



**INSPECTORATE OF GOVERNMENT**

**PRESENTATION OF THE IG POLICY STATEMENT**

**TO**

**THE LEGAL AND PARLIAMENTARY AFFAIRS**

**COMMITTEE OF PARLIAMENT**

**VOTE 103**

**FY 2024/25**

**By**

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**Inspector General of Government**

**2<sup>nd</sup> April 2024**

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## **1.0. Introduction**

### **1.1 Functions of the Inspectorate of Government**

The Inspectorate of Government (IG), Vote 103 is an office established under Chapters 13 and 14 of the 1995 Constitution of the Republic of Uganda and operationalized under the Inspectorate of Government Act of 2002 and Leadership Code Act 2002 as amended. The main functions of the IG broadly are:

1. The Anti-Corruption function.
2. Enforcement of the Leadership Code Act; and
3. The Ombudsman function.

### **1.2 IG Mandate, Vision, Mission, and Strategic Objectives**

#### **Mandate**

To promote just utilisation of public resources.

#### **Vision**

A just and corruption free Uganda

#### **Mission**

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

#### **Strategic objectives**

- i. To enhance prevention, detection and elimination of corruption;
- ii. To strengthen enforcement of the Leadership Code Act;
- iii. To promote adherence to the rule of law in public offices for improved service delivery;

- iv. To strengthen IG Institutional and Organizational capacity to deliver on its mandate;
- v. To increase stakeholder engagement for effective execution of IG mandate.

## **2.0. The IG Priority Areas of Focus in FY 2024/25**

In addition to prevention and other strategies of combating corruption and maladministration, over the medium term the IG will focus on the areas outlined below to scale up the war on corruption (details of the strategies is provided in **Annex 1** attached).

- i. Digitization, digitalization and digital transformation.
- ii. Creating awareness about the negative impacts of the cost of Corruption and maladministration to the entire Public Service.
- iii. Creating awareness on the Ombudsman function and prioritizing the use of Alternative Dispute Resolution (ADR) to resolve complaints.
- iv. Strengthening Project Monitoring.
- v. Recovery of illicitly acquired wealth.

### **3.0. Responses to Issues raised by the Parliamentary Committee on Legal and Parliamentary Affairs on the IG Policy Statement for FY 2024/2025**

In accordance with the provisions of the Public Finance Management Act 2015 as amended, the Inspectorate of Government submitted its Policy Statement to the Parliament for consideration. The Committee scrutinized the Policy Statement and raised a number of issues. Below are the responses to the issues raised by the Committee.

**Issue 1:** Provide the Budget Performance up to March 2024, both financial and physical. Provide explanation for the underperformance/over performance (Where applicable).

**Response:** The budget performance, both financial and physical performance and explanation for variations of performance is as follows:

#### **a. Financial Performance:**

The overall budget performance was 87.33%. IG received UGX 49.105 Billion, out of which UGX 41.400 Billion was spent as follows:

- i. Wage UGX 17.760 Billion (84.71%) against release of UGX 20.965 Billion.
- ii. Non-Wage UGX 23.640 Billion (84.01%) against release of UGX 28.140 Billion.
- iii. Development UGX 11.698 Billion (100%) against release of UGX 11.698 Billion.

The details of the budget performance against the approved budget and release is indicated in table 1:

**Table 1: Performance of the IG Budget as at 22<sup>nd</sup> March FY 2023/2024**

| Budget Category              |                    | Approved Budget | Released by Q3 | Spent by Q3   | Balance on Rel. | % Released    | % Spent        |
|------------------------------|--------------------|-----------------|----------------|---------------|-----------------|---------------|----------------|
| Recurrent                    | Wage               | 27.953          | 20.965         | 17.760        | 3.205           | 75.0%         | 84.7%          |
|                              | Non-Wage           | 35.122          | 28.140         | 23.640        | 4.500           | 80.1%         | 84.0%          |
|                              |                    | <b>63.075</b>   | <b>49.105</b>  | <b>41.400</b> | <b>7.705</b>    | <b>77.9%</b>  | <b>84.3%</b>   |
| Development                  | GoU                | 23.397          | 11.698         | 11.698        | 0.000           | 50.0 %        | 100.0%         |
|                              | External Financing | 0.000           | 0.000          | 0.000         | 0.000           | 0.000         | 0.000          |
| <b>Sub-Total Development</b> |                    | <b>23.397</b>   | <b>11.698</b>  | <b>11.698</b> | <b>0.000</b>    | <b>50.0 %</b> | <b>100.0 %</b> |
| <b>Total</b>                 |                    | <b>86.472</b>   | <b>60.804</b>  | <b>53.098</b> | <b>7.705</b>    | <b>70.3%</b>  | <b>87.3%</b>   |

From table 1 above the unspent balance of UGX 7.705 Billion includes wage (UGX 3.305 Billion) for March and Staff being replaced, and Non-Wage (UGX 4.500 Billion) for operational funds for implementation of Anti-Corruption, Ombudsman and enforcement of Leadership Code activities for the remaining period of the quarter.

