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PARLIAMENT OF UGANDA

REPORT OF THE COMMITTEE ON PUBLIC ACCOUNTS – CENTRAL GOVERNMENT ON AUDITOR GENERAL'S REPORT FOR THE FISCAL YEAR 2024/2025

VOTE 005 – MINISTRY OF PUBLIC SERVICE

VOTE 006 – MINISTRY OF FOREIGN AFFAIRS

VOTE 015 – MINISTRY OF TRADE, INDUSTRY AND COOPERATIVES

VOTE 022 – MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES

Clerk to Parliament
Parliament House, Kampala
October 2026

able of Contents

LIST OF ACRONYMS 4
1.0 INTRODUCTION 5
2.0 Scope 5
3.0 Methodology 6
4.0 Cross cutting Observations and Recommendations 6
4.1 Budget Performance. 6
4.2 Failure to utilize all the availed warrants 6
4.3 Partial implementation 7
4.4 Un-authorized Diversion of funds 8
4.5 Domestic arrears 9
4.6 Procurement Violations 10
4.6.1 Noncompliance with reservation schemes 10
4.6.2 Manual procurements/bypassing the E-GP systems 11
4.7 System Inefficiencies 12
4.7.1 Inadequate functionalities of E-GP system 12
4.8 Payroll and Human Resource Irregularities 13
4.8.1 Delayed migration of staff onto HCM 13
4.8.2 Management of the Local Contract Staff 13
4.9 Poor Asset Management 14
4.9.1 Protocol vehicles omitted from the IFMS asset register 14
4.10 Unrealistic NTR budgeting 15
5.0 SPECIFIC OBSERVATIONS AND RECOMMENDATIONS 16
5.1 VOTE 005 – MINISTRY OF PUBLIC SERVICE 16
5.1.1 Understaffing at Uganda Public Service. 16
5.1.2 Failure to develop policies about succession plans & Knowledge management 16
5.1.3 Delays in promotions/career management 17
6.0 VOTE 006 – MINISTRY OF FOREIGN AFFAIRS 18
6.1 Irregular education allowance payments 18

6.2 Inappropriate mission structures and absence of approved local staff structures 19
7.0 VOTE 015 – MINISTRY OF TRADE, INDUSTRY AND COOPERATIVES .. 19
7.1 Valuation of Property, Plant and Equipment 19
7.2 Management of tobacco-farmer compensation 20
8.0 VOTE 022 – MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES.... 20
8.1 Delayed completion of the Source of the Nile modern pier 20
8.2 Untapped revenue potential at Kikorongo Equator Point 21
8.3 Outstanding land ownership arrangements for Tororo Rock Site 22
8.4 MoTWA staffing shortages and prolonged acting appointments 23
9.0 CONCLUSION 23

LIST OF ACRONYMS

AO – Accounting Officer

Bn – Billion

ECD – Economic and Commercial Diplomacy

e GP – Electronic Government Procurement

FY – Financial Year

HCM – Human Capital Management

IFMS – Integrated Financial Management System

IPPS – Integrated Personnel and Payroll System

M and E – Monitoring and Evaluation

MoFA – Ministry of Foreign Affairs

MoFPED – Ministry of Finance Planning and Economic Development

MoPS – Ministry of Public Service

MoTIC – Ministry of Trade Industry and Cooperatives

MoTWA – Ministry of Tourism Wildlife and Antiquities

NDP – National Development Plan

NTR – Non Tax Revenue

OPM – Office of the Prime Minister

OAG – Office of the Auditor General

PFMA – Public Finance Management Act

PPDA – Public Procurement and Disposal of Public Assets

PSST – Permanent Secretary and Secretary to the Treasury

UGX – Uganda Shillings

1.0 INTRODUCTION

Article 163 (4) of the Constitution of the Republic of Uganda mandates the Auditor General to submit to Parliament, an annual report of the accounts audited by him/her for the FY immediately preceding.

The Constitution further, under Article 163 (5), requires Parliament to debate and consider the report and take appropriate action within six months after the submission of the report by the Auditor General.

At the 9th Sitting, of the 1st Meeting, of the 1st Session, of the 12th Parliament, held on 14th July 2026, a motion was passed in accordance with Rule 245(2), reinstating the report of the Auditor General for the year ended 30th June 2025.

Audit reports on following votes among others were subsequently referred to the Public Accounts Committee – Central Government for scrutiny in accordance with Rule 180 (3) of the Rules of Procedure of Parliament:

Vote 005 – Ministry of Public Service among other reports,
Vote 006 – Ministry of Foreign Affairs,
Vote 015 – Ministry of Trade, Industry and Cooperatives and,
Vote 022 – Ministry of Tourism, Wildlife and Antiquities.

As required under Rule 180 (4), the Committee considered the report to satisfy itself, among others that;

i. The Monies appropriated by Parliament and disbursed were legally available for and applicable to the service or purpose to which they have been applied or charged,
ii. The expenditure conforms to the authority which governs it,
iii. Re-appropriation has been made in accordance with the provisions of the rules of a competent authority, and
iv. The intended value of the expended monies was attained.

