



INSPECTORATE OF GOVERNMENT

BI-ANNUAL PERFORMANCE REPORT TO PARLIAMENT

JANUARY TO JUNE 2025

INCREASING CITIZENS' TRUST IN PUBLIC OFFICE



THE REPUBLIC OF UGANDA

INSPECTORATE OF GOVERNMENT

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IG/ADM/6/150/01

18th September 2025

Rt. Hon. Speaker,
Parliament of the Republic of Uganda
Parliament House
KAMPALA

THE INSPECTORATE OF GOVERNMENT BI-ANNUAL PERFORMANCE REPORT TO PARLIAMENT, JANUARY TO JUNE 2025

Rt. Hon. Speaker, this is the 53rd Inspectorate of Government (IG) Bi-Annual performance report for the period January–June 2025 submitted in accordance with Article 231(1) of the Constitution. A copy of this report has been sent to H.E. The President of the Republic of Uganda, in accordance with Article 231(2) of the Constitution.

We applaud your effort together with that of the Committees on the Legal and Parliamentary Affairs and Budget Committee that enabled the IG be provided with the Budget of UGX.81.97Bn in the FY2024/2025 out of which UGX.27.682Bn was for wage, UGX33.233Bn for non-wage and UGX21.057Bn for Development.

Rt. Hon Speaker, I would like to express my gratitude to the Government and Parliament for appropriating the required funds during the period which has enabled the IG to successfully carry out its mandate.

The mandate of the IG is enshrined under Article 225 of the Constitution of Uganda and operationalized under Section 7 of IG Act Cap 32. The IG executes its mandate through the performance of four cardinal roles that is: Anti-Corruption, Ombudsman, Enforcement of the Leadership Code of Conduct and Research, Education and Advocacy.

The IG is structured as follows:

1. Directorate of Finance and Administration
2. Directorate of Legal Affairs
3. Directorate of Ombudsman Affairs
4. Directorate of Leadership Code
5. Directorate of Special Investigations
6. Directorate of Anti-Corruption
7. Directorate of Research, Education and Advocacy
8. Directorate of Project Risk, Monitoring and Control

9. Strategic Partnership and Public Relations Division
10. Information and Internal Inspection Division
11. IG Compliance Unit.

In order to tackle the persistence challenge of corruption, the IG will build on ongoing efforts such as citizen mobilization against corruption, advancing digital transformation and prevention initiatives. The IG has prioritized strengthening the enforcement of the Leadership Code of Conduct and recovery of illicitly acquired assets in this FY 2025/2026.

Furthermore, the IG will enhance its investigative capacity by recruiting specialists in various fields like Forensic Experts, Financial Analysts, Economists and Valuers etc. The IG will also implement the following additional interventions to reinforce the priority areas highlighted above in strengthening the fight against corruption.

- a) Strengthen the Ombudsman function by establishing Sector Ombudsman offices in high-risk entities and employing Alternative Dispute Resolution (ADR) mechanisms for quick resolutions of complaint.
- b) Intensify efforts to research, manage data on corruption, strengthen intelligence systems to proactively address governance challenges and reinforce accountability.

A summary of the performance of the IG during the period is shown in the table 1a below:

Table 1a: Summary of IG Performance for July 2024 to June 2025

S/N	Item description	Performance	
Period		July - Dec 2024	Jan - June 2025
1.	Number of new complaints registered	1347	1595
2.	Number of cases sanctioned for investigations	1193	1773
3.	Number of investigations concluded	1267	1160
a	<i>Number of corruption investigations</i>	552	739
b	<i>Number of Ombudsman investigations</i>	391	408
c	<i>Number of investigations into breaches of the leadership code</i>	324	13
4.	Funds ordered for recovery	UGX 8,040,325,374	UGX 2,227,455,438
5.	Funds recovered (Cash and Assets)	UGX 4,128,569,130	UGX 8,091,264,737
6.	Number of Administrative actions taken against errant public officials in MDA/LGs	600	134
7.	Number of public officials recommended for Prosecution at LCT & ACD	53	42
8.	Number of cases concluded at the ACD and LCT	26	18
9.	Number of convictions at ACD and LCT	21	15

S/N	Item description	Performance	
Period		July - Dec 2024	Jan - June 2025
10.	Conviction rate at Court	81%	83%
11.	Number of declarations verified	31	682
12.	Funds recommended to be paid to persons as a result of IG interventions.	UGX 8,469,787,069	UGX3,907, 568, 978
13.	Number of projects inspected	610	103
14.	Number of engagements with State and non-State Actors	91	100
15.	Number of Radio and Television talk shows conducted	66	61
16.	<i>Engagements with partners at National and International level</i>	26	41
17.	Media engagements	150	111

From the table above, there was a significant increase in new cases registered rising by approximately 17.7%. This was attributed to improved public confidence in the Inspectorate of Government (IG). Additionally, the IG's engagement with state, non-state, and international partners showed a positive increase. There was 33.9% increase in number of corruption cases investigated and concluded due to improved institutional capacity and collaboration with other agencies leading to quick evidence gathering. There was a modest increase in ombudsman investigations concluded which was attributed to the use of Alternative Dispute Resolution (ADR).

While the number of public officials recommended for prosecution and the number of cases concluded in court both decreased by 20.7% and 30.7% respectively, the conviction rate improved slightly from 81% to 83%. This high conviction rate demonstrates that despite a reduction in the volume of cases, the IG is maintaining the quality and strength of its prosecutions. The significant rise in the number of leaders declaration verified from 31 to 682 demonstrates the IG's commitment to use technology and data matching with national data bases that facilitated faster cross checking of assets. The notable rise of 96% in funds recovered is attributed to institutional strengthening of follow up and asset recovery.

The IG still faces significant obstacles that reduce its efficacy. These issues impede enforcement, and slow down anti-corruption initiatives. Resolving them is essential to improving effectiveness, bolstering accountability, and continuing the anti-corruption campaign.

Key among these challenges are inadequate funding for office operations, automation of business processes, staffing, technical skills, transport equipment due to old fleet of vehicles. To ensure the IG effectively implements its mandate, we recommend:

1. Parliament should prioritize allocating more funds to the IG to support the automation of operations and business procedures, complete construction of Head Office, the acquisition of new vehicles, purchase of cutting-edge investigative equipment, specialized staff training and recruitment of more employees.
2. The Directorate for Ethics and Integrity (DEI) should fast track and conclude the

development of the Anti-corruption (Confiscation and Recovery Orders) Rules, 2025 to recover assets using conviction based approaches.

3. The Ministry of Public Service should ensure that all MDA/LGs develop and enforce Service Standards that will establish clear and transparent guidelines for service delivery, thereby reducing opportunities for corruption.
4. All MDA/LGs should establish and promote a secure, anonymous reporting system that allows individuals to provide information without the immediate risk of exposing their identity.

Notwithstanding the challenges, the IG has done a good job of educating the public about the costs and effects of corruption on the economy and governance of society. Additionally, we have increased public awareness of how corruption undermines the quality of public services, harming the broader population.

Right Honourable Speaker, we sincerely thank you for providing the Inspectorate of Government with this opportunity to present its report. We request that it be formally laid before Parliament in accordance with Article 231(3) and (5) of the Constitution.

For God and My Country.



Beti Kamyá Turwomwe
INSPECTOR GENERAL OF GOVERNMENT

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



The Speaker of Parliament Rt. Hon. Annet Anita Among in the photo with the Management of the Inspectorate of Government after declaring her Income, Assets and Liabilities to the IGG



The Speaker of Parliament Rt. Hon. Annet Anita Among addressing the Management of the Inspectorate of Government.



Mandate

To promote just utilization of public resources



Vision

A just and corruption free Uganda



Mission

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



Core Values

Integrity
Professionalism
Teamwork
Innovativeness
Impartiality
Gender equality and equity



Customer Values Proposition

IG undertakes to promote distributive justice and administrative justice to all people



THE INSPECTORATE OF GOVERNMENT LEADERSHIP



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LIST OF ACRONYMS

AAACA	Africa Association of Anti-Corruption Authorities
AAPR	African Asset Recovery Practitioners Forum
AC4D	Anticorruption for Development
ACA	Anti-Corruption Authority
ACD	Anti-Corruption Division of the High Court
ADR	Alternative Dispute Resolution
AFRLEN	African Anti-Corruption Law Enforcement Network
AOMA	Africa Ombudsman and Mediators Association
CAO	Chief Administrative Officer
CAPAR	Common African Position on Asset Recovery
CMV	Community Monitoring Volunteers
CSO	Civil Society Organisation
DDEG	Discretionary Development Equalisation Grant
DEI	Directorate for Ethics and Integrity
DIGG	Deputy Inspector General of Government
DLG	District Local Government
DRDIP	Development Response to Displacement Impact Project
DSC	District Service Commission
EAAACA	Eastern Africa Association of Anti-Corruption Authorities
EXCOM	Executive Committee
FY	Financial Year
GHM_s	Grievance Handling Mechanisms
GLOBE	Global Operational Network of Anti-corruption Law Enforcement Authorities
HC_s	Health Centres
ICHA	International Corruption Hunters Alliance
IEC	Information, Education and Communication
IG	Inspectorate of Government
IGG	Inspector General of Government
IG-ODS	Inspectorate of Government Online Declaration System
IOI	International Ombudsman Institute
KCCA	Kampala Capital City Authority

LCT	Leadership Code Tribunal
LG	Local Government
MAAIF	Ministry of Agriculture Animal Industries and Fisheries
MDA/LGs	Ministries Departments Agencies and Local Governments
MDAs	Ministries Departments and Agencies
MoDVA	Ministry of Defence and Veteran Affairs
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender Labour and Social Development
MoLG	Ministry of Local Government
MOU	Memorandum of Understanding
MUK	Makerere University Kampala
NARO	National Agricultural Research Organisation
NDP III	Third National Development Plan
NITA (U)	National Information Technology Authority Uganda
NSSF	National Social Security Fund
NUSAF	Northern Uganda Social Action Fund
OAG	Office of the Auditor General
OIC	Organization of Islamic Cooperation
OICOA	Organization of Islamic Cooperation Ombudsman Association
PDM	Parish Development Model
PPDA	Public Procurement and Disposal of Public Assets Authority
PR	Public Relations
SAI	Supreme Audit Institutions
SEC/IG	Secretary to the Inspectorate of Government
TAAC	Transparency, Accountability and Anti-Corruption
UBC	Uganda Broadcasting Corporation
UGIFT	Uganda Intergovernmental Fiscal Transfer Programme
UGX	Uganda Shillings
UNCAC	United Nations Convention Against Corruption
UNODC	United Nations Office on Drugs and Crime
UPDF	Uganda Peoples' Defence Forces
UPPC	Uganda Printing Publishing Corporation
URC	Uganda Railways Corporation
YLP	Youth Livelihood Program

01

CHAPTER ONE:

INTRODUCTION

INTRODUCTION

This is the 53rd Report of the Inspectorate of Government (IG) Bi-Annual Performance covering the period January to June 2025. Under Article 231 (1) of the 1995 Constitution of the Republic of Uganda, the IG is required to submit a report every six months to Parliament on the performance of its functions, making recommendations as it considers necessary and providing information that Parliament may require. The Speaker is required under Article 231(3) to lay the report before Parliament within 30 days upon receipt, if Parliament is in session, or, if Parliament is not in session within 30 days after the commencement of the following session.

This report is prepared in line with the above legal provisions and is aligned to the IG Strategic Plan for the period 2020/21 to 2024/25. The IG Bi-Annual Performance Report to Parliament for the period January to June 2025 and all other reports can be accessed on the IG website (www.igg.go.ug).

1.0 About the Inspectorate of Government

Chapter 13 of the Constitution of the Republic of Uganda, (1995) provides for the establishment, functions, powers and mandate of the IG. The IG Act Cap 32 operationalizes Chapter 13. In addition, Chapter 14, gives IG the mandate to enforce the Leadership Code of Conduct. This function is provided for in the Leadership Code Act Cap 33.

1.1 Mandate of the Inspectorate of Government

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

- i. To promote and foster strict adherence to the rule of law and principles of

natural justice in administration;

- ii. To eliminate and foster the elimination of corruption, abuse of authority, and public office;
- iii. To promote fair, efficient and good governance in public offices;
- iv. To supervise the enforcement of the Leadership Code of Conduct;
- v. To investigate any act, omission, advice, decision or recommendation by a public officer or any other authority to which this article applies, taken, made, given or done in exercise of administrative functions; and,
- vi. To stimulate public awareness about the values of constitutionalism in general and the activities of its office, in particular, through any media and other means it considers appropriate.

1.2 Jurisdiction of IG

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

1.3 Independence of IG

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

1.4 Alignment of IG Strategy to the National Development Plan III

The IG contributes to the goal of increasing household incomes and improving the quality of life of Ugandans under the National Development Plan III (NDP III), through the Governance and Security

programme and the Public Sector Transformation programme.

In the Governance and Security Programme, the IG contributes to improving Corruption Perception and strengthening transparency, accountability and Anti-Corruption systems. Under the Public Sector Transformation Programme, the IG contributes to the attainment of strategic objective one which is strengthening accountability for results across government.

