



THE INSPECTORATE OF GOVERNMENT

REPORT ON ALLEGED MISMANAGEMENT AND CORRUPTION AT KYAMBOGO UNIVERSITY

SUMMARY

August 2015

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Acronyms

BMC	Busingye Medical Centre
DHR	Director Human Resource
ITEK	Kyambogo Institute of Teacher Education
KyU	Kyambogo University
MoES	Ministry of Education and Sports
MOU	Memorandum of Understanding
PPDA	Public Procurement and Disposal of Public Assets
UCU	Uganda Christian University
UCA	Uganda Cricket Association
UNISE	Uganda National Institute of Special Education
UPK	Uganda Polytechnic Kyambogo
VC	Vice Chancellor

SUMMARY OF REPORT ON INVESTIGATIONS INTO ALLEGED MISMANAGEMENT AND CORRUPTION AT KYAMBOGO UNIVERSITY

1.0 Background

On 15th November, 2012 the Parliament of the Republic of Uganda resolved to comprehensively address the issues of mismanagement of Kyambogo University (KyU), following a petition by members of staff of the University alleging mismanagement of the University by Professor Isaiah Omolo Ndiege, then Vice Chancellor of KyU.

Parliament recommended that an in-depth investigation be instituted into the offices of the Deputy Vice Chancellor Academic Affairs, the Academic Registrar, the Procurement and Disposal Unit, Estates Department, University Secretary and the Director of Human Resources, respectively. Parliament further specifically resolved that the Inspectorate of Government and the Office of the Auditor General do carry out in-depth investigations into the alleged corrupt practices and mismanagement of KyU. Parliament's intervention and the Inspectorate's investigation were against the history outlined below.

Kyambogo University was established by the Universities and Other Tertiary Institutions Act (2003) by merging Uganda Polytechnic Kyambogo (UPK), Uganda National Institute of Special Education (UNISE) and Kyambogo Institute of Teacher Education (ITEK). Since its inception, it has experienced turbulence due to strikes by students, faculty and other members of staff.

The institution has a history of students and members of academic and administrative staff rejecting its leadership. The management of the University has also been characterised by demands being made by students, faculty and administrative staff using strikes which have in some instances resulted in destruction and loss of property and closure of the University.

Independently, the Inspectorate of Government received a multitude of complaints that were categorised as corruption in procurement and/or failure to follow procurement laws and regulations; mismanagement and

corruption in the use of financial and other resources, mismanagement of recruitments, appointments and promotions, and misconduct of members of staff, including academic malpractice.

In the Financial Year 2013/2014, the Inspectorate of Government duly commenced investigations into the complaints raised. Owing to the breadth of the complaints received and registered, the report on the investigations is divided into four volumes on broad areas of mismanagement, negligence and abuse of office, procurement and human resource complaints which are summarized below:

2.0 Volume I: Procurement

The Inspectorate received specific complaints that the senior managers of Kyambogo University engaged in procurement malpractices at the in contravention of the laws, regulations, guidelines and established best practices, as follows:

- i) Professor Ndiege exercised undue influence in the process of procuring buses and purchased of substandard buses.
- ii) Professor Ndiege ignored procurement procedures in the purchase of a television set and accessories for his office.
- iii) Professor Ndiege exercised undue influence and flouted procurement procedures in the purchase of furniture for his office.
- iv) Professor Ndiege disregarded all procurement procedures and personally bought an iPad 3 for his office.
- v) Professor Ndiege disregarded all procurement procedures and personally bought an iPhone and accessories for his office.

- vi) There was conflict of interest in the procurement of Reserve Protection Services to render security services.
- vii) Mr. Sam Akorimo, the University Secretary and Accounting Officer handled the Kyambogo University Master plan procurement negligently, resulting in a cost increase of 300m caused by an arithmetic error.
- viii) Mr. Sam Akorimo neglected, failed or refused to dispose of many unserviceable vehicles and machinery, causing loss to the University because they were being vandalized and losing value. That in addition, a tractor Reg. No. UE 0604 was sold off, and yet it was not part of the lot to be disposed of, was in good working condition and the proceeds were never remitted to the university.

Brief Summary of Findings

The primary role of an Accounting Officer is to control and be personally accountable to Parliament for the regularity and propriety for all resources wholly funded through the Consolidated Fund. The responsibility includes oversight over the procurement function under the Public Procurement and Disposal of Public Assets Act and Regulations. However, this investigation clearly shows that the Accounting Officer of KyU did not have a grip on the moveable assets under his care.

The casual and hands-off attitude with which KyU assets were managed opened the door wide open for mismanagement, pre-mature write offs, damage and loss of the property. Clearly, the Accounting Officer failed to carry out his function of ensuring proper planning of the disposal of assets of KyU. He also failed to properly supervise the process of boarding off and disposal of assets in 2011 leading to the sale of a tractor that was not registered in the name of KyU. It is also apparent that the Assets Register is not properly maintained and some assets/vehicles cannot be accounted for.

Undue influence in purchase of buses

There was no evidence that Prof Ndiege exercised undue influence in the purchase of the buses. The buses were procured under the law and subsequently inspected by officials from the Ministry of Works and Transport, and certified by the Chief Government Mechanical Engineer as fit for the purpose for which they were procured.

Flouting procurement procedures in purchase of a TV set

KyU invited three pre-qualified firms to bid for the supply of a television set and accessories for the office of the VC. After evaluation, M/s Pinnacle Concepts Ltd was declared the best bidder at UGX. 4,814,400/=. However, before they could supply the television set, the VC personally bought and installed one from Nakumatt (U) Ltd at UGX 3,850,000/=. He later requested for a refund, but it was never paid. His explanation was that he had been informed that the Technical Evaluation Committee minutes were forged. Ethel Nabweteme confirmed that she signed the said minutes without attending the meeting.

Professor Ndiege, then Vice Chancellor KyU, ignored the procurement procedures and laws when he purchased a television set and wall mounting hooks for his office. The conduct of Ms Nabweteme Ethel was also unethical and contrary to standards set in the Public Procurement and Disposal of Public Assets Act (PPDA Act) and Regulations.

Procurement of furniture for the VC's Office

Procurement of the furniture for the VC's office was by direct procurement, which method was justified because of the peculiar requirements of the sofa set with the configuration 3:2:2:1 that was not readily available on the open market. The procurement was done in accordance with the PPDA Act and Regulations. Save for the specifications, there was no evidence to show that he was involved at any of the stages of the procurement process. He therefore could not have abused the process.

Procurement of iPad 3 by the VC:

The VC used his personal funds while on a trip to South Africa to purchase an iPad 3, and claimed a refund of UGX 2,911,666.50 upon return. The refund was not paid because the item had not been planned for and its acquisition did not follow established PPDA Act and Regulations. As no refund was made for the purchase, it remained the VC's personal property.

Procurement of iPhone by the VC

The VC used personal funds to purchase an iPhone (64GB) in Dubai, while in transit from India, at the equivalent of UGX 2.9 million. Upon return, he requested for a refund and the money was paid vide payment voucher No.6813 and received on 27th March 2012. The VC and University Secretary acted in breach of the provisions of PPDA Act and Regulations in sanctioning the irregular purchase that was neither planned for nor passed by the Contracts Committee. The refund of the monies spent on the purchase was therefore also irregular; though non-refundable as it was proved that the telephone was one of his benefits according to the letter of offer for the job which was addressed to him dated 4th December 2008.

Unfair award of a contract to a Security Company

Award of the contract to M/s Reserve Protection Services for provision of security services was not irregular. The other bids failed at the preliminary examination stage and M/s Reserve Protection Services Ltd became successful as the only firm whose bid was technically compliant. A financial comparison was not necessary since only one bid was compliant. The allegations of unfairness could not be sustained.

Inflation of consultancy services for KyU Master Plan

KyU pre-qualified three firms for provision of consultancy services for development of a master plan, but only one submitted a responsive bid (Infrastructure Design Forum). They were therefore declared the successful bidder. However, their financial bid had arithmetic errors that resulted in the conduct of negotiations on the advice of the Ministry

of Works. Unfortunately the advice from the Ministry of Works regarding the inconsistencies in rates provided for by the bidder was not followed. Furthermore, the evaluation committee did not diligently scrutinize the financial proposal, resulting in passing some other inflated rates, such as the price of the value of batteries for digital cameras, GPS machines and other accessories. The failure to follow the advice resulted in the bid being inflated by at least UGX 124,000,000/=.

Failure to board off vehicles and irregular sale of a tractor

The information provided to the IG by the University Secretary and the Transport Officer relating to the condition of the KyU fleet was inconsistent. The vehicles listed in information provided by the University Secretary did not tally with that provided by the Transport Officer; pointing to a failure to keep proper records about the assets of KyU which will result in losses to Government if not rectified.

Tractor UE 0604 was not on the list of items to be auctioned, but was sold. It was wrong for the Auctioneer to include the tractor on the list of items to be sold yet it had not been boarded off. Subsequently, Ms. Angella Nadongo a Procurement Assistant, who cleared all items failed to detect that the tractor, though paid for, was not among the items to be sold.

The Accounting Officer failed to carry out his function of ensuring proper planning of the disposal of assets of KyU; effectively supervising the process of boarding off and disposal of assets in 2011 leading to the sale of a tractor that was not supposed to be boarded off. The Assets Register is not properly maintained and some assets/vehicles cannot be accounted for.

Recommendations

In view of the above findings, observations and conclusions, it is recommended as follows:

1. The University Secretary should not refund any money to Prof. Ndiege for purchase of an iPad and a television set with accessories

from his own resources. Prof. Ndiege should keep the iPad and the television set with its accessories as his personal property.