2.0 Scope

This report is on the Auditor General's report on: Vote 005 – Ministry of Public Service, Vote 006 – Ministry of Foreign Affairs, Vote 015 – Ministry of Trade,

Industry and Cooperatives and Vote 022 – Ministry of Tourism, Wildlife And Antiquities for the financial year 2024/2025.

3.0 Methodology

The committee examined the Auditor General's report and financial statements for the year under review and held meetings with the Accounting Officers who executed the budget for the year under review and other relevant technical officers. The Committee further examined and considered written responses of the Accounting Officers and other documents submitted.

Rt. Hon. Speaker and Hon. Members, I beg to report as follows:

4.0 Cross cutting Observations and Recommendations

4.1 Budget Performance.

Vote	Initial Budget (UGX Bn)	Revised Budget (UGX Bn)	Warranted (UGX Bn)	% warrants
Vote 005 – MoPS	23.686	24.686	24.687	100.0
Vote 006 – MoFA	23.420	24.960	24.960	100.0
Vote 015 – MoTIC	164.570	280.870	279.710	99.6
Vote 022 – MoTWA	275.611	293.851	289.495	98.5

During FY 2024/25, MoPS, MoFA, MoTIC and MoTWA had revised budgets of **UGX 24.686 Bn**, **UGX 24.960 Bn**, **UGX 280.870 Bn** and **UGX 293.851 Bn** respectively, and received warrants of **UGX 24.687 Bn**, **UGX 24.960 Bn**, **UGX 279.710 Bn** and **UGX 289.495 Bn** respectively, as illustrated in the table above.

4.2 Failure to utilize all the availed warrants

Section 16 (1) of the PFMA cap 171 allows appropriation of public funds by Parliament for a Financial year to automatically expire at the end of that year. This means that any unexpended balances under any warrants/expenditure limits that have expired are not available for commitments in the new financial year. Additionally, the Treasury Instructions, 19.5.1 of 2017 gives instructions to Accounting Officers to fully utilize availed warrants for a FY.

The Auditor General reported that out of the warrants of **UGX 289.495 Bn** and **UGX 24.687 Bn** availed to MoTWA and MoPS respectively, **UGX 9.087 Bn** and **UGX 0.958 Bn** respectively were not utilised. MoFA was warranted **UGX 24.96 Bn** and spent **UGX 24.49 Bn**, leaving approximately **UGX 0.47 Bn** unspent. MoTIC was warranted **UGX 279.71 Bn** and spent **UGX 277.87 Bn**.

MoTWA attributed the failure to utilise **UGX 9.087 Bn** to delays in the completion of the Source of the Nile modern pier and extensive stakeholder consultations for the Kabalega and Mwanga site. The Accounting Officer of MoPS explained that the unutilised **UGX 0.958 Bn** comprised **UGX 0.514 Bn** in salaries for 27 staff who exited the Ministry, **UGX 0.404 Bn** arising from a reduction in eligible pensioners, and **UGX 0.040 Bn** in residual laptop and furniture funds.

The Committee observes that although funds were available, some planned services were not delivered on time. In MoTWA, funds were provided before the Ministry had adequately prepared to carry out the projects. In MoPS, expenditure forecasts were not adjusted in time to reflect staff departures and fewer eligible pensioners. Therefore, the Accounting Officers did not take all reasonable steps to use the available funds.

The committee further observed that, whereas it's a requirement under Section 16(5) of the PFMA, Cap 171 for the Minister of Finance to make a report to Parliament explaining the reasons for non-Utilization of the grants upon expiry of appropriation, this has not been the case.

The Committee recommends that;

i. ***Administrative sanctions should be instituted by the PSST against Accounting Officers of MoTWA, MoFA, MoTIC and MoPS for contravening Section 16 (1) of the PFMA cap 171.***

4.3 Partial implementation

Auditor General reported that activities worth **UGX 47.871 Bn** and **UGX 11.67 Bn** in **MoTWA** and **MoPS** respectively were partially implemented. In **MoTIC**, 18 non-payroll outputs with expenditure of **UGX 271.06 Bn** were partially implemented whereas In **MoFA**, there were 9 partially implemented outputs and

identified 4 partially implemented activities and 2 unimplemented activities. **MoPS** attributed the non utilisation of **UGX 0.958 Bn** to **UGX 0.514 Bn** in salaries for 27 staff who exited the Ministry, **UGX 0.404 Bn** arising from a reduction in eligible pensioners and **UGX 0.040 Bn** in residual laptop and furniture funds. **MoFA** attributed some unimplemented activities to underfunding while MoTIC attributed partial implementation to inadequate staffing and explained that the structure review was awaiting finalization of RAPEX.

The Committee is concerned that failure to utilize available warrants affects timely implementation of planned activities. Furthermore, the committee notes that unless government takes more punitive measures on Accounting Officers on utilization of released funds, more losses of tax-payers money will continue.

