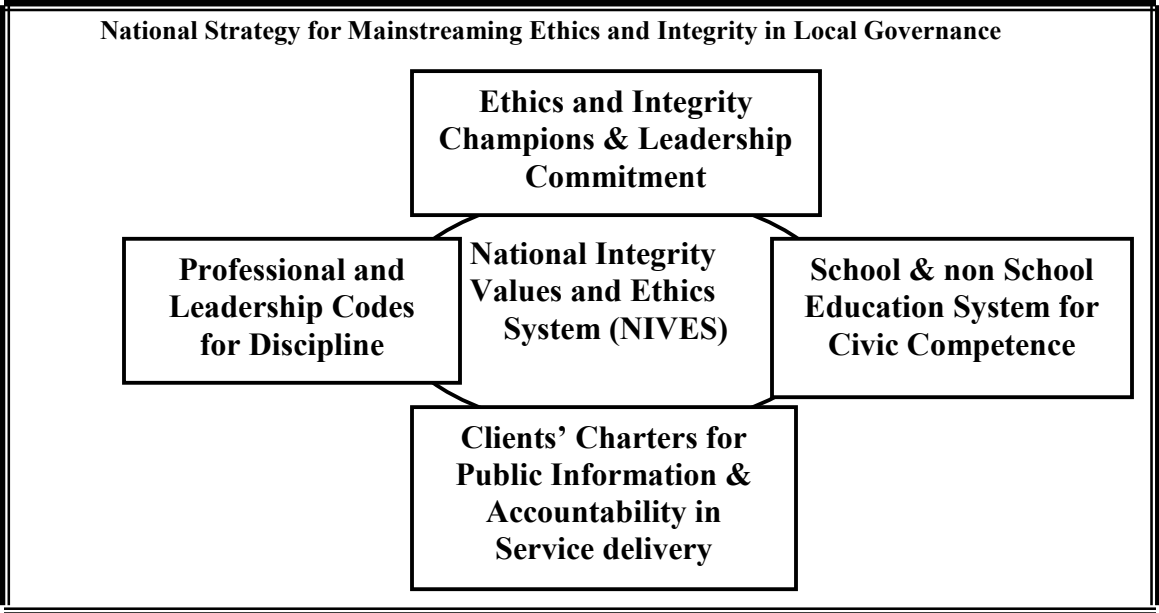


Department of Ethics and Integrity

**National Strategy for Mainstreaming Ethics and Integrity in all Sectors and all
Institutions in Local Governance in Uganda**

27 March 2003



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Strategy for integrating ethics and integrity in all sectors at all levels in local governance.

1: Background and introduction:

In 1998, a survey conducted nation-wide by the Inspectorate of Government showed that 57% of the people interviewed thought that the problem of corruption was getting worse. In 2000, Uganda was ranked 11th most corrupt country in the world by transparency International. In 2001 the corruption perception index of the same organization ranking 91 out of over 2000 countries in the world, made Uganda the third most corrupt country out of the 91 surveyed. The most recent rating by transparency international puts Uganda as the 9th most corrupt country among 102 rated. There is therefore a strong perception internationally and nationally that there is a serious problem of corruption in Uganda.

The origins of this corruption can be traced in the breakdown of effective and responsive governance and Public management in the country. The trend of the break down started towards the end of the 1970s when corruption started manifesting itself to the extent that Parliament had to pass an anti-corruption law. The period from 1971 to 1985 was marked by a rising trend of political instability, economic mismanagement, abuse of human rights and power, and corruption. Those in power had a lot of discretion and were not accountable to anybody. There was decline in rule of law that coupled with a sharp fall in real value for wages and salaries. Credible norms and values such as service to the public, respect of the public good and commitment to official duty, on which good governance and public management depends were eroded and overall integrity lost. Consequently people resorted to illegal means and unethical behavior to survive. This became a way of socio-politico-economic behavior often glorified in society. Even after the NRM came to power, the practice could not go away overnight because scarcity took time to reduce and civil servant benefits did not improve to a living wage as fast as would be desirable. Since behavior formed overtime takes long to reverse, most Ugandans still have the hang-over of using unethical means to acquire property while power and authority are still abused by some public officers.

Government has identified corruption as one of the obstacles to sustainable development. It threatens the moral, political, economic and social wellbeing of the country, impairing service delivery, diverting and wasting scarce resources earmarked for crucial development programs and projects and undermining the legitimacy of government as well as its image internationally. Above all it frightens away honest investors both national and foreigners because it constitutes a very high cost that is difficult to recover. A number of measures have been taken by the Government to address the issues and problems related to lack of ethics and integrity in the public Service. They include;

1.1: Institutional Building and Revitalization:

At Central Government level, since the NRM took State power there has been a number of measures aimed at curbing corruption and promoting transparent and accountable Public management. Most of these measures have been in the way of institutional building and revitalization. First of all it must be born in mind that one of the issues the NRM had promised to address in its Ten Point Program was corruption in Public offices. In pursuit of this, a number of Institutional arrangements have been put in place and institutions which had ceased to function revitalized. For examples, the Inspectorate of Government was established with mandates extending to fighting corruption, abuse of power and authority. A leadership code was put in place to control behavior of high lever leaders in the country. A Directorate of Ethics and Integrity was established in the Office of the President for spearheading the promotion of Ethics and Integrity in the Management of Public Affairs in the country. The Public Accounts Committee and the Inspector General's office were revitalized to resume technical and political oversight of managing expenditure of public funds. The Parliament recently constituted a Parliamentary Local Governments Public Accounts Committee to handle oversight of the use of Public funds in Local Governments.

