



MINISTRY OF INTERNAL AFFAIRS STRATEGIC DEVELOPMENT PLAN

FY 2025/26 - FY2029/30





THE REPUBLIC OF UGANDA

Ministry of Internal Affairs Strategic Development Plan

FY 2025/26 – FY 2029/30

Vision:

A peaceful, secure and stable Uganda

Theme:

Enhancing security, governance, and service delivery



FOREWORD

It gives me great pleasure to present the Ministry of Internal Affairs Strategic Development Plan for FY 2025/26 – FY 2029/30. Building on the successes of our previous plan, this new strategy focuses on upholding the rule of law, peace, and stability, while aligning with the Fourth National Development Plan (NDP IV) and other national and international frameworks.

Our mandate, as set forth in various legal provisions and Presidential directives, is to maintain law and order, deliver internal security, and protect citizens. To achieve this, we will pursue major reforms, including the development of key policy, legal, and regulatory frameworks such as the Forensic and Analytical Services, National Sovereignty, National Corrections Policy, National Identification & Registration of Persons Policy National Migration Policy, and National Peace Policy, among others.

The plan is guided by national priorities, including Vision 2040, the Sustainable Development Goals, and Agenda 2063. In particular, we will implement Presidential directives aimed at promoting cotton production, seed production, and revitalizing prison industries, and addressing staff housing for Police, Prisons and Immigration services. We will also leverage technology to enhance crime prevention.

I urge the leadership of Governance and Security, and Administration of Justice Programs to collaborate in addressing pressing challenges like rising crime rates, human trafficking, and porous borders. I express my gratitude to the Ministry of Internal Affairs team for their dedication to ensuring peace, stability, and the rule of law. I call on Cabinet, Parliament of Uganda, Ministries, Departments and other agencies to support the success of this Strategic Development Plan.

Hon. Maj. Gen. Kahinda Otafiire (MP)

MINISTER OF INTERNAL AFFAIRS



ACKNOWLEDGEMENT

For the last five years, the Ministry of Internal Affairs has been implementing its previous Strategic Development Plan (FY 2021/22 – FY 2024/25), aligned with the Third National Development Plan (FY 2021/22 – FY 2024/25) and National Vision 2040. This successor Plan for FY 2025/26 – FY 2029/30 builds on the successes of the previous plans and will contribute toward the Strategic Objectives of the Governance and Security Programme and the aspirations of the Fourth National Development Plan (NDP IV), which seeks to “achieve higher household incomes, full monetization of the economy, and employment for sustainable socio-economic transformation.” The goal of NDP IV will be pursued under the overarching theme of Sustainable Industrialization for Inclusive Growth, Employment, and Wealth Creation.

In line with NDP IV Strategic Objective (4) on Strengthening good governance, security, and the role of the state in development, the Ministry plans to implement activities geared toward ensuring adherence to the rule of law and peace and stability in Uganda. This is against the backdrop that peace and stability are key drivers of Uganda’s socio-economic transformation, providing a firm foundation for a conducive business environment that supports sustainable production for economic growth. This, in turn, improves citizens’ welfare, enabling them to access services easily and engage in productive activities.

Over the next five years, the Ministry of Internal Affairs will be guided by four Strategic Objectives:

1. Enhance safety and internal security
2. Enhance delivery of human-rights-based law and order services
3. Secure, preserve, and protect Uganda’s citizenship and identity
4. Strengthen institutional development, governance, and policy formulation

In line with these Strategic Objectives, the Ministry will focus on key interventions, including: enhancing infrastructure development; completing the installation of surveillance systems; strengthening community policing and non-custodial sentences; building robust national identification systems; strengthening border security and governance systems; and enhancing citizen-centered services.

The key interventions aim to address several constraints hindering the Ministry’s mandate and its contribution toward NDP IV and Governance and Security Programme Objectives, including:

1. High prisoner population growth: Prisoners’ population has been increasing at an average of 8.0% annually, more than twice the national population growth rate of 3% annually. This directly impacts feeding requirements, housing, sanitation, utilities (water), healthcare, uniforms (staff and prisoners), staff numbers, and the delivery of prisoners to courts.
2. Changing dimensions of crime: Terrorist extremism, organized crime, murders, drug and human trafficking, cybercrimes, proliferation of small arms and light weapons, syndicated crimes, and kidnappings.
3. Weak investigative capacity: Due to low detective numbers, limited use of ICT in investigations, and limited scientific forensic analysis, leading to case backlogs.
4. Porous borders: There are 336 known porous/illegal-entry border points along Uganda’s borders.



5. Delays in justice administration: The proportion of remands has reduced from 50.6% to 47.3%, and the average length of stay on remand has reduced from 19.6 months to 17.5 months for capital offenders, and from 3.8 months to 2.7 months for other cases.
6. Infrastructure deficit: Prison congestion rate at 366.5%; 7,462 prison officers (49.8%) are not properly housed; 42,123 police officers (73%) are not properly housed; 398 immigration officers (85%) are not properly housed.
7. Inadequate ICT security infrastructure: Characterized by limited application of technology in ministry service delivery.
8. Inadequate human resources: The ministry's overall structure is filled to 72.7%; Uganda Prisons and NIRA are filled to as low as 49.8%. The custodial staff (uniformed) to prisoner ratio is 1:7, against a standard of 1:3 prisoners, and the Police to Population ratio is 1:784, against an ideal of 1:500 persons.

Accordingly, over the period 2025/26 – 2029/30, this Development Plan will prioritize investments in twelve (12) key service areas

1. Enhancing the capacity and capability for prevention, fighting, detection and control of crime including prevention of trafficking in persons
2. Infrastructure Development including ICT infrastructure and equipment
3. Offender rehabilitation and reintegration and community corrections including implementation of non-custodial sentencing mechanisms
4. Building a complete and functional National Identification Register
5. Building capacity for investigations and prosecution of cases
6. Provision of efficient and credible citizenship and migration services.
7. Strengthening Border management
8. NGO Regulation
9. Staff welfare improvement
10. Completion of building National Identification Systems including National DNA Data Bank;
11. Control and management of small arms and light weapons
12. Conflict resolution, peace building, and response mechanisms



Joseph B. Musanyufu psc, ndc

Lieutenant General

PERMANENT SECRETARY MINISTRY OF INTERNAL AFFAIRS

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LIST OF ACRONYMS

ABC	:	Automated Border Control
ACB	:	Agricultural Chemicals Board
ADF	:	Allied Democratic Forces
ADR	:	Alternative Disputes Resolution
AFIS	:	Automated Fingerprint Identification System (AFIS)
AIA	:	Appropriation in Aid
AIDS	:	Acquired immunodeficiency syndrome
ALCE	:	Adult Learning and Community Education Program
AML	:	Anti-Money Laundering
ART	:	Antiretroviral Therapy
AU	:	African Union
BMS	:	Border Management System
CABIS	:	Criminal Automated Biometrics Information System
CCTV	:	Closed-Circuit Television
CDO	:	Civil Society Organization
CEWER	:	Conflict Early Warning Early Response
CFR	:	Central Firearms Registry
CFT	:	Combating the Financing of Terrorism
CGP	:	Commissioner General of Police
CID	:	Criminal Investigation Department
CJS	:	Criminal Justice System
CRMS	:	Crime Records Management System
CSOs	:	Civil Society Organisations
DCCs	:	District Coordination Committee
DCGP	:	Deputy Commissioner General of Police
NCIC	:	Directorate of Citizenship & Immigration Control

DCS	:	Directorate of Community Service
DIGP	:	Deputy Inspector General of Police
DNA	:	Deoxyribonucleic Acid
DRC	:	Democratic Republic of Congo
EAC	:	East African Community
EDMS	:	Electronic Data Management System
EIA	:	Entebbe International Airport
E-Passport	:	Electronic Passport
Epis	:	Electronic Policing Information System
ESAAMLG	:	Eastern and Southern Africa Anti-Money Laundering Group
FATF	:	Financial Action Task Force
GAL	:	Government Analytical Laboratory
GAPR	:	Government Annual Performance Report
GBV	:	Gender-based violence
GC	:	Government Chemist
GSAPR	:	Government Semi-Annual Performance Report
GSP	:	Governance & Security Programme
HCM	:	Human capital management
HE	:	His Excellency
HIV	:	Human Immunodeficiency Virus
HQ	:	Headquarters
HR	:	Human Resource
HRBA	:	Human Rights Based Approach
IBIS	:	Integrated Ballistics Information System
ICAO	:	International Civil Aviation Organization
ICT	:	Information, Communication Technologies
IEC	:	Information, Education and Communication

IGAD	:	Intergovernmental Authority on Development
IGP	:	Inspector General of Police
IMCs	:	Indigenous Minority Communities
IOS	:	International Organization for Standardization
ISO	:	Internal Security Organisation
JIC	:	Joint Intelligence Committee
JOC	:	Joint Operations Committee
JLOS	:	Justice Law and Order Sector
LC	:	Local Council
LDUs	:	Local Defence Units
LGDPs	:	Local Government Development Plans
LRA	:	Lord's Resistance Army
M&E	:	Monitoring and Evaluation
MAAIF	:	Ministry of Agriculture and Animal Industry and Fisheries
MDA	:	Ministries, Departments and Agencies
MFPEd	:	Ministry of Planning and Economic Development
MIA	:	Ministry of Internal Affairs
MIDAS	:	Migration Information Data Analysis System
MOES	:	Ministry of Education and Sports
MTEF	:	Medium Term Expenditure Framework
NAADS	:	National Agricultural Advisory Services
NARO	:	National Agricultural Research Organisation
NCHE	:	National Council of Higher Education
NCIB	:	National Citizenship & Immigration Board
NCIC	:	National Citizenship & Immigration Control
NCS	:	National Community Service
NDP	:	National Development Plan

NDPF	:	National Development Planning Framework
NEPAD	:	New Economic Partnership for Africa's Development
NFP/SALW	s:	National Focal Point on Small Arms and Light Weapons
NGO	:	Non-Governmental Organisation
NHRDP	:	National Human Resource Development Plan
NIN	:	National Identification Numbers
NIR	:	National Identification Register
NIRA	:	National Identification and Registration Authority
NITA-U	:	National Information Technology Authority - Uganda
NPA	:	National Planning Authority
NSIS	:	National Security Information System
NSSF	:	National Social Security Fund
NTJ	:	National Transitional Justice
NTJ	:	National Transitional Justice
NTR	:	Non Tax Revenue
OPM	:	Office of the Prime Minister
PCVE	:	Preventing and Countering Violent Extremism
PIAP	:	Programme Implementation Action Plan
PISCES	:	Personal Information Secure Comparison and Evaluation System
PMIS	:	Project Management Information System
PPP	:	Public-Private Partnership
PPP	:	Public-Private Partnership
PSOs	:	Private Security Organizations
PTIP	:	Prevention of Trafficking In Persons
PTIP	:	Prevention of Trafficking In Persons
PWDs	:	People with Disabilities
PWDs	:	People with Disabilities



R&D	:	Research and Development
RCCs	:	Regional Coordination Committee
RECSA	:	Regional Centre on Small Arms
ROPA	:	Record of Processing Activities
SACCO	:	Savings and Credit Cooperative Organization
SDGs	:	Sustainable Development Goals
SDP	:	Strategic Development Plan
SIM	:	Subscriber Identification Module
SMT	:	Senior Management Team
SOPs	:	Standard Operating Procedures
STEI	:	Science, Technology, Engineering and Innovation
TB	:	TuberCulosis
TIP	:	Third Party Interface
TJ	:	Transitional Justice
TMT	:	Top Management Team
UBOS	:	Uganda Bureau of Statistics
UIA	:	Uganda Investment Authority
UK	:	United Kingdom
UN	:	United Nations
UNBS	:	Uganda National Bureau of Standards
UNCAC	:	United Nations Convention against Corruption
UNCAT	:	United Nations Convention Against Torture
UNDP	:	United Nations Development Programme
UNICEF	:	United Nations Children's Fund
UNRF	:	Uganda National Rescue Front
UNTOC	:	United Nations Convention against Transnational Organized Crime
UPDF	:	Uganda Peoples Defence Forces





- UPF : Uganda Police Force
- UPS : Uganda Prisons Service
- URA : Uganda Revenue Authority
- USD : United States Dollar
- UWA : Uganda Wildlife Authority
- WNBF: West Nile Bank Front

EXECUTIVE SUMMARY

The Ministry of Internal Affairs (MIA) is mandated to ensure internal security, law and order, citizenship and identity management, and human rights observance. In fulfillment of this mandate, this **Strategic Development Plan (SDP) for FY2024/25–FY2029/30** provides a coherent framework for the Ministry and its affiliated institutions—Uganda Police Force (UPF), Uganda Prisons Service (UPS), Government Analytical Laboratory (GAL), the National Citizenship & Immigration Control (NCIC), National Identification and Registration Authority (NIRA), Amnesty Commission, Community Service Programme, and NGO Bureau to align interventions with **Vision 2040** and **National Development Plan IV (NDP IV)** under the **Governance and Security Programme**.

The plan responds to national priorities for peace, safety, rule of law, and institutional governance. It builds on lessons from the previous Strategic Development Plan (FY2020/21–FY2024/25), which achieved notable improvements in forensic capability, prison decongestion, community service coverage, ICT adoption, and the establishment of the National Identification Register (NIR), while highlighting persistent challenges of inadequate human resources (average staffing at 72.7%), infrastructure gaps, limited funding, and slow ICT maintenance

Linkage to National and Global Frameworks

This SDP is aligned and linked to the following policy and planning frameworks:

- **Vision 2040** — “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 Years.”
- **NDP IV (2025/26–2029/30)** — contributing to objectives on governance, security, human capital, and value addition.
- **Programme Implementation Action Plans (PIAPs)** under Governance and Security, Administration of Justice, and Public Sector Transformation.
- **International and Regional Commitments**, including UNTOC, UNCAC, UNCAT, the Universal Declaration of Human Rights, and the IGAD and AU Peace and Security Frameworks

SITUATIONAL CONTEXT AND PERFORMANCE REVIEW

Security and Crime Trends

Uganda’s internal security environment has remained stable but increasingly complex due to evolving threats such as cybercrime, terrorism, trafficking in persons, and transnational organized crime.

- **Reported Crimes:** Declined from 215,224 (2021) to 204,102 (2023) — a 5.2% reduction, reflecting improved policing and community cooperation.

- **Homicide Rate:** Stabilized at **12.6 per 100,000 population (2023)**, down from **13.4 (2021)**.
- **Gender-Based Violence:** Accounts for **17%** of all reported crimes; efforts are ongoing to scale up GBV desks in all police stations.
- **Cybercrime:** Increased from **258 cases (2020)** to **1,550 (2024)**, with financial losses estimated at **UGX 28.4 billion**, highlighting the need for stronger digital forensics.
- **Terrorism Threats:** Contained through intelligence-led operations and regional cooperation, though incidents in 2022 and 2023 underscored the persistence of extremist risks.

To strengthen surveillance, the Ministry operationalized **5,600 CCTV cameras** in Kampala and major urban areas, improving case response time from **14 minutes to 9 minutes**.

Correctional and Rehabilitation Services

The Uganda Prisons Service (UPS) made notable progress in inmate management and rehabilitation but continues to grapple with congestion and infrastructure gaps.

- **Prison Population:** 76,987 inmates (June 2024), against a designed capacity of 24,634 — **congestion rate at 312%**, down from 367% in 2019.
- **Inmates on Remand:** Account for **47% of total inmates**, due to case backlog and slow adjudication.
- **New Facilities:** Constructed or upgraded 12 prisons in Arua, Lira, and Mbale; rehabilitated 25 housing blocks.
- **Vocational Training:** 17,000 inmates benefited from skills training (carpentry, tailoring, agriculture), contributing to a **68% post-release reintegration success rate**.
- **Community Service Orders Management:** Community Service Officers present in only 75 out of 394 operational Magistrate Courts (as at September 2025), and with ongoing the judiciary's expansion, the Department is faced with difficulties in offering services to the people thereby limiting access to justice for the vulnerable and the poor. However, the department was able register noticeable successes, with **25,481 offenders supervised in 2024**, saving **UGX 8.2 billion** in imprisonment costs.

Forensic and Scientific Services

The **Government Analytical Laboratory (GAL)** is Uganda's national forensic hub, supporting police, judiciary, and regulatory bodies.

Key performance highlights:

- **Forensic Cases Handled:** Increased from **7,245 (2019/20)** to **12,360 (2023/24)** — a **70% rise**.

- **Turnaround Time:** Reduced from **90 days to 42 days** due to automation and regional labs.
- **DNA Analyses:** Expanded from **1,720 (2020) to 4,312 (2024)** cases; 31% were linked to sexual and GBV offenses.
- **Drug and Toxicology Tests:** 2,800 samples annually support the Judiciary and Police Anti-Narcotics Division.
- **Regional Expansion:** Established satellite laboratories in **Gulu, Mbale, and Mbarara**, extending reach to underserved areas.

However, GAL still operates at only **69% of staffing capacity** and lacks full digital linkage with police and judicial systems.

Citizenship, Migration, and Identity Management

The **National Citizenship and Immigration Control (NCIC)** and **NIRA** recorded substantial modernization gains:

- **Passport Services:** Over **2.5 million e-passports** issued between 2020–2024, with processing time reduced from **14 to 4 days**.
- **Visa and Work Permit Automation:** 100% online processing through the **e-immigration portal**.
- **Border Control:** 12 of 53 border posts fully automated, with clearance efficiency improved by **30%**.
- **Migration Management:** Over **1.6 million refugees and asylum seekers** hosted as of 2024, necessitating strengthened inter-agency coordination.
- **National ID Registration:**
 - **26.2 million citizens and 3.4 million children** enrolled (coverage 88%).
 - **Birth registration** improved from 33% (2019) to 56% (2024).
 - **Diaspora enrollment:** 120,000 Ugandans registered across 18 foreign missions.
- **Civil Registration Centers:** Expanded from **1,200 (2020) to 1,550 (2024)**, enhancing accessibility.

These achievements have enhanced identity verification and migration control, though challenges remain in data interoperability, system maintenance, and network reliability.

Human Rights, Amnesty, and NGO Regulation

- **Amnesty Programme:** Since inception, **29,400 ex-combatants** have been demobilized and reintegrated, contributing to peace in Northern and Eastern Uganda.
- **Community Sensitization:** Over **80 reintegration dialogues** held, improving reconciliation outcomes by 60%.
- **NGO Bureau Compliance:**



- Registered NGOs: **3,456** (2024).
- Active NGOs filing returns: **85%**, up from **62% in 2020**.
- Digital NGO registry launched in 2023 for improved oversight.
- **Human Rights Training:** Conducted for **4,200 police and prisons officers**, improving compliance with the Prevention of Torture Act and UNCAT obligations.

Policy, Legal and Institutional Reforms

Key policy and legislative milestones under the review period:

- Drafting of the **Forensic Evidence Bill, Firearms Control Bill, NGO Amendment Bill, and Community Service Bill**.
- Development of the **National Migration Policy (2025)** and its **Multisectoral Implementation Action Plan**.
- Formulation of the **Strategic Framework for Border Management** and the **National Firearms Marking Programme**.
- Establishment of an **M&E Unit** within the Policy and Planning Department, improving quarterly reporting compliance from **68% to 92%**.

However, gaps persist in policy harmonization, especially between security, justice, and local government actors, and in the slow domestication of international conventions such as UNTOC and UNCAC.

Key Constraints and Risks

1. **Inadequate Funding:** 46% of planned development projects remain unfunded; recurrent expenditure consumes 68% of total budget.
2. **Infrastructure Deficits:** Shortages of police housing, prison accommodation, and forensic labs limit service reach.
3. **ICT and Data Integration:** Fragmented systems impede information sharing.
4. **Rising Cybercrime:** Digital vulnerabilities threaten service integrity.
5. **Human Resource Gaps:** High attrition and limited specialized skills.
6. **Socio-Political Pressures:** Urbanization, youth unemployment, and refugee influx increase security demands.
7. **Climate and Disaster Risks:** Fire, floods, and pandemics strain emergency response capacity.

Achievements under SDP (FY2020/21–FY2024/25)

a) Law Enforcement and Security



- **Crime reduction:** Overall crime incidence declined from **215,224 cases in 2021** to **204,102 cases in 2023**, representing a **5% reduction** due to community policing and CCTV surveillance expansion.
- **CCTV coverage:** Installed and operationalized over **5,600 cameras** in Kampala Metropolitan Area and **12 regional cities**, improving crime response time by 38%.
- **Human resource development:** Recruited **4,500 police officers** and trained **3,200** in cybercrime, counter-terrorism, and crowd control under the Retooling Project.

b) Correctional Services

- **Prison congestion:** Reduced from **367% in 2019** to **312% in 2024**, through expansion of prison infrastructure and use of community service.
- **Community Service Orders:** Increased from **14,562 offenders in 2020** to **25,481 offenders in 2024**, saving the government over **UGX 8.2 billion annually** in incarceration costs.
- **Rehabilitation:** Over **17,000 inmates** enrolled in vocational and literacy programmes, with **68%** successfully reintegrated post-release.

c) Forensic and Scientific Services (GAL)

- **Case turnaround time:** Reduced from **90 days in 2020** to **42 days in 2024** due to automation of sample registration.
- **DNA and toxicology analysis:** Conducted **12,360 forensic cases** in FY2023/24, up from **7,245 in FY2019/20** (70% increase).
- **Regional coverage:** Established forensic satellite labs in **Gulu, Mbarara, and Mbale**, improving access to scientific evidence.

d) Citizenship and Immigration Control

- **Passport issuance:** Processed over **2.5 million e-passports (2020–2024)**, with an average processing time reduced from **14 to 4 days**.
- **Visa services:** 100% automation of visa processing under the **e-immigration system**.
- **Border automation:** Automated **12 of 53 border posts**, resulting in 30% improvement in traveller clearance efficiency.
- **Migration governance:** Developed the **National Migration Policy (2025)** and finalized the **Multisectoral Implementation Action Plan**.

e) National Identification and Registration (NIRA)

- **National ID coverage:** Registered **26.2 million citizens** and **3.4 million children**; National ID ownership rose from **76% (2020)** to **88% (2024)**.
- **Birth registration:** Increased from **33% (2019)** to **56% (2024)** through the Digital Birth and Death Registration Project.
- **Diaspora enrolment:** Deployed registration kits to **18 missions abroad**, enrolling over **120,000 Ugandans** in the diaspora.

f) Amnesty and NGO Regulation

- **Former combatants:** Demobilized and reintegrated **29,400 ex-combatants** under the Amnesty Programme.
- **NGO supervision:** Strengthened compliance monitoring of **2,700 active NGOs**, with **85% filing annual returns** in 2024 compared to **62% in 2020**.

Key Challenges

- Inadequate funding for infrastructure and ICT maintenance; 46% of planned projects remain unfunded.
- Rising cybercrime cases (increase of 32% between 2021–2024).
- Persistent prison congestion (still above acceptable 150% international standard).
- Weak coordination in data sharing across directorates and agencies.
- Inadequate housing and welfare for security personnel.
- Slow pace of legal reforms and regulatory updates.

STRATEGIC DIRECTION AND CORE STRATEGIES

The Plan aligns with NDP IV Objective 4 on governance and security (GSP) Strategic Objectives Relevant to MIA:

1. Strengthen the capacity of Security Agencies to address security threats and emergencies;
2. Enhance justice law and order services for social economic transformation
3. Strengthen policy, legal, regulatory and Institutional frameworks for effective governance and security;
4. Strengthen people-centered Justice service delivery system
5. Strengthen and reform Justice business processes

The Ministry's Vision: A peaceful, secure and stable Uganda; with a **Mission:** To deliver internal security, law and order, peace and stability in Uganda where citizenship is protected and preserved. **The Ministry's Development Goal:** Ensure adherence to the rule of law; peace and stability.

Four strategic objectives guide the Strategic Development Plan FY 2025/26 – 2029/30; these include:

- 1) Enhance safety and internal security
- 2) Enhance delivery of human rights-based law and order services
- 3) Secure, preserve & protect Uganda's Citizenship and Identity
- 4) Strengthen institutional development, governance and policy formulation

Under the NDP IV & GSP, MIA primary priorities in the Strategic Plan fall under key seven (7) themes;

- 1) Crime prevention, detection and management.
- 2) Adherence, respect and preservation of law and order
- 3) Counter terrorism and management of violent crime activities.
- 4) Securing and preservation of Uganda's citizenship and identity
- 5) Migration management.
- 6) Peace building, reconciliation and coexistence in society
- 7) Deepening policy, legal and institutional reforms for improved service delivery

During the period 2025 – 2030, the Ministry will initiate and or implement key high-impact projects which will include the following:

Project	Budget (UGX Bn)	Period	Key Output
Enhancement of Prisons Production & Value Addition	284.45	2024/25–2028/29	Modernized prison industries
Fully Integrated Prisons Industries Project	565.05	2025/26–2029/30	Industrialized correctional facilities
Prisons Infrastructure Upgrade – Phase I	388.83	2025/26–2029/30	Expanded prison housing
Retooling the Uganda Police Force	3,123.5	2025/26–2029/30	Modernized logistics & ICT systems
Police Accommodation Project	3,515.1	2024/25–2028/29	Improved staff housing
Strengthening Fire Prevention & Rescue Services	3,123.5	2024/25–2028/29	National Fire Command structure
National DNA Databank & Forensic Analytical Services	252.1	2025/26–2029/30	Strengthened forensic capabilities

6. Financing Framework

The total financing requirement is **UGX 18.396 trillion**; MTEF provides **UGX 12.667 trillion**, leaving a gap of **UGX 5.73 trillion**. Resource mobilization will focus on PPPs, donor

collaboration, and improved efficiency. Inter-sectoral coordination and project bankability will enhance financial sustainability.

7. Institutional Arrangements and Coordination

Implementation will be led by the Permanent Secretary through program-based management under the Governance and Security and Administration of Justice Programmes. Inter-agency committees and regional frameworks (UN, AU, IGAD) ensure coherence and accountability.

8. Risk Management and Mitigation

Risks include terrorism, cybercrime, pandemics, and climate change. Mitigation: enhanced intelligence, cybersecurity, business continuity, and climate adaptation mainstreaming.

9. Monitoring, Evaluation, and Reporting

An M&E framework will include a central dashboard, annual performance reviews, mid-term and end-term evaluations to ensure evidence-based decision-making.

10. Communication and Feedback Strategy

A two-way communication system will enable citizen engagement, dissemination through media and stakeholder dialogues, and adaptive policy refinement.

Conclusion

The MIA SDP (FY2025/26–2029/30) positions the Ministry as a central pillar for Uganda’s peace, stability, and prosperity through ICT integration, coordination, and transparency.

CHAPTER ONE. INTRODUCTION

1.1 Background

Uganda's National Development Planning Framework (NDPF) is governed by a 30-year Vision 2040, implemented through 5-year National Development Plans (NDPs), Programme Implementation Action Plans (PIAPs) and respective Vote Strategic Development Plans.

Effective FY2025/2026, the country started implementing National Development Plan IV, the fourth in Uganda's 30-year development agenda (Vision 2040). The goal of the NDP IV is *"Higher household incomes, full monetization of the economy and employment for sustainable socio-economic transformation"*.

This strategic plan is aligned to the National Development Plan IV through the Governance and Security, and Administration of Justice Program Implementation Action Plans. It builds on the progress, achievement, challenges and lessons learnt from the previous Ministry Development Plan, FY2020/21 – 2024/25 and is aimed at *"Guaranteeing a Peaceful, Secure and Stable Uganda"* as a precursor for sustainable economic transformation

1.4 Legal, Policy and Operational Framework

The Ministry of Internal Affairs (MIA) is mandated to guarantee Uganda's internal security, ensure law and order, peace and stability as well as citizenship identification, protection and preservation. It is comprised of various autonomous and semi-autonomous institutions that complement each other to deliver the Ministry's overall mandate. These institutions are:

- a) Uganda Police Force;
- b) Uganda Prisons Service;
- c) National Identification and Registration Authority;
- d) The Ministry Headquarters that hosts:
 - ❖ The Amnesty Commission;
 - ❖ National Citizenship & Immigration Control (NCIC);
 - ❖ Government Analytical Laboratories (GAL);
 - ❖ National Bureau for NGOs
 - ❖ National Community Service;
 - ❖ The National Focal Point for Small Arms and Light Weapons;
 - ❖ The Coordination office for Prevention of Trafficking In Persons (PTIP);
 - ❖ The Government Security Office.
 - ❖ The Uganda Police Authority;
 - ❖ The Uganda Prison Authority and
 - ❖ The Regional Office for Peace and Security Initiatives.

1.4.1 Legal and Regulatory Framework

The Ministry Headquarters provides policy direction and coordinates implementation of programs across all its institutions. The institutions under the Ministry implement their respective legal and policy mandates that contribute to the 'preservation of internal security, keeping law and order & citizenship identification, preservation and protection'. The overall mandate of the MIA is

informed by the various policy, legal and regulatory instruments that define the functions of various institutions under its responsibility.

I. Constitutional and Parliamentary Provisions and Mandates

The Uganda Constitution, 1995 (as Amended) provides for the establishment of the Uganda Police Force, the Uganda Prisons Service and the National Citizenship and Immigration Board as constitutional bodies with functions aimed at ensuring internal security, law and order, peace and stability in the country as well as citizenship identification, preservation and protection. The functions for these institutions as enshrined in Uganda's legal framework is described below.