2. Prof Ndiege should be castigated for his failure to follow the procurement law and procedure and for his interference in the work of the Procurement and Disposal Unit of KyU.
3. The University Secretary should be subjected to KyU disciplinary processes for his negligence and failure to properly manage the assets of the University as is required by law.
4. Ms Nabweteme Ethel should be reprimanded for her unprofessional behaviour of signing minutes without attending meetings.
5. Ms Pamela Ngecha should also be reprimanded for falsely producing minutes of a meeting that did not take place and presenting them to Ms Nabweteme for signature, well knowing that there was no meeting held.
6. Mr. Muhanguzi Richard, the Senior Procurement Officer should be subjected to disciplinary proceedings for neglect of his duty when he failed to advise the negotiation team and insist that they follow the advice from Ministry of Works and Transport with regard to the procurement of a consultant to draw up the University Master Plan. This act denied the University a saving of UGX 124,000,000/= on the cost of hiring a consultant for drawing of the Plan and so caused loss to the KyU.
7. Mr. Ndawula Charles should be reprimanded for the negligence displayed during the process of disposal of assets boarded off by KyU, which led to the irregular sale of a tractor.
8. The University Secretary should ensure that all University Assets are properly registered in the Asset Register and that periodic

surveys are carried out to identify assets that need to be boarded off.

9. The University Secretary should institute mechanisms to improve inventory management at the University.

3.0 Volume II: Human Resource

It was specifically alleged that:

- i) The reappointment and subsequent promotion of Dr. Christopher Kirunda was irregular because he did not route his application through his head of department.
- ii) Mr. John Mary Kanyamurwa irregularly holds two full time jobs as a lecturer in Kyambogo University and Uganda Christian University, Mukono.
- iii) Mr. Paul Menya Bogere, a Senior Technician in the Department of Mechanical and Production Engineering did not possess the minimum qualifications to lecture undergraduates as a Senior Technician.
- iv) Members of KyU Academic Staff, to wit: Ms. Joy M. Isabirye, Dr. Dennis Sebugwawo, Mr. Alexander Paul Isiko, Mr. John Dungu Kafuluma Mukasa and Mr. Muhamad Nyanzi Kabanda, were irregularly promoted to the position of lecturer without the minimum qualifications required.
- v) Mr. Ismail Byansi Kabujani was irregularly reappointed as part-time lecturer in the Department of Mechanical and Production Engineering, while he was on suspension.
- vi) Dr. Ali Baguwemu was irregularly promoted to Senior Lecturer without the minimum qualifications required for the position.

- vii) Mr. Arthur Naphtali Mukiza, employed as a security guard at the University is also a full-time employee of the Makerere Institute of Social Development, contrary to the terms of service of members of staff of KyU.
- viii) Mr. Sam Oryem, a security guard was assigned a non-existent position in the University's staff structures and does not account for any monies advanced to him.
- ix) The Director, Human Resource fraudulently declared a vacancy of the position of Warden, Pearl Hall, and then irregularly appointed Jackson Betihamah to the position without advertising it or seeking the approval of the Appointments Board.
- x) Mr. Wilfred Ojok was irregularly promoted to the position of Senior Planning Officer in Scale M5, when he lacked the minimum experience required for the promotion.
- xi) Mr. Fred Wambwa, Mr. David Andrew Kinawola and Mr. Mark Byarugaba were irregularly promoted to Senior Accounts Assistants when they did not possess the minimum qualifications required and after the positions had already been filled.
- xii) Ms Pamela Ng'echa, an Administrative Assistant in the Bursar's Office, was irregularly transferred to a non-existent position in the Procurement Unit.
- xiii) The Vice Chancellor frustrated attempts to have elections for deans and heads of department, in order to have the positions filled with his cronies.
- xiv) The Acting Vice Chancellor, then Prof. Opuda Asibo, and the Academic Registrar, Rose Bwire irregularly organized

elections for school deans and heads of departments without the approval or guidance of the Senate or University Council.

- xv) The Inspectorate of Government also received complaints about academic malpractice at KyYU, where it was specifically alleged that KyU graduated students with altered marks and the Vice Chancellor refused to punish perpetrators of the scheme.
- xvi) There was fraudulent alteration of marks where students that had failed were facilitated to graduate.
- xvii) Mr. Betihamah Jackson, a Warden, fraudulently issued meal cards to students, and irregularly allocated rooms in University hostels to students for private gain.
- xviii) Mr. Betihamah Jackson was engaged in inappropriate conduct as a Warden of student's hostels by borrowing money from students, sexually harassing female students, harassing kitchen staff, gateman and security agencies at the University and forgery of receipts.
- xix) The Dean of Students, Mrs. Winfred Buga, was incompetent and negligent in the course of performing her duties; specifically, she had failed to stop theft of foodstuffs, fraudulent issuance of meal cards and theft of accommodation fees by Wardens.
- xx) The Director Human Resource, Mr. Godfrey Tumwesigye, acted in a manner that was unprofessional/unethical and negligent in the course of performing his duties.
- xxi) Mrs. Rose Giibwa Bwire, the Academic Registrar, was incompetent and corrupt.

Brief Summary of Findings

A careful reading of the findings below is a sad tale of mal-administration, incompetence and/or dishonesty in the management of the offices of the Director of Human Resources and the Academic Registrar. Mr Betihamah's irregular appointment to the role of Warden and the protective kid-gloves with which all his numerous indiscretions were treated by the Director of Human Resources point to a failure by the chief technical steward of staff discipline to perform his duty and the resultant breakdown of disciplinary processes which no doubt bred and aggravated the impunity with which members of KyU staff conducted affairs of the Institution. Similarly, the unilateral appointment of individuals to both established and non-established positions in KyU by the HR Director from alleged reserve lists of names which were not anchored in Board Minutes opened up the institution's payroll to possible infiltration by persons who should not have been employed by the University.

Equally, the failure of the Academic Registrar to ensure integrity of academic results of the institution and the identity of candidates who had qualified for the award of various qualifications brings into question the veracity of KyU's academic awards. The fact that a Lecturer could award marks to people who had long dropped out of the course of study and individuals who had failed exams had their marks revised upwards just to enable them to pass raises grave concerns about the integrity of the academic qualifications awarded by the institution. The fact that incidents of this kind were rife and the people who held single point responsibility took no action to address the anomalies calls for stern action to be taken against the two officers concerned.

Appointment of Dr. Kirunda Christopher

Dr. Kirunda was appointed Senior Lecturer, although he did not route his application through the Head of Department of Literature, to which he was attached. He explained to the Appointments Board that the head of department had declined to endorse his application, and the Board accepted his explanation and appointed him as Senior Lecturer. His appointment was therefore not irregular as was alleged in the complaint.

Double Employment of John Mary Kanyamurwa

John Mary Kanyamurwa is a full-time lecturer at Kyambogo University. He is also a part time lecturer at Uganda Christian University, Mukono. He is therefore not a full time lecturer in two institutions, but his engagement with UCU might interfere with his employment with KyU if it is not structured in such a manner as to exclude the hours of work at KyU. He should furnish his schedule of work at UCU Mukono to the University Secretary and his Head of Department to enable them establish whether employment with KyU contravenes the terms and conditions of service with KyU Staff and take appropriate action.

Recruitment of Mr. Bogere Menya Paul

Bogere Menya Paul a Senior Technician at the department of mechanical and production engineering was cleared by the University after conducting an internal investigation into his qualification. He was found to possess the requisite qualifications, skill and experience to teach undergraduate students.

Promotion of some KyU academic staff

The minimum requirement for appointment as a lecturer is possession of a Masters' Degree and evidence of enrolment for a PhD. Apart from Dr Ssebugwawo who already had a Doctorate; the other three members of staff had enrolled for courses for the award of PhDs. Mr. John Mukasa Ddungu Kafulumu, Dr. Dennis Ssebugwawo, Ms Joy Mukisa Isabirye and Mr. Alex Isiko were justifiably promoted to the position of Lecturer because they had the minimum qualifications for the post.

Appointment of Mr. Byansi Kabujani Ismail

Byansi Kabujani was appointed a Technician in the Department of Special Needs on 7th October 2006, and in June 2010 promoted to Senior Technician. On 23rd October 2011, he was suspended from the University for uttering a forged Ordinary Diploma in Mechanical Engineering so as to gain admission to a Bachelors' Degree in Technical Education (Mechanical) of KyU. Thereafter, he applied for a part time job to teach in the Department of Technical Teacher Education, and was appointed to teach extra load on the day programme. The Director

Human Resource stated that the appointment was irregular as Mr. Kabujani was still on suspension pending the resolution of his disciplinary proceedings by the Appointments Board. There was negligence and laxity by the Appointments Committee for part time staff and the Senior Human Resource Development Officer, Mrs. Hellen Akumu Tanga in appointment of Kabujani when he was on suspension.

Promotion of Dr Ali Baguwemu

On 30th November 2012, Kyambogo University Appointments Board promoted Dr. Ali Baguwemu to the position of Senior Lecturer with effect from 1st December 2012. Regulation 4 (b) of the Universities and Other Tertiary Institutions (Award of Honorary Degrees (*Honoris Causa*) and Academic Titles) Regulations, 2010 lists the qualifications for a Senior Lecturer as having been awarded a PhD and original contribution through research and publication. Dr. Ali Baguwemu possesses the minimum requirements for appointment to the position of Senior Lecturer and allegations against him cannot be sustained.

Double employment of Mr. Arthur Mukiza Napthali

On 1st June 2003, Kyambogo University appointed Mukiza Napthali as a Security Guard in the Security Section of the University. On 30th November 2012, the KyU Appointments Board appointed Mukiza Napthali to the post of Administrative Assistant, the position he held at the time the investigation. Mr Mukiza has also been working as Lecturer and Head of Section (MUBS coordination), Makerere Institute of Social Development since 2009. At the time of the investigation, his contract had been renewed and was to expire in December 2014. Therefore, since 2009 to the time of this investigation, Mr. Mukiza held two full time jobs. He contravened the Terms and Conditions of Service of Members of Staff of Kyambogo University and should be submitted to the Appointments Board with a view to having him dismissed from KyU.

Irregular employment and payments to Samuel Oryem

Oryem Samuel occupies a position that is in the establishment of the University, but it is improper for a security guard to report directly to the Vice Chancellor. However, he did not satisfactorily account for money

advanced to him as Crime Desk Officer to handle informants, and KyU initiated the process of recovery of the money.

