia Achan Okiria
Deputy Inspector General of Government

Dr. Patricia Achan Okiria is an accomplished lawyer with extensive experience in Human Rights Law, Legislative Drafting, Regulatory Blasting, Corporate Law, Regulatory Compliance and Governance.

She holds a Doctorate of Law from the University of Pretoria, South Africa, a Master of Laws Degree from the same University, a Post Graduate Diploma in Legal Practice from the Law Development Centre of Uganda and a Bachelor of Laws (Hons) Degree of Makerere University.

She is an advocate of the High Court of Uganda, the Vice President emeritus of Uganda Christian Lawyers Fraternity, a member

Uganda Association of Women Lawyers and a member of the Anglican Youth Fellowship Choir.

She has working experience spanning over 20 years in Uganda Human Rights Commission, Directorate for Ethics and Integrity, Ministry of Works and Transport among others. She was instrumental in the development of Human Rights Training Manuals for Uganda Police Force, Uganda Prisons Service and Uganda Peoples' Defence Forces; and was lead counsel before the Commission Tribunal.



Mrs. Rose N. Kafeero
Secretary to Inspectorate of Government

Mrs. Rose N. Kafeero is a senior public servant serving as the Secretary at the Inspectorate of Government, with extensive experience in administration and human resource management.

She has served in various Government Ministries, Departments and Agencies, including the Ministry of Public Service, Public Service Commission, Ministry of Finance, Planning and Economic Development, and Uganda National Examinations Board. She has contributed to public service reforms, including the review of the Government Standing Orders, introduction of Results-Oriented Management, and development of human resource and performance management guidelines.

At the Inspectorate of Government, she has led initiatives in institutional reporting, resource mobilisation, and digitalization of processes, and served as Chairperson of the Accountability Sector Steering Committee.

She holds a Master of Arts in Public Administration and Management, a Diploma in Human Resource Management, and a Bachelor of Arts in Social Work and Social Administration, alongside various professional trainings in management and leadership.

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LIST OF ACRONYMS

AAACoA	Association of Anti-Corruption Agencies in Commonwealth Africa
ACD	Anti- Corruption Division of the High Court
ADR	Alternative Dispute Resolution
AfDB	African Development Bank
AFEU-IF	African-European Investigation Forum
AFR LEN	African Anti-Corruption Law Enforcement Network
AFROSAI	African Organization of Supreme Audit Institutions
AGM	Annual General Meeting
AIGP	Assistant Inspector General of Police
AJP	Administration of Justice Program
AOMA	African Ombudsman, and Mediators Association
AORC	African Ombudsman Research Centre
ARINEA	Asset Recovery Inter-Agency Network for Eastern Africa
Bn	Billion
CAO	Chief Administrative Officer
CID	Criminal Investigations Directorate
CMS+	Case Management System
CMVs	Community Monitoring Volunteers
DIGGs	Deputy Inspectors General of Government
DLG	District Local Government
DSCs	District Service Commissions
EAAACA	Eastern Africa Association of Anti-Corruption Authorities
eDRMS	Electronic Documents and Records Management System
EU	European Union
EXCO	Executive Committee
GHMs	Grievance Handling Mechanisms
GKMA-UDP	Greater Kampala Metropolitan Area – Urban Development Program
GoU	Government of Uganda
GSP	Governance and Security Program

HCM	Human Capital Management
IACs	Integrity Ambassadors' Clubs
IAF	Inter Agency Forum
ICT	Information Communication Technology
IEC	Information, Education and Communication
IG	Inspectorate of Government
IGG	Inspector General of Government
IG-ODS	Inspectorate of Government Online Declarations System
IPPS	Integrated Personnel and Payroll System
IRCU	Inter-Religious Council of Uganda
LCT	Leadership code Tribunal
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MDA/LGs	Ministries, Departments, Agencies and Local Government
MoPS	Ministry of Public Service
MTEF	Mid- Term Expenditure Framework
NDP IV	Fourth National Development Plan
NEMA	National Environment and Management Authority
NGO	Non-Government Organization
NIS V	The Fifth National Integrity Survey
NMG	Nation Media Group
PDM	Parish Development Model
PPDA	Public Procurement and Disposal of Public Assets Authority
PSC	Public Service Commission
PSTP	Public Sector Transformation Program
SO	Strategic Objectives
TAAC	Transparency Accountability Anti-corruption
TIU	Transparency International Uganda
UEDCL	Uganda Electricity Distribution Company Limited
UGX	Uganda Shillings
UKZN	University of KwaZulu-Natal
UNODC	United Nations Office on Drugs and Crime
URN	Uganda Radio Network
USD	United States Dollars

CHAPTER ONE

INTRODUCTION



01

INTRODUCTION

This is the 55th Inspectorate of Government (IG) Bi-Annual Performance report to Parliament for the period January to June 2026. Under Article 231 (1) of the 1995 Constitution of the Republic of Uganda, the IG is required to submit a report every six months to Parliament on the performance of its functions, making recommendations as it considers necessary and providing information that Parliament may require. The Speaker is required under Article 231(3) to lay the report before Parliament within 30 days upon receipt, if Parliament is in session, or, if Parliament is not in session within 30 days after the commencement of the following session.

This report is aligned to the IG Strategic Plan for the period 2025/26 to 2029/30 and can be accessed on the IG website (www.igg.go.ug/publications).

1.0 About the Inspectorate of Government

The IG is established under Article 223 of the Constitution of the Republic of Uganda, 1995 (as amended). Chapter 13 of the Constitution Provides for the establishment, functions, powers and mandate of the IG. The office is operationalized by the Inspectorate of Government Act Cap 32. The Constitution under Chapter 14 further grants IG the mandate to enforce the Leadership Code of Conduct. This function is operationalized by the Leadership Code Act Cap 33.

1.1 Mandate of the Inspectorate of Government

The mandate of the IG is derived from the functions stipulated under Article 225 of the Constitution of Uganda (1995). These are:

- i. To promote and foster strict adherence to the rule of law and principles of natural justice in administration;
- ii. To eliminate and foster the elimination of corruption, abuse of authority, and public office;
- iii. To promote fair, efficient and good governance in public offices;
- iv. To supervise the enforcement of the Leadership Code of Conduct;
- v. 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,
- vi. To stimulate public awareness about the values of constitutionalism in general and the activities of its office, in particular, through any media and other means it considers appropriate.

1.2 Jurisdiction of IG

The jurisdiction of the IG is provided for under Article 226 of the Constitution. It covers officers or leaders whether employed in the public service or not and also such institutions, organizations or enterprises as Parliament may prescribe by law.

1.3 Independence of IG

Article 227 of the Constitution of Uganda provides that the Inspectorate of Government shall be independent in the performance of its functions and shall not be subject to the direction or control of any person or authority and shall only be responsible to Parliament.

1.4 Alignment of IG Strategy to the National Development Plan IV

The IG Strategic Plan is aligned to the Fourth National Development Plan (NDP IV) in the realization of the Ten-fold growth strategy of growing the economy from USD 50 billion to USD 500 billion by 2040.

The NDP IV emphasizes strengthening of institutions, enhancing governance frameworks and policies to combat corruption through effective enforcement of anti-corruption laws, thereby promoting good governance, accountability, and transparency and ultimately improving service delivery.

The IG contributes to the NDP IV through the Public Sector Transformation Program (PSTP), the Governance and Security Program (GSP) and Administration of Justice Program (AJP).

1.5 Strategic Direction of the IG

The Strategic Direction of the IG is defined by its vision, mission, goal and strategic objectives as stated in the IG Strategic Plan 2025/2026 to 2029/2030. These are:

Vision: “A just and corruption free Uganda.”

Mission: “To promote good governance through prevention of corruption, enforcement of the rule of law and citizens’ engagement.”

Goal: “To promote transparency and accountability in service delivery.”

IG Strategic Objectives (SO):

SO1: Foster active citizen participation in the fight against corruption and maladministration at all levels of governance;

SO2: Strengthen mechanisms for prevention and detection of corruption in the public sector;

SO3: Enhance mechanisms for investigation and prosecution of corruption.

SO4: Enhance enforcement of Leadership Code of Conduct.

SO5: Enhance compliance to laws, rules, systems and regulations.

SO6: Strengthen IG institutional and organizational capacity to deliver on its mandate.

The IG undertakes various interventions under each strategic objective to achieve its vision and mission. The IG Strategic Plan is available on the Inspectorate of Government website. (www.igg.go.ug/publications).

1.6 Governance and Organizational Structure

The IG is governed by the Inspector General of Government (IGG), two Deputy Inspectors General of Government (DIGGs) and the Secretary to the IG. They are responsible for ensuring that the IG performs its functions as provided for in the relevant legal and policy frameworks.

The IG structure and posts are approved by the Appointments Board as provided under Sections 6(2) and 15 of the IG Act, Cap 32.

The office has the following Directorates that include: Research, Education and Advocacy; Project Risk, Monitoring and Control; Special Investigations; Anti-Corruption; Legal Affairs; Leadership Code; Ombudsman Affairs; Finance and Administration and Divisions that include: Strategic Partnership and Public Relations; Information & Internal Inspection and IG Compliance Unit.

The IG Organogram/macro-structure is shown in **Appendix A**.

1.7 IG Client Commitments

The IG has a Client Charter and Service Delivery Standards which aims to provide an accountability framework for the IG to the citizens and its stakeholders, by enabling our clients access information on the key services and standards, thereby increasing efficiency and effectiveness in the performance of the IG as a lead Anti-Corruption Agency.

Our services as outlined in the Client Charter and Service Delivery Standards include:

- a) Ensure effective Complaint Management.
- b) Investigate or cause investigation on receipt of complaints of failure to access timely and quality services or alleged or suspected corrupt practices and injustices.
- c) Arrest or cause arrest.
- d) Prosecute or cause prosecution.

- e) Receive, verify and investigate declaration of income, assets and liabilities of Leaders and Public Officers.
- f) Conduct inspections of Government projects to ensure there is transparency and accountability.
- g) Address administrative injustices and poor service delivery in public offices
- h) Conduct public awareness and stakeholder engagement to enlist support to own the war against corruption.
- i) Promote Ethics and Integrity among IG Staff.
- j) Ensure effective and efficient client feedback

The key service delivery standards include:

- a) Concluding investigations of corruption cases within 6 months.
- b) Prosecuting and concluding corruption cases within 2 years.
- c) Investigating breaches into the leadership code act within 90 days.
- d) Executing recovery orders within 90 days.
- e) Processing requests for access to declaration processed within 14 days.
- f) Resolving maladministration complaints within three months.
- g) Following up implementation of IG and court orders followed within 2 weeks.

IG Client Charter and Service Delivery Standards can be accessed on its website. (www.igg.go.ug/clientcharter, www.igg.go.ug/servicedeliverystandards).

CHAPTER TWO

CITIZEN PARTICIPATION IN THE
FIGHT AGAINST CORRUPTION AND
MALADMINISTRATION AT ALL LEVELS OF
GOVERNANCE



02

Complaint Statistics



Total number of new Complaints received: **1909**



Total number of Complaints authorized: **1668**



Corruption complaints received: **630**



Ombudsman complaints received: **603**



Leadership Code Complaints received: **435**



Complaints under evaluation: **241**

Outreach and Engagements



Number of Radio and Television talk shows conducted: **64**

Engagements with strategic stakeholders: **30**



Number of community Barazas: **18**



2.0 Introduction

The IG Strategic objective 1 focuses on fostering active citizen participation in the fight against corruption and maladministration at all levels of governance. The interventions undertaken include public awareness campaigns, community mobilization and education, collaboration with State and Non-State Actors. This chapter presents the key achievements registered through these interventions during the period under review.

2.1 Public Awareness Campaigns

Public awareness campaigns are designed to mobilize and educate the public about IG's mandate, their rights, duties and obligations, the consequences of corruption and maladministration, where and how to report cases of corruption and maladministration as well as to demand accountability.

2.1.1 Community mobilization and education

Community Barazas

A baraza is a community engagement where the IG interacts with the public and leaders on matters of service delivery, transparency and accountability.

During the reporting period, the IG conducted 18 community barazas in Iganga, Mayuge, Katakwi, Ngora, Nabilatuk, Nebbi, Zombo, Pakwach, Obongi, Moyo, Yumbe, Bukwo, Kween, Kapchorwa, Kiryadongo, Masindi, Buliisa and Kagadi districts. The barazas were attended by over 1600 members of the community and district officials (Duty bearers).

The purpose of these Barazas was to raise awareness on IG functions and mobilize public participation in the fight against corruption and maladministration, enlist feedback from the citizens and demand accountability

The issues raised and agreed positions by the respective District Local Government (DLG) leadership and IG are highlighted in table 2 below.

2.1.2 Engagements with the young people

Young people constitute approximately 78% of Uganda's population, making their involvement critical to the fight against corruption and the promotion of good governance. The IG therefore considers youth engagements as a key component of its anti-corruption mandate, leveraging schools, universities, and youth networks to foster a culture of integrity, encourage reporting of corruption, and empower young people to become active watchdogs and advocates for accountability and good governance.

During the reporting period, the IG engaged and initiated 13 Integrity Ambassadors clubs across the country.

Table 2: Table showing Issues raised and agreed positions during Barazas

S/n	Issues raised	Agreed position
1	Corruption and lack of transparency in PDM implementation.	Strengthen oversight of PDM implementation.
2	Corruption in accessing police services like Police bond, police forms, fuel, case handling and canine services.	Enhance awareness and transparency in the provision of Police services like Police Bonds.
3	Limited community policing and public awareness in crime sensitization, and knowledge of rights.	Strengthen citizen engagements and community oversight.
4	Corruption and abuse of power in District recruitment e.g. paying money to get jobs for their children.	Enhance integrity and transparency in the operations of the District Service Commissions(DSCs).
5	Inadequate infrastructure, staffing and resources for public service delivery like Health centers, schools, teachers, veterinary services.	Engage Ministry of Public Service (MoPS) to give approval to fill staffing gaps in Local Governments to enhance service delivery.

These clubs bring together young people to reflect on how corruption affects them and the country at large, demand accountability through various media in use of public resources and also commit to be future leaders of integrity. The Integrity Ambassadors clubs were established in the following secondary

schools; Nabisunsa Girls School, Soroti Secondary School, Napak Seed School, Busoga High School, Rena College in Mayuge, Bunya S.S in Mayuge, Nakigo S.S in Iganga, Iganga S.S in Iganga, Lolachat Seed S.S in Nabilatuk, Ngora High School in Ngora, Bukedea S.S in Bukedea, Elite High School in Entebbe and Kibuli SS in Kampala.



DIGG, Mrs. Anne Twinomugisha Muhairwe interacting with the Head teacher and students of Nabisunsa Girls School



IG staff after an engagement with students from Eagles Nest Secondary School in Kisenyi

The Deputy IGG, Mrs. Anne Twinomugisha Muhairwe, launched an Integrity Ambassadors Club at Nabisunsa Girls School on 16th March, 2026 and a dedicated team of 50 Students were recruited to be anti-corruption ambassadors. The students pledged to sensitise their fellow students on the need to uphold moral and ethical standards.

In addition, the IG in collaboration with iLead Uganda conducted a values-based Leadership training for the Integrity Ambassadors' Clubs (IACs) in Eagles Nest Secondary School in Kisenyi and St. Kizito High School in Namugongo. The training was attended by over 200 students from the two schools. The training enhanced integrity and values-based leadership among young people and complemented the existing integrity education with a peer-led leadership development approach.

2.2 Strategic Partnerships, Collaborations and Stakeholder engagements

The IG partners and collaborates with various stakeholders to enhance Anti-Corruption efforts, promote information sharing, ease the exchange of technical expertise, develop strategies and mobilize resources to combat corruption, address maladministration and enforce the Leadership Code Act.