The Committee recommends that;

i) ***Pursuant to section 78(1)(a), the Minister of MoFPED should institute an inquiry into the suspected loss of funds on partially and non-implemented activities within 6 months from the time adoption of the report by parliament.***

4.4 Un-authorized Diversion of funds

Section 21(1) (2a) of the PFMA Cap, 171 allows the Minister of Finance Planning and Economic Development, upon request by an Accounting Officer, to vary within a vote, the amount of money allocated to the vote as long as such virement does not exceed 10 per cent of amounts appropriated to a programme by Parliament. Budget virements in excess of 10 per cent of original budget require parliamentary approval.

The Auditor general noted that the Accounting Officers of MoTWA & MoFA diverted **UGX 5.13 Bn** and **UGX 170.39 Mn** respectively from planned activities. The MoFA diversions included **UGX 43.33 Mn** under Technology and Innovation, **UGX 20 Mn** under Inspection and Monitoring and **UGX 54.02 Mn** under Petroleum Investment Promotion.

The Accounting Officer of MoTWA attributed the diversion to the unavoidable need to pay domestic arrears which had not been budgeted for, while the

Accounting Officer of MoFA attributed the diversion to the mapping of departments under NDP III programs and inadequate resources in programs to which the Ministry contributed.

Committee observed that the unauthorized diversion of funds undermines Parliament's appropriation role, directly affects critical public service delivery.

The Committee recommends that;

i. ***Pursuant to section 76(2) and 77 (1)m, the PSST should hold the Accounting officer of MoTWA and MoFA personally liable for contravening section 21 of the PFMA cap 171.***

ii. ***The Minister of MoFPED should report to Parliament on action taken within three (3) months from time of adoption of this report by parliament.***

4.5 Domestic arrears

Treasury Instruction 10.9.17 of 2017, requires Accounting Officers to ensure that payments due in a financial year do not remain unpaid at the end of that year.

Auditor General reported that entities did not budget for outstanding arrears and also continued to accumulate domestic arrears despite existence of outstanding obligations from the preceding financial year. The Accounting Officer explained that the obligations had been declared but remained unfunded.

Committee observed that **MoFA** made no provision for settlement of the opening arrears of **UGX 69.93 Bn**, comprising international subscriptions of **UGX 68.95 Bn** and other domestic arrears of **UGX 979.6 Mn**. The outstanding balance subsequently increased by **UGX 11.51 Bn** to **UGX 81.44 Bn**.

Committee was concerned about the continued accumulation of liabilities without adequate provision for their settlement.

For MoPS, only **UGX 56 Mn** was provided against outstanding arrears of **UGX 2.360 Bn** which was too inadequate. MoPS even incurred additional arrears of **UGX 64 Mn** during the year. **MoTWA** had no budget provision for clearing opening arrears of **UGX 2.669 Bn**, and incurred additional arrears of **UGX 1.908 Bn**.

The Committee observed that lack of funding for existing arrears did not remove the Accounting Officers' responsibility to control new commitments. The continued accumulation of arrears demonstrated weaknesses in commitment control systems and required examination of the underlying transactions.

Committee further noted that Section 20(2) of the PFMA, Cap. 171 restrict entities from taking credit from local companies or bodies where previous domestic arrears remain unpaid or the vote lacks capacity to pay from approved estimates.

The Committee recommends that;

i. **The PSST should fasttrack the commitment by MoFPED to settle verified outstanding domestic arrears by the FY 2027/2028.**
ii. **MoFPED should set annual clearance targets on verified outstanding domestic arreras and furnish Parliament on a biannual basis on the status of implementation, in accordance with Section 17 of PFMA, Cap 171.**
iii. **The PSST should enforce sanctions againts the Accounting Officers *of MoFA, MoPS and MoTWA* for committing government in excess of the approved budgets in accordance with Sections 76(2) and 77(1)(m) of PFMA, Cap 171.**
iv. ***The Auditor General should submit to Parliament, a verified stock of domestic arrears report by 31st December, 2026.***

4.6 Procurement Violations

4.6.1 Noncompliance with reservation schemes

Paragraph 2 of the PPDA Guideline number 11 of 2024 requires an entity to reserve at least **15%** of its annual procurement plan budget for awards to registered associations of women, youth and persons with disabilities.

The Auditor General reviewed the published procurement plans of MoTWA and MoTIC and noted that neither entity indicated procurements reserved for the registered associations. As such, no contract awards were made to these associations during the period under review.

The Accounting Officer of MoTWA attributed the delay to PPDA's late publication of supplier lists and guidelines, while management of MoTIC regretted the omission and promised to ensure that procurements are reserved for the registered special interest groups.

The Committee noted that non-compliance with the Reservation Schemes undermines Parliament's objective of promoting inclusivity and equitable participation in public procurement. Furthermore, the Committee finds that the Ministry adamantly failed to proactively plan for compliance.