Irregular recruitment of Jackson Betihamah as Warden

The Director Human Resource wrote an appointment letter referring to a non-existent Appointment Board Minute of 8th April 2010, appointing Jackson Betihamah as Warden. The fact that he cited a non-existent minute of the board made the appointment most illegal and void, as Section 52 of the Universities and Other Tertiary Institutions Act makes appointments the reserved mandate of the Appointments Board. It was illegal for the Director Human Resources to usurp the powers of the Appointments Board and appoint Mr. Betihamah Jackson as a Warden; issuing him with an appointment letter dated 15th October, 2010 without the authority to do so. Arguing that it was the practice for the Director of Human Resources to appoint persons on the reserve list did not make it legal. No express authority was found from the Appointments Board authorizing the practice.

Appointment of Nakimuli Susan and Ronah Akankunda

Both Nakimuli Suzan and Ronah Akankunda were appointed in the same manner as Jackson Betihamah; by the Director Human Resource issuing them appointment letters on the basis that they were on the reserve list. However, being on the reserve list did not amount to an appointment by the Appointments Board. If there was need to appoint someone on the reserve list, a request ought to have been presented to the Board for them to give their consent. The Director Human Resources argued that it was the practice at KyU that when the Board places a candidate on the reserve list, it has already found him or her suitable for appointment. It was not clear how the practice referred to by the Director Human Resources was established, since the former Vice Chancellor Prof. Omolo Ndiege objected vehemently to it by submitting a request and report to the Chairperson Kyambogo University Appointments Board recommending disciplinary action against the Director Human Resources for such irregularities. It is illegal for the Director Human Resources to act unilaterally when dealing with matters regarding appointment and recruitment of staff at Kyambogo University.

Irregular recruitment of Ojok Wilfred

At the time of his application for promotion to Senior Planning Officer, Ojok Wilfred, had obtained a Master's Degree in Statistics from Makerere University and therefore qualified to be promoted. His promotion was therefore regular and allegations against him were not true. By the time of this investigation, Mr. Ojok had already resigned from the service of Kyambogo University.

Irregular promotion of Accounts Assistants

Fred Wambwa, David Kinawoola and Mark Byarugaba were promoted to Senior Accounts Assistants, when all such positions in the establishment that had been filled. Management recommended that they be promoted to Senior Accounts Assistants, but continue with their duties as Accounts Assistants. The Appointments Board agreed and they were promoted in November/December 2012. This decision was prompted by the fact that in March 2011, the Vice Chancellor had instructed the Director Human Resource to appoint six officers on promotion to the post of Senior Accounts Assistants (Ofwono Michael Okecho; Irene Naikoba; Kasadha Joseph Ronald; Nakanwagi Harriet; Namayega Esther; Lydia Nelima). Though they had the academic qualifications, they lacked the requisite experience and so their promotion was at the expense of Fred Wambwa, David Kinawoola and Mark Byarugaba, who had both academic qualifications and experience.

The promotion of Mr. Wambwa Fred, Mr. David Kinawoola and Mr. Mark Byarugaba was found to be regular as they had the necessary qualifications and experience for the position. However, the re-designation of Ofwono Michael Okecho, Naikoba Irene, Kasadha Joseph Ronald, Nakanwagi Harriet, Namuyega Esther, Nelima Lydia, to Senior Accounts Assistant was irregular because they lacked the experience for the position.

Transfer of Ms. Pamela Ng'echa

Ms. Pamela Ng'echa was posted to the Procurement and Disposal Unit as an Administrative Assistant (Accounts), though there was no provision for such a position in the Unit. Despite attaining the required

qualifications in procurement, Pamela Ng'echa had never been formally re-designated an Assistant Procurement Officer by the University Appointments Board. At the time of investigations, her substantive appointment remained that of Administrative Assistant (Accounts). The transfer of Ms. Pamela Ngecha to a non-existent post in the Procurement Unit was irregular; and since she has the requisite qualifications for a post in the Procurement and Disposal Unit, she may be considered for position more suitable for her qualifications.

Frustration of the Process of Election of Deans and Heads of Department

The KyU Council meeting held on 5th and 12th October 2011 approved procedures, rules and regulations for election of Deans and Heads of Departments as required by the Universities and Other Tertiary Institutions Act. The Council set up an Electoral Commission, which organized elections on 7th February 2012. On 27th April 2012, the Appointments Board presented to, and Council approved the seven elected Deans and Heads of Departments. Thirty three vacancies were not filled because there was no qualified candidate; to which the VC appointed Acting Deans and Heads of Departments in line with the Council resolution of 17th December 2010. The allegation that the Vice Chancellor, Prof. Ndiege, failed to facilitate the election of Deans and Heads of Department, and then appointed his favourites to hold the positions was not sustained.

Organisation of illegal/irregular elections of Deans and Heads of Department

The process of electing Deans and Heads of Department that was commenced by the Academic Registrar and Prof. Opuda Asibo (then acting VC) in February 2013 was in line with the Council Resolutions and the Guidelines passed by Senate. Although some Deans/HOD contested the process on the premise that it was aimed at removing them from those positions, their terms of office had expired. The complaint was unsubstantiated.

Alleged fraudulent alteration of marks to enable failed students to graduate

Ms. Vivienne Nuwagaba, an Administrative Assistant in the Faculty of Arts and Social Sciences fraudulently altered marks of some students to enable them graduate. However, the students were identified and their names were deleted from the final graduation list; as a result they did not graduate. Although the University detected this fraudulent act and stopped the students from graduating, Ms. Nuwagaba should be disciplined for the act of altering the marks, and therefore should be submitted to the disciplinary process of KyU with a view to dismissing her from service.

Irregular and Negligent Award of marks by Dr. Ali Baguwemu

Dr Baguwemu awarded marks to Third Year students who offered Guidance and Counselling, including those who had abandoned the course in Second Year. He failed to give a satisfactory explanation for his actions. For the scripts he could not account for, Dr. Baguwemu claimed that they had been stolen from his vehicle after he marked them and entered the marks on the mark sheets. This was untrue as then he would not have awarded marks to students that he did not teach and examine. Dr. Baguwemu exhibited a high degree of negligence for which he should be subjected to a disciplinary process.

Fraudulent issue of meal cards by Wardens

There was no evidence to show that Jackson Betihamah, one of the Wardens accused of forging meal cards was directly involved in doing so. However, the practise of forgery of meal cards was prevalent and long running, having been identified as an issue as far back as the year 2007. There is need for the Dean of Students to explore ways of issuing cards that will not easily be susceptible to forgery and fraud.

Irregular allocation of rooms by Betihamah Jackson

There were no specific cases of irregular room allocation investigated in order to ascertain the allegations against Mr. Betihamah because those interviewed were hesitant to give names of persons to whom rooms had

been allocated fraudulently. However, there is sufficient evidence to conclude that the practice exists, as management, wardens and students confirmed that it does, and identified the likely causes. The Dean of Students should initiate and conduct internal investigations on reported cases and put in place policies and procedures to ensure that this malpractice is curtailed.

Inappropriate conduct of Betihamah Jackson

Mr. Betihamah Jackson borrowed money from the Pearl Hall account. However, investigation could not confirm the alleged intimidation and harassment and failure to refund it. There was no evidence that Mr. Betihamah refunded the money. Considering his position, it was inappropriate for him to borrow money from the Hall of Residence.

Three of the incidents of inappropriate conduct Mr. Betihamah was accused of were reported to have occurred when he was intoxicated. The DHR was aware of Mr. Betihamah's drinking habit and counselled him about it. This conduct should not have been tolerated from a Warden.

Despite the gravity of the allegations, the rumours that Mr Betihamah sexually harassed a female student under his charge were never properly investigated by the University at the appropriate time. It was imprudent of the DHR to post a male warden to a hall of residence housing female students. The DHR appeared to be protecting Mr. Betihamah instead of ensuring that the allegations raised against him were thoroughly investigated.

Incompetence of and neglect of duty by Dean of Students, Winifred Buga

The prevalent theft of food stuffs and forgery of meal cards at the University could not be directly linked to the Dean of Students. The determination of her competence could not be based on those two factors alone. There was need for a full performance appraisal of the officer in order to determine whether she carried out all her duties as contracted or not. Since this had not been done, it was not possible to establish whether or not she was competent.

Duties of the Dean of Students of a Public University are stated in section 37 (2) of the U&ATIA which provides that the Dean of Students “*shall be responsible for the welfare of students*”; including but not limited to: developing appropriate strategies for ensuring proper provision of food, accommodation and prevention of pilferage in the systems for the benefit of students.

The continuation of food thefts, complaints about forged meal cards, mismanagement of residential accommodation and student unrest due to poor or compromised welfare tended to prove that she had failed to carry out her duties as expected. This is compounded by challenges with her health, as evidenced from the number of requests for sick leave and travels abroad for medical checkups and treatments on her file.

Mrs. Buga’s performance as Dean of Students should be scrutinized by the Appointments Board, should she seek renewal of her contract; she should be appraised and the renewal of her contract be subjected to competitive process of appointment.

Unprofessional/unethical and negligent conduct of Tumwesigye Godfrey

The Director Human Resources is not responsible for the failure to use the bio-metric access system; it is not functional and has never been used since it was procured.

Since 2003 when KyU became operational, there had been no system for performance evaluation in place. The Terms and Conditions of Service for Members of Staff of KyU (2005) did not provide for a staff appraisal system. The former Vice Chancellor planned to improve the performance of the University and called for the introduction of a staff performance monitoring system and results oriented performance management tools as a way of meeting his objective.

The Director Human Resource did not fail to implement results oriented management of staff and put in place a performance appraisal system, as some steps were taken to put the system in place and some members of staff were appraised using the system. Furthermore, he did not fail to

carry out staff training needs assessment, as this is the duty of the Department and Faculty Staff Development and Training Committees.

The Appointments Board did delve into the substance of the VC's accusations against the Director Human Resources, which matters were perceived as a personal conflict between the two, and therefore recommended for an interaction between the two officers which interface never took place.

