#### VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Quarter 3

#### V1: Summary of Issues in Budget Execution

Table V1.1: Overview of Vote Expenditures (UShs Billion)

		Approved Budget	Revised Budget	Released by End Q3	Spent by End Q3	% Budget Released	% Budget Spent	% Releases Spent
D	Wage	0.985	0.985	0.738	0.393	75.0 %	40.0 %	53.3 %
Recurrent	Non-Wage	7.698	7.698	5.405	4.420	70.0 %	57.4 %	81.8 %
Dont	GoU	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
Devt.	Ext Fin.	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
	GoU Total	8.683	8.683	6.143	4.813	70.8 %	55.4 %	78.3 %
Total GoU+Ex	t Fin (MTEF)	8.683	8.683	6.143	4.813	70.8 %	55.4 %	78.3 %
	Arrears	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
	<b>Total Budget</b>	8.683	8.683	6.143	4.813	70.8 %	55.4 %	78.3 %
	A.I.A Total	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
	<b>Grand Total</b>	8.683	8.683	6.143	4.813	70.8 %	55.4 %	78.3 %
Total Vote Bud	get Excluding Arrears	8.683	8.683	6.143	4.813	70.8 %	55.4 %	78.3 %

# VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Table V1.2: Releases and Expenditure by Programme and Sub-SubProgramme\*

Billion Uganda Shillings	Approved Budget	Revised Budget	Released by End Q3	Spent by End Q3	% Budget Released	% Budget Spent	%Releases Spent
Programme:01 Agro-Industrialization	0.000		0.000	0.000	0.0 %	0.0 %	0.0%
Sub SubProgramme:01 Overseas Mission Services	0.000		0.000	0.000	0.0 %	0.0 %	0.0%
Programme:04 Manufacturing	0.000		0.000	0.000	0.0 %	0.0 %	0.0%
Sub SubProgramme:01 Overseas Mission Services	0.000		0.000	0.000	0.0 %	0.0 %	0.0%
Programme:05 Tourism Development	0.100	0.100	0.075	0.072	75.0 %	72.4 %	96.6%
Sub SubProgramme:01 Overseas Mission Services	0.100	0.100	0.075	0.072	75.0 %	72.4 %	96.6%
Programme:07 Private Sector Development	0.000		0.000	0.000	0.0 %	0.0 %	0.0%
Sub SubProgramme:01 Overseas Mission Services	0.000		0.000	0.000	0.0 %	0.0 %	0.0%
Programme:15 Community Mobilization And Mindset Change	0.000		0.000	0.000	0.0 %	0.0 %	0.0%
Sub SubProgramme:01 Overseas Mission Services	0.000		0.000	0.000	0.0 %	0.0 %	0.0%
Programme:16 Governance And Security	7.983	7.983	6.068	4.740	76.0 %	59.4 %	78.1%
Sub SubProgramme:01 Overseas Mission Services	7.983	7.983	6.068	4.740	76.0 %	59.4 %	78.1%
Programme:18 Development Plan Implementation	0.600	0.600	0.000	0.000	0.0 %	0.0 %	0.0%
Sub SubProgramme:01 Overseas Mission Services	0.600	0.600	0.000	0.000	0.0 %	0.0 %	0.0%
Total for the Vote	8.683	8.683	6.143	4.812	70.8 %	55.4 %	78.3 %

#### VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Table V1.3: High Unspent Balances and Over-Expenditure in the Approved Budget (Ushs Bn)

(i) Major uns	spent balances	
Department	s , Projects	
Programme	:16 Governance	And Security
Sub SubProg	gramme:01 Ove	rseas Mission Services
Sub Program	nme: 01 Institut	ional Coordination
0.933	Bn Shs	Department : 001 Embassy in Kuala Lumpur, Malaysia
	Reason	: Funds earmarked for Uganda Malaysia Expo in Q4
Items		
0.060	UShs	222001 Information and Communication Technology Services.
		Reason: ICT Related Expenses for the Expo
0.087	UShs	221007 Books, Periodicals & Newspapers
		Reason: Funds committed to Printing of Promotional Materials
0.070	UShs	221011 Printing, Stationery, Photocopying and Binding
		Reason: Funds earmarked for Uganda Malaysia Expo in Q4
0.013	UShs	221008 Information and Communication Technology Supplies.
		Reason: Funds earmarked for ICT Supplies, procurement ongoing
0.014	UShs	223005 Electricity
		Reason: Processing of Payments ongoing

# VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

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#### V2: Performance Highlights

#### Table V2.1: PIAP outputs and output Indicators

Programme:05 Tourism Development			
SubProgramme:01 Marketing and Promotion			
Sub SubProgramme:01 Overseas Mission Services			
Department:001 Embassy in Kuala Lumpur, Malaysia			
Budget Output: 120009 Tourism Promotion			
PIAP Output: 05050301 Brand manual, logos, slogans and materi			
Programme Intervention: 050503 Review and implement a nation segments by:	nal tourism marketing	strategy targeting b	oth elite and mass tourism
PIAP Output Indicators	<b>Indicator Measure</b>	Planned 2024/25	Actuals By END Q 3
Number of 360 roll-out campaigns done in the regional and international source markets	Number	04	0
Number of tourism exhibitions organized	Number	1	1
Number of tourism exhibitions participated in	Number	7	5
Number of online Adverts in different media (print ant and online)	Number	18	1
PIAP Output: 05050302 Market Destination Representative firms	s hired and deployed in	n key markets	
Programme Intervention: 050503 Review and implement a nation segments by:	nal tourism marketing	strategy targeting b	oth elite and mass tourism
PIAP Output Indicators	<b>Indicator Measure</b>	Planned 2024/25	Actuals By END Q 3
Number of MDR firms contracted in key source markets	Number	04	01
PIAP Output: 05050401 Ugandan diplomats and Visa/consular st	aff trained to support	tourism marketing a	and handling and in customer car
Programme Intervention: 050504 Upgrade handling and negotiat	ion capacity of frontie	r services and foreig	n intermediaries
Programme Intervention: 050504 Upgrade handling and negotiat PIAP Output Indicators	ion capacity of frontie Indicator Measure	_	n intermediaries  Actuals By END Q 3
		_	
PIAP Output Indicators  Number of Ugandan diplomats and Visa /consular staff trained to support tourism marketing and handling and in customer care (all missions abroad)  Number of Uganda tour operators linked with counterparts in	Indicator Measure	Planned 2024/25	Actuals By END Q 3
PIAP Output Indicators  Number of Ugandan diplomats and Visa /consular staff trained to support tourism marketing and handling and in customer care (all	Indicator Measure Number	Planned 2024/25	Actuals By END Q 3

