**Vote: 131  Auditor General**

**V1: Vote Overview**

(i) Snapshot of Medium Term Budget Allocations

Table V1.1: Overview of Vote Expenditures

<table>
<thead>
<tr>
<th>Billion Uganda Shillings</th>
<th>FY2017/18 Outturn</th>
<th>FY2018/19</th>
<th>FY2019/20</th>
<th>MTEF Budget Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approved Budget</td>
<td>Spent by End Sep</td>
<td>Proposed Budget</td>
<td>2020/21</td>
</tr>
<tr>
<td>Recurrent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wage</td>
<td>23.491</td>
<td>27.770</td>
<td>6.506</td>
<td>27.770</td>
</tr>
<tr>
<td>Non Wage</td>
<td>28.332</td>
<td>24.034</td>
<td>6.858</td>
<td>24.034</td>
</tr>
<tr>
<td>Devt.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ext. Fin.</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Total GoU+Ext Fin (MTEF)</td>
<td>55.797</td>
<td>55.779</td>
<td>13.365</td>
<td>55.779</td>
</tr>
<tr>
<td>A.I.A Total</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Grand Total</td>
<td>55.797</td>
<td>55.779</td>
<td>13.365</td>
<td>55.779</td>
</tr>
</tbody>
</table>

(ii) Vote Strategic Objective

Enhancing Public Accountability and making a difference

**V2: Past Vote Performance and Medium Term Plans**

Performance for Previous Year FY 2017/18

The vote outputs are classified into the following categories; Financial Audits, Value for Money Audits, Special/Forensic Audits, Policy, Planning and Strategic Management and Support to Office of the Auditor General which includes; Non Residential Buildings, Furniture and Fixtures and Transport Equipment. The subsequent sections therefore, present an account of the achievements for the office as at 30th June 2018.

Financial Audits

Under this output, for the FY 2017/18, the office planned to carry out and report on a total of 1,452 financial audits covering the following entities: 106 MDAs, 94 Statutory Bodies, 104 projects, 4 PSAs and 1144 Local Authorities. By 30th June 2018, the office had produced 2246 audit reports for 106 MDAs, 92 Statutory Authorities, 1956 Local Authorities (including backlog reports processed during the year) and 92 projects.

Value for Money Audits

In the FY 2017/18, the office planned to carry out a total of 46 Special and Forensic Audits (40 Forensic Investigations, 4 IT Audits and 2 regional audits) and 30 VFM and specialized audits (which include 10 VFM audits and 20 specialised audits). By 30th June 2018, 32 Forensic Investigations and 13 Specialised audits had been undertaken.

Policy, Planning and Strategic Management

Under this output, the following activities and resultant outputs had been realized by 30th June 2018:

Governance, Compliance and Statutory reports


Budget Framework Paper, Ministerial Policy statement and Final estimates for FY 2018/19 produced

Periodic Financial statements for FY 2017/18, Quarterly Progress and Internal Audit reports produced

Committee constituted to review the NAA to identify areas that require reform and submit proposals for Amendment to top management

2 policies, 3 strategies and guidelines reviewed by the Legal Unit. Legal Unit also participated in 1 special audit.

AG and OAG legally represented in courts of law

5 contracts and agreements reviewed on behalf of OAG by Legal Unit

23 Draft contracts prepared and reviewed; 1 Addendum on closed user group, 2 VFM Audit of Road & Construction Projects (UNRA & KCCA)

35 Legal briefs and opinions for the OAG prepared

1 Status brief on appraisal of the external legal counsel prepared

10 internal special investigations reports produced

12 months’ salary and pension payrolls verified by Internal Audit

Consolidated Procurement plan for FY 2017/18 submitted to MoFPED and PPDA
Board of Survey conducted and Report produced  
12 Monthly reports produced and submitted to PPDA

Maintenance of office facilities  
Routine service and maintenance of all electrical installations at Audit House  
Routine service and maintenance of lifts at Audit House, Routine maintenance servicing of AC units at Audit House)and Minor plumbing repairs on Audit house.  
All IT and Transport equipment maintained  
Payment of 12 months' security allowances, cleaning and utility bills  
4 responses to internal and external audit queries prepared