Incompetence and corrupt practices of Mrs Rose Giibwa Bwire, Academic Registrar

During the process of recruitment, Professor Ndiege conducted confidential due diligence and submitted a negative report about Mrs. Bwire to the Appointments Board, but they ignored it and appointed her as Academic Registrar, with dire consequences. Her failure to supervise staff under her charge resulted in irregular admissions of students and fraudulent collection of fees.

The Academic Registrar was not responsible for the failure to issue identity cards to students; the procurement process was slow and unresponsive to the need for expeditious delivery. The policy of management on the procurement of identity cards was inconsistent; as it was not clear to responsible officers whether management intended to outsource to suppliers or continue producing the identity cards internally.

However, the Academic Registrar had the duty to coordinate the marking of examinations and making arrangements to have external examiners, ensure that the University Senate approves all results before they are released, and arrange Graduation Ceremonies both for graduate and diploma students. The findings indicate that there were challenges of delayed release of results and verification of fees.

Therefore, though she cannot be held solely responsible for the failure to produce the graduation booklets in time (among numerous other failures in the organization of the graduation ceremony), she must take responsibility for the failure to adequately coordinate the various

complimentary processes that would have resulted in a seamless graduation ceremony.

Recommendations

In view of the findings above, it is recommended as follows:

1. Mr. Mukiza Naphthali should be dismissed for holding two jobs full time in breach of Section 28 of the Terms and Conditions of Service of Members of Staff of Kyambogo University which applied at the time.
2. Mrs. Hellen Tanga Akumu should be reprimanded for appointing Mr. Kabujani Byansi Ismail who had been suspended from his job at KyU.
3. The Appointments Board should expedite the disciplinary proceedings against Mr. Kabujani Byansi Ismail for uttering false documents. He should immediately cease to teach until his case is finalized.
4. Dr. Tumwesigye Godfrey the Director Human Resource should be warned for appointing six members of staff who were re-graded to Senior Accounts Assistants without the authority of the Appointments Board.
5. The University Secretary should submit Dr. Ali Baguwemu to the Appointments Board for disciplinary action for negligence in the compiling of marks, which resulted in awarding marks to non-existent students.
6. The University Secretary and the University Council should look into the continued employment of faculty of KyU in other tertiary institutions, without any control by KyU management for it could compromise the standard of delivery of faculty employed in more than one institution. Council should put in place a clear policy with sanctions for faculty that lecture in other tertiary institutions while compromising their responsibilities at KyU.

7. In the meantime the University Secretary should notify all members of staff of the provisions of the Human Resource Manual that require them to be at work during the designated hours. Any member of staff who wishes to take on or is employed outside KyU on part-time basis should only accept such employment if he/she is able to demonstrate that they will satisfy the requirements of Regulation 11.21 of the Human Resource Manual of KyU.
8. The Appointments Board of KyU Council should come up with a clear policy and procedure for the appointment of successful candidates, who are placed on reserve lists following interviews for posts in the establishment of KyU.
9. The Director Human Resource should always rely on minutes of the Appointments Board to communicate its decisions and not on instructions of Management. The DHR should at all times when he is not sure about the content of the decisions of the Appointments Board refer matters to the Board before communicating decisions about recruitments, appointments and promotions in the employment of KyU.
10. Ms. Vivienne Nuwagaba should be submitted to the Appointments Board and disciplined for deliberately altering marks for the benefit of some students, or negligence in entering results which if undetected compromises the standard of students graduating from KyU. Ms Nuwagaba should be submitted to the Disciplinary Committee of KyU with a view to dismissing her from service.
11. The Dean of Students should initiate and conduct an internal audit into the numbers of students that have rooms in KyU Halls of Residence in order to establish whether they are all entitled to accommodation. This should be followed by an investigation into why and how students not entitled gain access to accommodation in KyU Halls of residence. The Dean of Students should formulate and present to the University Council a policy and procedures for the management of accommodation of student at KyU.

12. The Appointments Board should review the circumstances under which the Director, Human Resources recruited Betihamah Jackson as a Warden with a view to establishing the future of his employment with KyU. Betihamah Jackson should also be submitted to the Disciplinary Committee for action in respect of his unbecoming conduct of borrowing money from students and failing to repay it, harassing kitchen staff, and harassing security personnel while under the influence of alcohol.
13. The Acting Vice Chancellor should urgently appraise Mrs Winfred Buga's performance as Dean of Students with a view to establishing whether she has the relevant competences and skills to continue managing student affairs in a dynamic institution such as KyU. A decision should then be taken about her future employment with KyU.
14. The Acting Vice Chancellor should also urgently appraise Mrs. Rose Gibwa Bwiire's performance as Academic Registrar with a view to establishing whether she has the competence and skills required to enable her to continue holding the office of Academic Registrar and managing the increased student population in the dynamic institution that KyU has become. A decision should then be taken about her future employment with KyU.

4.0 Volume III: Financial and Other Resources

With regard to the mismanagement and corruption in the use of financial and other resources of KyU, complaints alleged that:

- i) Kyambogo University Council irregularly increased the salary top-up allowance of staff, without the approval of the Ministry of Education and Sports, or due regard to the resource constraints of the University.
- ii) Members of the top management of KyU irregularly earned both a top-up and a responsibility allowance.

- iii) Seven members of staff received acting allowances in excess of their entitlements.
- iv) Professor Opuda Asibo did not participate in monitoring of the Pre-Service Final School Practice Moderation Exercise, but did not refund UGX2,624,000/= he received for the activity.
- v) Professor Ndiege usurped the powers of the Accounting Officer of the University, by approving payment vouchers.
- vi) UGX 358,311,449/= was irregularly transferred from the University account to Bank of Uganda Account No. 003410158000002 under unclear circumstances.
- vii) A company called Southern Business Solutions was paid UGX30,000,000/= to do “cabling” work in four Business Studies Computer Labs, but they neither executed the work nor refunded the money.
- viii) A company called Technology Consult received double payment for consultancy services for the construction of lecture rooms for the Business Studies Department of the Faculty of Vocational Studies.
- ix) Busingye Medical Centre (BMC) was contracted to carry out medical examinations of new students and paid UGX67,359,986/=:, but did not carry out all the tests required of them.
- x) Professor Ndiege travelled to Kigali for official duty, via Nairobi where he conducted private business, resulting in the University spending more money on his travel than a direct flight would have cost.
- xi) Professor Ndiege irregularly deleted Professor Opuda Asibo from the list of staff invited to visit Karlsruhe Institute of Technology (KIT) in Germany.

- xii) KyU staff received a total of UGX 51,000,000/= for activities of the 9th Graduation Ceremony, but never accounted for it.
- xiii) Three members of staff failed to account for research funds advanced to them.
- xiv) Professor Ndiege caused financial loss by late cancellation of a farewell party for the outgoing Librarian, as the University was forced to pay the hotel.
- xv) Jackson Betihamah was irregularly allocated a house meant for visiting professors, and when he was requested to vacate it, he fraudulently claimed UGX 4m in order to leave.
- xvi) Fuel cards were allocated to members of staff of Kyambogo University without clear criteria and some members of staff grossly misused them.
- xvii) Land belonging to Kyambogo University was sub divided and fraudulently allocated to individuals without authorization or approval of KyU management.

Brief Summary of Findings

The findings contained in this report paint a picture of a University faced with a crisis of confidence. Many of the major players in the running of KyU appear to have believed that the KyU was in a state of free fall and therefore decided to grab whatever KyU resources they laid their hands on. It didn't matter whether an item was big or small, it was misappropriated anyway. Those who were expected to manage the resources and provide the necessary controls were also involved in the mismanagement and abuse of resources.

Examples of this cross-cutting phenomenon are many: contractors were paid for work not done, the top leadership manipulated foreign travel for personal gain, money advanced for conduct of activities was not accounted for, salary and allowances were arbitrarily increased without regard to the resource envelop, a vigilant Vice Chancellor overrode the powers of the accounting officer, but irregularly allocated himself

resources when it suited him caused loss to the University due to his over enthusiasm, the acting allowances was were manipulated by leaders to enhance their total pay, fuel cards were irregularly allocated to staff and their use abused by purchase of groceries. University land was fraudulently allocated to private individuals under mysterious circumstances.

The underlying unethical behaviour of the leaders largely fomented bitterness in a huge section of the KyU community and precipitated unrest and revolt against all forms of governance of the institution. It is important that a clear signal is sent to those who manage institutions of this kind that they hold office in trust for the people and must remain accountable to the people they lead.

Irregular increment of Top-up allowances

Owing to demands from staff associations for an increment in top-up allowances, KyU management held consultations and made efforts to secure the requisite approval to increase top-up allowances. However, the MOES did not unequivocally provide the guidance required to prevent the unplanned increase of top-up allowances to KyU staff. They advised KyU that Council could increase top up allowances after considering financial and infrastructure needs of the University. Council, on the advice of the Finance and Resource Mobilisation Committee, approved the payment of top-up allowances for all members of staff of KyU.

KyU Council did not seriously consider the infrastructure needs of the University in relation to the demands for increase of top-up allowances. Although the Council was made aware of the decreasing revenues of the University, they still approved the increase. They were driven to increase top-up salary allowances by demands and threats from the staff associations. Though management was instructed to come up with a plan to improve the financial situation of the University, there seems to be no feasible plan to improve collection of resources due to the challenges now faced by the University with regard to its management/leadership.

Earning both Top-up and Responsibility Allowance

Prof. Opuda Asibo (then Acting Vice Chancellor) Mr. Akorimo Sam, Mr. Mungyereza Ham, Ms. Buga Winfred, Mr. Bazirake Benard, Mr. Duku Henry and Mr. Tumwesigye Godfrey are senior managers at KyU, who for a period of 7 (Seven) months continued to earn responsibility allowance contrary to the resolution of the University Council that abolished the allowance. The officers' conduct was dishonest and in violation of section 27 (m) of the KyU Terms and Conditions of Service (2005) and they are liable to disciplinary action. The officers' behaviour was also contrary to section 27 (x) and prejudicial to the University contrary to section 27 (u) of the same Terms and Conditions of Service. Infringement of sections 27 (u) and (x) could lead to dismissal of the officer concerned. All the officers named refunded the monies wrongfully earned.