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Number of Agric farm tours organized

Number of potential investors profiled

Number of investment missions organized

Number of Ugandan diaspora engagements held

Number of Uganda Diaspora registers produced

Number of partnership in STI established/attracted

Number of Ugandans in the diaspora engaged to promote products

Quarter 3

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Programme:16 Governance And Security			
SubProgramme:01 Institutional Coordination			
Sub SubProgramme:01 Overseas Mission Services			
Department:001 Embassy in Kuala Lumpur, Malaysia			
Budget Output: 000014 Administrative and Support Services			
PIAP Output: 16060501 Administration support services provide	ed		
Programme Intervention: 160605 Undertake financing and adm	inistration of programr	ne services	
PIAP Output Indicators	<b>Indicator Measure</b>	Planned 2024/25	Actuals By END Q 3
Number of reports prepared	Number	16	12
Programme:18 Development Plan Implementation	,	•	
SubProgramme:02 Resource Mobilization and Budgeting			
Sub SubProgramme:01 Overseas Mission Services			
Department:001 Embassy in Kuala Lumpur, Malaysia			
Budget Output: 560009 Cooperation frameworks and Development	Assisstance		
PIAP Output: 18010901 Bilateral and multilateral resources for	national development s	ourced	
Programme Intervention: 180109 Expand financing beyond the	traditional sources		
PIAP Output Indicators	<b>Indicator Measure</b>	Planned 2024/25	Actuals By END Q 3
Value (USD Million) of bilateral and multilateral resources for national development	Value	50 USD Million	USD 50m
Data mapping tool completed	Process	Yes	yes
Number of products mapped in the product mapping tool	Number	5	5
Number of business linkages Established	Number	5	3
Number of Uganda products introduced on the market	Number	1	2
Number of bilateral trade cooperation engagements undertaken	Number	1	3
Number of letters of intent initiated/ concluded	Number	2	1
Number of investment opportunities initiated.	Number	2	2

Number

Number

Number

Number

Number

Number

Number

10

5

25

0

5

2

25

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Quarter 3

Programme: 18 Develo	pment Plan	<b>Implementation</b>

SubProgramme:02 Resource Mobilization and Budgeting

Sub SubProgramme:01 Overseas Mission Services

#### Department:001 Embassy in Kuala Lumpur, Malaysia

Budget Output: 560009 Cooperation frameworks and Development Assisstance

#### PIAP Output: 18010901 Bilateral and multilateral resources for national development sourced

Programme Intervention: 180109 Expand financing beyond the traditional sources

PIAP Output Indicators	<b>Indicator Measure</b>	Planned 2024/25	Actuals By END Q 3
Number of Scholarships/training opportunities sourced for Ugandans	Number	50	03
Numbers of letters of intent for partnerships acquired	Number	3	1
Number of STI partnershp MoUs initiated	Number	3	1
Number of companies for knowledge/technology transfer engaged	Number	1	1
Number of engagements with Ambassadors	Number	4	4
Number of engagements with Chamber of Commerce	Number	4	4
Number of ECD facilitating equipment procured (laptops, Coffee making machine.)	Number	3	3
Number of staff trained in ECD promotion	Number	10	10
No. of ECD Technical assistants hired	Number	1	0

#### VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Quarter 3

#### Performance highlights for the Quarter

Uganda recorded USD 138.43M in imports and USD 78.11M in exports with ASEAN, showing a trade deficit of USD 60.32M (BoU).

Credential presentation preparations to Indonesia and Brunei are ongoing.

Secured 3 scholarships from regional educational institutions.

Issued 6 Certificates of Identity to Ugandans in Diaspora (1 male, 5 female).

MoU draft template for cooperation between the Malaysian National Chamber of Commerce and Ugandan counterparts sent to Kampala.

Billboards and adverts for the Uganda-Malaysia Forum and Expo 2025 launched.

Participated in the media launch for the Uganda-Malaysia Forum & Expo 2025.

Took part in Malaysia Tourism Expo – MATTA FAIR (Sembilan & Seremban).

Petronas offered a 3-month, 1-week training program at INSTEP for refinery engineers (May 3 – Aug 9, 2025).

Received application for certification of certificate of good conduct for Mpanja Elizabeth (A00934340).

Visited a distressed Ugandan at KLIA police station over dual passport issue and allegations of forgery.

Visited two Ugandans in deportation camp (Bukit Jalil).

URSB & UIA engaged Ugandan teachers in Thailand forming a SACCO to invest in Uganda; formalization ongoing.

Arranged meeting for HoM with CEO Halal Development for mutual cooperation.

Facilitated meeting between HoM and President of Timor Leste Authority regarding Ankole cow exportation; HoM invited to Timor Leste.

Under ECD, the Mission undertook branding to boost visibility and promote tourism and investment potential. Procured:

- 3 televisions
- 3 laptops
- 1 coffee machine
- 1 camera

Investment booklets and business cards

Prepared and submitted Ministerial Policy Statement for FY 2025/26.

Prepared and submitted Half-Year Accounts for FY 2024/25 to MoFPED.

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#### Variances and Challenges

Some activities under ECD especially the Business Forum and Expo were pushed to Q4 due to need for approvals and red tape from the Countries of Accreditation.