During the period under review, the following was achieved:

2.2.1 Strategic Partnerships and Collaborations

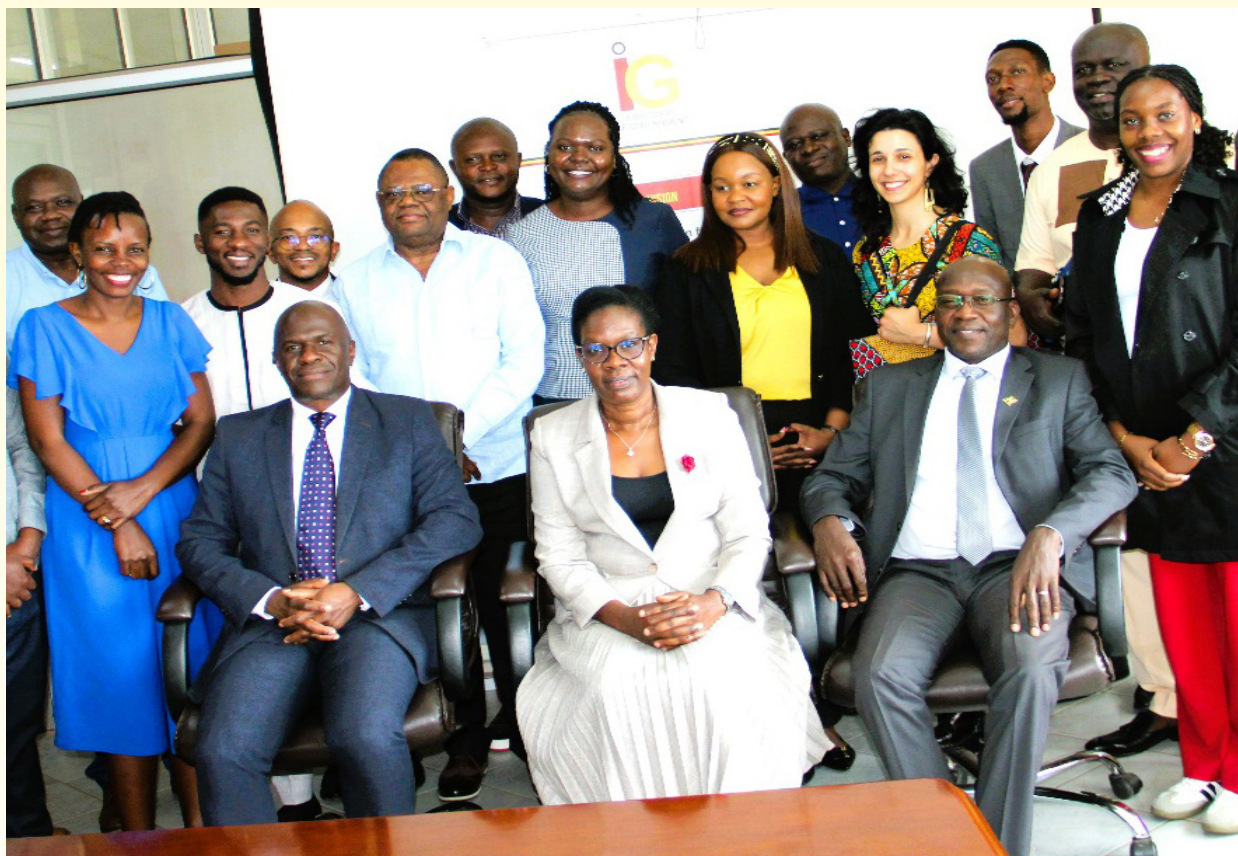
- a) The IG signed a Memorandum of Understanding with the Internal Security Organization to provide intelligence and surveillance support to IG investigations and operations.
- b) The IG established a collaboration with iLead Uganda to conduct a values-based Leadership training for the Integrity Ambassadors' Clubs (IACs). The partnership aims to strengthen the practical application of integrity and values-based leadership among young people by complementing the existing integrity education with a peer-led leadership development approach. Through this partnership the IG conducted trainings in Eagles Nest Secondary School in Kisenyi and St. Kizito High School in Namugongo. Over 200 students were trained. The training built the capacity of members of the clubs in practical values-driven leadership. This contributes towards the IG's mandate to prevent corruption through education and positive behavioral change. The trainings will be rolled out to all other integrity clubs.
- c) IG in collaboration with ActionAid International Uganda held the Anti-Corruption Caravan for Bunyoro Sub Region to strengthen citizen participation in the fight against corruption through public



IGG flags off the Anti-Corruption Caravan to the Bunyoro Sub-region

dialogues, awareness campaigns, community engagements and accountability forums across the Bunyoro Sub-region. The activities covered Kiryandongo, Masindi, Buliisa, Kagadi, Kikuube, Hoima District and Hoima City and included community dialogues, public awareness campaigns, media engagements, Barazas and joint monitoring exercises. The initiative reinforces the principle that sustainable progress in the fight against corruption requires active citizen participation in demanding transparency and accountability from duty bearers.

- d) The IG in collaboration with Transparency International Uganda (TIU) supported the improvement of Uganda's Corruption Perception Index score in line with the NDP IV. Under this partnership a consultative meeting was held with state and non-state actors and the report, with appropriate recommendations, was presented to heads of Anti-corruption agencies at high level meeting held at Hotel Africana on 29th of June 2026. The Heads of agencies resolved that the recommendations will be further discussed in the Inter Agency Forum (IAF) meeting and guidance on the way forward provided thereafter.



DIGG, Dr. Patricia Achan Okiria with Mr. Paul Banoba (L), The Africa Regional Advisor at Transparency International and a team from Transparency International Uganda

2.2.2 Stakeholder Engagements in Local Governments

The IG conducts Stakeholder engagements in Local Governments to address maladministration, accountability and corruption-related concerns through direct dialogue and collaborative problem-solving. The sessions provide an opportunity for the IG to engage duty bearers on identified challenges, promote corrective action and strengthen institutional accountability.

During the period, the IG conducted the following board room sessions:

- a) The IGG held meetings with technical and political leaders of

Kabale District and Municipality, Mbarara District and City, and Masaka District and City as part of her tour of IG Regional Offices in Kabale, Mbarara and Masaka from 9th to 13th February 2026. During the meetings, the IGG urged the technical and political leaders to serve Ugandans diligently, emphasizing their role as public servants, and called for strengthened collaboration with the Inspectorate of Government in the fight against corruption. She expressed concern over the operations of district service commissions across the country, citing an increase in corruption-related complaints.

- b) On 12th March 2026, Deputy IGG, Mrs. Anne Twinomugisha Muhairwe met Kira Municipal Officials and Kireka Vendors over the stalled construction of Kireka market at Kira Municipal Council offices. She successfully reconciled the two factions who agreed to put their differences aside and support the construction of the facility.
- c) Four engagements were held with State and Non-State in the districts of Napak, Nabilatuk, Ngora and Katakwi under the umbrella of Karamoja Anti-corruption Coalition and the district Non-Government Organization (NGO) forum. The participants included representatives of persons with disabilities, religious leaders, youth and women groups, cultural and traditional leaders and the business community.
- d) Five engagements were held with the political and technical leadership of Nabilatuk, Yumbe, Obongi, Zombo and Bukwo District Local Governments. The sessions focused on governance issues affecting the respective District Local Governments, including transparency in public resource management and implementation of government programmes. The officials reaffirmed their commitment to promote ethical conduct, integrity, accountability and improve public service delivery.

2.2.3 Stakeholder Engagements at National level

- a) The IGG, Lady Justice Naluzzi Aisha Bataala, engaged Buganda youth leaders during the Buganda Nkobazambogo National Leadership Mentorship meeting held at Makerere University on 12th January 2026. In her address she called on Buganda youth leaders to uphold national values, embrace accountability and place patriotism above apathy as Uganda approaches the presidential and parliamentary elections.
- b) Deputy IGG, Dr. Patricia Achan Okiria held the quarterly engagement with members of the Leadership Code Tribunal on 22nd January 2026. The two institutions laid strategies on prosecutions of all breaches of the Leadership Code, conducting trainings to enhance detection of breaches during investigations, and intensifying sensitization of the Leadership Code Act to improve compliance among others.
- c) The IG, Leadership Code Tribunal and the Uganda Law Reform Commission conducted an external validation of the simplified guide to the Leadership Code Act to ensure that both Leaders and Public Officers understand the declaration exercise. The IGG, Lady Justice Naluzzi Aisha Bataala, officiated at the closure of the validation exercise on 12th March,



IGG (2nd Right) with the Executive Director PPDA Mr. Benson Turamye (3rd Right) and other staff of PPDA

- 2026.
- d) On 21st January 2026, the IGG, held an engagement with a delegation from the Financial Intelligence Authority led by Executive Director Mr. Samuel Were Wandera. The two heads of institutions agreed to strengthen operational collaboration through several key measures, including maintaining a collective database, integrating financial profiling into IG investigations, setting clear timelines for financial investigations, and conducting joint staff training in asset recovery and financial crime investigations.
- e) The IGG had an engagement with Mr. Benson Turamye, Executive Director, PPDA on 27th January 2026. The two heads of institutions agreed to further strengthen their collaboration through continued case referrals, joint public awareness campaigns, and enhanced coordination in promoting transparency and accountability in public procurement.



The IGG, Lady Justice Naluzze Aisha Batala with the Director of Criminal Investigations Directorate (CID), Assistant Inspector General of Police (AIGP), Tom Magambo

- f) The IGG, Lady Justice Naluzze Aisha Batala, held a meeting with the Director of Criminal Investigations Directorate (CID), Assistant Inspector General of Police (AIGP), Tom Magambo, on 6th March, 2026. They renewed partnership on working together to combat corruption. Mr. Magambo pledged that CID would continue supporting the IG in investigating high-profile corruption cases.
- g) The Heads of Anti-corruption Agencies under the Inter Agency Forum met to discuss the action plan to eliminate corruption in Uganda and agreed on how to strengthen coordination and accelerate efforts to eliminate corruption. The meeting was convened by the Minister of State for Ethics Integrity and The IGG, Lady Justice Naluzze Aisha Batala and Deputy IGG, Dr. Patricia Achan Okiria attended the meeting.
- h) The IG engaged the Inter-Religious Council of Uganda (IRCU) to strengthen collaboration with religious institutions and leverage their platforms such as Women and youth groups to promote integrity, ethical conduct and awareness against corruption.
- i) The IG renewed partnership with the Nation Media Group (NMG) in the fight against corruption which strengthened the institution's commitment for an accountable and transparent public sector.



The IGG (C), DIGG, Secretary to the IG (2nd Left) with the National Media Group team headed by the Managing Director Ms. Susan Nsibirwa (2nd Right)

2.2.4 Stakeholder Engagements at International level

- a) The IGG, who is also the President of the Eastern Africa Association of Anti-Corruption Authorities (EAAACA), Lady Justice Naluzze Aisha Batala, engaged with the regional coordinator for the

East Africa Anti-corruption Hub Mr. Francesco Checchi and Mr. Adrian Caumes Associate expert United Nations Office on Drugs and Crime (UNODC) Uganda for support in capacity building for IG staff in financial investigations, asset recovery and whistle blower protection.



Staff of FIA, Uganda Police, URA and IG at the launch of the Financial Investigations training Manual and tools

- b) The Inspector General of Government (IGG), Lady Justice Naluzzi Aisha Batala, the former President of the Eastern African Association of Anti-Corruption Authorities (EAAACA), attended the Association's 16th Annual General Meeting (AGM), 31st Executive Committee (EXCO) meeting and Anti-Corruption Conference in Nairobi, Kenya from 20th – 24th April, 2026. She also attended the 8th Annual General Meeting (AGM) for Asset Recovery Inter-Agency Network for Eastern Africa (ARINEA), Steering Group Meeting, and Asset Recovery Workshop. The joint meetings aimed at strengthening regional collaboration in the fight against corruption, with a focus on strategic prevention and asset recovery.
- c) The IG joined anti-corruption agencies at the 16th annual general meeting and regional conference of the Association of Anti-Corruption Agencies in Commonwealth Africa (AAACoA) in Cameroon on 5th to 8th May, 2026. The aim of the meeting was to bring together anti-corruption actors in Commonwealth Africa to share lessons and best practices on the fight against corruption. The anti-corruption actors agreed to strengthen collaborations aimed at fighting international financial crimes and money laundering. During the meeting, the IG was elected as the East African regional representative on the executive committee. The IG was nominated to host the next regional conference in 2028.
- d) Deputy IGG, Dr. Patricia Achan Okiria, attended the Anti-Corruption Conference 2026 organized by EAAACA and African Organization of Supreme Audit Institutions (AFROSAI) in Johannesburg, South Africa, from 24th to 27th March, 2026. The conference focused on effective anti-corruption strategies to mitigate existing regional corruption challenges. The conference was also attended by Mr. Joram Magezi, Director, Leadership Code and Mr. Mwasa Muhammad, Executive Assistant to the IGG.
- e) The Deputy IGG; Mrs. Anne Twinomugisha Muhairwe, Director, Ombudsman Affairs (DOA) Mr. Kakooza Ntensibe Savio and Ms. Lisa Mwagale, the Executive Assistant to the DIGG attended the African Ombudsman Research Centre (AORC) launch and Training Programme, which took place at the University of KwaZulu-Natal (UKZN), South Africa from 23rd to 27th March 2026. During the meeting, the IG shared best practices on how the IG uses the Ombudsman function to strengthen governance and advance SDGs.
- f) The DIGG, Dr. Patricia Achan Okiria attended the African Anti-Corruption Law Enforcement

Network (AFR LEN) meeting at the African Development Bank (AfDB) Headquarters in Abidjan Cote d'Ivoire from 8th to 9th April 2026.

- g) Ms. Winnie Jeptum Bargoria, Head of office of UNODC in Uganda held an engagement with the IGG to discuss innovative and collaborative approaches through which UNODC and IG can address the increasingly sophisticated and evolving nature of corruption.

2.2.5 Stakeholder Engagements with Development Partners

- a) The IGG, Lady Justice Naluzze Aisha Batala, held a meeting with the British High Commissioner to Uganda, H.E Lisa Chesney on 13th March, 2026. They exchanged views on strengthening partnership in the fight against corruption and other areas of collaboration between the IG and the British High Commission.



Ms. Winnie Jeptum Bargoria (L), Head of office of UNODC in Uganda with IGG and DIGG



Danish Ambassador to Uganda, H.E Signe Winding Albjerg signing a visitors book after a meeting with the IGG at IG Headquarters.

- b) The IGG, Lady Justice Naluzze Aisha Batala, held a meeting with H.E Dr. Katja Kerschbaumer, Head of the Austrian Embassy/Development Cooperation Office in Uganda at the IG headquarters on 2nd March, 2026. They renewed their respective institutions' commitment to advancing accountability and strengthening anti-corruption efforts.
- c) The IGG, Lady Justice Naluzze Aisha Batala, held a meeting with the Danish Ambassador to Uganda, H.E Signe Winding Albjerg on 3rd March, 2026 and discussed areas of mutual collaboration. H.E Albjerg commended the IG's strategy of focusing on prosecution-led investigations and pledged support towards the new strategy.

- d) The IGG hosted a delegation from the European Union (EU) in Uganda, led by the Ambassador, H.E. Jan Sadek, on 27th February 2026. Ambassador Sadek pledged EU's continued support to the work of the IG.

2.3 Public engagements through Media

The IG maintains systematic communication to enhance its visibility through Radio and TV talk shows, publishing reports, and news releases on activities of the office. Other interactive communication channels include: IG's official website, Contact Centre, and social media platforms such as X and LinkedIn. As a result of the various activities undertaken by IG in the reporting period, the office registered 115 media stories across the various media platforms.

During the period, the IG engaged the public using the following media platforms:

a) Radio talk shows

The IG conducted 51 radio talk shows on its mandate, achievements, mobilization of citizens to join the fight against corruption, and also popularization of the declaration of income, assets and liabilities by public officers. The talk shows were aired on the following radio stations: Impact FM, Voice of Kigezi, Radio West, Radio Buddu, Radio One, Mega FM, Prime Radio, Radio Paidha, Teso FM, KRC FM, Radio Pacis Arua/Moyo, Liberty FM, Kingdom FM, UBC Radio, Namirembe FM, Bilal FM, East FM, NBS Radio, Tropical FM, Kings FM, Kasese Guide Radio, Tirinity FM, Open Gate, Etoile a Karamoja, Mighty Fire, Voice of Lango, Voice of Teso, Ateker FM, Boona FM, Aulugo FM, Kibanda FM, Biiso FM, Kibaale Community Radio, Kabalega FM and BFM.

b) TV talk shows

The IG held 13 talk shows that featured topical discussions such as the role of women in the fight against corruption, detection techniques, whistle blower protection programmes, and declaration of income, assets and liabilities by public officers. Citizen's role in reporting corruption and maladministration. These were held on the following TVs: UBC TV, Family TV, Salt TV, Dream TV, Channel 44 and Bukedde TV.

c) Media interviews

The IG held media interviews with various media houses including NBS TV, Daily Monitor, New Vision, Radio West, Uganda Radio Network (URN), UBC TV, NTV and Tayari TV. Some of the interviews were conducted during the IGG's working tours in Kabale, Mbarara and Masaka. The issues highlighted in the IGG's interviews received extensive media coverage.



DIGG, Mrs. Anne Twinomugisha Muhairwe addressing the Media after delivering a key note address to Senior Military Officers at the National Defence College Jinja

d) Press statements

The IG issued twelve press statements as follows:

- (i) IGG directs NEMA to recover fines from oil companies and enforce environmental regulations, 28th January 2026.
- (ii) The CAO Pallisa district local government ordered to halt recruitment exercise over irregularities, 30th January 2026.
- (iii) Arrest of Human Resource Officers of Kalungu DLG, 25th January 2026.
- (iv) Six Rubanda district officials arrested over embezzlement of public funds, 1st March, 2026.
- (v) IG directs 20 Mbale City Officials to refund over UGX 60M, 18th April 2026.
- (vi) Achievements of the IG in the last six months, 5th March, 2026.
- (vii) Former Luwero District Clinical Officer to refund over UGX80M received through irregular payments, 13th March 2026.

- (viii) IG to prosecute 202 defaulters with UGX 2.3B of outstanding balances, 16th March, 2026.
- (ix) Church of Uganda regains land after IG's intervention, 25th March, 2026.
- (x) Impersonation of IG staff, 27th March, 2026
- (xi) Notice on forged letter allegedly signed by Deputy IGG, Mrs. Anne Twinomugisha Muhairwe.
- (xii) Notice on public officers who defaulted on the money which they were supposed to refund to the IG.

e) Press conferences

The IG conducted one (01) press conference addressed by IGG, Lady Justice Naluzze Aisha Batala, at the Uganda Media Centre on 5th March, 2026. The objective was to communicate the achievements and strategic direction under the new IG Strategic Plan for FYs 2025/26 -2029/30.



