



STATE HOUSE HEALTH MONITORING UNIT 5 YEARS ACHIEVEMENTS BRIEF

Financial Years 2020/21 – 2024/25 ♦ Five-Year Strategic Plan 2021/22 – 2025/26 ♦ All Regions of Uganda

KEY FIGURES

UGX 22.4bn Recovered | 4 Regions Monitored | 62 Districts Covered |

511 Facilities Monitored | 33 Ghost Facilities Deactivated | 110 Legal Cases |

7 Strategic Presidential Recommendations

STRENGTHENING UGANDA'S HEALTHCARE SYSTEM THROUGH ACCOUNTABILITY & MONITORING

Since its establishment in 2009, the State House Health Monitoring Unit (HMU) has played a critical role in strengthening Uganda's healthcare system by increasing accountability, monitoring service delivery, and exposing the misuse of public resources. Between Financial Year 2020/21 and FY 2024/25 — a period that included the COVID-19 pandemic and the implementation of the 5-Year Strategic Plan (2021/22–2025/26) — the HMU made transformational achievements across all regions of Uganda.

The HMU's interventions are grounded in five strategic health service areas: Human Resources for Health; Leadership and Governance for Health; Health Financing and Health Infrastructure; Health Service Delivery; and Access to Essential Medicines and Supplies. In executing its mandate, the Unit collaborates with a network of government entities and oversight bodies to ensure that public health resources reach the people they are intended to serve. The findings below are both Qualitative and Quantitative.

Over the five-year period, the HMU recovered medicines, equipment and finances worth a cumulative total of **UGX 22.39 billion** — demonstrating the scale of mismanagement and the critical importance of sustained independent monitoring of the health sector.

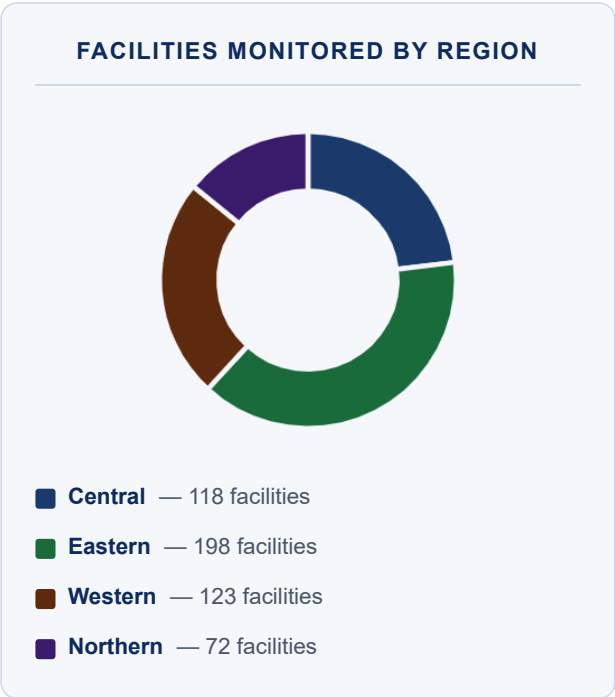
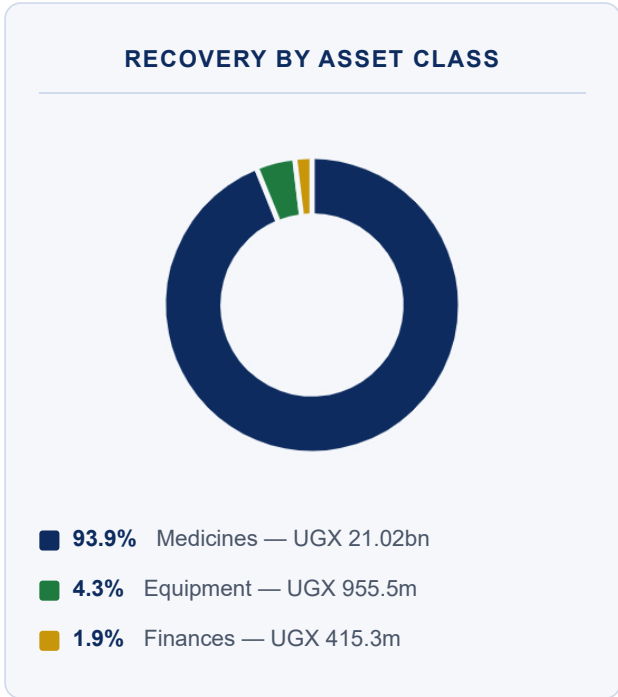
COLLABORATING GOVERNMENT PARTNERS