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#### V3: Details of Releases and Expenditure

Table V3.1: GoU Releases and Expenditure by Budget Output\*

Billion Uganda Shillings	Approved Budget	Revised Budget	Released by End Q3	Spent by End Q3	% GoU Budget Released	% GoU Budget Spent	% GoU Releases Spent
Programme:05 Tourism Development	0.100	0.100	0.075	0.072	75.0 %	72.4 %	96.6 %
Sub SubProgramme:01 Overseas Mission Services	0.100	0.100	0.075	0.072	75.0 %	72.4 %	96.6 %
120009 Tourism Promotion	0.100	0.100	0.075	0.072	75.0 %	72.4 %	96.0 %
Programme:16 Governance And Security	7.983	7.983	6.068	4.740	76.0 %	59.4 %	78.1 %
Sub SubProgramme:01 Overseas Mission Services	7.983	7.983	6.068	4.740	76.0 %	59.4 %	78.1 %
000014 Administrative and Support Services	7.983	7.983	6.068	4.740	76.0 %	59.4 %	78.1 %
Total for the Vote	8.083	8.683	6.143	4.812	76.0 %	59.5 %	78.3 %

# VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Table V3.2: GoU Expenditure by Item 2024/25 GoU Expenditure by Item

Billion Uganda Shillings	Approved Budget	Revised Budget	Released by End Q3	Spent by End Q3	% GoU Budget Released	% GoU Budget Spent	% GoU Releases Spent
211102 Contract Staff Salaries	0.985	0.985	0.738	0.393	75.0 %	39.9 %	53.2 %
211106 Allowances (Incl. Casuals, Temporary, sitting allowances)	3.050	3.050	2.221	1.643	72.8 %	53.8 %	74.0 %
212101 Social Security Contributions	0.038	0.038	0.029	0.032	75.0 %	84.2 %	112.3 %
212102 Medical expenses (Employees)	0.177	0.177	0.133	0.089	75.0 %	50.0 %	66.7 %
221001 Advertising and Public Relations	0.464	0.464	0.348	0.358	75.0 %	77.3 %	103.0 %
221002 Workshops, Meetings and Seminars	0.258	0.258	0.194	0.159	75.0 %	61.8 %	82.4 %
221003 Staff Training	0.088	0.088	0.066	0.017	75.0 %	19.0 %	25.3 %
221007 Books, Periodicals & Newspapers	0.172	0.172	0.129	0.043	75.0 %	24.7 %	32.9 %
221008 Information and Communication Technology Supplies.	0.036	0.036	0.027	0.013	75.0 %	37.5 %	50.0 %
221009 Welfare and Entertainment	0.167	0.167	0.035	0.039	21.0 %	23.2 %	110.3 %
221010 Special Meals and Drinks	0.344	0.344	0.258	0.253	75.0 %	73.6 %	98.2 %
221011 Printing, Stationery, Photocopying and Binding	0.259	0.259	0.153	0.082	59.0 %	31.8 %	53.9 %
221012 Small Office Equipment	0.005	0.005	0.004	0.003	75.0 %	50.0 %	66.7 %
221014 Bank Charges and other Bank related costs	0.001	0.001	0.000	0.000	75.0 %	50.0 %	66.7 %
222001 Information and Communication Technology Services.	0.202	0.202	0.152	0.091	75.0 %	45.1 %	60.1 %
222002 Postage and Courier	0.010	0.010	0.008	0.005	75.0 %	50.0 %	66.7 %
223003 Rent-Produced Assets-to private entities	1.205	1.205	0.904	0.856	75.0 %	71.1 %	94.8 %
223005 Electricity	0.050	0.050	0.037	0.024	75.0 %	47.5 %	63.3 %
223006 Water	0.004	0.004	0.003	0.002	75.0 %	50.0 %	66.7 %
223007 Other Utilities- (fuel, gas, firewood, charcoal)	0.002	0.002	0.002	0.001	75.0 %	50.0 %	66.7 %
224011 Research Expenses	0.072	0.072	0.000	0.000	0.0 %	0.0 %	0.0 %
225101 Consultancy Services	0.133	0.133	0.021	0.014	15.8 %	10.5 %	66.7 %
226001 Insurances	0.013	0.013	0.010	0.007	75.0 %	50.0 %	66.7 %
227001 Travel inland	0.480	0.480	0.360	0.413	75.0 %	86.1 %	114.8 %
227002 Travel abroad	0.122	0.122	0.092	0.089	75.0 %	73.3 %	97.8 %
227003 Carriage, Haulage, Freight and transport hire	0.048	0.048	0.036	0.036	75.0 %	74.2 %	98.9 %
227004 Fuel, Lubricants and Oils	0.262	0.262	0.159	0.115	60.7 %	43.9 %	72.3 %

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Billion Uganda Shillings	Approved Budget	Revised Budget	Released by End Q3	Spent by End Q3	% GoU Budget Released	% GoU Budget Spent	% GoU Releases Spent
228002 Maintenance-Transport Equipment	0.020	0.020	0.015	0.020	75.0 %	97.9 %	130.6 %
228003 Maintenance-Machinery & Equipment Other than Transport Equipment	0.017	0.017	0.013	0.017	75.0 %	97.8 %	130.4 %
Total for the Vote	8.683	8.683	6.143	4.812	70.8 %	55.4 %	78.3 %

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Table V3.3: Releases and Expenditure by Department and Project\*