#### **b. Physical Performance FY 2023/24**

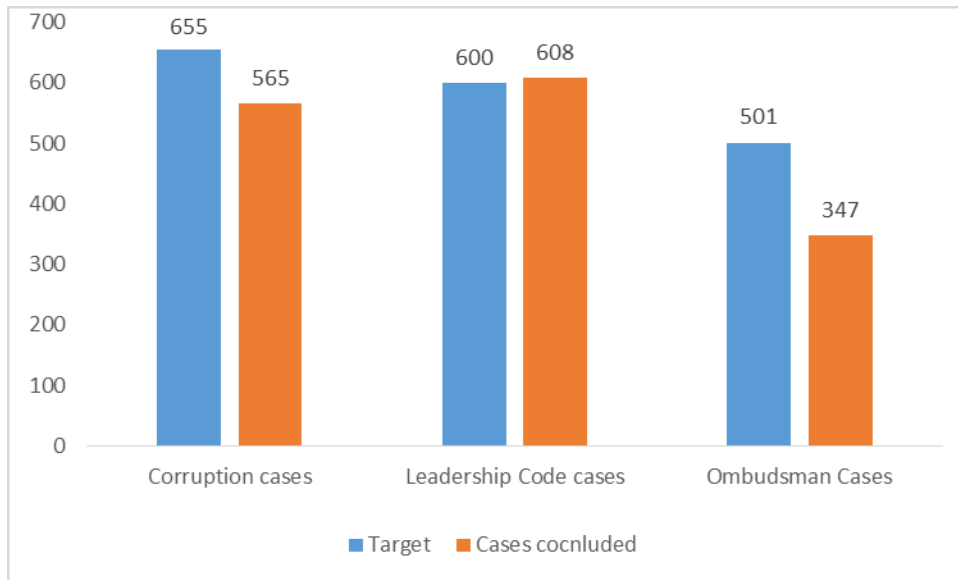
The Institution has recorded a number of achievements in the war against corruption, maladministration and enforcement of the Leadership Code of Conduct. Below is the summary of the major achievements made:

Detailed achievements against planned outputs is provided in **Annex 2** attached:

- a. Registered 1,932 complaints aggregated as follows: Corruption allegations 532, Ombudsman complaints 228 and Leadership Code of Conduct breaches 504.

b. From the cases registered above and those carried forward from previous financial years, a total of 1,520 investigations were concluded as shown in Figure 1 below.

**Figure 1: Cases concluded by IG during current financial year by functional area.**



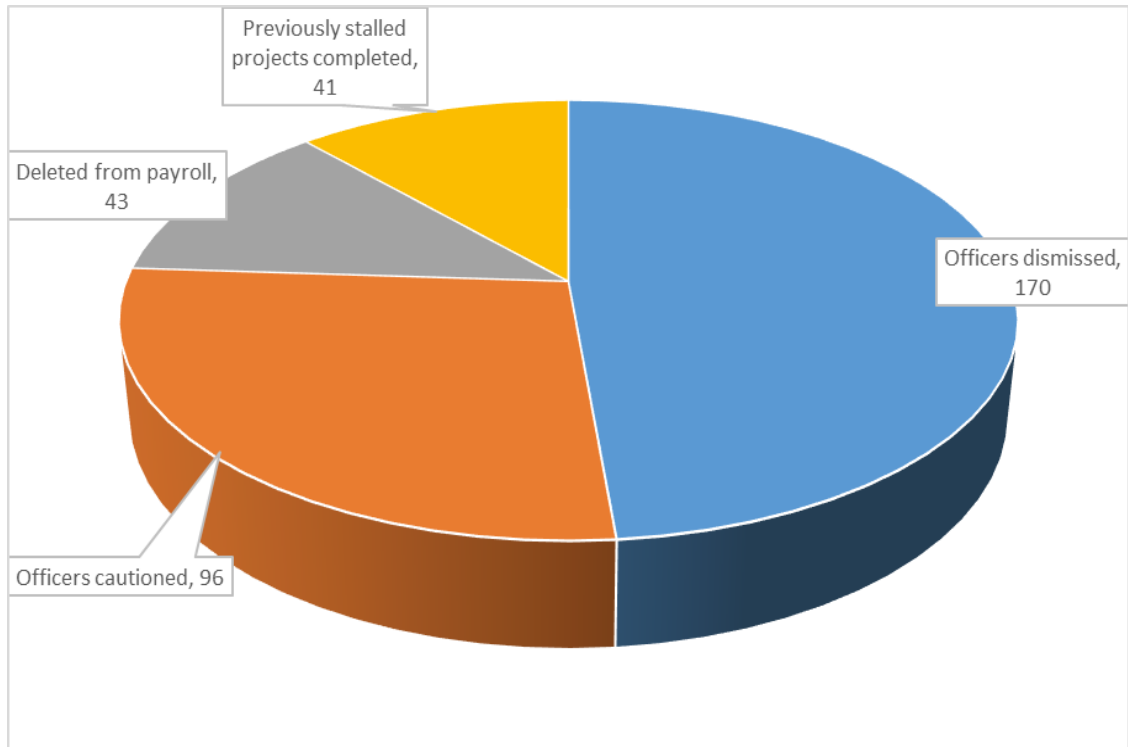
c. From the above 1520 cases investigated, UGX 10,735,142,681 was ordered for recovery and 206 administrative sanctions issued.

d. 16 corruption cases were concluded at Anti-Corruption Division of the High Court resulting into 8 convictions (representing a conviction rate of 50%). The convicted persons were ordered to refund UGX 425,828,066.