1.2: Decentralized Governance:

Since 1986, the Government of Uganda has been engaged in reforming governance and public management including improvement of transparency and accountability in the Public Service. Beside the Civil Service Reform, one of the governance and Public administration reform measures that had the objective of strengthening transparency and accountability is the policy, strategy and program of decentralized governance that have principally seen a lot of powers, responsibilities, functions and resources transferred to Districts and Sub-counties. It had been estimated that with the planning and delivery of services brought to the local level, public administration would not only be participative involving the local communities but also responsive to the local needs and accountable to the people. In addition, at District level there are structures that are designed to ensure accountable management of Public affairs and resources. These include the Internal Auditors, the Local Governments Accounts Committees, and the Tender Boards. Also the Inspectorate of government has made efforts to reach decentralized governance structures by opening regional offices up-country.

However, most of the measures hitherto used to fight corruption have been in the area of institutional building and revitalization hence emphasizing the side of control. This is indeed necessary but not sufficient to eliminate corruption. Another aspect to consider is that most of the measures have been on the assumption that corruption can be stopped through control of the behavior of Public officials and leaders. It is now acknowledged that the corruption in the country is a societal phenomenon and the fight against it must involve all institutions in all sectors at all levels including the communities themselves. This is why this strategy is proposed to mainstream ethics and integrity in all institutions, sectors and all levels of local governance including civil society and private sector organizations as well as the local communities. Government has realized that having taken the bigger part of public management activities, especially the delivery of public services at local government level, efforts of instilling ethics and integrity at the same level must be intensified to ensure that the resources transferred to local governments are utilized to deliver the services there are earmarked for in a responsive, transparent,

accountable and ethical manner and with leadership integrity. This is the driving rationale for the strategy to mainstream ethics and integrity in local governance.

2.0: Elements of the Strategy

The following are the initial elements in the strategy for mainstreaming ethics and integrity in all sectors in all institutions at all levels in local governance

2.1: Goal

The main goal is to eliminate corruption and abuse of power in the management of public and private affairs through a rebuilt and strengthened system of integrity, ethical behavior and conduct in local governance including civil society, private sector organizations and local communities.

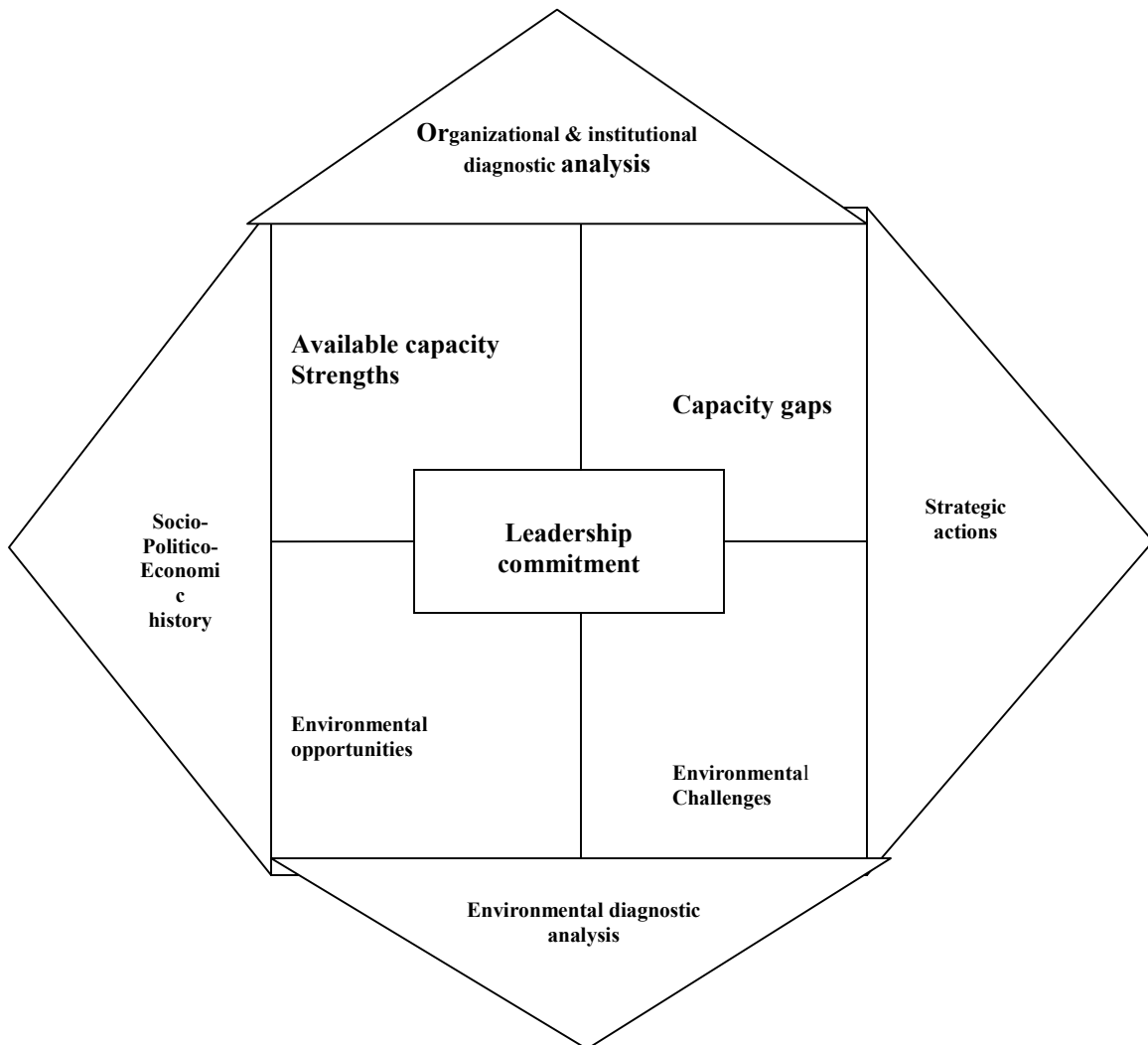
2.2: Strategic Objectives:

- i. To mobilize and build national consensus on the ethics and integrity values that should guide all Ugandans in improving governance in the country and that can be called National.
- ii. To strengthen the capacity of local governments to be transparent, accountable, and responsive to their constituents in the management of Public affairs at local level
- iii. To strengthen the capacity of local governance actors (communities, civil society and private sector organizations including professional bodies) and enable them to hold local public officials and political leaders accountable for their conduct and behavior
- iv. To enhance the awareness of local communities of the dangers of corruption and unethical behavior of public and private leaders and of their obligation and right to hold their leaders accountable
- v. To enhance coordination and synergy (coherence and collaboration) of all local, national, regional and international actors' strategies, programs, activities, and resources in the process of promoting integrity and ethics in local governance.

2.3: Diagnostic Situation Analysis Framework

In order to determine the strategic actions that should be carried out to pursue the above strategic objectives effectively there needs to be conducted a thorough situation analysis to give a precise picture of the existing and lacking capacities, leadership commitment as well as environmental opportunities and challenges related to the integration of ethics and integrity in all institutions in all sectors and at all levels in local governance. But above all the socio-politico-economic and cultural historical determinants of unethical behavior and lack of integrity in the Public service in the country must be understood and taken into account. The framework for this is presented in the diagram below:

Diagram 1: Diagnostic capacity analysis framework



The framework poses a number of pertinent questions such as the following:

- What are the social, political, economic, cultural, and historical factors in the country's past and current environment that may explain the current lack of ethics and integrity in the conduct of Public Affairs in the country?
- Are the values cherished by modern public service congruent to the values cherished by the Ugandan society in general?
- Are there environmental phenomena that may constitute opportunities for the country in the efforts for promoting ethics and integrity in all sectors in all institutions at all levels?
- What are the environmental challenges that must be overcome in order to effectively mainstream ethics and integrity in local governance?
- What is the situation in terms of organizational and institutional capacity strengths and gaps for addressing issues of ethics and integrity?

2.3.1: Socio-politico-economic historical perspective of unethical conduct and lack of integrity in the Public Service

The political, social, and economic history of the country has set fertile ground for unethical conduct and lack of integrity, leading to corruption. Politicization of the civil service especially in the late sixties, seventies and eighties, collapse of accountability institutions such as the Parliamentary Public Accounts Committee, the Auditor General, the Police and the Judiciary especially during the 1970s and 1980s, all contributed to the decay of ethics and integrity. (Report on the National Consultative Workshop on Coalition Building for Anti-corruption)

The history of Uganda including its linguistic evolution contains traits which reveal some of the patterns of Public officials' behavior as regime replaced regime. After independence Ugandans who replaced the colonial administrators made it clear that they had "fallen into things" as reflected in the anecdote in Runyankore (twagwa omubintu) When these were replaced by those the military regime of Idi Amin (1971 -1979) brought

up, the new leaders did not hide the fact that they had “eaten a lot of fat” as depicted in the Swahili term used then (*mafuta mingi*). When the Amin regime was finally disposed of and after the Uganda Peoples’ Congress won the 1980 elections, those that came into politico-administrative managerial and technical public offices as a result of the electoral victory realized that they in turn had “eaten” as often put in, again the Runyankore term (*twarire*). As this history continued unfolding the society got accustomed to the fact that Public offices were places not necessarily where officers prided in serving the interest of the Public but rather places of self-aggrandizement.