Under the **Uganda National Security Council Act, Chapter 301**, an Act to establish in accordance with article 219 of the Constitution a National Security Council as an advisory body to the President on all matters relating to national security and other matters connected therewith or incidental thereto; the Ministry of Internal Affairs is the chair and lead agency on security. It coordinates and chairs the National Security Council, Joint Intelligence Committee (JIC), and Joint Operations Committee (JOC). Other provisions empower the Ministry through its agencies.

A. Uganda Police Force

Article 211(1) of the constitution, provides that *“there shall be a police force to be known as the Uganda Police Force and such other police forces in Uganda as Parliament may by law prescribe.”* Article 212 of the constitution, provides for the functions of the Uganda Police Force to be:

- (a) To protect life and property,
- (b) To preserve law and order,
- (c) To prevent and detect crime in; and
- (d) To cooperate with civilian authority and other security organs established under this constitution and with the population generally.

The Police Act, CAP 324, also provides for the structure, organization and functions of the Police Force, a police disciplinary code of conduct, a Police Welfare Fund, a Police Tender Board and for other matters connected with or incidental to the foregoing.

B. Uganda Prisons Service

Article 215(1) provides that *“there shall be a prisons service to be known as the Uganda Prisons Service.”* Article 217 (a) mandates Parliament to make laws that provide for the organization, administration and functions of the Uganda Prison Service.

The Prisons Act 2006, provides the mandate and functions of UPS as *custody of prisoners and rehabilitation of offenders* in accordance with the universally accepted standards¹. The core functions of UPS as defined in the Prisons Act 2006 section 5 are:

¹ The Prisons Act, 2006 under Part II – Establishment, Functions and Administration, Section 4 (1)

- (a) To ensure that every person detained legally in a prison is kept in humane, safe custody, produced in court when required until lawfully discharged or removed from prison;
- (b) To facilitate the social rehabilitation and reformation of prisoners through specific training and educational programmes;
- (c) To facilitate the re-integration of prisoners into their communities;
- (d) To ensure performance by prisoners of work reasonably necessary for the effective management of the prisons; and
- (e) To performance such other function as the Minister, after consultation with the Prisons Authority, may from time to time assign to the Service.

C. National Citizenship and Immigration Board

Article 16 of the constitution, provides for establishment of a National Citizenship and Immigration Board. Article 16(3) defines the functions of the National Citizenship and Immigration Board as:

- (a) Registering and issuing national identity cards to citizens;
- (b) Issuing Ugandan passports and other travel documents;
- (c) Granting and cancelling citizenship by registration and naturalization;
- (d) Granting and cancelling immigration permits; and
- (e) Registering and issuing identity cards to aliens.

Article 16 (4) a, b, d empowers the National Citizenship and Immigration Board to decentralize the functions to district level.

In addition, **the Citizenship and Immigration Act 2009**, establishes and mandates the National Citizenship and Immigration Board to:

- (a) Facilitate, regulate and control the legal and orderly movement of persons to and from Uganda in line with the EAC Common Market Protocol, process and verify Uganda citizenship;
- (b) Regulate issuance of passports and other travel documents, facilitate and provide an enabling immigration environment for foreign investment in Uganda; and
- (c) Enforce national and regional immigration laws for the security and development of Uganda.

2. Acts of Parliament

A. Registration of Persons Act, CAP 332

The Act establishes and mandates the National Identification and Registration Authority (NIRA) to:

- (a) Create, manage, maintain and operate the National Identification Register;
- (b) Register citizens of Uganda;
- (c) Register non-citizens of Uganda who are lawfully resident in Uganda;
- (d) Register births and deaths;
- (e) Assign a unique National Identification Number to every person registered in the register; and
- (f) Issue national identification cards and alien's identification cards.

It should however be noted, that the coming into force of the Registration of Persons Act of 2015, required repealing of Article 16 (3) of the Constitution to align the functions of the National

Citizenship and Immigration Board, to the mandate of National Identification and Registration Authority as provided for in the Registration of Persons Act 2015; Cap 332

B. National Community Service Act 2000

The Act provides for introduction of community service orders as a non-custodial sentence to facilitate rehabilitation, reformation & reintegration of offenders within their communities and creation of a National Community Service Committee to promote community service orders.

C. Amnesty Act 2000

The Act mandates MIA through the Amnesty Commission to facilitate and ensure effective demobilization, disarmament, resettlement, reconciliation and reintegration of armed group and individual reporters /ex-combatants.

D. Prevention of Trafficking in Persons (PTIP) Act 2009

This Act mandates the MIA through the Coordination Office for Anti- Human Trafficking to institute measures for the prevention of human trafficking in the country. The office is charged with coordination of efforts for counter human trafficking and prevention of trafficking in persons; and protection of victims of human trafficking.

E. The National Bureau for NGOs Act, 2016

The Act mandates the National Bureau of NGO to register NGOs; pursue policies ideal for the holistic development of the NGO sector in Uganda; enforce accountability standards in the NGO sector through regulation, promotion of NGO sector self-regulation and other mechanisms; and advise the Government on policy options for a continuously more vibrant, constructive and developed NGO sector.

F. The Fire Arms Act, 1979

The Act mandates, the National Focal Point on Small Arms and Light Weapons (NFP/SALWs), to reduce proliferation & undertake conflict early warning and early response mechanism. The NFP coordinates the operations and activities for the prevention, reduction and control of the proliferation of illicit small arms and light weapons.

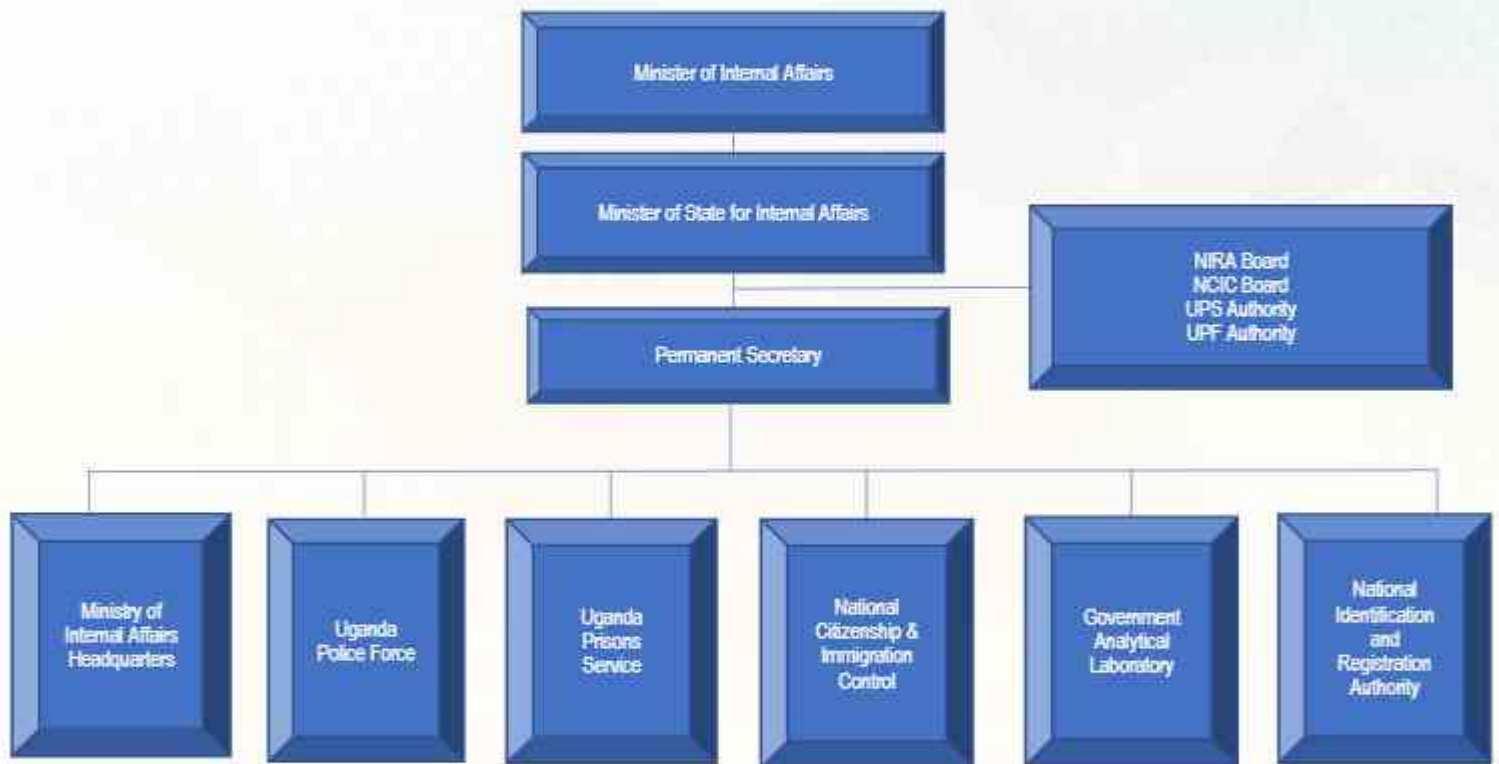
G. Government Analytical Laboratory (GAL)

The Ministry through the Government Analytical Laboratory (GAL) is assigned the policy mandate of providing specialized scientific, analytical, and advisory forensic services to foster administration of justice, private sector growth and ensure general public safety and national development. GAL derives its statutory analytical, advisory and referral functions from the different statutory references to the office of the Government Chemist (GC) contained in various pieces of legislation, that include:

The Evidence Act, CAP 6
The Magistrate Act, CAP 16.
The Court of Judicature Act, CAP 13
The Identifications of Offenders Act, CAP 119
The Firearms Act, CAP 299.
The Habitual Criminals (Preventive Detention) Act, CAP 118
The National Environment Act, CAP 153.
Control of Agricultural Chemicals Act, CAP 29

The National Drug Policy and Authority Act, CAP 206
 The Standardization and Quality Policy
 The National Bureau of Standards Act, CAP 327
 The Explosives Act, CAP 298
 Adulteration of Produce Act, CAP 27
 The Uganda Revenue Authority Act, CAP 196
 Agricultural Chemicals (Registration and Control) Regulations, 1993
 The Agricultural Chemicals (Control) Act 2006
 Water Act, CAP. 152

1.3 Governance and Organizational Structure of the Ministry



1.5 Ministry Linkage to Planning frameworks

1.5.1 Linkage to Vision 2040

The Country's vision is "A transformed Ugandan society from a peasant to a modern and prosperous country by 2040". The Vision 2040 is conceptualized around strengthening the fundamentals of the economy to harness the country's opportunities. The opportunities include: climate, vegetation, oil and gas, tourism, minerals, ICT business, abundant labour force, geographical location and trade, water resources, industrialization, and agriculture. On the other hand, the fundamentals for the attainment of the Vision among others include: **peace, security and defense**², infrastructure (energy, transport, water, oil and gas and ICT); Science, Technology, Engineering and Innovation (STED); land; urban development; and human resource.

Peace, security and stability are core to the realization of the Vision 2040 and are the foundation for investment, trade, and the movement of people and goods. It is the core mandate of the MIA to maintain safety, peace and internal security to enable the citizens to live and work in a peaceful, secure, harmonious and stable country; where the rule of law prevails and respect for fundamental human rights is observed. Security, law and order are pre-requisite to sustainable economic development of the country and it is the reason, the MIA exists.

The accountability of the Ministry of Internal Affairs under the Vision 2040 is on the internal security of the country, focused on seven priorities highlighted in figure 1.

Figure 1: MIA Priorities under Vision 2040

- 1) Crime prevention, detection and management
- 2) Adherence, respect and preservation of law and order
- 3) Counter terrorism and management of violent crime activities.
- 4) Securing and preservation of Uganda's citizenship and identity
- 5) Migration management.
- 6) Peace building, reconciliation and coexistence in society
- 7) Deepening policy, legal and institutional reforms for improved service delivery

1.5.2 Linkage to NDPI IV and Program Implementation Action Plans (PIAPs)

The Ministry of Internal Affairs is among institutions responsible for administering justice, maintaining internal security, law and order and promoting the observance of human rights. The Ministry Plan III is anchored to the NDP IV through the Governance and Security Program, whose purpose is to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats, and the Administration of Justice Program, whose purpose is to strengthen access to justice for all as reflected in table 0.1 below:

² Uganda Vision 2040 Pages IV, xiii & 4.

Table 1: Linkage to NDPI IV and Program Implementation Action Plans (PIAPs)

NDPIV Objective	Strategy	PROG. OBJECTIVE	Prog. Outcome	Outcome Indicator	Prog. Strategic Intervention	Ministry Objective
Programme: Governance and security						
Strengthen good governance, security, and the role of the state in development	Consolidate and sustain peace and security	Objective 1: To strengthen the capacity of Security Agencies to address Security threats and emergencies	Outcome 1.1: Peace and stability	Public Confidence in security agencies	1.1: Maintain modern and formidable security sector agencies, for security and emergencies	Enhance safety and internal security
Strengthen good governance, security, and the role of the state in development	Consolidate and sustain peace and security	Objective 1: To strengthen the capacity of Security Agencies to address Security threats and emergencies	Outcome 1.1: Peace and stability	Public Confidence in security agencies	1.2: Enhance the welfare of security personnel and veterans	Enhance safety and internal security
Strengthen good governance, security, and the role of the state in development	Consolidate and sustain peace and security	Objective 1: To strengthen the capacity of Security Agencies to address Security threats and emergencies	Outcome 1.1: Peace and stability	Public Confidence in security agencies	1.3: Strengthen the capacity of the security forces and agencies to contribute to national development	Enhance safety and internal security
Strengthen good governance, security, and the role of the state in development	Consolidate and sustain peace and security	Objective 1: To strengthen the capacity of Security Agencies to address Security threats and emergencies	Outcome 1.1: Peace and stability	Public Confidence in security agencies	1.5: Enhance regional and continental security	Enhance safety and internal security
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	"Objective 3: To enhance efficiency in the delivery of justice, law and order services	Outcome 3.1: Increased Access to Justice Law and Order Services (JLOS)	Level of Public Confidence in JLOS Institutions	3.1: Enhance capacity and coverage of rule of law institutions for social economic transformation	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the	Strengthen the Rule of law	"Objective 3: To enhance efficiency in the delivery of justice, law and order services	Outcome 3.1: Increased Access to Justice Law and	Level of Public Confidence in JLOS Institutions	3.2: Strengthen the rule of law and governance service delivery systems	Enhance delivery of human rights-



NDPIV Objective	Strategy	PROG. OBJECTIVE	Prog. Outcome	Outcome Indicator	Prog. Strategic Intervention	Ministry Objective
role of the state in development			Order Services (JLOS)			based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 6: To enhance compliance with and implementation of the Uganda Bill of Rights	Outcome 6.1: Increased observance of human rights	Public perception on respect and observance of human rights	6.2: Enhance protection of human rights and promotion of equity	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 6: To enhance compliance with and implementation of the Uganda Bill of Rights	Outcome 6.1: Increased observance of human rights	Public perception on respect and observance of human rights	6.4: Ensure regular reporting and effective state compliance with human rights	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 7: To promote Uganda's interests at regional and international level	Outcome 7.1: Good Image of Uganda abroad	BTI transformation Index on International Cooperation (score/10)	7.1: Strengthen bilateral and multilateral relationships at both regional and international level	Enhance safety and internal security
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 9: Strengthen the administrative, legal, institutional and coordination capacity for Governance and Security	Outcome 9.1: Enhanced programme efficiency and effectiveness	Percentage of Programme Outcomes achieved (%)	9.1: Strengthen programme institutions for effective and efficient service delivery	Strengthen institutional development, governance and policy formulation
Programme: Administration of Justice Programme						
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 1: Strengthen a people-centered justice delivery system	Outcome 1.1: Improved dispute resolution	Criminal Investigation system effectiveness index	Intervention 1.1.1.1: Promote use of ADR in justice delivery processes	Enhance delivery of human rights-based law and order services

NDPIV Objective	Strategy	PROG. OBJECTIVE	Prog. Outcome	Outcome Indicator	Prog. Strategic Intervention	Ministry Objective
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 1: Strengthen a people-centered justice delivery system	Outcome 1.1: Improved dispute resolution	Criminal Investigation system effectiveness index	Intervention 1.1.2.1: Strengthen case management	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 1: Strengthen a people-centered justice delivery system	Outcome 1.1: Improved dispute resolution	Criminal Investigation system effectiveness index	Intervention 1.1.4.1: Strengthen Implementation of court orders	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 1: Strengthen a people-centered justice delivery system	Outcome 1.1: Improved dispute resolution	Criminal Investigation system effectiveness index	Intervention 1.1.4.2: Promote human rights based approach	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 1: Strengthen a people-centered justice delivery system	Outcome 1.1: Improved dispute resolution	Criminal Investigation system effectiveness index	Intervention 1.2.1.1: Increase the coverage of justice service delivery points	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 1: Strengthen a people-centered justice delivery system	Outcome 1.1: Improved dispute resolution	Criminal Investigation system effectiveness index	Intervention 1.2.1.2: Rehabilitate Justice service delivery points	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 1: Strengthen a people-centered justice delivery system	Outcome 1.1: Improved dispute resolution	Criminal Investigation system effectiveness index	Intervention 1.2.1.3: Retool Justice service delivery points	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 1: Strengthen a people-centered justice delivery system	Outcome 1.1: Improved dispute resolution	Criminal Investigation system effectiveness index	Intervention 1.2.1.4: Implement special programmes that promote equal opportunities to reduce vulnerability	Enhance delivery of human rights-based law and order services



NDPIV Objective	Strategy	PROG. OBJECTIVE	Prog. Outcome	Outcome Indicator	Prog. Strategic Intervention	Ministry Objective
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Programme Objective 2: Strengthen and reform Justice business processes	Outcome 2.1: Effectiveness and efficiency in the Justice system improved	Percentage of backlog cases in the Justice system (%)	Intervention 2.1.1.1: Increase efficiency and effectiveness of justice delivery processes	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Programme Objective 2: Strengthen and reform Justice business processes	Outcome 2.1: Effectiveness and efficiency in the Justice system improved	Percentage of backlog cases in the Justice system (%)	Intervention 2.1.1.3: Strengthen measures to reduce case backlog	Enhance delivery of human rights-based law and order services
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 3: Strengthen Administrative, Legal, Institutional and Coordination capacity for Justice service delivery	Outcome 3.1: Improved Legal and Regulatory framework	Percentage of legal frameworks completed	Intervention 3.1.1.1: Strengthen legal and regulatory mechanisms for effective and efficient justice service delivery	Strengthen institutional development, governance and policy formulation
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 3: Strengthen Administrative, Legal, Institutional and Coordination capacity for Justice service delivery	Outcome 3.1: Improved Legal and Regulatory framework	Percentage of legal frameworks completed	Intervention 3.1.1.2: Strengthen the capacity of Administration of Justice Institutions and Rights holders to fight corruption	Strengthen institutional development, governance and policy formulation
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 3: Strengthen Administrative, Legal, Institutional and Coordination capacity for Justice service delivery	Outcome 3.1: Improved Legal and Regulatory framework	Percentage of legal frameworks completed	Intervention 3.1.1.3: Strengthen inspection and quality assurance in justice service delivery	Strengthen institutional development, governance and policy formulation
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 3: Strengthen Administrative, Legal, Institutional and Coordination capacity for Justice service delivery	Outcome 3.1: Improved Legal and Regulatory framework	Percentage of legal frameworks completed	Intervention 3.2.1.5: Strengthen human resources in the justice service delivery	Strengthen institutional development, governance and policy formulation

NDPIV Objective	Strategy	PROG. OBJECTIVE	Prog. Outcome	Outcome Indicator	Prog. Strategic Intervention	Ministry Objective
Strengthen good governance, security, and the role of the state in development	Strengthen the Rule of law	Objective 3: Strengthen Administrative, Legal, Institutional and Coordination capacity for Justice service delivery	Outcome 3.1: Improved Legal and Regulatory framework	Percentage of legal frameworks completed	Intervention 3.2.1.6: Strengthen legal training in administration of justice	Strengthen institutional development, governance and policy formulation

1.5.3 Linkage with NDP IV Objectives

The Ministry will contribute to the following NDP IV objectives:

Table 2 Ministry linkage with NDP IV objectives

NDP IV Strategies	Ministry Interventions
NDP IV Objective: Sustainably increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT and financial services	
Increase Production and Productivity in agriculture, minerals, oil & gas, tourism, ICT and financial services.	Enhance production capacity and productivity of production enterprises including establishing of a complete value chain for all enterprises and generation of Non-Tax Revenue aimed at building self-reliant institutions
Increase Value Addition in agriculture, minerals, oil & gas, tourism, ICT and financial services	Promote the use of ICT in all Ministry business processes
NDP IV Objective: Enhance human capital development along the entire life cycle.	
Institutionalize Manpower Planning and Promote Industry-driven Skilling and Training;	Establish and strengthen staff capacity building and development programs
Improve access, equity, and quality of education at all levels	Offender rehabilitation and reintegration Establishment of staff children's education programs
Promote empowerment and livelihood programs for youth, women, children, elder persons, and People with Disabilities (PWDs); Promote decent employment opportunities	Establish and strengthen staff and prisoners' welfare improvement and, Offender rehabilitation and reintegration
Enhance access to water, sanitation, and hygiene.	Water and sanitation improvement in all detention facilities
Improve access, equity and quality of healthcare at all levels and,	Health promotion, disease prevention and control and,
Rehabilitate, equip and construct health infrastructure at all levels	Expansion of accommodation and health infrastructure using low-cost solutions
NDP IV Objective: Strengthen good governance, security, and the role of the state in development	
Strengthen the Rule of law, and consolidate and sustain peace and security	Build the capacity of the Ministry for the delivery of internal security safety, and law and order. Establishment of ICT infrastructure - Increase coverage of communication and management information systems; border management as well as citizen registration systems

1.5.4 Linkage to global and regional planning frameworks

Sustainable Development Goals

The Ministry will contribute to the achievement of global initiatives, within the framework of the Uganda Integrated Sustainable Development Goals (SDG) model.



Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. This goal recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and strong institutions.

Therefore, the Ministry will seek to foster peace, safety and observance of law and order, enhance access to law-and-order services especially for vulnerable persons, as well as institutional capacity building for good governance and accountability to society as articulated in the Africa Agenda 2063 and the East African Vision 2050.

The Ministry alignment to Sustainable Development Goals is reflected in the table below;





Table 3: MIA Alignment to Sustainable Development Goals

SDG	SDG Priority	Proposed Ministry Interventions
Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture:	Food security, sustainable agriculture practices and nutrition	a) Investment in multiplication of various quality and affordable seeds as well as grain production, to contribute to the country's food security.
Goal 3: Ensure healthy lives and promote well-being for all at all ages	Health of staff and their families	a) Strengthen health services of armed personnel – health promotion, disease prevention and control
SDG 4: Ensure inclusive and equitable education and promote lifelong learning opportunities for all	Quality formal and informal education to children of armed personnel and prisoners	a) Offender Rehabilitation and reintegration b) Establishment of staff children's education programs
SDG13: Take urgent action to combat climate change and its impacts	Agro-forestry farming and promotion of energy saving technologies	a) Establishment of energy saving technologies at all detention facilities b) Integration of climate change mitigation measures in functions and activities of MIA Institutions
Goal 15: Protect, restore and promote sustainable use of territorial eco systems. Sustainably manage forests, combat desertification and halt land degradation and halt biodiversity loss.	Climate change management and restoration of forest cover	a) Adoption of clean cooking systems to reduce the use of wood fuel b) Strengthening afforestation programs to combat desertification
SDG16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Peace, Justice and Strong Institutions	a) Enhancing community participation in crime management through subcounty policing model and Community policing b) Strengthening border management c) Enhance production capacity and productivity of production enterprises including establishing of a complete value chain for all enterprises and generation of Non-Tax Revenue aimed at building self-reliant institutions d) Promote the use of ICT in all Ministry business processes



SDG	SDG Priority	Proposed Ministry Interventions
		<ul style="list-style-type: none">e) Enhancing Civil Registration and identification services to promote efficient government planning, effective & resource use.f) Improve the enabling environment for the operation of the NGOs through review of policy and legislative framework;g) Enhance the technical and institutional capacity of the Boards and secretariats to deliver more efficient and effective servicesh) Implement the Ministry Anti-Corruption Strategiesi) Strengthening access to justice for allj) Strengthening promotion, protection and observation of Human Rights

1.5.6 Alignment of MIA to Relevant International Conventions/ Protocols

In the execution of its mandate the Ministry complies with a number of Regional and International instruments, conventions, protocols and agreements in order to enable all the people of Uganda realize the rights and freedoms enshrined in the bill of rights, chapter of the Uganda Constitution. The alignment of MIA SDP III to the relevant international instruments/ convention or protocols is described in table 4 below.

Table 4. Alignment to International conventions / protocols

Protocol	Priority Focus	Key Interventions
UN Convention Against Torture	Prevention of torture through legal & institutional action	Strengthening promotion, protection and observation of Human Rights
UN Convention Against Slavery & Human Trafficking	Combat TIP; victim protection; international cooperation	Strengthen the coordination office for prevention of Trafficking in persons - Establish TIP data systems Build capacity for TIP case management
Universal Declaration of Human Rights	Universality of rights, incl. civil and political	Enhance infrastructure development Strengthening access to justice for all Strengthening promotion, protection and observation of Human Rights
International Covenant on Economic, Social and Cultural Rights	Non-discrimination in access to rights	Establish and strengthen staff and prisoners' welfare improvement, Offender rehabilitation and reintegration
UN Convention Against Corruption	Transparency, accountability, integrity public	Strengthen the implementation of the Ministry Anti-corruption strategies


1.6 Purpose of the plan

The Strategic Development Plan has been developed to operationalize the NDP IV objectives, Governance and Security and Administration of Justice Program Implementation Action Plans, objectives and key results that the Ministry aligns to. It is aligned to the NDP IV and will provide the planning framework for strategic planning by the respective Ministry Institutions, and will be a basis for prioritizing resource allocation during implementation of the NDP IV, FY2025/26 - 2029/30

1.7 Strategic Development Plan Process

The process of developing the plan entailed review and analysis of policy documents (NDP IV, Respective Program Implementation Action Plans, MIA Strategic Development Plan II, and MIA Institutional Strategic Plans, policies and laws); and holding key stakeholder consultations. The process was led and spearheaded by MIA Planners forum and entailed the following activities;

- (a) Review of the performance of the Ministry Development Plan II, FY2020/21- 2024/25

- 
- (b) Development of the issues paper which was approved by Top Management
 - (c) The draft was shared with National Planning Authority for review and feed back
 - (d) The draft Ministry Development Plan was subjected to key stakeholders for consultations before its approval by the Senior Management Team (SMT) and Top Management Team (TMT) of the Ministry.

1.8 Structure of the Development Plan

This plan is arranged into 8 chapters as outlined below:

- Chapter 1: Introduction
- Chapter 2: Situation Analysis
- Chapter 3: Strategic Direction
- Chapter 4: Financing Framework and Strategy
- Chapter 5: Institutional Arrangements to implement the Strategic Plan
- Chapter 6: Communications Strategy
- Chapter 7: Risk Management
- Chapter 8: Monitoring and Evaluation Framework
- Chapter 9: Project Profiles



CHAPTER TWO. SITUATION ANALYSIS

2.1 Performance of the previous plan

2.1.1 Statistical presentation

Crime rate

The annual police crime report indicated a general downward trend in the crimes registered in the country from 2017 to 2024 due to deliberate efforts by the Uganda Police, in collaboration with other sister security agencies, to tackle the prevailing trends of criminality. Between 2023 and 2024, there was a 4.1% decrease in crimes reported as shown in the table below;

Table 5: Crimes Reported by Region over the years

No	Regions	Registered Cases					
		2024	2023	2022	2021	2020	2019
1	Rwizi	17,105	16,987	14,204	12,130	12,117	13,527
2	KMP North	16,742	15,920	16,691	12,304	11,748	11,777
3	North Kyoga	16,220	17,995	17,605	11,485	9,901	13,343
4	KMP South	15,353	15,348	14,492	10,001	9,536	12,559
5	Greater Masaka	11,884	11,717	11,967	11,192	10,086	11,789
6	Albertine	11,464	12,548	13,544	11,186	10,431	9,890
7	KMP East	11,207	11,561	10,490	8,029	8,387	9,640
8	Aswa East	4,601	3,336	3,312	4,098	3,885	5,249
9	Aswa West	4,578	5,640	6,084	5,782	5,731	5,923
10	Rwenzori West	9,737	9,584	8,792	7,966	9,079	8,642
11	East Kyoga	7,989	9,532	9,388	9,851	9,494	9,516
12	Busoga East	7,272	7,399	7,303	5,786	6,074	6,546
13	Wamala	7,799	6,640	5,954	5,193	5,190	5,650
14	Elgon	7,337	8,637	8,166	7,631	7,472	8,939
15	Kigezi	6,634	6,729	6,043	6,173	7,337	8,011
16	Busoga North	5,876	6,208	7,438	6,593	5,501	7,075
17	Sipi	6,080	7,432	6,548	3,962	6,996	5,385
18	Savannah	6,168	7,206	7,126	5,279	4,245	5,928
19	West Nile	6,098	7,608	7,533	6,960	8,476	5,758
20	Ssezibwa	5,068	5,024	6,212	4,975	5,037	5,647
21	Greater Bushenyi	4,872	5,159	5,544	5,256	6,145	7,254
22	Bukedi South	4,916	4,761	5,278	4,087	4,888	9,786
23	Kiira	4,506	4,241	4,277	3,011	3,214	3,465
24	North West Nile	3,848	4,061	4,498	3,923	3,621	3,341
25	MT. Moroto	3,692	4,084	5,301	5,598	4,184	4,159
26	Bukedi North	3,651	3,116	4,522	4,528	4,668	
27	Katongo	3,274	3,434	6,205	5,664	7,147	5,585
28	Rwenzori East	2,788	3,629	3,162	2,977	1,847	3,017
29	Kidepo	1,419	1,832	2,492	2,299	2,094	2,658
30	CID Headquarters	537	706	1,482	2,162	1,400	2,165
	Total	218,715	228,074	231,653	196,081	195,928	215,224

2.1.2 Prisoners Population

By 30th June 2024, 95.4% of prisoners' population were male, while 4.6% were females. Additionally, 47.9% of the prison population were still undergoing trial, while 51.3% were convicts as shown in the table below.