1.5 Strategic Direction of the IG

The Strategic Direction of the IG is defined in the Strategic Plan for the period 2020/2021 – 2024/2025 and the goal is “to improve the rule of law for effective service delivery”. The vision is “*a Just and corruption free Uganda*” and Mission is “*to promote good governance through prevention of corruption, enforcement of the law and citizens engagement.*”

In pursuit of the above strategic direction, the IG has engaged a three pronged approach in the fight against corruption and administrative injustices, namely;

- i. Deterrence measures: This is achieved through investigations, prosecutions and recovery of the proceeds of corruption;
- ii. Preventive measures through conducting spot inspection of government projects, public institutions and service delivery points; and
- iii. Education and Research strategy by conducting engagements with various stakeholders including the youth, citizens, religious and cultural leaders, private and public sector. The engagements are held through the print and electronic media and also through conducting research on topical issues on anti-corruption.

1.6 The IG Strategic Objectives

The IG Strategic Objectives as laid out in the Strategic Plan are summarized below;

- a) To enhance prevention, detection and elimination of corruption.
- b) To promote minimum standard of behavior and Leaders’ code of conduct.
- c) To promote adherence to the rule of law in public offices.
- d) To increase stakeholder engagement for effective execution of IG mandate.
- e) To strengthen IG Institutional and Organizational capacity to deliver on its mandate.

The IG implements various interventions under each strategic objective to achieve its vision and mission. The IG Strategic Plan can be accessed on the IG website (www.igg.go.ug).

1.7 Governance and Organizational Structure

The Governance structure comprises of the Inspector General of Government (IGG) and two Deputy IGGs, the Appointment Board and the Secretary to the IG. They are responsible for ensuring that the IG performs its functions as provided for in the relevant legal and policy frameworks.

The IG organization structure is stipulated and operationalized by the IG Appointments Board in Section 7(2) and 16 of the IG Act.

The IG is structured in Directorates and Divisions that include: Finance and Administration; Research, Education and Advocacy; Leadership Code; Legal Affairs; Ombudsman Affairs; Special Investigation; Anti-Corruption; Project Risk, Monitoring and Control; Strategic Partnership and Public Relations; Information & Internal Inspection and IG Compliance Unit. **Appendix A: IG Organogram**

02

CHAPTER TWO:

**PREVENTION, DETECTION
AND ELIMINATION OF
CORRUPTION**

Statistics at a Glance



Total number of new
Complaints received:

1,595



Corruption complaints
received:

601



Ombudsman complaints
received:

591



Leadership Code Complaints
received:

228



Complaints pending
classification:

175



Corruption cases
investigated & completed
in MDA/LGs:

739



Total recoverable (cash and
assets)-(Accumulated): **UGX**
44,022,476,986



Funds directed for recovery
during the period: **UGX**
2,227,455,438



Funds recovered during
the period: **UGX**
8,091,264,737



Total value of
physical assets and
cash recovered: **UGX**
8,091,264,737



Public Officers
recommended for
administrative actions:

134



Public Officers
recommended for
prosecution at ACD:

18



Public Officers
recommended for
prosecution at LCT:

24



Conviction rate at the
Anti-Corruption Court:

25%



Conviction rate at the
Leadership Code Tribunal:

100%



Projects inspected:

103

2.0 Introduction

The IG strategic objective one emphasizes prevention, detection and elimination of corruption. The desired outcome is to reduce corruption and improve transparency and accountability in public offices.

The major interventions that were undertaken included; strengthening mechanism for detecting, reporting; investigation and prosecution of corruption cases; breaches of the Leadership Code Act; defending IG decisions in Courts; tracing illicitly acquired assets; recovery of proceeds of corruption and mainstreaming Transparency, Accountability and Anti-Corruption (TAAC) initiatives in MDAs/LGs.

This chapter shows the achievements accomplished during the reporting period.

2.1 Prevention and Detection of Corruption

By recognizing, exposing, or unearthing corruption in all its manifestations, the IG implements a systematic strategy including regulations, supervision procedures, and enforcement tactics necessary for preventing and detecting of corruption.

During the reporting period, the IG conducted 93 inspections and on spot checks of government projects, public institutions and service delivery points like local administration, educational institutions, health facilities, road and building infrastructures to prevent and detect incidences of corruption. This was done through checking service delivery standards, work methods and performance, compliance with rules and regulations, identifying and compiling systemic issues that restrict service delivery.



Deputy IGG Mrs. Anne Twinomugisha Muhairwe with technical staff from IG conducting spot check on a project being implemented in one of the Local Government.

These inspections uncovered significant challenges such as; irregular recruitments, delayed salaries, delayed promotions and the need for salary increments, particularly for non-scientists, mismanagement of public resources, poor contract supervision leading to substandard works, mismanagement of Parish Development Model (PDM) funds, absenteeism, drug stock outs, solicitation of bribes from patients at Health Centers, theft of medicines, sale of blood, negligence

of duty, irregular staff transfers, deliberate referral of patients by health workers to their private clinics and non-payment of retirement benefits among others.

As a result of the above, the IG organized five **(5)** boardroom sessions with stakeholders in MDAs and LGs to share the findings and agree on strategies for improving service delivery.

The following actions were agreed upon;

- a) Halting recruitment pending conclusion of investigations.
- b) Mindset change focusing on serving the public effectively.
- c) Enhancement of supervision of workers to elevate service delivery.

2.2 Registration of Complaints

The IG receives complaints from citizens on allegations of corruption, maladministration

and breaches of the Leadership Code of Conduct. The IG also initiates complaints from audit reports, media reports, and stakeholder engagements. The complaints are managed through the IG Case Management System (CMS) which is used for registration, sanctioning, planning and tracking progress and closure of the investigated complaints.

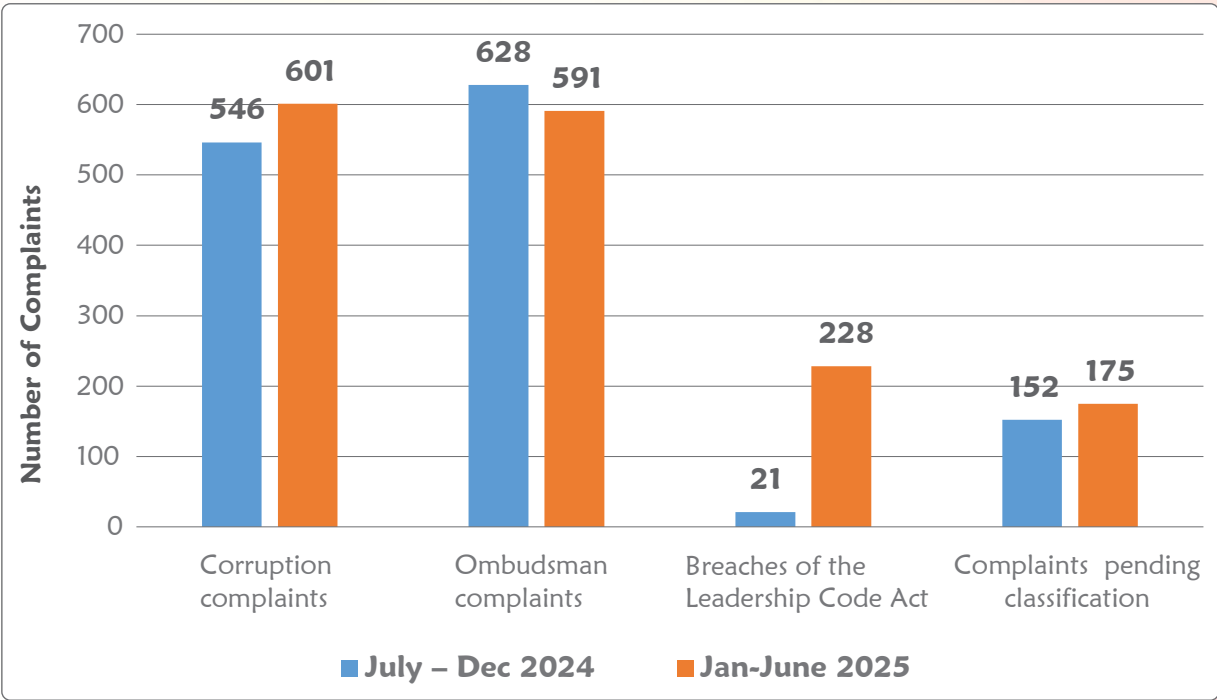
Table 1 and figure 1 below summarizes and categorizes the nature of complaints registered in the reporting period:

Table 1: Complaints registered July 2024 to June 2025

Item description	Performance	
Period	July – Dec 2024	Jan-June 2025
Corruption complaints	546	601
Ombudsman complaints	628	591
Breaches of the Leadership Code Act	21	228
Complaints pending classification	152	175
Total number of complaints received	1347	1595

There was an increase in the number of complaints of breaches of the Leadership Code registered during the reporting period compared to the preceding period. The increase in complaint is attributed to the enhanced awareness of the citizens about processes of the declaration.

Figure 1: Classification of complaints received from January to June 2025



The complaints received during the period is further disaggregated as follows; 1102 were from males and 231 from females, 34 from groups while 228 were anonymous. Out of the 1595 complaints received, the IG sanctioned 1773 for investigation, 10 referred to other institutions for handling and one complaint did not merit investigation. 164 complaints were still under assessment at the end of the reporting period.

2.3 Investigations of Corruption

During the period, the IG concluded 703 investigations of corruption cases in MDA/LGs. As a result of the investigations, UGX 4,165,910,876 was recommended for

recovery, 134 administrative sanctions were issued to various public officers and 18 public officials were recommended for prosecution.

2.4 Investigations of Corruption in Ministries, Departments and Agencies

The IG investigated and completed twenty eight (28) high profile¹ corruption cases in MDAs. Arising from the investigations UGX 2,227,455,438 was recommended for recovery. The nature of offenses are highlighted in table 2 below:

Table 2: Nature of complaints in high profile cases concluded in MDAs

S/n	Nature of offence	Number	Percentage (%)
1.	Abuse of office	18	64.3
2.	Embezzlement	1	3.6
3.	Misappropriation of funds	3	10.7
4.	False Accounting	1	3.6
5.	Causing financial loss	5	17.8
Total		28	100.0

From the above table, the majority (64.3%) of the high-profile cases investigated in MDAs involved abuse of office. The institutions involved included; Electricity Regulatory Authority, Ministry of Trade, Industry and Cooperatives, Uganda Electricity Transmission Company Ltd, Harris International Ltd, Nakaseke DLG, Departed Asians' Property Custodian Board, Local Government Finance Commission and Ministry of Lands, Housing and Urban Development.

The IG completed 377 other corruption cases in MDAs. The IG also held boardroom sessions with these MDAs to emphasize the need to combat corruption in Government entities.

2.5 Investigation of corruption in Local Governments

In order to bring services closer to the people, the IG operates sixteen (16) Regional Offices across the country, as indicated in

Appendix B. These offices are responsible for investigating corruption incidences in Local Governments. During the period, 298 cases were investigated and concluded by the Regional Offices. The IG also completed 41 investigations involving the implementation of government projects.

A summary of the outcome of investigations in Local Governments is indicated in the table 3 below:

¹ A high profile case involve senior Government Officials like Ministers, Accounting Officers or public interest cases or a complaint with a value of UGX.1bn and above.

Table 3: Outcome of investigations of corruption in Local Governments

Outcome	July to December 2024	January to June 2025
Funds directed for recovery	UGX 1,098,094,151	UGX 1,938,455,438
Public Officers sanctioned	208	114
Public Officers recommended for prosecution	11	18
Cases closed for lack of merit	70	
Cases resolved during investigations	31	

The investigation cases concluded were categorized as follows:

Table 4: Categorization of corruption cases concluded in LGs.

S/n	Nature of offence	Number	Percentage (%)
1	Abuse of office	87	29.2
2	Forgery	22	7.4
3	Embezzlement of funds	28	9.4
4	Bribery	08	2.7
5	Misappropriation of funds	48	16.1
6	False accounting	07	2.3
7	False claim	01	0.3
8	Uttering false documents	05	1.7
9	Extortion	10	3.4
10	Causing financial loss	19	6.4
11	Nepotism	01	0.3
12	Others	62	20.8
Total		298	100

From table 4 above, the most common offences investigated in LG were abuse of office at 29.2% and misappropriation of funds at 16.1%. The IG engaged the various stakeholders to address the root causes of corruption in service delivery and how to mitigate them.

2.6 Prosecutions

The IG is mandated to prosecute public officials and private individuals² found liable upon conclusion of investigations into corruption allegations. During the period,

the IG concluded 18 prosecution cases: 4 at Anti-Corruption Division (ACD) and 14 before the Leadership Code Tribunal. The results of the prosecutions at ACD and LCT are summarized in Table 5 below.

² Private individuals who receives financial resources from the consolidated fund

Table 5: Summary of prosecution cases concluded

Outcome of prosecution	Reporting period			
	July to December 2024		Jan- to June 2025	
	Number	Percentage (%)	Number	Percentage (%)
Anti-Corruption Court				
Convictions	2	28.6	1	25
Acquittals	0	0	0	0
Withdrawals	5	71.4	3	75
Dismissals	0	0	0	0
Abetments	0	0	0	0
Total	7	100	4	100
Leadership Code Tribunal				
Convictions	19	100	14	100%
Acquittals	0	0	0	0
Total	19	100	14	100%

During the reporting period, the results from the prosecutions at the ACD were as follows; 3 withdrawals and 1 conviction giving a conviction rate of 25%.