The Committee recommends that;

i) ***The Accounting Officers of MoTWA and MoTIC should revise their procurement plans to include the mandatory reservations and establish mechanisms for monitoring and reporting compliance.***

4.6.2 Manual procurements/bypassing the E-GP systems

Section 131 of the PPDA Act Cap 205 mandates the use of electronic records, and Section 57 of the same Act requires all public procurement to strictly adhere to established statutory regulations.

The Auditor General reported procurements outside e-GP:

At MoTIC, out of 14 procurements worth **UGX 11.32 Bn** conducted, 7 procurements worth **UGX 5.58 Bn** were implemented manually outside e GP while **in MoTWA**, the critical steps of contracting and contract management were carried out manually off the system. The sample of contracts amounted to **UGX 3.282 Bn in MoFA**, air-ticket procurements worth **UGX 859.32 Mn** were processed manually because the e-GP system did not support the procurement. Local Purchase Orders were also prepared and issued outside the system, resulting in incomplete procurement workflows.

MoTIC attributed the off system procurements to intermittent operations of the system while MoTWA explained that contracting and contract management had not been fully implemented because not all e GP modules were activated at the introduction of the system. MoFA explained that MoFPED had advised that e-GP was undergoing a comprehensive upgrade.

Committee noted that conducting procurements outside the digital platform completely dismantles established transparency safeguards, leaving the entire process in direct violation of Section 131 of the PPDA Act Cap 205.

The Committee recommends that;

i. ***The Accounting Officers of MoTIC and MoFA should ensure that all procurements are conducted through e GP and seek the required clearance where technical challenges necessitate alternative processing.***
ii. ***The Accounting Officer of MoTWA should engage the responsible system authorities to expedite activation of the outstanding modules.***

4.7 System Inefficiencies

4.7.1 Inadequate functionalities of E-GP system

The Auditor General reported that MoFA could not generate comprehensive e-GP reports, experienced slow response times and limited functionality, and issued Local Purchase Orders outside the platform.

MoTIC attributed manual procurement to intermittent system operation while MoTWA, explained that contract management modules had not been fully activated when the system was introduced. The Accounting Officer of MoFA explained that MoFPED had advised that e-GP was undergoing a comprehensive upgrade. The Committee observed that unavailable functionality, weak reporting and incomplete electronic workflows prevent procurement oversight.

The Committee recommends that;

i) ***MoFPED, in collaboration with the Accounting Officers of MoFA, MoTIC and MoTWA, should resolve the reported e-GP system challenges.***

4.8 Payroll and Human Resource Irregularities

4.8.1 Delayed migration of staff onto HCM

The Auditor General reported that as of December 2024, 333,915 of 356,504 staff, had been successfully migrated onto the Human Capital Management System (HCM) leaving the balance of **22,589 staff** still being paid off system through the old Integrated Personnel Payment System (IPPS).
The Accounting Officer explained that the non-migration of the remaining employees was not as a result of system failure but because those employees were lacking the necessary requirements to meet the criteria for migration to HCM. Committee observed that the delayed migration undermined the objectives for which the HCM system was created.

The Committee recommends that;

i. ***The MoFPED should deactive the IPPS system to ensure that no further salary payments are made off system within 6months of adoption of this report.***
ii. ***The Sector Committee on Public Service and Local Government should undertake a thorough review of the system and advise the entity and Parliament accordingly.***

4.8.2 Management of the Local Contract Staff

Section A-a, paragraph 9(f) of the Uganda Public Service Standing Orders, 2021 requires Heads of Mission to recruit local staff subject to written approval by the Responsible Officer.

The Auditor General noted that recruitment procedures in MoFA's missions were either undefined or inconsistently followed, resulting in handpicking of local contract staff and limited transparency. Some missions also lacked disciplinary

procedures, exposing staff to arbitrary dismissal and the missions to potential legal costs.

The Accounting Officer in his response to the committee admitted that despite the existence of the guidelines, there are Heads of Missions that abuse these guidelines and recruited outside the guidelines. Management also acknowledged gaps in adherence to the Standing Orders and indicated that Circular No. 1 of 2023 had been issued to guide recruitment.

The Committee observes that this reflects failure to enforce existing procedures and weak supervision of recruitment in missions. Such practices undermine transparency and accountability and require corrective action against officers responsible for the irregular appointments.

The Committee recommends that;

i. ***The Accounting Officer of MoFA should identify Heads of Mission who breached the recruitment guidelines, and initiate appropriate disciplinary action in accordance with the applicable procedures.***
ii. ***The Accounting Officer should identify appointments lacking the required written approval and take corrective action in consultation with MoPS and the relevant legal authorities.***

4.9 Poor Asset Management

4.9.1 Protocol vehicles omitted from the IFMS asset register

Section 32(3) of the PFMA, Cap. 171 requires regular inspections of assets and inventories, supported by written reports on their condition. The Auditor General reported that the Government of China donated 140 SUVs to Uganda through MoFA in 2019 and 2023 to support the G77 + China and NAM Summits. These comprised 70 Toyota Prado SUVs ,70 Maxus D90 SUVs.