Communications and Stakeholder Engagement  
Verifying and Uploading of and converted reports (PDFs) to the website and shelving Archived Audit Reports  
Reproducing and disseminating entity audit reports for MDALGs and LLGs.  
26 stakeholder engagement workshops and 8 meetings with Development partners held  
PAC Technical updates attended by Department of Parliamentary Liaison  
1 Parliamentary Committees' sensitization of VFM reports to LGPAC held  
12 audit verification reports produced  
8 monthly Parliamentary minutes and feedback reports provided  
Quarterly updates of database on status of audit reports and report undertaken  
189 briefs prepared for reports discussed by Audit committees for 147 Parliamentary sessions supported  
4 Reports on AG's report recommendations adopted by oversight committees and the House produced  
Report leaflets for 8 summarised performance audit reports produced by PR Unit  
Intranet designed and approved  
LG PAC meetings attended by PR staff  
Media training workshops undertaken in Jinja, Masaka, Mbale, Mbarara,Soroti, Gulu, Arua and Fortportal.  
3 lots of IEC material, 1000 Diaries, 1000 calendars and 1000 Christmas cards procured and distributed  
5 OAG information flyers published  
The OAG PR Unit coordinated participation in MTN marathon, CSR activities and various exhibitions and road shows

Policies, Manuals, Strategies and Guidelines  
Outsourcing supervision guidelines developed.  
88 audit outsourcing evaluation reports produced  
Draft OAG Competence framework produced  
Practice guide on documents used in the audit process developed

Human Resource Management and Development  
Gratuity for contract staff paid  
12 months' Subscription for online resources, newspapers and adverts paid  
12 Months’ staff salaries paid and 15% NSSF contribution remitted  
Staff transfers and performance appraisal managed  
All staff training activities managed and coordinated  
12 staff recruited and 12 staff promoted  
Monitoring of group life insurance service providers done

Technical Support to Audit activities  
All audit staff trained in Financial Audit Manual, Compliance Audit Manual and audit of financial statements  
TeamMate libraries and software reviewed and a new version implemented  
31 Audit pre-issuance and 10 post issuance review reports produced  
Four (4) directorates supported in the implementation of the Regularity Audit Manual, 2013.  
Workshops with MIS BPR consultant held and reports produced. MIS TORs have been finalized and submitted to KfW seeking a no-objection

Project 0362: Support to Office of the Auditor General  
3 OAG regional offices were fenced  
2 motor vehicles were procured  
TeamMate audit software licenses procured  
70 laptops, 31 desktops and assorted ICT equipment procured  
Assorted furniture and fixtures were procured

**Performance as of BFP FY 2018/19 (Performance as of BFP)**

The vote outputs are classified into the following categories; Financial Audits, Value for Money, Policy, Planning and Strategic Management and Support to Office of the Auditor General which includes; Non Residential Buildings, Furniture and Fixtures, and Transport Equipment. The subsequent sections therefore, present an account of the achievements of the office as at 30th September 2018.
Financial Audits
Under this output, for the FY 2018/19, the office plans to carry out and report on a total of 1,118 financial audits under Programme 1, covering the following entities: 90 MDAs, 113 Statutory Bodies, 128 projects, 4 PSAs, and 783 Local Authorities. By 30th September 2018, the office had produced 126 audit reports. These covered 118 schools, 6 statutory authorities and 3 projects.

Value for Money Audits
In the FY 2018/19, the office planned to carry out a 18 VFM and specialized audits (which include 12 VFM audits and 6 Specialized audits) and 38 Forensic and Special Audits which include 31 Forensic Investigations, 5 IT Audits and 2 Regional Audits, under Programme 2 (Value for Money and Specialized Audits). By 30th September 2018, the office had conducted 7 VFM Main studies, produced 4 management letters for infrastructure audits, produced 15 Special Audit plans and 3 IT Audit plans.

Policy, Planning and Strategic Management
Under this output, the following activities and resultant outputs had been realized by 30th September 2018:

Governance, Compliance and Statutory reports
Annual Financial statements for FY 2017/18, Quarterly Progress and Internal Audit reports produced
4 responses to internal and external audit queries prepared
Internal policies, manuals, strategies and guidelines reviewed by the Legal Unit
Contracts and MoUs reviewed on behalf of AG and the OAG
Legal briefs and opinions for the OAG prepared
AG represented in the courts of law
2 internal special investigations reports produced
3 months' salary and pension payrolls verified by Internal Audit
Consolidated Procurement plan for FY 2018/19 submitted to MoFPED and PPDA
Contracts and evaluation committee meetings held
Board of Survey conducted and Report produced
3 Monthly reports produced and submitted to PPDA

Maintenance of office facilities
Routine service and maintenance of all electrical installations at Audit House
Routine service and maintenance of lifts at Audit House, Routine maintenance servicing of AC units at Audit House and Minor plumbing repairs on Audit house.
All IT and Transport equipment maintained
Payment of 3 months' security allowances, cleaning and utility bills
1 quarterly brunch IT maintenance visit undertaken and 1 quarterly IT report produced