At the Leadership Code Tribunal, the prosecutions resulted into 14 convictions representing 100% conviction rate. The public officials found in breach were fined and ordered to pay a total of UGX 24,500,000. The concluded cases at the ACD and LCT are listed in **Appendix C**.

2.7 Civil Litigation

The IG defends applications and constitutional petitions that seek for orders of certiorari³, mandamus⁴, prohibition⁵, damages and interpretation of the law. During the period under review, five (5) cases were concluded and all in favor of IG. The concluded cases are shown in the table 6 below:

Table 6: Concluded Civil Litigation cases

S/No	Case reference	Remarks
1.	High Court Misc. Cause No. 137/2023	Amon Natwebembara Vs IGG in favor of IG
2.	High Court Miscellaneous Cause No: 0275/2024	Akena James & 7 others V IG and AG withdrawn by the Applicant in favor of the IG
3.	High Court Miscellaneous Application No. 1282/2024 arising out of M.C 0275/2024	Akena James & 7 others V IG and AG withdrawn by the Applicant in favor of the IG
4.	High Court Miscellaneous Cause No. 29 of 2015. Katamba Fred Vs Mukono DLG & IGG	The matter was withdrawn by the Applicant in favor of the IG.
5.	High Court Miscellaneous Cause No. 7/2024 Wasike Mangeni V IG and Attorney General	Judgment was delivered in favour of IG with each party bearing its own costs.

3 Order by which a higher court reviews a case tried in a lower court.

4 An order from a court to a government official ordering the government official to properly fulfil their official duties

5 A Court order forbidding an act or activity

2.8 Recovery of Assets (Cash and physical)

Asset recovery is a process of tracing, seizing, and returning money or other valuable assets that have been illegally obtained, often through criminal activities like fraud, corruption, or organized crime, to their rightful owner or to the government. The IG implements the recovery of assets through IG and court orders. The following recoveries were made during the reporting period. -

Table 7: Recoveries of Funds and Assets

S/N.	Details	July to December 2024	January to June 2025
1.	Value of land and building recovered.	UGX 2,150,000,000	UGX 0
2.	Cash recovered	UGX 2,113,569,130	UGX 8,091,264,737
3.	Total value of land, building and cash recovered.	UGX 4,263,569,130	UGX 8,091,264,737

The total outstanding asset recovery orders as at 30th June 2025 amounted to UGX 44,022,476,986 of which UGX 43,074,217,310 is for IG orders and UGX 498,259,676 for Court orders.

2.9 Implementation of Administrative Sanctions and Orders

Administrative sanctions imposed on individuals or organizations that break laws or regulations include fines, suspension or other actions and are non-criminal. The IG issues administrative directives and orders arising from investigations and verifications carried out. During the period, several orders for disciplinary action were made as shown in the table 8 below:

Table 8: IG orders issued

S/N	Details	July-Dec 2024	Jan-June 2025
1.	Public Officers dismissed from office.	36	0
2.	Public Officers forwarded to District and Public Service Commissions for disciplinary action.	22	14
3.	Public Officers cautioned/warned/reprimanded.	13	2
4.	Public Officers deleted from payroll for various reasons.	34	0
5.	Public Officers interdicted.	4	0
6.	Projects that were reactivated.	47	19
7.	Number of staff cautioned/warned.	0	4
8.	Number of staff whose appointments have been rescinded.	0	1
9.	Number of Government properties issued with certificates of title.	0	1
10.	Funds saved as a result of IG intervention.		14,450,879,601

2.10 Transparency, Accountability and Anti-Corruption in implementation of projects

Transparency, Accountability and Anti-Corruption (TAAC) forms a foundational pillar in Uganda's development framework, actively contributing to improved governance, efficient government project implementation, and enhanced service delivery aligned with the goals of Uganda Vision 2040. The IG has implemented TAAC since 2015 through various government programs and projects such as NUSAF, DRDIP, YLP, DDEG and PDM among others. The TAAC strategy strengthens the fight against corruption through a holistic approach that integrates citizen involvement, consistent

oversight, legal enforcement, and public education to improve service delivery and governance in Uganda.

2.10.1 Monitoring and Inspection of Projects

During the period under review, 103 projects were inspected. These were under DRDIP, PDM, DDEG and UGIFT. As a result of the monitoring and inspection, The IG engaged several stakeholders to improve coordination, strengthen oversight, enforce compliance with project timelines, and enhance accountability mechanisms, including linking contract renewals to project performance.



Deputy IGG Dr. Patricia Achan Okiria with staff from IG conducting inspection of one of the projects.

2.10.2 Grievance handling in project implementation

Grievance handling in project implementation serves as an essential accountability and conflict resolution mechanism, ensuring conflicts and complaints are addressed in a

timely, transparent, and fair manner, thus safeguarding the legitimacy of projects and trust by stakeholders.

During the period, 45 project related grievances were reported to Community Monitoring Volunteers (CMVs) all of which

were resolved in a timely manner to allow project continuity. The CMVs have been essential in ensuring projects meet their objectives and that any challenges arising are promptly addressed to avoid disruptions.



Deputy IGG Dr. Patricia Achan Okiria addressing the journalists during inspection of the construction works at Alebtong Health Centre IV.



District officials and IG staff at the construction site of Alebtong HCIV.

03

CHAPTER THREE:

ENFORCEMENT OF THE LEADERSHIP CODE OF CONDUCT



Leaders who submitted their
Declarations:

28,856



Complaints registered on breaches of
the Leadership Code registered:

228



Compliance Rate
for Declaration:

90%



Investigations into breaches of the
Code concluded:

13



Leaders recommended for
prosecution at the Leadership Code
Tribunal:

24



Request to access declarations
forms by leaders or public officers:

313



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

82



E-Verifications of Leaders'
Declarations of Income, Assets and
Liabilities:

600

3.0 Introduction

The Inspectorate of Government is mandated to enforce the Leadership Code of Conduct as provided for under Chapter 14 of the Constitution of the Republic of Uganda, 1995 as amended.

The Leadership Code of Conduct is a key instrument used by the IG to enforce standards and accountability among leaders. Through this, the IG enhances efforts in monitoring and enforcing behavior that aligns with national expectations for leadership, contributing to improved public service delivery. This is implemented under the Strategic Objective two of the IG Plan 2020/21 to 2024/25 that promotes minimum standards of behavior and enforcement of the Leadership Code of conduct.

The interventions under this objective include; Enhancement of compliance with the Leadership Code of conduct; strengthening mechanisms for verification of leaders' declaration; and strengthening the IG capacity to investigate breaches of the Leadership Code Act. The projected outcome is improved ethical conduct by leaders and public officers.

During the period under review, verification of leaders' income, asset, and liability declarations as well as inquiries into breaches of the Leadership Code Act were among the main tasks carried out. In preparation for the March 2025 declaration, the leaders and public officers' registers were updated.

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

Verification of leaders' wealth serves as a deterrent measure for leaders to acquire assets illicitly. The process encourages accountability and transparency and aids lifestyle audits, and fortifies anti-corruption mechanisms.

The IG verifies the accuracy of the data that public officials and leaders submit in order to determine what has been declared is backed by documentary evidence and whether their wealth is in line with their known sources of income and liabilities.

During the period under review, the IG received 38 new cases for verification in addition to 74 ongoing cases giving a workload of 112 cases. Out of the 112 cases, 82 cases of verifications of Leaders' declarations were concluded while 30 were carried forward.

Additionally, the IG concluded 600 e-verifications cases and all were found to be commensurate with the known sources of incomes and liabilities. The IG's use of electronic verification demonstrates a commitment to improving efficiency and accuracy in monitoring compliance with the Leadership Code Act, helping to detect and deter illicit enrichment and reinforce anti-corruption efforts.

3.2 Investigation of breaches of the Leadership Code of Conduct

During the period, the IG received 34 new cases and had 22 ongoing investigations into breaches, making a total of 56. Of the total cases, 13 were concluded in the reporting period with 43 cases brought forward. The concluded cases were all commensurate with the known sources of income.

3.3 Access to declarations of Income, assets and liabilities

The Leadership Code Act provides for access to the contents of a declaration upon application to the Inspector General of Government. During the period, the IG received and processed applications for access to declaration forms from individuals for a total of 313 leaders and public officers.

3.4 March 2025 Declarations

In accordance with the Leadership Code Act Cap 33, specified leaders are required to declare their incomes, assets and liabilities to the Inspector General of Government once every two years in the month of March.

The theme for the March 2025 declaration period was “Enhanced Accountability through Wealth Declaration”.

This theme emphasized promoting transparency, accountability, and integrity among leaders by requiring them to declare their incomes, assets, and liabilities. The declaration was launched on 3rd March 2025 by the Chief Justice Hon. Alfonse Owiny Dollo at the Supreme Court in Kampala.



Chief Justice Alfonse Owiny Dollo launching the 2025 declaration period for leaders at the at the Supreme Court. He was accompanied by the DCJ, the Minister of state for Ethics and Integrity, IGG and DIGG.

During the period, the IG also undertook several activities in order to manage the declarations of Incomes, Assets and Liabilities from specified leaders. These included:

- a) Training of 190 Focal Persons from MDA/LGs to support leaders during the declaration period.
- b) Conducting an outreach program to support the Karamoja sub region leaders in submitting their declarations

during this reporting period. This was mainly due to the geographical coverage and limited internet connectivity in the region.

- c) Airing of messages and TV and radio talk shows to sensitize the public, publicize the declaration period and encourage leaders to submit their declarations within the specified period.



Director Leadership Code Mr. Joram Magezi explains the IG-ODS to the speaker of Parliament Rt. Hon Anita Annet Among before she declared to the IGG.

As a result of all these interventions; a total of 32, 068 leaders were registered on the IG-Online Declaration system (IG-ODS) out of which 28,856 leaders successfully submitted their declarations of Incomes, Assets and Liabilities thus a compliance rate of 90%.

The Accounting Officers in MDA/LGs were contacted to provide the information regarding the leaders who did not declare. As a result, a total of 180 files were opened for investigations and 24 cases were completed and submitted to the Leadership Code Tribunal.



Rt. Hon Anita Annet Among with IGG and DIGGs after she submitted her declaration.

04

CHAPTER FOUR:

**PROMOTION OF
ADHERENCE TO THE
RULE OF LAW IN PUBLIC
OFFICES**



Ombudsman Complaints
registered:

591



Ombudsman complaints
resolved:

408



Money recommended to be paid
to various person; **UGX**

3,907,568,978

4.0 Introduction

The Ombudsman functions of the IG is spelt out under Article 225(1) of the Constitution of Uganda under paragraphs (a), (c) and (e) as follows:

- (a) To promote and foster strict adherence to the rule of law and principles of natural justice in administration;
- (b) To promote fair, efficient and good governance in public offices; and,
- (c) To investigate any act, omission, advice, decision or recommendation by a public officer or any other authority to which this article applies, taken, made, give nor done in exercise of administrative functions.

The IG carries out the aforementioned mandate in accordance with Strategic Objective three of the Strategic Plan 2020/21 to 2024/25. The IG's main interventions include resolving Ombudsman complaints, bolstering MDA/LGs' complaint handling

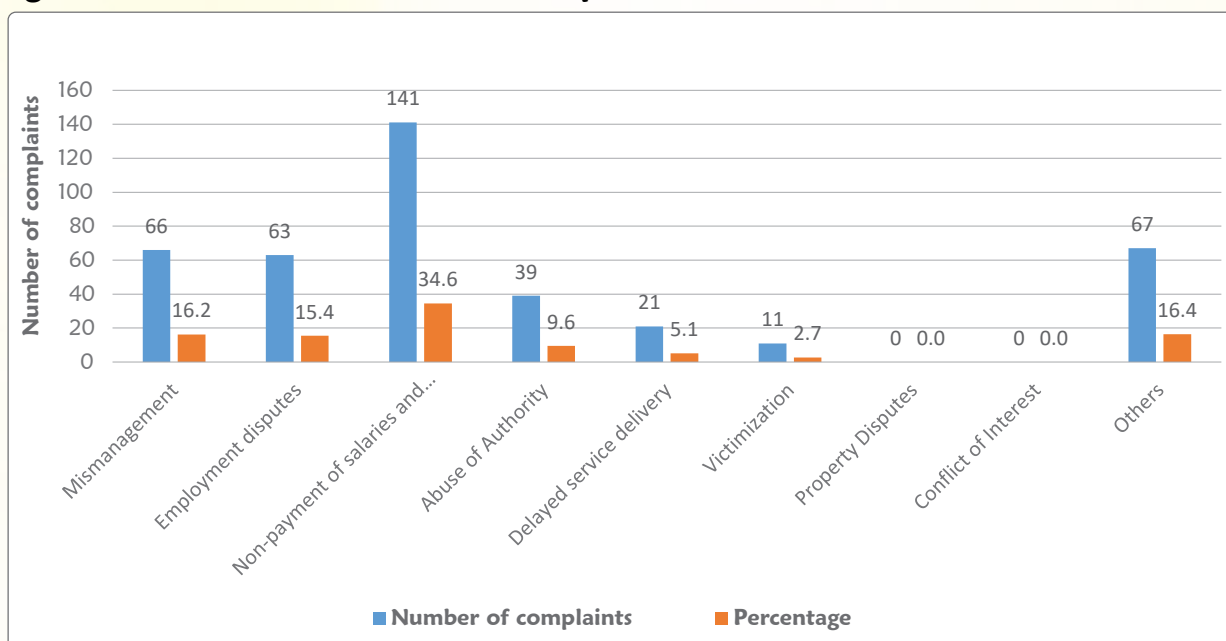
procedures, and raising public awareness of the Ombudsman role. Additionally, the IG implements systemic interventions in MDA/LGs to optimize work practices or processes.