While the elite hastily verbally condemn corrupt public officials, it is not clear whether the common person in the Public does the same in the same measure. There are signs that societal behavior and expectations towards Public officials subject these officials to strong pressure that make them behave in ways that are contrary to diligent and selfless public services. Those that succumb to such pressure and satisfy the public demands for financial and material assistance using public funds are valorized as successful while those that do not succumb or have no opportunity to succumb, are seen as failure.

It is possible that some cultural norms in Uganda may be in contradiction to the expectations of a modern Public Service. What do the Banyankore mean when they say “*Engoma tibagirya bikoba?*” (Literally meaning that when one becomes king and sits on the king’s drum, he does not eat the drum’s skin but rather the wealth attached to it). There needs to be a thorough study of Uganda’s cultures to collect its norms and values, assess them in light of the requirements of the public service so that the positive ones are assimilated and a programme for discouraging the negative ones designed and implemented.

The economy of Uganda which has overtime deteriorated cannot support paying the level of salaries that would sustain the expenditure patterns the Public officials aspire to. In addition the distribution of remuneration seems to be perceived as inequitable. It would probably be less demoralizing if the poor remuneration levels were less inequitable.

The country is poor despite the economic gains registered since the Movement came into power. Poverty is most severe in rural areas where the local governments operate. It is difficult to preach ethics and integrity to a population that is hungry. Poverty coupled with inequitable remuneration in the Public service is cited as one of the factors influencing unethical behavior and lack of integrity in some public offices.

A very crucial aspect of a long term strategy for mainstreaming ethics, integrity and the fight against corruption in public offices in the country is to study the root causes and tackle the issue from its base rather than addressing the symptoms such as corruption which will remain a problem as long as the causes are not addressed. There will be conducted an extensive study involving political, managerial, administrative and technical leaders in all sectors to discuss the socio-cultural and traditional values of Uganda and how these impact on the ethics and integrity in the public sector. The outcome of the study will be used to draw up a national ethics and integrity values system to guide the country's efforts to promote ethics and integrity in the country. It will also be used to draw up actions geared towards not only discouraging the negative socio-cultural and traditional values which contradict the requirements of public service but also to promote the positive ones that are congruent with the requirements of the a modern public service. This will place the promotion of ethics and integrity as well as the fight against corruption squarely in the context of the socio-cultural and traditions of the country.

Consultations with stakeholders in local governance as part of the process of preparing this document highlighted the following as some of the causes of corruption in the country, which need to be addressed:

- The public attitude of praising people who have amassed wealth quickly calling them hard working complicates the fight against corruption. Observation is showing that the Ugandan society tends to admire rich people irrespective of how they acquire the reaches and despise people who work hard but live modestly.

- Double Standards in conditions of service in the Civil Service: There are better conditions for some civil servants and poor conditions of service for others.
- Scarcity of resources: It was noted that it is difficult to have ethics and integrity in a situation of poverty where workers can hardly survive on proceeds of honest labor. For people who live on salary and who are at the same time underpaid and overtaxed this situation is aggravated and contributes to the erosion of ethics and integrity in the Public Service.
- Systems of control such as those that existed during the colonial administration where corruption in the Public Service was severely punishable have been eroded. The current control systems are themselves easily abusable and have lost legitimacy leaving corrupt officers almost uncontrolled. In this regard some public Servants get promoted in government and the Army after they have been known to have embezzled public funds. This further erodes trust and legitimacy and sets in motion the attitude of impunity with regard to abuse of public office or misappropriation of public money.
- The political system of individual merit promotes buying of votes. If the system allows individuals to invest their money in politics, then they (the politicians) will work to recover their money. As a consequence, the elections have become monetized: i.e. individuals spend their own money for campaign expenses and to influence the voters. It seems proper to most of them and even to some members of the public that the individual has to recover his/her money if he/she wins the elections and occupies a public office.
- There is inadequate awareness of the dangers of corruption in the public. Political education “*chakam-chaka*” is being emphasized in areas where the electorate numbers are higher. Areas where the electorate is low, like Kotido, have been largely left out of these training sessions hence sustaining this 9ignorance in such areas.

- There is a strong belief that decentralization has reinforced tribalism at the detriment of nationalism. Before decentralization, children used to go to all schools in Uganda; today the tendency is for children to remain in their Districts often from Primary school up to University. Getting jobs is similar, those who get jobs in other Districts are made to feel insecure so they tend to swindle due to constant fear of being sacked. The spirit of nationalism should prevail if corruption has to be fought.
- The unclear political direction and stability of the country is creating an “eat while you can” attitude because Officers do not know where the country will be for example in 2006. Consequently, people tend to swindle public resources.
- The position of District Chief Administrative officers (CAO) creates double allegiance and complicates accountability. The Ministry of Finance having transferred funds to local governments expects accountability from the CAO. However, the District Local government being the appointing authority of the same CAOs often puts pressure on the officer to behave in ways that may not satisfy the accountability standards demanded by the Ministry of Finance. The Officer may not have enough moral strength to resist this pressure knowing that his/her job depends on the District local government. .
- Top leaders both at Central and local government levels are not leading by example as far as corruption is concerned. This is, among many things reflected in the lack of commitment and seriousness to follow-up findings of Commissions of Inquiry into corruption.
- Diseases that lead to poor health and high costs of treatment (HIV/AIDS), education of children and dependency (due to orphans) have increased pressure on Public Servants and over tested their resolve against corruption. This is coupled by lack of safety nets such as social security, medical insurance etc.