- 1 Uganda Police Force — Directorate of Criminal Investigations (DCI)
- 2 Inspectorate of Government (IGG)
- 3 Office of the Director of Public Prosecutions (ODPP)
- 4 Office of the Auditor General (OAG)
- 5 Ministry of Health (MoH)
- 6 Ministry of Local Government (MoLG)
- 7 Internal Security Organisation (ISO)

FIVE STRATEGIC HEALTH SERVICE AREAS

- Human Resources for Health
- Leadership & Governance for Health
- Health Financing & Health Infrastructure
- Health Service Delivery
- Access to Essential Medicines & Supplies

UGX 22.4bn Total recovered from theft & mismanagement	~120 Health facilities inspected annually	33 Ghost facilities deactivated (Ntungamo & Manafwa)	7 Presidential action recommendations submitted
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511
Total health facilities monitored (5 years)

66
Finance audits conducted across all regions

62
Medicines audits across all regions

110
Legal cases (court + investigations)

47
Community dialogues & radio shows held

REGIONAL PERFORMANCE SUMMARY AT A GLANCE

REGION	DISTRICTS MONITORED (TOTAL)	FACILITIES MONITORED	FINANCE AUDITS	MEDICINES AUDITS	KEY RECOVERY / IMPACT
● Central Uganda	17 districts 	118 facilities	11 audits	7 audits	UGX 20.5bn Mulago fraud case in court
● Eastern Uganda	21 districts 	198 facilities	21 audits	7 audits	UGX 2.05bn (FY 21/22) + UGX 1.16bn (FY 22/23)

REGION	DISTRICTS MONITORED (TOTAL)	FACILITIES MONITORED	FINANCE AUDITS	MEDICINES AUDITS	KEY RECOVERY / IMPACT
● Western Uganda	15 districts	123 facilities	20 audits	46 audits	UGX 1.013bn recovered — remitted to BoU Consolidated Fund
● Northern Uganda	9 districts	72 facilities	9 audits	1 audit	UGX 360m recovered · 12 absenteeism convictions

"The HMU's interventions have led to the recovery of drugs and equipment worth UGX 22.4 billion over the 5-year period, improved governance at three referral hospitals, deactivated 33 ghost health facilities, and catalysed a country-wide Public Human Resources Audit by the Office of the Auditor General."

— State House Health Monitoring Unit · Five-Year Performance Brief 2020/21–2024/25

ANNUAL RECOVERY TIMELINE — FY 2020/21 TO FY 2024/25

FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
UGX 20.33bn	UGX 395m	UGX 360m	UGX 771m	UGX 534m
Medicines: 20.07bn Equipment: 48.5m Finances: 212m	Medicines: 380m Equipment: 0.5m Finances: 14.9m	Medicines: 71.6m Equipment: 101m Finances: 187m	Medicines: 143m Equipment: 627m Finances: 1m	Medicines: 356m Equipment: 178.5m Finances: —

UGX 22.39_{bn} Grand total recovered — all five years	UGX 21.02_{bn} Stolen medicines seized & recovered	UGX 955.5_m Medical equipment recovered	UGX 415.3_m Unaccounted finances recovered
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REGIONAL ACHIEVEMENTS — MONITORING & OVERSIGHT

A. CENTRAL UGANDA	B. EASTERN UGANDA
FY 2020/21 3 Districts 5 Facilities 4 Finance Audits 1 Medicines Audit <i>Kampala, Wakiso, Kayunga. COVID-19 restrictions limited monitoring activities this year.</i>	FY 2020/21 3 Districts 3 Facilities 2 Finance Audits <i>Jinja, Mbale, Bugiri. COVID-19 restrictions limited monitoring activities this year.</i>
FY 2021/22 5 Districts 5 Facilities 3 Medical Legal Cases 6 Medicines Audits	FY 2021/22 2 Districts 47 Facilities 2 Finance Audits <i>Bugiri, Jinja. COVID-19 restrictions limited monitoring activities this year.</i>
	FY 2022/23

Buikwe, Kampala, Luwero, Nakaseke, Mubende. 6 newspaper articles.