Billion Uganda Shillings	Approved Budget	Revised Budget	Released by End Q3	Spent by End Q3	% GoU Budget Released	% GoU Budget Spent	% GoU Releases Spent
Programme:01 Agro-Industrialization	0.000		0.000	0.000	0.00 %	0.00 %	0.00 %
Sub SubProgramme:01 Overseas Mission Services	0.000	0.100	0.075	0.072	0.00 %	0.00 %	96.6 %
Departments							
N/A							
Development Projects							
N/A							
Programme:04 Manufacturing	0.000		0.000	0.000	0.00 %	0.00 %	0.00 %
Sub SubProgramme:01 Overseas Mission Services	0.000	0.100	0.075	0.072	0.00 %	0.00 %	96.6 %
Departments							
N/A							
Development Projects							
N/A							
Programme:05 Tourism Development	0.100	0.100	0.075	0.072	75.00 %	72.41 %	96.55 %
Sub SubProgramme:01 Overseas Mission Services	0.000	0.100	0.075	0.072	0.00 %	0.00 %	96.6 %
Departments							
001 Embassy in Kuala Lumpur, Malaysia	0.100	0.100	0.075	0.072	75.0 %	72.0 %	96.0 %
Development Projects	<u>'</u>		<u> </u>		<u>'</u>	<u>'</u>	
N/A							
Programme:15 Community Mobilization And Mindset Change	0.000		0.000	0.000	0.00 %	0.00 %	0.00 %
Sub SubProgramme:01 Overseas Mission Services	0.000	0.100	0.075	0.072	0.00 %	0.00 %	96.6 %
Departments							
N/A							
Development Projects							
N/A							
Programme:16 Governance And Security	7.983	7.983	6.068	4.740	76.02 %	59.38 %	78.11 %
Sub SubProgramme:01 Overseas Mission Services	0.000	0.100	0.075	0.072	0.00 %	0.00 %	96.6 %
Departments							
001 Embassy in Kuala Lumpur, Malaysia	7.983	7.983	6.068	4.740	76.0 %	59.4 %	78.1 %
Development Projects							

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Billion Uganda Shillings	Approved Budget	Revised Budget	Released by End Q3	Spent by End Q3	% GoU Budget Released	% GoU Budget Spent	% GoU Releases Spent
Programme:16 Governance And Security	7.983	7.983	6.068	4.740	76.02 %	59.38 %	78.11 %
N/A							
Programme:18 Development Plan Implementation	0.600	0.600	0.000	0.000	0.00 %	0.00 %	0.00 %
Sub SubProgramme:01 Overseas Mission Services	0.000	0.100	0.075	0.072	0.00 %	0.00 %	96.6 %
Departments							
001 Embassy in Kuala Lumpur, Malaysia	0.600	0.600	0.000	0.000	0.0 %	0.0 %	0.0 %
Development Projects							
N/A							
Total for the Vote	8.683	8.683	6.143	4.812	70.8 %	55.4 %	78.3 %

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Table V3.4: External Financing Releases and Expenditure by Sub-SubProgramme and Project

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#### **Quarter 3: Outputs and Expenditure in the Quarter**

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Reasons for Variation in performance
Programme:05 Tourism Development		
SubProgramme:01 Marketing and Promotion		
Sub SubProgramme:01 Overseas Mission Services		
Departments		
Department:001 Embassy in Kuala Lumpur, Malaysia		
Budget Output:120009 Tourism Promotion		
PIAP Output: 05050301 Brand manual, logos, slogans a	and materials developed, produced and rolled out.	
Programme Intervention: 050503 Review and impleme segments by:	nt a national tourism marketing strategy targeting both el	ite and mass tourism
Continue activities that promote brand Uganda together with Uganda Tourism Board	Launched the Uganda Malaysia Expo and Forum in Kampala	
	Engaged with Virtue Arts on opening Social media Pages for the Expo	
	Hosted a staff from MoFA, to re-engineer the Mission Website to sell Uganda.	
PIAP Output: 05050401 Ugandan diplomats and Visa/c	onsular staff trained to support tourism marketing and ha	ndling and in customer care.
Programme Intervention: 050504 Upgrade handling an	d negotiation capacity of frontier services and foreign inte	rmediaries
Awareness of Uganda's tourism potential in Malaysia created through Media Engagements	Adverts and Bill boards for Uganda Malaysia Forum and Expo 2025 Launched.	
	Participated in the Media launch for the Uganda-Malaysia Business forum and expo 2025.	
Participation in One 1 Tourism Expo in Malaysia or other Area of Accreditation.	Participated in the Malaysia Tourism Expo - MATTA FAIR Sembilan & Seremban.	
	Activity to be handled in Q4	
<b>Expenditures incurred in the Quarter to deliver output</b>	s	UShs Thousand
Item		Spent
221001 Advertising and Public Relations		34,913.884
	Total For Budget Output	34,913.884
	Wage Recurrent	0.000
	Non Wage Recurrent	34,913.884

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Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Reasons for Variation in performance
	Arrears	0.000
	AIA	0.000
	Total For Department	34,913.884
	Wage Recurrent	0.000
	Non Wage Recurrent	34,913.884
	Arrears	0.00
	AIA	0.000
Develoment Projects		
N/A		
Programme:16 Governance And Security		
SubProgramme:01 Institutional Coordination		
Sub SubProgramme:01 Overseas Mission Services		
Departments		
Department:001 Embassy in Kuala Lumpur, Malaysia		
Budget Output:000014 Administrative and Support Serv	ices	
PIAP Output: 16060501 Administration support services	provided	
Programme Intervention: 160605 Undertake financing a	nd administration of programme services	
	N/A	
Mission Ministerial Policy Statement FY 25/26 FY 2025/26 prepared and submitted.	Ministerial Policy Statement FY 2025/26 Prepared and Submitted.	
Payments processed in a timely manner	Payments processed in a timely manner.	
At least 01 bilateral engagement Coordinated	01 Bilateral Meeting held with Malaysia Gov't for preparation of the Expo.	
Annual Subscription - Africa Diplomatic Group made.	Annual Subscription - Africa Diplomatic Group made.	
Half Year Accounts FY 2024 – 25 prepared and submitted	Half Year Accounts for FY 2024/25 Prepared and Submitted to MoFPED.	
Credentials of Head of Mission presented in 1 Area of Accreditation	Preparations for Presentation of Credentials to Indonesia and Brunei are ongoing	
Official visits for Ugandan delegates coordinated.	Official visits for Ugandan delegates coordinated.	
	Budget Framework Paper & Ministerial Policy Statement FY 2025/26 Prepared and Submitted.	
	Activity pushed to Q4	