4.1 Resolution of Ombudsman complaints in MDA/LGs

During the period, the IG registered 591 ombudsman complaints out of which 407 cases were resolved. Of these, 66 cases were resolved in MDAs and 342 in LGs. As a result of the Ombudsman interventions, public officers were able to access services such as payment of salaries, gratuity and other benefits. In addition, citizens were supported to access birth certificates, letters of administration, passports, national identity cards, and land titles from the government departments.

As a result of IG interventions, UGX 3,907,568,978 was recommended to be paid to different persons who complained to IG for non-payment of salaries, pensions, gratuity and other related benefits.

Figure 2: Nature of Ombudsman Complaints resolved in MDA/LGs



4.1.1 Complaints resolved in Ministries, Departments and Agencies

The IG resolved 66 complaints in MDAs. Most of the complaints resolved were related to non-payment of salaries and other benefits at 40.9%, mismanagement at 21.2% and employment disputes at 19.7%. Details of nature of complaints are shown in the table 9 below:

Table 9: Nature of Ombudsman complaints resolved in the MDAs

S/N	Nature of complaints	Number	Percentage (%)
1.	Mismanagement	14	21.2
2.	Employment disputes	13	19.7
3.	Non-payment of salaries and other benefits	27	40.9
4.	Abuse of Authority	03	4.5
5.	Delayed service delivery	03	4.5
6.	Victimization	00	00
7.	Others	06	9.1
Total		66	100.0

As a result of the Ombudsman matters raised, the IG engaged several MDAs to address the underlying problems that led to the complaints which affected service delivery. The following institutions were engaged; Uganda Printing Publishing Corporation (UPPC), National Information Technology Authority (NITA(U)), Uganda Prisons Service, Makerere University, Old Kampala Police station, Uganda Electricity Tribunal, MOGLSD, NSSF, Ministry of Public Service, Ministry of Defence and Veteran Affairs (MODVA), Uganda National Students Association, Uganda Peoples Defence Forces (UPDF), Uganda Petroleum Authority, National Agricultural Research Organisation (NARO).

4.1.2 Complaints resolved in Local Governments

During the period, the IG resolved 342 Ombudsman cases as shown below in table 10:

Table 10: Nature of Ombudsman complaints resolved in LGs

S/N	Nature of Ombudsman case	Number	Percentage (%)
1.	Mismanagement	52	15.2
2.	Employment disputes	50	14.6
3.	Non-payment of salaries and other benefits	114	33.3
4.	Abuse of Authority	36	10.5
5.	Delayed service delivery	18	5.3
6.	Victimization	11	3.2
7.	Property Disputes	0	0.0
8.	Conflict of Interest	0	0.0
9.	Others	61	17.8
Total		342	100.0

From table 10 above, it is observed that the majority of the Ombudsman complaints resolved in LGs were associated with non-payment of salaries, gratuities and other benefits at 33.3% and mismanagement at 15.2%.

Through quick resolution techniques like alternative dispute resolution (ADR), reactivation of the Grievance Handling Mechanisms (GHMs), boardroom sessions with heads of government institutions, and cooperation with state and non-state actors the IG continues to address Ombudsman challenges in LGs.

As a result of the Ombudsman intervention the following outcomes were registered as shown in Table 11 below:

Table 11: Outcomes of the Resolution mechanisms

S/N	Results of Resolutions	No. of Results
1	Benefits paid	50
2	Administrative action recommended	41
3	Lacked merit / false allegations	108
4	Complainants grievances resolved	139
5	Others	04
	Total	432

4.4 Systemic Interventions

The systemic interventions meant to address fundamental administrative flaws or shortcomings in order to suggest remedial actions for improvement.

During the period, the IG concluded 38 system reviews and 11 systemic investigation recommending for improvement of processes, systems and work methods in

various institutions. These interventions were undertaken in Atiak Sugar Factory Ltd, Kabwangasi Primary Teachers College, Namutumba DLG, Nakaseke DLG, Office of the Administrator General, Ms. Letshego Ltd, Uganda Coffee Development Authority and Uganda Airlines. The IG also reactivated the internal grievance handling mechanisms in Uganda Cancer Institute and Nansana Municipal Council.



The Director Ombudsman Affairs, Mr. Kakooza Savio Ntensibe engaging officials from Lyantonde District and Heads of Health Centers over issues affecting the Health Sector.

05

CHAPTER FIVE:

**STAKEHOLDER
ENGAGEMENT FOR
EFFECTIVE EXECUTION OF
IG MANDATE**

5.0 Introduction

The IG uses stakeholder engagement as a strategy to promote cooperation with state and non-state actors in the fight against corruption. Furthermore, by strengthening institutional capacities, this strategy offers a coordinated approach to collective action in order to fulfil the IG mission.

Strategic objective four of the IG Strategic Plan 2020/21 to 2024/25 provides for interventions for stakeholder engagements that include public education outreach programs, engagements with state and non-state actors and media as well strengthening regional and international collaborations.

5.1 Public Education and Advocacy

Public education and advocacy is an effective strategy for educating, persuading, and inspiring people and communities to take charge of the fight against corruption.

During the period, the following initiatives were undertaken:

1.1.1 Community mobilization and education

a. Community Barazas

A baraza is a public gathering where communities and MDA/LGs exchange information, talk about issues impacting their communities, and get feedback. The main objectives of barazas are to facilitate group decision-making, and develop locally driven solutions to problems affecting their communities. To facilitate community mobilization, the IG developed guidelines for planning on the implementation of the barazas.

During the period under review, the IG conducted 16 Barazas in Kyenjojo, Ntoroko, Kakumiro, Kibaale, Agago and Lamwo, Gomba, Mityana, Mpigi, Butambala, Soroti, Kumi, Bukedea, Alebtong, Agago and Otuke

These barazas were attended by over 3000 community members, political and technical leaders in the respective Local Governments.

The main issues covered in the interactions and action proposals: inadequate and delayed service delivery, misuse of power and position by public servants, extortion and bribery by police officers especially for police bond, harassment of whistle-blowers, Payroll access delays and corruption in PDM deployment.

Medical staff at general hospitals and Health Centres (HCs) abusing patients, delays in the courts' processing and decision-making of land cases, War claims payments are delayed, particularly for those affected by the insurgencies in Northern Uganda.

The following proposals were made from the above engagements; (i) Conduct engagement of the public officials on the public perception of their delivery; (ii) Investigations on corruption be handled by Anti-Corruption Agencies expeditiously; (iii) Police Leadership to apprehend offenders; (iv) Conduct awareness of whistle blowers rights and responsibilities; (v) Engage MoPs and respective local governments on service delivery; (vi) Ministry of Lands and Judiciary should expedite handling of land cases.

b. Engagement with the Youth

Approximately 78% of Uganda's population are youth. Through campaigning, holding duty bearers' accountable, whistle blowing, and social media mobilization. Given the youth's crucial role, the IG has prioritized interaction with them in order to maximize their potential as change agents.

During the period under review, the IG engaged youth in 2 Universities and other Tertiary institutions and 10 Secondary schools to establish Integrity Ambassador's Clubs. The aim of the Integrity Clubs is to instill the values and principles of ethics and integrity among young people. These

were held in the following Schools - Kasaka S.S in Gomba; Kibibi S.S and Gombe S.S in Butambala; Kiwawu C/U S.S in Mityana; Soroti S.S in Soroti; Bukedea S.S in Bukedea; Aloji Seed S.S in Alebtong; Patongo Seed School in Agago; Ntungamo Girls High School and Entebbe Secondary School.



Senior Inspectorate Officer Ms. Mabel Mary Nakajoba pins an integrity Ambassadors Badge on a student as commitment to upholding integrity in school and her community.

The engagements were also held at Kyambogo University and Bishop Stuart University and focused on enhancing integrity and morals amongst the young people for a corruption free generation.

5.2 Engagements with State and Non-State Actors

To provide a complete, successful strategy in the prevention of corruption and maladministration, the IG engages both the state and non-state actors in the fight against corruption to develop long lasting strategy in the prevention of corruption and maladministration, which translates into sustainable development and better governance.

5.2.1 Engagement with State Actors

During the period, the IG engaged the following:

a. Actors in Local Government

- i. The IG engaged **18** DSCs in the following Districts; Budaka, Sironko, Mbale, Bugweri, Namutumba, Iganga, Mityana, Kakumiro, Kitagwenda, Lyantonde, Masaka, Kalungu, Lira, Omoro, Agago, Adjumani, Moyo and Zombo to validate the research findings on the operational challenges of DSCs. It was established there were compelling indications of how corruption in the recruitment of public officers at the district level undermines service delivery, erodes public trust and distorts meritocracy in public service.
- ii. The IG organized boardroom sessions in 16 Districts with political and technical officers. These included Kyenjojo, Ntoroko, Kakumiro, Kibbale, Agago, Lamwo, Soroti, Kumi, Bukedea, Alebtong, Jinja, Kyangwanzi, Gomba, Butambala, Mityana and Mpigi District. A total of 720 Public officials attended.



Manager Advocacy and Capacity building Ms. Christine Lamwaka addressing leaders of Budaka District on the war against corruption.

The purpose of the boardroom sessions was to mobilize public officers to justly utilize public funds and ensure quality service delivery. The state actors were sensitized about the IG mandate, effects of corruption, cost of corruption and efficient utilization of public resources as well promote partnership with the IG.

Some of the issues discussed included: unfair salary disparity between the scientists and the arts oriented officials; poor remuneration of public officials; corruption in recruitment at District level, delays in investigation of cases by the responsible authorities hence staff staying long on interdiction; Staff in care taker positions stay on that role for so long without being confirmed; corruption in the implementation of the PDM; misuse of Government assets especially cars and inadequate skills for the community monitors.

Arising from the above engagements, the following were proposed; responsible agencies should harmonize salaries for public servants and conduct continuous training for community monitors across the country.

b. Central Government Actors

i. Greater Kampala Metropolitan Area-Urban Development Program (GKMA-UDP)

The GKMA-UDP Program for Uganda aims to improve the institutional capacity in the Greater Kampala Metropolitan Area (GKMA) for metropolitan coordination and management, and to increase access to improved infrastructure and services. The IG engaged with the Ministry of Kampala Capital City and Metropolitan Affairs on mainstreaming TAAC in the program and develop interventions and activities to be implemented for its success.

ii. Northern Uganda Social Action Fund project (NUSAF-4)

The Northern Uganda Social Action Fund project 3 officially closed in June 2021 after a five-year implementation period. The project was supported with funding from the World Bank. The Government in collaboration with the World Bank are developing NUSAF IV which is proposed to begin in FY2025/2026. NUSAF IV builds on the successes of NUSAF I through NUSAF III and seeks to expand its scope and beneficiaries as a government initiative

aimed at supporting social protection and development.

The IG participated in the technical review mission and developed the Project Operations Manual (POM) that will detail the work processes and also developed the Project's Appraisal Document (PAD) in preparations for financing of NUSAF IV

5.2.2 Non-State Actors

The IG engaged with cultural leaders of Iteso and Lango Cultural institutions in Soroti and Lira respectively, Associations of Professional Bodies like Engineers and Medical Practitioners in collaboration with

OAG and PPDA and other non-state actors in district Local Governments of Kyenjojo, Ntoroko, Kakumiro, Kibaale, Agago and Lamwo.

The goal of the interactions with the non-state actors was to broaden their understanding of corruption and how it affects their communities, as well as to establish collaborations with them in order to mobilize their people to actively fight the vice.

The issues discussed and proposed actions are indicated in the table 13 below:

Table 12: Summary of cross cutting issues raised in the engagement with Non State Actors.

S/N	Issues raised
1	Victimization of Whistle blowers.
2	With holding of information especially on projects by the public officials.
3	Delay in payment of SAGE funds to the elderly.
4	Extortion of money by police officers especially for bond.
5	Inadequate drugs in medical facilities.
6	Lack of adequate skills and information to enable the public monitor government projects
7	The need to finance Industrial Skilling.
8	Poor quality infrastructure in educational training institutions.
9	Land disputes

5.3 Media Engagements

The main goal of the Inspectorate of Government (IG) media strategy is to increase stakeholder and public trust in the agency's mission to uphold the rule of law, encourage accountability and promote good governance in public offices.

In order to address the publics' various information demands, the IG maintains a systematic communication role by releasing reports, news releases, and awareness campaigns against corruption,

maladministration and the implementation of the Leadership Code Act. Other strategies include; information sharing, complaint handling and public engagement through the IG's official website and social media channels (like Twitter).

5.3.1 Radio talk shows

The IG held 47 talk shows on 27 radio stations across the country as shown in the table 14 below:

Table 13: Radio Talk shows held across the country.