FY 2022/23

4 Districts 38 Facilities 3 Finance Audits

Buikwe, Nakaseke, Kayunga, Wakiso. 1 community dialogue · 1 radio show.

FY 2023/24

5 Districts 70 Facilities 2 Dialogues

Wakiso, Mukono, Mityana, Gomba, Mpigi.

FY 2024/25

Central region was not covered in this financial year.

- **Mulago NRH (FY 2020/21):** Staffing at 56%. Over UGX 6.58bn in orders exceeded budget. UGX 811.6m in missing vouchers; UGX 543.4m unaccounted.
- **Entebbe RRH (FY 2023/24):** Critically low staffing at 18% (215/1,195).
- **Mukono GH:** UGX 265.9m in missing vouchers; UGX 260.9m unaccounted; only 29% staffing; no ICU or ambulance services.
- **Gomba DHO:** UGX 276.9m unaccounted for.
- **Kayunga Hospital:** UGX 30.15m in missing payment vouchers; UGX 64.7m unaccounted for.
- **Wakiso HCIV & DHO Office:** Investigated for financial irregularities; COVID-19 funds of UGX 32.95m unaccounted for.
- **Mulago fraud:** Fraudulent accounting worth UGX 20.5bn — case before court (*Uganda vs Byarugaba Bateraana & 9 others*).

💰 **FY 2023/24: Over UGX 691m recovered from theft of drugs and medical supplies**

2 Districts 7 Facilities 2 Finance Audits

1 Medicines Audit

Mbale, Tororo. 2 disseminations · 1 dialogue · 1 radio show.

FY 2023/24

7 Districts 68 Facilities 15 Finance Audits

Iganga, Buyende, Manafwa, Sironko, Jinja, Namutumba, Kamuli. 4 radio shows · 6 newspapers · 4 press briefs.

FY 2024/25

8 Districts 73 Facilities 6 Medicines Audits

5 Dialogues

Mbale, Mayuge, Kaliro, Luuka, Katakwi, Kumi, Ngora, Bukedea. 6 radio · 8 newspapers.

- **Jinja RRH:** UGX 147.3m missing vouchers; UGX 242.9m unaccounted. FY 2023/24: City lost UGX 803m, district lost UGX 1.08bn.
- **Mbale RRH:** UGX 5.5bn unaccounted for across FY 2020/21 to FY 2022/23
- **Namayingo:** UGX 300m worth of expired medicines found.
- **Iganga Hospital:** UGX 1.18bn unaccounted for.

💰 **FY 2021/22: UGX 2.05bn recovered · FY 2022/23: UGX 1.16bn recovered (incl. UGX 783m from stolen medical equipment) · Three staff placed on interdiction**

📍 C. WESTERN UGANDA

FY 2020/21

1 District 6 Facilities

Ibanda. 1 community dialogue · 1 radio talk show. COVID-19 restrictions limited monitoring activities this year.

FY 2021/22

4 Districts 14 Facilities

Hoima, Kabale, Masindi, Kakumiro. COVID-19 peak.

FY 2022/23

5 Districts 39 Facilities 10 Finance Audits

📍 D. NORTHERN UGANDA

FY 2020/21

1 District 1 Medicines Audit

Moyo — district stores audited.

FY 2021/22

3 Districts 23 Facilities 3 Finance Audits

Gulu, Kitgum, Otuke. COVID-19 restrictions limited monitoring activities this year.

FY 2022/23

3 Districts 29 Facilities 6 Finance Audits

2 Medicines Audits

Mbarara, Kabale, Ntungamo, Rukungiri, Kamwenge. 3 dialogues · 4 radio · 1 maternal audit.

FY 2023/24

2 Districts 20 Facilities 9 Finance Audits

Kitagwenda, Kamwenge. 1 dialogue · 1 radio show.

FY 2024/25

3 Districts 44 Facilities 44 Medicines Audits

Kanungu, Kisoro, Ibanda. 3 dialogues · 3 disseminations.

- **Kabale RRH:** Staffing at 64%; specialists at only 17%. UGX 828.9m poorly accounted for; drugs and lab reagents stolen.
- **Ntungamo:** Rampant absenteeism; theatre non-functional for 12 years; obsolete equipment scattered across the facility; no substantive DHO for the last five years.
- **Mbarara RRH:** Commendable audit of maternal deaths conducted — identified and addressed systemic gaps in maternal care.
- **Rukungiri District:** Flagged for staff misconduct and absenteeism; administrative action directed.
- **Kitagwenda:** UGX 813m unaccounted for — recovered and remitted to the Consolidated Fund at BoU. An additional UGX 200m mismanaged under “Force Account” was also recovered.
- **Masindi:** No substantive DHO since 2019; COVID-19 medical theft reported FY 2021/22.