Table 6 Prisoners population by June 2024

Category	Gender		Total	(%)
	Male	Female		
Convicts	39,115	1,805	40,920	51.3
Remands	36,503	1,719	38,222	47.9
Debtors	439	176	615	0.8
Total	76,057	3,700	79,757	100.0
Percentage (%)	95.4	4.6	100.0	
Holding Capacity			21,126	
Occupancy			377.5	

The population of prisoners increases at an average rate of 8% per annum and is projected to increase to 119,070 prisoners in 2029/2030 as indicated in the table below:

Table 7: Prisoners population projection

Financial Year	Convicts	Remands	Debtors	Population
2019/20	31,092	29,765	345	61,202
2020/21	30,346	31,188	80	61,614
2021/22	31,966	35,102	221	67,289
2022/23	37,528	35,799	395	73,722
2023/24	39,903	36,290	531	76,724
2024/25	43,761	38,222	572	82,555
2025/26	47,975	40,239	615	88,829
2026/27	52,577	42,341	662	95,580
2027/28	57,601	44,531	712	102,844
2028/29	63,086	46,809	766	110,661
2029/30	69,071	49,175	824	119,070

2.1.3 Crime rate Vz. Incarceration rate

The Police reports indicate that the crime rate per 100,000 persons has had a downward trend since 2017 reducing from 667 to 476 victims of crime per 100,000. The figure below shows the trends in crime rates between 2017 and 2024, and incarceration rates during the same period.



Figure 1 Crime rate Vs Incarceration rates

From figure 2-2, whereas the crime rate reduced over the period 2017 to 2024 from 667 to 476 per 100,000 persons, the incarceration rate increased from 149 to 167. The opposite trend in crime rate and incarceration rate is explained by difference in measurement parameters. Whereas crime rate is measured by victims of the offence committed, incarceration rate is measured using the number of

suspects. For example, there may be more than one suspect on a single case/reported crime.

The change in the course of trend between 2017 and 2024 was brought about by industrial actions carried out by the Judiciary and Office of the Director of Public Prosecution staff which affected court activities all over the country.

Generally, the increase in incarceration rate is brought about by high length of stay on remand of 17.5 months for capital offenders and 2.7 months for petty offenders, changing sentencing regime with some inmates sentenced to more than 30 years in prison and ineffective use on non-custodial sentencing mechanisms as well, as alternative dispute resolution mechanisms.

2.1.4 Status of the National Identification Register

As of June 2024, the 28,617,325 Ugandans were registered in the National Identification Register (NIR) as shown in the table below. This represents 62.3% of the projected population of 45,935,046 million people (UBOS census report, 2024)

Table 8: Status of the National Identification Register

No	Registration Category	Number
1	National Identification Numbers	28,617,325
2	National Identification Cards	18,394,161
3	Birth Registration	498,596
4	Death Registration	37,411
5	Marriage Registration	21,807
6	Adoption Orders	260

2.1. Performance Highlights during SDP Implementation by Goal, Objectives and interventions

2.1.1 Impact Results

The plan was designed to deliver four (4) results. These include safety and internal security; Human Rights Based Law and Order Services; Uganda citizenship and identity protection and preservation;

and institutional development, governance and policy formulation. The table below summarizes the extent of delivery of each of the results

Table 9: Outcome level performance

Objective	Outcome	Indicators	Baseline FY2019/20	Target FY2024/25	Performance FY2023/24
Goal: Adherence to the rule of law; peace and stability	A Secure and Peaceful Uganda	Percentage of people who feel safe walking alone	61%	82%	Not assessed
Enhance safety and internal security	Enhance Safety and Internal security of Uganda	Crime rate per 100,000	551	300	476
		Escape rate among prisoners	5.9/1,000	2.5/1,000	5.3/1,000
Deliver human rights-based law and order services	Improved law and order observance	Recidivism rate among offenders	15.1%	10%	13.4%
		Proportion of cases convictions secured out of cases taken to court	30%	75%	32%
		Criminal investigation backlog	67.4%	40%	58.3%
		Road Accident fatality rate	12/100,000	7.8/100,000	14/100,000
Secure, preserve & protect Uganda's Citizenship and Identity	Preserved and protected citizenship and identity	% of Ugandan citizen issued with National ID cards	37%	90%	70%
		% of citizens registered onto the NIR	60.5%	95%	59.2%
Strengthen institutional development, governance and policy formulation	Effective citizen participation in governance	Public perception of Ministry of Internal Affairs	10%	50%	xxxx
	Effective and efficient business processes	% improvement institutional performance	10%	40%	Not assessed

2.1.2 Safety and Internal Security

2.1.2.1 Protection of Life and Property

By June 2025, the Uganda Police Force had 29 policing regions, 185 districts /divisions, 1,552 stations and 1,663 posts distributed in all districts across the country. This has increased police presence and visibility and greatly contributed to crime prevention and management. The



deployment of Police Officers per Sub-County have so far been fulfilled in twenty three (23) Policing Regions of Albertine North, Aswa West, Bukeddi South, Busoga North, East Kyoga, South Kyoga, Katonga, Kira, KMP East, KMP North, KMP South, North Kyoga, North West Nile, Savannah, Sipi, Ssezibwa, Wamala, Rwizi, Masaka East, Masaka West, Greater Bushenyi, Rwenzori East, Albertine South where Police Officers have been deployed in all the sub-counties of these Regions. This accounts for 56% of the sub counties countrywide (1,231 sub-counties out of 2,190 sub-counties countrywide).

Community policing does not only enhance the functionality of the Police force but also empowers the community to

identify and report criminal activity in addition to supporting and monitoring the work of law enforcement agencies leading to a reduction in crime. The police conducted targeted community policing activities in some of the crime-prone regions and refugee settlements.

The territorial subcounty policing model, together with community policing let to a general decrease in crimes registered in the country from 2017 to 2024. Over the last six (6) years, between 2017 and 2024, crime rate has reduced by **13.6%** from **551/100,000** to **476/100,000 population**.

Likewise, the 2024 police annual crime report recorded a general downward trend of an average of 1.6% per annum in the crimes registered in the country from 2017 to 2024. There was a 4.1% decrease in crimes reported from 228,074 crimes in 2023 to 218,715 crimes in 2024 as shown in the table below;

Table 10: Crimes reported over the years

No	Year	No of crimes reported	%ge change
1	2017	252,065	
2	2018	238,988	-5.2%
3	2019	215,224	-9.9%
4	2020	195,931	-9.0%
5	2021	196,081	0.1%
6	2022	231,653	18.1%
7	2023	228,074	-1.5%
8	2024	218,715	-4.1%

However, the country is still grappling with theft of property and assault both in villages and urban centres. Whereas the general crime rate in the country has reduced over the last five (5) years, theft of all kinds has continued to increase, registering an 10.5% increase from 2019 to 2024 respectively. These are followed by sex-related offences, domestic violence and breakings respectively as shown in the table below.

Table 11: Categories of crimes

No	Crimes	Cases					
		2024	2023	2022	2021	2020	2019
1	Theft	61,529	65,901	61,508	43,583	41,950	55,704
2	Assault	29,580	29,884	32,041	29,317	30,712	31,895

No	Crimes	Cases					
		2024	2023	2022	2021	2020	2019
3	Sex-related offences	14,425	14,846	14,693	16,373	16,144	15,638
4	Domestic Violence	14,073	14,681	17,698	17,533	17,664	13,639
5	Breakings	13,511	14,543	13,826	10,148	10,113	12,919
6	Economic & Corruption crimes	13,107	12,924	13,202	11,023	10,089	13,329
7	Threatening violence	10,160	10,591	10,345	10,408	10,844	11,592
8	Child-related offences	9,408	10,741	13,489	8,681	9,225	10,596
9	Robberies	8,163	7,768	6,854	5,275	5,302	6,761
10	Malicious damage to property	7,992	8,043	7,838	6,980	7,370	7,541
11	Criminal Trespass	7,674	8,436	8,418	7,636	7,505	7,920
12	Homicide	4,329	4,248	4,043	3,912	4,460	4,718
13	Narcotics	2,240	2,113	2,797	1,668	1,714	2,750
14	Arson (General)	1,604	1,792	1,747	1,803	1,614	1,614
15	Escape lawful custody	927	1,072	988	751	813	1,329
16	land-related cases	397	289	561	332	264	269
17	Political media offences	105	125	140	797	1,033	169
18	Terrorism	5	26	15	21	2	10

2.1.2.2 Road safety and adherence to traffic regulations

The Ministry through the UPF conducted a number of road safety operations including implementation of the Express Penalty System, enforcement of traffic laws and regulations through targeted operations mainly focusing on over-speeding, non-use of road safety gear (helmets & reflective jackets) by boda-boda riders. Other operations included road safety awareness campaigns and community engagements, speed enforcement operations and inspection of vehicles suspected to be in a dangerous mechanical condition. All these interventions were aimed at reducing road traffic violations and road crashes.

However, according to the police annual crime report of 2024, the number of reported road crashes increased by 6.4% in 2024 from 23,608 in 2023 to 25,107 in 2024. Fatal crashes increased by 6.1% from 4,179 in 2023 to 4,434 in 2024; serious crashes increased by 5.2% from 12,487 in 2023 to 13,134 in 2024 while minor crashes increased by 8.6% from 6,942 in 2023 to 7,539 in 2024. The number of casualties from road crashes increased by 4.4% from 25,808 casualties in 2024 compared to 24,728 in 2023 with more crashes happening during day time than night time.

The Crash Severity Index measures the likelihood of having fatality/fatalities in any event of a crash happening and defines the number of people killed per 100 crashes. The Crash Severity Index was highest in Busoga North, Rwenzori West, Rwizi, Kigezi, Albertine, Bukedi North, Katonga, Wamala, Busoga East, North Kyoga, Greater Masaka, Mt. Moroto and East Kyoga police regions where between 30-45 people died in every 100 road crashes. These were followed by Sipi, Sezibwa, Savanna, Aswa West, North West Nile, Greater Bushenyi, Rwenzori East, Aswa East and Kiira regions where 20-29 people died in every 100 road crashes. The lowest crash severity index were registered in Bukedi South, Elgon, Kidepo and West Nile, and Kampala Metropolitan that recorded a crash severity index of between 13-19 and 8 -10 respectively.

The crime report 2024, reported that careless overtaking and speeding were the leading causes of road crashes in the year 2024 accounting for 44.5% (5,657) of all crashes. These were followed by speeding (5505), dangerous mechanical condition (1,753), careless pedestrian (946), and violating traffic direction (748) among other causes mainly pointing to human behaviour.

2.1.2.3 Response to emergencies

The UPF responded to and extinguished a total of 4,810 fire outbreaks, which were successfully handled. The majority of the fire emergencies were from residential buildings and makeshift structures, most of them from Kampala metropolitan, while school fires accounted for 4.3% of the fire emergencies successfully handled. Additional four (4) fire response stations were established, increasing the number of fire response stations from 43 to 47 stations spread across the country. The Force further conducted a total of 2,080 emergency rescue operations, during which 1,217 lives were rescued and 750 bodies recovered.

The Police force has built capacity and capability to timely respond to various types of emergencies including fire prevention and rescue services. This has led to reduction in average response time to emergencies from 17 minutes in 2021 to 15 minutes in 2024. However, the Force is still faced with a challenge of inadequate capacity to provide rescue services in case of natural and man-made disasters such as landslides, floods and collapsed buildings.

2.1.2.4 Security of the General public, VIPs and Vital installations

Terrorism remains a big threat to Uganda and the East African region as a whole. The Ministry therefore continues to undertake activities that are intended to ensure security and safety of the National Vital installations/establishments. The Ministry conducted 303 security assessments out of the 407 targeted, 502 security alert inspections after which relevant recommendations intended to strengthen their security were issued. Therefore, there is need to develop and operationalize a data management system on vital installations to guide plan of inspections, assessments and track implementation of recommendations

2.1.2.5 Detection, prevention and control of crime.

The Ministry of Internal Affairs implemented measures to enhance capacity to detect, prevent and control crime and improve on reliability of policing. The Global Competitiveness report (2019) shows that Uganda's reliability of policing service (index) was at 3.6 in 2019 on a scale of 1 - 5.

In addition to implementation of territorial community policy model and community policing, the Ministry through the police force continuously undertook partnerships with private individuals and business organizations to institute their own security measures such as installation of CCTV cameras, deployment of guards and dogs, establishment of local security arrangements. The UPF has registered 455 Private Security Organizations (PSOs) in the country with a total personnel strength of 78,769, providing security services that include guard, escort and investigation to both individuals and institutions, and compliment police services in crime prevention and management.

The Uganda Police Force has presence and visibility in 32 policing regions, 185 districts /divisions, 1,552 stations and 1,663 posts distributed in all districts across the country. The implementation of

subcounty policing model as guided by HE The President is in 56% of the sub counties countrywide (1,231 sub-counties out of 2,190 sub-counties countrywide).

Security surveillance systems have been strengthened to enhanced the detection and prevention of criminal activities in cities, municipalities and along major highways hence leading to management of 32 criminal gangs involved in syndicated crimes over the last 5 years. Since 2021, the ministry has handled 19,946 cases using CCTV surveillance systems, 67% of which were traffic related. 85.5% (5,275 cases) of the criminal cases investigated using CCTV surveillance systems were taken to court.

CCTV surveillance system and command centres have been installed in cities, municipalities, major towns and along highways. The areas include: Kampala Metropolitan Area and other major towns of Arua, Gulu, Jinja, Masaka, Hoima, Soroti, Mbale, Fortportal, Lira and Mbarara-Highways of Eastern route(jinja, Iganga, Busia, Soroti, Northern route (Gulu, Arua), Western route (Masaka, Mbarara, Hoima, Fort portal) in addition to establishing national control and command centres in strategic areas. In the medium term, the ministry will collaborate and partner with the private sector and individuals to connect the private security cameras to the national surveillance system to further enhance crime surveillance and management.

Table 12: CCTV support to Criminal and Traffic case management

YEAR	Criminal cases		Traffic related cases
	Cases Investigated	Cases taken to court	
2024	1,668	1,350	2,575
2023	1,204	1,095	2,642
2022	1,318	1,105	2,555
2021	1,206	1,000	2,505
2020	773	725	2,500
TOTAL	6,169	5,275	12,777

Strengthening of the management and efficient use of small arms and light weapons across all security agencies through **finger printing of all state and non – state -owned firearms** (97% of UPF, xx% UWA, 99% Prisons, 90.4% PSO) including those deployed in Somalia mission. This is in addition to the management of obsolete /unserviceable firearms, ammunition and Un-Explosive Ordinance

UPF has also invested in other infrastructure that facilitate fighting of crime. These include a forensic laboratory (IBIS, AFIS, DNA analysis equipment, cyber-crime analysis equipment, CABIS, etc.), telecommunication intelligence monitoring system, data monitoring system, i-24/7 and CRMS among others which facilitate crime management in the country.

However, the major the limitation to crime detection, prevention and control is the;

- a) Inadequate periodic maintenance of the CCTV surveillance systems leading to deterioration of quality of CCTV footage, reduced longevity and increased down time of the installed cameras
- b) Incomplete coverage of the CCTV surveillance systems across the country. There is need implement phase III of the CCTV project to fill the existing gaps within the Kampala

metropolitan area and other areas across the country, and partner with the private sector and individuals to connect the private security cameras to the national surveillance system

2.1.2.6 Border Management

Migration and border management is an essential function of state that contributes to ensuring the sovereignty and security of a nation and its people. International migration has moved to the top of the international security agenda, due to concerns that migration flows provide conduits for the spread of international terrorism. Migration flows affect at least three dimensions of national security; state capacity and autonomy, the balance of power, and the nature of violent conflict.

Uganda's gazetted border points increased from 42 in 2015/16 to 72 in 2023/2024 hence creating more routes for market access. However, only 73.6% (53 out of 72 gazetted borders operational with inadequate equipment and staffing. The Ministry undertook automation of border points aimed at strengthening migration control and border management through extension of the automated border management system (BMS, PISCES and MIDAS) from 17 border posts to 24 immigration border posts including immigration headquarters support migration intelligence and security operations, and integration of border systems with other government systems like the NSSF/URA system to ease revenue collection, the NIRA registration system and URA payment system to ease citizenship verification and streamline NTR collection respectively.

In order to enhance border surveillance, inspection and control, the ministry constructed and equipped the border posts at Amudat, Bugango, Ngomoromo, Madi-Opei, Kamion, Awenolwiyo and Waligo and Gulu Regional Immigration Office and undertook collaboration with security forces for joint operations and intelligence-sharing at both gazetted and porous borders

However, Uganda's borderline is characterized by 336 known illegal entry points through which illegal immigrants access the country unimpeded, porous and ill-equipped borders. Out of the 72 gazetted borders, only 53 are operational. Nineteen (19) gazetted borders are unmanned and susceptible to illicit activities such as trafficking and undocumented migration. These porous borders compromise the quality of immigration management and create a security risk to the country.

Enforcement migration laws and protocols and intelligence capabilities remain constrained due to inadequate automation of borders systems, weak real-time coordination, and fragmented stakeholder collaboration. The reliance on multiple agencies with unsynchronized systems and protocols especially at border points, has slowed service delivery and strained enforcement effectiveness

2.1.2.7 Prevention of Trafficking in Persons

Uganda is both a source and a destination for men, women, and children trafficked for labor and sexual exploitation. Trafficking in persons increased as a result of search for jobs and money globally. The victims of trafficking in persons increased from 666 in 2020 to 1,777 victims in 2024 with the highest number (2,099) recorded in 2022 as shown in the table below.

Table 13: Trend of victims of Trafficking in Persons from 2020-2024

Type of Trafficking	2020	2021	2022	2023	2024	Total
Transnational	497	790	2099	1698	1777	6,861

Internal	166	475	0	0	0	641
Unknown	3	30	0	0	0	33
Total	666	1,295	2,099	1,698	1,777	7,535

Between 2020 and 2024, a total of 7,535 persons were trafficked. Of these, 641 (8.5%) were internally trafficked while 6,861 (91.1%) were transnational. 4,039 were children and constituted the majority of the internally trafficked victims at 53.6%. Female children trafficked accounted for 38.5%. Female victims (2,429) constitute 69.5% of the total transnational victims of trafficking while males (1,067) constitute only 30.5% as shown in the table below. In both cases of internal and transnational trafficking, females are more vulnerable than their male counterparts.

Table 14 Trafficking By Gender

Gender		2020	2021	2022	2023	2024	Total	% ge
Adults	Female	388	713	762	374	192	2,429	69.5%
	Male	53	181	371	268	194	1,067	30.5%
	Sub-total	441	894	1133	642	386	3496	
Juveniles	Female	187	285	739	728	964	2,903	71.9%
	Male	38	116	227	328	427	1,136	28.1%
	Sub-total	225	401	966	1056	1391	4039	100.0%
Total	666	1,295	2,099	1,698	1,777	7,535		

2.1.2.8 Control and management of small arms and light weapons

Proliferation of illicit small arms and light weapons acts as enabling tools of violence in conflict and commission of crimes. Since 2019, 1,403 gun related crimes have been reported with 1614 victims. These include 1,614 gun related murders. The table below further portrays a historical account on gun related murders and injuries recorded since 2019.

Table 15: Gun incidents

Year	Gun related crimes	Murders due to guns
2019	181	192
2020	249	270
2021	206	321
2022	279	296
2023	300	330
2024	188	205
Total	1,403	1614

The above statistics points to persistent misuse and abuse of firearms by the state and non- state actors leading to aggravated robberies, high human cost due to murders, injuries, and permanent disabilities and associated suffering to families; and strains to the health care system. The problem

of small arms also accounts for the escalation and sustainability of conflict, abetting of terrorism and other serious crime.

Following the development of the National Action Plan to prevent, combat and eradicate the problem of proliferation of illicit SALWs, the Ministry developed the National Policy on Firearms and Related Materials to strengthen the legal and regulatory framework for controlling and managing SALWs in Uganda. Development of the Smalls Arms and Light Weapons law is ongoing and will repeal the Fire Arms Act of 1970.

The Ministry still faces significant challenges in Control and management of small arms and light weapons. These include;

- (i) Increasing demand for small arms by the civilian population;
- (ii) Weak /inadequate surveillance of the porous and expanse nature of Ugandan borders yet surrounded by countries having political conflict such as South Sudan and the Democratic Republic of Congo (DRC), as well as the Turkan area in Kenya;
- (iii) The inadequate legal framework since the 1970 Fire Arms Act is no longer relevant to the size of arms, categorized as small arms, and the weak punishment of 20 currency points which is equivalent to shs.400,000.
- (iv) The ineffective sub regional law enforcement architecture and absence of a comprehensive strategy for joint disarmament. The failure of neighboring countries to disarm, creates a risk of continued proliferation of small arms and light weapons and ammunitions.
- (v) The weak infrastructure for the storage of arms by security agencies especially for up country districts and police stations in remote areas results into leakage of arms to criminals for illicit use; and
- (vi) Limited resources availability for prevention and control of illicit arms greatly affects the security, peace and stability of the country.

2.1.2.9 Demobilization and Reintegration services for Reporters

The long periods of instability characterized by armed conflict through which Uganda went have resulted into gross human rights violations and abuses that have disrupted development efforts, destroyed formal and informal institutions and disintegrated the socio-economic fabric of communities. The Amnesty Commission was created to manage people who renounced insurgency activities and as a result, set up a mechanism and process for demobilization, resettlement and reintegration of ex-combatants (reporters).

By June 2024, 1068 ex-combatants (reporters) had been demobilized from various fighting groups (LRA, UNRF 2, WNBf, ADF) out of which 568 reporters had been resettled and 11361 reintegrated

back into their communities. However, a backlog of 3001 reporters who remains unintegrated into their communities due to budgetary constraints. The Amnesty Commission is still facing the challenge of some fighting groups particularly the ADF and LRA that require to be mobilized to embrace the amnesty process, and eliminate any threat to peace in the country.

The Ministry developed the National Transitional Justice (NTJ) policy to address justice, accountability and reconciliation needs of post conflict Uganda and is expected to restore trust between Government and communities; provide sustainable peace, nation building and reconciliation; enhance victim participation and witness protection; formalize Traditional Justice Mechanism; provide civil and socio-economic empowerment of war victims and communities and strengthen rehabilitation and reintegration of affected persons.

2.1.2.10 Conflict and Early Warning and Response mechanism.

In 2003, the Government of Uganda operationalized the IGAD Protocol on Conflict Early Warning and Early Response Mechanism (CEWARN1) to coordinate efforts to prevent conflict and formulate response strategies through information collection and analysis. The protocol that was premised on pastoral related conflicts in the Karamoja cluster, has since expanded to cover natural resource use and management conflicts.

Since 2020, the ministry registered 36 incidences of violent conflicts mainly caused by armed cattle rustlers in Karamoja, Rwenzori due to spill over conflicts from Democratic republic of Congo, Northern Uganda due to clashes over international boundaries, election related violence in Busoga, region(Luuka, Jinja and Kamuli), central region(Sembabule). The most conflict prone areas are Karamoja region, Rwenzori, Northern Uganda, Busoga, region(Luuka, Jinja and Kamuli), central region(Sembabule). To reduce violent conflicts and enhance early response, the Ministry deployed 20 field based conflict monitors to inform the situation room with early conflict warnings for early response by relevant authorities.

The Ministry coordinated the development of the National Strategy for Preventing and Countering Violent Extremism (PCVE). The review of the National Peace Policy is ongoing

2.1.3 Human Rights Based Law and Order Services

2.1.3.1 Investigations and Prosecution of cases

According to the Police crime report of 2024, 218,715 cases were reported countrywide. Out of the total cases reported, 81,750 cases (37.4%) were processed and taken to Courts of law, 46,302 cases (21.2%) were not proceeded with, while 90,663 cases (41.6%) were still under inquiry.

Out of the 81,750 cases taken to Courts of law, 26,328 cases (32.2%) secured convictions, 1,510 cases (1.8%) were acquitted, 10,333 cases (12.6%) were dismissed while 43,579 cases (53.3%) are still pending in Court and contributing to the high remand population in prisons. The backlog of cases in police (cases under investigation by 2023) stood at 94,535 cases, further pointing to the delayed delivery of justice to the victims and the suspects.

The major challenges affecting delivery of quality and speedy investigations and prosecution include;

- a) High case load detective ratio that is currently at 1:43 (1 detective handling 43 cases per year) compared to the UN recommended ratio of 1:12 (1 detective handling 12 cases per year).
- b) Inadequate handling and storage of exhibits that adversely affects inquiries and the quality of evidence tendered in Court
- c) Limited application and integration of science and technology in investigations to support traditional methods of relying on witnesses and confessions, and
- d) Limited application of prosecution led investigations that would otherwise result in more focused inquiries and hence efficiency and better evidence.

2.1.3.2 Transformation of prisoners/offenders into a responsible, law abiding and economically productive citizen

2.1.3.2.1 Safe, secure and humane custodial services

In FY2023/24, the prisoner population was 76,724 (73,107 males & 3,617 females) inmates, comprising of 39,903 (52.0%) convicted prisoners, 36,290 (47.3%) remand prisoners and 531 (0.7%) civil debtors. This represents a 24.5% growth in prisoner population from 61,614 in 2020/21 to 76,724 in FY2023/24 as shown in the graph below:

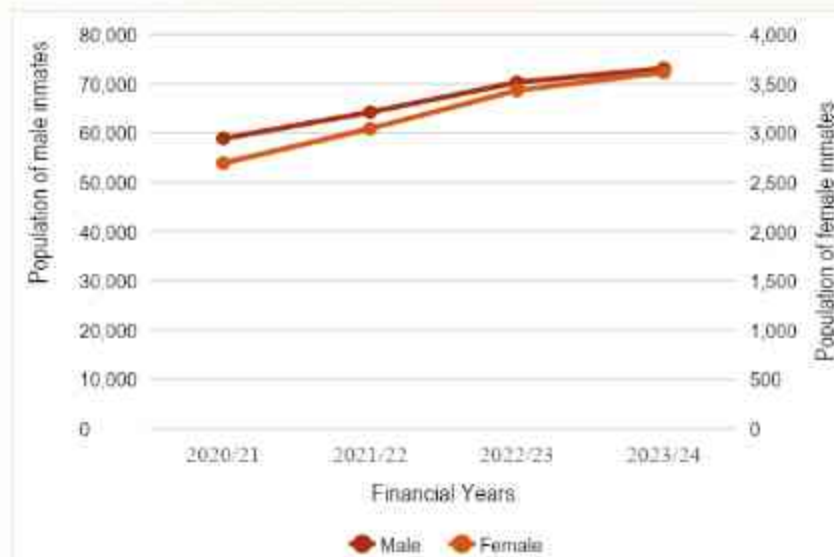


Figure 2 Prisoners' Population since FY2020/21

Despite the increase in holding capacity by 5.7% (1,140 prisoners) from 19,986 prisoners to 21,126 prisoners, occupancy/ congestion rate increased, from 323.1% in June 2021 to 363.2% by June 2024, due to 24.5% (15,110 prisoners) increase in prisoner population to 76,724 prisoners.

A number of factors explain the persistent increase in prisons congestion despite the investment in expansion of

prisons holding capacity. These include;

- a) **High prisoner population growth.** Prisoners' population has on average increased at an annual rate of 8.0% compared to only 5.7% increase in holding capacity.

- b) **Change in the Sentencing Regime for Convict Prisoners.** As at June 2024, convicted prisoners serving long term (above 10 years) and indeterminate sentences accounted for 30.1% (12,307) of the total convicts' population.
- c) **Delayed access to justice.** The average length of stay on remand for capital offenders was 17.5 months as opposed to 6 months' mandatory remand period.

2.1.3.2.1.1 Prisoners' escapes, surveillance systems

The UPS implemented several measures to enhance the safety and security of prisons. These include construction and renovation of prisoners' accommodation and installation of security monitoring systems and fencing of prisons. As a result, the escape rate decreased from 5.9 per 1,000 prisoners in FY2019/20 to 5.3 per 1,000 prisoners in FY2023/24, despite an annual 8.0% growth in the prisoner population.

2.1.3.2.1.2 Prisons Health Services

The UPS increased the number of prisons health facilities accredited to receive health packages through the integrated health service system from 58 in FY2020/21 to 171 in FY2023/24 and completed construction of a 300 bed capacity staff hospital at Luzira complex to enhance provision of quality health care to staff.