Secretary to the Inspectorate of Government Mrs. Rose N. Kafeero addressing journalists at the Uganda Media Centre in the presence of the IGG (2nd Left), Director Legal Affairs (Seated) and Assistant Director Public Relations

f) IEC materials

The IG developed various Information, Education and Communication (IEC) materials to raise awareness about the activities of the office, to commemorate International and National days and events. These included printed and digital banners, souvenirs, posters and digital flyers.

2.4 Public Relations

The IG launched its Strategic Plan, Client Charter and Human Resource Policy and Procedures Manual on 17th February 2026. The launch was in alignment with

the National Planning Authority and Ministry of Public Service requirements. Stakeholders from over 40 institutions, agencies and civil society were in attendance.

In addition, as part of the office's corporate social responsibility, the IGG donated 10 pediatric mattresses to support Masaka Regional Referral Hospital's Mother Child Health complex. The hospital leadership warmly welcomed the donation, noting that the mattresses will provide a significant boost to patient care and greatly improve relief for those admitted at the facility.



Mr. Agaba Samuel (3rd Right) the Regional Inspectorate Officer at IG Masaka Regional Office represented the IGG during the handover of orthopedic Mattresses to Masaka Regional Referral Hospital

2.5 IG Contact Centre

The IG established a contact Centre as a platform for the citizens to interact with the office at no cost and ensure that feedback is instantly provided to members of the public who make inquiries, report complaints or follow up on reported complaints.

The contact Centre can be reached through the following channels; - WhatsApp (0707-721146), toll free line: 0800111777 or email (complaints @igg.go.ug).

2.6 Research and Disseminations of Research findings

The IG conducts research studies in areas of corruption, maladministration and leadership code of conduct. The studies guide institutional strategy and development of policy papers for respective decision makers.

During the reporting period, the IG planned to conduct the Fifth National Integrity Survey (NIS V) to get evidence-based data on how corruption and

maladministration manifest in public services. The study findings are used to design appropriate anti-corruption interventions and policies. Development partners had committed to fund the study but funding was not availed.

In August 2025 the IG published a study report on the Cost and Extent of corruption in recruitment by District Service Commissions in Uganda. The findings of the report indicated that there was gross corruption in the recruitment by DSCs. For instance, candidates for primary teacher jobs were required to pay UGX 3million, while candidates for heads of department were required to pay up to UGX 50million.

The IG disseminated the research findings in 18 Local Governments and these included: Otuke, Lira, Omoro, Gulu, Nebbi, Arua, Koboko, Maracha, Kole, Alebtong, Lamwo, Kitgum Kaabong, Kotido, Moroto, Kayunga, Buikwe and Buvuma.



IG and Lira District Local Government staff after a dissemination meeting held at Lira District Local Government Head quarters

Through the engagements, the IG cautioned the members of the DSCs together with the political and technical staff to desist from the corruption in recruitment as it affects service delivery by denying the most competent persons opportunities to join public service.

In order to address the challenge of entrenched corruption in recruitment by DSCs, Government has introduced an online system for recruiting civil servants (*e-recruitment*) to start in financial year 2026/2027. The new system will promote fairness and transparency by reducing human contact during recruitment.

2.7 Registration of Complaints

The IG receives complaints on corruption, maladministration and violations of the Leadership Code of Conduct from members of the public. The office also independently identifies matters requiring its attention through information obtained from audits, the media and consultations with

stakeholders. Once identified, these matters are recorded and handled through the IG Case Management System (CMS+), which supports the assessment and sanctioning of cases, investigation planning, monitoring of progress, and completion of the case-handling process.

During the reporting period, the IG received complaints against public officials in MDA/LGs across the country as indicated in table below:

Table 3: Complaints Registered from January to June 2025, July to December 2025 and January to June 2026

s/n	Location of Registration	Number of complaints		
		January to June 2025	July to Dec 2025	January to June 2026
1.	Head office	1081	939	955
2.	16 Regional Offices	514	577	954
Total complaints registered		1595	1516	1909

Figure 1: Comparison of Complaints Registered from January to June 2025, July to December 2025 and January to June 2026

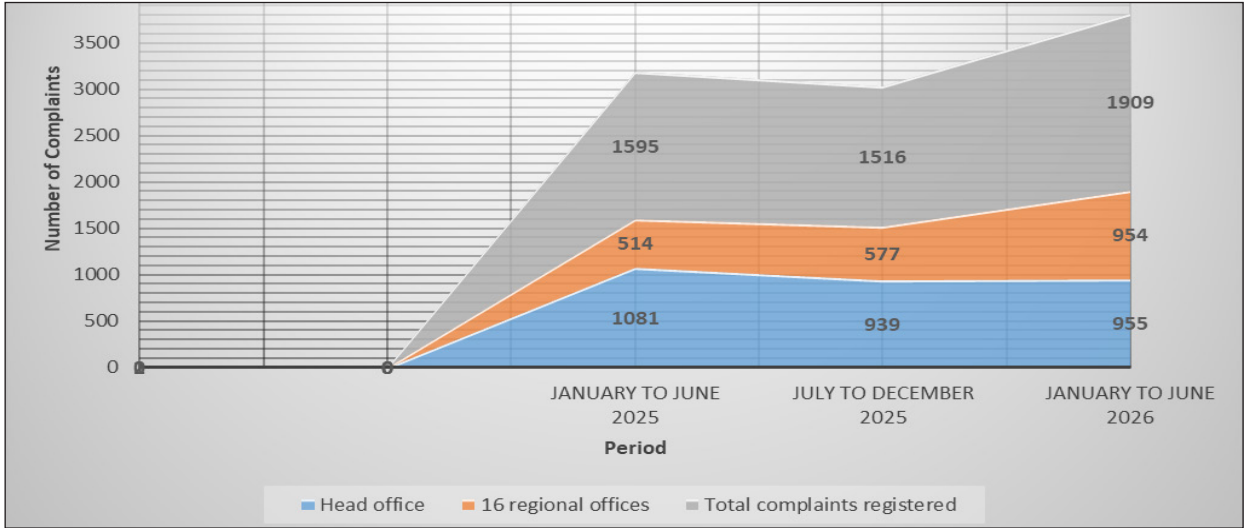


Figure 2: Classification of complaints received from January to June 2025, July to December 2025 and January to June 2026

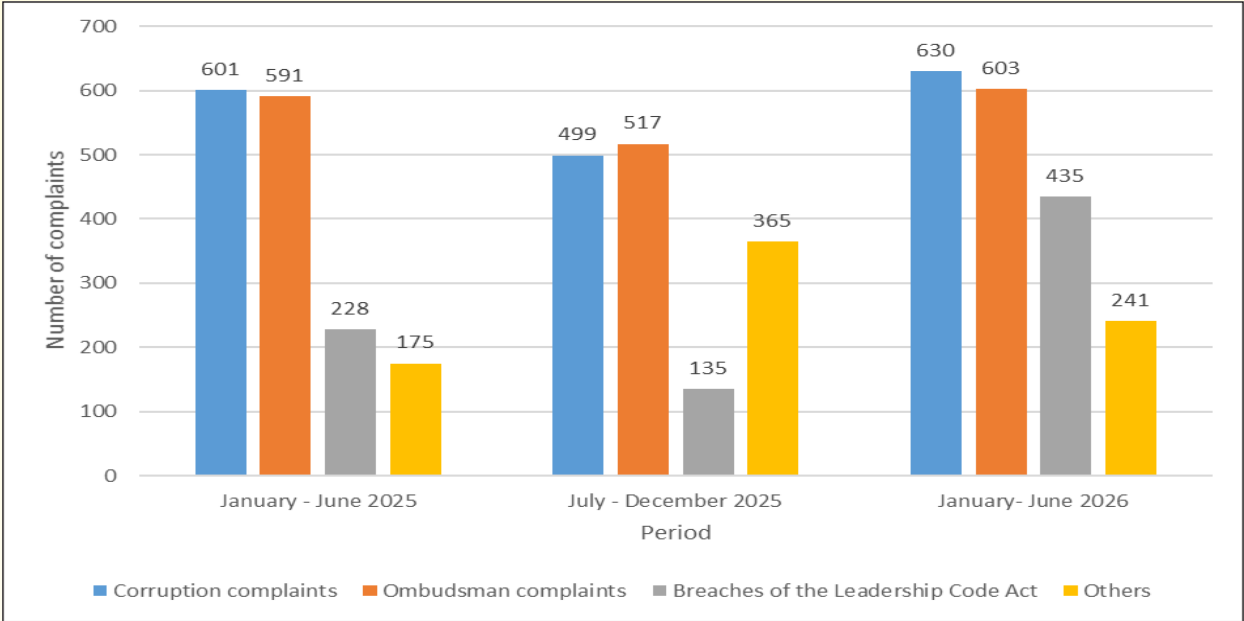


Table 4. below and figure 2 above indicates the summaries and nature of complaints registered in the reporting period:

Table 4: Complaints registered from July 2025 to June 2026

Item Description	Number of complaints		
	January - June 2025	July - Dec 2025	January- June 2026
Corruption complaints	601	499	630
Ombudsman complaints	591	517	603
Breaches of the Leadership Code Act	228	135	435
Others ¹	175	365	241
Total number of complaints received	1595	1516	1909

During the reporting period, the IG received 1909 complaints. Of these, 1,299(68%) were received from male complainants while 164(9%) from females. 24(1%) complaints were from groups and 422(22%) were anonymous. A total of 1,668 complaints were authorized for investigation, 43 were declined, 16 were referred to other organizations and 182 remained pending further evaluation.

There was an increase in complaints registered during the reporting period compared to the previous period. The increase was attributed to increased public awareness activities undertaken during the March 2026 declaration window and the collaboration with ActionAid Uganda under the Anti-Corruption Caravan

1 Others refer to complaints under assessment at the closure of the reporting period

CHAPTER THREE

PREVENTION AND DETECTION OF CORRUPTION IN THE PUBLIC SECTOR



03



3.1 Introduction

Prevention and detection of corruption and maladministration safeguards public resources, upholds the rule of law, maintains public trust in institutions and fosters sustainable economic development. These efforts deter corrupt practices, enable timely interventions, and promote accountability in public service delivery.

The second Strategic Objective of the IG Strategic Plan 2025/26 to 2029/30 underscores prevention and early detection of corruption across Ministries, Departments, Agencies (MDAs) and Local Governments (LGs). Under this objective the following interventions were planned:

- Mainstream TAAC into MDA/LG plans, projects and programs.
- Establish and strengthen community-based structures

for grassroots oversight.

- Enhance tools for identifying corruption and maladministration in public offices.

During the reporting period, the following was achieved:

3.2 Mainstreaming Transparency, Accountability and Anti-Corruption (TAAC) into MDA/LG plans, projects and programs.

Transparency, Accountability and Anti-Corruption (TAAC) forms a foundational pillar in Uganda's development framework, actively contributing to improved governance, efficient government project implementation and enhanced service delivery aligned with the goals of Uganda Vision 2040. The NDP IV requires that all MDALGs mainstream TAAC in their budgets programs and policies. The IG is required



The Director Project Risk Monitoring and Control, Mrs. Twine Annet making a presentation about mainstreaming TAAC into MDA/LGs plans at Hotel Africa, Kampala

to oversee the implementation of TAAC across government. In this regard the IG has developed TAAC guidelines and a strategy.

During the period under review, the IG undertook the following;

3.2.1 Engagements with MDA/LGs on mainstreaming TAAC

The TAAC guidelines and strategies are intended to provide a clear understanding of TAAC mainstreaming

to MDA/LGs, stimulate stakeholder participation by defining respective roles and providing clear guidance on the step-by-step process to implement TAAC.

During the reporting period, the IG:

- a. Engaged Kira Municipal Council and Kireka Main Market Vendors to address the grievances raised in the vendors petition to the World Bank regarding the

redevelopment of the market. After the engagement, both parties agreed to redevelopment plans which had earlier been challenged.

- b. Conducted joint monitoring of Greater Kampala Metropolitan Area – Urban Development Program (GKMA- UDP) projects in Wakiso District Local Government, Nansana Municipality and Kira Municipality together with Ministry of Kampala Capital City and Metropolitan Affairs. The exercise evaluated the progress of project implementation, documentation standards, and compliance with agreed guidelines. This follows an earlier Independent Verification Assessment conducted by KPMG as part of the World Bank’s annual performance review process.
- c. Held meetings with GKMA – UDP Program Technical Committee (PTC) at Wakiso DLG, Nansana Municipality and Kira Municipality.
- d. Engaged Ministry of Agriculture Animal Industry and Fisheries (MAAIF) to address the issues related to accountability.
- e. Held TAAC mainstreaming dissemination meetings in Arua City, Arua, Zombo and Nebbi Districts vide ARU/8/6/2026, ARU/6/5/2026 and ARU/5/5/2026.
- f. Held community barazas in Arua District (Vurra and Logiri Sub-counties) vide ARU/8/5/2026 and ARU/7/5/2026 respectively.

3.2.2 Identification and Training of Community Monitoring Volunteers at Parish Level

Community-based structures for grassroots oversight involve local groups and committees that monitor public services, detect irregularities, and promote accountability at the community level. The main purpose of establishing and strengthening community-based structures is to provide oversight at the grassroots level and to empower citizens to track and monitor government programs, report grievances and misuse of funds, ensure effective and efficient service delivery, particularly in essential areas like healthcare, education, water and infrastructure, where corruption has a direct impact on their daily lives. The Community Monitoring Volunteers (CMVs) are essential in ensuring that projects meet their objectives and that any challenges arising are promptly addressed to avoid disruptions.

During the reporting period, 2,627 CMVs were identified and trained to monitor government projects and report grievances in the districts of Mubende, Arua, Mbarara, Tororo, Masaka, Moyo, Gulu, Mbale, Jinja, Hoima, Kampala, Hoima and Lira.

3.2.3 Grievance handling in project implementation

Grievance handling in project implementation is a structured process of addressing complaints or concerns

raised by project beneficiaries or persons affected by a project, ensuring the issues are resolved fairly and timely.

The IG trained CMVs as the first point of call to receive and resolve grievances and where issues raised are beyond their capacity to resolve, they are escalated to IG for further management.

During the reporting period, 62 project related grievances were identified and 61 resolved in a timely manner and this allowed project continuity.

3.2.4 Monitoring and Inspection of Projects

The IG staff monitored MDA/LGs and programmes for corruption risks and

implementation of Corruption Risk Mitigation Plans. During the period under review, 543 Government projects were inspected in various district local governments across the country.

As a result of the inspection findings, the IG engaged several stakeholders to improve coordination, strengthen oversight, enforce compliance with project timelines and enhance accountability mechanisms, including linking contract renewals to project performance.

3.3 On-spot checks

On-spot checks are ad-hoc inspections undertaken by the Inspectorate of Government at government



DIGG, Mrs. Anne Twinomugisha Muhairwe together with the Director Project Risk monitoring and Control, Mrs Annet Twine (3rd Left) and other staff of IG conducting a spot-check of Busega- Mpigi Express way

institutions, projects, and service-delivery points to assess compliance with laws, regulations, standards, and service-delivery requirements, while identifying and addressing corruption, maladministration, and other irregularities in real time.

During the reporting period, the Inspectorate of Government conducted 105 on-spot inspections to assess service delivery, accountability and compliance with laws and guidelines in selected MDAs and LGs.