📌 Kitagwenda: UGX 1.013bn recovered & remitted

Agago, Lira, Gulu. 3 disseminations · 3 radio shows · 1 newspaper.

FY 2023/24

2 Districts 20 Facilities

Pader, Nwoya. 2 disseminations · 1 radio show.

FY 2024/25

Northern region was not covered in this financial year.

- **Gulu RRH:** Staff absenteeism; leadership weaknesses; under-equipped mortuary.
- **Kitgum GH:** Shoddy rehabilitation — UGX 300m wasted; failed water tank installation — UGX 20.5m lost.
- **Omugo HCIV (West Nile):** Functional theatre operational but poor storekeeping practices recorded.
- **Tororo GH:** X-ray equipment non-functional for 14+ years; theatre services hampered.
- **Manafwa District:** No DHO since 2021; political interference in appointments rampant.
- **Legal outcomes:** 12 convictions for absenteeism/neglect of duty; impersonation of staff investigated; 32 cases in court; 63 cases under investigation. UGX 360m recovered — remitted to Consolidated Account.

📌 UGX 360m recovered & remitted · 12 convictions secured

STRATEGIC RECOMMENDATIONS FOR PRESIDENTIAL ACTION

1 Centralised DHO Appointment

PROBLEM

Political interference and negligence by District Service Commissions have crippled recruitment of competent DHOs e.g. in Masindi, Iganga, Manafwa and others.

RECOMMENDATION

Issue an Executive Order authorising centralised DHO recruitment under the Ministry of Health.

2 Specialised Health Sector Magistrates

PROBLEM

Prosecution of health sector crimes is slow and deprioritised. Delays allow culprits to evade justice and lead to expiry of stolen medicines.

RECOMMENDATION

Direct the Judiciary to designate at least four magistrates to handle health-related criminal and corruption cases, working with HMU, DPP and anti-corruption agencies.

3 Recovery & Titling of Health Facility Land

PROBLEM

Many facilities lack land titles (Entebbe RRH, Mulago NH, Gomba, Jinja), making them vulnerable to encroachment and unable to expand.

RECOMMENDATION

Issue an Executive Order to gazette and title all government health facility land; direct the Ministry of Lands to work with HMU and MoH within a defined timeline.

4

Establish Regional Ministry of Health Offices

PROBLEM

Centralised MoH oversight is ineffective in maintaining full-time coverage of over 146 districts.

RECOMMENDATION

Direct the regionalisation of health oversight through creation of official Health Regions that do not conform to geographic regions, each with a dedicated MoH satellite office to improve supervision and response.

5

Infrastructure & Human Resource Development

PROBLEM

Regional facilities lack critical infrastructure — ICUs, functional theatres, mortuaries, staff housing. Entebbe RRH staffing stands at only 18%.

RECOMMENDATION

Launch a presidential initiative for infrastructure upgrades, equipment acquisition, and a nationwide training-and-retention strategy for specialists.

6

Strengthen National HMIS

PROBLEM

Fragmented data systems across ministries hinder real-time decision-making, limit transparency and obscure performance monitoring.

RECOMMENDATION

Direct MoH to consolidate and modernise the HMIS with full digital integration across all public, private and regional facilities, linked to HMU oversight systems. Urgently fill gaps in IT Officer positions to streamline health data collection and collation across general Hospitals and District Local Governments (DLGs).

7

Equip Health Training Institutions

PROBLEM

The pipeline for health professionals is inadequate. Training institutions lack laboratories, staff and equipment needed to produce competent workers.

RECOMMENDATION

Launch a presidential programme to expand and retool health training institutions — upgrading infrastructure, increasing funding and reforming curricula to current clinical needs. Ensure standardised entry criteria for private and public health training institutions.

"These recommendations are not just administrative — they are life-saving interventions. With a firm hand from Your Excellency, Uganda's health system can shift from crisis to resilience. The HMU is ready to support implementation and accountability at every level."

— State House Health Monitoring Unit · 2025