In order to increase ART coverage, the Service expanded optimized care and treatment facilities from 35 to 56 ART sites covering a population of approximately 410,274 people (staff, prisoners and the neighbouring communities). The expansion has positively impacted on the general health in Uganda Prisons Service leading to reduction of mortality rates amongst prisoners from 3.8/1,000 to 3.3/1,000.

2.1.3.2.1.3 Staff Welfare and Housing

UPS adopted a low-cost construction strategy of using in-house capacity of the UPS Engineering Gang and the initiatives by the Officers in Charge, using Force on Account in both cases. Since FY2020/21, 1,577 staff housing units have been constructed, thereby increasing the proportion of staff properly housed (accommodated in permanent houses) from 31.8% to 48.9%.

Despite the progress made, acute staff accommodation deficit still remains a big challenge. Currently, 7,223 staff (51.1%) are not properly housed. They stay in improvised houses, Unipots, Fin mores, canteens & others rent at their own cost.

There are several staff welfare initiatives being implemented to improve the living conditions of staff and boost their household incomes. These include the Prisons SACCO, whose membership has grown to 12,860 staff with a net worth of shs.10.4bn in assets, a loan portfolio of shs.9.4bn,

shares of shs.7.1bn and savings of shs.1.5bn, and the Duty-Free Shop with 2,630 (686 females) beneficiaries since inception in 2011.

The major challenge facing delivery of safety, security services and humane custodial services is inadequate and Inappropriate Physical Infrastructure (prisoners & staff accommodation, health, ICT and security infrastructure)

2.1.3.2.2 Offender Rehabilitation and Reintegration services

Rehabilitation is entrenched into the daily operations and conduct while in prison and thus every prison at least provides a certain level of rehabilitation services to inmates. The rehabilitation programs in prisons include formal education, vocational training, Adult Learning and Community Education Program (ALCE), and offender treatment programs among others, and have led to reduction in the rate of recidivism/ re-offending from 14.7% in FY2020/21 to 13.4% in FY2023/24

However, delivery of complete rehabilitation and reintegration services to inmates still remains a challenge due to **absence of a Corrections Strategy, inadequate rehabilitation infrastructure, and inadequate staffing for rehabilitation programs.**

2.1.3.2.3 Access to Justice for all

The proportion of remand prisoners reduced from 50.6% in FY2020/21 to 47.3% in FY2023/24. Likewise, the average length of stay on remand reduced from 19.6 months to 18.7 months for remands on capital offences and from 3.8 months to 2.8 months for petty offenders.

Whereas the proportion of remand prisoners and average length of stay on remand reduced, 6,574 petty remands and 2,239 capital remands had surpassed the mandatory period on remand of 2 months without trial and 6 months without being committed to high court respectively, while 4,808 remands committed to High Court for trial had spent 2 or more years without trial. This leads to accumulation of case backlog in the judicial system.

Overall, the average length of stay on remand (months) considering all categories of prisoners in different court levels was 10.0 months as shown below;

Table 16: Length of stay on remand

Category	Male	Female	Overall
Pending Minister's Order	128.7		128.7
Committals to High Court	24.3	18.2	24.0
Military Courts	21.0	18.7	21.0
Not Committed to High Court	6.0	5.4	6.0
On hearing in the Lower Court	2.8	2.4	2.7
Overall	10.1	8.1	10.0

The Service installed Video Conferencing Systems (Virtual Courts) in 19 prisons to ease access to justice by inmates and also reduce the cost of physically delivering inmates to courts.

However, the rate of expansion of other criminal justice agencies particularly the Courts of law, is not matched with corresponding investment in prisons. The misalignment of prisons from other Criminal Justice System (CJS) stakeholders constrains the effectiveness of UPS in ensuring inmates access to justice as shown in the table below;

Table 17: Misalignment of Prisons & Courts

Court – Prison	Distance (Km)
Zeu – Paidha	45
Rubindi – Mbarara	43
Warr – Paidha	35
Rubirizi – Bushenyi	35
Bukakata - Buwunga	35
Pakwach – Ragem	35
Butoolo – Nsangi	33
Bwizibwera - Mbarara	28
Kiganda – Myanzi	22
Ndeija – Mbarara	20
Kazo – Kiruhura	20
Maddu – Kitwe	12
Nebbi Court – Nebbi	10
Mitooma Court – Mitooma	10
Omoro - Gulu	37
Isingiro - Kikagate	40
Isingiro - Rugaaga	44

The long distances between the courts and prisons imply the following;

- a) Walking long distances for staff & prisoners
- b) High costs of fuel & vehicle maintenance
- c) Delayed production of prisoners to court hence delayed access to justice
- d) Difficulty in observance of human rights for both offenders and staff

2.1.3.2.4 Prisons production and productivity

UPS engages in production (farms and industries) as a revenue mobilization strategy aimed at contributing to food security in the country, and reducing taxpayers' burden of maintaining offenders in custody by becoming food self-reliant, provide affordable seeds to farmers and contribute to the growth of domestic industry.

UPS produced 33,555MT (33,555,000 kgs) of maize grain, enough to contribute 44% to prisoners' maize feeding requirement at an average of 828kgs per acre, 5,357.751MT (5,357,751kgs) at an average of 950kgs per acre and contributed 9.34% of the total national certified seed production, 11,970.5 bales (5,985,262Kgs) of cotton to support the growth of the local textile industries at an average of 288.8kgs per acre and revitalized prisons industry workshops aimed at enhancing production through expansion of the production workshops and acquisition of machinery and equipment for the carpentry and tailoring workshops. The above interventions led to generation of shs.118.52 in Non-Tax Revenue hence reducing the tax payers' burden of looking after offenders in custody.

The major challenges undermining viability and profitability of prisons enterprises include inadequate mechanization of prisons farms, inadequate and incomplete mechanization of the prisons industries production processes, high post-harvest losses on prisons farms estimated at 30% of the yield and absence of Irrigation Infrastructure.

2.1.3.2.5 Community Corrections (Alternatives to imprisonment)

Community Service is a non-custodial sentence aimed at mitigating congestion in the prisons, rehabilitate offenders within communities, reduce re-offending, and increase community participation in the administration of justice for offenders whose sentence does not exceed 2 years.

The National Community Service Act has since its enactment in 2001 supervised the implementation of 257,509 Community Service Orders issued by the Courts of law. In the last five (5) years, a total of 71,067 offenders were sentenced to Community Service hence reducing prison population by an average of 14,213 prisoners per year as indicated in table 0.18.

Table 18: Impact of Community Service on Prison Congestion

Year	Community Service Orders issued - A	Prisoner Population with Comm. Service - B	Prisons Holding Capacity - C	Prisoner Population in absence of Comm. Service - D=(A+B)	Prison Congestion without Comm. Service - (D/C) = E	Prison Congestion with Community Service - (B/C) = F	Reduction in Congestion due to Comm. Service - (E-F)
2019/20	11,099	61,202	19,826	72,301	364.7%	308.7%	56.0%
2020/21	11,969	61,614	19,826	73,583	371.1%	310.8%	60.4%
2021/22	16,606	67,289	19,826	83,895	423.2%	339.4%	83.8%
2022/23	14,595	73,722	20,996	88,317	420.6%	351.1%	69.5%
2023/24	14,593	76,724	21,126	91,317	432.2%	363.2%	69.1%
2024/25	13,304	82,555	22,419	95,859	427.6%	368.2%	59.3%

The Ministry also carried out social reintegration of 59,133 Community Service offenders back into their communities through home visits, counselling and socio-psycho support as well as reconciliatory meetings with their communities leading to reduction in re-offending rates of community service offenders from 5.0% to 2.7%. Therefore, sentencing petty offenders to national community service saves government expenditure on maintaining offenders in custody.

The challenges facing implementation of Community Service as an alternative to imprisonment include;

- The Ugandan law still allows courts to exercise their discretionary powers with regard to either using prison sentences or community service.
- Courts still seem to prefer use imprisonment irrespective of the nature of the offence, thus leading to unwarranted government expenditure and prison overcrowding
- Capacity limitation due to inadequate staffing structure, constraining effective delivery of non-custodial services - (only 80 of the 197 staff positions filled). Judiciary has expanded its magisterial areas yet the Structure of community Service has remained the same. The rate of expansion of Judiciary is not matched with the expansion of the Community Service structure yet community Service Officers operate from courts of law.

- d) Inadequate financing and logistical support constrains continuous monitoring, compliance and social reintegration
- e) Limited interest of the police personnel to facilitate the issuance of community services orders.
- f) Many citizens do not know much about the Community Service Orders as one of the alternative punishments.

2.1.3.2.6 Improved case management systems and processes

Through provision of specialized forensic and general case analysis services to facilitate justice administration, protect public and environmental health, and promote private sector trade competitiveness and growth, focusing on investigations, trial/legal proceedings, and safety. GAL improved case management and reduction in case backlog as a result of timely availability of reagents, chemicals and consumables among others.

The forensic functions of GAL assist in criminal, civil, and commercial investigations by examining and analyzing physical evidence, ensuring reliable and irrefutable scientific evidence, and strengthening the chain of evidence to dispense justice. The General Scientific Analytical Functions provide a comprehensive range of scientific services to support public health, consumer protection, environmental protection, market competitiveness, trade arbitration, private sector competitiveness, and government non-tax revenue collection.

GAL's performance on case management is categorized under cases received, reported, and the backlog for the five years under review.

Table 19: GAL Cases Received by Category

Divisions	General / Civil Cases Received					Forensic Cases Received							TO TA L
	2020/21	2021/22	2022/23	2023/24	2024/25	S u b- to ta l	2020/21	2021/22	2022/23	2023/24	2024/25	Su b- tot al	
Toxicology	0	17	21	103	163	304	995	978	955	955	221	6,098	6,402
Forensic Biology	148	175	276	320	304	1,223	870	770	558	816	861	3,875	5,098
Fire Arms	0	0	11	8	7	26	73	102	66	73	49	363	389
Questioned Documents	0	0	47	43	36	126	79	171	52	46	28	376	502
Food and drugs	79	66	123	116	302	686	358	349	273	148	261	1,389	2,075

Chemical and Microbiology	234	343	319	448	742	2086	272	406	26	20	6	730	2,816
Water and Environment	91	55	95	109	300	650	91	129	48	23	28	319	969
Pesticide Residue	84	98	109	178	296	765	143	98	3	2	8	254	1,019
Total	636	754	1,001	1325	2,150	5866	2,881	3,003	1,981	2083	3456	13,404	19,270
Percentage of cases Received	10.8	12.9	17.1	22.6	36.7	100	21.5	22.4	14.8	15.5	25.8	100	

Source: GAL Annual Statistics reports

The table above reveals that general / civil cases received over the period constituted 30.4% of the total cases received, while forensic cases made up 69.6%. Considering that case backlog accumulation mostly affects forensic cases, this means that GAL must continuously strengthen her capacity for forensic case analysis to constantly check the growth of case backlog.

Table 20: GAL Cases reported in the Review Period

Divisions	General / Civil Cases Reported						New Forensic Cases Reported						TOTAL
	2020/21	2021/22	2022/23	2023/24	2024/25	Sub - total	2020/21	2021/22	2022/23	2023/24	2024/25	Sub - total	
Toxicology	0	17	21	108	163	309	913	668	673	877	814	3,945	4,254
Forensic Biology	148	175	185	282	304	1094	222	118	78	153	388	959	2,053
Fire Arms	0	0	9	9	9	27	62	93	64	53	51	323	350
Questioned Documents	0	0	46	33	17	96	30	78	25	24	10	167	263
Food and drugs	79	66	117	114	297	673	234	205	280	151	216	1,086	1,759
Chemical and Microbiology	234	343	318	461	703	2059	6	1	0	0	1	8	2,067
Water and Environment	91	55	75	83	274	578	0	19	40	6	4	69	647
Pesticide Residue	84	98	109	178	298	767	53	0	3	2	6	64	831
Total	636	754	880	1268	2,065	5603	1,520	1,182	1,163	1266	1490	6,621	12,224

Percentage of cases Received	11.4	13.5	15.7	22.6	36.9	100	23.0	17.9	17.6	19.1	22.5	100	
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Source: GAL Annual Statistics reports

During the five-year review period, GAL reported a total of 12,224 cases, with forensic cases (54.2%) being slightly higher than general/civil cases (45.8%). Reporting trends show growth over time, peaking in FY 2024/25 for both categories. Toxicology and Forensic Biology contributed the highest number of forensic cases reported, while Chemical & Microbiology, Food & Drugs, and Pesticide Residue dominated civil/general reporting. However, some forensic divisions, such as Chemical & Microbiology and Water & Environment, reported far fewer cases than received, highlighting capacity gaps and backlog issues. Overall, while reporting capacity has improved, GAL must strengthen analytical resources to match the increasing caseload.

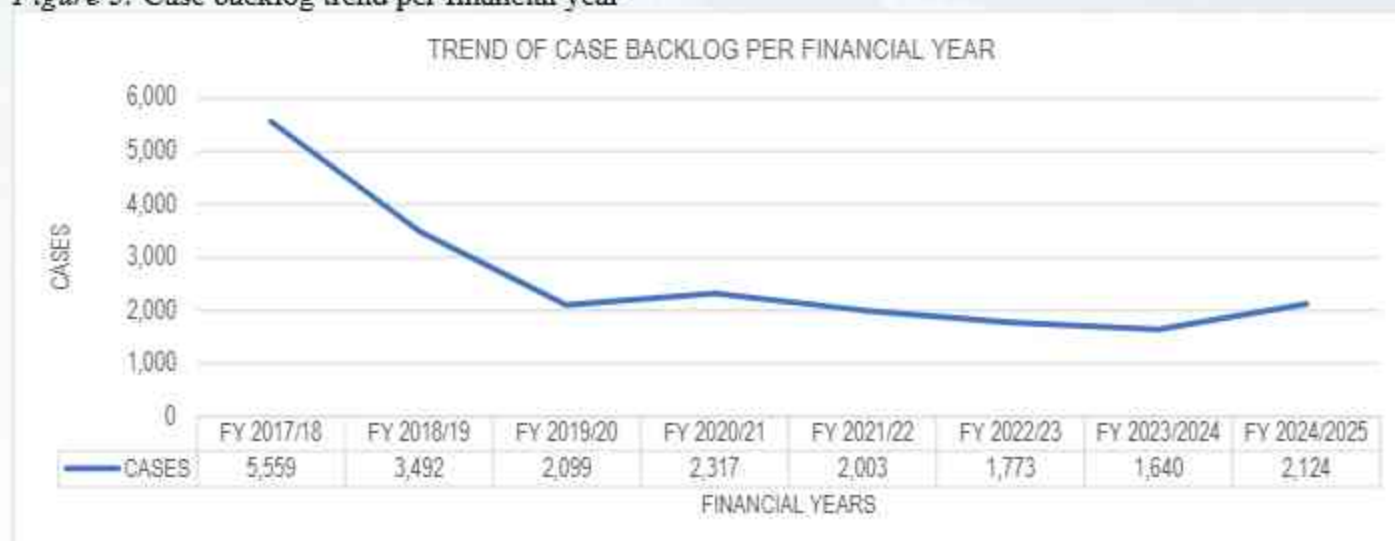
Table 21: GAL Case backlog trend per financial year of the review period.

Divisions	FY	FY	FY	FY	FY	FY	FY	FY
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Toxicology	3410	2153	1376	1264	1006	837	364	850
Forensic Biology	1617	1110	569	786	616	597	916	923
Fire Arms	120	16	17	16	14	5	19	5
Questioned Documents	107	82	45	105	158	150	157	172
Food and Drugs	143	7	25	78	113	74	37	11
Chemical and Microbiology	160	124	67	68	73	100	106	92
Pesticide Residue	2	0	0	0	23	10	41	71
Water and Environment	0	0	0	0	0	0	0	0
TOTAL	5,559	3,492	2,099	2,317	2,003	1,773	1,640	2,124

Source: GAL Annual Statistics Reports

The trend shows a steady decline in case backlog from 2017/18 to 2019/2020, a slight increase in FY 2020/2021, a reduction in FY 2021/22 to FY 2023/2024 and an increase in case backlog as at FY 2024/2025. With the implementation of the Case Backlog Reduction Strategy in July 2018, when backlog stood at 5,559 cases, GAL has recorded tremendous results in backlog reduction and; as at end of FY 2024/2025, the backlog was 2,124 cases.

Figure 3: Case backlog trend per financial year



The graph above shows backlog trend per financial year.

Table 22: GAL NTR generated in the review period

GAL NTR GENERATED PER FINANCIAL YEAR						
DEPARTMENTS	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
	1	2	3	4	5	L
CRIMINALISTICS	129,080,000	146,270,000	205,930,000	238,230,000	244,680,000	964,190,000
QUALITY AND CHEMICAL VERIFICATION	176,840,000	223,162,500	295,222,000	322,920,000	386,260,000	1,404,404,500
SALE OF BIDDING DOCUMENTS AND BOARDED OFF ITEMS	7,265,000	21,600,000	2,842,000	5,000,000	7,030,000	43,737,000
TOTAL	313,185,000	391,032,500	503,994,000	566,150,000	637,970,000	2,412,331,500

Source: GAL Data sources and URA system

The NTR (Non-Tax Revenue) table shows that GAL's revenue has steadily increased over the five financial years under review. UGX 2,412,331,500 was generated by GAL in the review period.

Table 23: COURT ATTENDANCE PER FINANCIAL YEAR IN THE REVIEW PERIOD

DIVISIONS	FY 2020/21		FY 2021/22		FY 2022/23		FY 2023/24		FY 2024/25	
	REC EIVED	ATT END ED	REC EIVED	ATT END ED	REC EIVED	ATT END ED	REC EIVED	ATT END ED	REC EIVED	ATT END ED
Toxicology	7	7	14	13	10	9	10	10	9	8
Forensic Biology	12	12	14	11	11	8	22	22	26	26
Fire Arms	10	10	7	6	5	4	8	8	2	2
Questioned Documents	10	10	12	11	15	14	32	18	34	27

Food and Drugs	5	5	15	14	22	22	8	8	12	12
Chemical and Microbiology	4	4	2	0	1	1	0	0	2	2
Pesticide Residue	0	0	1	1	0	0	0	0	3	3
TOTAL	48	48	65	56	64	58	80	66	88	80

Source: GAL Annual statistics reports

The court attendance table shows that GAL experts consistently supported the justice system by appearing in court to present scientific evidence. Over the five years reviewed, the number of court sessions received vs. attended remained closely matched, reflecting a high response rate. Attendance rose from 48 sessions in FY 2020/21 to 88 sessions in FY 2024/25, with most divisions maintaining near-full compliance.

2.1.3.3 NGO Registration, Regulation and Management

The NGO Act, 2016, mandates the National Bureau of NGOs with the registration, administration and regulation of NGO activities in Uganda. By June 2024, the National Bureau of NGOs had 6,955 Non-Governmental Organizations on the National NGO Register. These include 3,210 local/indigenous based NGOs, 842 international NGOs, 600 foreign NGOs, 289 regional NGOs and 214 continental based NGOs.

In 2017, the National Bureau of NGOs developed *The NGO Regulations, 2017*, to operationalize the NGO Act, 2016, and provide the procedures and requirements for the legal registration and renewal of NGOs. Furthermore, the NGO (Conduct of Inspectors) Guidelines 2019, NGO Guidelines 2019 and NGO (Adjudication Committee Procedure) Rules 2020 were developed to strengthen dispute and conflict resolution amongst NGOs.

In the last five (5) years, the National Bureau of NGOs conducted an annual verification of NGOs to ensure compliance with the NGO policies and weed out of the non-existent/defunct NGOs from the register as reflected in the table 0.19 below. The Bureau also inspected a total of 170 NGOs and conducted both offsite and onsite monitoring and supervision of 6,955 NGOs countrywide, issued new permits to 2,666 NGOs, renewed permits for 2,825 NGOs, issued new certificates to 2,666 NGOs and renewed 1,063 certificates as shown in the below.

Table 24: Status of the NGO Register

No	Year	NGOs on the Register	NGOs De-registered	Renewed permits		New NGOs register	Total NGOs on Register
1	2019/20	2,379	0	889	199	859	0
2	2020/21	2,217	0	505	128	558	22
3	2021/22	2,157	0	371	51	331	3
4	2022/23	5,611	0	476	22	461	3
5	2023/24	5155	0	584	34	457	8

6	2024/25	6,955	0	584	8	594	11
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The Electronic Data Management System (EDMS) for streamlining the registration and renewal processes for all NGOs has improved the turnaround time for process NGO permits and certificates from 60 to 30 working days against the desired 5 working days

This is partly attributed to inadequate financing of the NGO regulator to implement its mandate. Other challenges faced in registering and regulating the NGOs include: Inadequate capacity at the center and at the local government levels in terms of structures and human resource, and the non-functionality of supportive structures at the districts and sub counties.

2.1.4 Secure, Preserve & Protect Uganda’s Citizenship and Identity

2.1.4.1 Functional National Identification Register

As of June 2024, the National Identification and Registration Authority (NIRA) had registered 28,617,325 citizens into the National Identification Register and assigned them National Identification Numbers. This represents 62.3% of the projected population of 45,935,046 million citizens (UBOS census report, 2024). The Authority also printed and issued 18,394,161 National Identity Cards to eligible citizens of 16+ years representing 86%. Basing on the 2024 census report, an estimated 17,317,721 citizens (37.7%) are not registered in the National Identification Register.

The population without National Identification, face challenge of accessing public services that require mandatory use of National Identification Cards. To this effect, the Ministry is undertaking mass registration of the remaining 17,317,721 un-registered citizens at parish level and renewal of 15.8 million National ID cards issued in 2014/2015. The new National IDs to be issued will have more enhanced security features and will be issued free of charge.

The NIRA is also scaling up civil registration including birth and death registration as well as registration of marriages, in addition to alien registration and registration of adoption orders, and capturing of vital statistics aimed at safeguarding of national identity. The target is to make registration at birth the only entry point for Ugandans to the National Identity Register (NIR) by registering 100% of all births within 30 calendar days.

The National identification register is composed of five (5) sub registers. These are Identification register, birth register, death register, marriage register and alien register. As at June 2024, status of the National Identification register was as reflected in the table below;

Table 25: Status of the National Identification register

No	Registration Category	Estimated Population	No. Register	%ge of Registration
1	National Identification Numbers	45,935,046	28,617,325	62.3%
2	National Identification Cards	28,617,325	18,394,161	86%
3	Birth Registration	1,500,000	498,596	33.2%
4	Death Registration	250,000	37,411	15%
5	Adoption Orders	90	260	289



6.	Aliens	30,000	0	0%
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Registration of persons and civil registration are limited by lack of awareness on the importance of registration, inadequate coverage of registration services across the country, weak enforcement of the ROPA, lack of partnership between NIRA and other Government MDAs and the private sector, and weak integration registration of systems within NIRA

The mandatory use of the National Identity Card has been enforced in public institutions and service sectors as provided for under section 66 of the Registration of Persons Act. Access and use of information in the National Identification Register (NIR) has successfully facilitated a number of MDAs and Private sector institutions in authentication and verification of information of their clients through the Third-Party Interface.

As of June 2025, 110 Ministries, Departments, Agencies & the private sector are using the National Identification Register to offer services to the public having increased from 50 in FY2021/22 and over 316,814,730 records accessed as at June 2025. Some of the major services that NIRA has been instrumental include, among others; (a) Verification of SIM cards by the Uganda Communication Commission and Telecom Companies, (b) Verification of the civil servants by Ministry of Public Service, (c) Facilitation of Electoral Commission in conducting by-elections, (d) Credit Service Bureaus, (e) Commercial Banks, (f) Update of savers information for NSSF, and (g) Bank of Uganda

2.1.4.2 Efficient and Credible Citizenship and Migration Services

Uganda's gazetted border points increased from 42 in 2015/16 to 72 in 2023/2024 hence creating more routes for market access. However, only 73.6% (53 out of 72 gazetted borders operational with inadequate equipment and staffing. The Ministry undertook automation of border points aimed at strengthening migration control and border management through extension of the automated border management system (BMS, PISCES and MIDAS) from 17 border posts to 24 immigration border posts including immigration headquarters support migration intelligence and security operations, and integration of border systems with other government systems like the NSSF/URA system to ease revenue collection and the NIRA registration system to ease citizenship verification.

The migration flows managed through gazetted border points grew by 20% from 4.102 million people in 2019 to 4.921 million travelers in 2024 and is projected to reach 5.9 million travelers in 2030. An average of 12,698 travelers are managed by the 53 operational border stations per day, of which 43% (5,460) go through Entebbe International Airport.

During the last five years the Ministry has invested in automation of migration management, by establishing an e-Immigration system, which has enabled the integration of permits/ passes and eased migration management. The country has one uniform system of managing entry, stay, residence, work and exit of foreign nationals all in the same cycle. The ministry undertook installation of border management system and automated border post operations. This included roll out of Automated Border Control (ABC) kiosks and the e-gates management systems at Entebbe International Airport (EIA), implementation of the alert system to enhance post entry management of all foreigners.



In order to provide efficient and credible citizenship and migration services, the has undertaken the following actions.

- i. Integrated the e-passport system to the National Identification Register (NIR) to facilitate citizenship verification and streamline the issuance of passports to Ugandan citizens.
- ii. Deployed the E- immigration services (e-visa, e-permit and e-passes) in 21 out of 36 missions abroad to facilitate immigration service delivery fully automated 24 out of 72 gazetted border points.
- iii. Decentralised the e-passport enrolment centres to 4 regional offices of Mbarara, Mbale, Gulu and Jinja, opened immigration service centres have also been opened at Uganda Investment Authority Head Office, and Kapeeka Industrial Park.
- iv. Eased the process of acquisition of dual citizenship by Ugandans in diaspora through the online web base immigration portal, and deployed 7 Immigration Attaches to the Uganda Missions in Washington DC, Ottawa, London, Copenhagen, Abu Dhabi, Pretoria and Beijing to facilitate management of dual citizenship among other immigration services.
- v. Operationalized the use of national identification cards as a travel document for nationals of Rwanda, Kenya and Uganda as well as the use of interstate passes for resident non-Uganda nationals, and removed entry visa requirements for citizens of DR Congo as new members of EAC community partner state.
- vi. Reduced work permit fees from \$2,500 to \$400 per year for foreign investors in manufacturing/value addition, mining rare minerals (gold, copper, iron ore, silica, phosphates, limestone and marble) and agro-processing sectors.
- vii. Abolished the requirement of depositing of security bonds in respect of the foreign nationals working in Uganda aimed at reducing the cost of doing business in Uganda
- viii. Integrated the e-immigration system and the e-passport system with the URA e-payment system for a streamlined Non-Tax Revenue (NTR) collection. NTR generated from immigration services increased from Shs.208.84bn in FY2020/21 to Shs.350.81bn in FY2024/2025 as reflected in the table below.

Table 26: NTR collection from migration services

Year	NTR Collection
2020/21	208.84
2021/22	318.79
2022/23	340.99
2023/24	336.92
2024/25	350.81
Total	1556.35

As a result of the above interventions and achievements, the following results and outputs have been realized:

Table 27: Status of delivery of migration services

Service	FY2020/21	FY2024/25
Lead time of clearing travelers	5	2.4
Issuance of tourist Visa (Days)	2	2
Issuance of work permit (Days)	10	7
Issuance of passport (Days)	14	5

The ministry has issued a total of 1,391,398 passports, 66,419 work permits, 63,181 student passes, 3,672 resident passes and 14,697 Conventional Travel Documents to deserving applicants as reflected in the table.

Table 28: Issuance of Travel Documents

Document	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	TOTAL
Passports	175,700	342,473	351,566	280,386	241,273	1,391,398
<i>Ordinary</i>	174,765	340,725	350,146	279,981	240,753	1,386,370
<i>Diplomatic</i>	699	901	1,059	211	273	3,143
<i>Official</i>	236	847	361	194	247	1,885
Work Permits	11,229	14,185	13,032	12,970	15,003	66,419
Student Pass	10,164	10,965	12,786	13,728	15,538	63,181
Resident Permits	715	596	1,013	719	629	3,672
CTDs	69	45	2,350	6,181	6,052	14,697

However, the Ministry still faces the following challenges in provision of migration services.

- a) The border post infrastructure is inadequate and does not facilitate effective and efficient service delivery. Out of 53 operational borders, only 28 are in permanent structures. Ten (10) border stations are in rented premises, fifteen (15) are in temporary structures while only 24 out of the 53 gazetted border stations, have personalization machines where enrollment for e-visa, permits and passes can take place. This is in addition to acute staff accommodation deficit.
- b) There are 336 illegal routes (porous border points) which have been identified through the country. These porous border points compromise the quality of immigration management and create a security risk to the country
- c) Inadequate and ill-equipped staff to monitor and to operationalize all the 72 gazetted border points.
- d) The lack of a standard border management mechanism or system of recording entry/exit of all immigrants is a constraint to the tracking of people involved in criminal activities of transnational nature. Adherence to the ICAO standards for border management require integration of border management systems with the Advanced Passenger Information System.

- e) Currently the country does not have a functional and effective system of tracking illegal immigrants. The deterrent measure for illegal entry and stay is a fine of **just USD 20 per day** of illegal stay. The growth in migration flows, demands for improved systems for management, tracking and surveillance at all borders and within the country. **Currently, for every 100 migrants, an average of 20 migrants are illegal.** This is attributed to weak enforcement of immigration laws largely caused by inadequate human resource to conduct compliance inspections, inadequate border management due to existence of porous borders and limited integration of border management systems, and inadequate coordination of refugee management.