In addition, 21 leaders were prosecuted before the Leadership Code Tribunal and all of them were convicted for breaches of the Leadership Code Act.

e. Followed-up on recommendations issued by IG and established that various actions were taken as indicated in figure 2 below:

**Figure 2: Results from implementation of IG recommendations FY 2023/24**



Overall, 21% of IG recommendations were fully implemented.

- f. The IG conducted 95 spot checks of different services at delivery points, 25 community education and stakeholder engagements through Barazas, Boardroom Sessions, Meetings, and the media. 51 radio and 41 TV programs were also conducted as part of efforts to create mass sensitization and engage Citizens.

**Issue 2:** What are the budgetary provisions for the Inspectorate in the FY 2024/25 and their implications on the objectives and mandate of the Inspectorate to be executed in FY 2024/25?



**Response 2.1: Budgetary of Provision:**

The budgetary allocation for FY 2024/25 is UGX 86.20 Billion disaggregated as follows: Wage UGX 27.68 Billion, Non-Wage UGX 35.12 Billion and GoU Development UGX 23.4 Billion. This is presented in the table 2 below:

**Table 2: The IG Budgetary Allocation for FY 2024/25**

| Budget Items     |                    | FY 2024/25 Allocation at BFP (Billion) | FY 2024/25 Allocation at MPS (Billion) | MTEF Deductions |
|------------------|--------------------|--|--|-----------------|
| Recurrent        | Wage               | 27.95                                  | 27.68                                  | 0.27            |
|                  | Non - Wage         | 35.12                                  | 35.12                                  | 0               |
| <b>Sub-total</b> |                    | <b>63.07</b>                           | <b>62.8</b>                            | <b>0.27</b>     |
| Development      | GoU                | 23.4                                   | 23.4                                   | 0               |
|                  | External Financing | 0                                      | 0                                      | 0               |
| <b>Sub-total</b> |                    | <b>23.4</b>                            | <b>23.4</b>                            | <b>0</b>        |
| <b>Total</b>     |                    | <b>86.47</b>                           | <b>86.2</b>                            | <b>0.27</b>     |

**Response 2.2: The implication of the budgetary provisions:**

- i. The budgetary provision is not sufficient for the execution of the three core mandate of Anti-Corruption, Ombudsman and Enforcement of the amended Leadership Code Act.
- ii. Approximately 62% of the resource budget covers staff and fixed costs while an additional 27% is meant for the construction of the IG Head Office building. This leaves only 11% which is less than UGX 10 Billion of the total budget of 86.2 Billion to cater for operations.
- iii. The Wage allocation of UGX 27.68 Billion is not sufficient to meet the institution obligations. There was a deduction of 0.270 Billion on Wage.

The deducted funds are for payment of wage to 25 officers being recruited to replace those who left the institution. Those being recruited include Inspectorate Officers (IOs) who are critical for conducting day to day work of IG in Regional Offices. The recruitment process commenced in December and is currently in the final stages.

**Issue 3:** What are the emerging policy issues at the inspectorate?

**Response:** The emerging policy issues in the Inspectorate of Government are: digitization, digitalization and digital transformation, legal framework, mainstreaming of Transparency, Accountability and Anti-Corruption (TAAC) in MDALGs, filling of vacant posts, review of terms of service for staff, and expanding the IG physical presence in the various LGs.

- i. **Digitization, Digitalization and Digital Transformation:** Limited automation of business process and linkage of the IG systems to other government institutions. The IG requires UGX 2 Billion to initiate the first phase of the automation process in FY 2024/2025.
- ii. **Review of the Inspectorate of Government Act:** This is intended to cause amendment to; strengthen the independence of the institution in order to enforce and defend the actions and recommendations of the IG as well as addressing some Governance issues. The mandate of the IG has widened and covers asset recovery and court awards and requires defending the process before courts of law through litigation. In order to effectively assert its constitutional mandate and functions it is prudent that the IG is made a body corporate.
- iii. **Delays in handling of Anti-Corruption matters in the Court of Appeal.** The institution is recommending for the establishment of a Special Division in the Court of appeal to specifically handle matters concerning Anti-Corruption. This will help to considerably improve the turnaround time for disposing corruption cases.