Arising from the on-spot checks conducted, the following were the key findings:

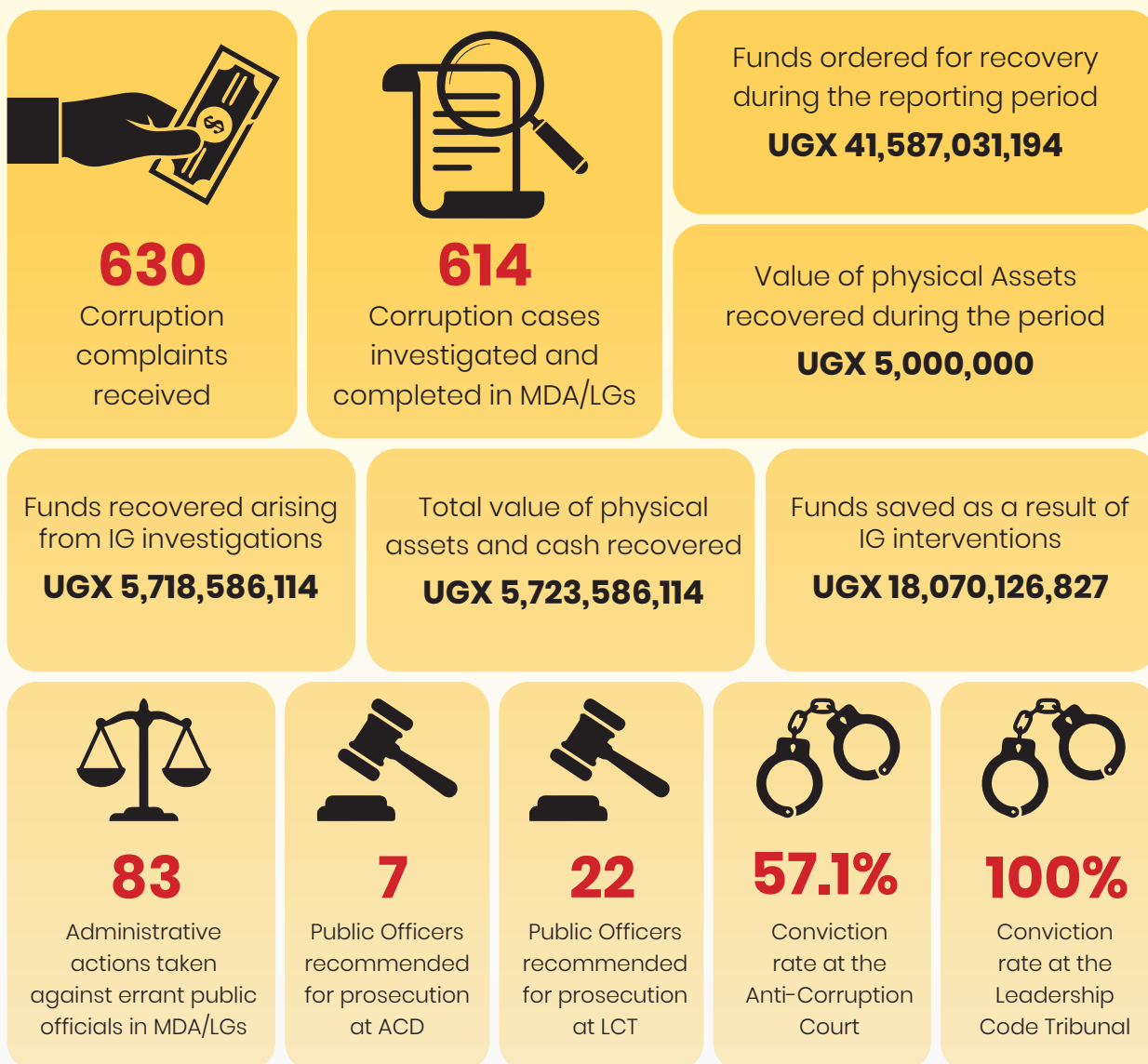
- a) Gaps in the maintenance of procurement, financial, and project related records were identified.
- b) Delays and other implementation challenges affecting government projects and activities were observed.
- c) Weaknesses in project supervision, monitoring and contract management were identified.
- d) Gaps affecting service delivery were identified and recommendations for corrective action were made.
- e) Instances of satisfactory compliance and good practices were also observed.

CHAPTER FOUR

INVESTIGATION AND PROSECUTION OF CORRUPTION



04



4.0 Introduction

Investigations and prosecutions are central to the fight against corruption and constitute key mechanisms for enforcing accountability, disrupting organized criminal networks, and restoring public confidence in state institutions. This chapter highlights the efforts and achievements of the Inspectorate of Government (IG) in strengthening its investigative and prosecutorial capabilities during the reporting period, in line with Strategic Objective three of the IG Strategic Plan 2025/26–2029/30.

During the reporting period, the IG registered the following achievements:

4.1 Summary of Investigation of Corruption cases

The IG concluded 614 investigations of corruption cases in MDA/LGs. As a result of the investigations, UGX 41,587,031,194 was ordered for recovery, UGX 18,070,126,827 was saved as a result of the IG interventions, 142 administrative sanctions were issued to various public officers, 38 public officers were prosecuted, and 46 matters were resolved during investigations.

4.1.1 Investigation of Corruption cases in Ministries, Departments and Agencies

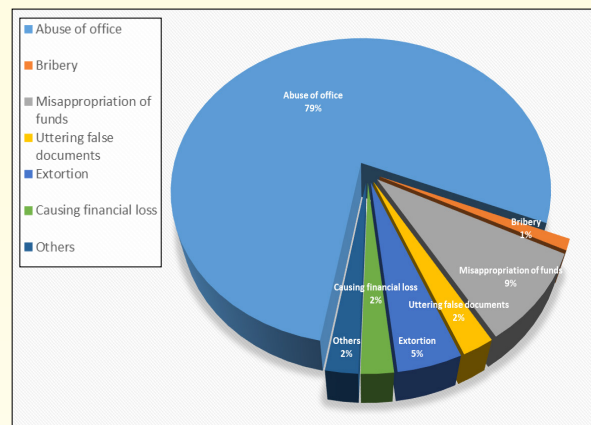
The IG investigated and completed twenty-nine (29) high-profile² corruption cases and 59 other corruption cases in MDAs. Arising from the investigations, UGX 41,587,031,194 was recommended for recovery. The nature of offences investigated in MDA's are highlighted in table 5:

Table 5: Categorization of high profile cases concluded in MDAs

S/n	Category of offence	Number	Percentage (%)
1.	Abuse of office	69	78.4
2.	Bribery	1	1.1
3.	Misappropriation of funds	8	9.1
4.	Uttering false documents	2	2.3
5.	Extortion	4	4.5
6.	Causing financial loss	2	2.3
7.	Others	2	2.3
	Total	88	100.0

From the table above, the majority (78.4%) of the high profile cases investigated in MDAs involved abuse of office. Some of the institutions involved included: Uganda Revenue Authority, Ministry of Works and Transport, Makerere University, Uganda National Bureau of Standards, Uganda Railways, Ministry of Lands Housing and Urban Development, Ministry of Energy and Mineral Development, and Ministry of Water and Environment.

Figure 3: Categorization of high profile cases concluded in MDAs



4.1.2 Investigation of corruption cases in Local Governments

The IG operates sixteen (16) Regional Offices across the Country to bring its services closer to the citizens, as shown in **Appendix B**. These offices are responsible for investigating corruption within Local Governments. During the reporting period, 526 corruption cases were investigated and concluded in the Local Governments.

A summary of the outcome of investigations in Local Governments is indicated in the table 6:

² A high profile case involve Senior Government officials like Ministers, Accounting Officers or Public interest cases or a complaint with a value of UGX.1Billion and above.

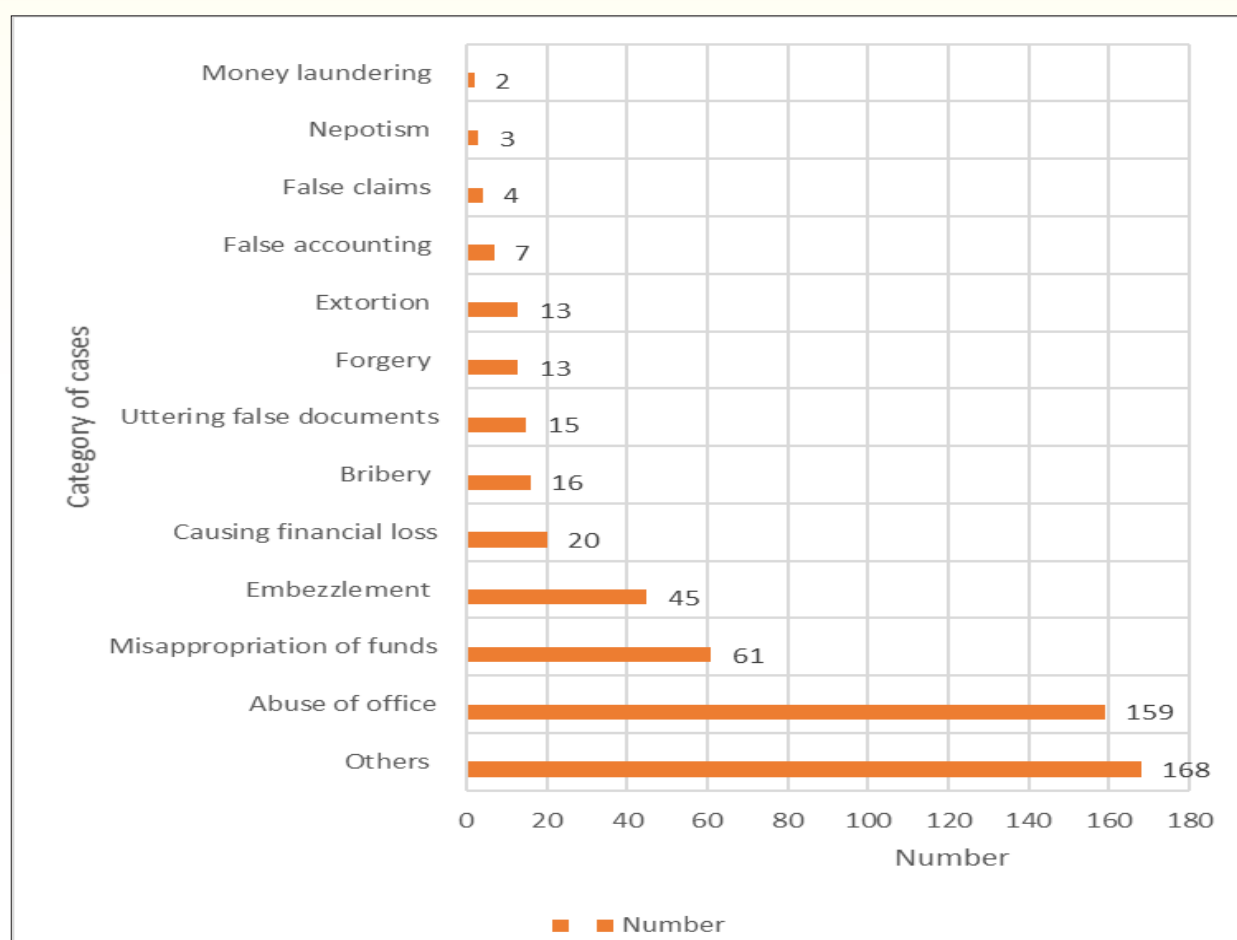
Table 6: Categorization of Outcomes of investigation of corruption in Local Governments

S/n	Category of offence	Number	Percentage (%)
1.	Abuse of office	159	30.2
2.	Forgery	13	2.5
3.	Embezzlement	45	8.6
4.	Bribery	16	3.0
5.	Misappropriation of funds	61	11.6
6.	False accounting	7	1.3
7.	False claims	4	0.8
8.	Uttering false documents	15	2.9
9.	Extortion	13	2.5
10.	Causing financial loss	20	3.8

S/n	Category of offence	Number	Percentage (%)
11.	Nepotism	3	0.6
12.	Money laundering	2	0.4
13.	Others	168	31.9
	Total	526	100.0

From Table 6 above, the most common offences investigated in LGs were abuse of office at 30.2% and misappropriation of funds at 11.6%. The IG engaged the various stakeholders to address the root causes of corruption in service delivery and how to mitigate them.

Figure 4: Categorization of Corruption in Local Governments





Director CID, Mr. Tom Magambo (L) on a guided tour of the Inspectorate of Government Forensic Laboratory

4.2 Prosecutions

The IG is mandated to prosecute public officials and private individuals³ found culpable for corruption-related offences. During the period under review, the IG concluded a total of 29

prosecutions, comprising seven cases at the Anti-Corruption Division of the High Court (ACD) and 22 cases at the Leadership Code Tribunal. The results of the prosecutions at ACD and LCT are summarized in Table 7 below:

³ Private individuals who have accessed public resources.

Table 7: Summary of prosecution cases concluded at ACD and LCT for the last three reporting periods.

Outcome of prosecution	Period					
	Jan – June 2025		July – Dec 2025		Jan – June 2026	
	Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)
Anti-Corruption Court						
Convictions	1	35	2	25	4	57.1
Acquittals	0	0	1	12.5	1	14.3
Withdrawals	3	75	4	50	2	28.6
Dismissals	0	0	1	12.5	0	0
Abetment	0	0	0	0	0	0
Sub Total	4	100	8	100	7	100
Leadership Code Tribunal						
Convictions	14	100	1	100	22	100
Withdrawals	0	0	0	0	0	0
Sub Total	14	100	1	100	22	100

The concluded cases at the ACD and LCT are listed in **Appendix D**.

4.2.1 Civil Litigation

The IG defends legal applications and constitutional petitions brought against its decisions and actions in High Court and Courts of Higher jurisdiction. These cases may seek court orders to review, stop, or require certain actions by the

IG, as well as claims for compensation or clarification of the law. During the reporting period, eight (8) cases were concluded of which Five (5) were ruled in favour of the IG, one (1) was withdrawn by the petitioner, and two (2) cases were ruled against the IG. The concluded cases are shown in Table 8:

Table 8: Concluded Civil Litigation cases

S/n	Case details	Status
1.	High Court Miscellaneous Cause No. 0019 of 2025 Mayambala Michael V Ms. Anne Muhairwe Twinomugisha and 2 Ors	Judicial review matter decided in IG's favour. Applicant lacked locus standi to bring the matter against IG. No costs were awarded.
2.	Court of Appeal Civil Appeal No. 206 of 2014 Godfrey Lwasa v IGG	We applied for dismissal of the appeal for lack of prosecution of the same under COA Rule 100(2). Court heeded our application and dismissed the matter with costs awarded to IG.
3.	Constitutional Petition No. 18 of 2019 Mugumya Albert and another v AG	The Petition was withdrawn by the Petitioners for being overtaken by events.
4.	High Court Misc. Cause No. 003 of 2024 Yotaliwa Eunice Vs. Iganga DLG & Kasala Daniel	Under guidance of court, the parties consented to withdraw the proceedings the District having regularized the interdiction proceedings during the pendency of the suit.

S/n	Case details	Status
5.	High Court Miscellaneous Application No.008/2025 Alituha Prudence V IG and 2 Others	Ruling in taxation of costs matter. Court awarded the Applicant UGX 23,587,000 as taxed costs out of UGX 36,439,000 they prayed for against the IG and 2 Others.
6.	HCT-17-CV-MC-0010-2024 (Arising out of HQT/138/9/2022) Turyamureeba Julius and 19 Others Vs Nakaseke DLG	Ruling on judicial review application decided in favor of the District/Attorney General. We participated by providing a supplementary affidavit to defend the recommendation of the IG report and attended court on watching brief during hearings.
7.	Civil Appeal No. 24 of 2015 Inspectorate of Government v UVETISO Ltd and Others	IG's appeal dismissed on the ground that subject matter was overtaken by events.
8.	HCMC No. 002 of 2026 Godfrey Mutome V IGG, AG and Kaliro DLG	Matter dismissed with costs for want of prosecution.

4.2.2 Recovery of Assets

Asset recovery involves identifying, tracing, securing and recovering funds or other assets obtained through unlawful activities, including corruption, fraud and organized crime. The Inspectorate of Government (IG) undertakes asset recovery through legal and court processes aimed at restoring public resources. During the period under review, the IG recovered the following assets:

Table 9: Recoveries of Assets

S/n	Details	Jan – June 2025 (UGX)	July – Dec 2025 (UGX)	Jan – June 2026 (UGX)
1.	Value of land and building recovered	0	0	5,000,000
2.	Funds recovered	8,091,264,737	2,021,869,076	5,718,586,114
Total value of land, building and cash recovered		8,091,264,737	2,021,869,076	5,723,586,114



IGG during a site visit at one of the forfeited properties in Bwebajja, Wakiso District

4.2.3 Implementation of Administrative Sanctions and Orders

Administrative sanctions are measures taken against individuals or organizations found to have breached applicable laws, regulations, or established standards. Such measures may include fines, reprimands, suspensions, and other non-criminal disciplinary actions. Following investigations, the Inspectorate of Government (IG) issues administrative

orders where appropriate to ensure that the necessary corrective and disciplinary measures are taken.

During the period under review, the IG issued a number of orders for disciplinary action against individuals found to have violated applicable laws and regulations. The status of implementation of the administrative sanctions and orders is presented in Table 10.