Communications and Stakeholder Engagement
1240 reports for schools and tertiary institutions backlog reproduced and disseminated
930 backlog audit reports for Lower local governments archived
PAC Technical updates attended by Department of Parliamentary Liaison
1 Parliamentary Committees’ sensitization of VFM reports to LGPAC held
Report leaflets for 8 summarised performance audit reports produced by PR Unit
Intranet launched and rolled out
1 lot of IEC material procured
1 OAG information flyer published
The OAG PR Unit participated in 3 external exhibitions
Briefs and Audit verification reports produced
Technical support given to Parliamentary sessions during discussion of audit reports
3 monthly Parliamentary minutes and feedback reports provided
Quarterly updates of database on status of audit reports and report undertaken
1 Report on AG's report recommendations adopted by oversight committees and the House produced
4 stakeholder engagement workshops held
5 meetings with Development partners held
Monthly subscription for online resources, newspapers and adverts paid

Policies, Manuals, Strategies and Guidelines
Outsourcing policy reviewed and approved
OAG Monitoring and Evaluation framework reviewed
Internal Audit Manual developed and approved by Top Management

Human Resource Management and Development
Internal and external advertisements of vacant positions
3 Months’ staff salaries paid and 15% NSSF contribution remitted
All staff training activities managed and coordinated
Medical and Group life insurance schemes managed
15 staff promoted and 4 new engineering consultants recruited
Office contributions towards burial expenses managed
Technical Support to Audit activities
100 audits outsourced and 15 audit outsourcing evaluation reports produced
5 audit directorates supported in the implementation of the Financial and Compliance audit manuals
3 TeamMate software reviews undertaken
Draft Quality Control manual finalized awaiting approval
2 staff facilitated training of other Supreme Audit Institutions under AFROSAI-E
Report writing guidelines reviewed and updated

**FY 2019/20 Planned Outputs**

The vote outputs are classified into the following categories: Financial Audits, Value for Money, Policy, Planning and Strategic Management and Support to Office of the Auditor General which includes; Non Residential Buildings, Purchase of Office and ICT Equipment, including Software, Furniture and Fixtures, and Transport Equipment. The subsequent sections therefore, present the planned outputs for the FY 2019/20.

**Financial Audits**
Under this output, for the FY 2019/20, the office plans to carry out and report on a total of 1233 financial audits under Programme 1, covering the following entities; 114 MDAs, 69 Statutory Bodies, 63 projects, 4 PSAs, and 983 Local Authorities.
The office has also prioritized audits of Treasury Memoranda and Budget execution/implementation.

**Value for Money Audits**
In the FY 2019/20, the office plans to carry out a 12 VFM and specialized audits (which include 10 VFM audits and 2 Specialized audits) and 35 Forensic and Special Audits which include 30 Forensic Investigations and 5 IT Audits. The office shall also participate in 2 Regional Audits, under Programme 2 (Value for Money and Specialized Audits).

**Policy, Planning and Strategic Management**
Under Sub - Programme 1: Headquarters, the office plans to undertake/produce the following:

- Governance, Compliance and Statutory reports
- Annual Report of the Auditor General for the year ended 2019 processed and disseminated
- Annual Financial Statements for the FY ended 30th June 2019 produced and submitted
- Donor projects managed for FY ended 30th June, 2020 and reports produced.
- Half-year and Nine Months’ Financial Statements for FY 2019/20 produced and submitted
- Update asset register as at end of 30th June 2020
- Review existing finance, accounting and reporting frameworks
- Produce Policy Statement, Budget Framework Paper and Budget Estimates for the FY 2020/21
- Carry out market research to create an average market price data bank
- Design a mechanism to monitor procurement plan implementation and giving feedback to the different stakeholders
- Hold Procurement and Out-sourcing Contract, Negotiation and Evaluation committee meetings
- Develop, maintain and update the prequalification list for the service providers
- Review the NAA, 2008 and Article 163 of the Constitution, 1995
- Represent AG and the OAG in Courts of Law and other legal fora
- Compile status of Court cases that arise out of recommendations of the Auditor General's Report
- Risk identification, assessment, measurement, monitoring and enhancing awareness of risk owners
- 4 quarterly branch support/monitoring carried out and reports produced.
- All OAG branches audited for compliance by Internal Audit and 4 quarterly reports produced
- Conduct Internal Audit special investigations.