- iv. **The use of Alternation Dispute Resolution (ADR) approaches and Stakeholder engagements (Boardroom Sessions) to resolve service delivery issues timely.** The IG has established that the quickest way to resolve issues of maladministration and administrative injustice is the use of ADR. The institution is therefore encouraging MDALGs to apply these techniques in their institutions, establish specific administrative structures to handle disputes and/or train the Rewards and Sanctions committees in these MDAs on the techniques in order to handle this role.
- v. **Mainstreaming of TAAC in MDALGs.** A strategy for mainstreaming TAAC is under formulation, at the level of validation. The IG is working with the National Planning Authority to develop a modality of mainstreaming TAAC across all Government programmes. However, TAAC initiative was supported by World Bank and Danish Government and the institution lacks funding for the implementation of the strategy once completed.
- vi. **High number of staff leaving the institution to work with other Anti-Corruption Authorities (ACAs).** Over the last two years a significant number of staff have left the institution and joined the Judiciary, Office of the Director Public Prosecution and Financial Intelligence Authority among others. The main reason is the disparities in pay and benefits. The IG is initiating the process of reviewing terms of service for the staff to address this matter.
- vii. **Establishment of more regional offices.** Over the years, the number of Districts and administrative Units have increased. This has created more cost centers and hence more work. In order to take the services nearer to the Citizens, it is necessary to open more regional Offices for the Inspectorate of Government.

**Issue 4:** What are the unfunded priorities for the inspectorate in FY2024/25 in order of priority?

**Response:** The total allocation required for meeting the obligations of unfunded priorities is UGX 48.017 Billion. The budget items under the unfunded priorities are: Digitization and Digital Transformation, Completion of the IG Head Office Building, funding previously provided by development partners through off-budget support, Additional funds for recruitment of critical Staff, and Replacement of the old fleet of vehicles.

**Table 3: Under/unfunded critical budget items for FY 2024/2025**

| No | Item  | Amount required (Bn.) | Provision in FY2024/2025 (Bn.) | Required in FY 2024/2025 (Bn.) |
|----|---|-----------------------|--------------------------------|--------------------------------|
| 1. | Digitization and Digital Transformation of the IG   | 2                     | 0.3                            | 1.7                            |
| 2. | Insufficient wage allocation  | 27.95                 | 27.68                          | 0.27                           |
| 3. | Completion of the IG Head Office Building   | 50.614                | 22.896                         | 27.718                         |
| 4. | Inadequate operation funds resulting from official closure of programmes supported by the development partners: | 9.674                 | 0.0                            | 9.674                          |
| 5. | Additional funds for recruitment of critical Staff  | 4.805                 | 0                              | 4.805                          |
| 6. | Replacement of the old fleet of vehicles  | 4.2                   | 0                              | 4.2                            |
|    | <b>Total</b>  | <b>99.243</b>         | <b>50.876</b>                  | <b>48.317</b>                  |

Below are the detailed explanations of the funding gaps indicated in Table 4:

- i. **Digitization and Digital Transformation of the Inspectorate of Government:** In line with the current Government policy, the IG has prioritized digitalization and digital transformation of the institution as a key necessity in combating corruption, addressing maladministration in public offices, enforcing the Leadership Code of Conduct and improving efficiency in its business processes. It is estimated that the entire process

will cost approximately **UGX. 76 Billion** (USD 19 Million )over a span of 5 years to cover;

- a. Review and evaluation of existing level of digital operations.
- b. Design a comprehensive digital, digitization and digital transformation system that will see the IG digitized by over 90% in three years' time.
- c. Procurement of a service provider to install the above design, train Staff and provide after-sales services.

In the next FY 2024/25, the journey of digitizing the IG will commence with conducting a comprehensive study of processes and systems and the development of detailed roadmap. As part of phase one, the IG is therefore seeking for additional funding of **UGX 1.7 Billion** to kick start the digital transformation of the Institution.

- ii. **Insufficient wage allocation:** The second Budget call circular as issued by MoFPED on 15<sup>th</sup> February 2024 reduced the IG wage allocation by UGX 0.27 Billion, from UGX 27.95 Billion to UGX 27.68 Billion. The wage that was reduced was meant for Staff who are under recruitment to replace those that left the Institution, including key staff such as Heads of Directorates and Inspectorate Officers who are instrumental in supervision and executing the day to day work of investigation, prosecution, and monitoring of government projects among others. The new Staff are expected to commence work in May 2024, and the IG will need this wage allocation to sustain them in the ensuing financial year.
- iii. **Completion of the IG Head Office Building Project:** The construction of IG Head Office Building commenced in July 2019 with a projected cost of **UGX 107.9 Billion**. To date **UGX 33.22 Billion**, representing 30.8% of the total project cost has been spent with over 49% of the projected works completed. The major milestones completed are the super structural works for the podium and tower, completion of the block and plaster works for the

basement and service floor, as well as screeding works. The building project has entered a critical phase which needs investing substantial amount of money involving procurement of items with long lead time. These items include: procurement and installation of aluminum, glass and curtain walling except fins, glass and composite panels, lifts, heating, ventilation and air condition, firefighting system and electrical items, among others. As stated above, the total projected cost of completing the project is **UGX 107.9 Billion** and the actual projected revised cost is **UGX 106.73 Billion**. Out of the revised cost, UGX 33.22 Billion was spent by end of last financial year. **UGX 22.896 Billion** has been allocated in the current FY 2023/24 and the same amount was further allocated in the coming FY 2024/2025. This therefore implies that in order to meet the new completion timeline of June 2025, the remaining funds (within the cost of the first phase of the project) required to complete the first phase of project is **UGX 27.718 Billion**. The second phase of the project involves furnishing. A detailed design is being developed with the corresponding costs.