However, although MoFA had recorded all 140 vehicles in its manual asset register, they had not been entered into the IFMS asset module. The Accounting Officer confirmed in his response to the committee that the vehicles belonged to MoFA and indicated that they would be captured in the asset register.

The Committee observes that confirming ownership does not resolve the failure to maintain complete electronic asset records. Some vehicles had been received as early as 2019, yet their entry into IFMS remained outstanding at the time of audit. This indicates that recording donated assets was not completed promptly.

The Committee recommends that;

i) ***The Accounting Officer of MoFA should complete the valuation and entry of all 140 vehicles into the IFMS asset module.***

4.10 Unrealistic NTR budgeting

NTR is one of the sources of revenue of Government used to finance the fiscal budget. Treasury Instruction 4.10.2 of 2017 emphasises the importance of realistic planning and budgeting to reflect the entity's policies over the period.

The Auditor General reported that in FY 2024/25, MoTWA budgeted to collect **UGX 10.183Bn** but only collected **UGX 2.247Bn, MoTIC** budgeted to collect **UGX 0.68Bn** and collected **UGX 0.042Bn** and **MoFA** budgeted certification fees of **UGX 1.28Bn** and collected **UGX 0.728Bn**. The Auditor General also noted that **MoPS** did not have a budget for NTR but managed to collect **UGX 0.162Bn**.

The Accounting Officer for **MoTWA** attributed the underperformance to over budgeting of NTR, while the Accounting Officer of **MoTIC** acknowledged the finding and promised better forecasts. The Accounting Officer of **MoFA** explained that projections were based on actual performance and attributed the decline from **UGX 0.900 Bn** in FY 2023/24 to negative publicity about labour externalisation.

The Committee observes that unrealistic revenue projections and failure to budget for revenue undermine prudent budgeting.

The Committee recommends that;

i. ***The Accounting Officers of MoTWA, MoTIC and MoFA should set realistic NTR targets in consultation with MoFPED and strengthen forecasting, monitoring and collection mechanisms.***

5.0 SPECIFIC OBSERVATIONS AND RECOMMENDATIONS

5.1 VOTE 005 – MINISTRY OF PUBLIC SERVICE

5.1.1 Understaffing at Uganda Public Service.

The Auditor General reported that as of December 2024, the total approved establishment for Uganda's Public Service stood at 658,104 positions, out of which 356,504 were filled hence causing a staffing gap of 301,600 positions
The Accounting officer attributed the low staffing levels to approval and adoption of new structures that are meant to be filled in a phased manner as Government balances between enhancement of salary of all Public Officers and addressing salary disparity.

The Committee observes that the severe workforce shortage in vital sectors like primary health care and education directly cripples the delivery of essential public services to citizens. While the Committee acknowledges the government's strategy to phase in new organizational structures alongside salary enhancements, the current funding model fails to balance human resource needs with fiscal constraints. This leaves essential health and education institutions to operate at near-half capacity for prolonged periods.

This protracted delay in filling vital roles runs contrary to Section 7 of the Public Service Act, 2008, which mandates the maintenance of an efficient and functional public service workforce.

The Committee recommends that;

i. ***The Ministry of Public Service must submit to Parliament a costed, multi-year recruitment plan detailing specific annual targets and timelines to systematically fill the vacancies in the affected sectors.***
ii. ***MoFPED should prioritize wage allocations in subsequent national budgets specifically to fund recruitment in the health and education sectors.***

5.1.2 Failure to develop policies about succession plans & Knowledge management

The Auditor General reported that the ministry did not have succession and knowledge management strategies in place to manage continuity and stability in

key service areas, although almost a quarter of the workforce is nearing retirement and is representing a 23% proportion of the entire Public Service staffing levels.

While meeting the committee, the Accounting Officer explained that under the Public Sector Transformation Programme, the Ministry was developing a knowledge management policy aimed at institutionalizing knowledge capture, storage and utilization within the Uganda Public Service as a guide in implementing the succession and talent management strategies for continuity and stability in key service areas.

The Committee observed that the Accounting Officer had neglected the entity's core mandate of strategic human resource planning by failing to institute mechanisms for workforce continuity. Waiting to develop a policy while retirements are already occurring demonstrates a lack of foresight which creates operational gaps in key service areas and leaves government entities unprepared for staff departures.

The Committee recommends that;

i. ***The Accounting Officer should issue an immediate circular compelling all government entities to implement mandatory, structured handover periods for all officers within twelve months of their statutory retirement.***

5.1.3 Delays in promotions/career management

The Uganda Public Service Standing Orders, 2021, gives provision that the Permanent Secretary is responsible for developing schemes of service or career progression plans for each cadre of staff in the entire Public Service, in liaison with the Ministries, Departments and Service Commissions.