Irregular Computation of Acting Allowances

Computation and payment of acting allowances was not done in accordance with the terms and conditions of service of Kyambogo University Staff. As a result, the following officers were paid over and above their entitlement:

(i)	Prof. Dr. Opuda Asibo	UGX 34,636,338
(ii)	Ms. Harriet Ntege	UGX 1,618,943
(iii)	Ms Hellen Akumu Tanga	UGX 2,520,377
(iv)	Ms. Anne Mugerwa	UGX 2,627,437
(v)	Mildred Tibananuka	UGX 1,658,032

Therefore, KyU suffered loss of UGX 43,061,128/=, which the University Secretary should recover from the officers that were overpaid.

Refund of UGX 2,624,000/= for PTC moderation exercise

Prof Opuda Asibo was denied permission to participate in the 2011 PTC School Practice Moderation exercise. He did not receive UGX 2,624,000/= as was alleged in the complaint. The complaint was unsubstantiated.

Usurping Powers of the University Secretary /Accounting Officer

Prof. Ndiege directed that no payments of Uganda Shillings One Million or above be effected without his prior personal approval, and as a result he had to approve payments even for micro procurements. As the overall manager of the University as provided by the University and Other Tertiary Institutions Act, he should not have gotten involved in such small tasks, resulting in micro-management, disregard of established systems and procedures and the law governing accountability for public funds. By insisting on approval of payment vouchers as a financial control measure, Prof. Ndiege did not usurp the role of the Accounting Officer as alleged, but he did interfere with the role and functions of the Accounting Officer as provided for in the Public Finance and Accountability Act, then in force.

Irregular transfer of UGX 358,311,449/= to Bank of Uganda

The payment of UGX 358,311,494/= to account No. 003410158000002 was made from Kyambogo University salary account No. 003390068000001 to Uganda Revenue Authority, through Ministry of Finance IFMS. It was PAYE due from KyU staff. The payment was regular and lawful.

Irregular payment to Southern Business Solutions

Kyambogo University entered into a contract for *Provision of Networking Services for the NPT ICT Equipment* with M/S Southern Solutions on 28th April 2008. The agreed contract price was UGX 70, 603,529, but before completion of the works, the parties disagreed and Southern Business Solution sued the University in **Civil Suit No.820 of 2010**. The parties filed a consent order, in which KyU was to pay UGX 29,891,188 for the works already done and UGX 9,000,000/= as costs of the suit. Southern Business Solutions would resume and complete the installation works. Southern Business Solution did not complete the works, and KyU filed a suit to compel the company to do so. In view of the findings above, and provisions of Section 19 (1) (c) of the Inspectorate of Government Act, 2002 the Inspectorate could not continue the investigation in respect of this matter.

Double Payment to Technology Consult:

M/s Technology Consults Ltd was contracted in 2005 and 2013 for two different projects. While the contract entered into in 2006 was supervised up to completion, the contract entered into in 2013 was yet to commence at the time of the investigation. The site for the construction as per the new University Master Plan was yet to be identified. The allegations were unsubstantiated.

Irregular payment to Busingye Medical Centre

The Public Procurement and Disposal of Public Assets Authority reviewed the procurement process by which KyU obtained the services of Busingye Medical Centre (BMC) and declared it to have been in contravention of the PPDA Act and Regulations. Additionally, after appointment, BMC did not carry out all the tasks required of them under the agreement due to improper supervision, as the substantive Director, Health Services was on leave. The User Department did not ensure that value for money was achieved. Though BMC later threatened the University Officials with a civil suit, it was BMC that had breached the terms of the agreement. The University Secretary failed to appropriately guide management with regard to this matter, resulting in payment for services that had not been rendered in accordance with the terms of the agreement.

Financial loss due to change of routes for Kigali Trip of VC

The Vice Chancellor, Prof. Ndiege, in contravention of PPDA Act and Regulations, dealt directly with Bunyonyi Safaris and secured the air ticket without approval of the Contracts Committee. As a result, the University was unable to pay the travel agent. As the procurement of the ticket was done contrary to the PPDA Act and Regulations, there is no record of the price of the ticket available or payable by KyU. Prof. Ndiege should take responsibility for this expense that was incurred irregularly.

Irregular cancellation of Prof Opuda-Asibo's Trip to KIT, Germany

It is not true that Prof. Ndiege deleted the name of Prof. Opuda-Asibo's from the list of staff invited to visit Karlsruhe Institute and replaced it with his own. A second invitation was issued by KIT with his name replacing that of Prof. Asibo. He received money to enable him visit the

Institute, but the KyU Council Chairperson denied him permission to travel. Professor Ndiege refunded the money during the course of this investigation.

Failure to account for UGX 51m advanced for 9th Graduation Ceremony

Mr. Amos Gumisiriza (SSP) and Mr. Lawrence Madete did not account for the funds advanced to them to organize the 9th Graduation Ceremony. Mr. Madete admitted that he could not account for UGX 4,900,000/= and offered to refund it. The University Secretary should recover the money from his emoluments. With regard to the money advanced to Mr. Gumisiriza, the University Secretary should demand for an account of the sum of UGX 6,850,000/= from him. Should he fail to account for it, disciplinary action should be taken through the Uganda Police to ensure that he refunds the money and/or that he receives punishment due to him for this lapse in his duty.

Prof Opuda Asibo was not entitled to extra load allowance for his participation in preparation for the graduation ceremony because he is not part of the Ceremonies Committee of Senate. Payment of sitting allowance as a member of that Committee to him was therefore not justified.

The Accounting Officer irregularly advanced funds to individuals in order for them to pay for services for the graduation ceremony. The Accounting Officer acted contrary to the Public Finance and Accountably Act and the Rules there under, as well as the PPDA Act and Regulations. The practice should stop.

Accounting for research funds by members of KyU Staff

Dr. Wanaku Boniface wrote a non-research award proposal and submitted it to the Research and Grants Committee in 2011 for funding. However by the time of this investigation, his proposal had not been funded. He therefore had no obligation to account and allegations against him cannot be sustained. The sponsorship of Ms. Excellence Favour and Mr. Robert Ojambo pursuing PhD qualifications at the University of Dar-es-Salaam was found to be proper. They were not

required to account for funds given to them as allowances to facilitate them for study outside the country. They had not yet completed their courses of study and so could not account in terms of publications as a result of the research being conducted.

Cancellation of farewell party causing financial loss

Prof. Ndiege contributed to financial loss to KyU by cancelling a farewell party a day before it was to be held. The cancellation was at such short notice that the hotel could not be instructed to cancel the party, as an LPO had already been issued. The University committed itself to utilize the services and was bound to pay irrespective of whether the function was held or not. The Accounting Officer, Mr Madaya, also contributed to the loss by failure to immediately take steps to notify the Hotel management that the function was not to take place as planned, in order to mitigate the loss.

Misuse of Fuel Cards

The Inspectorate of Government in exercise of its legal mandate, as detailed in the report, investigated complaints of misuse of fuel cards and established that KyU does not have a clear policy on what category of staff are eligible to be allocated fuel and therefore allocated fuel cards to officers who did not possess official vehicles. As a result officers resorted to fuelling personal cars using official fuel cards. Cards were also allocated to officers who did not possess vehicles; the usage of the resources by those officers could not be ascertained.

Prof. Ndiege personally instructed the Transport Officer to issue a fuel card to Pamela Ngecha, an Administrative Assistant in the Procurement Unit. The fact that Ms. Pamela Ng'echa did not have an official vehicle and was not the only one in scale M7 without a fuel card meant that the Vice Chancellor's instruction to give Ms Ng'echa a fuel card favoured her over her peers in the same salary scale and was discriminatory and irregular.

The University does not have a clear system of monitoring the use of fuel and the cards leading to their misuse/abuse. From 2010 to the date of the investigation, a total of **UGX 12,906,100/=** from fuel cards was used

by various university officials for their personal shopping. The said officials abused their offices and caused financial loss to KyU.

Prof. Ndiege's entitlement to fuel was a contractual term, unlike the rest of the staff issued with fuel cards. Therefore, he, as the chief executive should not have accepted a fuel card as though the fuel was to be accounted for, but should have been paid as a monetised benefit and taxed accordingly.

Unauthorized and Mysterious Allocations of KyU Land

It was established that on the cadastral sheet, there are plots that were surveyed and demarcated off KyU land without their knowledge or authorisation. In the absence of an instruction to survey, it was not possible to independently ascertain who authorized the survey and subsequent introduction of the illegal plots onto the residual cadastral sheet of the University.

Plot 61 and Plot 63 were mutations from the parent title belonging to KyU, which ULC allocated to Albino Ijum and Wanzaala Mulebeke, respectively, without the knowledge or authorization of the KyU. To that extent, therefore, both titles can be cancelled for fraudulently depriving KyU of its land.

Albino Ijum applied for and was granted a lease for land on Kyambogo *Link* to use for residential purposes, but erroneously and irregularly, the lease offer and certificate of title processed were for a commercial plot on *Kyambogo Road*.

Albino Ijum contravened the terms of his lease when he subsequently sold the land to Petua Kateeba, during the initial term and without having sought the consent of the lessor or fulfilled the building clause. The lessor can, therefore exercise their right of re-entry.

According to the Mapping and Survey & Department, the deed plans were issued in error and should be recalled. The Commissioner and the Assistant Commissioner, Mr. Kajumbula and Dr Okia should take responsibility for the error. They ought to have noted that they were

authorizing a fresh survey on land that had already been surveyed. This is their principal mandate.

The two titles should be cancelled by the Registrar of Titles, in accordance with s. 91 of the Land Act, as amended for the errors, illegalities, and irregularities perpetuated prior to and after the production of the certificates of title.