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Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Reasons for Variation in performance
PIAP Output: 16060501 Administration support service	s provided	
Programme Intervention: 160605 Undertake financing a	and administration of programme services	
Quarterly Performance Report of Previous Quarter Prepared and Submitted	Quarterly Performance Report for Q2 Prepared and Submitted to MoFPED.	
Quarterly Procurement Reports Prepared and Submitted to PPDA	Quarterly Procurement Reports Prepared and Submitted to PPDA	
	03 Consular Visits Registered;	
	Visited Hadijah Nabweteme at Sungai Udang prison.	
	Visted a distressed Ugandan at KLIA police station. Over issue of duo passport and claim that either of the passport in use was forged	
	Visted two Ugandans in deportation camp in Bukit Jalil	
At least 3 Scholarships obtained from Education Institutions secured.	At least 3 Scholarships obtained from Education Institutions secured.	
	Petronas offered customized 3 months and one week training program for refinery operation Engineers at INSTEP from 3rd May to 9th August 2025.	
Certificates of Identity Issued to Ugandans in Diaspora	06 Certificates of Identity Issued (01 Male, 05 Female) to Ugandans in Diaspora	
05 trade fares and Exhibitions	To be handled in Q4	
03 Signed MOUs and Memoranda		
03 Promotional Campaigns Managed	Participated in the Media launch for the Uganda-Malaysia Business forum and expo 2025.	
1 Tourism Expo Organised or Attended	Attended the MATTA Fair Malaysia Tourism Expo - Seremban.	
05 Business Forums Cordinated	01 Business Forum	
All correspondencies relating to trade issues handled	Draft template for the MoU between National Chamber of Commerce of Malaysia to guide on the cooperation with the Ugandan counterparts.	
	UTP and Uganda draft MoU sent to Uganda for review	

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Reasons for Variation in performance
PIAP Output: 16060501 Administration support servic	es provided	
Programme Intervention: 160605 Undertake financing	and administration of programme services	
03 Ugandan Agencies Coordinated to streamline export import processes	URSB and UIA coordinated to address the group of teachers of Thailand who have organized themselves and want to invest in Uganda in financial services (SACCO). The group is in touch with URSB and they working on the formalities.  Coordinated NIRA and UIA for diaspora	
10 Mission Staff Trained on ECD		
Expenditures incurred in the Quarter to deliver output	ts	UShs Thousand
Item		Spent
211102 Contract Staff Salaries		143,159.962
211106 Allowances (Incl. Casuals, Temporary, sitting allow	wances)	474,249.885
212101 Social Security Contributions		17,623.267
221001 Advertising and Public Relations		108,572.249
221002 Workshops, Meetings and Seminars		66,630.499
221009 Welfare and Entertainment		15,306.024
221010 Special Meals and Drinks		81,510.384
221011 Printing, Stationery, Photocopying and Binding		45,038.438
222001 Information and Communication Technology Serv	vices.	11,478.864
223003 Rent-Produced Assets-to private entities		255,647.376
227001 Travel inland		173,688.641
227002 Travel abroad		28,495.613
227003 Carriage, Haulage, Freight and transport hire		11,658.304
227004 Fuel, Lubricants and Oils		10,823.825
228002 Maintenance-Transport Equipment		9,670.381
228003 Maintenance-Machinery & Equipment Other than	Transport Equipment	8,133.097
	Total For Budget Output	1,461,686.809
	Wage Recurrent	143,159.962
	Non Wage Recurrent	1,318,526.847
	Arrears	0.000
	AIA	0.000

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Reasons for Variation in performance
	Total For Department	1,461,686.809
	Wage Recurrent	143,159.962
	Non Wage Recurrent	1,318,526.847
	Arrears	0.000
	AIA	0.000
Develoment Projects		
N/A		
	GRAND TOTAL	1,496,600.693
	Wage Recurrent	143,159.962
	Non Wage Recurrent	1,353,440.731
	GoU Development	0.000
	External Financing	0.000
	Arrears	0.000
	AIA	0.000

# VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Quarter 3

#### **Quarter 3: Cumulative Outputs and Expenditure by End of Quarter**

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter
Programme:05 Tourism Development	
SubProgramme:01 Marketing and Promotion	
Sub SubProgramme:01 Overseas Mission Services	
Departments	
Department:001 Embassy in Kuala Lumpur, Malaysia	
Budget Output:120009 Tourism Promotion	
PIAP Output: 05050301 Brand manual, logos, slogans and materials	developed, produced and rolled out.
Programme Intervention: 050503 Review and implement a national segments by:	tourism marketing strategy targeting both elite and mass tourism
Influence Tourist Arrivals and Value in ASEAN	Launched the Uganda Malaysia Expo and Forum in Kampala
	Engaged with Virtue Arts on opening Social media Pages for the Expo
	Hosted a staff from MoFA, to re-engineer the Mission Website to sell
	Uganda.
Programme Intervention: 050504 Upgrade handling and negotiation	trained to support tourism marketing and handling and in customer care.  capacity of frontier services and foreign intermediaries
	trained to support tourism marketing and handling and in customer care.
Programme Intervention: 050504 Upgrade handling and negotiation	trained to support tourism marketing and handling and in customer care.  capacity of frontier services and foreign intermediaries  Adverts and Bill boards for Uganda Malaysia Forum and Expo 2025
Programme Intervention: 050504 Upgrade handling and negotiation	trained to support tourism marketing and handling and in customer care.  capacity of frontier services and foreign intermediaries  Adverts and Bill boards for Uganda Malaysia Forum and Expo 2025 Launched.  Participated in the Media launch for the Uganda-Malaysia Business forum
Programme Intervention: 050504 Upgrade handling and negotiation  Awareness of Uganda's tourism potential in Malaysia created  Participation in at least 4 Tourism Expos across Malaysia and Areas of	trained to support tourism marketing and handling and in customer care.  capacity of frontier services and foreign intermediaries  Adverts and Bill boards for Uganda Malaysia Forum and Expo 2025 Launched.  Participated in the Media launch for the Uganda-Malaysia Business forum and expo 2025.  Participated in the Malaysia Tourism Expo - MATTA FAIR Sembilan &
Programme Intervention: 050504 Upgrade handling and negotiation  Awareness of Uganda's tourism potential in Malaysia created  Participation in at least 4 Tourism Expos across Malaysia and Areas of	trained to support tourism marketing and handling and in customer care.  capacity of frontier services and foreign intermediaries  Adverts and Bill boards for Uganda Malaysia Forum and Expo 2025 Launched.  Participated in the Media launch for the Uganda-Malaysia Business forum and expo 2025.  Participated in the Malaysia Tourism Expo - MATTA FAIR Sembilan & Seremban.  23 Tour Operators from Asia (10 Thailand, 7 Vietnam, 4 Indonesia and 1 Philippines) went to a Familiarization tour