- iv. **Funding gaps resulting from closure of programmes supported by the development partners:** World Bank and the Danish Government have been extending support to the Inspectorate of Government to supplement GOU funds to implement Transparency, Accountability, Anti-Corruption and Anti-Corruption (TAAC), Regional Office operations, investigations, prosecutions, education and public awareness, and enforcement of the Leadership Code of Conduct. This support will not continue in the coming FY 2024/2025 as stated above since the programmes officially closed –up operations. The institution therefore needs additional **UGX. 9.674 Billion** to meet the funding gap created by the closure of the two projects.

v. **Additional Wage for recruitment of critical Staff:**

In the Financial Year 2020/2021, the Leadership Code Act of 2002 was amended by Parliament and subsequently assented to by HE The President

of Uganda. The amendment, among other things expanded the scope for requirement to declare wealth to the IG from Leaders in Public Service to all Public Officials and persons who draw their salaries/wages from the consolidated fund. This requirement therefore increased the number of declarations received, processed and verified by IG from **25,000 Leaders** to approximately **400,000 Public Servants**. In addition there is inadequate staffing at the Regional Offices. The institution has 16 Regional Offices with each office operating with an average staffing level of 5 Officer and covering a minimum of 10 Districts. In the current FY 2023/24 and next FY 2024/25, the IG MTEF was not adjusted to provide additional funding for the increased workload and staff shortfall at Regional Offices. In order to address the staffing gap, the IG needs to recruit at least **50** additional critical staff which translates into an additional Wage requirement of **UGX 3,074,826,000** and a corresponding Non-Wage of **UGX 1,729,930,400**. The total requirement on this item therefore is **UGX 4,804,756,400**.

**vi. Replacement of the old fleet of vehicles:**

The Inspectorate of Government work involves intensive travels to investigate and collect information. This requires vehicles in good and stable mechanical conditions. However, approximately 78% of the IG fleet is overdue for disposal with 34 vehicles above the 240,000km threshold while 92 vehicles have surpassed the 5 years age as recommended by the Ministry of Works and Transport. The IG is incurring high costs of approximately 1.5 Billion annually to maintain this old fleet. In addition, the IG fleet was depleted by the bombs blasts that rocked Kampala on Tuesday 16<sup>th</sup> November 2021. The bomb that went off in front the entrance of the jubilee insurance center, which accommodates the IG Head office, badly destroyed six (06) of the Institution's field vehicles. The vehicles were inspected by the Inspectorate of Vehicles in Naguru and thereafter by the Ministry of Works and Transport which issued a report on 3<sup>rd</sup> March 2022. The report advised that the IG procures new vehicles to replace the damaged ones. The IG

therefore requires to replace its vehicle fleet in a phased manner. In FY 2024/2025 additional **UGX 4,200,000,000** is required to procure 20 double Cabin pick-ups, 16 of which will be distributed to the 16 IG Regional Offices while 4 will remain at Head Office to aide supervision and investigations in MDAs.

**Issue 5:** Was there any supplementary provision for FY 2023/24? If so, how was it utilized?

**Response:** In the current FY 2023/2024, the Inspectorate of Government has not been provided with supplementary funding. However, the institution urgently needs funds for the completion of the Head Office Building Project and payment of whistleblowers that have reported cases resulting in to successful recovery of illicit enrichment. In the last 3 years, a recovery of 21.392 Billion has been made and the corresponding 5% payment to the whistleblowers is UGX 1.070 Billion.

**Issue 6:** What is the progress on the Construction of the Inspectorate's headquarters?

**Response:** The construction of the IG Head Office Building commenced on 29<sup>th</sup> July 2019 with the completion date of June 2022. This has now been extended 3 times with the new date being 30<sup>th</sup> June 2025.

The project comprises of an ultra-modern office building, 15 storeys high of which one floor is basement, 4 floors on the podium and 10 floors as the tower. The building hosts a total of 205 car slots distributed among 3 parking levels one of them being the single basement. The podium consists of ground floor entrance, parking levels, conference room, staff canteen, resource and fitness centers. The tower comprises of offices and boardrooms.



The estimated cost of completing the project is UGX 107.9 Billion. The MoFPED cautioned the institution to ensure that project is completed within the remaining timeframe of NDP III.

Below is the highlight of Financial and Physical Performance of the project

**a. Overall financial performance of the project:** In the current FY the approved budget towards the IG Building Project is UGX 22.896 Billion, the release was UGX 11.698 Billion and the expenditure being UGX 11.698 Billion. The funds utilization rate for the building project is therefore 100.0%.

**b. Physical Performance of the project:** The project's revised work program indicates a planned progress of 50% compared to an actual work progress of 49%. There is a 1% delay that the contractor needs to recoup in the ongoing works to be back on track. The actual status of works on site indicate that the contractor completed the following:

- i. All structural works for the Podium and tower and all block works.
- ii. Internal plaster works for the basement to the service floor have been completed and screeding works from the basement to the 14th floor.
- iii. Aluminum framework has been completed from the ground to the 12th floor.
- iv. The Mechanical Electrical and Plumbing (MEP) first fixes are at over 90% implementation level.