Recommendations

In view of the above findings, it is recommended as follows:

1. The University Secretary should require that the following officers who were paid acting allowances over and above their entitlements refund the money within 60 days of the date of issue of this report, as follows:

a) Prof. Dr. Opuda Asibo	UGX 34,636,338
b) Ms. Ntege	UGX 1,618,943
c) Mrs Hellen Akumu Tanga	UGX 2,520,377
d) Ms. Anne Mugerwa	UGX 2,627,437
e) Mildred Tibananuka	UGX 1,658,032

The money should be paid into the Inspectorate of Government Assets Recovery Account No. **003030088000007** in the Bank of Uganda within three months from the date of publication of this report. In the event that they fail, further legal action will be taken by the Inspectorate to ensure recovery.

2. The University should, henceforth pay acting allowances in accordance with the Terms and Conditions of Service of Members of Staff of Kyambogo University; to wit: the difference between basic salaries of the holders of the substantive position and the higher position which they hold in acting capacity and not the full benefits of the higher position which they only hold in acting capacity.

3. Mr. Akorimo Sam, the University Secretary and Mr. Ham Mungyereza, the University Bursar should be submitted to the Appointments Board for disciplinary action for their failure to correctly calculate acting allowances and occasioning loss to the University.
4. The Internal Audit Department should carry out an audit of the payment of acting allowances to ensure that any payment over and above what the staff members are entitled to is recovered.
5. The Chairman, Kyambogo University Council should direct the Vice Chancellor and Deputies at KyU to stop interfering in the University Secretary's execution of his role as Accounting Officer and approving payment vouchers.
6. The University Secretary should be cautioned for his failure to give proper advice about the action to be taken against Busingye Medical Centre for its breach of contract, and instead recommending that they be paid for services where no value for money was achieved by KyU students.
7. The University Secretary should require Mr. Madete Lawrence the Public Relations Officer and Mr. Gumisiriza Amos (SSP), to account for the funds advanced to them during the 9th Graduation Ceremony, failing which the funds should be recovered from their emoluments.
8. Unless it is proved that it was a monetised benefit in accordance with their contracts of employment with KyU, the following members of staff and former members of staff should refund the money they expended on personal shopping using their fuel cards as shown below:

S/No	Name	Card No.	Total Amount
01	Mrs. Kyayonka	18193	3,752,400
02	Buwule Robert	32521	418,600
03	Magezi james	36355	660,200

04	Abok Justin	28945	8,900
05	Butamanya Jerome	32517	132,300
06	Nanfuka Christine	38204	20,000
07	Director Human Resource	28946	45,000
08	Kyamanywa Teopista	36340	166,700
09	Kyomuhendo Lydia	21627	20,000
10	Nabwire Adda	14391	188,900
11	Tibananuka Mildred	19583	18,700
12	Try cycles	28947	10,000
13	Muhanguzi Richard	25982	101,800
	Total		5,544,500

This money should be deposited on the Inspectorate of Government's Assets Recovery Account No. **003030088000007** in the Bank of Uganda. The University should institute a clear fuel card policy where fuel cards should be tagged to official vehicles.

9. The Commissioner Surveys and Mapping Ministry of Lands Housing & Urban Development should immediately erase all the illegal plots from the cadastral sheet included in the title for Kyambogo University land registered in FRV 333 Folio 125 Plot 383.
10. The Permanent Secretary, Ministry of Lands, Housing and Urban Development should severely reprimand Mr. M. N. Kajumbula, Commissioner Surveys and Mappings for negligently appending his signature to a cadastral sheet that contained plots that were illegally surveyed and demarcated.

5.0 Volume IV: Financial and Other Resources

It was specifically alleged that management of KyU and various other members of staff neglected their duties, abused their offices, mismanaged and/or misused resources and property of KyU, or acted in conflict of interest in procurement as follows:

- i) KyU leased the sports field at the West End of the University to Uganda Cricket Association (UCA) at no fee; yet UCA conducts commercial activities at the playground without paying any revenue to the University;
- ii) Crane Bank and Eco Bank operated in the University premises for one year without paying rent;
- iii) Rent paid by Stanbic Bank was low and had never been reviewed for more than 9 years;
- iv) The canteen in Kulubya Hall was being operated by an illegal lessee;
- v) The KyU Guest House was operated by a former member of staff for 3 years without paying rent.
- vi) The following KyU residential houses were irregularly allocated to members of staff:
 - a) Plot 40 Sempala Road, allocated to Mr. Bemanya Benson;
 - b) Plot 14 Mackay Road, allocated to Ms. Kebinji Jane;
 - c) Plot 19 Mackay Road, allocated to Dr. Charles Twesigye;
 - d) Plot 42 Mackay Road, allocated to Mr. James Okware;
 - e) Plot 01 Mackay Road allocated to Mr. Dominic Onencan and Mr. Opio;
 - f) Plot 41 Mackay Road allocated to Mr. Kanyana Stephen;
 - g) House No 10 Spring Gardens allocated to Betihamah Jackson who carried out unauthorized renovations and fraudulently claimed a refund of UGX 4,025,000/=
- vii) There was misuse of houses allocated to the following members of staff:

- a) Mr. Jackson Betihamah, a University Warden converted House No. 10 Spring Garden into a hostel accommodating 20 students;
- b) Mr. Bemanya Benson, a Mason converted house No. 40 Sempala Road) into a restaurant;
- c) Dr. Charles Twesigye a senior lecturer converted House No. 19 Macky Road into a Hostel.
- d) Dr. Byaruhanga G W Bazirake, Senior Lecturer, let out the garage for house No. 17 Mackay Road for student's accommodation;
- e) Mr. Opio and Mr. Dominic Onencan let out the servants' quarters and main house at No.9 Mackay Road;
- f) Mr. Musisi Jimmy, let out the servants' quarters for house No. 10 Mackay Road;
- g) Mr. Okwany Amos let out the servants' quarters and main house at No.9 Mackay Road;
- h) Mr. Bahengana N. let out the servants' quarters and main house at No.44 Mackay Road;
 - i) Mr. Bua Bosco, Senior Lecturer, let out the servants' quarters and main house No.45 Mackay Road;
 - j) Mrs. Kamede Jackline, a Nurse let out the servants' quarters and main house No.12 Mackay Road;
 - k) Mr. Mukasa Paul let out House No. 27 to students;
 - l) Mr. Etyangat let out a house allocated to him as servants' quarters;
 - m) Mr. Muhwezi Lawrence let out the servants' quarters and main house No. 6 Mackay Road as a hostel;
- viii) There was continued occupation of University houses by the following former employees of KyU without paying rent:

- a) Mr. Kanyana Stephen, former lecturer
 - b) Mr. Etyangat Leonard, former lecturer
 - c) Mr. Wadidi, former assistant lecturer
 - d) Mr. Senyonga, former Assistant Lecturer
 - e) Mrs. Kasakya, former Counselor
 - f) Mr. Mugisha Stephen, former Procurement Officer
 - g) Mr. Turyomurugyendo Edward, former Ag. Estates Officer
 - h) Mr. Gumisiriza Amos, former Chief Security Officer
- ix) The following members of KyU Staff accumulated arrears of rent for 20 months:
- a) Mr. Ham Muyengereza, University Bursar;
 - b) Dr. Mary G. Kaahwa, Senior Lecturer, Development Studies.
- x) The following KyU members of staff exercised conflict of interest in procurement of goods and services for the University:
- a) Mr. Patrick Madaya (Deputy University Secretary), enlisted M/s Elite Office Support Services Ltd, a Company his wife and other relatives own, as a prequalified provider of photocopying services;
 - b) Mr. Bulenzibuto, an Administrative Assistant in the office of the Deputy Vice Chancellor (F&A) used his company M/s A&M Cleaning Services to do business with KyU;
 - c) Mr. Aryeija Ambrose, a former Ag. Estates Officer used his company M/s Malcom Investment Ltd do business with KYU;
 - d) Mr. Turyomurugyendo Edward, Ag. Estates Officer then was using a company associated with him, M/s Company G&B Commercial Undertaking, to do business with KyU;

- x i) There was mismanagement of UGX 70,000,000/= paid by the Engineering students during their first year for in-house industrial training in June 2013;
- x ii) There was improper collection of revenue from several small businesses at KyU by the University Guild using its own receipts;
- x iii) The temporary structures constructed at 'Purple' Hills, an area designated for commercial activities at KyU, were not approved by the University.

In a separate complaint it was alleged, among others, that the University farms were mismanaged as follows:

- i) Workers attached to the University farm are casual with no commitment to the University.
- ii) Female calves produced at the farm are exchanged with male ones, which are then destroyed.
- iii) There are no animal feeds suppliers to the farm, causing underfeeding and low productivity.
- iv) The farm is underutilized.
- v) There is under declaration and theft of the farm produce.
- vi) Farm products are sold at the farm shop located in the University, but proceeds are neither banked daily nor accounted for. Some members of staff of the university sell their agricultural products from the same farm shop.
- vii) Approximately UGX 400 million is being lost due to lack of control and monitoring of the farm's activities according to Auditor General's value for money audit for the period that ended 30th June 2013.

It was alleged that some officials at KyU were mismanaging the mechanical workshops at the University as follows:

- i) The workshops were being misused by outsiders at the expense of University students receiving quality teaching.
- ii) The motor vehicle and refrigeration workshops were being used for private businesses by both outsiders and staff without payment to the University.
- iii) The wood, foundry, mechanical and fabrication/welding workshops that possessed good production facilities for generating income were also being misused.

Brief Summary of Findings

The findings of this investigation present a vivid but sad picture of the poor management skills of KyU's Accounting Officer. It is a tale of a leader who failed to take the appropriate action when standards across the entire KyU administrative structure were not met and this sent the message that the standards are not important or relevant. The University Secretary failed to display strength, integrity and a sense of fair play in the management of the University affairs.