S/N	Region	Name of radio	Issues Discussed
1	Central	Bukedde FM, Prime Radio, Radio Sapientia, Innerman Radio, Akaboozi Ku Biri, Impact FM, CBS FM, Namirembe FM, Radio Bilal, Radio Maria, UBC Radio, Voice of America, Ddembe FM and Voice of Africa.	<ul style="list-style-type: none"> • Declaration for Leaders 2025. • The mandate of the IG. • The achievements of IG. • Accelerated Action for Gender Equality. • Leadership and New Beginnings. • Enlisting the citizen support to fight corruption and promote administrative justice.
2	Western	Liberty Fm Hoima, 93.8 Life FM and Radio West.	
3	Eastern	East FM, Voice of Teso, Radio A Etiol Karamoja, Busoga One FM, Radio Ateker and Open Gate FM.	
4	Northern	Mega FM, Radio Pacis, Luo FM and Voice of Lango.	



Deputy IGG Dr. Patricia Achan Okiria with Ms, Annet Twine Director Project Risk Monitoring and Control and staff from Lira Regional Office sensitizing the public on implementation of projects in the region on a radio talk show.



The Supervisor Advocacy and Capacity Building, Ms. Victoria Mirembe together with staff from Kampala Regional Office on a radio talk show to discuss the IG Strategy of involving all citizens in the fight against corruption

5.3.2 Television Talk shows

In order to raise awareness among the public about the war against corruption, the IG held 14 talk shows on six (6) television stations that included Dream TV, NBS TV, Family TV, UBC TV, Star TV and Channel 44 TV. The discussions focused on the need for citizens to own the war against corruption, roles and functions of the IG and service delivery in MDA/LGs. Other issues discussed included the strategies in place to prevent and combat corruption and maladministration, youth as change makers against corruption, peer to peer education in the fight against corruption; Leadership, Service and Self Discipline; declaration of incomes, assets and liabilities by leaders; ethical decision-making and transformational power of motivation.



IGG with Secretary to the Inspectorate of Government MS. Rose N. Kafeero during the front bench program on UBC discussing the strategic direction of the Institution.

5.3.3 Media interviews, press statements and conference

The IG conducted **34** media interviews on the following stations; NTV, NBS, UBC, BBS, Bukedde TV, Dream TV, BBS TV, Salt TV, New Vision, Daily Monitor, Bukedde, Impact FM, Capital KFM, CBS FM, Karamoja FM, Voice of Lango, Radio One and Radio Simba. In addition, the IG made 21 press statements and 3 press conferences on various information in response to the different reports and/or activities of the IG.



IGG addresses Journalist after the launch of the Declaration period 2025 at the Supreme Court Kampala.



Deputy IGG Mrs. Anne Twinomugisha Muhairwe addresses Journalist during inspection of construction works at Kalungu District Local Government Headquarters.

5.3.4 Media Coverage and supplement

The print and electronic media reported **100** times on various activities and interventions of the IG relating to its mandate, service delivery in MDA/LGs, achievements of the IG, the strategies in place to prevent and combat corruption and maladministration, absenteeism in public offices, corruption in recruitment and lifestyle audit.

5.3.5 Social media engagements

The IG actively uses platforms such as Twitter, YouTube, WhatsApp, and Instagram to disseminate messages, share updates, and engage citizens directly. These channels offer immediate and wide-reaching communication, encouraging citizen participation and feedback on governance matters. Leveraging on social media enhances

the IG's visibility, responsiveness, and connection with the public, complementing traditional media and reinforcing its anti-corruption mandate.

5.3.6 Public Relations

The goal of public relations (PR) is to establish and maintain a favourable reputation and image for an organization. The IG carried out a number of programs aimed at educating the public about the negative impacts of corruption on service delivery and increasing understanding of its mandate in order to improve its public relations. The IG designed and disseminated Information, Communication, and Education (IEC) materials which included 9 digital banners, 1,000 brochures and 137 notebooks on declaration of incomes, assets and liabilities by leaders and 1 video recording.

5.4 Partnerships, Collaboration and Networks

The IG utilizes partnerships, collaborations and networks to intensify anti-corruption efforts, promote information sharing, ease the exchange of technical expertise and mobilize resources to combat corruption, address maladministration and enforce the Leadership Code Act. These networks, partnerships and collaborations are important for professional development, progress for reaching common objectives on issues of shared interest.

During the period, the IG engaged the following strategic partners at National and International levels:

5.4.1 Partners at National level

i. The Inspectorate of Government

(IG), organized the meeting for the United Nations Office on Drugs and Crime (UNODC) held at the Public Procurement and Disposal of Public Assets Authority (PPDA) conference Hall on June 2, 2025. The main objective was to develop anti-corruption initiatives by Anti-Corruption Agencies in Uganda.

ii. On June 27, 2025, the DIGG, Mrs. Anne Twinomugisha Muhairwe, addressed Chief Administrative Officers (CAOs) at the Imperial Royale Hotel in Kampala on the theme “Transforming Mindset and Culture; The key to eradicating corruption in Local Governments.” She emphasized that leaders must change their mindset in order to create institutions that benefit the public rather than take advantage of it.



Deputy IGG Mrs. Anne Twinomugisha Muhairwe addressing Chief Administrative Officers on transforming mindset and culture as a key to eradicating corruption in Local Government.

- iii. The IGG Hon. Beti Kanya Turwomwe in a meeting held on May 14, 2025 with the newly appointed Managing Director of Uganda Railways Corporation (URC), Mr. Benon Kajuna, urged him to use digitization as part of their new strategic orientation in order to lower operating costs and boost productivity and put in place procedures and systems to handle corruption within the organization. They further discussed strategies to make the railway subsector a vital industry that propels the nation's economy. The MD on his part requested the IGG to conduct corruption risk mapping in URC.
- iv. The IG held a consultative meeting with CSOs and the media on 15th May, 2025, as part of the broader consultations to inform the development of the IG five year Strategic Plan 25/26 – 29/30. The DIGG, Dr. Patricia Achan Okiria, noted that the CSOs and the media play a critical role in the work of the IG. The CSOs appreciated the IG for recognizing them as critical players in the fight against corruption and committed to supporting the IG build a robust anti-corruption framework.
- v. On 28th May 2025, the IGG presented the IG's Bi-annual Report to Parliament for the period July to December 2024, in accordance with Article 231(1) of the Constitution of the Republic of Uganda. In her remarks, the IGG expressed gratitude to Parliament for its continued support and appealed for increased budgetary allocations.
- vi. The IGG on 30th May, 2025 officiated the 14th graduation ceremony of Team University held at Pope Paul Memorial Hotel under the theme "Integrity". She urged the graduands to uphold the values of integrity and hard work which they have been taught at the University. She emphasized that the lack of integrity has increased corruption in both the public and private sectors.
- vii. On 7th April, 2025 Deputy IGG, Mrs. Anne Twinomugisha Muhairwe, presented the IG Policy Statement for the FY 2025/2026, to the Legal and Parliamentary Affairs Committee of Parliament as required by Section 13(13) of the Public Finance Management Act, 2015 (as amended).
- viii. Deputy IGG, Dr. Patricia Achan Okiria, represented the IG at the 1st Urban Development Conference at Speke Resort Munyonyo on 22nd April, 2025, under the theme 'Accelerating urban Development through Infrastructure'. She presented on the topic: 'The role of the IG in promoting social accountability in urban development'.
- ix. The Equal Opportunities Commission led by the Chairperson, Hon. Safia Nalule Jjuuko held a boardroom session with the IGG on 29th April, 2025. The discussions focused on exploring collaborative strategies to promote equal opportunities for all Ugandans.



Chairperson of Equal Opportunities Commissions, Hon. Safia Nalule Jjuko after a meeting with IGG to discuss Partnership in the fight against corruption.

- x. The IGG presented the IG Budget Framework Paper FY 2025/26 to the Legal and Parliamentary Affairs Committee of Parliament on 15th January, 2025.
- xi. On 16th January, 2025 the Deputy IGG, Dr. Patricia Achan Okiria, officiated at the Makerere Convocation Graduation Luncheon where she addressed students on the theme of ‘excellence and the path to successes. She emphasized ethics and integrity as a bedrock for success and called on universities to integrate ethics, integrity and anti-corruption in all their academic programs.
- xii. The Deputy IGG, Mrs. Anne Twinomugisha Muhairwe engaged the leadership of Hoima District Local Government (DLG) on effective teamwork on 16th January, 2025. It was attended by technical officers, Resident District Commissioner, District Chairperson, District Council Speaker, Chief Administrative Officer (CAO) and was witnessed by Bishop Joshua Lwere the General Overseer of the National Fellowship of Born Again Pentecostal Churches of Uganda. The leaders pledged to collaborate for the progress of the district.
- xiii. The Deputy IGG, Dr. Patricia Achan Okiria, chaired the joint quarterly meeting with the Leadership Code Tribunal (LCT) on 17th January, 2025, to assess the level of enforcement of the Leadership Code Act by the IG and LCT. She also disseminated the 2025 Leaders’ declaration road map and strategy.
- xiv. On 20th January, 2025 The IGG, held a consultative meeting on the Uganda Baseline Mapping under the Eastern Africa Anti-Corruption Platform at

Imperial Royale Hotel in Kampala. The meeting aimed to fast-track the implementation of the United Nations Convention Against Corruption (UNCAC).

- xv. On 22nd January, 2025, the IGG engaged with Mr. Francesco Checchi, the Team Lead for the UNODC Anti-Corruption Hub, on the IG's contribution to the implementation of UNCAC.
- xvi. The IGG engaged a delegation from USAID on 24th January, 2025 and discussed the USAID-funded 'Partners for Accountability Activity' and explored potential areas for collaboration.

xvii. On 3rd February, 2025, Deputy IGG, Dr. Patricia Achan Okiria presented at the 26th Annual Judges Conference on 'Asset Recovery and Forfeiture as a tool for fighting corruption: Law and Practice in Uganda'. She emphasized that asset recovery and forfeiture are critical in strengthening accountability and justice.

xviii. Deputy IGG, Dr. Patricia Achan Okiria presented a paper on "Public Financing, Accountability and the Role of the IG" to senior cadet prisons officers at Prisons Training School, Luzira on 18th February, 2025. She underscored the crucial role prisons officers play in upholding integrity and urged them to be exemplary leaders.



The Deputy IGG Dr. Patricia Achan Okiria with Senior Cadet Prison Officers at prisons training school Luzira.

xix. Deputy IGG, Dr. Patricia Achan Okiria chaired a stakeholders' meeting on 25th February, 2025, focused on empowering young people to take a stand in the fight against corruption. The engagement involved participants from Ministries, Departments, Agencies, Civil Society and Media.

xx. The DIGG, Dr. Patricia Achan Okiria,

held a meeting with the Vice President, Maj. (Rtd) Jessica Alupo on 4th March, 2025 on the Declaration for Leaders 2025. Dr. Okiria appreciated the Government support to the IG and noted that the IG is set to implement the lifestyle audit. During the meeting, the Vice President declared her income, assets and liabilities to the Inspectorate.



The Vice President of the Republic of Uganda H.E Major (RTD) Jesica Alupo interacts with the IG team led by Dr. Patricia Achan Okiria at her office before she submitted her declaration of Income, Assets and Liabilities.

- xxi. The IGG and her deputies met the Speaker of Parliament, Rt. Hon. Annet Anita Among on 13th March, 2025 and submitted their declarations to her in line with Section 60(8) of the Leadership Code Act. The Speaker in the same vein also submitted her declaration to the Inspectorate of Government in line with Section 4 of the Act.
- xxii. On 18th March, 2025, the DIGG Dr. Patricia Achan Okiria, engaged leaders of Kotido District Local Government on compliance with the Leadership Code Act requirements.
- xxiii. The IGG delivered a keynote address

on “The role of university students and the law in promoting integrity and accountability in Uganda” at Kampala International University on March 21, 2025. She urged the university community to espouse values of integrity, honesty and hard work and be ambassadors of anti-corruption.

- xxiv. The IGG received a Peace Award from Always Be Tolerant (ABETO) for her contribution to the country by steering efforts about effective leadership in the fight against corruption on March 27, 2025. She thanked the organizers for recognizing her efforts and pledged to continue fighting for the rule of law and principles of natural justice.



IGG giving a speech after receiving a Peace Award by ABETO in recognition of her efforts in promoting peace and good governance.