2.1.5 Institutional development, governance and policy formulation

2.1.5.1 Staff Strength, Capacity, and Staff Attrition

The overall structure of the Ministry of Internal Affairs is filled up to only xxx% as indicated in table below. Whereas the ideal custodial staff to prisoner ratio is 1:3, the current ratio of staff to prisoners is 1:7. At the projected prisoner population of 119,070 prisoners, UPS requires a custodial staff establishment of 39,690 personnel, against the current staff establishment of 13,871 personnel. According to the 2024 census population of 45.9 million people and the UN standard police to population ratio of 1:500, currently the police to population ratio is 1: 918. UPF requires 91,870 police officers while other institutions are operating with an average of 56% of its approved staff structure. There is need for human resource review, to establish the technical and specialized requirements, in view of the internal security challenges and demands that the ministry institutions experience.

Table 29: Ministry of Internal Affairs Staff Strength

Institution	Approved structure	Established staff	% filled
Ministry Headquarters	513	172	34.6%
UPF	69,130	50,302	72.7%
UPS	39,462	14,984	38%
NCIC	1,286	652	50.7%
GAL	124	80	64.5%
NIRA	571	417	73%

Over the last 4 years, the Ministry recruited and trained a total of 14,718 staff and lost 6,426 staff due to attrition. This represents a net gain of only 48,206 staff shown in the table below.

Table 30: MIA Staff Recruitment and Attrition

Institution	Staff in post FY2020/21	Recruitment	Attrition	Net Increase	Staff in post FY2024/25
Uganda Police	46,614	10250	4,874	5,376	50232
Uganda Prisons	11,085	4,318	1,532	2,786	13,871
NIRA	427	1	11	-10	417

Institution	Staff in post FY2020/21	Recruitment	Attrition	Net Increase	Staff in post FY2024/25
NCIC	583	112	0	112	652
GAL	43	37	0	37	80
Min. Headquarters	134	47	09	38	172
Total	58,886	14,765	6,426	8,339	65,433

2.1.5.2 Financing of MIA Operations

During the NDP III period, the Ministry received a total of shs7,731.54 billion compared to shs. 15,315.38 billion required to implement its policies, programs and projects highlighted in the plan

Table 31: MIA Financial Resources Strategic Development Plan

Institution	Amount in Billions			% provided
	Required	Provided	Variation	
Uganda Police	10,565.5	5,093.9	5,471.67	48.2%
Uganda Prisons	1,304.9	851.022	453.89	65.2%
NIRA	1,016.0	656.761	359.239	64%
NCIC	1,075.433	697.506	377.927	64.8%
GAL	668.817	137.902	530.915	20.6%
Min. Headquarters	684.73	294.451	390.279	43%
Total	15,315.38	7,731.54	7,583.92	50%

Table 32 :Budget expenditure vis-à-vis releases

	Approved budget	Released	Spent	% Releases spent
FY2020/21	1,586.65	1,588.26	1,563.70	98.5%
FY2021/22	1,576.55	1,554.29	1,536.09	98.8%
FY2022/23	1,590.69	1,580.89	1,574.71	99.6%
FY2023/24	1,864.12	1,897.25	1,889.97	99.6%
FY2024/25	1,893.07	1,964.58	1,961.13	99.8%
TOTAL	8,390.05	8,583.89	8,524.17	99.3%

2.1.5.3 Legal Policy and regulatory framework

Over the period under review, the Ministry facilitated the enactment and revision of a number of laws and policies that are critical for execution of its mandate. The completed laws and policies include;

- a) The Explosives Act 2024;
- b) The Anti-terrorism Act, and
- c) The Narcotics and Psychotropic substances Act.
- d) The National Migration Policy

The development/review of laws and policies is still ongoing for the following:

- a) The Forensic and Scientific Analytical Services Bill
- b) The Small Arms and Light Weapons Bill
- c) The National Peace Policy,
- d) National Corrections Policy,
- e) The NGO Policy 2010

2.1.5.4 Monitoring and Evaluation

The organizational structures responsible for M&E function are operational in all Ministry institutions, with the Ministry headquarters providing leadership and coordination. The Ministry has over the last reporting period conducted ten (10) semi-annual and five (5) annual performance reviews to track progress made by each of the Ministry institutions this is line with its M&E framework. The Ministry utilizes policy oversight by the Ministry Top Management, Routine supervision by senior management, quarterly performance reports, semi-annual & annual performance reviews as well as production of statistical abstracts to monitor its performance.

The Ministry institutions have developed a number of management information systems aimed at automation of business process and improving service delivery. These include the Fire Arms Management Information System, Integrated Ballistic Information System, Crime Record Management Information System, Laboratory Information Management System for GAL, UPF Human Resource Management Information System, the UPF Integrated Personnel and Pay Role System and the UPF Suspect profiling system. Development of the Prisoners Management Information System and the UPS Human Resource Management Information System is still ongoing. The challenge however is that many of the data bases are not fully developed and not fully functional and not integrated.

2.1.5.5 Staff Accommodation and Welfare

The ministry adopted a number of strategies to improve staff accommodation. These included the low-cost construction strategy of using in-house capacity using Force on account among others. This has enabled construction of housing units and improved the staff accommodation status/ living. Since FY2020/21, 1,577 UPS staff housing units, 1,020 UPF staff housing units and 6 immigration staff housing units (Amudat, Malaba, Kikagati, Mutukuka, Mpondwe and Ntoroko) have been constructed, increasing the proportion of staff properly housed to 50.2%, 14.2%, 15% of prisons, police and immigration officers respectively.

Staff requirement is directly proportional to the target population and the services to be delivered. Despite the progress made, acute staff accommodation deficit still remains a big challenge. Currently, 7,462 prisons officers (49.8%), 42,123 police officers (85.8%) and 398 immigration officers (85%) are not properly housed

Table 33: Status of accommodation among ministry institutions

Description	UPF	UPS	NCIC
Eligible staff for housing	49,068	14,984	468
Staff housed	6,945	7,522	70
Staff not housed	42,123	7,462	398
% of staff not housed	85.8	49.8	85

The ministry security personnel housing status is characterized by;

- (i) Poor sanitation with inadequate and improper sanitation facilities.
- (ii) Absence of effective physical planning and layout
- (iii) Implementation of different designs/ styles of houses
- (iv) The growth rate of housing is not matched with growth in numbers of personnel

Ministry institutions suffer an acute office accommodation deficit and this curtails service delivery. The National Citizenship and Immigration Control is struggling with an acute staff accommodation deficit in 43 out of 72 border stations and lacks office accommodation at 30 of its 72 border points while NIRA lacks a home with most of its upcountry service delivery points either housed at the district headquarters or in rented premises. Relatedly, most of police and prisons land, are not surveyed and titled as summarized in the table below.

Table 34: Status of the Land owned by MIA Institutions Status

Category	UPF	UPS	NCIC
Surveyed	976	65	15
Un-surveyed	418	107	10
Total	1,394	172	25

2.1.5.5.1 Staff Welfare Initiatives

There are several staff welfare initiatives being implemented to improve the living conditions of staff and boost their household incomes. These include the Prisons and Exodus Savings and Credit Cooperatives, whose memberships have grown to 13,570 and 43,001 members respectively. The value performance of the Prisons and Exodus SACCOs are as reflected in the table below.

Table 35: Performance of Prisons and Exodus SACCOs

No	Description	Prisons SACCO		EXODUS SACCO	
		2020/21	2024/25	2020/21	2024/25
1	Membership	10,283	13,570	37,692	43,001
2	Assets (billions)	7.5	11.7	35.017	85.76
3	Shares (billions)	4.39	7.5	5.980	18.78
4	Savings (billions)	1.35	1.5	20.712	35.87
5	Loans (billions)	6.2	9.8	17.508	68.69

The Prisons and Police Duty-Free Shops have benefited 2,992 prisons officers and 10,429 police officers since inception in 2011.

2.2 Status of Cross Cutting Issues

2.2.1 Gender and Equity

The Ministry has over the years put in place measures to enhance gender and equity. These include development and operationalization of the gender policy, child diversion guidelines, establishment of the Sexual and Gender Based Violence, refugee, women, family and children protection desks, training and deploying selected officers in sign language to facilitate communication with people with hearing impairment. Female staff compose about 21% of the Ministry's total current strength that is nationalistic in character.

2.2.2 Observance of Human Rights

The justice systems are hinged on human rights principles which are enshrined in Uganda's 1995 Constitution (Uganda Bill of Rights), international and regional treaties. The Ministry has endeavored to address issues of low levels of human rights awareness and human rights violations in MIA institutions including;

- (i) **Health:** All inmates are entitled to health care. Health care is provided through the Prisons and Police health facilities. Where required, referral is made either to public hospitals. Over the SDP II period, the Ministry focused strengthening the delivery of health care services to all inmates, staff and the surrounding communities.
- (ii) **Feeding, Clothing and other Basic Necessities:** All inmates were provided 3 meals a day and appropriate clothing and shelter. However, the provision faces budgetary shortfalls due to increased demand as a result of the high prisoner population growth rate
- (iii) **Access to Justice:** Whereas the proportion of remand prisoners reduced from 50.6% in FY2020/21 to 47.3% in FY2023/24 and the average length of stay on remand reduced from 19.6 months to 18.7 months for remands on capital offences and from 3.8 months to 2.8 months for petty offenders, 6,574 petty remands and 2,239 capital remands had surpassed the mandatory period on remand of 2 months without trial and 6 months without being committed to high court respectively, while 4,808 remands committed to High Court for trial had spent 2 or more years without trial.

The Ministry recognizes that all prisoners (remand and convicted) have a right to access justice and that a longer stay on remand leads to accumulation of case backlog in the judicial system. Therefore, Ministry of Internal Affairs will strengthen mechanisms for delivery prisoners to court and enhance implementation on non- custodial sentences.

- (iv) **Sanitation:** Whereas access to safe and clean water supply increased from 58.0% to 97% of all prison units, improved sanitation systems (water closet toilets) are in only 80.5% of the prisons. There are 52 prisons still using the Night Soil Bucket system of sanitation

- (v) **Zero Tolerance Policy on Torture:** Freedom from all forms of torture is a fundamental human right as enshrined in the Uganda Bill of Rights and the Anti-Torture Act. The Ministry recognizes that all persons should be treated in a humane manner and free from torture. Perpetrators are held individually held accountable.
- (vi) **Detention without Trial:** MIA is required by the constitution to present suspects to court within 48 hours of arrest. This remains a challenge to the ministry due to the high caseload per detective of 1:45, the limited financial and logistical facilitation. The above notwithstanding, challenges that require urgent attention still remain including adherence to the 48-hour rule, failure to provide adequate food to suspects especially in sub police stations and police posts and prevalence of the soil bucket system.

2.2.3 HIV/AIDS

The challenges posed by the HIV/AIDS pandemic affect the Ministry at two levels; internally for the staff and persons in conflict with the law, and externally in relation to the public as prospective users of the justice delivery system. In the last planning cycle, the Uganda Police Force and the Uganda Prison Services, developed and implemented HIV & AIDS program, targeted at people in conflict with the law, and staff in the respective institutions. HIV& AIDS work place programs need to be scaled up in other MIA institutions, as part of the global effort to end AIDS by 2030

2.2.4 Environmental Protection/ Climate Change:

The Ministry is one of the biggest consumers of wood fuel because the greatest percentage of its population depends heavily on fire wood as a source of energy. With the increasing prisoner population, the demand for wood fuel is also increasing leading to increased deforestation with its associated negative effects of desertification, climate change, loss of flora and fauna as well as loss of livelihoods for some communities. Currently, the Ministry has over 1,227 acres of forested. The Directorate of Community Service has also established tree planting projects in 108 districts as part of environmental protection and skilling offenders in raising nursery beds. Over the last 5 years a total of 404,596 seedlings have been raised and distributed to government establishments mainly schools, health centres, and administrative units

The adoption of energy saving cooking technologies will minimize firewood consumption. Further investment in afforestation will greatly contribute to the mitigation of the negative impact on environmental degradation. In addition, all constructions undertaken by MIA institutions, will mainstream global warming prevention measures, as part of the strategy for climate change mitigation.

2.3 Summary of key performance highlights and lessons learnt from 2020/21 – 2024/25

2.3.1 Summary of key performance highlights

a) Law Enforcement and Security

- **Crime reduction:** Overall crime incidence declined from **215,224 cases in 2021** to **204,102 cases in 2023**, representing a **5% reduction** due to community policing and CCTV surveillance expansion.
- **CCTV coverage:** Installed and operationalized over **5,600 cameras** in Kampala Metropolitan Area and **12 regional cities**, improving crime response time by 38%.
- **Human resource development:** Recruited **4,500 police officers** and trained **3,200** in **cybercrime, counter-terrorism, and crowd control** under the Retooling Project.

b) Correctional Services

- **Prison congestion:** Reduced from **367% in 2019** to **312% in 2024**, through expansion of prison infrastructure and use of community service.
- **Community Service Orders:** Increased from **14,562 offenders in 2020** to **25,481 offenders in 2024**, saving the government over **UGX 8.2 billion annually** in incarceration costs.
- **Rehabilitation:** Over **17,000 inmates** enrolled in vocational and literacy programmes, with **68%** successfully reintegrated post-release.

c) Forensic and Scientific Services (GAL)

- **Case turnaround time:** Reduced from **90 days in 2020** to **42 days in 2024** due to automation of sample registration.
- **DNA and toxicology analysis:** Conducted **12,360 forensic cases** in FY2023/24, up from **7,245 in FY2019/20** (70% increase).
- **Regional coverage:** Established forensic satellite labs in **Gulu, Mbarara, and Mbale**, improving access to scientific evidence.

d) Citizenship and Immigration Control

- **Passport issuance:** Processed over **2.5 million e-passports (2020–2024)**, with an average processing time reduced from **14 to 4 days**.
- **Visa services:** 100% automation of visa processing under the **e-immigration system**.
- **Border automation:** Automated **12 of 53 border posts**, resulting in 30% improvement in traveller clearance efficiency.
- **Migration governance:** Developed the **National Migration Policy (2025)** and finalized the **Multisectoral Implementation Action Plan**.

e) National Identification and Registration (NIRA)

- **National ID coverage:** Registered **26.2 million citizens** and **3.4 million children**; National ID ownership rose from **76% (2020)** to **88% (2024)**.
- **Birth registration:** Increased from **33% (2019)** to **56% (2024)** through the Digital Birth and Death Registration Project.

- **Diaspora enrolment:** Deployed registration kits to **18 missions abroad**, enrolling over **120,000 Ugandans** in the diaspora.

f) **Amnesty and NGO Regulation**

- **Former combatants:** Demobilized and reintegrated **29,400 ex-combatants** under the Amnesty Programme.
- **NGO supervision:** Strengthened compliance monitoring of **2,700 active NGOs**, with **85% filing annual returns** in 2024 compared to **62% in 2020**.

2.3.2 **Lessons Learned from Implementation of the Previous Strategic Plan for the Period FY 2020/21 to FY 2024/25**

In according to the NPA Planning Regulations, 2018, (27 (2)), the Ministry undertook a mid-term review of her Strategic Development Plan (FY 2020/21 – FY 2024/25). This review was to assess the progress made in implementing the strategic plan at midpoint, identify the risks and challenges that could have impacted the achievement of the plan's goals and objectives, and provide recommendations to mitigate them. This involved assessing the progress made in implementing the strategic plan by comparing the current status against the predefined milestones and benchmarks. The data gathered included quantitative data, performance metrics, and qualitative feedback from relevant stakeholders to gauge the effectiveness of the implemented strategies.

Summary of Lessons Learnt

1. **Leveraging stakeholder goodwill:** Strong inter-sectoral linkages with state and non-state actors enhanced capacity and resource mobilization. This was the experience reported by DCS, Amnesty Commission, UPS, Directorate of Forensics, NARO, CDO, MAAIF, NCIC, and cross-border partners.
2. **Staff attrition and incentives:** Severe staffing gaps (up to 75%) and high attrition due to salary/benefits gaps, necessitating innovative retention and capacity-building incentives.
3. **Public awareness and perception:** Limited awareness of MIA mandates and services; need for targeted public relations to correct misperceptions (e.g., UPS's broader services beyond offender housing).
4. **Political will and funding:** Some interventions (e.g., Amnesty Commission, Community Service Orders Management etc) require sustained funding and ongoing stakeholder engagement; peace processes demand time and resources.
5. **Ownership and governance:** Greater stakeholder involvement at all stages improves implementation of strategic plans
6. **Indicator alignment:** Key Performance indicators require review and realignment to ensure measurability and relevance.

7. **Prioritization and sequencing:** Focus on high-impact activities and leverage mass-Reach channels (e.g., radio) for broad outreach within budget constraints.
8. **Communications and capacity:** Produce user-friendly plan/M&E materials and train staff to integrate the plan into daily work.
9. **Follow-up and sustainability:** Implement post-action follow-ups to sustain results (e.g., post-demobilization support for ex-combatants and recidivism reduction efforts).
10. **ICT integration:** Adoption of systems (HRM, Prisons MIS, CCTV surveillance, virtual courts) has improved service timeliness but faces maintenance and sustainability challenges due to reliance on external contractors.
11. **Integration needs:** Ensure interoperability across platforms (e.g., e-Visa) and plan for long-term operation and funding.

o The MIA should continue leveraging partnerships, strengthen staff retention, enhance public awareness, maintain political and financial support, align indicators, prioritize actions, and plan for sustainable ICT-enabled services.

2.6 Key Challenges and Most Binding Constraints

High prisoner population growth: Prisoners' population has been increasing at an average of 8.0% annually, more than 2 times the national population growth rate of 3% annually. Prisoner population is the major cost driver of the prisons budget. It directly impacts feeding requirements, housing, sanitation, utilities (water), Medicare, uniforms (staff & prisoners), staff numbers & delivery of prisoners to courts

Changing dimension of crime: Terrorist extremism, organized crimes, murders, drug and human trafficking, cybercrimes, proliferation of small arms and light weapons, syndicated crimes and kidnaps not only render conventional crime response methods obsolete, but also hinder conflict resolution and peace building and facilitate the growth of insurgencies.

Weak investigative capacity due to low detective numbers, limited use of ICT in investigations and limited scientific forensic analysis results into case backlog. The annual case file ratio for a detective stands at 1:43 (1 detective handling 43 cases) compared to the international standard of 1:12 (1 detective handling 12 cases). This affects investigations which lead to increase in the remand period and prisoner population growth.

Border Management Vz. Porous borders: There are 336 known porous/illegal entry border points along Uganda's borders surrounded by countries with tenets of political conflict and instability such as South Sudan and the Democratic Republic of Congo (DRC), as well as the Turkana area in Kenya. These render delivery of migration services difficult and exacerbate illegal entry and exit, formation of insurgent groups and illegal trade.

Delay in administration of Justice: The proportion of remands has reduced from 50.6% to 47.3%, the average length of stay on remand reduced from 19.6 months to 17.5 months for capital offenders and from 3.8 months to 2.7 months. The rate of expansion of other criminal justice agencies is not matched with corresponding investment in respective ministry institutions. This misalignment of

Criminal Justice System (CJS) stakeholders continues to hinder the ministry's contribution to access to justice for all.

Ministry Infrastructure deficit: Infrastructure is a primary contributing factor to delivery of internal security, delivery of law and order as well as citizenship and migration services. The following infrastructural issues are constraining effective service delivery.

- i. **Acute prisoner accommodation deficit** with a current congestion rate of 366.5%. Currently, the space for one (1) prisoner is occupied by four (4) prisoners. The accommodation space is inadequate to promote offender classification and segregation which are prerequisites in the provision of effective offender rehabilitation services. It is also a fertile ground for gross human rights violations among prisoners, and outbreak of communicable diseases.
- ii. **Acute staff accommodation deficit.** By June 2024, 7,462 prisons officers (49.8%), 42,123 police officers (85.8%) and 398 immigration officers (85%) were not properly housed. The ministry security personnel housing status is characterized by poor sanitation with inadequate and improper sanitation facilities, absence of effective physical planning and layout and implementation of different designs/ styles of houses. The growth rate of housing is not matched with growth in numbers of personnel.
- iii. **Inadequate infrastructure for provision of quality health care.** The absence of health infrastructure in over 200 prisons (73%) constrains health care delivery and further constrains regional health care centers and Murchison Bay hospital.

The poor medical infrastructure not only increases exposure to highly infectious diseases like Tuberculosis (TB) with a prevalence rate of 317 per 100,000 prisoners held compared to national TB prevalence rate of 174 per 100,000 country population.

- iv. **Inadequate ICT security infrastructure.** This is characterized by inadequate application of technology in the delivery of ministry services. Whereas the ministry institutions have developed a number of management information systems aimed at automation of business process and improving service delivery, many of the data bases are not fully developed and not fully functional and not integrated.

Inadequate Staff for delivery of MIA services: The overall structure of the Ministry of Internal Affairs is filled up to only 56% with some institutions like Uganda Prisons, NIRA filled to as low as 47.5%. The custodial staff (uniformed) to prisoner ratio is 1:7 against the standard of 1:3 prisoners while Police to Population ratio is 1:784 against an ideal of 1:500 persons.

2.4 Stakeholder Analysis

In determination of stakeholders for adequate prioritization of their needs and expectations, a stakeholder analysis was undertaken. Table 0.31 below provides a summary of results on the analysis of stakeholders based on their ability to have an impact on the development plan and support to the Development plan

Table 36: Key stakeholders, their roles & responsibilities

Stakeholder	Key roles & Responsibilities
Ministry of Agriculture Animal Husbandry and Fisheries	<ul style="list-style-type: none"> a) Improve access to high quality animal breeds, seeds, fertilizer and planting materials. b) Increase access to water for agricultural production (Irrigation), c) Promote investment in storage infrastructures to reduce post-harvest losses.
Ministry of Education and Sports	<ul style="list-style-type: none"> a) Support Uganda Prisons to provide formal education to prisoners and staff children at all levels. b) Rehabilitation, expansion and equipping rehabilitation at all levels
Ministry of Trade Industry & Cooperatives	<ul style="list-style-type: none"> a) Offer technical support in setting up industry workshops b) Assist UPS in setting up standards for its industrial products.
Ministry of Health	<ul style="list-style-type: none"> a) Inclusion of UPS and UPF into the National Health Plan and systems.
Ministry of Water and Environment	<ul style="list-style-type: none"> a) Support for solid waste management and treatment b) Support afforestation interventions through provision of land for commercial afforestation and seedlings
Ministry of Local Gov't	<ul style="list-style-type: none"> a) Coordinate with local government in all security matters through the District Security Committees b) Coordinate the provision of FAL services and Community Service by Community Development Officers and District Community Service Committees
Ministry of Defense and Veteran Affairs	<ul style="list-style-type: none"> a) Harmonize the intra-sectoral and multi-agency coordination and operations
Office of Prime Minister	<ul style="list-style-type: none"> a) Support service M&E; and Support to Karamoja
Ministry of Finance	<ul style="list-style-type: none"> a) Consideration of budget enhancement and other budgetary and financial issues b) Support project development and appraisal
Civil Society	<ul style="list-style-type: none"> a) Community sensitization and training & offender rehabilitation and reintegration b) Legal aid services e.g. awareness, representation; training of staff
Private Sector & Development Partners	<ul style="list-style-type: none"> a) Support for development programs; Implement relevant PPP projects b) Support access to justice
Ministry of Lands & Housing	<ul style="list-style-type: none"> a) Provide mechanisms for surveying and titling and technical support for physical planning
Uganda Bureau of Statistics	<ul style="list-style-type: none"> a) Introduce measures to support institutional capabilities to carryout policy research b) Support data quality assurance systems & Support statistical surveys and data production
Ministry of Public Service	<ul style="list-style-type: none"> a) Support recruitment, development and retention of a highly skilled and professional workforce.

Stakeholder	Key roles & Responsibilities
	b) Support payroll and pension management & HR information management systems (HCM, IPPS etc)
Ministry of Gender Labor and Social Development	a) Support Implementation of community corrections, offender treatment and reintegration programs b) Workman compensation management.
NITA (U)	a) Offer linkage to the National Data Transmission Backbone Infrastructure and e-Government b) Technical support for ICT systems and networks
The Judiciary	a) Implementation of non-custodial sentencing mechanisms b) Implementation of plea bargain sessions and normal high court sessions c) Support establishment of virtual courts d) Support ICT systems integration for seamless information sharing e) Support the effective functioning of DCCs and RCCs
Director of Public Prosecutions	a) Implementation of non-custodial sentencing mechanisms b) Implementation of plea bargain sessions and normal high court sessions
The Media	a) Dissemination of prisons information to the public b) Publicizing service initiatives and programs
Cultural Institutions	a) Support land management
Electoral Commission	a) Registration, citizens verification and elections management
Local Councils	a) To facilitate linkages with local communities in the reintegration process of offenders

2.3 SWOT Analysis of the Ministry

The table below presents the strengths, weaknesses, opportunities and threats that are vital in guiding the MIA to appreciate its internal and external positioning. The SWOT also helps the MIA to harness the strengths and opportunities and mitigating the weaknesses and threats.

Table 37: SWOT Analysis (Strength, Weaknesses, Opportunities, Threats)

Strengths	Weakness
<ul style="list-style-type: none"> a) There has been continuous growth in staff strength b) Constitutional and legal mandate for provision of Ministry services. c) The structure of the Ministry has expanded to address new challenges and accommodate career growth. d) Strong and Effective Top Management e) Competent and committed Staff f) Good working relations with stakeholders g) Conducive work environment 	<ul style="list-style-type: none"> a) Inadequate and poor office accommodation for effective delivery of services. b) Inadequate welfare for staff c) Low levels of automation of Ministry systems and processes. d) Over dependence on Government budget to fund operations. e) Inadequate fixed operational assets to facilitate execution of critical supervisory actions f) Limited budgetary provisions g) Inadequate staffing h) Inadequate Technological Infrastructure

Opportunities	Threats
<ul style="list-style-type: none"> a) Increased demand for Ministry services b) Political will to support provision of security. c) Existence of public goodwill d) Willingness of development partners to support the Ministry. e) Existence of CSOs & NGOs who augment Ministry efforts. f) Political commitment by Government g) Strong mechanism for collaboration with key stakeholders (National Taskforce) h) Existence of regional and international collaboration frameworks e.g. Bilateral relationships, IGAD, FATF, ESAAMLG and RECSA, etc. committed to securing the region 	<ul style="list-style-type: none"> a) Ever changing nature of crimes b) High attrition rate of the Ministry's human resource c) High influx of refugees posing economic and social threats. d) Inadequate awareness of stakeholders on AML/CFT/CPF programme. e) Porous borders f) Inadequate funding from government g) Overlaps and gaps in legislative mandates h) Fast-paced technological advancement i) Gaps in the current legal framework j) Litigation

2.5 Summary of Key Emerging Issues and implications

1. High crime rate of 476/100,000 persons. Whereas as crime rate is reduced from 551 in 2019 to 476 in 2024, it is still high. This is attributed to inadequate intelligence system and limited use on ICT in management and prevention of crime, poverty/ income inequality, continued proliferation of illicit small arms, organized / sophisticated crime that is hard to detect and deter, Narcotics and Psychotropic substance abuse, breakdown of family structure, limited involvement of communities in fighting crimes, among others
2. High prison congestion level, currently at 363.2%. Prisons congestion is mainly caused by growth in prisoner population, currently at 8% per year, that is not matched with growth in prisoner accommodation - currently at 1% per year, change in the sentencing regime and high length of stay on remand for capital offenders, currently at 17.5 months and 2.7 months for petty offenders Vz. 6 months & 2 months for capital and petty offenders respectively.
3. High number of illegal immigrants currently at an average of 30 illegal migrants per 100 migrants. This is attributed to weak enforcement of immigration laws largely caused by inadequate human resource to conduct compliance inspections, inadequate border management due to existence of porous borders and limited integration of border management systems, and inadequate coordination of refugee management.
4. Incomplete National Identification Register. It is worth noting that only 60% of the population is registered and no aliens registered yet, birth registration stands at about 3.6% birth while death registration stands at 10%.
5. High case backlog of investigations which contributes to delayed disposal of cases and ultimately contributing to a high proportion of remand prisoners. There is absence of a National DNA Database leading to high reliance on circumstantial evidence, limited operational capacity in regional laboratories and the changing nature of crime which presents the laboratory with cases that they are not familiar with.

6. Limited usage of the national community service program as exhibited by the low proportion of eligible convicts sentenced to community service that currently stands at an of only 60%. This is attributed to low coverage/presence of community service programme activities caused by the inadequate human resource, limited awareness and negative perception of the public about the sentence.
7. **Technological Advancement:** The technology globally and locally is rapidly evolving and has both negative and positive impact on Security. On the negative side, It creates more sophisticated threats, such as AI-powered attacks, cyber-attacks, among others, it also makes existing security systems obsolete thus requiring continuous update and upgrade, among others. To stay secure, the Ministry must continuously update their knowledge and adapt their security measures to keep pace with cybercriminals and other threats.
8. **Declining development aid:** Development aid is declining, with major donors like the U.S., France, Germany, and the UK cutting funding, causing significant projected drops in 2025, especially for the least developed countries, which Uganda is among. This decline is impacting essential sectors such as security, health, humanitarian aid, and education, leading to supply shortages and program disruptions. The drop is attributed to various factors, including donor country budget reallocations and a loss of confidence in the effectiveness of aid. This continued reduction in development aid affects the Ministry funding through reduction in the government medium term expenditure framework and off budget support to the Ministry. This is likely to create a finding gap thus limiting implementation of the Plan.