**Maintenance of office facilities**
- Procurement of IT equipment
- Subscription for Internet Bandwidth to NITA Uganda, CUG communication solution, Mobile APN Solution and WAN services
- Maintenance of Audit House and in all regional branches
- Maintenance contract for Data Center at Audit House, CCTV and Access Control systems and Multi-Functional Printers
- Maintenance of all transport equipment
- Generator maintenance, Air conditioning maintenance, Lift maintenance, fire extinguishers, sprinklers, fire-fighting equipment and all electrical maintenance.
- Management of utilities (electricity, water) and services (security and cleaning)

**Communications and Stakeholder Engagement**
- Develop, implement and monitor framework for the coordination of engagements with other accountability agencies, professional bodies, development partners, other SAIs and international assignments
- Stakeholders engaged during and after issuance of audit reports
- Identification of potential SAIs and engagement of AFROSAI_E in the external quality assurance reviews.
- Engage ICPAU and develop cooperation agreement on undertaking Joint QA Reviews of Out sourced Audits
- 2 Parliamentary committees' sensitization/feedback workshops held
- Benchmark with other SAI and attending Technical updates on SAI-PAC relations
Vote: 131 Auditor General

Attendance and documentation of oversight committees' resolutions and concerns during hearings including those done at Missions abroad
Technical support provided to oversight committees during preparation of reports
Briefs, Minutes and feedback reports on Parliamentary discussions produced
Effective communication of VFM reports through production of short videos and abridged versions of VFM reports
Subscription payment for newspapers and adverts
Improve coverage of Audit reports and the Office in the media through engagements
Strengthen stakeholder engagements with emphasis on engagements with Regional Public libraries
OAG website restructuring and updating content
Production of OAG publications i.e information flyers and magazines
Establishing and managing social media platforms
Attending various international committee meetings and technical workshops
Attending AFROSAI-E trainings and technical update conferences
Organise charity events and Corporate Social responsibility activities
Issue press releases and hold press conferences
Coordinate production of information, Education and communication materials and participation in Exhibitions
Procurement of OAG promotional material e.g tear-drops, souvenirs, brochures, umbrellas, designed logo, plaques, diaries, calendars, Christmas cards.

Policies, Manuals, Strategies and Guidelines
Review of policies, manuals and guidelines which are due for update
Develop Disaster Management Plan
Finalise, approve and implement corporate Social Responsibility Policy

Human Resource Management and Development
Implementation of office-wide restructuring as informed by Job Evaluation
Finalize, approve and implement the Human Resource Strategy
Introduce and implement a Competence Based, transparent appraisal and reward system
Develop a framework and carry out surveys on OAG Staff Code of Conduct
Manage salaries and pension
10% NSSF Contributions remitted for all staff
Medical Insurance cover provided and Life Insurance premium paid for all staff
Gratuity paid to 36 Contract staff
Staff trainings in various disciplines co-ordinated and managed
Development of a coaching and mentoring programme
Inspecting medical entities which provide services under the Medical Insurance Scheme
Staff transfers, recruitment, welfare managed

Technical Support to Audit activities
Conduct institutional reviews i.e SAI-PMF, ICBF and mid-term strategic plan review
Establishing a mechanism for measuring the comprehensive monitoring and evaluation of outcomes and impact of audit work
Develop and pilot Teammate libraries for Forensic, IT and Treasury Audits
Produce audit verification reports
30 Pre-Issuance (Hot) Reviews and 20 Post-Issuance (Cold) Reviews for RA, PA, FA and PSA audits
Timely updating of audit methodology in line with ISSAIs and prevailing circumstances
Maintain a Data base on reports discussed by the Committees indicating AG's recommendations and the Committees recommendations.
Report on AG's report recommendations adopted by oversight committees and the House produced

Project 0362: Support to Office of the Auditor General
Construction of staff quarters for Moroto regional office
Procurement of Power back-up system for 5 branch offices
Annual renewal of the TeamMate Audit Management System license (200 users)
Procurement of 20 projectors, video conferencing equipment, PA system, 1 scanners and 40 laptops
Procurement of 3 station wagons to replace the aging ones
Procuring Mobile shelves, ladders/trolleys, Shelf Archive storage units for the Archives centre
Assorted furniture procured according to needs assessment.