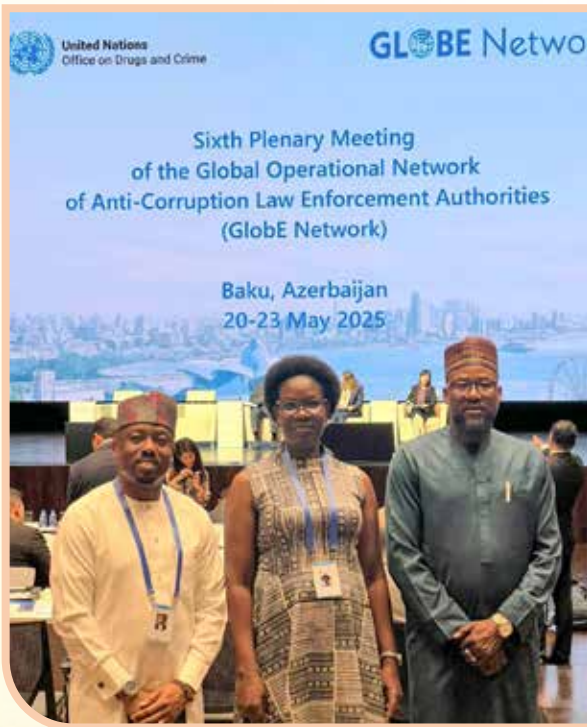
5.4.2 Partners at international level

The IG is a member of various Regional and International Anti-Corruption and Ombudsman Networks. These include: the Eastern Africa Association of Anti-Corruption Authorities (EAAACA), the International Ombudsman Institute (IOI), Africa Ombudsman and Mediators Association (AOMA), the Commonwealth Heads of Anti-Corruption Authorities and the Africa Association of Anti-Corruption Authorities (AAACA).

During the reporting period, IG participated in the various engagements to enhance collaboration and networks as detailed below;

- i. The Deputy IGG, Dr. Patricia Achan Okiria, participated in the Interim Committee of the African Asset Recovery Practitioners' Forum (AARPF) meeting on 20th January, 2025.
- ii. The IGG as the President of the Eastern Africa Association of Anti-Corruption Authorities (EAAACA) chaired the 28th EAAACA Executive Committee meeting on 23rd January, 2024.
- iii. The IGG hosted a delegation from the Zimbabwean Human Rights Commission from 16th – 20th February, 2025. In order to learn best practices for enhancing their human rights institution, the delegation led by Commissioner Martin Muduva benchmarked the IG Ombudsman function.
- iv. The Director Ombudsman Affairs, Mr. Kakooza Savio Ntensibe, participated in a high-level panel of Africa's Ombudsmen in Lusaka, Zambia on 27th February, 2025. The discussions centered on the establishment, appointment, functions, and powers of National Ombudsman institutions in Africa.

- v. The Director Ombudsman Affairs, also attended meetings of the Executive Committee (EXCOM) for African Ombudsman and Mediators Association (AOMA) from 23rd to 26th June, 2025. The meetings among others resolved to amend the AOMA constitution, register the Association in the laws of the host country and review term limits of EXCOM members. The resolutions were submitted to the Secretary General of AOMA for review before presentation to the General Assembly.
- vi. The Director Special Investigations, Mr. Polly Muhairwe, represented the IGG at the Supreme Audit Institutions (SAIs) and Anti-Corruption Agencies (ACAs) Anti-Corruption Seminar held in Johannesburg, South Africa from 24th – 25th June, 2025. He presented on the use of Public Private Partnerships (PPPs) as a strategy to prevent and combat corruption.
- vii. The Director Leadership Code, Mr. Joram Magezi and Supervisor Administration/ Personal Assistant to the IGG, Mr. Allan Bunyenyezi, attended the 15th Regional Conference and Annual General meeting of Heads of Anti-Corruption Agencies in Commonwealth Africa in Cape Town, South Africa from 5th – 9th May, 2025. The conference was to enhance inclusive participation of State and Non-state Actors to prevent and combat corruption. The meeting resolved to promote mutual cooperation between state and non-state actors to mitigate corruption risks in development.
- viii. The Supervisor, Ombudsman Affairs, Ms. Saudah Birabwa represented the IG at the Saudi-Maldivian Joint Forum on Combating Corruption and Strengthening Integrity in the Tourism Sector, from 6th to 7th May 2025 in the Republic of Maldives. The forum was convened by the Secretariat of the Organization of Islamic Cooperation (OIC) and hosted by the Anti-Corruption Commission of the Maldives. The event served as a valuable platform for exchange of experiences, strategies and best practices in preventing and combating corruption, particularly within the Tourism Sector.
- ix. The Director, Ombudsman Affairs, attended the 4th General Assembly of the Organization of Islamic Cooperation Ombudsman Association (OICOA) in Tehran, Iran on 13th May, 2025. The assembly aimed at championing justice and citizen's rights by focusing on strengthening accountability, transparency and protection against administrative injustices.
- x. The DIGG, Mrs. Anne Twinomugisha Muhairwe, together with Supervisor Administration/ Personal Assistant, Ms. Lisa Mwangale, attended an Executive Public Corruption Turnarounds Programme 2025 at Oxford University's Blavatnik School of Government in London, United Kingdom. The executive course, held from 14th to 16th May 2025, was designed to equip senior public officials with practical strategies to identify, confront, and dismantle entrenched corruption within public-sector institutions.
- xi. The DIGG, Dr. Patricia Achan Okiria, attended the 6th Plenary of the Global Operational Network of Anti-Corruption Law Enforcement Authorities (GLOBE Network) in Baku, Azerbaijan from 20th to 23rd May, 2025. This gathering brought together global leaders and institutions committed to strengthening international cooperation and advancing the fight against corruption.



The Deputy IGG Dr. Patricia Achan Okiria with officials from other Anti-corruption bodies during the sixth plenary of the global operational network of Anti -corruption law enforcement Authorities (GLOBE) Network in Baku Azerbaijan

- xii. The IGG, attended the Partnerships for Anticorruption Global Forum organized by the World Bank Group’s International Corruption Hunters Alliance (ICHA) and the Anticorruption for Development Global Program (AC4D) in Washington DC from 6th – 7th April, 2025.



IGG and DIGG attending the partnership for Anti-corruption global forum organized by the World Bank group forum in Washington D.C.

- xiii. The DIGG, Dr. Patricia Achan Okiria, attended the African Anti-Corruption Law Enforcement Network (AFRLLEN) meeting in Washington, D.C. on 7th April, 2025. She made a presentation on “The significance of prosecution-led investigations in the fight against corruption”.
- xiv. On April 8-9th, 2025, the DIGG, Dr. Patricia Achan Okiria, attended the Anti-Corruption Global Summit in Washington DC to promote transparency, integrity, and accountability for a better future. During the summit, EAAACA signed an MOU with H.E Mouhamadou Diagne, the Vice President of Integrity at the World Bank, for collaboration in the fight against corruption within the EAC.
- xv. The Manager, Strategic Partnerships and Public Relations, Hajjat Munira Ali, held a meeting with a team from the International Monetary Fund in Washington DC on building partnerships in the war against corruption on 9th April, 2025.
- xvi. The DIGG, Dr. Patricia Achan Okiria, attended the inaugural African Asset Recovery Practitioners Forum (AARP-Forum) in Nairobi, Kenya from 15th –17th April 2025. This forum supports the efforts of African Union member states to effectively implement the Common African Position on Asset Recovery (CAPAR).



Deputy ICG Dr. Patricia Achan Okiria with officials from other regional bodies during the inaugural African Asset recovery practitioners forum in Nairobi Kenya.

- xvii. The Director, Ombudsman Affairs represented the DIGG, Mrs. Anne Twinomugisha Muhairwe, at the 30th African Ombudsman and Mediators Association (AOMA) Executive Committee Meeting in Luanda, Angola from 24th – 27th April, 2025.



Director Ombudsman Affairs, Mr. Kakooza Savio Ntensibe with other dignitaries at the OICOA in Tehran Iran

06

CHAPTER SIX:

**STRENGTHENING IG
INSTITUTIONAL AND
ORGANIZATIONAL
CAPACITY**



Approved budget: UGX
81.973 billion



Wage: UGX
27.682 billion



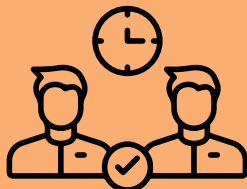
Non-wage: UGX
33.234 billion



Development: UGX
21.057 billion



Approved staffing level:
596 positions



Filled positions as of
31st December 2024:
408 positions



Vacant positions:
188

6.0 Introduction

Objective five of the IG strategic plan 2020/21 to 2024/25 focuses on undertaking measures that improve the IG's institutional ability to carry out its mandate effectively and efficiently. It seeks to enhance accountability, internal control, and human resource functions. The following interventions were implemented; developing infrastructure, providing logistics and ICT systems, improving financial capacity, strengthening governance and planning, budgeting, monitoring and evaluation capabilities.

6.1 IG Establishment

The IG structure as approved by the Board

provides for 596 positions and 408 were filled as at 30th June 2025. The vacant positions are 188. The IG has continued to engage Parliament and Ministry of Public Service and Ministry of Finance Planning and Economic Development to provide the necessary approvals and funding to fill the gaps in the staffing level.

6.2 Government funding for FY2023/2024

The approved budget for the IG for FY 2024/25 is UGX 81.973 billion out of which UGX 27.682 billion is wage, UGX 33.234 billion is for Non-wage and UGX 21.057 billion is for Development funding. The details are provided in the table 15 below.

Table 14: IG funding for January to June 2025

Budget Items		Approved budget (Bn)	Release (Jan –June 2025) (Bn)	Spent in (Jan –June 2025) (Bn)	Balance on release (Bn)	Absorption rate %
Recurrent	Wage	27.682	13.841	13.556	0.285	98%
	Non-Wage	33.234	11.405	11.365	0.040	99.6%
Sub-Total Recurrent		60.916	25.246	24.921	0.325	99%
Development	GoU	21.057	2.000	1.988	0.012	99.4%
	External Financing	0	0	0	0	0
Sub-Total Development		21.057	2.000	1.988	0.012	
Total		81.973	27.246	26.909	0.337	99%

From the above table, it is construed that 99% of the funds released were absorbed in the period under review. The unspent balance was mainly for wages for officers who left the institution.

6.3 IG Digital transformation

The IG commenced the digital transformation journey by digitizing and digitalizing all of its systems and operations in accordance with the current government of Uganda policy. This is intended to increase the effectiveness

of the IG business operations in order to better carry out the IG mission.

The IG procured the services of AH Consulting Limited to undertake a comprehensive assessment of all the existing systems and processes and provide a strategic roadmap for digitization, digitalization and digital transformation of IG. This will support IG in eradication of corruption in Uganda through modernizing operations, improving service delivery, productivity, innovation, and adaptability by leveraging ICT technologies

in detection, reporting, investigation, prevention, prosecution of corruption and all other supporting processes.

The current status of IG systems and operations are characterized by the following;

- i. Heavy dependence on manual and paper-based processes.
- ii. High operational costs from manual investigations and physical workflows.
- iii. Fragmented ICT Systems with minimal interoperability.
- iv. Lack sufficient ICT infrastructure at the regional offices.
- v. Records are mostly paper-based, with no unified electronic document management system in place.
- vi. Inadequate advanced ICT skills among staff.
- vii. Understaffing of the ICT department in relation to the growing digital needs of the institution.
- viii. Underutilization of digital channels to report corruption, track complaints, or engage with the IG remotely.

The consultants proposed that an e-IGG digital system which is a comprehensive digital solution be designed to automate, integrate, and modernize all business processes, decision-making systems, and support functions of the Inspectorate of Government. It encompasses a suite of interoperable Management Information System (MIS) modules, Enterprise Resource Planning (ERP) modules, Business Support Applications and Integration Interfaces aligned to IG's constitutional mandate.

6.4 Status of IG Head office building Construction

The construction of the IG Head Office Building, under Project Code 1496, commenced on 29th July 2019. The project is located on Plot 71–75 Yusuf Lule Road and Plot 24–26 Clement Hill Road. It comprises an ultra-modern office complex rising 15 levels high, with a single basement, a four-floor podium, and a ten-floor tower. The facility will provide a total of 205 parking slots distributed across three levels, including the basement and two sub-basements. The total project cost is estimated at UGX 107.9 billion, covering architectural design and construction of the superstructure.



The ongoing construction of the IG Headquarter building

Let's have the latest picture of site inspection from the Project Management Team

6.4.1 Financial performance of the IG Building Project

The IG received and spent the approved budget for the IG Head Office building for FY 2024/2025, which amounted to UGX 20.557 Bn. Since the project inception, UGX 65.279Bn has been spent-representing 60.49% of the projected cost of UGX 107.9Bn. In the current FY 2025/2026, UGX 20.557Bn was released against the outstanding requirement of UGX 42.621Bn, leaving a funding gap of UGX 22.064 Bn. However, to conclude the project by the targeted completion date of December 2025, the funding gap of UGX 22.064Bn

is required.

6.4.2 Physical Progress of the IG Building Project

As of June 2025, the actual work progress stood at 74%, matching the planned target of 74%, with no time delays recorded. Completed works include all structural works for both the podium and tower, block works across all levels, internal plastering from the basement to the service floor, and screeding works from the basement to the 14th floor. Ongoing activities on site include curtain wall installation, mechanical and electrical works, plumbing, air conditioning and ventilation systems, as well as the construction of gate houses and external works.



The ongoing construction of the IG Headquarter building

The key pending works to be completed by December 2025 include Alucobond cladding, floor and ceiling finishes, partitioning (particularly in the podium areas) and doors and joinery. Final mechanical, electrical, and ICT installations are underway alongside lift and garbage hoist installations. In addition, external works, snagging, as well as testing and commissioning will be carried out to ensure full completion of the project.