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Annual Planned Outputs		Cumulative Outputs Achieved by End	l of Quarter
Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs		UShs Thousand	
Item			Spen
221001 Advertising and Public Relations			72,413.884
	Total For E	Budget Output	72,413.884
	Wage Recu	rrent	0.000
	Non Wage l	Recurrent	72,413.884
	Arrears		0.000
	AIA		0.000
	Total For I	<b>D</b> epartment	72,413.884
	Wage Recu	rrent	0.000
	Non Wage l	Recurrent	72,413.884
	Arrears		0.000
	AIA		0.000
Development Projects			
N/A			
Programme:16 Governance And Security			
SubProgramme:01 Institutional Coordination	on		
Sub SubProgramme:01 Overseas Mission S	ervices		
Departments			
Department:001 Embassy in Kuala Lumpur	; Malaysia		
Budget Output:000014 Administrative and	Support Services		
PIAP Output: 16060501 Administration sup	port services provided		
Programme Intervention: 160605 Undertak	e financing and administ	ration of programme services	
Annual Performance Report for FY 2023/24 Prepared and Submitted.		Annual Performance Report for FY 2023/24 Prepared and Submitted.	
BFP & MPS for FY 2025/26 prepared and sub-	mitted.	Budget Framework Paper & Ministerial Prepared and Submitted.	Policy Statement FY 2025/26
Payments processed timely		Payments processed in a timely manner.	
Audit Activities and Responses managed		Audit Activities handled and queries ans	wered to.
04 Bilateral engagements Coordinated.		01 Bilateral Meeting held with Malaysia Gov't for preparation of the Expo.	
Annual Subscription - Africa Diplomatic Grou	p made.	Annual Subscription - Africa Diplomatic Group made.	
Half Year, 9 Months & Final Accounts prepared and submitted  Half Year Accounts for FY 2024/25 Prepared and Submit			

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	
PIAP Output: 16060501 Administration support services provided		
Programme Intervention: 160605 Undertake financing and administra	tion of programme services	
Credentials of Head of Mission presented in 2 Areas of Accreditation presented	Preparations for Presentation of Credentials to Indonesia and Brunei are ongoing	
Official visits for Ugandan delegates coordinated.	Official visits for Ugandan delegates coordinated.	
BFP & MPS FY 2025/26 prepared and submitted.	Budget Framework Paper & Ministerial Policy Statement FY 2025/26 Prepared and Submitted.	
Evaluation exercise for the Strategic Plan according to NDP III conducted.	Activity pushed to Q4	
Quarterly Performance Reports (Q4-FY 2023/24, Q1, 2 and 3 FY 24/25) and Financial reports prepared and submitted to Ministry of Finance	Quarterly Performance Reports for Q4 (FY 23/24), Q1 & Q2 Prepared and Submitted to MoFPED.	
Procurement Reports Prepared and Submitted;	Quarterly Procurement Reports Prepared and Submitted to PPDA	
02 Consular visits to Prisons and deportation centers conducted.	04 Consular Visits Registered;	
	Visited Hadijah Nabweteme at Sungai Udang prison.	
	Visted a distressed Ugandan at KLIA police station. Over issue of duo passport and claim that either of the passport in use was forged	
	Visted two Ugandans in deportation camp in Bukit Jalil	
	Conduct a visit to Kajang Women's Prison where the Mission Team visited 10 Ugandan nationals held at the Prison.	
10 Scholarships obtained from Education Institutions secured.	13 Scholarships obtained from Education Institutions; Petronas offered customized 3 months and one week training program for refinery operation Engineers at INSTEP from 3rd May to 9th August 2025.	
	Coordinated the meeting of between the Head of Mission and the Universiti Technologi Petronas Malaysia with the aim to seek for scholarships. The process of cooperation agreement is under way.	
Africa and National days celebrations commemorated	Held the 62nd Uganda National Day, Hosted by the Head of Mission and the Uganda Minister of State for Foreign Affairs at Hotel Intercontinental, which brought together diplomats, government officials, business leaders, and the Ugandan diaspora to commemorate this historic occasion.	

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	
PIAP Output: 16060501 Administration support services provided		
Programme Intervention: 160605 Undertake financing and administra	ation of programme services	
Certificates of Identity Issued	46 Certificates of Identity o/w 12 Male and 34 female Issued to Ugandans in Diaspora.	
20 Expos, Trade Fairs and Missions Organised/Attended	To be handled in Q4	
20 MOUs/Agreed Minutes/Communiques prepared	NA	
08 Promotional Campaigns Conducted	Participated in the Media launch for the Uganda-Malaysia Business forum and expo 2025.	
08 Tourism and Cultural Expos and Organised/attended	Attended the MATTA Fair Malaysia Tourism Expo - Seremban.	
20 Business Forums/Meetings Organised	01 Business Forum	
No. of Correspondences relating to trade handled	Draft template for the MoU between National Chamber of Commerce of Malaysia to guide on the cooperation with the Ugandan counterparts.  UTP and Uganda draft MoU sent to Uganda for review	
Coordinate at least 4 Government Agencies on Import - Export Processes in ASIAN	URSB and UIA coordinated to address the group of teachers of Thailand who have organized themselves and want to invest in Uganda in financial services (SACCO).  The group is in touch with URSB and they working on the formalities.  Coordinated NIRA and UIA for diaspora	
No of Mission Staff trained in Economic and Commercial Diplomacy	10 Mission Staff Trained on ECD	
Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand	
Item	Spent	
211102 Contract Staff Salaries	392,604.213	
211106 Allowances (Incl. Casuals, Temporary, sitting allowances)	1,642,574.807	
212101 Social Security Contributions	32,005.352	
212102 Medical expenses (Employees)	88,500.000	
221001 Advertising and Public Relations	286,063.924	
221002 Workshops, Meetings and Seminars	159,432.754	
221003 Staff Training	16,694.717	
221000 State Hamming		
221007 Books, Periodicals & Newspapers	42,500.000	
-	42,500.000 13,440.750	
221007 Books, Periodicals & Newspapers		