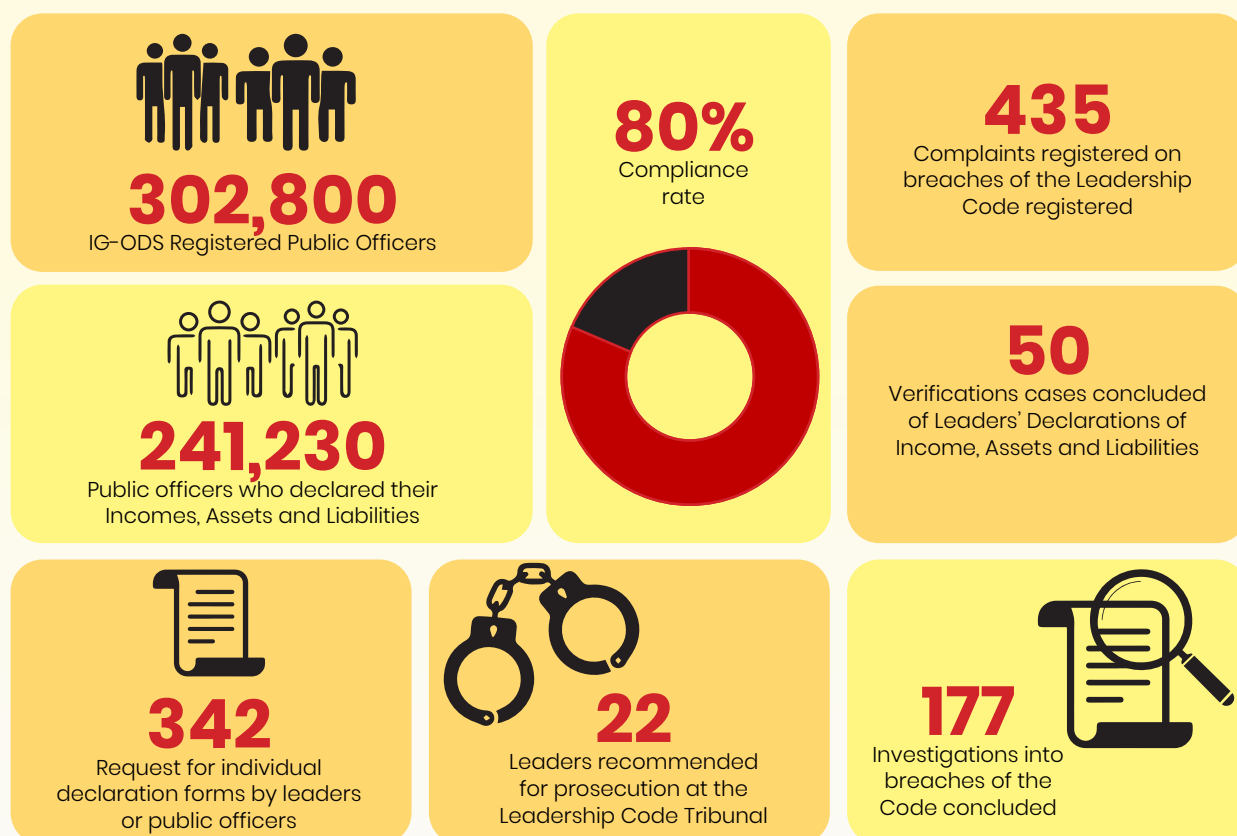
Table 10: Results of implementation of IG orders

S/n	Details	January to June 2025	July to Dec 2025	January to June 2026
1.	Number of public officers whose maladministration complaints were addressed	0	04	23
2.	Funds saved as a result of IG intervention	14,450,879,601	696,606,078	18,070,126,827
3.	Number of public officers reprimanded	0	26	12
4.	Number of public officers cautioned/warned	6	26	24
5.	Number of public officers demoted	0	2	2
6.	Number of public officers dismissed from service		17	18
7.	Number of public officers referred to DSC/PSC for disciplinary action/dismissal	14	31	20
8.	Number of cases rectified as a result of non-compliance with the law	0	7	3
9.	Number of public officers whose appointments have been rescinded	1	2	1
10.	Number of project cases stalled but now completed/defects rectified	19	131	10
11.	Number of Government properties issued with certificate of title	1	1	0
12.	Number of engagement meetings about implementing IG recommendations conducted	0	97	101
13.	Number of public officers interdicted	0	4	7
14.	Other cases	0	0	26

CHAPTER FIVE

ENFORCEMENT OF LEADERSHIP CODE OF CONDUCT





5.0 Introduction

The Inspectorate of Government is mandated to enforce the Leadership Code of Conduct as prescribed by Chapter 14 of the Constitution of the Republic of Uganda, 1995 (as amended) and the Leadership Code Act Cap33.

This chapter assesses the initiatives undertaken by the IG to promote compliance with the Leadership code of conduct, with the aim of strengthening accountability, transparency, and the quality of public service delivery. These efforts are guided by Strategic Objective four of the IG Strategic Plan 2025/26–2029/30, which focuses on strengthening the enforcement of the Leadership Code of Conduct.

The interventions implemented under this objective include: Strengthening

Leadership Code Declaration System, enhancing IG capacity to conduct verification and investigation of breaches of the Leadership Code of Conduct.

During the period under review, the following were achieved:

5.1 Strengthening the Declaration system

In preparation for the April 2026 Declaration period for public officers, the IG conducted the following activities:

i. Update of Public Officers' Register

The IG updated the IG-ODS Register for Public Officers using data from the Ministry of Public Service's Human Capital Management (HCM) system and Integrated Personnel and Payroll System (IPPS).

As a result of the exercise, 302,800 public officers were registered on the IG-ODS Public Officers' register.

ii. Training of Institutional focal persons

In a bid to ensure success of the declaration exercise, the IG conducted trainings for various categories of stakeholders. The purpose of the training was to enhance the capacity of IG-ODS Focal Persons, IT Support teams, IG staff and Leadership Code Tribunal among others to provide technical assistance and support to public officers during the declaration period.

iii. Simplified version of the Leadership Code Act

The IG, in collaboration with the Leadership Code Tribunal and the Uganda Law Reform Commission, developed a simplified version of the Leadership Code Act to make it easy for stakeholders to understand, refer and use the Law. The simplified version was officially launched

on 1st April 2026 by Hon. Muruli Mukasa, the then Minister of Public Service.

iv. Sensitization and awareness programs

The IG conducted television and radio engagements across the country to enhance public officers' understanding of the IG-ODS, declaration requirements and procedures relating to the declaration of income, assets, and liabilities. In addition, radio spot messages and social media platforms were utilized to broaden outreach and encourage public officials to comply with their declaration obligations.

Outreaches were conducted in the West Nile and Kigezi regions to provide support to public officers during the declaration exercise to enhance compliance.

5.2 Declaration by Public Officers in April 2026

The declaration exercise commenced on 1st April 2026 and was officially launched by Hon. Muruli Mukasa, the Minister for



Hon. Muruli Mukasa, the then Minister of Public Service, launching the declaration of Incomes, Assets and Liabilities of Public Officers 2026 and the simplified version of the Leadership Code Act

Public Service at the Conference Hall, Office of the President. The launch was attended by the Head of Public Service, members of the Leadership Code Tribunal, and other Government officials

A total 241,230 out of 302,800 public officers, submitted their declarations, representing a compliance rate of 80%.

5.3 Verifications of Leaders' Declarations of Income, Assets and Liabilities

Verification of declarations of incomes, assets and liabilities plays a critical role in promoting ethical leadership and safeguarding public resources. It facilitates the identification of unexplained wealth and potential conflicts of interest, strengthens oversight of leaders' financial conduct, and provides an important basis for lifestyle audits and other measures aimed at preventing and detecting corruption.

The IG examines declarations submitted by public officials and leaders to establish the completeness and correctness of the information provided, and to assess whether their declared assets and liabilities are commensurate with their legitimate and known sources of income.

During the reporting period, the IG conducted verifications of 73 declarations. Of these, 50 were concluded and found to be commensurate with their known sources of incomes, while 23 verifications were still ongoing at the end of the reporting period.

5.4 Investigation of breaches of the Leadership Code of Conduct

During the period under review, the IG concluded 145 investigations into breaches of the Leadership Code of Conduct. Arising from the investigations, 58 case files were submitted to the Leadership Code Tribunal for adjudication and 87 were closed after satisfactory explanation.

5.5 Investigations for contempt of the Leadership Code Tribunal orders

The IG investigated and concluded **32** case files for contempt of the Leadership Code Tribunal (LCT) orders. These cases arose after officials whose cases had been adjudicated before the Tribunal and ordered to pay fines were deemed to have failed/refused to comply. However, the investigations revealed that the affected officials had complied with the Tribunal orders but had not submitted their payment receipts to the LCT Registrar to confirm the payments.

5.6 Access to declarations of Income, assets and liabilities

Under the Leadership Code Act, individuals may apply to the Inspector General of Government for access to information contained in a declaration form.

During the reporting period, the IG received and considered 342 applications from Leaders and Public Officers across various Government Agencies seeking access to declaration forms.

CHAPTER SIX

COMPLIANCE TO LAWS,
REGULATIONS, RULES AND SYSTEMS
IN PUBLIC OFFICES





603

Ombudsman
Complaints
registered



681

Ombudsman
complaints
resolved in
MDA/LGs



UGX 1,509,349,818

Funds recommended to be paid to
persons as a result of IG Ombudsman
interventions

6.0 Introduction

The Ombudsman mandate of the IG is centered on safeguarding citizens from maladministration, injustice, misuse of authority, and unfair conduct by public officials. In fulfilling this mandate, the IG strengthens accountability, the rule of law, and good governance in public institutions by investigating and resolving grievances, and addressing systemic weaknesses to promote sustainable improvements in public service delivery.

This chapter presents the key achievements made in implementing Strategic Objective five of the IG Strategic Plan 2025/26–2029/30, which focuses on strengthening

adherence to applicable laws, rules and regulations. The key activities implemented over the reporting period include resolving grievances, conducting system interventions and reactivation of grievance handling mechanisms across MDA/LGs.

6.1 Resolution of Maladministration cases in MDA/LGs

During the reporting period, the IG registered 603 complaints of maladministration. The office resolved 681, some of which were carried forward from the previous reporting period. Of these, 97 cases were resolved in MDAs and 584 in LGs. The resolution of these cases has contributed to improved access to essential public services for both public officers and citizens. Public

officers were supported in securing outstanding salaries, gratuity, and other employment-related benefits, while citizens were assisted in obtaining vital government services and documentation, including birth certificates, letters of administration, passports, national identity cards, and land titles.

As a result of IG interventions, **UGX 1,509,349,818** was recommended to be paid to different persons who complained to IG for non-payment of salaries, pensions, gratuity and other related benefits.

Table 11: Summary of Maladministration Cases resolved in MDA/LGs

S/n	Category of cases resolved	Number	Percentage (%)
1.	Mismanagement	97	14.2
2.	Employment disputes	123	18.1
3.	Non-payment of salaries and other benefits	230	33.8
4.	Abuse of Authority	87	12.8
5.	Delayed service delivery	33	4.8
6.	Victimization	17	2.5
7.	Property disputes	00	00
8.	Others	94	13.8
Total		681	100.0

Overall, the most frequent ombudsman complaints resolved in MDA/LGs were on Non-payment of salaries and other benefits (33.8%), employment disputes at 18.1% and mismanagement at 14.2%.

6.1.1 Resolution of Maladministration cases in Ministries, Departments and Agencies

The IG resolved 97 complaints in MDAs. Of the concluded ombudsman cases, the frequent complaints resolved were related to Non-payment of salary and other benefits at 28.9%, abuse of authority at 21.6%, employment disputes at 16.5%.

Some of the MDAs where these cases were resolved include; Ministry of Agriculture, Animal Industry and Fisheries, Uganda Police, Mbale City Magistrates office, Administrator General, National Social Security Fund, Ministry of Lands, Housing & Urban Development, Kabale University, Public Service Commission, Ministry of Defence and Veterans Affairs, Ministry of Education And Sports, National Agricultural Research Organisation, Electricity Distribution Tribunal and Health Service Commission. Details of the maladministration cases resolved are highlighted in the table 12 below:

Table 12: Category of Maladministration cases resolved in MDAs

S/n	Category of cases resolved	Number	Percentage (%)
1.	Mismanagement	13	13.4
2.	Employment disputes	16	16.5
3.	Non-payment of salaries and other benefits	28	28.9
4.	Abuse of Authority	21	21.6
5.	Delayed service delivery	6	6.2
6.	Victimization	0	0
7.	Others	13	13.4
Total		97	100.0

6.1.2 Resolution of Maladministration cases in Local Governments

The IG continues to address Maladministration cases in Local Governments through a range of quick resolutions and collaborative approaches. These include the use of Alternative Dispute Resolution (ADR), revitalisation of Grievance Handling Mechanisms (GHMs), engagement of heads of government institutions through boardroom sessions, and collaboration with both state and non-state actors to promote accountability and ensure that duty bearers provide timely and effective public services.

During the period, the IG resolved 584 maladministration cases in Local Governments as shown in the table 13 below:

Table 13: Category of Maladministration cases resolved in LGs

S/n	Category of cases resolved	Number	Percentage (%)
1.	Mismanagement	84	14.4
2.	Employment disputes	107	18.3
3.	Non-payment of salaries and other benefits	202	34.6
4.	Abuse of Authority	66	11.3
5.	Delayed service delivery	27	4.6
6.	Victimization	17	2.9
9.	Others	81	13.9
Total		584	100.00

From the table 13 above, non-payment of salaries and other benefits had the most prevalent Maladministration cases resolved at 34.6%. This was followed by employment disputes at 18.3%.

As a result of the IG interventions, the following outcomes were registered as shown in the table 14:

Table 14: Breakdown of outcomes of IG interventions

s/n	Results of Maladministration cases resolved	Number of resolutions
1.	Benefits paid	68
2.	Administrative action recommended	43
3.	Lacked merit / false allegations	98
4.	Resolved (Complainants grievances addressed)	345
Total		584

As a result of the IG intervention under the Ombudsman function, **UGX:**

1,509,349,818 was recommended to be paid to individual complainants in form of unpaid employment benefits. Details are provided in **Appendix C**.

6.2 Systemic Interventions

Systemic interventions are undertaken to identify and address the underlying causes of recurring maladministration and administrative injustices in public institutions. They enable the IG to move beyond resolving individual complaints to recommending improvement in policies, procedures, systems, and administrative practices that prevent recurrence.

During the period under review, the IG conducted the following system interventions in MDA/LGs; - system reviews (27), systemic investigations (03), compliance checks (02), and reactivation of grievance handling mechanisms (08). As a result of the above

interventions, recommendations were made for improvement of processes, systems and work methods.

6.3 Reactivation of Grievance handling mechanism in Institutions

Government institutions have established formal structures and mechanisms for the resolution of grievances internally. These mechanisms are provided for under the Government Standing Orders and various institutional policy documents, including Human Resource Manuals and Client Charters. The existing framework requires government institutions to address and resolve grievances at the institutional level before such matters are escalated to the IG.

However, the Inspectorate of Government observed that, in many Government institutions and Local Governments (LGs), these grievance-handling structures were either not fully operational or were not being effectively implemented. As a result, grievances that could have been resolved at the institutional level were being escalated to the IG.

During the reporting period, the IG conducted an assessment of grievance handling mechanisms in 08 institutions that included: Islamic University in Uganda, Kitebi Senior Secondary School, St. Peter's Senior Secondary School Nsambya, Kitatente Hill Secondary School, Kalinabiri Secondary School, Equal Opportunities Commission, Kamuli District Local Government and Kamuli General Hospital. This intervention was aimed at ensuring that institutions

establish and effectively operationalize functional grievance handling mechanisms, improve awareness and accessibility and establish clear timelines for handling grievances. Consequently, the targeted institutions now have functional grievance-handling systems through which complaints and grievances can be received, addressed and resolved at the institutional level before escalation to the IG.

The following lessons were learnt as a result of reactivation of the grievance handling mechanisms:

- a) The designation of grievance focal persons or committees was important in providing clear institutional responsibility for handling complaints.
- b) The availability of multiple reporting channels, including written complaints, suggestion boxes and direct reporting to designated officers, improved accessibility and facilitated the reporting of grievances.
- c) The use of grievance registers and case-tracking mechanisms supported proper documentation, follow-up and closure of complaints.
- d) The existence of clear escalation mechanisms facilitated the handling of complaints that could not be resolved at the initial level.
- e) Regular sensitization of users and staff enhanced awareness and understanding of grievance handling procedures and available reporting channels.

- f) Confidential handling of sensitive complaints helped to protect complainants and encouraged the reporting of grievances.
- g) Regular management review of grievance trends helped to identify recurring and systemic issues and informed appropriate corrective action.
- h) Providing feedback to complainants on the progress and outcome of their complaints enhanced transparency and strengthened confidence in the grievance handling process.

6.4 Resolution of grievances through Alternative Dispute Resolution (ADR)

IG uses Alternative Dispute Resolution (ADR) as a mechanism for resolving maladministration and administrative injustice through dialogue, mediation, and negotiations. ADR provides a timely and less adversarial approach to resolving disputes between citizens, public officers and institutions. This promotes fair administrative actions, restoring working relations, reducing the time and resources required to resolve complaints.

During the reporting period, the IG applied Boardroom sessions approach as a complementary method to ADR in resolving grievances.

6.5 Boardroom sessions

A boardroom session is a formal, structured engagement with the leadership of an institution to discuss governance, accountability,

performance, and other identified institutional issues, with the aim of agreeing on appropriate actions and strengthening institutional effectiveness.

The IG uses boardroom sessions as a high level mechanism for resolving systemic and policy issues identified through investigations, complaints and other interventions. The sessions bring together senior decision makers and key stakeholders to agree on corrective actions, address underlying institutional weaknesses and secure commitment to lasting improvements in accountability and service delivery.

During the reporting period, the IG conducted 18 boardroom sessions in the following institutions: Public Service Commission, Uganda Electricity Distribution Company Limited (UEDCL), Rwampara District Local Government, Statutory Bodies in Nabilatuk District Local Governments, in Nakapiripirit, Bunyangabu DLG, Masaka S.S, Kyankwanzi and Kiryandongo District Local Governments, Maracha DLG, Arua DLG, Zombo DLG, Abim DLG, District Service Commission, Moroto DLG, Napak District Local Government, Arua City Council, and Koboko Municipal Council.

The Boardroom sessions resulted in the following outcomes:

- a) Institutions undertook specific measures to address identified gaps in service delivery, including staffing shortages, inadequate facilities and other operational constraints affecting service delivery.

- b) Several complaints were resolved during the sessions, while others were referred to the responsible institutions for further investigation and appropriate action.
- c) Direct engagement between oversight institutions and responsible entities improved coordination, information sharing and follow-up on matters raised by complainants.
- d) Specific officers were designated to facilitate communication and follow-up between institutions on matters requiring coordinated action.
- e) Institutions undertook to improve the dissemination of relevant circulars, communications and administrative guidance to District Service Commissions and other implementing structures.
- f) Institutions were required to provide reports, supporting information and explanations on decisions and actions taken, particularly in matters relating to recruitment and other administrative processes.