6.5 Training and Capacity Building

Capacity building is essential to enhancing and improving staff members' competencies. The IG prioritized capacity building and the following training programs were conducted to increase staff capability in the reporting period:

- a) Fifty staff from DSI, DLA & DAC attended training on Payroll Fraud from 3rd to 4th April, 2025 in the IG Board Room.
- b) Six Staff from the Strategy and Planning Unit; and Research and Learning Unit attended training on the Joint Data Analytics and Reporting Training for IG, OAG and PPDA from 19th to 23rd May 2025 and 26th to 30th May 2025 at PPDA organized by GIZ.
- c) AAR conducted sensitization of IG staff on wellness and role of physiotherapy for all staff at Head Office from 28th – 29th April, 2025.
- d) The Internal Auditor attended the 19th Annual National Internal Audit Conference from 21st to 23rd May, 2025 at Speke Resort Munyonyo, Kampala on the theme, '**Engage and Inspire for Change**'.
- e) 16 Regional Inspectorate Officers attended a training on Performance Management on 6th June, 2025.



The Manager Research and Learning, Mr. Mwebesa Peter receiving a certificate after completion of training in Joint Data Analytics and Reporting.

07

CHAPTER SEVEN:

CHALLENGES AND RECOMMENDATIONS

In addition to outlining the strategic priorities in the FY2024–2025 policy statement, this chapter details the challenges the IG has encountered in fulfilling its mandate during the last six months. Additionally, it provides recommendations for addressing these challenges.

7.1 Challenges

As previously mentioned, the IG continues to face significant obstacles that hinder the attainment of anticipated results. These include:

7.1.1 Inadequate funding for office operations.

The IG is underfunded to fulfill its duties as an ombudsman, an anti-corruption agency, and an enforcer of the leadership code of conduct. The budgeted allocation for operations have steadily declined over the past three fiscal years. This has affected the institution's ability to achieve its stated goals and objectives.

7.1.2 Inadequate staffing

The amendment of the Leadership Code Act of 2002 required all public officials and individuals who get their income or salary from the consolidated fund to declare. This led to an increase in the number of public servant declarations that IG receives, analyzes, and validates from 25,000 leaders to over 380,000. The increase in the number of officials to declare was not matched by a proportional increase in the number of staff assigned to the task. This discrepancy created a significant capacity gap in handling the expanded workload.

7.1.3 Inadequate Automation of business processes

The IG still faces inadequate automation of business operations and digitalization when compared to the institutions it collaborates with, who are at a more advanced stage

of digital transformation. The IG needs a substantial investment over the next three years in order to completely automate its business procedures.

7.1.4 Inadequate transport equipment due to old fleet of vehicles

Travelling extensively to conduct research, investigate, verify assets and gather data, among others, is part of the IG work. Vehicles in steady and good mechanical condition are necessary for this. About 79% of the IG fleet, however, has passed their disposal date; 34 vehicles have beyond the 240,000 km mark, and 92 vehicles have exceeded the 5-year limit, as advised by the Ministry of Works and Transport. Maintaining this outdated fleet is costing the IG a staggering 1.5 billion dollars a year. The IG has a critical need for vehicles, but the procurement of motor vehicles is on hold.

7.1.5 Limited modern equipment for investigation.

Limited modern equipment poses a significant challenge for the IG to combat corruption. It hinders detection of corruption, effective digital investigation, surveillance and data analysis. As a result the IG is not able to investigate sophisticated corruption and conclude investigations in a timely manner. Strengthening IG technological capacity is therefore crucial.

7.1.6 Inadequate technical skills

Limited technical skills in digital forensic, data analytics and advanced investigation techniques hinder the IG to effectively detect, prevent, track and prosecute corruption cases. The current nature of corruption increasingly involves digital transaction, cyber fraud, complex financial crimes and money laundering. Therefore investing in skills development is crucial for enhancing IG ability to adapt to evolving corruption.

7.1.7 Gaps in the legal framework

The absence of a clear legal framework for recovering proceeds of crime through criminal law, forces the IG to use less efficient civil procedures. This is compounded by the fact that existing anti-corruption laws lack provisions that would allow court orders to be treated as decrees for asset recovery, similar to the Penal Code Act.

7.1.8 Hostility of prosecution witnesses

The IG's ability to successfully prosecute corruption cases is hindered because witnesses tend to backtrack their statements and turn hostile in court. This makes it difficult for the IG to present a strong case and secure convictions.

7.1.9 Delays by Institutions to respond to our requests

Institutional delays in responding to the Inspectorate of Government's (IG) requests can significantly undermine its effectiveness in fighting corruption and promoting good governance. This issue is a major challenge for the IG, as it relies on information and cooperation from various public institutions to carry out its mandate.

7.1.10 Negative Societal Norms and Beliefs Undermining Anti-Corruption Efforts

In Uganda, negative societal norms and beliefs pose a significant challenge to anti-corruption efforts. These norms have made corruption deeply ingrained and accepted as a necessary part of society. This widespread acceptance directly undermines the effectiveness of strategies designed to combat corruption, as it shapes public attitudes and behaviors in ways that normalize and tolerate the vice.

7.1.11 Limited Usage of Service Standards

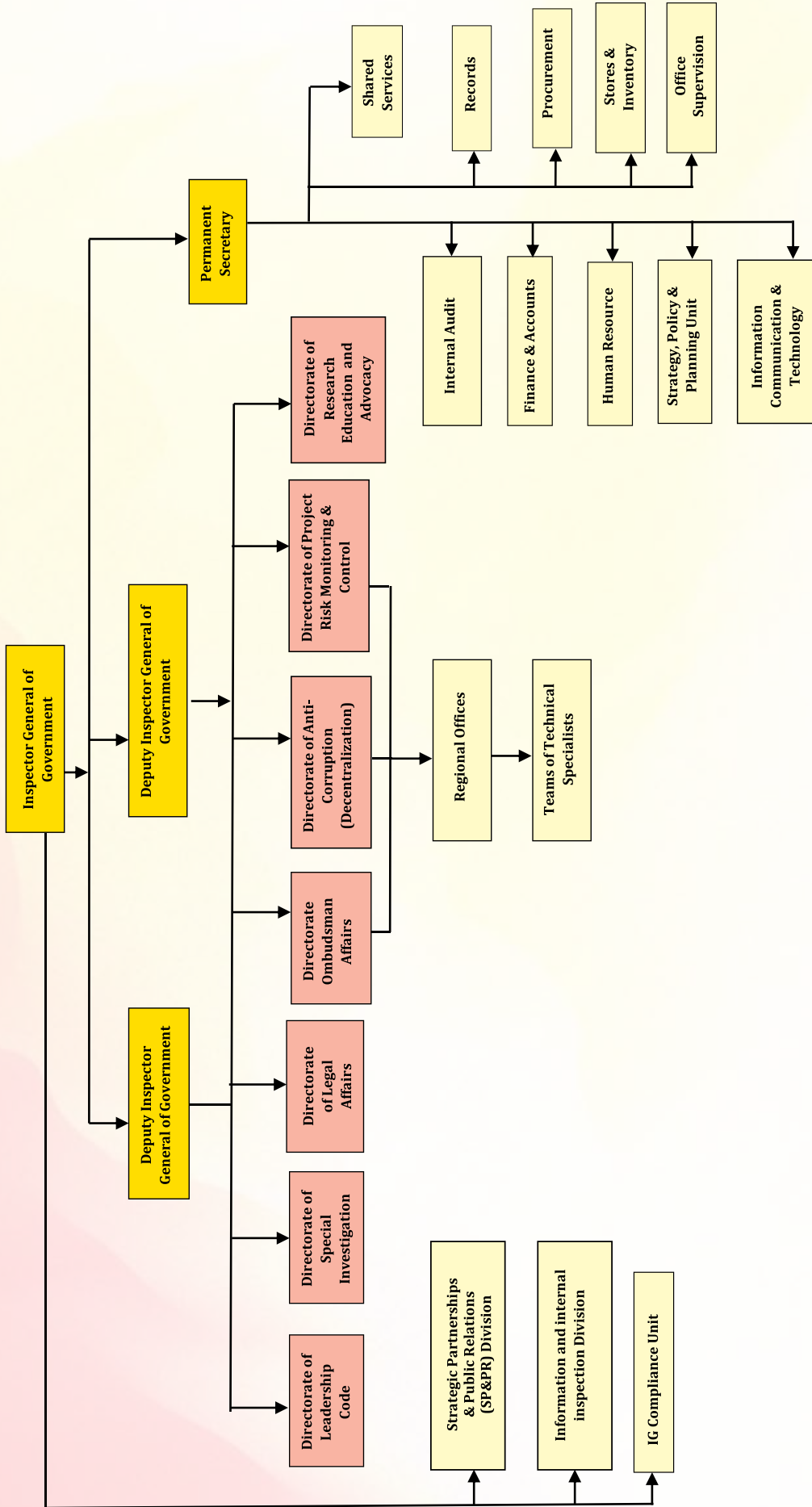
The limited use and enforcement of clear service standards in public institutions create a fertile ground for corruption. Citizens, often unaware of established standards, timelines, or costs, are vulnerable to exploitation through demands for bribes and unofficial fees. This lack of clear guidelines also enables public officers to exploit these gaps by delaying services or prioritizing individuals willing to pay, further undermining accountability and fair access to services.

7.2 Recommendations

The key recommendations are as follows:

- 7.2.1 Parliament ought to consider allocating more funds to the IG to support the automation of operations and business procedures, the acquisition of new vehicles, the purchase of cutting-edge investigative equipment, specialized staff training, the purchase of transport equipment, and the hiring of more employees.
- 7.2.2 The Directorate for Ethics and Integrity (DEI) should fast track and conclude the development of the Anti-corruption (Confiscation and Recovery Orders) Rules, 2025 to speed up recoveries in conviction based recovery matters.
- 7.2.3 The Ministry of Public Service should ensure that all MDA/LGs develop and enforce Service Standards that will establish clear and transparent guidelines for service delivery, thereby reducing opportunities for corruption.
- 7.2.4 All MDA/LGs should establish and promote a secure, anonymous reporting system that allows individuals to provide information without the immediate risk of exposing their identity.

MACROSTRUCTURE



APPENDIX B

Table 15: IG Regional Offices and Districts covered

S/N	Districts	S/N	Districts
1.	Gulu	5.	Jinja
	1. Gulu City		1. Jinja City
	2. Gulu District		2. Jinja District
	3. Pader District		3. Iganga District
	4. Nwoya District		4. Namutumba District
	5. Agago District		5. Mayuge District
	6. Kitgum District		6. Kamuli District
	7. Lamwo District		7. Bugiri District
	8. Amuru District		8. Buyende District
	9. Omoro District		9. Luuka District
2.	Arua		10. Namayingo District
	1. Arua City		11. Kaliro District
	2. Arua District		12. Bugweri District
	3. Nebbi District	6.	Masaka
	4. Zombo District		1. Masaka City
	5. Koboko District		2. Masaka District
	6. Maracha District		3. Rakai District
	7. Madi-okollo District		4. Kyotera District
	8. Pakwach District		5. Kalangala District
3.	Mbale		6. Lyantonde District
	1. Mbale City		7. Lwengo District
	2. Mbale District		8. Kalungu District
	3. Sironko District		9. Bukomansimbi District
	4. Kapchorwa District		10. Sembabule District
	5. Kween District	7.	Mbarara
	6. Bukwo District		1. Mbarara City
	7. Bulambuli District		2. Mbarara District
	8. Butebo District		3. Ntungamo District
	9. Budaka District		4. Isingiro District
	10. Kibuku District		5. Kiruhura District
	11. Pallisa District		6. Ibanda District
4.	Soroti		7. Bushenyi District
	1. Soroti City		8. Buhweju District
	2. Soroti District		9. Rubirizi District
	3. Bukedea District		10. Sheema District
	4. Kumi District		11. Mitooma District
	5. Amuria District		12. Rwampara District
	6. Kaberamaido District		13. Kazo District
	7. Katakwi District		
	8. Ngora District		
	9. Serere District		
	10. Kalaki District		
	11. Kapelebyong District		

S/N	Districts
8.	Kampala
	1. KCCA and Divisions
	2. Mpigi District
	3. Mubende District
	4. Mityana District
	5. Kassanda District
	6. Gomba District
	7. Butambala District
	8. Wakiso District
9.	Mukono
	1. Mukono District
	2. Buikwe District
	3. Buvuma District
	4. Kayunga District
	5. Nakasongola District
	6. Nakaseke District
	7. Luwero District
10.	Moroto
	1. Moroto District
	2. Nakapiripirit District
	3. Kaabong District
	4. Napak District
	5. Kotido District
	6. Amudat District
	7. Abim District
	8. Nabilatuk District
	9. Karenga District
11.	Moyo
	1. Moyo District
	2. Adjumani District
	3. Yumbe District
	4. Obongi District
12.	Fort Portal
	1. Fort Portal City
	2. Kabarole District
	3. Bunyangabu District
	4. Kamwenge District
	5. Kasese District
	6. Bundibugyo District
	7. Kyenjojo District
	8. Kyegegwa District
	9. Ntoroko District
	10. Kitagwenda District