The Auditor General reported that 53% of public service employees had served in their current positions for more than 5 years without promotion. This, despite the Uganda Public Service Standing Orders, 2021, provision that the Permanent Secretary is responsible for developing schemes of service or career progression plans for each cadre of staff in the entire Public Service. It further states that,

employees are typically eligible for promotion after completing three (3) years in their current role.

While meeting the Committee, the Accounting Officer explained that the Ministry had prepared a concept paper to mobilise resources to handle the remaining 76 Schemes at ago in the current FY2025/26.

The Committee observes that extensive staff stagnation violates the Uganda Public Service Standing Orders, 2021, due to a failure to finalize required operational guidelines for the majority of personnel categories.

The Committee recommends that;

i. ***The Accounting Officer of the Ministry of Public Service must fast-track the finalization and approval of all outstanding schemes of service within the current financial year without further delay.***

6.0 VOTE 006 – MINISTRY OF FOREIGN AFFAIRS

6.1 Irregular education allowance payments

The Auditor General observed that education allowance applications required approval by the Permanent Secretary and Head of Mission. However, clearance was being provided without the required certification. In many instances, allowances were paid for children studying in Ugandan schools, although the audit described circumstances in which such fees should be met by the parent.

Management explained that a paper had been presented to Cabinet and was being reviewed to align it with Cabinet guidance.

The Committee observes that reviewing the Cabinet paper does not resolve the irregularities in payments already made.

The Committee recommends that;

i. ***The Accounting Officer of MoFA should review education allowance payments against the applicable eligibility requirements and approvals.***

6.2 Inappropriate mission structures and absence of approved local staff structures

The audit found that mission staffing was not sufficiently tailored to the work each mission performed. Similar establishments were used across different locations, some finance and administrative duties overlapped, and approved structures for local staff were generally lacking. Heads of Mission consequently varied posts and staff numbers, including residential appointments outside their entitlements.

Management acknowledged these problems and reported that reviews were underway to align mission establishments with their functions and workloads and to standardise local staffing arrangements.

The Committee observes that unclear staffing limits make it difficult to control recruitment and payroll costs. They also leave room for decisions based on individual preferences rather than demonstrated need.

The Committee recommends that;

i. ***the Accounting Officer of MoFA, in consultation with MoPS, should complete workload-based reviews of mission establishments and obtain approval for local staff structures.***

7.0 VOTE 015 – MINISTRY OF TRADE, INDUSTRY AND COOPERATIVES

7.1 Valuation of Property, Plant and Equipment

The Auditor General reported that MoTIC's Property, Plant and Equipment had a recorded value of UGX 10.86 billion as at 30th June 2025. These included assets first recognised in FY 2023/24 using estimated or historical values, following guidance from the Accountant General. However, a professional valuation had not been undertaken to confirm their values.

The Committee observed that recording assets in the accounts does not, by itself, establish their correct value. Continued reliance on unverified estimates creates uncertainty about the value of Government property and the accuracy of the depreciation charged.

The Committee recommends that;

i. ***The Accounting Officer, in consultation with the Accountant General should prepare and implement a time-bound valuation programme, update the asset register and financial records with the verified values.***

7.2 Management of tobacco-farmer compensation

The Auditor General identified weaknesses in MoTIC's management of tobacco farmer compensation, for which **UGX 9.708 Bn** had been appropriated. The audit reported compensation payments of **UGX 8.749 Bn**, while some farmers remained unpaid.

The Accounting Officer attributed the failure to pay some farmers to missing original sales receipts, incorrect bank account details and dormant accounts. These difficulties affected verification of claims and processing of payments.

The Committee observes that the Accounting Officer's explanation identifies problems with beneficiary records, but does not demonstrate how the outstanding claims would be resolved. Farmers whose claims are valid should not remain unpaid indefinitely because their records require correction. The Ministry should establish a clear process for verifying disputed claims and correcting payment details, while preventing duplicate or unsupported payments.

The Committee recommends that;

i. ***The Accounting Officer should, in consultation with the relevant legal authorities, establish enforceable recovery arrangements with the three defaulting companies and take appropriate recovery action where they fail to cooperate.***

8.0 VOTE 022 – MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES

8.1 Delayed completion of the Source of the Nile modern pier

On 14th September 2023, the Ministry of Tourism contracted (procurement reference MOTW/WRKS/2022-2023/00010) a company to undertake

construction of a modern pier at Source of the Nile (SON) in Jinja at a contract price of **UGX.15.986Bn**. The contract period was initially for **12 months, from 18th January 2024 to 18th January 2025**. However, this contract was extended by another **10 months**, and the construction should have been completed by 18th November 2025. Contrary to contract conditions, Audit noted that the contract had since been extended beyond the initial 12-month period, and the works were still ongoing at the time of the audit

While appearing before the Committee, the Accounting Officer attributed the delays largely to unavoidable technical and statutory factors and delays in getting engineering design and environmental approvals from Jinja City Council. The Committee observed that while corrective measures like overtime work and enhanced supervision were undertaken, reliance on extensions undermines contract enforcement, increases costs, and postpones revenue generation. The Committee further observes that the design, approval and relocation challenges raise concerns about how well the project was prepared before construction began.