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Annual Planned Outputs Achieved by End of Quarter		End of Quarter
Cumulative Expenditures made by the End o Deliver Cumulative Outputs	f the Quarter to	UShs Thousand
Item		Spen
221011 Printing, Stationery, Photocopying and I	Binding	82,213.438
221012 Small Office Equipment		2,500.000
221014 Bank Charges and other Bank related co	osts	250.000
222001 Information and Communication Technology	plogy Services.	91,020.047
222002 Postage and Courier		5,000.000
223003 Rent-Produced Assets-to private entities		856,459.721
223005 Electricity		23,607.500
223006 Water		2,000.000
223007 Other Utilities- (fuel, gas, firewood, cha	rcoal)	1,000.000
225101 Consultancy Services		14,000.100
226001 Insurances		6,500.000
227001 Travel inland		413,266.267
227002 Travel abroad		89,482.758
227003 Carriage, Haulage, Freight and transport	t hire	35,687.839
227004 Fuel, Lubricants and Oils		114,980.753
228002 Maintenance-Transport Equipment		19,583.083
228003 Maintenance-Machinery & Equipment (	Other than Transport	16,623.335
	Total For Budget Output	4,740,000.459
	Wage Recurrent	392,604.213
	Non Wage Recurrent	4,347,396.246
	Arrears	0.000
	AIA	0.000
	Total For Department	4,740,000.459
	Wage Recurrent	392,604.213
	Non Wage Recurrent	4,347,396.246
	Arrears	0.000
	AIA	0.000
Development Projects		
N/A		

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

<b>Annual Planned Outputs</b>	Cumulative Outputs Achieved by End of Quarter	
	GRAND TOTAL	4,812,414.342
	Wage Recurrent	392,604.213
	Non Wage Recurrent	4,419,810.130
	GoU Development	0.000
	External Financing	0.000
	Arrears	0.000
	AIA	0.000

# VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Quarter 3

#### **Quarter 4: Revised Workplan**

Annual Plans	Quarter's Plan	Revised Plans
Programme:05 Tourism Development		
SubProgramme:01		
Sub SubProgramme:01 Overseas Mission Ser	vices	
Departments		
Department:001 Embassy in Kuala Lumpur,	Malaysia	
Budget Output:120009 Tourism Promotion		
PIAP Output: 05050301 Brand manual, logos,	slogans and materials developed, produced and	rolled out.
Programme Intervention: 050503 Review and segments by:	implement a national tourism marketing strateg	y targeting both elite and mass tourism
Influence Tourist Arrivals and Value in ASEAN	NA	
PIAP Output: 05050401 Ugandan diplomats a	nd Visa/consular staff trained to support tourism	n marketing and handling and in customer care.
Programme Intervention: 050504 Upgrade ha	ndling and negotiation capacity of frontier servic	es and foreign intermediaries
Awareness of Uganda's tourism potential in Malaysia created	Awareness of Uganda's tourism potential in Malaysia created through Media Engagements	Awareness of Uganda's tourism potential in Malaysia created through Media Engagements
Participation in at least 4 Tourism Expos across Malaysia and Areas of Accreditation	Participation in One 1 Tourism Expo in Malaysia or other Area of Accreditation.	Participation in One 1 Tourism Expo in Malaysia or other Area of Accreditation.
Capacity of 13 Mission Staff Built in Tourism Marketing, Social Media Promotion and Customer Care	NA	
Develoment Projects		
N/A		
Programme:16 Governance And Security		
SubProgramme:01		
Sub SubProgramme:01 Overseas Mission Ser	vices	
Departments		
Department:001 Embassy in Kuala Lumpur,	Malaysia	
Budget Output:000014 Administrative and Su	pport Services	
PIAP Output: 16060501 Administration suppo	ort services provided	
Programme Intervention: 160605 Undertake f	inancing and administration of programme servi	ices
Annual Performance Report for FY 2023/24 Prepared and Submitted.	NA	

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Annual Plans	Quarter's Plan	Revised Plans		
Budget Output:000014 Administrative and Support Services				
PIAP Output: 16060501 Administration support services provided				
Programme Intervention: 160605 Undertake financing and administration of programme services				
BFP & MPS for FY 2025/26 prepared and submitted.	NA			
Payments processed timely	Payments processed in a timely manner	Payments processed in a timely manner		
Audit Activities and Responses managed	NA			
04 Bilateral engagements Coordinated.	At least 01 bilateral engagement Coordinated	At least 01 bilateral engagement Coordinated		
Annual Subscription - Africa Diplomatic Group made.	NA			
Half Year, 9 Months & Final Accounts prepared and submitted	9 Months Accounts FY 2024 – 25 prepared and submitted	9 Months Accounts FY 2024 – 25 prepared and submitted		
Credentials of Head of Mission presented in 2 Areas of Accreditation presented	Credentials of Head of Mission presented in 1 Area of Accreditation	Credentials of Head of Mission presented in 1 Area of Accreditation		
Official visits for Ugandan delegates coordinated.	Official visits for Ugandan delegates coordinated.	Official visits for Ugandan delegates coordinated.		
BFP & MPS FY 2025/26 prepared and submitted.	NA			
Evaluation exercise for the Strategic Plan according to NDP III conducted.	NA			
Quarterly Performance Reports (Q4-FY 2023/24, Q1, 2 and 3 FY 24/25) and Financial reports prepared and submitted to Ministry of Finance	Quarterly Performance Report of Previous Quarter Prepared and Submitted	Quarterly Performance Report of Previous Quarter Prepared and Submitted		
Procurement Reports Prepared and Submitted;	Quarterly Procurement Reports Prepared and Submitted to PPDA	Quarterly Procurement Reports Prepared and Submitted to PPDA		
02 Consular visits to Prisons and deportation centers conducted.	01 Consular visit to Prisons and deportation centers conducted.	01 Consular visit to Prisons and deportation centers conducted.		
10 Scholarships obtained from Education Institutions secured.	At least 3 Scholarships obtained from Education Institutions secured.	At least 3 Scholarships obtained from Education Institutions secured.		
Africa and National days celebrations commemorated	NA			
Certificates of Identity Issued	NA			
20 Expos, Trade Fairs and Missions Organised/Attended	05 trade fares and Exhibitions	05 trade fares and Exhibitions		
20 MOUs/Agreed Minutes/Communiques prepared	03 Signed MOUs and Memoranda	03 Signed MOUs and Memoranda		
08 Promotional Campaigns Conducted	03 Promotional Campaigns Managed	03 Promotional Campaigns Managed		