**Issue 7:** Provide the extent of implementation of the approved NBFP for 2022/2023 and the Medium term by Parliament.

**Response:** Under the report of the Budget Committee on National Budget Framework Paper for FY 2024/2025- 28/2029 it was noted that the Inspectorate of Government requires funding to;

- a. Complete the construction of the Head Office Building by June 2025, and
- b. Automate inspectorate of Government system.

The Committee recommended that an additional UGX 27.72 Billion be provided on the development budget of the IG to complete the construction of the Head Office by June 2025, and UGX 4.2 billion to Automate and Digitize the Inspectorate of Government systems.

The second Budget Call Circular (2<sup>nd</sup> BCC) issued on 15<sup>th</sup> February 2024 by the Ministry of Finance Planning and Economic Development did not provide the Inspectorate of Government with additional funding to accommodate the above recommendations. However, the Inspectorate of Government had a meeting with the Ministry of Finance, Planning and Economic Development and presented the issues of digital transformation and the building project in addition to others. The Ministry pledged to support institution and is yet to honor their commitment.

**Issue 8:** What Challenges did you experience during the budget execution for FY 2023/24 and how did you overcome them.

**Response:** The Inspectorate of Government faces a number of challenges in budget execution. Some of the main challenges are highlighted below:

- a. Inadequate and or late release of funds by the Ministry of Finance, Planning and Economic Development. The funding to the IG is not matched by the Annual and Quarterly Cash Projections. This is affecting the implementation of the activities in the Regional Offices and the construction of the Head Office Building. The two budget items have not received funding in line with the projected cash limits since the beginning of the financial year. For example in Q1, we did not receive any Development funds and funds meant to facilitate regional offices. There is a possible threat that the expected funding will be released late and may not be absorbed in time before the closure of the FY.
- b. Insufficient funding to meet the budgetary obligations. Off-budget support towards the operations by the two main development partners,

the World Bank and DANIDA ended in December 2023. The institution has not received funding from Government of Uganda and other development partners to cover the funding gap created.

- c. Increasing cost of rent, ICT consumables, fuel, and vehicle maintenance. There is a general price increase of approximately over 10% annually during the budget execution period. This limits the realization of the planned outputs since more resources than planned is expended to get the same result.
- d. The ban imposed on allocating resources on travel abroad budget item. The leadership of the institution have scheduled engagements with international Anti-Corruption bodies and Associations that require funding. Due to the ban the institution has been unable to facilitate these engagements.
- e. Lack of budget for monitoring and investigating incidences of corruption in the implementation of Parish Development model (PDM) Programme and other programmes. There is no funding for engagement of stakeholders to resolve the underlying issues affecting the implementation of the programme. In addition, the IG has increasingly been requested to investigate issues pertaining the programmes like USMID. The Institution is using the limited resources to attend to a few issues affecting the two Programmes.

## **Annex 1: Strategic Priorities for FY 2024/2025**

- a. **Digitization and Automation of IG:** The National Budget Strategy for FY 2024/25 proposes digitization and automation of the economy as one of the priority areas of focus for Government. In line with the above strategy, the IG with effect from FY 2024/2025 will focus on digitization, digitalization, digital transformation and automation of its business processes and increase the use of technology in the execution of the three core mandates of Anti-Corruption, Ombudsman and enforcement of the Leadership Code of Conduct. This journey will encompass ICT infrastructure development, human capacity development, public awareness and support for business continuity. The Journey is expected to cost approximately **UGX 76 Million** (USD 19 Million) over a 10 year period including maintenance, operations and administrative costs.
- b. **Creating awareness about the negative impacts of the cost of Corruption and maladministration the entire Public Service:** The decisions to allocate and expend public resources for the delivery of public goods and services lies with the technical Officers managing these institutions and the political leaders providing oversight. Under this initiative, the IG has held engagement meetings with the Accounting Offices in MDAs, Heads of Agencies, Directors, Commissioners, Assistant Commissioners, Heads of Departments and Unit. In the next phase, meetings will be held with officers and all the support staff in the entire public service to re-echo the message against corruption and maladministration.
- c. **Creating awareness on the Ombudsman function and prioritizing the use of Alternative Dispute Resolution (ADR) to resolve Ombudsman complaints:** Findings from the recent National Service Delivery Survey showed that only 20% of the citizens were aware of the IG Ombudsman function. In implementing this mandate, the IG will promote and protect

individual rights, encourage more efficient Public administration, provide cost effective dispute resolution mechanism, bridge the gap between the government and the public, promote corporation instead of litigation, and allow increased citizen access to dispute resolution.