2.3.2: Challenges:

There are several challenges in the way towards promoting ethics and integrity in the country. While most of them will be clarified during the extensive consultations that will be conducted as part of the implementation of this strategy, the following can be pointed out at this point.

(i): Building a consensus on the meaning of ethics and integrity and on the national values that should guide the country in the fight against corruption. The absence of a nationally agreed set of ethics and integrity values complicates the work of promoting ethics and integrity in the public service.

(ii): Having reliable and credible leaders and officers in the Public Service to champion the process and work of promoting ethics and integrity. It is very important that the crusade for the promotion of ethics and integrity is led by officers and leaders who are known to be clear of unethical behavior. Ethics and integrity can best be promoted through exemplary conduct. It is not possible to promote ethics and integrity using individuals and institutions whose credibility is doubtful. This would make the whole exercise look like window dressing. Efforts will be made to identify individuals and institutions that are credible and associate them to the promotion of ethics and integrity in the public service.

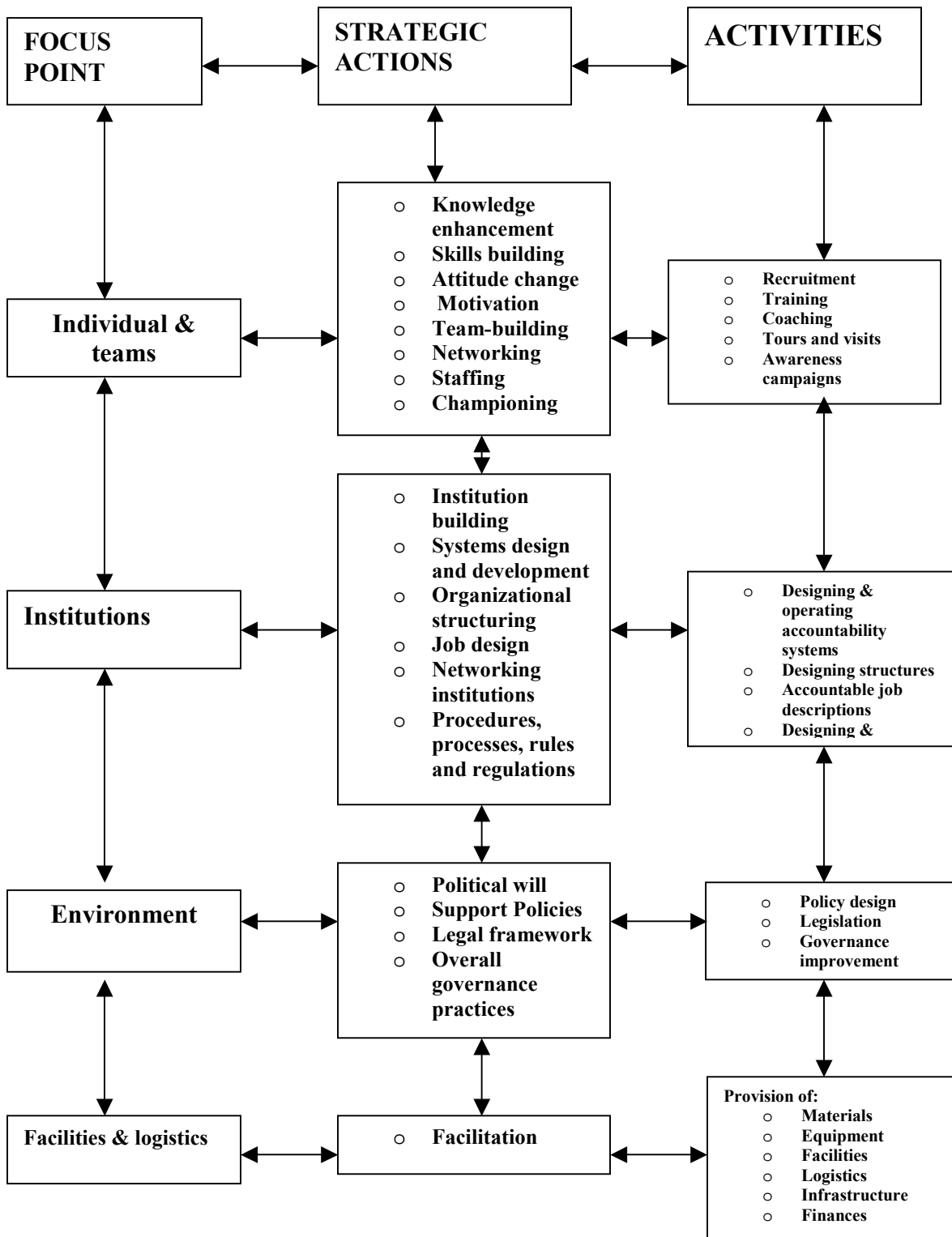
(iii): Instilling professional discipline in the Public service is another challenge. While professional bodies are often known to be effective in disciplining their members, most public servants do not belong to professional bodies. The Public service will encourage public servants to belong to professional bodies as one of the measures not only for encouraging professional discipline and conduct in the service but also for ensuring that the Public servants have the requisite professional skills, knowledge, attitude, and networks.