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Annual Plans	Quarter's Plan	Revised Plans
Budget Output:000014 Administrative and Sup	pport Services	
PIAP Output: 16060501 Administration suppor	rt services provided	
Programme Intervention: 160605 Undertake fi	nancing and administration of programme serv	ices
08 Tourism and Cultural Expos and Organised/attended	1 Tourism Expo Organised or Attended	1 Tourism Expo Organised or Attended
20 Business Forums/Meetings Organised	03 Business Forums Cordinated	03 Business Forums Cordinated
No. of Correspondences relating to trade handled	All correspondencies relating to trade issues handled	All correspondencies relating to trade issues handled
Coordinate at least 4 Government Agencies on Import - Export Processes in ASIAN	03 Ugandan Agencies Coordinated to streamline export import processes	03 Ugandan Agencies Coordinated to streamline export import processes
No of Mission Staff trained in Economic and Commercial Diplomacy	NA	
Develoment Projects		
N/A		
Programme:18 Development Plan Implementa	tion	
SubProgramme:02		
Sub SubProgramme:01 Overseas Mission Serv	ices	
Departments		
Department:001 Embassy in Kuala Lumpur, M	lalaysia	
Budget Output:560009 Cooperation framework	ks and Development Assisstance	
PIAP Output: 18010901 Bilateral and multilate	eral resources for national development sourced	
Programme Intervention: 180109 Expand final	ncing beyond the traditional sources	
Vission Strategic Plan FY 20/21 - FY 24/25 viewed and New Draft for FY 25/26 - FY 28/29 eveloped		
Mission Programs Monitored and Evaluated	Mission Programs Monitored and Evaluated	Mission Programs Monitored and Evaluated
Strategic Regional Partnerships and Initiatives coordinated	Strategic Regional Partnerships and Initiatives coordinated	Strategic Regional Partnerships and Initiatives coordinated
Meetings with business associations and individual traders conducted	Meetings with business associations and individual traders conducted	Meetings with business associations and individual traders conducted
Develoment Projects	<u> </u>	<u> </u>
N/A		

## VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Quarter 3

#### V4: NTR Collections, Off Budget Expenditure and Vote Cross Cutting Issues

**Table 4.1: NTR Collections (Billions)** 

Revenue Code	Revenue Name	Pl	anned Collection FY2024/25	Actuals By End Q3
142222	Issuance of identification documents		0.000	11,119,326.000
		Total	0.000	11,119,326.000

VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Quarter 3

Table 4.2: Off-Budget Expenditure By Department and Project

# VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Quarter 3

**Table 4.3: Vote Crosscutting Issues** 

#### i) Gender and Equity

Objective:	Disaggregate data in the diaspora register by Sex, Location and Age.
Issue of Concern:	Gender awareness and consideration
Planned Interventions:	Dis-aggregate data and information by sex, age and region.
	Build capacity of its staff in gender analysis, planning and budgeting
	Mobilize resources towards support of the youth, disabled, children and women.
Budget Allocation (Billion):	0.010
Performance Indicators:	Gender Dis-aggregated data in reports
	Convenient washroom facilities for persons with disabilities
Actual Expenditure By End Q3	0.01
Performance as of End of Q3	Gender Dis-aggregated data embedded in reports Convenient washroom facilities for persons with disabilities provided, also separate for Male and Female
Reasons for Variations	

#### ii) HIV/AIDS

Objective:	Implement HIV/AIDS MoFA Workplace Policy by raising awareness.
Issue of Concern:	Avoid contracting and spread of HIV/AIDs
Planned Interventions:	Support culture of living a responsible life.
	Provide medical care to staff affected, offer counselling services.
	Lobby for officers on posting to stay with families.
	Undertake HIV sensitization
<b>Budget Allocation (Billion):</b>	0.010
Performance Indicators:	Number of HIV sensitization workshops carried out.
Actual Expenditure By End Q3	0.01
Performance as of End of Q3	Supported culture of living a responsible life. Provided medical care to staff affected and offered counselling services.
Reasons for Variations	

# VOTE: 533 Uganda Embassy in Malaysia, Kuala Lumpur

Quarter 3

#### iii) Environment

Objective:	Articulate policy decisions in line with Uganda Policy on Promoting, Preserving and Protecting the Environment.
Issue of Concern:	Clean, safe and secure working Environment.
Planned Interventions:	Ensure proper waste disposal at the Mission.
	Encouraging paperless offices
	Encouraging purchase of recycled stationery
	Lobby for training courses and programmes on climate change and environment
<b>Budget Allocation (Billion):</b>	0.010
Performance Indicators:	Number of staff sensitized on environmental protection
Actual Expenditure By End Q3	0.01
Performance as of End of Q3	Ensured proper waste disposal at the Mission. Encouraged paperless offices and back to back printing.
Reasons for Variations	

#### iv) Covid