S/N	Districts
13.	Lira
	1. Lira City
	2. Lira District
	3. Apac District
	4. Oyam District
	5. Alebtong District
	6. Amolatar District
	7. Kole District
	8. Dokolo District
	9. Otuke District
	10. Kwania District
14.	Hoima
	1. Hoima City
	2. Kyankwanzi District
	3. Hoima District
	4. Kiboga District
	5. Masindi District
	6. Buliisa District
	7. Kiryandongo District
	8. Kikuube District
	9. Kagadi District
	10. Kibaale District
	11. Kakumiro District
15.	Kabale
	1. Rukiga District
	2. Kabale District
	3. Rubanda District
	4. Kanungu District
	5. Kisoro District
	6. Rukungiri District
16.	Tororo
	1. Butaleja District
	2. Manafwa District
	3. Bududa District
	4. Namisindwa District
	5. Tororo District
	6. Busia District

APPENDIX C

Table 16: List of concluded Prosecution Cases at the ACD

S/N	Case Details	Status
1.	HCT-00-AC-CO-0096/2023 UG Vs A1 Dathan Nuwagaba Kahima and 3 others	The cases against Matsiko Denis and Goodman Muhangi were withdrawn
2.	HCT-00-AC-CO-0031/2025 UG Vs Ramadhan Ngobi	Ramadhan Ngobi, Head teacher, Nakazigo Primary School, Mayuge District pleaded guilty and was sentenced to one year in prison on charges of Embezzlement and six months imprisonment on the charges of Abuse of office.
3.	HCT-00-AC-CO-0150/2024 UG VS Illukor Raphael Lorika & Anor	Through an out of court settlement, the suspects refunded the money in issue and the case was withdrawn.
4.	HCT-00-AC-CO-0063/2025 UG Vs Dr. Dick Kamugasha & 2 others	Case was withdrawn on 16 th June 2025

Table 17: List of concluded Prosecution Cases at the LCT

S/N	Case Details	Breach	Status
1.	IG vs Arinaitwe Andrew -LCT App. 042/24.	Non-declaration	Concluded by mediation. Respondent ordered to pay a fine of UGX 1,400,000/= by 20 th March 2025.
2.	IG vs Zawedde Aidah-LCT App. No. 028/2024.	Non-declaration	Concluded by mediation. Respondent ordered to pay a fine of UGX 1,200,000/= by 25 th February, 2025.
3.	IG vs IG vs Geoffrey Wamuaya-LCT App. No. 038/2024	Non-declaration	Concluded by mediation. Respondent ordered to pay a fine of UGX 1,000,000/= in two installments.
4.	IG vs Filton Muhindo, LCT App. No. 031/24	Conflict of interest	Concluded. Respondent ordered to pay a total fine of UGX 6,000,000/=.
5.	IG vs Musinguzi Samuel- LCT-App. No. 002/2025	Non-declaration	Concluded by mediation. Respondent ordered to pay a fine of UGX 1,200,000/= by 28 th March, 2025.
6.	IG vs Rutetinda Ataho Caleb-LCT App. No. 004/2025	Non-declaration	Concluded by mediation. Respondent ordered to pay a fine of UGX 2,000,000/= by 9 th April, 2025.
7.	LCT No. 047/2024 IG Vs Balondemu David	Non-declaration	Concluded in favour of IG. Respondent ordered to pay a fine of 2,800,000/=

S/N	Case Details	Breach	Status
8.	HCT/CO/449/2024/ LCT Application No. 035/2024 IG Vs. Ssali Yusuf	Non declaration	Concluded. Respondent ordered to pay a fine of 1,400,000/=
9.	IG LCT Application No 050/2024 IG Vs Nangai Perez	Non declaration	Concluded. Respondent ordered to pay a fine of 1,200,000/=
10.	IG LCT Application No 036/2024 IG Vs Nkuba Godfrey	Non declaration	Concluded. Respondent ordered to pay a fine of 1,500,000/=
11.	IG LCT Application No 048/2024 IG Vs Kamurasi Kenneth	Non declaration	Concluded. Respondent ordered to pay a fine of 1,400,000/=
12.	IG V Oonyu John Moses HQT/CO/181/2024.	Non-declaration	Concluded by mediation. Respondent ordered to pay a fine of UGX 1,000,000/=
13.	IG vs Mutebi Ronald LCT 046/2024	Non-declaration	Concluded by mediation. Respondent ordered to pay a fine of UGX 1,000,000/= and issued a warning.
14	HCT/CO/449/2024/ LCT Application No. 035/2024 IG Vs. Ssali Yusuf	Non declaration	Concluded by mediation. Respondent ordered to pay a fine of UGX 1,400,000/= by 31 st March, 2025.

APPENDIX D: INVESTIGATION STATISTICS

APPENDIX D: INVESTIGATION STATISTICS

Table 18: Distribution of complaints received across regional offices disaggregated by Gender

S/N	Office	Male	Female	Group	Anonymous	Total	Percentage (%)
1.	Headquarters	789	150	13	129	1081	67.8
2.	Arua	23	3	1	12	39	2.4
3.	Fort portal	21	9	1	18	49	3.1
4.	Gulu	23	3	2	2	30	1.9
5.	Hoima	28	9	0	7	44	2.8
6.	Jinja	16	5	2	12	35	2.2
7.	Kabale	15	2	1	5	23	1.4
8.	Kampala	10	3	1	11	25	1.6
9.	Lira	26	8	0	2	36	2.3
10.	Masaka	17	1	1	6	25	1.6
11.	Mbale	36	9	4	1	50	3.1
12.	Mbarara	12	8	0	3	23	1.4
13.	Moroto	10	2	0	5	17	1.1
14.	Moyo	19	4	0	2	25	1.6
15.	Mukono	18	6	2	2	28	1.8
16.	Soroti	15	2	2	6	25	1.6
17.	Tororo	24	7	4	5	40	2.5
Grand Total		1102	231	34	228	1595	100

Table 19: Distribution of Complaints received classified by IG core mandate

S/N	Office	Corruption	Leadership	Ombudsman	Pending classification	Grand Total
1.	Headquarters	374	224	336	147	1081
2.	Arua	19	0	19	1	39
3.	Fort portal	28	0	16	5	49
4.	Gulu	12	0	18	0	30
5.	Hoima	20	1	23	0	44
6.	Jinja	11	0	14	10	35
7.	Kabale	11	0	12	0	23
8.	Kampala	8	0	16	1	25
9.	Lira	18	1	16	1	36
10.	Masaka	14	0	8	3	25
11.	Mbale	25	2	23	0	50
12.	Mbarara	8	0	13	2	23
13.	Moroto	4	0	13	0	17
14.	Moyo	14	0	9	2	25
15.	Mukono	9	0	19	0	28
16.	Soroti	10	0	13	2	25
17.	Tororo	16	0	23	1	40
Grand Total		601	228	591	175	1595

Table 20: Distribution of Complaints received according to Districts of origin

S/N	District	Count of complaints	Tally	Total	Percentage (%)
1.	Kampala	563	1	563	35.3
2.	Wakiso	90	1	90	5.6
3.	Tororo	29	1	29	1.8
4.	Mukono Jinja	28	2	56	3.5
5.	Obongi	27	1	27	1.7
6.	Kabarole	26	1	26	1.6
7.	Mbarara	25	1	25	1.6
8.	Mbale	24	1	24	1.5
9.	Lira	21	1	21	1.3
10.	Hoima	20	1	20	1.3
11.	Ntungamo	19	1	19	1.2
12.	Luweero Kabale	18	2	36	2.3
13.	Mityana	17	1	17	1.1
14.	Moroto	13	1	13	0.8
15.	Gulu Iganga Masaka	12	3	36	2.3
16.	Gomba Mitooma Arua Bundibugyo Kasese Manafwa	11	6	66	4.1
17.	Isingiro Madi-Okollo Busia Soroti Sironko Moyo Agago Kyegegwa	10	8	80	5.0
18.	Apac Arua-City Kyenjojo Kalungu Bugweri Nwoya Kisoro	9	7	63	3.9
19.	Lyantonde Adjumani Kikuube Abim Kamuli Buliisa Buikwe Kyotera Nakapiripirit	8	9	72	4.5
20.	Butaleja Kapchorwa Pallisa Kotido Kaliro Kibaale Pader Nakaseke Kiryandongo	7	9	63	3.9
21.	Bushenyi Terego Lwengo Kween Mayuge Bukwo Yumbe Luuka Zombo	6	9	54	3.4
22.	Bududa Oyam Namisindwa Kakumiro Rakai Bukedea Amuru Masindi Katakwi	5	16	80	5.0
23.	Kyankwanzi Alebtong Serere Kagadi Omoro Kapelebyong Rubanda Nebbi Kibuku Ntoroko Kayunga Bugiri	4	12	48	3.0
24.	Nakasongola Kumi Namutumba Ngora Rukungiri Mubende Kole Budaka Ssembabule Ibanda Kiruhura Kamwenge Kiboga	3	13	39	2.4
25.	Butebo Nabilatuk Kassanda Butambala Kaabong Kazo Bulambuli Mpigi Kitagwenda	2	9	18	1.1
26.	Lamwo Napak Maracha Karenga Pakwach Namayingo Buvuma Kanungu Amudat Kitgum	1	10	10	0.6
Grand Total		1595	127	1595	100

Table 21: Distribution of Complaints received according to against Public sector institutions

S/N	Ministry, Department, Agency and Local Government	Count of complaints	Tally	Total	Percentage (%)
1	Local Governments	584	N/A	584	36.6
2	Uganda Police, Judiciary	79	2	158	9.9
3	Ministry of Lands, Housing & Urban Development	55	1	55	3.4
4	National Water & Sewerage Corporation	42	1	42	2.6
5	Kyambogo University	29	1	29	1.8
6	Mulago Hospital	26	1	26	1.6
7	Ministry of Education & Sports	23	1	23	1.4
8	Kampala Capital City Authority (KCCA), Joint Clinic Research Centre	22	2	44	2.8
9	Ministry of Finance Planning & Economic Development	20	1	20	1.3
10	Ministry of Works and Transport	14	1	14	0.9
11	Ministry of Health	12	1	12	0.8
12	Parliament, Ministry of Water & Environment, Uganda Prisons Service	11	3	33	2.1
13	National Agricultural Research Organization	9	1	9	0.6
14	Directorate of Public Prosecutions, Entebbe Municipality, Makerere University, Uganda Airlines	8	4	32	2.0
15	Administrator General, National Council For Higher Education, National Identification and Registration Authority	7	3	21	1.3
16	Ministry of Agriculture Animal Industry And Fisheries (MAAIF), Ministry of Energy & Mineral Development, Office of The Prime Minister	6	3	18	1.1
17	Civil Aviation Authority, Ministry Of Public Service, National Environment Management Authority, Office Of The President, Uganda National Bureau of Standards, Uganda Revenue Authority	5	6	30	1.9
18	Electoral Commission, Health Service Commission, Inspectorate of Government, Ministry Of Defence, Ministry of Information and Communications Technology, Ministry of Tourism, Wildlife & Antiquities, Ministry of Trade Industry & Cooperatives, National Forestry Authority, Uganda Air Cargo Corporation, Uganda National Cultural Centre, Uganda Railways Corporation	4	11	44	2.8

S/N	Ministry, Department, Agency and Local Government	Count of complaints	Tally	Total	Percentage (%)
19	Bank of Uganda, National Citizenship And Immigrations Control Board, National Council of Sports, National Curriculum Development Centre, Public Service Commission, State House, Uganda Allied Health Examinations Board, Uganda Coffee Development Authority, Uganda Industrial Research Institute, Uganda Land Commission, Uganda Management Institute, Uganda National Examinations Board, Uganda National Roads Authority, Uganda Wildlife Authority	3	14	42	2.6
20	Bunyangabu District Service Commission, Butabika Hospital, Butaleja District Service Commission, Education Service Commission, Fort Portal City, Hoima School of Nursing And Midwifery, Kabale University, Katakwi General Hospital, Kwania District Service Commission, Lira District, Lira Town College, Makerere University Business School, Mandela National Stadium, Masindi District, Masindi General Hospital, Mbale City Service Commission, Ministry Of Gender Lab. & Social Dev't, Ministry Of Internal Affairs, Ministry of Justice & Constitutional Affairs, Ministry Of Local Government, Moyo District, Moyo District Service Commission, Mukono District, Mukono Municipal Council, National Drug Authority, National Social Security Fund, Post Bank Uganda, Public Procurement and Disposal of Public Assets Authority, Uganda Bureau of Statistics, Uganda Communications Commission, Uganda Electricity Transmission Co., Uganda Printing and Publishing Corporation	2	32	64	4.0
21	Other / Miscellaneous / Uncategorized	295	N/A	295	18.5
Grand total				1595	100

APPENDIX E: PICTORIALS





















Visit any IG
16 Regional Offices
and lodge a verbal
or written complaint



**Make a
telephone
call to the IG**
Hotline
0414-340 947
Toll-free
0800-111 777
0800-111 666



Write to the IGG
P.O. BOX 1682,
Kampala



**INSPECTORATE
OF GOVERNMENT**

**REPORT CORRUPTION,
MALADMINISTRATION AND BREACHES
OF THE LEADERSHIP CODE OF
CONDUCT TO THE IG**



**Send an email with
the details of the
complaint to**
Email:
complaints@igg.go.ug



WhatsApp No.
0707 721 146



THE INSPECTORATE OF GOVERNMENT

Jubilee Insurance Center,
Plot 14, Parliament Avenue
P. O. Box 1682 Kampala, Uganda


General Lines: +256 414 - 259738 /
310000/344219

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