The Committee recommends that;

i. ***The Auditor General should carry out an independent value-for-money audit upon completion of the project.***

8.2 Untapped revenue potential at Kikorongo Equator Point

One of the key objectives of the investment was to stimulate tourism revenue through direct site access fees and tourist spending on amenities and services at the Equator site.The Auditor General noted that physical inspections revealed that there was no collection of revenue at the site since its commissioning on 28th September 2024.

The Accounting Officer admitted in her response to the committee that no revenue was being collected officially at Kikorongo Equator Point and that no staff had been deployed to manage the site. The Accounting Officer indicated that MoTWA was working with UWA to recruit staff.

The Committee notes concern about possible unauthorised collection of money from visitors by unidentified non-government individuals since no staff have

been officially recruited to do so hence exposing Government to potential revenue loss.

The Committee recommends that;

i. ***The Accounting Officer should investigate possible unauthorised collections, establish the amounts and persons involved, recover any money established as due to Government, and refer any evidence of criminal conduct to the appropriate investigative authorities.***

8.3 Outstanding land ownership arrangements for Tororo Rock Site

The Auditor General found that a land ownership condition in MoTWA's grant agreement with Maro Eco Tourism Centre had not been fulfilled. The agreement, signed on **8th February 2024** and valued at **UGX 2.7 Bn**, supported tourism development at Tororo Rock Site and Sukulu Hills/Maro Agro-Tourism Farm. It required MoTWA to be registered as a joint owner of the Tororo Rock Site land, but this had not been done by the time of the audit.

Management explained that the land title was being processed through the Uganda Land Commission in trust for MoTWA/Tororo Municipal Council, and that the process was still ongoing.

The Committee observes that committing public funds to the site without completing the agreed ownership arrangements leaves Government's investment inadequately protected. An application in progress does not settle the outstanding requirement in the agreement.

The Committee recommends that;

i. ***The Accounting Officer of MoTWA should work with the Uganda Land Commission, the Ministry of Lands and the relevant legal authorities to complete the ownership arrangements required by the grant agreement.***

ii. ***The registered title, or a report showing the remaining steps and firm completion dates, should be submitted to Parliament through the Minister within three months of adoption of this report.***

8.4 MoTWA staffing shortages and prolonged acting appointments

The Auditor General found that MoTWA had **135 staff against 247 approved posts**, leaving **112 vacancies** across five departments. The largest gap was in Sites and Monuments, with **67 vacant posts out of 92**. The audit also recorded management's disclosure that four departments had no substantively appointed Commissioners and that **three officers had acted for more than two years**.

The Accounting Officer explained that **43 positions** had been submitted to the Public Service Commission for recruitment or promotion. Of these, **23** had been handled, while **20** were still awaiting action. The Accounting Officer stated that requests to fill vacancies depended on the wage funding provided through MoFPED and MoPS. No separate explanation for the length of the acting appointments was recorded.

The Committee observes that the vacancies reduce the Ministry's ability to deliver its planned services, particularly in Sites and Monuments, where most approved posts were unfilled. Submitting recruitment requests is a step forward, but does not show when the remaining vacancies will be filled. Long periods without substantive Commissioners also leave uncertainty over the Ministry's leadership arrangements. The recruitment plan should therefore identify the most urgent posts, the wage funding available and the actions required from each responsible institution.

The Committee recommends that;

i. ***The Accounting Officer of MoTWA should agree with MoPS, MoFPED and the Public Service Commission on a funded plan for filling priority vacancies and substantively appointing Commissioners. The Accounting Officer should also submit the approvals and duration of the acting appointments, together with a timetable for resolving them, to Parliament through the Minister within three months of adoption of this report.***

9.0 CONCLUSION

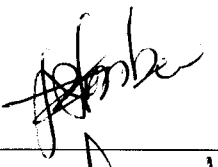
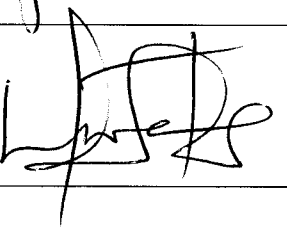
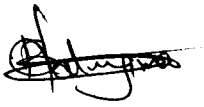
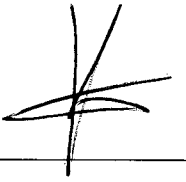
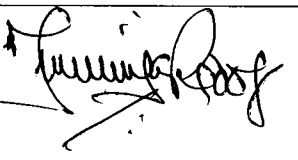
The Committee has examined the reports of the Auditor General on the Ministry of Public Service, Ministry of Foreign Affairs, Ministry of Trade, Industry and

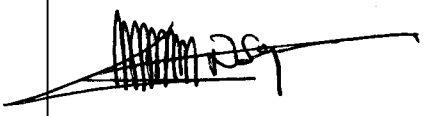
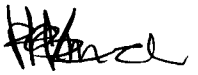
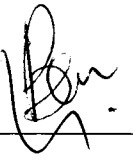
Cooperatives and Ministry of Tourism, Wildlife and Antiquities for the financial year ended 30th June 2025.