Medium Term Plans

Accountability Vote Budget Framework Paper FY 2019/20

Vote: 131 Auditor General
**Vote: 131 Auditor General**

In accordance with the Five-Year Corporate Plan (2016-21), the medium term plan of the office is focused on: Improvement on impact of audit through effective gender sensitive stakeholder engagement; Improvement on the timeliness and quality of audit reports; Improving organisational performance; Strengthening financial independence and enhancing operational independence and increasing audit coverage through establishment of regional offices in hard to reach areas.

This will be done through: independent reporting; delivering high quality audits targeting a sustainable equity-driven impact on service delivery; effective support to Parliamentary oversight and scrutiny; adoption of professional approaches and systems in all our operations; conducting real time audits, demonstrating the value and benefits of the OAG through collaborations and effective communication to all our stakeholders; augmenting our IT infrastructure and systems and empowering our Human resources in all aspects of their work.

**Efficiency of Vote Budget Allocations**

Following completion of the Audit House in 2013, the office has reallocated resources saved from rent to operation and maintenance of the building.

In addition, the office shall focus on staff capacity building through increased utilisation of the resource pool of trainers hence holding equitable in-house trainings to create savings. In this regard, the office shall also develop an e-learning platform whose digital resources shall be accessed by staff in all regional offices without necessitating travel to the head office.

Due to government-wide emphasis on Performance audits targeting service delivery, the office has undertaken an Integrated Audit Approach to widen the scope of performance audit and to introduce a Value for Money perspective in the way regularity audit is done. In order to do this, the office has allocated more resources to performance audits across all audit directorates.

The office is in the process of proposing amendments to the National Audit Act 2008 and Article 163 of the Constitution, which would give the Auditor General discretion over the management of the scope of audit. This would then inform office procedures on audit resource allocation with emphasis on cost analysis and prioritization of audit activities in line with National objectives and available resources. This will enable the office conduct high impact audits with the limited resources.

The office also plans to establish a Management Information System that will enhance efficiency in operations through the automation of the business processes.

The implementation of the Monitoring and Evaluation policy and framework will enable performance monitoring and therefore efficiency in resource allocation and effective, well informed decision making.

**Vote Investment Plans**

For FY2019/20, Budget allocation to capital development remained the same at Shs 3.976Bn. With this amount, the office planned to commence construction living quarters for staff at Moroto regional office, fence one regional offices, procure power back up systems and undertake minor repairs in 5 regional offices. Additionally, furniture and fittings shall be procured for Audit House and selected regional offices. All this is aimed at improving the efficiency of branch operations so as to effectively extend audit services to all regions in Uganda.

3 vehicles shall also be procured to replace the aging fleet at the regional offices which are overdue for replacement.

The budgets for FYs 2020/21 and 2021/2022 indicate that allocations to capital development will slightly increase to Shs 4.77 Bn in both years. This will cater for renovation and expansion of existing regional offices, purchase of specialized IT and audit equipment, acquisition of transport equipment and office furniture.

In FY 2019/20, with support from the Resource Enhancement and Accountability Programme (REAP) and Government of Uganda, the office plans to construct of an off-site training facility. In addition, the office plans to procure and install the final phases of a comprehensive Management Information System.

**Major Expenditure Allocations in the Vote for FY 2019/20**

The external audit function in the Accountability Sector is responsible for ensuring that public resources are utilised as appropriated by Parliament.

The key objectives of the function are to improve compliance with accountability rules and regulations; enhance prevention, detection and elimination of corruption; and to increase public demand for accountability.

In the FY 2019/20 the Office of the Auditor General has been allocated Shs 55.78 bn including taxes. This includes Shs 27.77Bn for wage, Shs 24.03bn for non-wage and Shs 3.98bn for development.

The budget allocation by programme is as follows; Program 1: Financial Audits – Shs 20.679Bn; Program 2: Value For Money and Specialized Audits – Shs 7.399Bn; Program 3: Support to Audit Services – Shs 23.725Bn and Shs 3.98 for GoU Development). The allocation of GoU development is as follows: Non-residential buildings - Shs 1.47bn, Procurement of ICT Infrastructure and Equipment – Shs 1.5bn, procurement of motor vehicles – Shs 0.925bn, and procurement of office furniture - Shs 0.08bn.

