

- b) **Maximising the ombudsman role by focusing on** investigating maladministration and injustices.
- c) **Enforcing the Leadership Code of Conduct**, which will in turn re-enforce the Government's priority of increased transparency and accountability in its institutions.
- d) **Strengthening organisational capacity for service delivery**, to deliver results.
- e) **Effective collaborations with partners** including Parliament, Accountability entities, Ministries, Departments Agencies and Local Governments (MDALGs), Civil Society and the public, in execution of its mandate of improving governance and eliminating corruption.

#### THE JUSTICE, LAW AND ORDER SECTOR (JLOS) STRATEGY

The JLOS Anti-Corruption Strategy (JACS) is premised on a vision of "A corruption free Society based on rule of law and respect for human rights". This is founded on three core pillars which include; (1) PREVENTION; To enhance the Sector capacity to prevent corruption, (2) DETECTION; To strengthen the Sector to detect, investigate, and adjudicate cases of corruption, and (3) PUNISHMENT; To promote and enforce effective mechanisms for punishment of those found culpable and reparations for acts of corruption.

The Sector has in place measures to eliminate abuse of office, acts of impunity and ensuring accountability and the rule of law. These include the JLOS Inspectors Forum, the JLOS Integrity Committee, the JLOS Audit Committee, the Human Rights and Accountability Working Group, Professional Standards Unit (PSU) of Police, institutional staff disciplinary units, a series of toll free call lines and standardised complaints handling frameworks, among others.

Implementation of process and service delivery reforms, such as automation of business processes, have minimised opportunities for syndicate corruption at many service points such as the Uganda Registration Services Bureau (URSB). In addition, innovative justice initiatives aimed at simplification of processes and expedition of the adjudication of court cases. These have reduced opportunity for corruption.

The Directorate of Public Prosecutions (DPP) established the Anti-Corruption Department as a specialized body to handle prosecutions of corruption cases. In all corruption investigations, efforts to recover assets and proceeds of corruption are emphasized.

#### CONCLUSION

While the anti-corruption agencies have put in place a number of interventions and strategies to combat corruption, the emergence of the phenomenon of syndicate corruption remains a threat to effective service delivery. The OAG, IG, PPDA, DEI, and JLOS have pledged to work jointly and collaborate to stem the tide. However, the success of this initiative calls for collective response by all the stakeholders in the country. The agencies will continue to build partnerships with the media, civil society and the public at large to reduce the space within which syndicated corruption can thrive.

contracts without confirmation of availability of funds, manipulation of the bidding processes to limit the number of bidders participating in the procurement, deliberate delay of procurement planning leading to emergency processes, lack of effective reporting systems to expose perpetrators of corruption; Poor records management by procuring agencies hides or destroys evidence of procurement requests, payments and disposal of public assets.

In the area of service delivery we have seen delays in the payment of salaries of teachers, health workers and others which sometimes leads to slow downs or strikes which prevents the public from accessing services. Massive losses have also been seen in the payment of pensions.

Examples of syndicate corruption include the loss of over 50 billion shillings in the Office of the Prime Minister (OPM), the loss of 169 billion shillings for former East African Community (EAC) workers' pension claims, alleged advancement of 24 billion shillings in construction of Mukono-Katosi Road, loss of 5 billion shillings intended for the purchase of bicycles for local officials and misappropriation of funds for the national identity registration exercise in 2011.

These incidences have led to the collaborative effort amongst the anti-corruption agencies to firmly respond and address the manifestations. This has involved different approaches, initiatives and strategies either jointly or individually in line with the legal mandate of each institution.

The Inspectorate of Government (IG), Office of the Auditor General (OAG), Public Procurement and Disposal of Public Assets Authority (PPDA), the Justice Law and Order Sector (JLOS) and Directorate for Ethics and Integrity (DEI) have come together to join the rest of the world to commemorate the International Anti-Corruption Day 2015 focusing on "**stopping syndicate corruption for better service delivery**". The collaboration between PPDA, OAG and IG is supported by the German Government through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, under the framework of the project "Promotion of Accountability and Transparency in Uganda".

#### INITIATIVES OF THE OFFICE OF THE AUDITOR GENERAL (OAG)

In July 2013 OAG formed a new Directorate called "Forensic Investigation and IT Audits" following the OPM scandal among other scandalous audit revelations. The Directorate was formed in response to the need to address the increasing concern to have audit findings more definitive and revealing and more amenable to prosecuting bodies. The Directorate would also be able to respond to the challenges of government's increasing use of IT most particularly the "Integrated Financial Management Information System - IFMIS".

The Office has also recruited Engineers, Economists and Procurement professionals together with external engineering consultants who have undertaken "Engineering Road Audits". These audits have revealed issues which not only capture financial flows but question technical parameters applied. In instances where performance audits have been undertaken, the causes and consequences of the shortcomings have been revealed. These have led the office to conduct six technical infrastructure audits which

## JOINT STATEMENT International Anti-Corruption Day 2015

"Stop Syndicate Corruption for Better Service Delivery"



The Heads of PPDA, IG, JLOS, DEI, OAG and the Country Director of GIZ have joined efforts to fight corruption in Uganda. This collaboration is supported by the German Government through GIZ.

Uganda has made great strides in the fight against corruption over the years. There are improved mechanisms in the management of public finances which has narrowed the space within which funds from government are stolen without detection. This is coupled with the establishment of a strong legal framework and institutions to enforce accountability and transparency in the management of public offices and resources.

In addition, a combination of preventive anti-corruption strategies have been adopted by the various anti-corruption agencies to ensure better utilisation of resources and improvement of service delivery to the public.

#### Manifestation of Syndicate Corruption in Uganda

In Uganda syndicate corruption is evident both at the Central and Local Government levels. It largely manifests itself in public procurement and service delivery. Some of the specific areas are: conducting procurement outside the pre-established procurement plans, failure to publish procurement plans on notice boards, signing of

were used in the UNRA commission of inquiry.

#### STRATEGIES BY THE PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS AUTHORITY (PPDA)

The PPDA has come up with new initiatives to streamline the Procurement process and ensure value for money in all public procurements for effective service delivery and national development.

An online Government platform about all procurement and disposal opportunities was introduced. The system reduces the human interface i.e. between suppliers and procuring and disposing entities, thereby ensuring transparency in the public procurement process.

PPDA has also established a platform to conduct Administrative Reviews for use by service providers who wish to complain against a decision of a public entity on Procurement when dissatisfied.

PPDA will continue to suspend providers following recommendations from investigations on corruption in the procurement process. Further, the Authority will conduct procurement audits in all Procuring and Disposing Entities (PDEs).

PPDA will also conduct investigations related to unfair award of contracts, noncompliance with contract terms, fraud at evaluation, conflict of interest and the lack of confidentiality of information at bidding and evaluation

The overall performance of the entities indicates an increase in PPDA's intervention in procurement processes both in the Local and Central Government Departments for better service delivery.

#### THE INSPECTORATE OF GOVERNMENT (IG) STRATEGY

The IG will step up engagement in preventive strategies of combating corruption and improving governance through collaborating and partnering with stakeholders for the effective identification of corruption risks and of potential loopholes in the management and administration of public office.

The IG will also deepen the enforcement strategies since detection, investigation and prosecution are strong deterrents against corruption.

The institution will Remodel itself into a robust organisation that is able to meet the challenges of the times.

Building on these key approaches the IG Strategy will be premised on five Strategic Objectives:

- a) **Reducing corruption:** through increasing its capacity to effectively investigate and prosecute corruption.