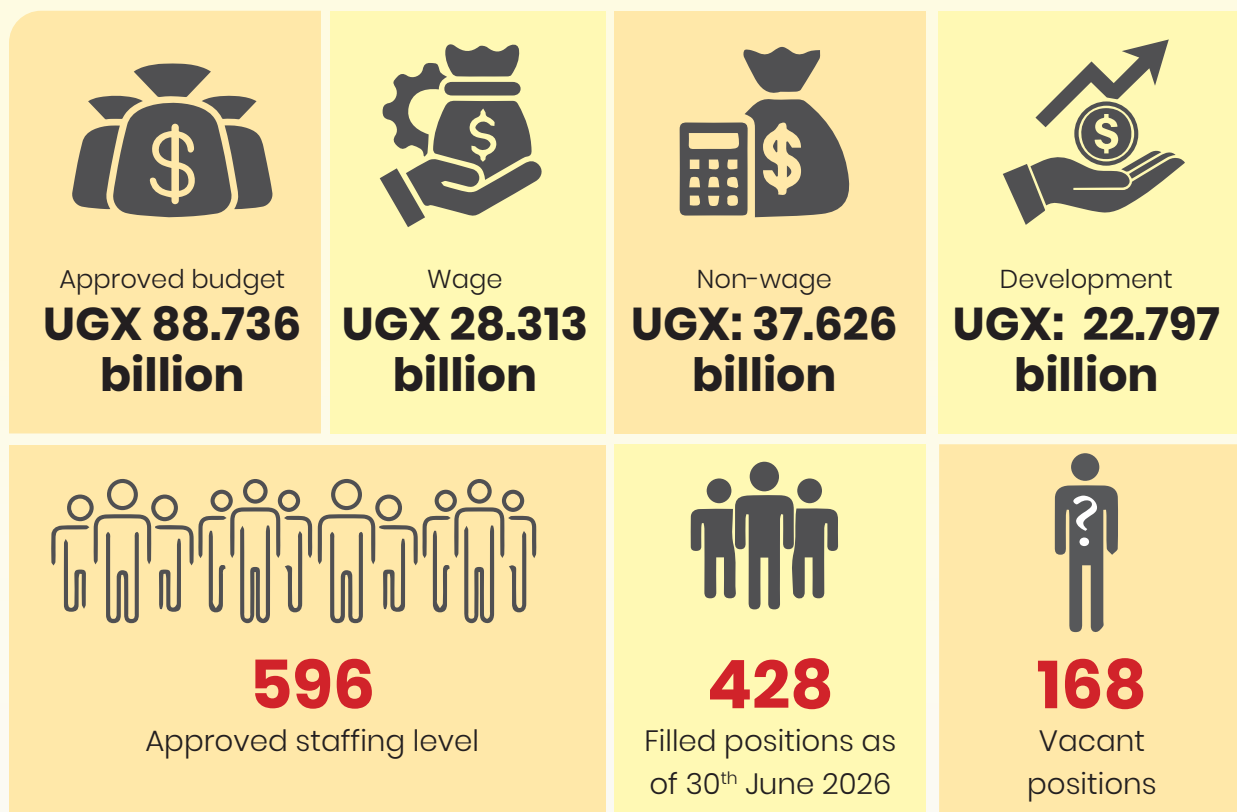


The Director Ombudsman Affairs, Mr. Kakooza Savio Ntensibe chairing a Board room session with staff of Tororo General Hospital at the IG Head Quarters

CHAPTER SEVEN

INSTITUTIONAL AND ORGANIZATIONAL CAPACITY





7.0 Introduction

Strong institutional and organizational capacity is essential for the effective and efficient execution of the Inspectorate of Government's (IG) mandate. This chapter presents the progress made in implementing Strategic Objective six of the IG Strategic Plan 2025/26–2029/30, which is aimed at strengthening and aligning the IG's institutional structures, systems and staff capabilities with its mandate. It also highlights efforts to promote a performance-driven organizational culture that enhances efficiency, accountability and effective service delivery.

In order to achieve the above strategic objective, the IG has invested in

human resource development, digital platforms and maintained strategic partnerships to improve operational efficiency and effectiveness.

7.1 IG staff establishment

The IG structure provides for 596 positions. As at 30th June 2026, 428 positions were filled and 168 positions remained vacant representing 71.8% staffing level. The IG has continued to engage Parliament, Ministry of Public Service, and Ministry of Finance, Planning and Economic Development to provide the necessary approvals and funding to fill the gaps in the staffing level. The staff establishment by Directorates is shown in the table 15:

Table 15: IG staff establishment

S/n	Department	Approved positions	Filled positions	Staffing gap
1.	Directorate of Finance and Administration	176	140	36
2.	Directorate of Ombudsman Affairs	72	47	25
3.	Directorate of Anti-Corruption	67	51	16
4.	Directorate of Research, Education & Advocacy	23	18	5
5.	Directorate of Leadership Code	41	23	18
6.	Directorate of Legal Affairs	50	36	14
7.	Directorate of Project Risk, Monitoring & Control	66	47	19
8.	Directorate of Special Investigations	60	34	26
	Divisions			
9.	Information and Internal Inspection	21	16	5
10.	Strategic Partnership and Public Relations	9	6	3
11.	IG Compliance Unit	11	10	1
Total		596	428	168

7.2 Financial Performance

The IG was allocated **UGX 88.736 Billion** in the financial year 2025–2026 comprising of wage (UGX 28.313 Billion), non-wage (UGX 37.626 Billion) and Development budget (UGX 22.797 Billion). The budget performance as at 30th June 2026 is summarised in table 16 below:

Table 16: IG Budget performance for the FY 2025/26 ended 30th June 2026

Budget Item		Approved budget (UGX Bn)	Release (UGX Bn)	Spent (UGX Bn)	Balance on release (UGX Bn)	Absorption rate (%)
Recurrent	Wage	28.313	28.313	27.061	1.252	95.6
	Non-Wage	37.626	37.626	36.897	0.729	98.1
Sub-Total Recurrent		65.939	65.939	63.958	1.981	97.0
Development	GoU	22.797	22.797	21.713	1.084	95.2
	External Financing	0	0	0	0	0
Sub-Total Development		22.797	22.797	21.713	1.084	95.2
Total		88.736	88.736	85.671	3.065	96.5

Overall, the IG absorbed 96.5% of the funds received in the financial year 2025/2026. The unspent balance of UGX 3.065 Bn (3.5% of the budget) was due to:

- a) Unpaid wage for staff who had left the institution and were yet to be replaced (UGX 1.252 Bn);
- b) Statutory related expenses for the staff in (a) above, as well as other office operational expenses. (UGX 0.729 Bn); and,
- c) Pending payment for the certificates of completed works for the construction of the IG office building. (UGX 1.084 Bn).

7.3 IG Digital transformation

The IG is implementing a digital transformation program to digitize and automate its systems and business processes in line with the Government of Uganda's digital transformation agenda. This initiative which is estimated to cost UGX 37 Bn aims to improve operational efficiency, enhance service delivery, strengthen accountability, and increase the IGs capacity to effectively deliver on its constitutional mandate

During the reporting period, the IG received UGX 3.7Bn which was used to procure critical ICT equipment,



IGG inspects Digitalisation of documents in line with the Electronic Documents and Records Management System (eDRMS)

strengthen ICT infrastructure at Head office and 16 regional offices, digitize manual records and build staff capacity. The IG has been onboarded onto the Electronic Documents and Records Management System (eDRMS/eDocs), with support from the Ministry of Public Service and the Ministry of ICT & National Guidance. This initiative is intended to replace paper-based workflows with secure, automated digital records management.

7.4 Status of IG Head office building Construction

The construction of the IG Head Office Building commenced on 29th July 2019. The project is located on Plot 71-75 Yusuf Lule Road and Plot 24-26 Clement Hill Road. It comprises an ultra-modern office complex rising 15 levels high, with a single basement, a four-floor podium, and a ten-floor tower. The facility will provide a total of 205 parking slots distributed across



IG Head office building

three levels, including the basement and two sub-basements. The total project cost was estimated at UGX 107.9 billion, covering architectural design and construction of the superstructure.

At the closure of the reporting period, the progress of construction of the IG Head Office Building Project stood at 94%. The remaining works mainly comprise final finishes, installation of specialized building components, testing and commissioning of mechanical, electrical and ICT systems, completion of external works, landscaping and utility connections.

7.5 Training and Capacity Building

IG prioritizes staff development through targeted training programmes and benchmarking designed to strengthen staff knowledge, skills and capabilities. During the reporting period, the following training and capacity building programmes were conducted:

- a) The Director Legal Affairs, Assistant Director Asset recovery, Executive Assistant to IGG and Senior Accountant attended a one day training on Asset Recovery Financial Investigations, and secure platform under the asset recovery interagency network for Eastern Africa.
- b) Fourteen (14) staff attended a training on Financial

Investigations conducted by UNODC under the EAAACA from 23rd to 27th March, 2026 at Hilton Garden Inn Hotel in Kampala.

- c) One Principal Inspectorate Officer in charge of Forensics attended a training organized by the African-European Investigation Forum (AFEU-IF) from 17th to 18th March 2026 in Brussels, Belgium.
- d) IG investigators and Prosecutors attended a three-day capacity-building training from 18th to 20th February at the IG Head Office. The objective of the training was to strengthen the capacity of investigators and prosecutors, particularly in the area of investigation and prosecution of financial crimes.
- e) A total of 57 staff who are 55 years and above were trained in Financial Literacy and Pre-Retirement planning from 20th to 23rd April, 2026.
- f) 35 staff from the Directorate of Special Investigations attended the Directorate retreat from 14th to 17th April, 2026 at Nile Resort Hotel in Jinja.
- g) 17 staff from the Directorate of Research Education and Advocacy attended a training in Communication, Lobbying and Advocacy Skills from 27th to 30th April, 2026 at Country Lake Resort, Garuga in Entebbe.
- h) 17 staff in the Information and Internal Inspection Division attended a staff retreat from 8th

- to 11th June, 2026 at the Nile Hotel in Jinja.
- i) A total of 30 staff have been attending the 2nd edition of the Kiswahili lessons from March to June, 2026.
 - j) A total of 15 Secretaries participated in the Administrative Professionals week (APW) workshop from 15th and 16th May, 2026 at the Civil Service College in Jinja City.
 - k) All drivers and other IG staff participated in an online complementary Road Safety and Health Engagement Session by Uganda Professional Divers' Network on 12th May, 2026.
 - l) All staff at Head Office attended a training on Electronic Document Records Management from 29th June to 3rd July, 2026.
 - m) A total of 78 Prosecutors and Investigators attended training for Investigators and Prosecutors from 18th to 20th February, 2026.
 - n) A total of 26 staff at different levels have been supported in their career growth.

CHAPTER EIGHT

CHALLENGES AND RECOMMENDATIONS



This chapter highlights the key challenges that affected the effective execution of the Inspectorate of Government's (IG) mandate during the reporting period. It also outlines the measures proposed to address these challenges and strengthen the IG's capacity to effectively discharge its constitutional and statutory responsibilities.

8.1 Challenges

The IG continues to face strategic and operational challenges that affect its ability to effectively deliver on its constitutional mandate. The key challenges include:

8.1.1 Gaps in Anti- Corruption Legal Framework

- i) **Absence of a non-conviction based Asset Recovery Law:** Uganda has no comprehensive provision in the Law authorising non-conviction based asset forfeiture which is a barrier to implementation of asset recovery in cases where the best course of action may not be prosecution.
- ii) **Lack of incentive to whistle-blowers who prevent loss from occurring:** Section 19(1) of the Whistle-blowers Protection Act Cap 34, provides that a whistle-blower is entitled to a reward of 5% of the funds recovered as a result of the information disclosed. However, where the disclosure ultimately leads to preventing any loss from occurring, the Law does not provide any incentive.
- iii) **Lack of a Witness Protection Law:** The absence of a legislation to provide legal safeguards for witnesses against intimidation, threats,

and reprisals, has undermined prosecutions and contributed to the collapse of many cases.

- iv) **Non-categorisation of IG officers as Authorised Officers under the Anti-Money Laundering Act:** The Anti-Money Laundering Act Cap 118 does not list officers of the Inspectorate of Government as authorised officers, and yet the IG investigates and prosecutes Money Laundering cases. Authorised Officers investigate and prosecute Money Laundering Cases.

8.1.2 Lack of designated funding for TAAC roll-out

Government has designated Transparency, Accountability and Anti-Corruption (TAAC) as a cross-cutting issue, requiring all MDAs and Local Governments to mainstream TAAC into their plans, budgets, programmes, and projects. However, the Inspectorate of Government has not been provided with dedicated funding under the FY 2026/2027 MTEF to coordinate and implement this Government policy, limiting the effective rollout of TAAC across Government.

8.1.3 Limited consideration of the IG reports by Parliament

The Constitution requires the Speaker to lay the IG Bi-annual performance reports to Parliament for discussion. However, discussion of the reports has not been regularly done. This affects consideration of the legal and policy recommendations, and reforms that the IG proposes for strengthening the fight against corruption.

8.1.4 Inadequate staff and technical skills to respond to emerging forms of Corruption

The IG has a staffing gap of 168 officers as highlighted in Chapter 7 of this report. As a result of this staffing gap, each of the 16 IG Regional Offices has an average of only 5 technical officers covering at least 10 Local Governments. Given that the majority of the complaints are against Local Governments, this number of staff is not sufficient for effective execution of the IG mandate at the grass root level.

Furthermore, the use of digital technologies, complex financial transactions, shell companies, beneficial ownership structures and cross-border movement of funds present new investigative challenges that require specialized investigative skills.

8.1.5 Inadequate funding for office operations

The IG remains underfunded to fully execute its strategic plan. Whereas the budget allocations to the IG have steadily increased over the past three fiscal years, the increase in Operational funding has not matched the operational requirements of the office. This has affected the institution's ability to achieve its strategic objectives.

8.1.6 Inadequate transport equipment due to old fleet of vehicles

The nature of IG work which includes investigating cases of corruption and maladministration, verify declarations, project inspections, public awareness and research, requires extensive travel by IG staff within the Country. This requires

vehicles in good mechanical condition. However, about 79% of the vehicles in the IG fleet are passed their disposal date. There are 34 vehicles whose mileage exceeds 240,000 Km and 92 vehicles that have exceeded the 5-year limit, as per the guidelines by the Ministry of Works and Transport. Maintaining this old fleet is costly to the IG.

8.1.7 Limited Use and Enforcement of Service Standards

The limited adoption, use and enforcement of clear service standards in most public institutions remains a challenge to Government's efforts to prevent and combat corruption. Where service standards, including service timelines, procedures and applicable costs, are not clearly established, displayed or consistently enforced, citizens may be vulnerable to exploitation through demands for bribes and unofficial fees.

The absence or inadequate enforcement of such standards may also create opportunities for public officers to delay service delivery or give preferential treatment to individuals who offer inducements. This undermines transparency, accountability and equitable access to public services, and complicates the IG's efforts to promote ethical and efficient service delivery.

8.2 Recommendations

The following are the main recommendations proposed for consideration:

- 8.2.1 The Directorate for Ethics and Integrity, in collaboration with the Uganda Law Reform Commission

should expedite the review of the existing legal framework with a view to addressing identified gaps and strengthening the legal and institutional framework for combating corruption and maladministration. In particular, priority should be given to the enactment of appropriate legislation on witness protection and civil asset forfeiture to strengthen the investigation, prosecution and recovery of assets arising from corruption and related offences.

8.2.2 Parliament should appropriate adequate funds for:

- a) The mainstreaming of the Transparency Accountability and Anti-Corruption (TAAC) initiative to enable the Inspectorate of Government (IG) to effectively coordinate its implementation across Ministries, Departments, Agencies and Local Governments. This will strengthen corruption prevention efforts, promote accountability, and enhance the effective and prudent utilization of public resources.
- b) Recruitment and retention of qualified personnel, improvement of staff remuneration and welfare, strengthening of regional

office operations, and enhancement of service delivery to citizens across the country.