- d. The IG intend to strengthen the implementation of this role by scaling-up the use of ADR in resolving complaints. ADR is an approach that deploys different ways to resolving complaints or disputes without going through lengthy processes such as investigations. Common ADR processes that will be used include mediation, arbitration, and neutral evaluation.
- e. **Strengthening Project Monitoring:** The National Budget Strategy for the FY 2024/25, prioritized effective implementation of the Parish Development Model (PDM). This is intended to be achieved through continuous monitoring and evaluation of the programmes, and streamlining all government interventions and service delivery at the Parish level. The IG, using the experience obtained from the implementation of Transparency, Accountability and Anti-Corruption (TAAC) under NUSAF II, III and DRDIP will roll out and mainstream TAAC in the PDM and other key Government programmes. This will ensure that there is transparency and accountability in the implementation of the Programme and the overall goal of the project of improving household income is improved.
- f. **Recovery of illicitly acquired wealth:** At the closure of the previous FY 2022/23 the IG had accumulated UGX 27.759 Billion in IG and Court orders. The IG orders are generated from recommendations made during the investigations of corruption allegations and breaches of the leadership code of conduct. In addition, in the current FY 2023/24 the Institution has set a target to order at least UGX 100 Billion for recovery arising from the investigations and administrative sanctions and this target has been maintained for the next FY 2024/25. The IG therefore will focus on the recovery of at least 50% of the cumulative IG orders.

**Annex 2: Detailed Physical Performance FY 2023/2024- March  
Against the Planned Outputs.**

| No.                                      | Key Results Area  | Half Year Performance FY 2023/24 |          |            | Comments  |
|--|---|----------------------------------|----------|------------|---|
|  |   | Half Year target                 | Achieved | % achieved |   |
| <b>Governance and Security Programme</b> |   |                                  |          |            |   |
| <b>Anti-corruption Sub Programme</b>     |   |                                  |          |            |   |
| 1  | Registration of corruption and ombudsman complaints.                                  | N/A                              | 1932     |            |   |
| 2  | Investigation of High Profile or Syndicated Corruption cases.                         | 19                               | 15       | 79%        | Recommended recovery of UGX 10.266 Billion                      |
| 3  | Investigation of other corruption cases in MDALGs.                                    | 655                              | 565      | 86%        |   |
| 4  | Prosecution of corruption cases at ACD.   | 37                               | 16       | 43%        |   |
| 5  | Prosecution of Breaches of LCA at LCT   | 15                               | 21       | 140%       |   |
| 6  | Conviction rate obtained from prosecution of corruption cases at ACD.                 | 85%                              | 50%      | 59%        | Out of the 16 cases prosecuted, the IG obtained 08 convictions. |
| 7  | Conviction rate obtained from prosecution of Breaches of LCA at LCT                   | 90%                              | 100%     | 111%       | IG convicted all the 21 cases that were taken to the LCT        |
| 8  | Value of assets directly recovered arising from investigations and prosecutions (Bn). | 10                               | 2.45     | 24.5%      |   |
| 9  | Implementation of recommendations made by the IG.                                     | 55%                              | 21%      | 38%        |   |
| 10                                       | Inspection of Development Projects.   | 500                              | 946      | 192.8%     |   |
| 11                                       | Training of communities to monitor and report misuse of project funds.                | 1,840                            | 1475     | 80.2%      |   |
| 12                                       | Education and Public Awareness Campaigns on Corruption.                               | 12                               | 25       | 208%       | Public sensitization and engagement is one of the priority      |

| No.  | Key Results Area  | Half Year Performance FY 2023/24 |          |            | Comments  |
|--|---|----------------------------------|----------|------------|---|
|  |   | Half Year target                 | Achieved | % achieved |   |
|  |   |                                  |          |            | areas for IG  |
| 13   | Partnerships and collaboration networks established/maintained    | 12                               | 55       | 458%       | IG prioritized stakeholder engagement to ensure clarity of roles in the fight against Corruption. Target under review |
| <b>General Administration and Support Services Sub Programme</b> |   |                                  |          |            |   |
| 15   | Number of reports submitted to Parliament                         | 1                                | 1        | 100%       |   |
| <b>Public Sector Transformation Programme</b>                    |   |                                  |          |            |   |
| <b>Anticorruption Sub Programme</b>                              |   |                                  |          |            |   |
| 16   | Verification of Leaders' Declarations.                            | 400                              | 368      | 92%        |   |
| 17   | Investigations into breaches of the Leadership Code of Conduct.   | 50                               | 156      | 312%       | Some of the concluded investigation were from previous financial year.  |
| <b>Ombudsman Subprogram</b>                                      |   |                                  |          |            |   |
| 18   | Ombudsman complaints in MDALGs resolved.                          | 334                              | 221      | 66%        | UGX 1,194,090,665 in delayed pensions and Salaries was paid out   |
| 19   | MDA/LGs supported to set up or reactivate internal inspectorates. | 5                                | 3        | 60%        |   |
| 20   | Spot checks conducted   | 13                               | 22       | 169%       |   |
| 21   | Boardroom sessions  | 26                               | 45       | 173%       |   |