**Table V3.1: Programme Outcome and Outcome Indicators**
**Vote:** 131  
**Auditor General**

<table>
<thead>
<tr>
<th>Programme:</th>
<th>15 Financial Audits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programme Objective:</strong></td>
<td>Independent and robust verification of Public Accounts and Treasury Memoranda in the equitable delivery of services.</td>
</tr>
<tr>
<td><strong>Responsible Officer:</strong></td>
<td>EDWARD AKOL</td>
</tr>
</tbody>
</table>

**Programme Outcome:** Improved accountability, transparency, and compliance with laws and regulations in the public sector

**Sector Outcomes contributed to by the Programme Outcome**

1. Value for money in the management of public resources

<table>
<thead>
<tr>
<th>Programme Performance Indicators (Output)</th>
<th>Performance Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2017/18 Actual</strong></td>
<td><strong>2018/19 Q1 Actual</strong></td>
</tr>
<tr>
<td>• Level of compliance with public financial management laws and regulations</td>
<td>, 0%,30.9%</td>
</tr>
</tbody>
</table>

**Programme Outcome:** Improved quality of audit reports contributing to value for money in the use of Public resources

**Sector Outcomes contributed to by the Programme Outcome**

1. Value for money in the management of public resources

<table>
<thead>
<tr>
<th>Programme Performance Indicators (Output)</th>
<th>Performance Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2017/18 Actual</strong></td>
<td><strong>2018/19 Q1 Actual</strong></td>
</tr>
<tr>
<td>• Proportion of external audit report recommendations implemented</td>
<td>55.05%</td>
</tr>
<tr>
<td>• Adoption rate of OAG recommendations by Parliamentary Oversight Committees</td>
<td>50%</td>
</tr>
<tr>
<td>• Level of compliance with the audit ISSAIs</td>
<td>65%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programme:</th>
<th>16 Value for Money and Specialised Audits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programme Objective:</strong></td>
<td>To conduct special audits, examine and assess the level of efficiency, economy and effectiveness in the equitable utilization of public resources by Government Institutions.</td>
</tr>
<tr>
<td><strong>Responsible Officer:</strong></td>
<td>STEPHEN KATEREGGA</td>
</tr>
</tbody>
</table>

**Programme Outcome:** Effective public service delivery systems and instrumental, causative forensic investigations

**Sector Outcomes contributed to by the Programme Outcome**

1. Value for money in the management of public resources

<table>
<thead>
<tr>
<th>Programme Performance Indicators (Output)</th>
<th>Performance Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2017/18 Actual</strong></td>
<td><strong>2018/19 Q1 Actual</strong></td>
</tr>
<tr>
<td>• Number of Judicial and Administrative actions resulting from audits</td>
<td>0</td>
</tr>
<tr>
<td>• Nominal amount of savings resulting from audits</td>
<td>0</td>
</tr>
</tbody>
</table>
Vote: 131 Auditor General

- Number of policy changes and Administrative Instructions resulting from OAG reports: 0, 3, 5, 8

Programme: 17 Support to Audit services
Programme Objective: Enhance organizational performance and efficiency in operations.
Responsible Officer: Maxwell Poul Ogenthio
Programme Outcome: A high performing and efficient model institution

Sector Outcomes contributed to by the Programme Outcome
1. Value for money in the management of public resources

<table>
<thead>
<tr>
<th>Programme Performance Indicators (Output)</th>
<th>2017/18 Actual</th>
<th>2018/19 Q1 Actual</th>
<th>2019/20 Target</th>
<th>2020/21 Target</th>
<th>2021/22 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Corporate Strategy implemented</td>
<td>28%</td>
<td></td>
<td>75%</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Level of OAG compliance with ISSAI's using INTOSAI Performance Measurement Framework</td>
<td>61.1%</td>
<td></td>
<td>3</td>
<td>3.5</td>
<td>4</td>
</tr>
<tr>
<td>Level of implementation of Internal and External Audit Recommendations</td>
<td>80.64%</td>
<td></td>
<td>80%</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Increased Audit coverage as a result of operational efficiency</td>
<td></td>
<td></td>
<td>200:1</td>
<td>250:1</td>
<td>300:1</td>
</tr>
</tbody>
</table>

Table V3.2: Past Expenditure Outturns and Medium Term Projections by Programme

<table>
<thead>
<tr>
<th>Billion Uganda shillings</th>
<th>2017/18 Outturn</th>
<th>2018/19 Approved Budget</th>
<th>2018/19 Spent By End Q1</th>
<th>2019/20 Proposed Budget</th>
<th>MTEF Budget Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2020/21</td>
<td>2021/22</td>
<td>2022/23</td>
<td>2023/24</td>
<td></td>
</tr>
<tr>
<td>16 Value for Money and Specialised Audits</td>
<td>10.578</td>
<td>7.400</td>
<td>7.400</td>
<td>7.939</td>
<td>8.629</td>
</tr>
<tr>
<td>17 Support to Audit services</td>
<td>22.120</td>
<td>27.701</td>
<td>27.701</td>
<td>31.497</td>
<td>35.965</td>
</tr>
<tr>
<td>Total for the Vote</td>
<td>55.034</td>
<td>55.779</td>
<td>55.779</td>
<td>61.568</td>
<td>68.553</td>
</tr>
</tbody>
</table>