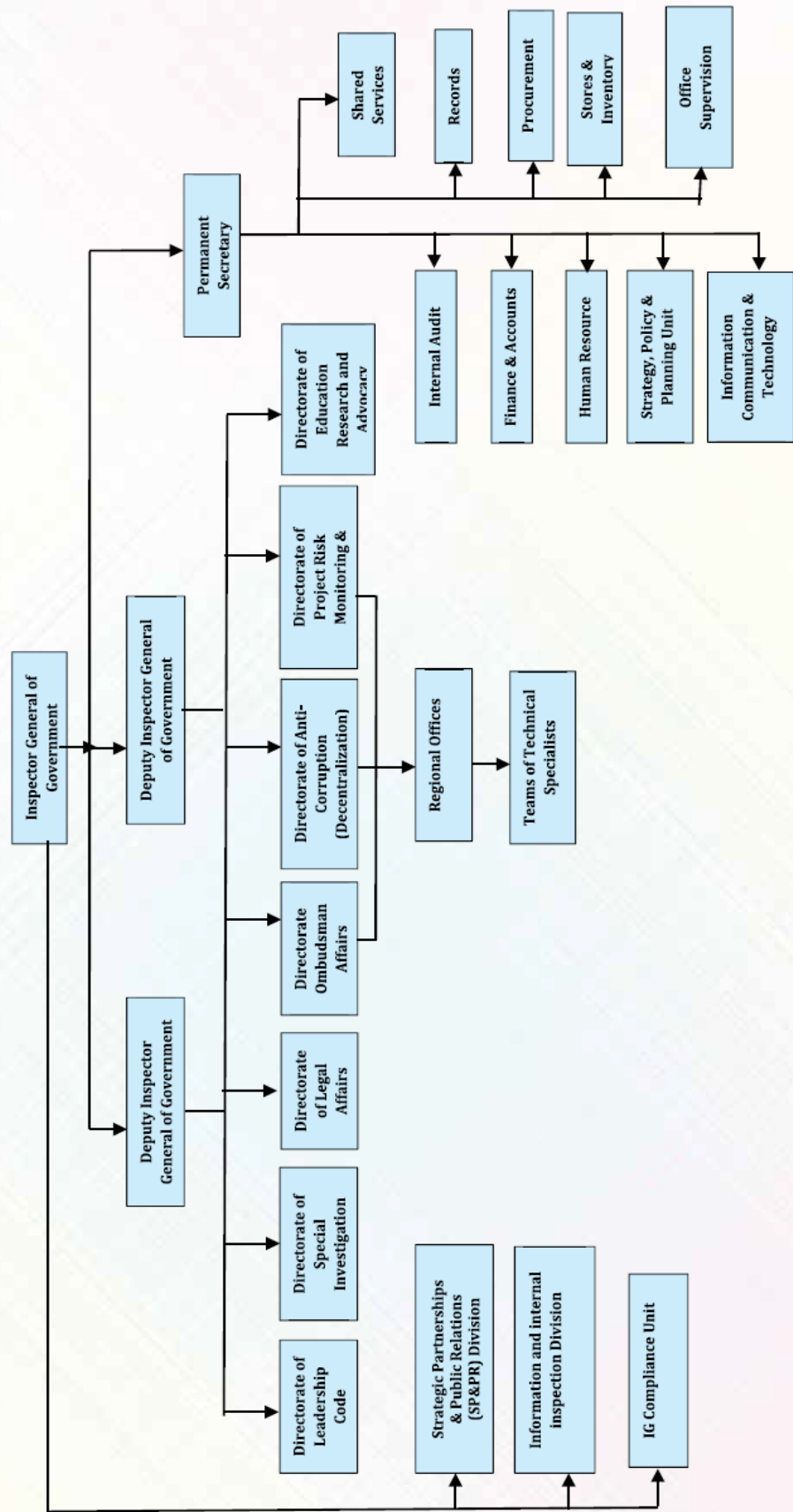
8.2.3 Parliament should handle the IG Performance reports to Parliament within the time frame stipulated under Article 231(3) of the Constitution.

8.2.4 The Ministry of Public Service should ensure that all MDA/LGs develop and effectively implement Service Delivery Standards that provide clear guidelines for service delivery, thereby eliminating opportunities for corruption.

8.2.5 All MDAs and Local Governments should put in place appropriate mechanisms for handling corruption and maladministration complaints at source in a timely manner. These should include accessible and protected channels through which individuals can report suspected corruption, misconduct, or other irregularities while safeguarding them from identification and potential retaliation.

APPENDIX A: IG ORGANOGRAM

MACROSTRUCTURE



APPENDIX B: IG REGIONAL OFFICES

Table 17: IG Regional offices and Local governments covered

S/n			
1,	Arua	9	Masaka
	a. Arua City		a. Bukomansimbi District
	b. Arua District		b. Kalangala District
	c. Koboko District		c. Kalungu District
	d. Madi-okollo District		d. Kyotera District
	e. Maracha District		e. Lwengo District
	f. Nebbi District		f. Lyantonde District
	g. Pakwach District		g. Masaka City
	h. Terego District		h. Masaka District
	i. Zombo District		i. Rakai District
			j. Sembabule District
2.	Fort Portal		
	a. Bundibugyo District	10	Mbale
	b. Bunyangabu District		a. Budaka District
	c. Fort Portal City		b. Bukwo District
	d. Kabarole District		c. Bulambuli District
	e. Kamwenge District		d. Butebo District
	f. Kasese District		e. Kapchorwa District
	g. Kitagwenda District		f. Kibuku District
	h. Kyegegwa District		g. Kween District
	i. Kyenjojo District		h. Mbale City
	j. Ntoroko District		i. Mbale District
			j. Pallisa District
3.	Gulu		k. Sironko District
	a. Agago District	11	Mbarara
	b. Amuru District		a. Buhweju District
	c. Gulu City		b. Bushenyi District
	d. Gulu District		c. Isingiro District
	e. Kitgum District		d. Kazo District
	f. Lamwo District		e. Kiruhura District
	g. Nwoya District		f. Mbarara City
	h. Omoro District		g. Mbarara District
	i. Pader District		h. Mitooma District
			i. Ntungamo District
4	Hoima		j. Rubirizi District
	a. Buliisa District		k. Rwampara District
	b. Hoima City		l. Sheema District
	c. Hoima District		
	d. Kagadi District	12	Moroto
	e. Kakumiro District		a. Abim District
	f. Kibaale District		b. Amudat District
	g. Kiboga District		c. Kaabong District
	h. Kikuube District		d. Karenga District
	i. Kiryandongo District		e. Kotido District

S/n			
			f. Moroto District
5	Jinja		g. Nabilatuk District
	a. Bugiri District		h. Nakapiripirit District
	b. Bugweri District		i. Napak District
	c. Buyende District		
	d. Iganga District	13	Moyo
	e. Jinja City		a. Adjumani District
	f. Jinja District		b. Moyo District
	g. Kaliro District		c. Obongi District
	h. Kamuli District		d. Yumbe District
	i. Luuka District	14	Mukono
	j. Mayuge District		a. Buikwe District
	k. Namayingo District		b. Buvuma District
	l. Namutumba District		c. Kayunga District
			d. Luwero District
6	Kabale		e. Mukono District
	a. Kabale District		f. Nakaseke District
	b. Kanungu District		g. Nakasongola District
	c. Kisoro District		
	d. Rubanda District	15	Soroti
	e. Rukiga District		a. Amuria District
	f. Rukungiri District		b. Bukedea District
			c. Kaberamaido District
7.	Kampala		d. Kalaki District
	a. Butambala District		e. Kapelebyong District
	b. Gomba District		f. Katakwi District
	c. Kassanda District		g. Kumi District
	d. KCCA and Divisions		h. Ngora District
	e. Mityana District		i. Serere District
	f. Mpigi District		j. Soroti City
	g. Mubende District		k. Soroti District
	h. Wakiso District		
		16	Tororo
8	Lira		a. Bududa District
	a. Alebtong District		b. Busia District
	b. Amolatar District		c. Butaleja District
	c. Apac District		d. Manafwa District
	d. Dokolo District		e. Namisindwa District
	e. Kole District		f. Tororo District
	f. Kwanja District		
	g. Lira City		
	h. Lira District		
	i. Otuke District		
	j. Oyam District		

APPENDIX C: FUNDS PAID TO BENEFICIARIES AFTER IG INTERVENTIONS

Table 18: Details of funds paid to beneficiaries as a result of IG interventions

s/n	Grievance resolved	MDA/LGs Complained against	Amount paid to beneficiary (UGX)
1.	Non-payment of salary arrears to staff	Mubende Municipal Council	6,549,881
2.	Irregular deletion of Mr. Robert Otim from the payroll	Ministry of Public Service	2,395,288
3.	Under payment of salaries of Mr. Elijah Bayonie, JJA/CO/44/2022	Mayuge DLG	38,100,000
4.	Non-payment of salary arrears to a teacher	Namutumba DLG	2,498,420
5.	Non Payment of Gratuity to Mr Edem Hannington	Apac District	22,725,502
6.	Non-payment of salary by Human Resource Department	Mbale City	1,680,000
7.	Irregular suspension of payment of pension to Mr. Malwa Ahithopel Michael	Pallisa DLG	15,605,558
8.	Under payment of ICT teachers	Sironko DLG	73,450,332
9.	Non-payment of gratuity to some retired civil servants	Budaka DLG	219,834,677
10.	Non-payment of UGX. 2,759,295 Salary arrears for Sr. Florence Okudra in FY 2022/2023	Nablatuk District	2,759,295
11.	Non-payment of salaries to Mr. Daniel Obeta, a teacher at Nyakwae Seed S.S	Abim DLG	4,863,119.
12.	Non-payment of retainer allowances worth UGX 1,080,000 to Mr. Samuel Lokol, former member of DSC	Nakapiripirit DLG	1,080,000
13.	Non Payment of Salary of Mr. Ratib Kassim	Yumbe DLG	7,600,000
14.	Irregular deletion of the estate of the Late Okello Stanley from the pension payroll	Nebbi DLG	7,398,000
15.	Nonpayment of salary arrears		4,810,786
16.	Non-payment of salary to Mr Bright Kagimu, a Senior Clinical Officer	Kibaale DLG	13,225,428
17.	Non-payment of salary to Mr. Serwadda Kaledu, Grade III Teacher at Makonzi COU Primary School,	Kassanda Town Council	2,045,020
18.	Non-payment of gratuity to the estate of Miir Eddie		69,437,121
19.	Non-payment of salary to Mr. Alex Agaba	Lyantonde DLG	537,837
20.	Non-payment of pension to the Estate of Ssenyange Siraj		22,821,198
21.	Non-payment of pension		16,089,246

S/n	Grievance resolved	MDA/LGs Complained against	Amount paid to beneficiary (UGX)
22.	Non-payment of salary to Mr. Paul Musisi	Kyotera DLG	2,657,811
23.	Non-payment of salary arrears to Ms. Thungu Scovia	Kalungu District	4,601,295
24.	Non-payment of salary to a teacher at Kitambuza P/S	Masaka City	2,696,828
25.	Non-payment of pension to Mr. Obonyo Clement		38,898,022
26.	Non-payment of death gratuity of the Estate of the Late Chekwoti Douglas Bayi	Kapchorwa Municipal Council	6,968,665
27.	Non-payment of salary arrears to Ms. Dinah Kimanywenda	Rukiga DLG	4,845,984
28.	Non-payment of salary arrears to staff at Kabale Regional Referral Hospital	Kabale DLG	39,434,125
29.	Non Payment of Salaries to Staff of Fort Portal City	Fort Portal City	359,997,000
30.	Underpayment of salary to Mr. Asaba Stephen, a science teacher at Katoke S.S	Kyenjojo DLG	8,952,424
31.	Non-payment of 428,600 for services offered to Awaliwal Sub-County	Soroti DLG	428,600
32.	Underpayment of Salary to Mr. Asaba Stephen	Kyenjojo DLG	9,783,000
33.	Non-payment of pension to Kionga Benard Friend, a retired GII Teacher at Nadunget Primary School from October 2024 to-date	Moroto DLG	4,898,358
34.	Non-payment of pension and gratuity to the estate of late George Walter Ocheru	Abim DLG	78,892,426
35.	Non-payment of salary to NO. MRT/004 SPC Nakamya Hadijah of CPS Moroto	Moroto DLG	4,294,600
36.	Non-payment of salary arrears		26,000,000
37.	Non-payment of Salary to Mr Agaba Odborn, a teacher at Bumadu Seed Secondary School	Bundibugyo DLG	1,380,688
38.	Non-payment of gratuity to Mr. Wawire Nathan, formerly a teacher at Bukiyi Primary School	Sironko DLG	17,181,339
39.	Non-payment of gratuity	Budaka DLG	57,269,896
40.	Non-payment of pension and gratuity to Oryono John Bosco	Moroto DLG	123,000
41.	Non-payment of sitting allowance worth UGX 900,000 to the DSC by the Town Clerk, Moroto Municipal Council	Moroto Municipal Council	900,000
42.	Non-payment of salary arrears of Mr. Gadson Rwabukye	Rukiga District	2,425,240
43.	Non-payment of monthly pension to Mr. Charles Rubarenzya	Rukungiri DLG	3,222,505

S/n	Grievance resolved	MDA/LGs Complained against	Amount paid to beneficiary (UGX)
44.	Non-payment of rent arrears to Yeremiah Gabakiga of Kitagwenda District by the Uganda Police Force	Kitagwenda DLG	79,200,000
45.	Non-payment of Salary to Mr Agaba Odborn, Ateacher at Bumadu Seed Secondary School	Bundibugyo DLG	1,380,688
46.	Non-payment of gratuity for Mr. Obira James from 2023 to date		99,000,000
47.	Non-payment of pension to Mr. Ogong Godfrey Godi		624,592
48.	Under payment of pension to Okot Jenaro	Gulu DLG	1,705,137
49.	Non Payment of Salary	Obongi DLG	200,000
50.	Non-payment of Salary arrears to Ms. Malia Jackline	Obongi DLG	500,000
51.	Non-payment of salary to Ms. Nanyondo Grace a teacher at Kiwanyi P/S	Masaka City Council	1,998,737
52.	Recovery bail money from Rakai Chief Magistrate's court	Rakai DLG	200,000
53.	Non-payment of pension and gratuity to Ms Yobo Rebecca, a retired teacher	Arua City Council	29,794,642
54.	Non-payment of Gratuity/Pension	Kassanda DLG	10,369,998
55.	Non-payment of salary of Mr. Oyuru Moses, a teacher at Iyanyi primary school	Oyam DLG	3,719,328
56.	Non-payment of pension to Mr. Obong Godfrey Goddy	Lira DLG	624,295
57.	Non-payment of salaries to a staff	Bundibugyo DLG	1,380,688
58.	Non-payment of employment benefits of Late Wagaluka Florence Nightingale		13,308,247
59.	Under payment of salary to Mr. Kaundama Dan	Budaka DLG	1,055,000
60.	Non-payment of gratuity and pension of the Late Chelengat Jacklyne	Kapchorwa Municipal Council	20,453,988
61.	Non-payment of salary and solicitation for bribes by officials of Bukwo District Local Government	Bukwo DLG	21,345,542
62.	Non-payment of Salary to Ms. Dorcus Inzikuru	Arua DLG	2,272,664
63.	Non-payment of salary to Mr Mawa O. Juruga	Terego DLG	1,712,007
64.	Non Payment of pension to staff	Nabiatuk DLG	20,453,998
Grand Total			1,509,349,818

APPENDIX D: LIST OF CONCLUDED PROSECUTION CASES

Table 19: List of concluded prosecution cases at ACD and LCT

S/n	Case Details	Status
Cases before the Anti-Corruption Court		
1	HCT-00-AC-SC-0152-2024 Uganda v Mutome Godfrey, Wabwire John and Rebecca Kwagala	Mutome Godfrey and Wabwire John were charged with Embezzlement and Money Laundering while Rebecca Kwagala was charged with Causing financial loss. Mutome Godfrey and Wabwire John were convicted for Embezzlement and Money Laundering as charged and they were each sentenced to three years imprisonment. Additionally, Mr. Mutome was ordered to compensate government with Ugx. 1 billion and Mr. Wabwire was ordered to compensate government with Ugx. 500 million. Kwagala Rebecca was acquitted of the offence of Causin Financial loss. The judgement was passed on 23rd March 2026 and sentences were passed on 24th March, 2026.
2	HCT-00-AC-CN-004-2024 Godwin Asiiimwe and Stella Tushabomwe v Uganda	The first appellant was convicted on one count of Abuse of Office, one count of Causing Financial loss and one count of False accounting. He was then sentenced to fines of Ugx. 3,360,000, Ugx. 6,720,000 and Ugx. 1,440,000 with alternative custodial sentences in case of default. He was also ordered to refund certain amounts of money to Kabale Municipal Council. The 2nd appellant was convicted for the offence of Causing financial loss and was sentenced to a fine of Ugx. 4,000,000. The two appealed to the High Court against the whole judgement and the orders issued. The High Court dismissed the whole appeal for lack of merit and upheld the conviction and sentence of the lower Court.
3	HCT-00-ACD-CSC-0114-2025 Uganda v Yusuf Kakerewe	The matter was withdrawn following an appeal to the IG by the accused wherein he pleaded that the matter be withdrawn
4	HCT-00-AC-SC-0096-2022 Uganda v Robert Mulondo & 6 Others	Accused No. 3 Godfrey Mutome was convicted on three counts of Causing Financial loss on 18th June, 2026. He was sentenced to serve four years in prison and also ordered to refund Ugx. 343,325,789 to the government. He was also ordered barred from holding public office for ten years. NB: Charges against the other six accused had been withdrawn by the time the hearing of the case was concluded.
5	Uganda v Ahimbisibwe & 2 Others	The matter came up on 18 th May 2026 and it was withdrawn.
6	Uganda v Anna Grace Anyango	The matter was withdrawn on 5/6/2026.