**Annex 3: Planned interventions with projected results for  
FY2023/2024**

| <b>Priority Area</b>  | <b>Specific Actions</b>   | <b>Projected results</b>   |
|---|---|--|
| 1. Investigation of Corruption Cases.   | <ol style="list-style-type: none"> <li>Investigate and complete 42 High profile/syndicate corruption allegations in MDALGs.</li> <li>Investigate 920 other corruption cases in MDALGs</li> <li>Conduct at least 280 spot checks in Public Offices and public projects.</li> <li>Scale up the use of mobile brigades in investigations.</li> </ol>   | <ol style="list-style-type: none"> <li>Order recovery of at least UGX 100Bn.</li> <li>Prosecution of Public Officials found culpable for corrupt practices.</li> <li>Conclusion of at least 20 complex cases with the support of the forensic lab</li> <li>Reduction in turnaround time for investigations conducted by IG.</li> <li>Order administrative sanctions on Public Officers found culpable for corrupt tendencies.</li> </ol> |
| 2. Prosecution of Corruption Cases.   | <ol style="list-style-type: none"> <li>Prosecute and conclude at least 50 Public Officials for corruption related offences</li> <li>Defend all IG decisions in Courts of Law</li> <li>Prosecute at least 40 Public Officials for breach of the Leadership Code at the Leadership Court Tribunal.</li> </ol>   | <ol style="list-style-type: none"> <li>Obtain a conviction rate of at least 70% from the cases concluded at the ACD and 100% at the LCT</li> <li>Obtain a success rate of 100% for all civil litigation cases.</li> <li>Obtain Court awards amounting to at least UGX 10Bn from prosecuted cases</li> </ol>  |
| 3. Enforcement of the Leadership Code of Conduct.                             | <ol style="list-style-type: none"> <li>Verify at least 1000 declarations of Public Officials</li> <li>Investigate at least 200 Public Officials for breach of the LCA.</li> </ol>   | <ol style="list-style-type: none"> <li>Prosecute Public Officials found in breach of the LCA.</li> <li>Prosecute Public Officials at the ACD for all illicit enrichment.</li> <li>Identify and seize assets obtained through corruption proceeds.</li> </ol>   |
| 4. Combating Maladministration and Administrative Injustice in Public Offices | <ol style="list-style-type: none"> <li>Investigate and resolve at least 678 cases of administrative injustices in Public Offices</li> <li>Support 20 MDALGs to set up/reactivate internal grievance handling mechanisms</li> <li>Review systems, procedures and practices of high risk corruption MDALGs</li> <li>Conduct board room sessions to identify methods of quick resolution of complaints.</li> </ol> | <ol style="list-style-type: none"> <li>Comprehensive access to Government services by all Citizens especially those with grievances.</li> <li>Enhanced ability by MDALGs to resolve maladministration related cases internally.</li> <li>Reduced risk of corruption in Government entities through implementation of IG recommendations from system reviews.</li> </ol>  |
| 5. Public engagement  | <ol style="list-style-type: none"> <li>Hold sensitization and</li> </ol>  | <ol style="list-style-type: none"> <li>Increased Public participation</li> </ol>   |



| Priority Area  | Specific Actions   | Projected results  |
|--|--|--|
| and Sensitization  | <p>awareness workshops for grassroots mobilization through Barazas, Community Meetings, Radio Talk Shows and Spot Messages.</p> <p>2. Engage State and Non-State actors such as Religious and Cultural Leaders, Government structures, CSOs, Youths and Women Groups to support the fight against corruption.</p> <p>3. Conduct at least one (01) survey to inform corruption trends in Uganda.</p>  | <p>in exposing and fighting corruption.</p> <p>2. Increased support of State and non-State structures like churches, cultural Institutions in mobilizing public support towards anti-corruption initiatives.</p>   |
| 6. Mainstreaming TAAC                                      | <p>1. Train Citizens to monitor ongoing Government programs</p> <p>2. Carry out inspections of ongoing Government projects</p>   | <p>1. At least 80% corruption related grievances in Government projects identified and resolved on time.</p> <p>2. Improved success rate of Government projects</p>  |
| 7. Effectiveness and efficiency of the IG (Administration) | <p>1. Operationalize the IG call center.</p> <p>2. Fully support the functionality of the IG Internal Compliance Division.</p> <p>3. Design a comprehensive digital , digitization and digital transformation system , and procure service procured to install the design, train Staff and provide after-sales service</p> <p>4. Complete the construction of the IG Head Office Building</p> <p>5. Link the IG – ODS to at least two (02) Government registries</p> <p>6. Procure 60 Desktop Computers, and Assorted Office Furniture and Fittings.</p> | <p>1. Improved communication and feedback with the citizens</p> <p>2. At least 65% of all IG recommendations implemented.</p> <p>3. Recovery of at least 50% of all outstanding IG asset recovery orders.</p> <p>4. Improved work environment for IG Staff</p> <p>5. Improved turnaround time for investigation.</p> |

#### **Annex 4: Issues raised by Parliament for vote 103-Inspectorate of Government**

1. Provide the Budget Performance up to March 2024, both financial and physical. Provide explanation for the underperformance/over performance (Where applicable).
2. What are the budgetary provisions for the Inspectorate in the FY 2024/25 and their implications on the objectives and mandate of the Inspectorate to be executed in FY 2024/25?
3. What are the emerging policy issues at the inspectorate?
4. What are the unfunded priorities for the inspectorate in FY2024/25 in order of your priority?
5. Was there any supplementary provision for FY 2023/24? If so, how was it utilized?
6. What is the progress on the Construction of the Inspectorate's headquarters?
7. Provide the extent of implementation of the approved NBFP for 2022/23 and the Medium term by Parliament.
8. What Challenges did you experience during the budget execution for FY 2023/24 and how did you overcome them.