CHAPTER THREE. STRATEGIC DIRECTION

3.1 Ministry Vision, Mission, Development Goal and Values

Vision: A peaceful, secure and stable Uganda

Mission: To deliver internal security, law and order, peace and stability in Uganda where citizenship is protected and preserved.

Development Goal: Ensure adherence to the rule of law, peace and stability.

Values

Table 38: Ministry Values

Value	Our Commitment
Integrity	Honesty, respect, impartiality and fairness in people centred service delivery.
Confidentiality	Commitment to protection of personal information for all the clients at all times
Responsiveness	React and respond quickly, effectively, and efficiently to changing needs, or expectations of
Continuous improvement	Regularly seeking areas for improvement, knowledge, skills, and experiences to enhance performance.
Participation	Promote active engagement, inclusive decision-making, and collaboration to achieve shared objectives.
Effectiveness	Establishment of a value system in service delivery; Establishment of performance measurements to regularly assess & evaluate performance and provide feedback
Fairness	Non-discrimination, equity and honesty during delivery of people centred services

3.2 Development Objectives

- 1) Enhance safety and internal security
- 2) Enhance delivery of human rights-based law and order services
- 3) Secure, preserve & protect Uganda's Citizenship and Identity
- 4) Strengthen institutional development, governance and policy formulation

3.3.1 Ministry Outcome Results and Targets

Table : 38 Outcome Results and Targets

NDP Programme	IV Programme	Programme goal/objective	MIA Objective	Outcome/Adopted programme intermediate outcome	Indicator	Baseline 2023/24	Target 2029/30
			Goal: Ensure adherence to the rule of law; peace & stability	A Secure and Peaceful Uganda	Peace index	2.3	2.76
		To strengthen the capacity of security agencies to address security threats and emergencies	Objective 1: Enhance safety and internal security	Efficient and effective security services	Mean time to respond to security threats	High	High
			Objective 3: Secure, preserve & protect Uganda's citizenship and Identity				
		To enhance efficiency in the delivery of justice law and order services	Objective 2: Enhance delivery of human rights-based law and order services	Increased access to JLOS service points	Percentage of districts with one stop front line JLOS service point (%)	94	100
					Crime rate (per 100,000 persons)	502	489.18
		Strengthen the administrative, legal, institutional	Objective 4: Strengthen institutional	Enhanced institutional capacity, coordination and collaboration	Programme government annual performance	50	90

NDP Programme	IV Programme goal/objective	MIA Objective	Outcome/Adopted programme intermediate outcome	Indicator	Baseline 2023/24	Target 2029/30
	capacity for Governance and security	development, governance and policy formulation		ce report rating (%)		
Programme compliance score by NPA (%)				40	90	
Programme gender and equity compliance score (%)				0	70	

3.3.2 Ministry Intermediate Outcome Results and Targets

Table 39: Intermediate Outcome Results and Targets

Objective	Intermediate Outcome	Indicator	Baseline 2023/24	Target 2029/30
Objective 1: Enhance safety and internal security	Efficient and effective security services	Crime rate per 100,000	502	489
		Escape rate	5.3/1000	3.5/1000
		Mortality rate among prisoners	3.3/1,000	2.0/1,000
Objective 2: Enhance delivery of human rights-based law and order services	Improved law and order Observance	Recidivism	13.4%	12.8%
		Proportion of prisoners on remand	47.3%	41.3%
		Congestion/ occupancy levels	377.5%	308.7%
		Road Accident fatality rate	14/100,000	8/100,000
		Criminal investigation backlog	90,663	64,535
Objective 3: Secure, preserve & protect Uganda's citizenship and Identity	Preserved and protected citizenship and identity	Percentage of Ugandans registered into the NIR	59.2%	100%
		Percentage of eligible Ugandans issued with National ID cards	70%	100%
		Proportion of illegal migrants	30%	20%
Objective 4: Strengthen institutional development,	Effective and efficient	Turn-around time for the following services		
		Issuance of a passport	7 days	3 days
		Issuance of a National ID	60 days	14 days

Objective	Intermediate Outcome	Indicator	Baseline 2023/24	Target 2029/30
governance and policy formulation	business processes	Issuance of work permits	10 days	7 days
		Issuance of Birth and death certificate	1 day	1 day
		Registration of a Marriage	1	1
		Travel clearance time at border	4 minutes	2 minutes
		Issuance of visas (days)	2	1
		Issuance of commercial explosives license	30	14
		Response time to fire emergencies & incidents	25 minutes	12 minutes
		Issuance of NGO certificates	30 days	14 days

3.4 Strategic Objectives, Strategies and Interventions

3.4.1 Objective 1: Enhance safety and internal security

National security is the foundation to the country's development and therefore a priority government investment. Internal security constitutes having peace and safe leaving and working environment, adherence to law and order, and protection of life and property against any security threats within the boundaries of Uganda.

Uganda's security threats range from citizen victimisation, civil disorder, large scale violence, subversion and organized, armed insurgency and internal security threats ranging from petty crime, serious organized crime, political or industrial unrest, and terrorism and the associated radicalisation and violent extremism that that have been directed to either citizens or organs and infrastructure of the state itself.

The internal security of is also a mirror image of a nation international relations. International relations have at time acted as a threat to internal security, by either committing or sponsoring terrorism or rebellion, without actually declaring war.

The Ministry is mandated, to ensure that the population in Uganda is protected from any security threat and danger to their lives and livelihoods and will therefore ensure that, together with other specialized institutions, such as the state's intelligence agencies, all threats to internal security and safety are detected, and effectively managed.

Under this objective, the Ministry shall prioritize development and strengthening on national security infrastructure through the strategies as explained below;

3.4.1.1 Strengthen the protection of life and property.

The Ministry shall focus on development of security infrastructure for delivery of effective territorial policing services; custodial services; implementation of counter terrorism measures; management of violent crime; prevention and management of extremism and radicalisation; fire

prevention and emergency rescue; effective management of traffic and road safety. The priority interventions will include;

- (a) Expansion of emergency response services including marine, fire, ambulatory and aviation services
- (b) Enhance prevention, protection of victims and support prosecution of perpetrators of TIP
- (c) Enhancing the capacity to promote road safety and ensure adherence to traffic regulations
- (d) Expansion of the territorial policing system based on the sub-county model
- (e) Building the technical capacity and capability of the security personnel
- (f) Strengthening and expansion of security infrastructure including barracks, prisons and police stations
- (g) Strengthening border Security and operations including integrated border surveillance
- (h) Strengthen control & management small arms and light weapons
- (i) Strengthen security of General Public, VIPs and Vital Installations
- (j) Strengthen Intelligence gathering and early warning systems to prevent and respond to emergencies
- (k) Strengthen Conflict prevention, response, and peace building mechanisms
- (l) Strengthen the management of commercial explosives

3.4.1.2 Strengthen crime prevention and management

The Ministry will enhance the capacity of crime fighting agencies for crime control, detection, prevention and investigation, with emphasis on scientific investigations and intelligence gathering, employment of appropriate and complete technologies such as CCTV cameras including fully operational command centers to help crime fighting agencies to fight crime and restore peace in all regions of the country.

The priority interventions will include

- (a) Phased expansion of the sub-county policing model in all the sub-counties across the country
- (b) Expansion of community policing model aimed at enhancing citizen participation in crime management in villages and the countryside
- (c) Leverage technology in crime prevention and traffic management, that is, Complete phase III installation of CCTV surveillance systems. This will also include enhancing the maintenance and operations of the existing CCTV surveillance system alongside the utilization of other force multipliers. Emphasis will also be put on the use of real occurrence CCTV information and data to manage crime
- (d) Building the National Identification Systems including
 - i) **National DNA Data Bank** that is based on **National Identification Register**. The DNA databank will be interconnected with the National Criminal Data Bank and the National Identification Register aimed at not only improving the quality of forensic investigations, but also improving efficiency in administration of justice.
 - ii) **National Criminal Data Bank** to facilitate tracking of crime trends and criminals in the country.

- iii) **Offender Identification and management systems to not** only enhance offender tracking, monitoring, and control but also improve measurement of recidivism.
- iv) **Establishment of arms database** and improve management of arms in **armoury stores** in all security institutions.

- (e) Strengthen the capacity to handle emerging sophisticated crimes such as cybercrime.
- (f) Strengthen the management of NGO sector
- (g) Strengthen intelligence led, science and technology use in crime prevention and management

3.4.1.3 Enhance the welfare of security personnel in the Ministry

- (a) Construct, expand and renovate of security staff housing units
- (b) Construct, equip and operationalize staff children's schools
- (c) Capitalize and continually stock the Duty-Free Shops and SACCOs
- (d) Undertake & fully operationalize security staff and staff spouse's empowerment projects

3.4.1.4 Strengthen the capacity of the security forces and agencies to contribute to national development

- (a) Enhance production and productivity of prisons enterprises

3.4.2 Objective 2: Enhance delivery of human rights-based law and order services

The Ministry of Internal Affairs as the custodian of law and order, must ensure that laws of the country are observed and respected for order to prevail because it creates an enabling environment for the country's development.

It is therefore important that as the Ministry ensures that law and order prevail when citizens are demanding for their entitlements and exercising their political, democratic, and civic and human rights, the human rights-based approach is adopted. This is in addition to engaging community, civil society and political leaders at all levels to ensure that they understand their civic responsibility in the observance of the laws and public order in the country. In order to ensure law and order, the Ministry will implement the following strategies.

3.4.2.1 Strengthen investigations and prosecution of cases

Successful investigations and prosecution of criminal cases provides confidence that the country has systems and capacity to manage crime. It also acts as a deterrent and a crime preventive measure. The priority interventions include:

- (a) Enhancing the capacity and capability of investigating agencies to effectively carry out investigation and prosecution of cases. This will include actions to increase the CID Officer case ratio from the current 1:43 to 1:12. GAL to conduct training of over 450 Scene of Crime Officers (SOCOs) from Uganda Police Force in the collection, handling, and preservation of exhibits and samples, ensuring their integrity and reliability to support accurate forensic analysis

3.4.2.2 Strengthen Offender Rehabilitation services and programmes aimed at reducing re-offending

The priority interventions under this strategy include:

- (a) Strengthen offender education services including establishment of offender rehabilitation infrastructure
- (b) Strengthen the use of community corrections including offender reintegration services

3.4.2.3 Support access to Justice for all

- (a) Implementation of non-custodial sentencing mechanisms including Parole and License to be at large, and increasing the national coverage of Community Service program
- (b) Advocate for Plea bargaining and implementation of Alternative Dispute Resolution where appropriate.
- (c) Strengthen case management and implementation of court orders including ICT System integration for effective case management; usage of Virtual Courts and the role of Paralegal Advisory Services and legal aid services
- (d) Promotion of Human Rights protection, preservation and observance in service delivery

3.4.2.4 Strengthening public order management.

Public Order Management is fundamental to public tranquillity and a better quality of life. The priority interventions under this strategy include:

- (e) Enhancing coverage of Field Force Unit formations throughout the country, ready to respond to any emergency
- (f) Procure assorted equipment and services for force multipliers
- (g) Enhance security during and after elections for the election officials, election materials, tally Centre and standby force
- (h) Promote community policing initiatives to prevent local unrest or resistance to government projects

3.4.3 Objective 3: Secure, preserve & protect Uganda's Citizenship and Identity

The Constitution of the Republic of Uganda, 1995 (as amended) Chapter 3 Articles 9 -19 provides for Ugandan citizenship, acquisition, loss, and restoration, in addition to registration of birth and deaths.

3.5 Ministry Projects for the Development Plan

These are projects that have been identified to have high multiplier effect v
to the achievement of the Ministry development agenda. These projects will
for project implementation, monitoring and evaluation. Project Profiles of th
the annex.....

Knowing who is in the country and why, is not only critical for national security and stability in globalized world characterised by rapid movements of people, goods, and services, but also security of Uganda citizenship and Identity. It is therefore critical to establish the status and identity of all people who live or who are in the country at any one time

In order to secure, preserve and protect Uganda's Citizenship and Identity, the following strategies will be implemented

3.4.3.1 Maintaining an updated and functional National Identification Register built on the National Identification System

The priority interventions include;

- (a) Complete registration of all citizens into the National Identification Register and Issuance of National Identity cards to all eligible citizens;
- (b) Scaling up civil registration and vital statistics alien registration, and safeguarding of national identity. The aim is to make registration at birth the only entry point for Ugandans to the new National Identity Register (NIR)
- (c) Undertake Systems integration between NIRA, MDAs, & Private Sector Institutions

3.4.3.2 Provision of efficient and credible citizenship and migration services.

The increase in migration flows has made it more urgent to ensure full functionality of all border entry points, to provide credible citizenship and immigration services while complying with immigration control policies, laws and regulations. The Ministry will undertake the following interventions;

- a) De-concentration of immigration services to improve accessibility, including extension of the E-passport, Visa and permit services to all regional offices and missions abroad.
- b) Strengthening border management including border automation and integration with the National security systems
- c) Strengthening capacity and capability for delivery of immigration services. The services shall be delivered in a secure and at acceptable levels in terms of access to services as well as professional standards.
- d) Strengthen collaboration and coordination between the Ministry and local, regional & international bodies to ensure compliance to immigration laws

3.4.4 Objective 4: Strengthen institutional development, governance and policy formulation

A supportive legal and policy framework, Institutional capacity, as well as governance and management systems are drivers to the realization of the Ministry's mandate. The Ministry prioritise strengthening policy development and research to support the identified strategies above. The primary focus will be on strengthening transparency and accountability mechanisms, retooling



the ministry institutions, strengthening compliance and implementation of the Uganda Bill of Rights among other interventions as listed below;

3.4.4.1 Strengthening policy, legal, regulatory and institutional frameworks to support service delivery

The priority intervention will be initiation, fast tracking and completion of the development, review and or amendment of policies, laws and regulations that facilitate the effective implementation of Ministry mandate;

- (a) Finalize the development of the National Identification and Civil Registration policy to inform the review of Registration of Persons Act, 2015; Cap 332
- (b) Finalize drafting of small arms & light weapons bill
- (c) Enactment of the Forensic and Scientific Analytical Services Bill
- (d) Finalize drafting & enactment of the sovereignty bill;
- (e) Amendment of the National Community Service Act, 2001
- (f) Completion of the correctional policy and framework for offender management to provide a conducive environment for the delivery of correctional services
- (g) Implementation of the RAPEX recommendations to create efficiency and complementarity
- (h) Amend the National Registration of Persons Act, 2015; Cap 332 to provide for registrations of refugees as provided for by the National Migration Policy.
- (i) Initiate the repealing of Article 16 (3) of the Constitution to align the functions of the National Citizenship and Immigration Board, to the mandate of National Identification and Registration Authority as provided for in the Registration of Persons Act 2015; Cap 332.
- (j) Initiate the process to change National Citizenship and Immigration Control to security agency taking on a status of Department of Government.

3.4.4.2 Enhance ICT Development aimed at automation of business processes

- (a) Complete development, roll-out and integration of information systems
- (b) Acquisition of ICT equipment including specialized communication and specialized transport equipment

3.4.4.3 Establishment and development of infrastructure for delivery of services

- (a) Retooling and equipping of the ministry institutions and respective service delivery points with the necessary equipment and tools of work.
- b) Fast track the development of following key Ministry infrastructure projects
 - Finalize the development of MIA Headquarters construction project.
 - Finalize the development of NIRA Home construction project.
 - Finalize the development of reception shelters for victims of trafficking in persons project.
 - Finalize the development of the project for construction of Magazine for Commercial Explosives in the Central region
 - Finalize the development of the Uganda Prisons Security and Safety Equipment Project

- Finalize the development of the project for establishment of a Police General Hospital
- Finalize the development of the project for strengthening Forensic Service Delivery in Policing
- Finalize the development of the project for the establishment of a Peace support training centre at Kikandwa, Wakiso district - Uganda
- Finalize the development of the project for developing and equipping a 300-capacity cadet training school at pts Kabalye
- Finalize the development of the project for Electronic Policing Information System (epis) project

3.4.4.5 Strengthen performance management systems

- (a) Develop & implement an anti-corruption strategy in line with the National Transparency Accountability and Anti-corruption strategy
- (b) Establish and Institutionalize a Performance Monitoring and Evaluation System;
- (c) Implementation of the Ministry Performance Management system.
- (d) Strengthening data management systems in the ministry
- (e) Strengthen research and innovation to enhance delivery of services.
- (f) Development and Implementation of the Ministry Human Resource Development Plan
- (g) Undertake personnel recruitment, retention and capacity building through professional and specialized courses

3.4.4.7 Enhancing the welfare for non-security personnel of the Ministry

The following interventions will be implemented to enhance the welfare of MIA Institutions

- (a) Improvement of staff accommodation
- (b) Establishment of staff welfare projects

3.4.4.8 Strengthen research and innovation to enhance delivery of services.

The Ministry will employ research to inform the design and implementation of security interventions and operations. The Ministry will develop and implement a research agenda as the key intervention under this strategy. The following are some research areas that will be investigated.

- (a) Under take classified research / review on effectiveness and efficiency of criminal investigation processes;
- (b) Under take classified research on processes and efficiency of intelligence processes and operations;
- (c) Review of the effectiveness and efficiency of business process and procedures employed by MIA Institutions;
- (d) Research on the magnitude, modalities, forms and solutions to radicalisation and violent extremism; and
- (e) Under take research / review of the functionality, effectiveness and efficiency of all ICT platforms under MIA in prevention and management crime and security threat.

Table 40: Summary of objectives, strategies, Interventions and Priority Actions

Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
Objective 1: Enhance safety and internal security				
Strengthen the protection of life and property.	Safety of persons and security of property enhanced	Enhance prevention, protection of victims and support prosecution of perpetrators of TIP	Strengthen prevention in trafficking of persons through supporting investigations, victims, establishment of a data management system)	MIA
		Strengthen Intelligence gathering and early warning systems to prevent and respond to emergencies	Conduct Anti-terrorism security operations	MIA
			Establish and sustain a coordinating mechanism for Preventing and Countering Violent Extremism (PCVE)	MIA
		Strengthen control & management small arms and light weapons	Operationalize the New Smalls Arms and Light Weapons law (Developing regulations, conducting inspections, training of Law Enforcement Officers, among others)	MIA
		Strengthen Conflict prevention, response, and peace building mechanisms	Develop and operationalize the peace policy.	MIA
		Strengthen the management of commercial explosives	Operationalize the Explosives ACT 2024(Disseminate ACT and regulations), issue permits and licenses, inspect Magazines & Quarries.	MIA
Establish a Commercial explosives magazine in Central region	MIA			



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
		Expansion of the territorial policing system based on the sub-county model	Establish model sub-county police stations. Provide & ensure operational territorial command and leadership	UPF
			Maintain Public order and safety within Uganda	UPF
			Provide Safety and security services at all cities & major municipalities	UPF
			Track stolen animals and Hand over the recovered cattle, goats and sheep to the victims of rustling.	UPF
		Expansion of emergency response services including marine, fire, ambulatory and aviation services	Implement and maintain continuous and fluent civil-military coordination for effective police airwing operational capabilities	UPF
			Extend coverage of police marine emergency rescue services on Uganda's water bodies	UPF
			Extend services of fire prevention and emergency rescue	UPF
		Enhancing the capacity to promote road safety and ensure adherence to traffic regulations	Enforce traffic laws and regulations	UPF
			Provide comprehensive logistics for enhancement of police's capacity to deliver services	UPF
		Modern security infrastructure developed	Strengthening and expansion of security infrastructure including barracks, prisons and police stations	Construct and fully equip MIA headquarters
Construct NIRA headquarters	NIRA			
Construct and maintain appropriate	UPF			



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
			police offices and other infrastructure	
	Security of vital assets and strategic installations enhanced	Strengthen security of General Public, VIPs and Vital Installations	Conduct security assessments	MIA
			Conduct security alert inspections	MIA
			Develop and operationalize a data management system on vital installations	MIA
			Increase coverage of policing services in the specialized areas of Tourism, Environment, Oil & Gas, Minerals etc	UPF
			Enforce law and order in railway transport sector for a vibrant, secure and safe railway transport network	UPF
	Technical Capability enhanced	Building the technical capacity and capability of the security personnel	Acquire, deploy and maintain police equipment	UPF
			Equipping and retooling of prisons with assorted security equipment	UPS
			Acquisition of modern cyber and ballistics scientific analytical equipment for GAL	GAL
			Leverage technology in crime prevention and traffic management. Rollout and maintain CCTV.	UPF
			Establish and roll out security monitoring and communication systems	UPF
			Recruitment & training of new staff	NCIC



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
	Capacity of Security Personnel Enhanced	Building the technical capacity and capability of the security personnel	Undertake recruitment and management of UPF personnel to replenish police strength for delivery of safety and security services	UPF
			Undertake refresher training and continuous professional development for police personnel	UPF
			Undertake automation of Uganda Police Authority services, review of its structure, handle recruitments of Police Officers of rank U4 and above, among others	MIA
			Undertake automation of Uganda Prisons Authority services, Amendment of the Prisons Act, handle recruitment of Prisons Officers of rank U4 and above, among others	MIA
			Recruitment and training of prisons personnel	UPS
			Continuous professional development of prisons personnel	UPS
			Refresher training of immigration officers	NCIC
			Recruitment and training of personnel to fill the approved NIRA structure of 571	NIRA



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
Strengthen crime prevention and management	Crime Prevention and response Strengthened	Phased expansion of the sub-county policing model in all the sub-counties across the country	a) Establish model sub-county police stations. b) Provide & ensure operational territorial command and leadership	UPF
		Expansion of community policing model aimed at enhancing citizen participation in crime management in villages and the countryside	Undertake community sensitizations and engagements across the country on crime prevention and response mechanisms	UPF
		Leverage technology in crime prevention and traffic management.	Complete phase III installation of CCTV surveillance systems	UPF
		Building the National Identification Systems such as the National DNA Data Bank that is based on National Identification Register, National Criminal Data Bank, Arms Database and Offender Identification and management systems		GAL
		Strengthen the capacity to handle emerging sophisticated crimes such as cybercrime.	Provide all requisite tools of trade to aid and capacitate UPF to investigate crime. Perform scientific investigations of criminal cases in highly specialized areas of cyber, ballistics, chemical analysis and questioned documents among others.	UPF GAL



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
		Strengthen intelligence led, science and technology use in crime prevention and management	Collect, process and disseminate intelligence information to inform police actions.	UPF
			Undertake accurate threat assessment, protect targets, respond to and neutralize terror threats and activities	UPF
			Expand coverage of canine services to up country stations	UPF
	NGOs Regulated	Strengthen the management of NGO sector	Monitoring and inspection of NGOs	MIA
			Conduct Strategic engagement with the NGOs, Resolution of disputes amongst NGOs and handling appeals from NGOs	MIA
			Automation of the NGO registration process	MIA
Enhance the welfare of all Ministry personnel	Housing of Security personnel improved	Construct, expand and renovate of security staff housing units	Construct accommodation blocks for immigration border posts	NCIC
			Construct, expand and renovate of prisons staff housing units	UPS
			Construct and maintain Police accommodation and Infrastructure	UPF
	Education of children of staff improved	Construct, equip and operationalize staff children's schools	Construct, equip and operationalize prison staff children's schools	UPS
	Economic empowerment for security personnel	Capitalize and continually stock the Duty-Free Shops and SACCOs	Capitalize and continually stock Duty Free Shops	UPF
Capitalize and continually stock the Prisons Duty Free Shop			UPS	

Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
	and their spouses enhanced	Undertake & fully operationalize security staff and staff spouse's empowerment projects	Undertake & fully operationalize Welfare schemes and initiatives.	UPF
			Undertake & fully operationalize prisons staff and staff spouse's empowerment projects	UPS
Strengthen the capacity of the security forces and agencies to contribute to national development	Prisons production enterprises Enhanced	Enhance production and productivity of prisons enterprises	Enhance production and productivity of prisons production enterprises	UPS
Objective 2: Enhance delivery of human rights-based law and order services				
Strengthen investigations and prosecution of cases	Crime Prevention and response Strengthened	Enhancing the capacity and capability of investigating agencies to effectively carry out investigation and prosecution of cases	Build capacity to undertake scientific investigations of criminal cases in highly specialized areas of cyber, ballistics, chemical analysis and questioned documents among others.	UPF and GAL
			Increase the CID Officer case ratio from the current 1:43 to 1:12	UPF
			GAL to conduct training of over 450 Scene of Crime Officers (SOCOs) from Uganda Police Force in the collection, handling, and preservation of exhibits and samples, ensuring their integrity and reliability to support accurate forensic analysis	GAL

Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
			Expand coverage of canine services to up country stations.	UPF
Strengthen Offender Rehabilitation services and programs	Offenders rehabilitated and reintegrated	Strengthen offender education services including establishment of offender rehabilitation infrastructure	Rehabilitate and successful reintegrate prisoners back to community	UPS
		Strengthen the use of community corrections including offender reintegration services	Counselling of offenders, conducting reconciliatory meetings, training of offenders, conducting home visits	MIA
Promotion of access to Justice for all	Increased equitable access to justice	Implementation of non-custodial sentencing mechanisms including Parole and License to be at large, and increasing the national coverage of Community Service program	Expand the use of mini-sessions for plea bargaining leading to issuance of community service orders	MIA
		Advocate for Plea bargaining and implementation of Alternative Dispute Resolution where appropriate.		MIA & UPS
		Strengthen case management and implementation of court orders including ICT System integration for effective case management; usage of Virtual Courts and the role of Paralegal Advisory Services and legal aid services		UPS



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
		Promotion of Human Rights protection, preservation and observance in service delivery		All MIA institutions
	HRBA Mainstreamed		Investigate & dispose human rights complaints against police officers.	UPF
			Monitor Human Rights observance and practices in all UPS Service delivery areas	UPS
Strengthening public order management.	Crime Prevention and response Strengthened	Enhancing coverage of Field Force Unit formations throughout the country, ready to respond to any emergency		UPF
		Procure assorted equipment and services for force multipliers		UPF
		Enhance security during and after elections for the election officials, election materials, tally Centre and standby force		UPF
		Promote community policing initiatives to prevent local unrest or resistance to government projects		UPF
Objective 3: Secure, preserve & protect Uganda's Citizenship and Identity				
Maintaining an updated and	Identification and Civil Registration	Scaling up civil registration and vital statistics alien	Registration outreaches to register births at high volume health	NIRA



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
functional National Identification Register built on the National Identification System	services enhanced	registration, and safeguarding of national identity	facilities across the country and in the community	
			Procurement of blank birth certificates	NIRA
			Procurement of blank adoption order certificates	NIRA
			Registration outreaches to register deaths at high volume health facilities across the country and in the community	NIRA
			Procurement of blank death certificates	NIRA
			Sustainable supply of birth and death registration tools	NIRA
			Facilitation for Stakeholder Engagements	NIRA
			Capacity building of staff in different specialties & customer care	NIRA
			Registration and certification of marriages	NIRA
			Undertake Systems integration between NIRA, MDAs, & Private Sector Institutions	
An updated National Identification Register		Complete registration of all citizens into the National Identification Register and Issuance of National Identity cards to all eligible citizens	Registration of citizens and Aliens into the National Identification Register	NIRA
			Issuance of National Identification Cards to Citizens and Alien Cards	NIRA



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
			Completion of Mass enrolment and Renewal of National IDs	NIRA
			Purchase of transport equipment for NIRA to facilitate registration of persons across the country	NIRA
			Diaspora Registration and issuance of National ID cards	NIRA
Provision of efficient and credible citizenship and migration services.	Border Security and Control Strengthened	Strengthening border management including border automation and integration with the National security systems	Integration of National Security Information System, NSIS with security systems	NIRA
			Enhance traveler clearance and verifications	NCIC
			Procurement of fit-for-purpose vehicles for border patrol	NCIC
			Procurement of fit-for-purpose surveillance speed Boats for border patrol	NCIC
			E-immigration system upgrades and integrations	NCIC
			Establish fully functional document laboratories at border posts	NCIC
			Equip NCIC Digital Command Centre (digital tools and hardware)	NCIC
	Foreign Nationals issued immigration facilities	Strengthening capacity and capability for delivery of immigration services.	Roll out of automated services at additional Points of Entry, Local Sites and missions abroad	NCIC
			Process, verify and issue immigration facilities	NCIC
			Procure personalization equipment for the e-immigration system	NCIC



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
			Stock immigration saleable documents (visa, permit and passes stickers)	NCIC
			Maintain the e-immigration system	NCIC
			Equip 05 missions abroad with e-immigration system for personalization of visas and other immigration facilities	NCIC
			Extend the e-immigration system for personalization of immigration facilities to 05 Regional offices.	NCIC
			Extend the e-immigration system for personalization of immigration facilities to 05 Regional offices.	NCIC
	Business processes automated and Management information systems integrated	De-concentration of immigration services to improve accessibility, including extension of the E-passport, Visa and permit services to all regional offices and missions abroad	Extend e-passport enrolment centers to regional offices	NCIC
Extend e-passport enrolment centers to diaspora offices			NCIC	
Upgrade e-passport system to automate TMPS and C.I			NCIC	
Strengthen collaboration and coordination between the Ministry and local, regional & international bodies to ensure compliance to immigration laws		NCIC		
Objective 4: Strengthen institutional development, governance and policy formulation				
Strengthening policy, legal,	Policy reviews and reforms undertaken	Initiation, fast tracking and completion of the	Finalize the development of the National Identification and Civil	NIRA