As a consequence, everyone who had access to the Institution's resources took liberties and helped themselves to what they could find. Lecturers seeking to scrounge up the extra penny sublet their official residences to students at a fee in violation of the tenancy agreements; out of sympathy the University Secretary authorised a refund expenses in respect of unauthorised renovations to a house illegally allocated to a member of staff; various KyU assets were leased out but rents not collected from tenants and no effort was made to collect the rent; Occupants of KyU houses who had left service did not vacate houses and again no effort was made to evict them from KyU property; the KyU farm was grossly mismanaged, understocked and no effort was made to rid it of squatters; KyU Mechanical Workshops were managed by casual workers who opened them up to public use at no cost and run the equipment down to the detriment of student education, expending large amounts of electricity paid for by KyU.

The list of examples of maladministration at the University goes on and on but while these irregularities were known to the University Secretary, he did not take any action to stem them which leaves us in no doubt that Mr Akorimo does not possess the necessary skills to hold the position of University Secretary

West End Sports Field

The sports field at the West End of Kyambogo University was leased to Uganda Cricket Association by Uganda Polytechnic Kyambogo in 2001 for use before Kyambogo University was established. Under section 74 (1) and (2) of the Universities and Other Tertiary Institutions Act, 2001 (As Amended in 2003 and 2006), all Assets and Liabilities previously held by UPK were vested in the KyU University Council. The sports field at the West End of Kyambogo University (Cricket Oval) is the property of Kyambogo University, but subject to the MOU with UCA in place. The terms contained in the MOU are extremely disadvantageous to the University, but are in the process of review.

Rent from Crane Bank and Eco Bank

Crane Bank Ltd and Eco Bank Uganda Ltd were operating from the premises of KyU without any payment of rent from the year 2011. The agreement that allowed the two banks to operate at KyU had a clause for negotiation of rent. The matter triggered negotiations on the rent payable by the two entities. By the time of these investigations the parties were in the process of negotiating the rent payable, taking into consideration the alterations and improvements made to the premises by the banks.

Review of rent payable by Stanbic Bank

KyU and Stanbic Bank first entered into a tenancy agreement on 14th November 2006, with a monthly rent payable agreed at UGX 500,000/=. On 21st October 2012, the agreement was renewed and rent reserved at UGX 1,800,000/=. At the time of investigations, the parties were negotiating new rent terms. Therefore, the allegation that the rent had never been reviewed for nine years is unfounded.

Illegal occupancy of Kulubya Canteen

Mr. Wilson Wakhatenge had run the Students Guild Canteen at Kulubya Hall from 13th April 1995 to the date of the investigation. Mr. Wakhatenge's Canteen had a tenancy agreement with the Students Guild not the University. The University Secretary's notice dated 20th July 2012, to the occupant/operator to vacate the premises was resisted. Mr. Wakhatenge had paid rent to the Students' Guild in advance to August 2016. This was acknowledged with receipts issued by the Students' Guild in its name. Kyambogo University Students' Guild does not own Kulubya Canteen. KyU has never granted the Guild any legal entitlements to the Guild to own any building or part of any building at KyU or collect rent therefrom. Therefore all tenancy agreements between Kyambogo University Students' Guild and other parties are illegal and void.

Letting out KyU Guest House without rent payments

KyU let out its two Guest Houses (East and North) to M/s J.I.M Enterprises Ltd at a monthly rent of UGX 700,000= (seven hundred thousand Uganda shillings, VAT inclusive). This was through outsourcing of management of the Guest Houses vide procurement reference number KU/SRVCS/2011-2012/00128/1. The Memorandum and Articles of Association of JIM Enterprises Ltd show the shareholders to be Joy Komungaro and Kellen Twinamatsiko. It was not established whether the two were present or former employees of KyU. J.I.M Enterprises is very irregular in meeting its rental obligations. At the time of the investigation it had not paid rent for the period January 2013 to April 2014 totalling to UGX. 11,200,000/=.

Irregular allocation of University staff houses

Many University residential houses inspected were found to be occupied by university staff bearing house allocation letters and tenancy agreements with KyU. An exception was House No.9 Mackay Road, which was illegally occupied by Opio George, a laboratory Technician, but he vacated the house upon being served with a notice to vacate; and House No.14 Mackay Road meant for a senior staff was allocated to Ms Kebingi Jane, an Office Assistant. The Estates Officer was yet to take action against them.

KyU dismissed Mr. Kanyana Stephen and Mr. Etyangat Leonard from service as University lecturers and attempted to evict them from their University premises. The two filed suits in court for unlawful termination of services and obtained interim orders from the Chief Magistrate's Court of Nakawa barring KyU from evicting them from the houses.

Houses in Spring Gardens are meant for visiting professors, expatriates or foreign/exchange postgraduate students. It was therefore irregular for the University Housing Allocation Committee to allocate House No. 10 to Mr. Betihamah Jackson, who is not in that category of persons. It was also improper for the University Secretary to approve the payment of UGX 4,025,000/= for alleged repairs of House 10 Spring Gardens, without a verification report from the Estates Department and without proof that the repairs were necessary and/or authorized. The University Estates Department verification report in respect of the works done on No. 10 should be final on this matter.

Misuse of houses by University staff

Contrary to clause 6.9 (e) of the tenancy agreements executed between them and KyU, the following KyU Staff were found to be housing University students for rent in the residential houses allocated to them:

- i. Dr. Charles Twesigye, Senior Lecturer;
- ii. Mr. Mugarura Andrew, Chief Security Officer;
- iii. Dr. Byaruhanga G W Bazirake, Senior Lecturer;
- iv. Mr. Musisi Jimmy, Lecturer;
- v. Mr. Bua Bosco, Senior Lecturer,
- vi. Mrs. Kamede Jackline, a University Nurse
- vii. Muhwezi Lawrence, a University Lecturer.

The University had not taken any action against them.

Conflict of interest in procurement

The Deputy University Secretary Mr. Patrick Mudaya admitted that he is related to one of the owners of Elite Office Support Ltd (Betty Mafabi and Alfred Mutanda are shareholders and directors). He declared his interest to the Vice Chancellor once he got to know that the company had

tendered for provision of services to the University. The allegations of conflict of interest were not substantiated against him or the other members of staff accused.

Diversion of funds for in-house industrial training

A sum of UGX 31,662,500/= was requisitioned for materials for industrial training, but was never released because the Procurement and Disposal Unit advised that there was no time to commence and complete the procurement process. However, UGX 27,015,000/= was paid to Lecturers and Technicians for on campus supervision and the training was carried out using available scrap metal. The Faculty of Engineering failed to submit their requisitions to the Procurement Unit in time for the procurement to take place. Though funds were not diverted, the students did not receive full value, and the Dean Faculty of Engineering and the Industrial Training Coordinator are jointly responsible for this.

Collection of revenues from small businesses

There's no policy at KyU to provide for receipt of rental income from small businesses or rental income for premises at the Campus. Some proprietors deposit the rent on the University Small Assets Account, while others deposit it on Hall Accounts. KyU Administration is aware of the different operations, including unauthorised collection of rent by the Student's Guild. Though the University Secretary assessed the small businesses existent at KyU and a report was submitted to the VC on 9th August 2013; the University Council, Vice Chancellor and the University Secretary let the Students' Guild collect rent from the assets of KyU without authorisation. To that extent, the Council and the two administrators of KyU neglected their statutory duties.

Unapproved structures at Purple Hills

The University Secretary permitted the establishment of businesses at Purple Hills in 2003. However, the temporary structures were not approved by KyU and the University had no control over them apart from having allocated them a place to carry out their businesses. There is no policy on the management and control of such businesses.

The University Secretary neglected his duty to manage/administer the land occupied by the small businesses at Purple Hills. KyU management failed to recognize and collect revenue from business at Purple Hills. The Office of the Bursar through its Income Generating Unit failed to ensure collection and recognition of all revenue due to the University from such businesses.

University Farms

Employment of casual workers

Kyambogo University farm is now staffed with permanent staff that are on the University payroll. This is a recent development since twelve (12) members of staff out of 20 who constitute the current workforce of Kyambogo University farm were recruited in January 2013. Prior to that recruitment, KyU largely employed workers on temporary terms with contracts of up to a maximum of three months, who therefore lacked commitment. The problem has been resolved.

Exchange of female calves and disposal of male calves

The practice at Kyambogo University farm is that male new-borns are sold or destroyed at birth, to save the milk consumed by male calves as they are less valuable compared to female calves. Female calves are retained for reproduction and milk production. At the time of the investigation, the farm had 32 lactating cows, but only 11 calves (10 female and 1 male). The farm manager could not account for 11 calves. He should, therefore, account for the calves or be made to pay a surcharge of the value of 11 calves.

Absence of suppliers for animal feeds

For the financial years 2012/2013 and 2013/2014, the University did not have suppliers for animal feeds because suppliers prefer cash sales due to fluctuation of prices. The University resorted to direct purchase of animal feed and on some occasions single sourcing of suppliers. In 2013, feeds worth UGX 25,633,000/= were purchased using cash advances. The records to show that feeds were received at the farm by way of verified goods received notes; however there are no records to show how

the feeds were utilized. Therefore, it was not possible to establish the accuracy of the deliveries. Possibility of theft of animal feeds or fraudulent supplies for cash cannot be ruled out in the absence of a stores ledger at the farm to support actual accountability for the feeds said to have been purchased. The farm manager should be held accountable for the poor record keeping.

Underutilisation and mismanagement of farm land

On the Mukono unit, out of the 180 acres reserved for the farm, only 13 are being utilized, while the rest are occupied by squatters. Though the valuation is ongoing, the longer it takes the more difficult and expensive compensation will prove, as encroachers continue to increase in number and developments.

Mukono unit has 20 heads of cattle of which 3 belong to staff members. Banda Unit has 71 heads of cattle; 14 pigs; 24 piglets. There are poultry structures, but no birds as the project was suspended over three years ago for lack of feeds and other requirements. Therefore, it is true the university farm units are underutilized both in terms of land-use and enterprise diversification. As a teaching facility, this leaves the students with limited exposure in enterprise variety. The animals at the farm have low productivity. Students interviewed expressed a concern that the farm that was expected to be a model farm could not even provide 10% of students study requirements.