(iv): Keeping the Public all the time informed about the services it expects from Public servants, the way it should be received, by whom it will be provided and the time limit within which it is to be received as well as whether it is free or for a fee. Clients' charters will be encouraged in all public offices at all levels to guide the public in this regard and to facilitate everyone's participation in calling public servants to account.

(v): Civic education (building civic competence). Ultimately, the success of integrating ethics and integrity in all sectors in all organization at all levels will depend on the nature of the individuals that graduate from the country's school and education system. There is a strong challenge of ensuring that the education system in the country nurtures individuals who cherish the agreed national ethics and integrity values. The school curricular of the country at all levels will be reviewed to include civic education to face this challenge. In addition, to capture the current personnel in the public and private sector, sensitization and awareness enhancement activities will be planned and conducted.

(vi): Capacity challenges: The fight against corruption and efforts to integrate ethics and integrity in all sectors can only succeed when there is adequate capacity to effectively plan, implement, monitor, and evaluate strategies, programs, and activities for it. Capacity is in this case understood comprehensively to include individual and teams knowledge, skills, and attitudes, institutional structures, processes, procedures, rules and regulations, policy framework and overall governance environment, and the facilities, equipment, logistics and funds. There will be a comprehensive capacity assessment to provide a precise picture of what capacity is available and what capacity gaps exist. This will support the design of a long-term capacity building plan for integrating ethics and integrity in all sectors in all organizations at all levels.

Holistic capacity assessment/ building framework



2.4: Strategic Support Objectives and Outputs:

From the above brief analysis of the situation, the following objectives and outputs will guide the strategic actions to be pursued to integrate ethics and integrity in local governance. Although the emphasis is to be put at local governance level, it must be noted that there are strategic actions, especially those of a policy nature, that cannot be implemented at the local level if they are not first clarified and agreed nationally. The emphasis on local governance is pre-empted by two factors. On one hand there is the reality that most of the activities for promoting ethics and integrity and for fighting corruption have been concentrated on central government institutions. There are several donors and development partners working at this level. On the other hand there is the need to reach local governance levels especially since decentralization has transferred most of government service delivery responsibilities, funds and other resources at local level. Strategically there is need to concentrate activities of promoting ethics and integrity at Sub-county level so that the unethical behavior that has been observed at central government and District levels can be stopped before it is adopted by leaders and officials at the Sub-county.

Output 1: National ethics and integrity value system:

Support Objective1: To put in place a harmonized, nationally agreed understanding of ethics and integrity and a value system in the public service that meets both the positive expectations of the society and the requirements of a modern Public Service.

Preliminary consultations with various stakeholders indicate that there is discrepancy between the Public service requirements and what the public expects from Public servants. The two do not seem to cherish exactly the same values. This phenomenon will be studied in order to produce a national ethics and integrity value system that is rooted in the positive values of the society and the requirements of a modern Public Service. Preliminary work had been started by the Department of ethics and Integrity to develop

what is referred to as NIVES (National Integrity Values and ethics System). This work will be reviewed to form the basis of producing the first output.

Output 2: Systematic integration of national ethics and integrity values in the school and education system

Support objective 2: To ensure that the entire education system of the country including tertiary institutions nurtures citizens who cherish the agreed national ethics and integrity values.

The persistent unethical behavior and lack of integrity among many Public offices may be partly attributed to the fact that the school and training system does not produce people who share the same ethics and integrity values. To try and inculcate ethics and integrity among those that are already employed only is in the long term not sustainable since these will always be replaced or joined by school graduates who are not well tuned to behave ethically and with integrity. This is why government takes it as a strategic measure to integrate systematically ethics and integrity in the school and education system with emphasis on national ethics and integrity values.

Output 3: Local Government Leadership Code of Conduct

Support objective 3: To harmonize the National ethics and integrity values as well as the National Leadership code with the rights, obligations and conduct of leaders in local governments and local authorities.

The Uganda Local Authorities Association is in the process of writing a Local governments Leadership code of conduct to supplement the national Leadership code in local governments. This effort will be supported to ensure that the local governments' leadership code of conduct is written in a way that harmonizes it with the national ethics and integrity values system to be designed in 1 above, debated, published, and popularized. Bearing in mind that local governments' leadership will be more encouraged

to follow their leadership code of conduct if the public they serve understands it, the local governments' leadership code will be widely publicized in all local governments and local authorities as well as in all communities.