The key concerns include failure to utilize released funds, partial implementation of planned activities, unauthorized diversion of funds, accumulation of domestic arrears, procurement irregularities, inadequate staffing and weak internal controls. The Committee urges the House to adopt the recommendations in this report, and the Accounting Officers, MoFPED and the PS/ST to implement them.

I beg to report

SIGNATURES OF MEMBERS OF THE COMMITTEE ON PUBLIC ACCOUNTS (CENTRAL GOVERNMENT)

S/N	NAME	CONSTITUENCY	SIGNATURE
1.	Hon. Nsamba Patrick Oshabe (Chairperson)+	Kassanda North	
2.	Hon. Lwansasula Sarah (Deputy)	DWR Jinja City	
3.	Hon. Nantongo Fortunate	DWR Kyotera District	
4.	Hon. Naluyima Betty Ethel	DWR Wakiso	
5.	Hon. Amaniyo Sheila Draville	DWR Mukono	
6.	Hon. Kanaabi Jimmy	Buikwe South	
7.	Hon. Lukyamuzi David Kalwanga	Busujju County	
8.	Hon. Kirya Grace Wanzala	Butembe County	
9.	Hon. Angura Fredrick	Tororo South Const.	

S/N	NAME	CONSTITUENCY	SIGNATURE
10.	Hon. Nsegumire Muhammad K.	Mityana North	
11.	Hon. Baseke Fred	Ntenjeru South	
12.	Hon. Karungi Annet Pamela	Kabarole District	
13.	Hon. Natumanya Flora	Kikube	
14.	Hon. Tumusiime John Bosco	Kashari South	
15.	Hon. Wanyama Richard	Samia Bugwe Central	
16.	Hon. Kambale Ferigo	Kasese Municipality	
17.	Hon. Ogama Ali Ismail	Lower Madi Okollo	
18.	Hon. Kugonza Emely	Buyanja East	
19.	Hon. Cadet Benjamin	Bunyaruguru	

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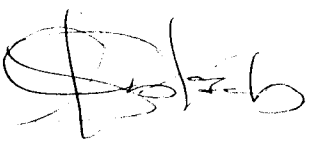
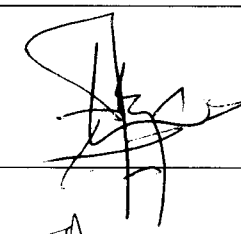
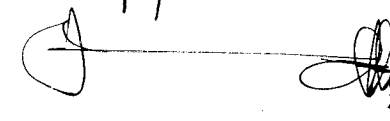
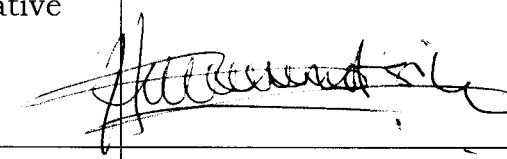
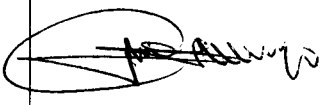
20.	Hon. Waluswaka James	Bunyole West	
21.	Hon. Allan Atugonza	Buliisa	
22.	Hon. Katushabe Doreen B.	Kabula	
23.	Hon. Modoi Isaac	Lutsheshe	
24.	Hon. Herbert Edmund Ariko	Gweri County	
25.	Hon. Kahima Moses Mugabe	Ruhama East	
26.	Hon. Namujju Cissy Dionizia	DWR Lwengo	
27.	Hon. Kaliisa Jovrine Kyomukama	Ibanda	
28.	Hon. Nabirye Annet	DWR Luuka	
29.	Hon. Nazziwa Margaret	DWR Kagadi	

S/N	NAME	CONSTITUENCY	SIGNATURE
30.	Hon. Mwine Mpaka Rwamirama	Mbarara City South	
31.	Hon. James Kaberuka Niringiyama	Kinkizi County West	
32.	Hon. Namara Dennis	Buyaga West	
33.	Hon. Aogon Silas	Kumi Municipality	
34.	Hon. Kwizera Eddie W.	Bukimbiri County	
35.	Hon. Tumwesigye Anthony	Isingiro West	
36.	Hon. Wamakuyu Ignatius M.	Elgon County	
37.	Hon. Masaba Karim	Industrial Division	
38.	Hon. Maj. Gen. Henry Masiko	Army Representative	
39.	Hon. Hope Grania Nakazibwe	Mubende DWR	

S/N	NAME	CONSTITUENCY	SIGNATURE
40.	Hon. Gilbert Olanya	Kilak South	
41.	Hon. ~~Godfrey~~ Ocen GEOFFREY	Kyoga North	
42.	Hon. Abdullah Kiwanuka	Mukono North	