Under declaration of farm output

Both units of the University Farms (Banda and Mukono) are under the management of the Farm Manager, without supervision by the University Secretary and the Department of Agriculture. Although a Desk Officer was posted to monitor the activities of the farm, there is little to show his contribution. There is poor record keeping and lack of documents to account for utilisation of farm inputs. Under-declaration of farm produce could not be ruled out due to the absence of records showing how produce had been disposed of. Proceeds from farm sales are banked in a Farm account. Analysis of statements showed that proceeds were

expended on farm inputs and allowances for staff. However, inputs delivered to the farm were not properly accounted for leaving them open to misappropriation and other forms of abuse.

Financial loss to KyU

The University Farm is not a viable commercial entity because the expenditure on it far outweighs the revenues generated. KyU sustains it because the Farm is meant to be a model for the benefit of students in the Faculty of Vocational Studies. However students make minimal use of it because it does not meet the pedagogical standards required of such an enterprise.

As the Accounting Officer charged with ensuring that the assets of the institution achieve value for money and that they are protected from loss, the University Secretary permitted the mismanagement and underutilisation of these assets to continue unhindered. He also allowed the Farm Units to continue operating without establishing clear lines of supervision for the staff recruited and posted to the two facilities resulting in loss of money for KyU.

Mechanical workshops

It was observed that all mechanical workshops at KyU were running without managers. The heads of departments had limited involvement in their management. Technicians employed by KyU to help students to use the machines were limited in number and recourse was had to casual employees who also used the equipment for their private work and earned undisclosed incomes from the workshops. There is no known criterion for recruitment of the casual technicians employed in the workshops.

Although there were some collections made from charges on jobs done by private technicians, there is no proper system for collection of funds; most of the charges on jobs done for outsiders were not collected. Most of the small amounts collected were not banked in the University account.

The machines seem to be dilapidated and in need of repair, but there is no centralised system for carrying out repairs. Heads of Departments and Technicians carry out repairs undisclosed to the University Secretary and pay for them out of proceeds collected from use by outsiders.

The practice of employing technicians on a casual/temporary basis puts the valuable equipment at risk and compromises the delivery of skills to students. Equipment could be lost in the hands these unauthorised casual employees to the detriment of students who rely on the equipment for their practical training.

The equipment in the mechanical workshops uses large amounts of electricity paid for by the University. Outsiders are benefiting from the limited resources of KyU to earn an undeserved income at the expense of KyU and development of the workshops and other infrastructure.

An Adhoc Committee was appointed to look into and streamline the management of the workshops in October 2013 and the Committee had identified the problems, but nothing has been done to solve them. The University Secretary neglected his duty to attend to this expensive and valuable equipment which is one of the core assets of the institution.

Recommendations

In view of the findings above, it is accordingly recommended that:

1. The Vice Chancellor should submit Mr. Sam Akorimo, the University Secretary, to the Appointments Board for him to be dismissed in the public interest for his neglect of duty and failure to ensure proper supervision of the assets of the University; viz: University residential houses, the premises occupied by small businesses all over Kyambogo University Campus, the University Farms and the Mechanical Workshops.
2. The in-coming University Secretary should within a period of ninety days from the date of issue of this report, initiate re-negotiation of terms for the use of and management of the West End Sports

ground by UCA with a view to obtaining favourable terms that make business sense to the University.

3. The University Secretary should ensure that within ninety days from the date of issue of this report reasonable steps are taken by the University to collect debts totalling to UGX 4,756,000/= as at 30th June 2014, due and owing from firms offering private recreational services (Mukab/Elite/Sharp).
4. The University Secretary should ensure that the amount of money lost in rent by KyU through Laboratory Technician George Opio's irregular occupancy of House No. 9 Mackay Road is recovered from him. On the same note, firm disciplinary action should be taken against the Estates Officer for neglect of duty in the management of the University Housing portfolio.
5. The University Secretary should notify Mr. Wilson Wakhattenge of the status of Kulubya Canteen. Give him notice to vacate the premises and refund to him any unspent balances paid for the unutilized period.
6. The University Secretary should ensure that terms of Tenancy Agreements governing the houses occupied by the following staff members who are referred to in section 6.6 of the main report that let out sections of the houses allocated to them as residences to students are implemented and that the appropriate penalties for tenancy violations, including termination of tenancy are enforced forthwith:
 - i) Dr. Byaruhanga G W. Bazirake, Senior Lecturer
 - ii) Mr. Mugarura Andrew, Chief Security Officer,
 - iii) Dr. Byaruhanga G W. Bazirake, Senior Lecturer
 - iv) Mr. Musisi Jimmy, Lecturer
 - v) Mr. Bua Bosco, Senior Lecturer
 - vi) Mrs. Kamede Jackline, University Nurse

7. Dr. Charles Twesigye, a Senior Lecturer should be penalised in line with the relevant tenancy agreement he signed with the KyU for carrying out unauthorized structural alterations to University premises to create space to accommodate many students. Indeed, the house should be restored to its original form at Dr. Charles Twesigye's cost.
8. Dr Bua Bosco should be penalised in line with the relevant tenancy agreement he signed with the KyU for making an illegal alteration to University property to rear chickens. In addition he should be directed to remove the rickety structure harbouring poultry from the property forthwith.
9. The House Allocation Committee should review the house allocations made and ensure that junior staff occupying premises meant for senior staff are allocated suitable and appropriate housing commensurate to their salary scale and in line with the Kyambogo University Housing Policy.
10. The University Secretary should initiate disciplinary action against the Industrial Training Coordinator at the Faculty of Engineering, Mr. Ssevume Busulwa, for late submission of requirements for training materials for procurement. He should also be reminded of his duty to always plan and give the procurement process ample time as required by the PPDA Act and Regulations.
11. The authorisation of business units to operate on the University Campus should be done according to the Public Procurement and Disposal of Public Assets Act and Regulations. Accordingly, the University Secretary should ensure that within one hundred twenty days from the issue of this report, the recommendations of the report on small businesses are fully implemented.
12. The top management of KyU should transfer the administration of the University Farm to the Department of Agriculture for close supervision, monitoring and control as the office of the University Secretary has demonstrated little or no interest in the activities of

the farm. The Farm Manager should report to the Head of Department of Agriculture as opposed to the current arrangement of reporting directly to the University Secretary, which has caused a supervision gap. This will in the short run transform the University farms into a profitable venture and a better training facility.

13. The University Secretary should submit Mr. Kwizera Herbert, the University Farm Manager, to the appointing authority to be relieved of his duties of a Farm Manager due to incompetence, poor record keeping and gross mismanagement of University farm as exhibited in the failure to account for the usage of animal feeds worth UGX 22,458,200/=, low productivity of the farm, failure to account for 11 calves produced by animals for the year 2013 and failure to efficiently supervise farm activities.
14. The University Administration should ensure that procurement of animal feeds and drugs is streamlined so as to attract effective service providers. This can be done through timely payments, proper procurement planning and procurement implementation.
15. The University Secretary should ensure that the scope of work of the desk officer posted to the farm stretches beyond the farm gate so as to routinely verify farm output and to establish a production trend such that issues of under declaration of output (if any) are checked. In addition, the Audit function at the farm should be enhanced beyond verification of deliveries to also ensure accountability and control at the farm in order to achieve efficiency and effectiveness.
16. The University Secretary should surcharge Dr. Bua Bosco the Dean of Vocational studies to pay to KyU an amount of money in respect to the expenses incurred on maintaining his two cows at the Mukono University farm. The expenses should be in terms of labour, drugs, pasture, water, and general maintenance for the period August 2011 to date. The proceeds should be banked on the University farm account. In addition, his two cows should be

removed from the University farm and handed to him for management. He should also be submitted to the University Appointments Board for appropriate disciplinary action due to abuse of authority.

17. The University Secretary should ensure that within one month of issuance of this report, Mr. Joseph Kakuru, Foreman, University Farm (Banda) and Mr. Herbert Kwizera, University Farm Manager, account for Uganda Shillings two Million Five Hundred Thousand Only (UGX 2,500,000/=) received on 12th July 2013 and 5th December 2013, respectively for purchase of animal feeds, which was not accounted for, as detailed in items 6 and 7 of Table 1 on page 53 of the main report; failing which the funds should be recovered from their emoluments.
18. The University top management should ensure that the matter of valuation and compensation of squatters at the Mukono Unit of the farm at Namasiga/Nakagere is done as a matter of priority to avoid the swelling number of squatters and compensation costs due to rising value of squatters' developments on the land.
19. The University Council should put in place a policy for the proper management of the University Farm specifying staff required to manage the farm, their duties and who they report to. A proper system of accounting for farm inputs and outputs should also be put in place.
20. The University Council should also put in place a policy and procedures for managing the University Mechanical Workshops. Management of the University should with immediate effect stop using the University workshops for commercial purposes. The workshops should be reserved only for teaching and research purposes until a policy and procedures for their use are established.
21. The University Secretary should submit Dr. Nyende Jacob, the Acting Head of Civil and Building Engineering Department to the

University Appointments Board for appropriate disciplinary action for receiving Shs.873,000/= from the Carpentry Workshops and keeping the funds and later on utilizing the funds without due authorization.

22. A total of Shs.3,128,400 should be recovered from the following technicians who failed to account for it:

- (i) Mr. Kasozi Johnson, UGX 1,140,000/=
- (ii) Mr. Wori Francis, UGX 90,600/=
- (iii) Mr. Kamulegeya and Mr. Mukasa UGX 672,800/=
- (iv) Mr. Bogere Paul UGX 975,000 / =
- (v) Mr. Odu Paul UGX 230,000/=
- (vi) Mr. Agole UGX 20,000/=

In addition, appropriate disciplinary action should be taken against them by the University Appointments Board.

23. The University Secretary should ensure that Dr. Nyende Jacob refunds UGX 873,000/= which he received from the Carpentry Workshop and of which UGX 682,000/= was utilized on the University Workshops without proper authorization. In addition, the University Appointments Board should take appropriate disciplinary action against him.

INSPECTORATE OF GOVERNMENT

AUGUST 2015