Output 4: Professionals in Central and Local Governments

Support objective 4: To promote professional discipline in the Public Service as a way of discouraging unethical behavior

One of the most effective ways of bringing all sectors (Public and Private) to fight corruption in the Public Service is to ensure that Public Servants belong to professional bodies to whose codes of ethic/conduct they are subjected in addition to the standards of the public service itself. This would be the case with Auditors, Accountants, Doctors, Lawyers, and Engineers etc. The Public Service at Central and Local government's levels will encourage Public servants to belong to its respective professional bodies and will work with these bodies to instill professional discipline among the public Servants.

Output 5: Professional Accountants and Auditors in the Public Service.

Support objective 5: To have professionally qualified accountants in the Public Service who are also disciplined by their code of ethics so as to minimize financial indiscipline in the Public Service both at Central and Local government levels.

This objective is directly related to the one under output 4. The Institute of Chartered accountants of Uganda believes that the Public Sector is the biggest employer of Accountants in the country. It however notes that almost all accounts personnel in central and local governments are not qualified Public Accountants. This may be one of the explanations as to why accounts personnel often do not respect professional ethics in accounts in the public Service. As a long term strategic measure, the Department of Ethics and Integrity will work with the Ministry of finance, management training

institutes such as the Uganda management institute and the Makerere University Business School and the Institute of Chartered Accountants of Uganda to work out a schedule through which all accounts personnel in the Public sector will be encouraged and supported to acquire the requisite knowledge and skills in accounts to allow them belong to the institute. For purposes of catering for local governance, the first priority will be given to the accounts personnel in Local governments.

Output 6: Clients Charters in every Public Service at central and local government levels

Support objective 6: To keep the public informed and guided about the type and modalities of services they expect to receive from the public sector and their obligations to local governments.

Some of the unethical behavior in the public service is encouraged by the fact that the public is never guided or given information concerning the services to receive, where to receive it from, in what manner, and within what time limits. This ignorance is often taken advantage of by some public servants to exploit the potential service users. Every public office will be required and supported to write clients' charters that inform the public on what services the office provides, how the service is provided, by whom and within what time limits. This will facilitate the service user to demand that the established channels and schedules be followed in the delivery of services. This will be part of the program and activities of the public Service Reform. At Sub-county and district levels these clients' charters will be translated in the local language to enable local people who may not understand English access the information and guidance.

Output 7: Ethics and integrity officers in each Ministry, Local government, and other government agencies

Support objective 7: To create champions of ethics and integrity values in each government body at every level to co-ordinate activities aimed at promoting ethics and integrity in the Public service.

One of the dilemmas faced in the work of promoting ethics and integrity in the Public service is finding credible champions who can confidently talk about ethics and integrity knowing that their behavior is not questionable on this issue. Public servants in Ministries, local governments and other government bodies who will be identified as ethically correct will be assigned as ethics and integrity officers in their places of work not only to advocate for ethical behavior but also to coordinate any activities geared towards ethics and integrity. These officers will be identified from among the serving officers and given training on their roles.

Annex:1

Outputs, Objectives, Activities, and Indicators

Output 1: National ethics and integrity value system:

Objective 1: To put in place a harmonized, nationally agreed understanding of ethics and integrity and a value system in the public service that meets both the positive expectations of the society and the requirements of a modern Public Service.

Activities:

1.1: Identify select and recruit consultants to facilitate the study and write a report on the national ethics and integrity system

1.2: Review the preliminary work on NIVES done by the department of ethics and Integrity

1.3: Conduct a study of the various cultures and traditions of Uganda in terms of the ethics and integrity values they cherish. This should be done involving District community leaders.

1.4: Conduct a study of the ethics and integrity values cherished by the Public service including the various commissions composing it (the Public Service Commission, the Judicial service commission, the Education service commission, the Health Service Commission, etc) and professional bodies such as the Chartered Accountants, Engineers, Lawyers, etc.

1.5: Write a report containing the ethics and integrity values determined by the study as they compare with the values required by the Public service. The report should make recommendations on which socio-cultural ethics and integrity values are in conformity with the requirements of the Public service and those that contradict it as well as

recommendations on what should be done to discourage the negative ones and integrate the positive one in a national ethics and integrity value system.

1.6: Organize events to discuss and validate the national ethics and integrity value system

1.7: Print, publish and disseminate the national ethics and integrity values

1.8: Translate print and publish the national ethics and integrity values into major local vernaculars (languages)

Success indicators

- Report of the study written and submitted
- National ethics and integrity value system written, debated by the relevant stakeholders and adopted and widely publicized.
- Translated versions (in local languages) of the National ethics and integrity values produced and disseminated.

Output 2: National ethics and integrity values systematically integrated in civic education (formal education and informal education)

Objective 2: To ensure that the entire education system (both formal and informal education) of the country including tertiary institutions nurtures citizens who cherish the agreed national ethics and integrity values

Activities:

2.1: Work with the National curriculum Development center and the Ministry of education to ensure that the **school syllabi and training materials** at all levels (kindergarten, primary, secondary, and tertiary) are reviewed and revised to include national ethics and integrity values.