S/n	Case Details	Status
7	Uganda v Byenkya & Others	The matter was withdrawn on 14 th May, 2026 against all the accused persons.
Cases before the Leadership Code Tribunal		
1.	LCT APPLICATION NO. 019 OF 2023 Inspectorate of Government Vs Fahad Kutesa	Concluded in favour of IG Respondent ordered to pay a fine of 1,200,000/=, be demoted to a lower rank, declares his assets, incomes and liabilities and pays costs.
2.	LCT APPLICATION NO. 015/2025 Inspectorate of Government V Order Patrick Dennis	Concluded in favour of IG Respondent ordered to pay a fine of 1,800,000/= and declares his assets, incomes and liabilities
3.	LCT App. No. 34/2024 IG vs Bazookire Joseph- Town Clerk, Buhweju Distrit,	Concluded by mediation. Respondent ordered to pay a fine of UGX 2,000,000/= .
4.	IG V Nabuuma Tausi LCT Application No. 010 of 2025	The application was withdrawn from LCT by consent of both parties following a change in status communicated by DLC that the Respondent had been allowed to declare after discussion with the Head of Entebbe Regional Referral Hospital.
5.	IG V Lugolobi Mathias LCT Application No. 011 of 2025	The application was withdrawn from LCT by consent of both parties following a change in status communicated by DLC that the respondent had been allowed to declare after discussion with the Head of Entebbe Regional Referral Hospital.
6.	IG V Abesiga Ruth LCT Application No. 029 of 2025	Concluded through mediation. A consent was reached in the matter wherein she agreed to pay UGX 1,600,000 as a fine by May 2026 and thereafter submit her declaration with IG. She was further cautioned by LCT.
7.	LCT Application No.030 of 2024 IG Vs Tumwetabe Benon	The matter was settled through mediation and the respondent agreed to pay a fine of UGX 1.500,000 . He is to pay the amount in 5 instalments starting in June 2026 and completing in October 2026.
8.	LCT Application No. 024 of 2025 IG Vs Kamukama Ismail	The matter was settled through mediation and the respondent agreed to pay a fine of UGX 900,000 to be paid in 3 months starting in June and completing in August.
9.	HQT/145/9/2025: Musungu James- Deputy Principal, Uganda College of Commerce- Soroti	File returned back to DLC. The Officer was not bound to declare.

S/n	Case Details	Status
10.	HQT/70/11/2025: Dr. Benon Asiimwe Byamugisha	A Consent Judgment was entered and she was ordered to pay UGX 1,200,000 only by 11 th May, 2026 as a fine for breaching the Leadership Code
11.	IG V Serene Maureen LCT Application No. 018 of 2025	A Consent Judgment was entered and she was ordered to pay UGX 900,000 -Nine Hundred Thousand Shillings only by 11 th May, 2026 as a fine for breaching the Leadership Code
12.	IG V Mukana Roland Shimey LCT NO. 027/ 2025 LCT	Entered a Consent Judgment for payment of UGX 600,000 -Six Hundred Thousand Shillings only by 13 th May, 2026 as a fine for breaching the Leadership Code.
13.	Namirembe Vivian Ttendo LCT Application No. 031/2025	Entered a Consent Judgment for payment of UGX 600,000 -Six Hundred Thousand Shillings only by 13 th May, 2026 as a fine for breaching the Leadership Code.
14.	IG V Kalyesubula Simeon Kibuuka LCT Application No. 022/2025	Entered a Consent Judgment for payment of UGX 600,000 -Six Hundred Thousand Shillings only by Second week of July as a fine for breaching the Leadership Code.
15.	IG Vs Tindimwebwa Kenneth LCT Application No. 011/2026.	Entered a Consent Judgment for payment of a fine amounting to UGX 1,000,000 payable in two equal instalments before end of August
16.	Stephen Asiimwe, Director, Nile Hotel International Ltd.	Entered a Consent Judgment for payment of a fine amounting to UGX 2000,000 immediately.
17.	IG Vs Tumugumye Caleb LCT Application No. 032 OF 2025	Entered a Consent Judgment for payment of a fine amounting to UGX 2,000,000 in two equal instalments of UGX 1,000,000 each by 30th June 2026
18.	IG Vs Margaret Birungi LCT Application No. 034 of 2025.	Entered a Consent Judgment for payment of a fine amounting to UGX 1,000,000 payable in instalments before end of July
19.	IG Vs Birungi Precious LCT Application No. 010/2026.	Entered a Consent Judgment for payment of a fine of UGX 800,000 by end of July 2026.
20.	IG Vs Abel Kamagara, Application No. 013 of 2026	Matter was concluded through mediation. Respondent ordered to pay a fine of UGX 1,300,000/= .
21.	IG Vs Dr. Annet Nakaganda, Application No.20 of 2025	Matter was concluded through mediation. Respondent ordered to pay a fine of UGX 900,000/= .
22.	IG Vs Kamwesigye Nicholas, LCT Application No. 014 of 2026	Matter was concluded through mediation. Respondent ordered to pay a fine of UGX 1,200,000/= .

APPENDIX E: INVESTIGATIONS STATISTICS

Table 20: Distribution of complaints received across regional offices disaggregated by gender

s/n	Office	Male	female	Group	Anonymous	Total	Percentage (%)
1	Headquarters	721	65	1	168	904	48.7
2	Arua	29	8	2	35	74	4.0
3	Fort portal	41	11	2	12	66	3.6
4	Gulu	42	1	0	3	46	2.5
5	Hoima	29	3	0	21	53	2.9
6	Jinja	56	8	3	19	86	4.6
7	Kabale	31	3	2	28	64	3.4
8	Kampala	62	14	1	32	109	5.9
9	Lira	38	0	2	3	43	2.3
10	Masaka	38	10	1	13	62	3.3
11	Mbale	29	6	4	5	44	2.4
12	Mbarara	27	5	1	44	77	4.1
13	Moroto	30	6	2	14	52	2.8
14	Moyo	31	1	1	6	39	2.1
15	Mukono	27	12	0	8	47	2.5
16	Soroti	24	3	0	6	33	1.8
17	Tororo	44	8	2	5	59	3.2
	Grand total	1299	164	24	422	1909	100.0
	Percentage (%)	68	9	1	22	100.0	

Table 21: Distribution of Complaints received classified by IG Core mandate

s/n	Office	Corruption	Leadership	Ombudsman	Under Review	Grand Total	Percentage (%)
1	Headquarters	98	435	181	241	955	50.0
2	Arua	36	0	38	0	74	3.9
3	Fort portal	43	0	23	0	66	3.5
4	Gulu	26	0	20	0	46	2.4
5	Hoima	29	0	24	0	53	2.8
6	Jinja	48	0	38	0	86	4.5

S/n	Office	Corruption	Leadership	Ombudsman	Under Review	Grand Total	Percentage (%)
7	Kabale	42	0	22	0	64	3.4
8	Kampala	74	0	35	0	109	5.7
9	Lira	30	0	13	0	43	2.3
10	Masaka	21	0	41	0	62	3.2
11	Mbale	31	0	13	0	44	2.3
12	Mbarara	35	0	42	0	77	4.0
13	Moroto	30	0	22	0	52	2.7
14	Moyo	12	0	27	0	39	2.0
15	Mukono	21	0	26	0	47	2.5
16	Soroti	22	0	11	0	33	1.7
17	Tororo	32	0	27	0	59	3.1
	Grand total	630	435	603	241	1909	100.0
	Percentage (%)	33	22.8	31.6	12.6	100.0	

Table 22: Distribution of Complaints received according to Districts of origin

S/n	District	No of complaints	Frequency	Total	Percentage (%)
1	Kampala	341	1	341	17.9
2	Wakiso	72	1	72	3.8
3	Jinja	49	1	49	2.6
4	Mbale, Mukono ⁴	37	2	74	3.9
5	Yumbe	34	1	34	1.8
6	Hoima	33	1	33	1.7
7	Kabale	31	1	31	1.6
8	Tororo	28	1	28	1.5
9	Masaka ,Lira	27	2	54	2.8
10	Arua, Rukungiri	26	2	52	2.7
11	Kayunga	25	1	25	1.3
12	Iganga	24	1	24	1.3
13	Kabarole, Mbarara	23	2	46	2.4
14	Arua City, Ntoroko	22	2	44	2.3
15	Kasese	20	1	20	1.0
16	Moyo, Rubanda, Soroti	19	3	57	3.0
17	Mityana, Gulu, Luweero	18	3	54	2.8
18	Bududa, Bulambuli, Nwoya, Mayuge	14	4	56	2.9
19	Apac, Luuka, Nebbi, Koboko, Mpigi, Buvuma, Lwengo Manafwa	13	8	104	5.4

⁴ Districts grouped in the same row had the same number of complaints reported.

S/n	District	No of complaints	Frequency	Total	Percentage (%)
20	Kisoro, Moroto, Bukwo, Kassanda Maracha	12	5	60	3.1
21	Ssembabule, Kamuli, Kween, Nakaseke Bunyangabu, Adjumani, Kitagwenda	11	7	77	4.0
22	Ntungamo, Budaka, Terego, Kitgum, Isingiro, Kole, Obongi, Kyotera, Masindi, Ibanda	10	10	100	5.2
23	Rakai, Zombo, Amuria, Kapelebyong, Mubende, Butambala, Kaliro, Lyantonde, Nabilatuk	9	9	81	4.2
24	Sheema, Kotido, Omoro, Kaabong, Rubirizi, Kalungu, Sironko, Abim, Buikwe	8	9	72	3.8
25	Oyam, Kalaki, Bukedea, Kiboga, Lamwo, Busia, Kagadi, Kumi, Mitooma, Ngora, Kiryandongo, Kyegegwa	7	12	84	4.4
26	Pakwach, Amuru, Kyankwanzi, Gomba, Kyenjojo, Bugiri, Bushenyi, Maddi-Okollo, Namisindwa, Namutumba	6	10	60	3.1
27	Agago, Kanungu, Rwampara, Serere, Amudat, Bugweri, Kapchowra, Nakapiripirit, Pallisa, Amolatar	5	10	50	2.6
28	Bukomansimbi, Buyende, Alebtong, Kikuube, Butaleja, Kiruhura, Kalangala, Butebo, Kamwenge	4	9	36	1.9
29	Nakasongola, Dokolo, Pader, Kibaale, Kibuku, Napak, Katakwi, Kakumiro, Bundibugyo	3	9	27	1.4
30	Rukiga, Buliisa, Buhweju, Namayingo	2	4	8	0.4
31	Others	1	56	56	2.9
Grand Total				1909	100.0

Table 23: Complaints against MDA/LGs

S/n	Departments/ Institutions	Number of complaints	Frequency	Total	Percentage (%)
	Local Governments	968	1	968	50.7
	District Service Commissions	193	1	193	10.1
	Education institutions	150	1	150	7.9
	Health institutions	84	1	84	4.4
	Police	45	1	45	2.4
	Judiciary	34	1	34	1.8

S/n	Departments/ Institutions	Number of complaints	Frequency	Total	Percentage (%)
	Ministry of Lands	32	1	32	1.7
	Ministry of Works and Transport	17	1	17	0.9
	Ministry of Finance	13	1	13	0.7
	Electoral Commission	12	1	12	0.6
	Kampala Capital City Authority	10	1	10	0.5
	Office of the Prime minister	8	1	8	0.4
	Office of the President	7	1	7	0.4
	Ministry of Agriculture, Uganda National Bureau of Standards, Uganda Revenue Authority ⁵	6	3	18	0.9
	Administrator General, Directorate of Ciitizenship and Immigaration Control, Ministry of Water and Environment, Public Service Commission	5	4	20	1.0
	Ministry Of Health, National Identification and Registration Authority, Parliament, Uganda Electricity Distribution Company Limited, Uganda Peoples' Defence Force	4	5	20	1.0
	Federation of Uganda Football Associations, National Social Security Fund, Uganda Investment Authority, Uganda Prisons Service	3	4	12	0.6
	Education Service Commission, Equal Opportunities Committee, Face Technologies Ltd, Health Service Commission, Ministry of Education and Sports, Ministry of Trade, National Agricultural Advisory Services, National Agricultural Research Organization, National Drug Authority, National Environmental Management Authority, National Water and Sewerage Corporation, Parliamentary Commission, Uganda Cancer Institute, Uganda Civil Aviation Authority, Uganda Land Commission, Uganda Railways Corporation, UNCST, Walimu Cooperative Union Limited	2	18	36	1.9

5 *Institutions grouped in the same row had the same number of complaints against them in the reporting period.*

S/n	Departments/ Institutions	Number of complaints	Frequency	Total	Percentage (%)
	Amnesty Commission, Atomic Energy Council, Democratic Party, Departed Asians' Property Custodian Board, Director Public Prosecutions, IG, Insurance Regulatory Authority, Judiciary Service Commission, Leadership Code Tribunal, Microfinance Support Center, Ministry of Defense, Ministry of Foreign Affairs, Ministry of Public Service, Ministry of Tourism, National Coffee Research Institution, National Medical Stores, National Organization of Trade Unions, NRM Secretariat, Parliamentary Pension Scheme, Posta Uganda, SINO MINERALS COMPANY LIMITED, State House Anti- corruption Unit, UETCL, Uganda Aids Commission, Uganda Airlines, Uganda Chess Federation, Uganda Free Zones Authority, Uganda Girl Guides Association, Uganda Human Rights Commission, Uganda Microfinance Regulatory Authority (UMRA), Uganda National Oil Company (UNOC), Uganda Post Limited, Uganda Registration Services Bureau, Uganda Road Fund, Uganda Scouts Association, Uganda Virus Research Institute, Uganda Wild Life Authority (UWA), United Nations African Institute for the Prevention of Crime and the Treatment of Offenders, United Nations High Commission for Refugees, World Vision, Judicial Service Commission, Ministry of Kampala Capital City	1	42	42	2.2
Others		188	1	188	9.8
Grand Total				1909	100.0

APPENDIX F: PICTORIALS







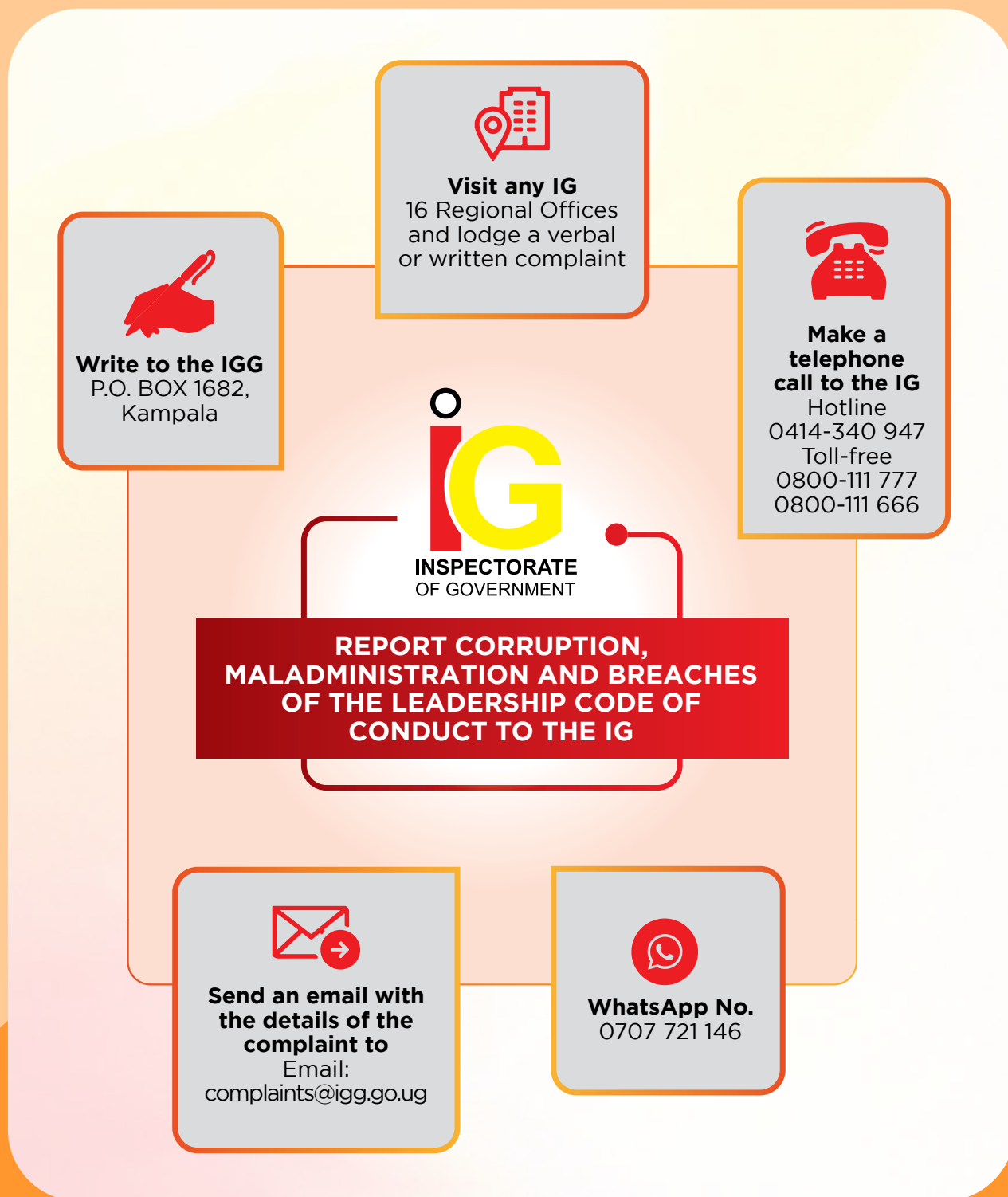














BI-ANNUAL PERFORMANCE REPORT TO PARLIAMENT

JANUARY TO JUNE 2026

Strengthening Transparency and Accountability for
Inclusive Growth, Employment and Wealth Creation