V4: SUBPROGRAMME PAST EXPENDITURE OUTTURNS AND PROPOSED BUDGET ALLOCATIONS

Table V4.1: Past Expenditure Outturns and Medium Term Projections by SubProgramme

<table>
<thead>
<tr>
<th>Billion Uganda shillings</th>
<th>2017/18 Outturn</th>
<th>2018/19 Approved Budget</th>
<th>2018/19 Spent By End Sep</th>
<th>2019/20 Proposed Budget</th>
<th>Medium Term Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2020/21</td>
<td>2021/22</td>
<td>2022/23</td>
<td>2023/24</td>
<td></td>
</tr>
<tr>
<td>Programme: 15 Financial Audits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>02 Central Government One</td>
<td>4.804</td>
<td>4.494</td>
<td>1.035</td>
<td>4.494</td>
<td>4.779</td>
</tr>
<tr>
<td>03 Central Government Two</td>
<td>4.999</td>
<td>4.790</td>
<td>1.228</td>
<td>4.790</td>
<td>5.103</td>
</tr>
</tbody>
</table>

Programme: 16 Value for Money and Specialised Audits
Vote: 131  Auditor General

| 05 Value for Money and Specialised Audits | 4.665 | 3.967 | 0.961 | 3.967 | 4.275 | 4.678 | 5.139 | 5.669 |
| 06 Forensic Investigations and Special Audits | 6.533 | 3.432 | 0.862 | 3.432 | 3.664 | 3.951 | 4.273 | 4.636 |
| **Total For the Programme : 16** | **11.198** | **7.400** | **1.823** | **7.400** | **7.939** | **8.629** | **9.412** | **10.305** |

Programme: 17 Support to Audit services

| 01 Headquarters | 18.146 | 23.725 | 6.381 | 23.725 | 26.727 | 31.195 | 36.513 | 42.848 |
| **Total For the Programme : 17** | **22.120** | **27.701** | **6.382** | **27.701** | **31.497** | **35.965** | **41.283** | **47.618** |
| **Total for the Vote : 131** | **56.162** | **55.779** | **13.355** | **55.779** | **61.568** | **68.553** | **76.717** | **86.285** |

Table V4.2: Key Changes in Vote Resource Allocation

**Major changes in resource allocation over and above the previous financial year**

**Vote : 131 Auditor General**

**Programme : 17 Support to Audit services**

**Output: 72 Government Buildings and Administrative Infrastructure**

Change in Allocation (UShs Bn) : **0.500**  
0.5 bn was transferred to Non Residential buildings to facilitate construction of staff quarters in Moroto.

**Output: 76 Purchase of Office and ICT Equipment, including Software**

Change in Allocation (UShs Bn) : **(0.500)**  
0.5 bn was transferred from this item to No residential buildings in line with the agreed operational plan.

Table V4.3: Major Capital Investment (Capital Purchases outputs over 0.5 Billion)

<table>
<thead>
<tr>
<th>FY 2018/19</th>
<th>FY 2019/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appr. Budget and Planned Outputs</td>
<td>Expenditures and Achievements by end Sep</td>
</tr>
<tr>
<td>Vote 131 Auditor General</td>
<td></td>
</tr>
<tr>
<td>Programme : 17 Support to Audit services</td>
<td></td>
</tr>
<tr>
<td>Project : 0362 Support to Office of the Auditor General</td>
<td></td>
</tr>
<tr>
<td><strong>Output: 72 Government Buildings and Administrative Infrastructure</strong></td>
<td></td>
</tr>
</tbody>
</table>
| Construction of the Centre for Audit Excellence | Routine repair and maintenance of office buildings carried out AC, generator, lifts, CCTV, Fire extinguishers maintained. | 5 Staff quarters constructed at Moroto regional office  
Power back up system procured for 1 branch |
| Procurement of a power back up system for 5 regional offices | Land acquisition plans developed |
| Fencing of 2 regional offices | | |
| **Total Output Cost(Ushs Thousand):** | **0.970** | **0.000** | **1.470** |
| Gou Dev’t: | 0.970 | 0.000 | 1.470 |
| Ext Fin: | 0.000 | 0.000 | 0.000 |
| A.I.A: | 0.000 | 0.000 | 0.000 |
| **Output: 75 Purchase of Motor Vehicles and Other Transport Equipment** | | |
| The office plans to procure 4 vehicles to replace those due for boarding off and, a Vehicle Security Scan system to manage the fleet. | Specifications for procurement of 4 vehicles prepared |
| **3 motor vehicles procured** | | |
Vote: 131 Auditor General