2.2: In order to cater for officials and politicians already working in local governments, work with Ministry of Local government, the Uganda local authorities Association and the Ministry of Public service to integrate ethics and integrity values in the training programmes targeting local governments.

2.3: Work with the Uganda management Institute which is working out a comprehensive training programme on Local governance and urban management and integrate National ethics and integrity values in the **programme and training materials** and support local government officials to attend the training.

2.4: Work with the relevant institutions and design non-school adult education programmes and training materials that integrate the national ethics and integrity values.

Indicators:

- All syllabi in the school and education system reviewed and incorporating national ethics and integrity values.
- Training programmes and materials produced
- Number of local government officials and other Public servants trained in ethics and integrity.
- Non- school adult education programmes incorporating national ethics and integrity values in place and conducted
- Number of adults per Sub-county countrywide trained.

Output 3: Local Government Leadership Code of Conduct

Objective 3: To harmonize the National ethics and integrity values as well as the National Leadership code with the leadership rights, obligations and conduct of leaders in local authorities.

Activities

3.1: Conduct consultations with the Uganda Local Authorities Association to assess the progress of the design of the local governments' leadership code of conduct.

3.2: Support the Uganda Local Authorities Association to integrate the national ethics and integrity values into the Local Governments' leadership code of conduct.

3.3: Support the Local Authorities Association to Publish and Publicize the Local governments' leadership code of conduct in all local governments and local authorities as well as in all communities.

Indicators

A Local governments Leadership code of conduct harmonized with national ethics and integrity values and publicized in all local authorities as well as communities

Output 4: Professional discipline instilled among professionals in Central and Local Governments

Objective 4: To promote professional discipline in the Public Service as a way of discouraging unethical and unprincipled behavior

Activities:

4.1: Take stock and maintain records of professional bodies in the country and collect all their codes of ethics.

4.2: Conduct consultations with the professional bodies and Public Servants to discuss with them the modalities of encouraging Public servants to belong to them.

4.3: Work out with the Professional bodies and the Ministry of public service as well as local governments schedules to guide the progressive Professionalization of the Public Service.

Indicators:

- Data on the professional bodies in Uganda and their codes of ethics available
- Number of Public Servants belonging to their respective professional bodies

Output 5: Professional and disciplined Accountants, Auditors and Administrators in the Public Service.

Objective 5: To have professionally qualified accountants, auditors, and administrators in the Public Service who are also disciplined by their professional codes of ethics so as to minimize financial and administrative indiscipline in the Public Service both at Central and Local government levels.

Activities:

5.1: Conduct consultations putting together the Ministry of Ethics and Integrity, Ministry of Finance, the Local Authorities Association, the Institute of Chartered Accountants of Uganda, Uganda management Institute and Makerere University Business School to review the training in accounts and financial management offered vis a vis the requirements for being a member of the chartered institute at its different stages

5.2: Conduct a training needs assessment for all accounts personnel and auditors in local governments and determine who of them requires which level of training to be able to sit for the examinations of the chartered accountants.

5.3: Work out a schedule that will be followed to train all accounts personnel in local governments to enable them to become members of the professional body.

5.4: Support accounts personnel including auditors in local governments to train and sit for examinations to allow them belong to the institute.

Indicators

- Training needs assessment conducted and a comprehensive report submitted to Ministry of Finance and other relevant Ministries
- Number of accounts personnel and auditors trained and sitting for the professional examination
- Number of local governments personnel admitted into the professional body of chartered accountants

Output 6: Published Clients' Charters in every Public Service at central and local levels

Objective 6: To keep the public informed and guided about the type and modalities of services they expect to receive from the public sector and their obligations to local governments.

Activities:

6.1: Work with the Ministry of Public Service to review the Public Service Reform program to include a component on national ethics and integrity values

6.2: Support all Ministries, Departments, and local governments including sub-counties to write and publicize clients' charters.

6.3: Design and mount a public campaign (using radio programs) on the use of clients' charters and sensitize the public on utilizing the charters to demand for effective and timely service.

Indicators

- Public Service Reform program reviewed and incorporating national ethics and integrity values
- Number of organizations with clients' charters
- Number of radio Programs on the Clients' Charter aired.
- Public awareness of the use of Clients' charters

Output 7: Ethics and integrity officers in each Ministry, Local government, and other government agencies

Objective 7: To create champions of ethics and integrity values in each government body at every level to co-ordinate activities aimed at promoting ethics and integrity in the Public service.

Activities:

7.1: Conduct consultations to identify personnel in ministries, local governments, and other government agencies who are capable of serving as ethics and integrity officers

7.2: Design a training program incorporating national ethics and integrity values targeting the identified ethics and integrity officers

7.3: Conduct the training for the ethics and integrity officers.

Indicators

- Number of officers identified and trained as ethics and integrity officers to champion the promotion and advocacy for ethics and integrity