V5: VOTE CHALLENGES FOR 2019/20 AND ADDITIONAL FUNDING REQUESTS

Vote Challenges for FY 2019/20

The major challenges being encountered in the office are discussed below:

Mismatch in Reporting Timelines: The PFM Act 2015 requires the Auditor General to report to Parliament 31st December every year. Alignment of our audit year and financial year outcomes has posed a challenge and the six-month period following the end of the financial year exerts pressure to produce audit reports in a timely manner.

High cost of asset maintenance: The office has been able to construct Audit House and regional branch offices with the support of GoU and development partners enabling us to take audit services closer to the public. However, this has led to an increase in funding requirements necessary to meet the operational and maintenance costs. This poses a risk due to the limited budgetary allocation.

International Obligations: The OAG was appointed to Chair the INTOSAI Working Group on Extractive Industries (WGEI). However, due to inadequate funding, it has been unable to fully operationalize the secretariat and participate effectively in the international arena.

Follow-Up on Implementation of Recommendations: Lack of an effective system to track implementation of audit recommendations has impeded the ability of the office to demonstrate its relevance to the citizens. In addition, the backlog in the discussion of audit reports by Parliament has affected the impact of audit work since recommendations are partially implemented.

Increasing Audit Scope: The expanding scope of audit coverage (local governments and schools) in addition to increasing demand for public works audit, special audits and forensic investigations has been difficult to cope with due to limited staff and budgetary allocations to execute requests and audit plans. This results in the accumulation of audit backlogs.

Staff Retention: Retention of qualified and skilled staff especially the non-accountants has been difficult due to relatively lower remuneration levels and limited opportunities for career growth. This has led to exit of highly skilled staff which negatively impacts audit deliverables.

Procurement Delays in Donor-Supported Projects: Complex procurement procedures associated with Donor funded projects have led to implementation delays for example with regards to the construction of Hoima and Moroto regional offices and the procurement of MIS.

Under-release of funds: Non-realization of our projected cash flow requirements, especially regarding the Development budget, has impeded timely budget execution. For example during the procurement of vehicles and insufficient budgetary allocations to settle pension arrears.

Table V5.1: Additional Funding Requests

<table>
<thead>
<tr>
<th>Additional requirements for funding and outputs in 2019/20</th>
<th>Justification of requirement for additional outputs and funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vote : 131 Auditor General</td>
<td></td>
</tr>
<tr>
<td>Programme : 15 Financial Audits</td>
<td></td>
</tr>
<tr>
<td>OutPut : 01 Financial Audits</td>
<td></td>
</tr>
</tbody>
</table>
## Vote: 131  Auditor General

### Programme: 16 Value for Money and Specialised Audits

**Output: 01 Value for Money Audits**

| Funding requirement UShs Bn: 6.125 | The AG is required by law, to audit and report on all public accounts of Uganda and of all public offices. However, due to inadequate funding the office is unable to cover its entire audit population especially the central government projects, Local Governments and schools resulting in accumulation of backlogs. To this effect the OAG needs 6.13Bn to produce the above mentioned outputs, in line with Objectives 2, 3 and 5 under the Accountability Sector in the NDP II Implementation strategy. |

**Programme: 17 Support to Audit services**

**Output: 01 Policy, Planning and Strategic Management**

| Funding requirement UShs Bn: 3.850 | Due to the increasing demand for VFM audits and forensic investigations, the office requires UGX 3.85bn to undertake forensic investigations, VFM, Public Works and PPP Audits. This is in line with the new OAG policy on undertaking high impact audits and alignment of audit work to SDGs. The office also plans to conduct the 2nd phase audit of Karuma and Isimba hydro projects. These are in line with Strategy 3 under the Audit function of the Accountability Sector Investment Plan 2017/18 - 19/20. |

| Funding requirement UShs Bn: 3.220 | Due to the increasing demand for quality audits and the recently established support function the office needs to respond by training staff in financial audits, emerging specialised audit areas and other technical skills. The areas highlighted above are high impact/interest areas therefore the office requires UGX 3.22bn to build capacity and contribute to National priorities focused on these areas. This intervention is in line with Objectives 1, 2 and 3 under Audit and Oversight in the NDP II. |