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
regulatory and institutional frameworks		development, review and or amendment of the policies, laws and regulations that facilitate the effective implementation of Ministry mandate	Registration policy to inform the review of Registration of Persons Act, 2015; Cap 332	
			Finalize drafting of small arms & light weapons bill	MIA
			Enactment of the Forensic and Scientific Analytical Services Bill	GAL
			Finalize drafting & enactment of the sovereignty bill	MIA
			Amendment of the National Community Service Act, 2001	MIA
			Completion of the correctional policy and framework for offender management to provide a conducive environment for the delivery of correctional services	UPS
			Implementation of the RAPEX recommendations to create efficiency and complementarity	MIA
			Amend the National Registration of Persons Act, 2015; Cap 332 to provide for registrations of refugees as provided for by the National Migration Policy	NIRA
			Initiate the repealing of Article 16 (3) of the Constitution to align the functions of the National Citizenship and Immigration Board, to the mandate of National Identification and Registration	NCIC



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
			Authority as provided for in the Registration of Persons Act 2015:Cap 332	
			Initiate the process to change National Citizenship and Immigration Control to security agency taking on a status of Department of Government.	MIA
Establishment and development of infrastructure for delivery of services	Output 9.1.1.1: Institutions Retooled	Retooling and equipping of the ministry institutions and respective service delivery points with the necessary equipment and tools of work	Implementation of the institutional development projects	All MIA institutions
			Acquisition of equipment for the National DNA Databank Infrastructure Building	GAL
			Acquisition of modern scientific analytical equipment to improve forensic scientific analysis and administration of justice	GAL
		Fast track the development of key Ministry infrastructure projects	Finalize the development of MIA Headquarters construction project	MIA
			Finalize the development of NIRA Home construction project.	NIRA
			Finalize the development of reception shelters for victims of trafficking in persons project	MIA
			Finalize the development of the project for construction of Magazine for Commercial Explosives in the Central region	MIA



Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
			Finalize the development of the project for Electronic Policing Information System (epis) project	UPF
			Finalize the development of the project for developing and equipping a 300-capacity cadet training school at pts Kabalye	UPF
			Finalize the development of the project for the establishment of a Peace support training centre at Kikandwa, Wakiso district - Uganda	UPF
			Finalize the development of the project for strengthening Forensic Service Delivery in Policing	UPF
			Finalize the development of the project for establishment of a Police General Hospital	UPF
			Finalize the development of the Uganda Prisons Security and Safety Equipment Project	UPS
Enhance ICT development aimed	Efficient and business effective processes	Acquisition of ICT equipment including specialized communication		All MIA institutions

Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Action	Programme	Responsible Institution
at automation of business processes		Complete development, roll-out and integration of information systems			All MIA institutions
Strengthen performance management systems	Enhanced institutional accountability	Develop & implement an anti-corruption strategy in line with the National Transparency Accountability and Anti-corruption strategy			All MIA institutions
		Undertake personnel recruitment, retention and capacity building through professional and specialized courses			All MIA institutions
		Development and Implementation of the Ministry Human Resource Development Plan			All MIA institutions
		Strengthening data management systems in the Ministry			All MIA institutions
		Implementation of the Ministry Performance Management system.			All MIA institutions
		Establish and Institutionalize a Performance Monitoring and Evaluation System;			All MIA institutions
		Enhancing the welfare for non-	Ministry staff welfare enhanced	Develop welfare programmes for non-security personnel of the Ministry	Provision and monitoring of staff welfare across regional offices and the Ministry Headquarters

Strategy	Output/Adopted Programme Output	Intervention	Action/Adopted Programme Action	Responsible Institution
security personnel of the Ministry			Support the operations of the Ministry staff SACCO	MIA
Strengthen research and innovation to enhance delivery of services	Research and innovations development conducted	Develop and implement a research agenda	Under take classified research / review on effectiveness and efficiency of criminal investigation processes	UPF
			Under take classified research on processes and efficiency of intelligence processes and operations;	UPF
			Review of the effectiveness and efficiency of business process and procedures employed by MIA Institutions	All Ministry institutions
			Research on the magnitude, modalities, forms and solutions to radicalization and violent extremism	MIA
			Under take research / review of the functionality, effectiveness and efficiency of all ICT platforms under MIA in prevention and management crime and security threat	MIA
		Enhance funding to research and innovations development	All MIA institutions	

Republic of Uganda, 1995 (as amended) Chapter 3 Articles 9 -19 provides p, acquisition, loss, and restoration, in addition to registration of birth and

3.5 Ministry Projects for the Development Plan

These are projects that have been identified to have high multiplier effect with significant impact to the achievement of the Ministry development agenda. These projects will form the central focus for project implementation, monitoring and evaluation. Project Profiles of the same are provided in the annex.....

MINISTRY OF INTERNAL AFFAIRS
STRATEGIC DEVELOPMENT PLAN
2025/26 - 2029/30



Table 41: Ministry Development Projects

Core Projects	Status	Source of funds	Finance (shs. bn)	Start Date	End Date
Enhancement of Prisons Production Systems and Value Addition Project	Implementation	GOU	284.449	FY2024/25	FY2028/29
Fully Integrated Prisons Industries Project	Feasibility	GOU	565.046	FY2025/26	FY2029/30
Prisons Infrastructure Upgrade and Development Project-Phase I	Feasibility	GOU	388.835	FY2025/26	FY2029/30
Retooling of the Uganda police force (UPF)	Implementation	GOU	3,123.5	FY2025/26	FY2029/30
Police Accommodation Project	Implementation	GOU	3,515.05	FY 2024/25	FY 2028/29
Strengthening the capacity of Fire Prevention and Rescue Services in Uganda	Implementation	GOU	3,123.5	FY 2024/25	FY 2028/29
National DNA Databank and Forensic Scientific Analytical Services Development Project in Uganda (2025–2030)	Implementation	GOU	252.10	FY 2025/26	FY 2029/30
Automation of Immigration and Citizenship Control Services	Implementation	GOU	133.060	FY2025/26	FY2029/30

3.5.1 Required Financing of core projects of the Ministry

Table 42: Required financing for core projects

Project	Amount in Billions					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
Enhancement of prisons production systems & value addition	70.17	81.84	65.80	42.25	24.39	284.45
Fully Integrated Prisons Industries Project	56.50	172.53	196.56	112.41	27.05	565.04
Prisons Infrastructure Upgrade and Development Project-Phase I	67.72	70.40	85.53	106.10	59.09	388.83
Retooling of the Uganda police force (UPF)	703.039	577.092	552.415	755.699	535.290	3,123,535
Police Accommodation Project	527.6	703.250	1,054.450	703.100	526.650	3,515.050



Strengthening the capacity of Fire Prevention and Rescue Services in Uganda	421.419	431.25	428.461	326.093	274.123	3,123.535
National DNA Databank and Forensic Scientific Analytical Services Development Project in Uganda (2025–2030)	34.0	36.0	39.0	95	47	252.00
Automation of Immigration and Citizenship Control Services	16.492	30.727	28.776	28.289	28.776	133.060
Total	194.39	324.77	347.89	260.76	110.53	1238.34



CHAPTER FOUR

FINANCING FRAMEWORK AND STRATEGY

4.1 Summary of Strategic Plan Budget

The plan is premised on assumption that the Ministry will receive funding appropriated through the Medium-Term Expenditure Framework and additional resource will be accessed from Development Partners below. To implement the priority interventions identified in this plan, the ministry requires shs.18.396.6bn as summarized in table 0.42 below;

Table 43: Required Budget for SDP III

Category	Amount in Billions					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
Wage Recurrent	717.8	732.7	775.9	809.5	844.5	3,880.4
Non-Wage Recurrent	1,639.0	1,631.5	1,697.8	1,924.4	2,296.4	9,189.1
Development	637.7	853.4	1,133.1	1,436.4	1,458.7	5,519.4
Total	2,994.5	3,217.6	3,606.8	4,170.3	4,599.6	18,588.9

4.1.1 Ministry Cost Drivers

The major cost drivers of ministry budget includes prisoner population, national population, number of staff, level of public disorder, level of political activity, number of criminal cases received, number of administrative units for Police, number of community service orders issued, number of TIP victims and number of emergency operations.

Prisoner population exerts pressure on feeding, holding capacity, sanitation, utilities (water & electricity), medical care, uniforms (for staff & prisoners), staff numbers, rehabilitation and reintegration, security, and staff accommodation as well as delivery of prisoners to courts.

4.2 MTEF Projections and Implications for SP Financing

However, the Ministry has been allocated shs.12,667.467bn in the Medium-Term expenditure Framework as shown in the table below;

Table 44: Medium Term Budget Projections

Classification	Amount in Billions					Total
	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	
Wage	646.7	705.631	740.912	777.958	816.855	3,688.056
Non-Wage Recurrent	729.487	1179.478	1378.819	1585.641	1902.715	6,776.14
Development	309.801	383.838	441.414	485.555	582.666	2,203.274
Total	1,685.987	2,268.946	2,561.144	2,849.154	3,302.236	12,667.467



Table 45: Funding Gap over the medium term

Classification	Amount in Billions					
	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Total
Wage	71.1	27.069	34.988	31.542	27.645	192.344
Non-Wage Recurrent	909.513	452.022	318.981	338.759	393.685	2,412.960
Development	327.899	469.562	691.686	950.845	876.034	3,316.026
Total	1308.512	948.653	1045.655	1321.146	1297.364	5921.33

Table 46: Strategic Plan Budget by Source of Funding FY (FY2025/26–2029/30)

CLASSIFICATION	FY2025/26		FY2026/27		FY2027/28		FY2028/29		FY2029/30		Total	
	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor
Wage	717.8	0	732.7	0	775.9	0	809.5	0	844.5	0	3880.4	0
Non-wage recurrent	1,639.00	0	1,631.50	0	1,697.80	0	1,924.40	0	2,296.40	0	9189.1	0
Total recurrent	2356.8	0	2364.2	0	2473.7	0	2733.9	0	3140.9	0	13069.5	0
Development	637.7	0	853.4	0	1,133.10	0	1,436.40	0	1,458.70	0	5519.3	0
Total Budget	2994.5	0	3217.6	0	3606.8	0	4170.3	0	4599.6	0	18588.8	0
%ge of Source	100%	0%	100%	0%	100%	0%	100%	0%	100%	0%	100%	0%

4.3 Resource Mobilization Strategy

The Ministry will implement this plan with resources provided from Government of Uganda consolidated fund. To attract funding from various sources, MIA shall demonstrate and document the impact of every shilling spent on service delivery. The resource mobilization strategies will include;

- 1) **Strengthening use of cost-effective solutions** - especially in Infrastructure Development. The Ministry will equip and enhance the capacity of the institutions to leverage on the staff skills, labour and cheap local materials

- 2) **Strengthening Inter-sectoral/Program linkages** with MAAIF, NAADS, NARO, Health, Education, Trade & Industries, Security and water sectors, national and international development partners and civil society organizations to leverage resources from the respective sectors. The Ministry will develop bankable project proposals for funding using resources from the identified respective areas

Table 47: Required financing for core projects


Project	Amount in Billions					
	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Enhancement of prisons production systems & value addition	70.17	81.84	65.80	42.25	24.39	284.45
Fully Integrated Prisons Industries Project	56.50	172.53	196.56	112.41	27.05	565.04
Prisons Infrastructure Upgrade and Development Project-Phase I	67.72	70.40	85.53	106.10	59.09	388.83
Retooling of the Uganda police force (UPF)	703.039	577.092	552.415	755.699	535.290	3,123,535
Police Accommodation Project	527.6	703.250	1,054.450	703.100	526.650	3,515.050
Strengthening the capacity of Fire Prevention and Rescue Services in Uganda	421.419	431.25	428.461	326.093	274.123	3,123.535
National DNA Databank and Forensic Scientific Analytical Services Development Project in Uganda (2025–2030)	34.0	36.0	39.0	95	47	252.00
Automation of Immigration and Citizenship Control Services	16.492	30.727	28.776	28.289	28.776	133.060
Total	194.39	324.77	347.89	260.76	110.53	1238.34

3) Linkage with development partners

- Ministry Development Plan is aligned to the Governance and Security, and Administration of Justice Program Action Plans, hence annual work-plan activities must be drawn from Development Plan.
- Ministry performance indicators must contribute to program indicators.
- Rationalize investments based on agreed strategy for rationalized de-concentration of services.

4) Enhancing use of Appropriation in Aid (AIA)

Some ministry institutions are benefiting from Appropriation in Aid. The ministry will enhance observance of AIA guidelines while exploring more avenues for increasing NTR generation.



Production projects will be enhanced for increased NTR generation to be channeled to other unfunded/underfunded service delivery areas

5) Private Public Partnerships (PPP): The PPP Act, 2015 enables institutions to scale up infrastructure development with deferred payments. The key interventions will include:

- a) Establishment of the Tannery, Foot wear, textile and garment factories and expansion of furniture production
- b) Unlocking the value of ministry assets like prime land located in cities and municipalities for infrastructure development and financing other critical service delivery areas with maximum returns



Table 48: Cost Implementation Matrix

Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
Program Name: Governance and Security								
Program Goal: A peaceful Secure Uganda adhering to the Rule of Law								
Strategic Intervention 1.1: Maintain modern and formidable security sector agencies, for security and emergencies	Technical Capability enhanced	Acquire, deploy and maintain police equipment	189.977	249.977	309.977	369.977	429.977	UPF
		Equipping and retooling of prisons with assorted security equipment	5.526	5.511	5.458	5.471	5.445	UPS
		Acquisition of modern cyber and ballistics scientific analytical equipment for GAL.	1.2	0	1.2	0	1.2	GAL
		Leverage technology in crime prevention and traffic management. Rollout and maintain CCTV.	37.218	47.218	39.218	37.22	57.218	UPF
		Establish and roll out security monitoring and communication systems	3.2	4.02	4.23	4.4	4.045	UPF
		Sub-total	237	307	360	417	498	
	Capacity of Security Personnel Enhanced	Recruitment & training of new staff	0.000	2.380	0.000	2.380	0.000	NCIC
		Undertake recruitment and management of UPF personnel to replenish police strength for delivery of safety and security services	147.246	150.846	154.746	159.446	164.196	UPF
		Undertake refresher training and continuous professional development for police personnel	49.933	51.736	55.539	58.342	61.145	UPF
		Undertake automation of Uganda Police Authority services, review	3.000	4.000	3.500	3.500	3.500	MIA



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		of its structure, handle recruitments of Police Officers of rank U4 and above, among others						
		Undertake automation of Uganda Prisons Authority services, Amendment of the Prisons Act, handle recruitment of Prisons Officers of rank U4 and above, among others	3.000	4.000	3.500	3.500	3.500	MIA
		Recruitment and training of prisons personnel	19.190	19.190	19.190	19.190	19.190	UPS
		Continuous professional development of prisons personnel	6.120	6.120	6.120	6.120	6.120	UPS
		Refresher training of immigration officers	2.520	3.320	3.320	4.120	4.120	NCIC
		Recruitment and training of personnel to fill the approved NIRA structure of 571	21.976	24.606	27.236			NIRA
		Sub-total	252.985	266.198	273.151	256.598	261.771	
	Security of vital assets and strategic installations enhanced	Conduct security assessments	4.000	4.200	4.400	4.600	4.800	MIA
		Conduct security alert inspections	2.000	2.100	2.200	2.300	2.400	MIA
		Develop and operationalize a data management system on vital installations	0.000	0.500	0.100	0.100	0.100	MIA
		Increase coverage of policing services in the specialized areas of Tourism, Environment, Oil & Gas, Minerals etc	9.750	11.543	13.336	15.129	16.922	UPF
		Enforce law and order in railway transport sector for a vibrant,	9.205	10.783	12.961	15.999	20.517	UPF

Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		secure and safe railway transport network						
		Sub-total	24.955	29.126	32.997	38.128	44.739	
	Modern security infrastructure developed	Construct and fully equip MIA headquarters			35.000	200.480	82.800	MIA
		Construct NIRA headquarters	-	20.000	55.000	55.000	20.000	NIRA
		Construct and maintain appropriate police offices and other infrastructure	20.800	25.800	25.800	25.800	30.800	UPF
		Sub-total	20.800	45.800	115.800	281.280	133.600	
	Increased innovation, Research & Development	Undertake R&D in Identity Management	2.00	2.00	2.00	2.00	2.00	NIRA
		Sub-total	2.00	2.00	2.00	2.00	2.00	
	Foreign Nationals issued immigration facilities	Process, verify and issue immigration facilities	13.731	15.550	17.250	18.500	19.300	NCIC
		Procure personalization equipment for the e-immigration system	0.200	0.200	0.210	0.220	0.230	NCIC
		Stock immigration saleable documents (visa, permit and passes stickers)	3.500	3.000	2.450	3.250	4.200	NCIC
		Maintain the e-immigration system	4.150	4.300	4.450	4.700	5.050	NCIC
		Equip 05 missions abroad with e-immigration system for personalization of visas and other immigration facilities	0.150	0.160	0.170	0.180	0.190	NCIC



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Extend the e-immigration system for personalization of immigration facilities to 05 Regional offices.	0.130	0.140	0.150	0.160	0.170	NCIC
		Sub-total	21.861	23.350	24.680	27.010	29.140	
	Strategic Output 1.1.8: Safety of persons and security of property enhanced	Strengthen prevention in trafficking of persons through supporting investigations, victims, establishment of a data management system)	2.200	4.250	4.800	5.850	6.900	MIA
		Conduct Anti-terrorism security operations	7.600	8.600	9.600	10.600	11.600	MIA
		Establish and sustain a coordinating mechanism for Preventing and Countering Violent Extremism (PCVE)	2.200	2.400	2.600	3.100	3.000	MIA
		Operationalize the New Smalls Arms and Light Weapons law (Developing regulations, conducting inspections, training of Law Enforcement Officers, among others)	1.200	1.500	1.700	1.900	2.100	MIA
		Develop and operationalize the peace policy.	0.200	0.300	0.400	0.500	0.600	MIA
		Operationalize the Explosives ACT 2023(Disseminate ACT and regulations), issue permits and licenses, inspect Magazines & Quarries.	4.000	4.200	4.400	4.600	4.800	MIA



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Establish a Commercial explosives magazine in Central region			2.000	5.000	2.000	MIA
		Establish model sub-county police stations. Provide & ensure operational territorial command and leadership	168.090	212.566	257.042	297.141	295.154	UPF
		Maintain Public order and safety within Uganda	68.258	73.643	81.028	87.079	93.464	UPF
		Provide Safety and security services at all cities & major municipalities	34.768	39.761	44.754	49.747	54.740	UPF
		Track stolen animals and Hand over the recovered cattle, goats and sheep to the victims of rustling	52.679	57.775	62.271	68.767	75.263	UPF
		Implement and maintain continuous and fluent civil-military coordination for effective police airwing operational capabilities	18.844	25.897	32.950	40.003	47.056	UPF
		Extend coverage of police marine emergency rescue services on Uganda's water bodies	12.404	16.978	21.552	26.126	30.700	UPF
		Extend services of fire prevention and emergency rescue	23.495	28.947	34.399	39.851	45.303	UPF
		Enforce traffic laws and regulations	6.214	8.741	11.268	13.795	16.322	UPF



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA	
			Amount in Billions						
		Provide comprehensive logistics for enhancement of police's capacity to deliver services	78.074	84.380	88.286	92.192	96.098	UPF	
		Sub-total	480.226	569.938	659.050	746.251	785.100		
	Strategic Output 1.1.9: Improved safety and security of prisons	Construct prisoners' accommodation infrastructure	54.466	107.386	54.098	54.336	54.068	UPS	
		Construct, renovate, expand and equip prisons health infrastructure	14.84	15.69	14.404	16.492	14.624	UPS	
		Acquisition of ICT and Security Infrastructure	10.878	14.136	11.337	5.605	4.789	UPS	
		Acquisition of specialized transport equipment	1.227	1.227	1.227	1.227	1.227	UPS	
		Upgrade Prisons Intelligence and Security System	0.618	0.544	0.544	0.4	0.4	UPS	
		Upgrade Water and Sanitation in prisons	0.698	2.198	1.098	2.178	0.28	UPS	
		Undertake Health Promotion, Disease prevention and Management for all staff and prisoners	9.543	9.135	9.602	9.453	9.719	UPS	
		Undertake observance of human rights & fundamental freedoms through provision of basic necessities of life	199.447	253.4327	281.979	296.097	308.099	UPS	
			Sub-total	291.717	403.7487	374.289	385.788	393.206	
		Strategic Output 1.1.10: An updated National Identification Register	Registration of citizens and Aliens into the National Identification Register	44.000	60.000	70.000	80.000	90.000	NIRA
	Issuance of National Identification Cards to Citizens and Alien Cards		35.000	33.500	32.500	32.500	32.500	NIRA	



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA	
			Amount in Billions						
		Completion of Mass enrolment and Renewal of National IDs	66.700	-	-	-	-	NIRA	
		Purchase of transport equipment for NIRA to facilitate registration of persons across the country	4.000	4.000	4.000	4.000	4.000	NIRA	
		Diaspora Registration and issuance of National ID cards	0.500	1.000	1.000	1.000	1.000	NIRA	
		Sub-total	150.200	98.500	107.500	117.500	127.500		
		Strategic Output 1.1.11: NGOs Regulated	5.000	5.500	6.000	6.500	7.000	MIA	
		Conduct Strategic engagement with the NGOs, Resolution of disputes amongst NGOs and handling appeals from NGOs	2.100	2.200	2.300	2.400	2.500	MIA	
		Automation of the NGO registration process		5.000	5.000	2.000	2.000	MIA	
		Sub-total	7.100	12.700	13.300	10.900	11.500		
	Strategic Intervention 1.2: Enhance the welfare of security personnel and veterans	Strategic Output 1.2.1: Housing of Security personnel improve	Construction of housing units	50.000	100.000	150.000	200.000	250.000	MODVA
			Construct accommodation blocks for immigration border posts	1.050	1.050	1.095	1.140	1.200	NCIC
Construct, expand and renovate of prisons staff housing units			46.500	46.500	46.500	46.500	46.500	UPS	
Construct and maintain Police accommodation and Infrastructure			74.284	108.886	142.482	176.284	210.284	UPF	
Sub-total			171.834	256.436	340.077	423.924	507.984		
Strategic Output 1.2.2: Healthcare services of Security personnel enhanced		Extend coverage and range of police health and wellness programs	13.856	19.356	24.856	30.356	35.856	UPF	
		Sub-total	13.856	19.356	24.856	30.356	35.856		



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
	Strategic Output 1.2.3: Formal education to the children of security personnel enhanced	Construct, equip and operationalize prison staff children's schools	3.800	1.000	3.800	4.800	1.000	UPS
		Sub-total	3.800	1.000	3.800	4.800	1.000	
	Strategic Output 1.2.4: Economic empowerment for security personnel and their spouses Enhanced	Capitalize and continually stock Duty Free Shops	10.000	12.000	14.000	16.000	18.000	UPF
		Capitalize and continually stock the Prisons Duty Free Shop	3.000	3.000	3.000	3.000	3.000	UPS
		Undertake & fully operationalize prisons staff and staff spouse's empowerment projects	0.200	0.500	0.500	0.500	0.500	UPS
Sub-total	18.720	22.628	26.236	29.644	33.102			
Strategic Intervention 1.3: Strengthen the capacity of the security forces and agencies to contribute to national development	Strategic Output 1.3.2: Prisons production enterprises Enhanced	Enhance production and productivity of prisons production enterprises	33.607	42.991	51.756	38.164	28.916	UPS
		Sub-total	33.607	42.991	51.756	38.164	28.916	
Strategic Intervention 1.5: Enhance regional and	Strategic Output 1.5.1: Border Security and Control Strengthened	5.1 Coordination of the implementation Process		0.180	0.360	0.180	0.180	NCIC
		5.1 Coordination of the implementation Process		0.180	0.360	0.180	0.180	NCIC

The Ministry of Internal Affairs shall be responsible for overall coordination of implementation of the Ministry Development Plan. It is expected that the various institutions under the ministry shall synergize to work towards overall implementation of the strategic development plan geared towards achievement of the overall goal of guaranteeing internal security, law and order, peace, stability of the country and ensuring protection and preservation of citizenship.



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
continental security		Procurement of fit-for-purpose vehicles for border patrol	1.250	1.250	1.250	1.250	0.750	NCIC
		Procurement of fit-for-purpose surveillance speed Boats for border patrol	0.250	0.250	0.250	0.250	0.250	NCIC
		E-immigration system upgrades and integrations	1.400	1.550	1.000	1.000	1.000	NCIC
		Establish fully functional document laboratories at border posts	0.200	0.200	0.200	0.200	0.200	NCIC
		Equip NCIC Digital Command Centre (digital tools and hardware)	0.400	0.600	0.600	0.600	0.800	NCIC
		Integration of National Security Information System, NSIS with security systems	1.800	1.800	1.800	2.000	2.000	NIRA
		Sub-total	22.570	37.650	35.800	35.820	35.520	
		Strategic Intervention 2.1: Strengthen coordination of the policy and legislative-making processes	Strategic Output 2.1.1: Policies developed for national socio-economic transformation	Dissemination, sensitization and implementation of Multi-sectoral of the National Migration Policy Plan	5.000	4.500	4.000	3.500
Initiate and develop SOPs, guidelines, Policies, regulations and legislations relating to Police Force activities	13.557			15.914	18.271	20.628	22.985	UPF
National Identification and Registration Policy developed, disseminated and implemented	0.500			1.000	2.000	2.000	2.000	NIRA
Sub-total	19.057			21.414	24.271	26.128	27.985	



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
	Strategic Output 2.1.3: Certainty of laws and regulations ensured	Ensure Enforcement and Compliance to the ROPA, 2015 amended	1.00	1.00	1.00	1.00	1.00	NIRA
		Sub-total		1.000	1.000	1.000	1.000	1.000
Strategic Intervention 3.1: Enhance capacity and coverage of rule of law institutions for social economic transformation	Strategic Output 3.1.1: Appropriate infrastructure for Justice, Law, and Order Developed	construct Prisons and operationalize to complete the chain of justice	8.000	8.000	8.000	8.000	16.000	UPS
		Construction of the National DNA Databank Infrastructure building	23.800	23.800	23.800	23.800	23.800	GAL
		Procure genetic analyzers to improve forensic analysis in DNA and SBGV cases	2.400	2.400	1.200	1.200	1.200	GAL
		Acquire equipment for the National DNA Databank Infrastructure Building	0.000	0.000	20.000	20.000	30.000	GAL
		Construct and equip Child Reception centers	1.500	1.500	1.500	1.500	1.500	UPF
		Construct, equip and remodel police stations in conformity to justice centers' concept & HRBA	12.960	12.960	12.960	12.960	12.960	UPF
		Sub-total	48.660	48.660	67.460	67.460	85.460	
	Strategic Output 3.1.2: Legal and procedural safeguards to ensure equity and rule of law/due process enforced.	Counselling of offenders, conducting reconciliatory meetings, training of offenders, conducting home visits	6.000	6.100	6.200	6.300	6.400	MIA
		Carry out enforcements and investigations for compliance	4.600	4.900	5.200	5.600	5.900	NCIC
		Conduct deportations and removals	0.600	0.700	0.800	0.900	1.000	NCIC



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Manage immigration custody facilities	1.250	1.300	1.450	1.500	1.650	NCIC
		Conduct prosecution of offenders of immigration laws	0.370	0.420	0.470	0.480	0.500	NCIC
		Provide legal advisory on Immigration services	0.290	0.320	0.350	0.360	0.380	NCIC
		Registration outreaches to register persons in special interest groups	6.400	6.500	6.500	6.500	6.000	NIRA
		Ensure timely analysis of newly received cases for improved service delivery	3.000	3.900	4.000	4.200	4.500	GAL
		Deliberate equipping efforts made towards full operationalization of Regional Forensic Laboratories	14.400	14.400	14.400	10.800	10.800	GAL
		Verification of Commercial and illicit products through forensic and scientific analysis to ensure public and consumer safety, enable private sector competitiveness and growth and effective administration of justice	1.306	1.420	1.500	1.700	2.100	GAL
		Forensic monitoring of cases of contaminants in the environment and selected food stuffs to ensure public safety of the people and enable protection of the environment	1.306	1.420	1.500	1.700	2.100	GAL
		Implement the Quality Mgt. System in line with the ISO 17025:2017	0.680	0.760	0.880	0.930	1.200	GAL



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Scientific, analytical and forensic research to cope with the changing trends of science and improve scientific analysis and public and environmental safety	0.450	0.590	0.640	0.720	0.900	GAL
		Acquire modern scientific analytical equipment to improve forensic scientific analysis and administration of justice	4.500	6.000	7.700	9.400	10.200	GAL
		Service, calibrate and maintain the modern scientific analytical equipment	2.000	3.200	3.200	4.400	5.000	GAL
		Acquire Laboratory chemicals, reagents and consumables to facilitate analysis of forensic and analytical cases	7.000	8.200	10.600	10.800	12.800	GAL
		Acquire Protective and safety gear to ensure safety in the laboratories	0.770	0.770	0.770	0.770	0.770	GAL
		Investigation and prosecution of identification related offenses	0.800	1.000	1.200	1.200	1.200	NIRA
		Sub-total	17.506	21.940	26.490	29.920	34.170	
	Strategic Output 3.1.3: Increased public empowerment and awareness	Awareness and sensitization campaigns conducted on importance of identification and civil registration on radio, print media, TV, online	1.700	2.000	2.000	2.000	2.000	NIRA
		IEC materials on identification and civil registration printed and distributed	0.600	0.600	0.800	0.800	0.800	NIRA
		Sub-total	2.300	2.600	2.800	2.800	2.800	

Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
	Strategic Output 3.1.4: Transitional Justice and informal justice systems Strengthened	Demobilization and resettlement of reporters	2.000	2.000	2.000	2.000	2.000	MIA
		Reintegration of reporters and victims	3.000	3.100	3.200	3.300	3.400	MIA
		Sub-total	5.000	5.100	5.200	5.300	5.400	
Strategic Intervention 3.2: Strengthen the rule of law and governance service delivery systems	Strategic Output 3.2.1: Capacity and capability of duty bearers built	Train forensic scientists in scientific analytical skills	0.880	0.990	1.110	1.500	1.700	GAL
		Strengthen capacity of duty bearers for notification of vital events in health facilities and communities	0.140	0.190	0.240	0.350	0.450	NIRA
		Strengthen capacity of duty bearers (Cultural institutions)	0.860	0.890	0.890	0.890	0.890	NIRA
		Strengthen capacity of duty bearers	0.800	0.800	0.800	0.800	0.800	NIRA
		Training of NIRA Staff on marriage registration	0.600	0.600	0.600	0.600	0.600	NIRA
		Sub-total	3.280	3.470	3.640	4.140	4.440	
	Strategic Output 3.2.3: Crime Prevention and response Strengthened	Undertake community sensitizations and engagements across the country on crime prevention and response mechanisms	44.951	54.195	63.439	72.682	81.926	UPF
		Collect, process and disseminate intelligence information to inform police actions.	22.696	28.696	39.932	47.678	56.296	UPF
		Provide all requisite tools of trade to aid and capacitate UPF to investigate crime.	41.312	61.383	81.454	101.525	121.596	UPF



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Perform scientific investigations of criminal cases in highly specialized areas of cyber, ballistics, chemical analysis and questioned documents among others.	16.604	19.663	22.722	25.781	28.840	UPF
		Expand coverage of canine services to up country stations.	6.731	10.212	13.694	17.176	20.657	UPF
		Undertake accurate threat assessment, protect targets, respond to and neutralize terror threats and activities	22.063	26.775	32.487	37.532	42.744	UPF
		Participate in international and regional cooperation events/exercises aimed at fighting against transnational and cross-border crime and promotion of peace.	9.988	12.238	14.488	16.738	19.988	UPF
		Rehabilitate and successful reintegrate prisoners back to community	3.080	2.680	2.806	2.860	3.116	UPS
		Sub-total	167.425	215.843	271.022	321.972	375.163	
	Strategic Output 3.2.5: Business processes automated and Management information systems integrated	Enhancement, Re-Engineering and rolling out of the Prisoners and Human Resource Management Information Systems	3.794	3.799	1.194	1.199	1.245	UPS
		Extend e-passport enrolment centers to regional offices	4.000	2.000	4.000	2.000	2.000	NCIC
		Extend e-passport enrolment centers to diaspora offices	5.000	2.500	2.500	2.500	2.500	NCIC



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Upgrade e-passport system to automate TMPS and C.I	0.900	0.000	0.200	0.000	0.200	NCIC
		Sub-total	13.694	8.299	7.894	5.699	5.945	
	Strategic Output 3.2.7: Identification and Civil Registration services enhanced	Registration outreaches to register births at high volume health facilities across the country and in the community	5.300	5.300	5.300	5.300	5.300	NIRA
		Procurement of blank birth certificates	0.250	0.270	0.300	0.300	0.325	NIRA
		Procurement of blank adoption order certificates	0.005	0.005	0.005	0.005	0.005	NIRA
		Registration outreaches to register deaths at high volume health facilities across the country and in the community	5.300	5.300	5.300	5.300	5.300	NIRA
		Procurement of blank death certificates	0.001	0.001	0.002	0.002	0.002	NIRA
		Sustainable supply of birth and death registration tools	4.500	4.500	4.500	4.500	4.500	NIRA
		Facilitation for Stakeholder Engagements	3.000	3.000	3.000	3.000	3.000	NIRA
		Capacity building of staff in different specialties & customer care	2.500	2.500	2.500	2.500	2.500	NIRA
		Registration and certification of marriages	1.800	2.000	2.500	2.500	2.500	NIRA
		Stock passport booklets	74.000	74.000	74.000	74.000	74.000	NCIC
		Process, verify and issue passports	30.150	31.980	32.950	34.350	34.500	NCIC
		Process, verify and grant citizenship for eligible persons,	3.400	3.520	3.550	3.600	3.720	NCIC

Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Sensitization of the Public on Citizenship laws	0.600	0.750	0.830	0.850	0.900	NCIC
		Sub-total	130.806	133.126	134.736	136.206	136.552	
Strategic Intervention 4.4: Strengthen prevention and detection of corruption and enforce Anti-corruption Measures	Strategic Output 4.4.1: Prevention, enforcement and prosecution of corruption cases improved	Investigate complaints of corruption and professional misconduct by police personnel	1.127	1.661	2.194	2.727	3.261	UPF
		Prosecute and punish culprits of unprofessional conduct through police disciplinary courts	1.127	1.661	2.194	2.727	3.261	UPF
		conduct regular inspections of police units to promote compliance to professional and ethical standards	1.127	1.661	2.194	2.727	3.261	UPF
		Sub-total	3.381	4.983	6.582	8.181	9.783	
Strategic Intervention 5.1: Strengthen democracy and electoral processes	Strategic Output 5.1.5: Electoral processes secured	Deploy personnel and equipment to secure the electoral process	362.500	186.250	76.900	153.700	426.743	UPF
		Sub-total	362.500	186.250	76.900	153.700	426.743	
Strategic Intervention 6.1: Integrate HRBA in policies, legislation, plans and programs	Strategic Output 6.1.1: HRBA Mainstreamed	Monitor Human Rights observance and practices in all UPS Service delivery areas	0.664	0.447	0.447	0.099	0.447	UPS
		Sub-total	0.664	0.447	0.447	0.099	0.447	
Strategic Intervention 6.2: Enhance protection of	Strategic Output 6.2.1: Human Rights Complaints disposed	Integrate HRBA in policing, Investigate and dispose human rights complaints against police officers.	7.357	10.269	12.881	15.493	18.105	UPF



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
human rights and promotion of equity		Sub-total	7.357	10.269	12.881	15.493	18.105	
Strategic Intervention 6.4: Ensure regular reporting and effective state compliance with human rights	Strategic Output 6.4.1: State compliance to the bill of rights monitored	Conduct regular inspection of police stations,	2.450	3.420	4.290	5.160	6.035	UPF
		Sensitisation and training of police officers to ensure compliance to human rights standards.	2.450	3.420	4.290	5.160	6.035	UPF
		Investigate & dispose human rights complaints against police officers.	2.450	3.420	4.290	5.160	6.035	UPF
		Sub-total	7.350	10.260	12.870	15.480	18.105	
Strategic Intervention 6.5: Establish a national framework for mainstreaming and integrating IMC's in government policies and programs	Strategic Output 6.5.1: Indigenous Minority Communities (IMC's) integrated into national and local planning and development processes	Registration and identification of IMC's	0.5	0.5	0.5	0.5	0.5	NIRA
Intervention 9.1: Strengthen programme institutions for effective and	Output 9.1.1.1: Institutions Retooled	Retooling Uganda Prisons Service	18.136	19.591	19.506	17.251	15.471	UPS
		Equipping Ministry departments in terms transport equipment, furniture, and ICT	7.000	7.000	7.000	7.000	7.000	MIA
		Procurement of vehicles	1.500	1.500	1.500	1.500	1.500	NCIC



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA	
			Amount in Billions						
efficient service delivery		procurement of furniture & fittings for staff, and public waiting areas	0.850	0.050	0.850	0.850	0.850	NCIC	
		Acquisition of transport equipment to improve service delivery and regional operations of GAL	2.480	2.480	2.480	2.480	2.480	GAL	
		Acquisition of ICT equipment to improve integration of GAL ICT systems and improve efficiency	0.560	0.630	0.720	0.890	1.200	GAL	
		Acquisition of furniture and fittings for GAL main and regional laboratories	0.100	0.100	0.100	0.100	0.100	GAL	
		Acquisition of equipment for the National DNA Databank Infrastructure Building	0.000	0.000	20.000	20.000	30.000	GAL	
		Acquisition of modern scientific analytical equipment to improve forensic scientific analysis and administration of justice	4.500	6.000	7.700	9.400	10.200	GAL	
		Purchase of specialized machinery & equipment	19.086	19.086	19.086	19.086	19.086	NIRA	
		Purchase of Office and ICT Equipment	47.391	47.391	47.391	47.391	47.391	NIRA	
		Purchase of Office and residential furniture and fittings		0.948	0.498	0.498	0.498	NIRA	
		Purchase of Transport Equipment including Motor vehicles	4.354	4.354	4.354	4.354	4.354	NIRA	
		Sub-total		105.957	109.130	131.185	130.800	140.130	

Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
	Output 9.1.1.2: Construction of Office premises undertaken	Construction of the National DNA Databank Infrastructure Building	23.800	23.800	23.800	23.800	23.800	GAL
		Construction of NIRA HQ Office	20.000	40.000	30.000	30.000	0.000	NIRA
			2.720	7.570	7.000	7.000		NCIC
		Sub-total	46.520	71.370	60.800	60.800	23.800	
	Output 9.1.1.3: Management and Administrative Services coordinated	Recruitment undertaken and recruitment expenses	0.038	0.038	0.038	0.038	0.045	GAL
		HCM Training undertaken	0.2	0.2	0.2	0.2	0.2	GAL
		Staff training undertaken	0.45	0.45	0.54	0.65	0.7	GAL
		Coordinating staff performance management	0.3	0.3	0.5	0.5	0.5	MIA
		Monitoring staff attendance to duty	1	0.5	0.5	0.5	0.5	MIA
		Provision and monitoring of staff welfare across regional offices and the Ministry Headquarters	5	5	5	5	5	MIA
		Implementation of the Ministry Human Resource Development plan	5	5	7	7	7	MIA
		Recruitment of staff (recruitment costs)	0.3	0.3	0.8	0.5	0.5	MIA
		Train staff, provide uniforms for the staff	5.25	5.25	6	6.25	6.25	NCIC
Train staff in different areas of specialties		0.8	2.5	2.5	2.5	2.5	NIRA	
Recruitment of additional staff	7.0	2.0	2.0	2.0	2.0	NIRA		
Recruit and Train new staff	0	2.38	0	2.38	0	NCIC		
Service and maintain transport equipment, Machinery, buildings,	0.300	0.923	1.200	1.200	1.400	MIA		

Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		and office equipment for a conducive working environment						
		Service and maintain the GAL Transport Equipment	0.225	0.300	0.375	0.450	0.525	GAL
		Maintain transport equipment	1.620	1.640	1.660	1.680	1.700	NCIC
		Maintain offices, transport, ICT equipment and Other Machinery	2.800	3.500	3.500	4.000	4.000	NIRA
		Conduct UPS periodic audit & Risk Management	0.499	0.499	0.499	0.499	0.499	UPS
		Processing of payments, preparing financial reports	0.400	0.400	0.400	0.400	0.400	MIA
		Conducting periodic, special audits and prepare reports	0.500	0.500	0.500	0.500	0.500	MIA
		Prepare and submit audit reports	0.100	0.100	0.100	0.100	0.100	GAL
		Prepare and submit statutory finance and accounting documents	0.250	0.250	0.250	0.250	0.250	GAL
		Undertake audit inspections, prepare and submit Audit Reports	0.480	0.520	0.570	0.600	0.650	NCIC
		Process payments, produce financial reports	0.360	0.410	0.460	0.510	0.560	NCIC
		Coordinate Audit and Risk Management	0.400	0.500	0.500	0.600	0.600	NIRA
		Coordinate Finance and Accounts reporting	0.3	0.3	0.3	0.3	0.3	NIRA
		Coordinate Planning and Budgeting Statutory reports	0.400	0.400	0.400	0.400	0.400	NIRA
		Coordinate Finance and Accounts, and Undertake Audits	0.300	0.300	0.350	0.400	0.450	DEI



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Undertake audit functions for prompt risk management in police service delivery	0.893	0.986	1.079	1.172	1.265	UPF
		Prepare budget, financial and physical performance reports, mobilize resources, ensure budget discipline, financial control & management	14.999	19.666	24.333	30.000	35.667	UPF
		Undertake Improved Procurement and disposal services	0.137	0.140	0.150	0.200	0.200	GAL
		Preparing procurement plans, coordinate procurements, build capacity of staff in procurement management and report preparation	1.000	1.000	1.000	1.000	1.000	MIA
		Coordinate the procurement & disposal processes	0.300	0.300	0.320	0.325	0.330	NCIC
		Preparation of procurement plans, coordinate procurements, build capacity of staff in procurement management and report preparation for NIRA	0.400	0.400	0.400	0.400	0.400	NIRA
		Improved Records management	0.240	0.100	0.100	0.100	0.100	GAL
		Coordinate UPS records management	0.456	0.456	0.456	0.456	0.456	UPS
		Receiving Storing, appraisal, archival and retrieval of records.	0.250	0.250	0.250	0.250	0.250	MIA
		Providing courier services to the Ministry	0.250	0.250	0.250	0.250	0.250	MIA

Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Operationalization of the E-registry	0.500	0.500	0.500	0.500	0.500	MIA
		Digitize files, electronically archive and implement EDMS	1.750	1.750	1.750	1.750	1.295	NCIC
		Procurement of a document management system and continuous digitization of records	0.900	0.900	0.500	0.500	0.500	NIRA
		Enhance GAL Administrative Support Services through improved coordination, supervision and strategic leadership	6.165	6.600	7.120	7.500	8.100	GAL
		Enhance GAL administrative Support Services through improved Internal Audit	0.116	0.116	0.116	0.200	0.200	GAL
		Undertake improved finance and accounting services	0.378	0.378	0.380	0.400	0.400	GAL
		Conducting senior management meetings & monitoring Ministry projects	10.000	10.000	10.000	10.000	10.000	MIA
		Facilitation of the management committees (Rewards and sanctions committee, Training committee, among others)	5.000	5.000	5.000	5.000	5.000	MIA
		Conduct Top management meetings, Representing the Ministry at official government functions, and monitoring of Ministry programs	7.000	7.000	7.000	7.000	7.000	MIA



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		NCIB Board meetings held to grant residence and Citizenship, and Policy and regulation oversight given	3.150	3.200	3.250	3.300	3.350	NCIC
		Coordinate finance and administrative services for efficient and effective immigration service delivery	20.920	21.250	22.520	22.950	23.250	NCIC
		Manage decentralized Immigration services at regional offices	1.240	1.350	1.400	1.500	1.500	NCIC
		Conduct Board meetings	0.242	0.242	0.242	0.242	0.242	URSB
		Conduct Board and Committee meetings	1.200	1.200	1.200	1.200	1.200	NIRA
		Conduct oversight visits to registration centers across the country	1.000	1.500	1.500	1.800	2.000	NIRA
		Conduct stakeholder engagements on identification and registration	2.000	2.000	2.000	2.000	2.000	NIRA
		Provide Legal Advisory, compliance and enforcement services	2.000	2.500	2.800	2.800	3.000	NIRA
		Provide all Administrative support to NIRA	45.000	50.000	60.000	70.000	70.000	NIRA
		Undertake media engagements, and coordinate public relations	3.584	3.584	3.584	3.584	3.584	UPS
		Conducting press conferences, attending media briefs, attending radio and tv talk shows, providing media coverage	0.500	0.500	0.500	0.500	0.500	MIA



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Conduct Media activities, sensitization and manage the call center	1.700	1.750	1.800	2.000	2.250	NCIC
		Conducting media engagements	2.000	2.000	2.000	2.000	2.000	NIRA
		Improved Environmental management	0.120	0.120	0.120	0.120	0.120	GAL
		Gender and Equity mainstreaming	0.160	0.160	0.160	0.200	0.200	GAL
		HIV/AIDS interventions mainstreamed	0.200	0.200	0.200	0.200	0.200	GAL
		Facilitation of staff living with HIV/AIDS and TB	0.200	0.200	0.200	0.200	0.200	MIA
			0.020	0.020	0.020	0.020	0.020	LDC
			0.050	0.050	0.050	0.050	0.050	LDC
			0.050	0.050	0.050	0.050	0.050	MIA
			0.050	0.150	0.150	0.150	0.150	NCIC
			1.800	1.800	1.800	1.800	1.800	NIRA
			1.500	1.500	1.500	1.500	1.500	UPF
			3.860	3.865	3.870	3.876	3.886	UPS
		Conducting health camps, treatment and testing services to staff	0.200	0.200	0.200	0.200	0.200	MIA
		Distribution of tree seedlings, training of ex-combants and offenders in environment management	0.200	0.200	0.200	0.200	0.200	MIA
		Undertake automation and integration of policing information management systems	19.575	25.475	31.375	37.276	43.176	UPF
		Coordinate UPS Information Technology	0.500	0.500	0.500	0.500	0.500	UPS

Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Extending ICT support to staff	0.500	0.500	0.500	0.500	0.500	MIA
		Maintenance and boosting of the IT networks	0.500	0.500	0.500	0.500	0.500	MIA
		Upgrade and maintenance of ICT systems (Hard and Soft ware)	6.000	6.000	6.000	6.000	6.000	NCIC
		ICT support to the NSIS system as well as connectivity, maintenance and services, leased lines, data and internet, licenses, consumables)	18.000	18.000	18.000	18.000	18.000	NIRA
		Coordinating the planning, budgeting, & statistical functions of UPS	1.477	1.477	1.487	1.489	1.537	UPS
		Coordinate planning, policy development, statistics & M&E	9.603	12.678	16.753	20.828	26.903	UPF
		Undertake improved procurement and disposal services	0.200	0.200	0.200	0.200	0.200	GAL
		Prepare and submit statutory and Institutional Planning and Budgeting Documents	0.037	0.037	0.038	0.038	0.038	GAL
		Undertake Planning, Budgeting, statistics and M&E services	1.627	1.627	1.650	1.700	1.800	GAL
		Production of MPS, BFPs, Approved Budget Estimates and workplans and Strategic Plans	2.000	2.000	2.000	2.000	2.000	MIA
		Prepare Ministry Statistical Abstracts	0.200	0.200	0.200	0.200	0.200	MIA
		Coordinate and undertake planning and budgeting services	0.650	0.700	0.750	0.800	0.850	NCIC
		Undertake Planning and Budgeting	0.800	0.900	0.900	0.900	0.900	NIRA



Intervention	Output	Action	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Responsible MDA
			Amount in Billions					
		Undertake data collection and preparation and printing of annual statistical abstract and facilitate the committee.	0.150	0.150	0.150	0.150	0.150	NIRA
		Undertake M & E	0.110	0.120	0.120	0.130	0.130	UPS
			0.800	0.800	0.850	0.850	0.900	NCIC
			0.500	0.500	0.500	0.500	0.500	NIRA
			0.450	0.450	0.450	0.450	0.450	GAL
			0.500	0.500	0.500	0.500	0.500	MIA
		Develop and sustain the Ministry M&E System	0.500	0.500	0.500	0.500	0.500	MIA
		Undertake research studies and disseminate findings.	0.500	0.500	0.500	0.500	0.500	MIA
		Undertake research and Internal policy developments in UPS	0.300	0.350	0.400	0.420	0.620	UPS
		Updating Uganda Migration profile	0.000	0.700	0.000	0.000	0.000	NCIC
		Conduct research in identification management and civil registration	0.200	0.300	0.300	0.400	0.500	NIRA
		Sub-total	243.331	265.207	292.985	323.883	341.448	
Grand TOTAL			2,939.639	3,258.016	3,585.038	4,154.791	4,586.795	

	sub-total	33.607	42.991	51.756	38.164	28.916		
Strategic Output 1. Charter of authorized services	INSTITUTIONAL	10.90	ARRANGEMENTS	40	FOR	0.34	PLAN 30.340	NCIC
Order Security and Control Strengthened	IMPLEMENTATION							
	5.1 Coordination of the implementation Process		0.180	0.360	0.180	0.180		NCIC

The Ministry of Internal Affairs shall be responsible for overall coordination of implementation of the Ministry Development Plan. It is expected that the various institutions under the ministry shall synergize to work towards overall implementation of the strategic development plan geared towards achievement of the overall goal of guaranteeing internal security, law and order, peace, stability of the country and ensuring protection and preservation of citizenship.

A coordinated successful implementation of the Development Plan will require the political and policy leadership commitment of the ministry. The ministry leadership will provide the policy direction to ensure that every institution within the ministry executes its mandate. Priority setting and resource allocation to the strategic interventions that will contribute to the realization of the impact and outcome results set out in the development plan. The Ministry political and policy leadership will ensure that the budgeting process and the support from the development partners are strictly aligned to this Development Plan.

The plan will be implemented through the established structures of the Ministry. Understanding and ownership of the development plan by Ministry staff is a critical building block for its successful implementation and realization of the intended outcomes. The leadership of Ministry will ensure that the development plan is conceptualized by the staff and to the external stakeholders for increased awareness and ownership and commitment to its implementation. The thinking and “belief of business as usual” among the staff in all institutions of MIA must change. The establishment and implementation of the performance measurements for the structures and staff of the MIA will promote accountability for results under the strategic plan. Roles and responsibilities for the strategic development plan implementation are described below.

5.1.1 The Ministry Top Management


This leadership committee chaired by the Minister will provide overall political leadership, guidance and policy direction. It is constituted by Hon. Minister of Internal Affairs (chair), Hon. Minister of State for Internal Affairs (alternate chair), The Permanent Secretary (Secretary), IGP, CGP, DIGP, DCGP, Chief National Citizenship & immigration Control, Chief Government Chemist and Executive Director NIRA. The head of planning at Ministry Headquarters and Chairperson of the Planners Forum are ex-official members.

The Top Management will be accountable for the realization of the results at impact level. Top Management will hold the Heads of institutions under the Ministry to account for the realization of the results under their legal and policy mandates. The Top Management will be accountable to Cabinet and Parliament for the implementation of the plan. The Top Management will hold a quarterly meeting with the Senior Management Team to assess the status of the implementation of the development plan.

5.1.2 The Senior Management

The Senior Management chaired by the PS will ensure policy and strategy implementation and delivery of results. The composition will include PS (chairperson), Undersecretary at MIA HQ (Secretary), Undersecretaries; the Secretary, Amnesty Commission, Chief Government





Chemist, All Heads of Departments, including Heads of Policy, Planning and Human Resources, and UPF Commissioners for Planning, Research and Development. The Senior Management Team shall put the institutions to account for the performance and results and targets under their mandate during the implementation period while ensuring quality of services delivered. The institutions shall on a quarterly basis present performance reports under their mandate to the senior management for review and consideration. The reports shall provide accountability for the progress being made towards the realization of the results and performance targets to be laid out in this strategic plan.

5.1.3 The Institutions and other Departments

The institutions in the Ministry include Ministry Headquarters, UPF, UPS, NCIC, GAL, NIRA and Amnesty Commission. The roles and commitment of these institutions is very critical in the actual implementation of this plan for realization of the outcomes spelt out in the result framework. The roles of these institutions shall include but not limited to; ensure that their development plans and budgets are aligned to the goal and objectives of MIA development plan, bi-annual progress reporting to the senior management, innovation and building multi-level relationship with external stakeholders.

5.1.4 Department of Planning and Policy Analysis at MIA HQs

The Department of Planning will coordinate the implementation of the development plan. The Department will ensure that the annual budgets are aligned to the plan. It will also coordinate the preparation of quarterly, semi-annual and annual reports of the plan. The department will organize the semi-annual and annual performance reviews of the development plan implementation.

5.1.5 MIA Planners Forum

MIA Planners Forum will be responsible for:

- a) Reviewing quarterly performance reports for the plan implementation and budget
- b) Development of annual work plan and budget for the MIA strategic plan implementation
- c) Harmonization and coordination of MIA strategic development plan implementation

5.2 Sustainability Arrangements

The Ministry's sustainability arrangements are anchored on the effective integration of emerging issues. Below is a detailed narrative relating to some of the critical sustainability arrangements:

5.2.1 Institutional Sustainability Arrangements:

To ensure the Ministry remains responsive, resilient, and future-ready, a series of institutional arrangements have been identified to support its long-term sustainability. These arrangements are designed to strengthen internal systems, enhance operational efficiency, and embed a culture of continuous improvement across the organization.

The strategies outlined below are focused on key institutional areas that are critical for delivering the Ministry's mandate effectively amidst evolving national, regional, and global



migration dynamics. They reflect a deliberate effort to institutionalize best practices in governance, human resource development, digital transformation, and performance management.


Table 49 provides a summary of the institutional areas and corresponding sustainability strategies to be implemented during the Strategic Plan period.

Table 49: Institutional areas and corresponding sustainability strategies

#	Institutional Area	Sustainability Strategy
1	Governance and Oversight	Strengthen institutional governance through regular Top Management engagement, clear mandates, and performance accountability mechanisms.
2	Human Resource Development	Implement continuous staff training, career progression pathways, and a performance-based reward system to attract and retain talent.
3	Legal and Regulatory Framework	Review and update legal instruments to align with global best practices and emerging trends.
4	Organizational Structure	Implement the new revised staff structure that meets the service delivery requirements and initiate its review if need arises.
5	Information and Knowledge Management	Institutionalize digital documentation, archiving systems, and knowledge transfer protocols to preserve institutional memory.
6	Risk Management and Compliance	Establish internal controls, compliance audits, and risk management frameworks across operational areas.
7	Inter-Agency Coordination	Formalize collaboration with key ministries and agencies through MoU, joint task forces, and shared data systems.
8	Monitoring and Evaluation (M&E)	Integrate results-based management and automated M&E tools to track performance and inform decision-making.
9	ICT and Digital Transformation	Invest in secure, interoperable, and scalable ICT infrastructure to support e-governance and digital services.

5.2.2 Financial Sustainability Arrangements;

The overall and complete implementation of the plan and the results that will be attained is to a large extent sustainable. The Government of Uganda has been and remains committed to



funding Ministries, Departments and Agencies of Government through annual treasury allocations, given that internal security, law and order are key to the country's development. The Ministry and its institutions also will mobilize funding from the Access to Justice sub programme funding basket annually.

The Ministry intends to explore ways to enhance the current Non-Tax Revenues contribution to the Consolidated Fund through effective and efficient delivery of services offered to the public which will in turn result into increased Ministry budget in form of appropriation in aid.

5.2.3 Partnerships and Collaborations;

Government Ministries, Departments, and Agencies (MDAs) are central to the successful delivery of Ministry's Strategic Plan. Key collaborations include the Governance and security programme secretariat for its coordination role in planning and budgeting, Ministry of Security, Ministry of Defense and Veteran Affairs as these are very critical in security coordination; and the Ministry of Foreign Affairs (MoFA) for handling diaspora relations and international migration protocols. The Justice, Law and Order Services (JLOS) and Administration of Justice Programme will support access to justice related, while the Ministry of Gender, Labour and Social Development will partner on matters related to labour migration and anti-trafficking initiatives.

The Ministry of Finance, Planning and Economic Development will facilitate budget alignment and donor coordination, ensuring consistency with the National Development Plan IV (NDP IV).

Regional Bodies and Multilateral Frameworks such as the East African Community (EAC), African Union (AU), Intergovernmental Authority on Development (IGAD), and the Common Market for Eastern and Southern Africa (COMESA) - offer platforms for policy harmonization, cross-border collaboration, and regional mobility integration. The Ministry will engage these bodies through joint programs, technical exchanges, and alignment with continental migration protocols.

Private Sector Actors including ICT service providers, and financial institutions are key partners in implementing technology-driven solutions and modernizing service delivery. ICT firms will support the development of secure digital platforms and biometric technologies, while financial institutions will aid in developing robust electronic payment and revenue assurance systems.


Civil Society and Community-Based Organizations (CBOs) - serve as key partners in advocating for rights, raising awareness on services. Their role in promoting public accountability, citizen feedback, oversight will contribute to more inclusive and human rights-based governance.

Media and Public Communication Platforms - instrumental in driving public education and behavior change. Through strategic messaging and community engagement campaigns, the media will help inform the public about migration policies, promote lawful migration practices, and strengthen trust in Ministry's services.

Additionally, the institutions under the Ministry will implement this plan with support from cooperating partners such as, EU, UN-Women, UNICEF, UNDP, UK CDC, JLOS, UN, UNICEF, World Bank and Plan International Uganda, among others

5.2.4 Human Resource Plan.





To ensure successful implementation of its Strategic Plan, the Ministry will implement a comprehensive Human Resource (HR) Plan aimed at strengthening institutional capacity, enhancing staff performance, and aligning human capital with strategic priorities. The HR Plan prioritizes recruitment, staff development, succession planning, and performance management to address current staffing gaps and future needs.



CHAPTER SIX: COMMUNICATION AND FEEDBACK STRATEGY

6.1 Information Dissemination and Awareness Creation

In line with the Government Communications Strategy (2011), efforts will be made to ensure that the Development Plan is explained and understood by all stakeholders. The Ministry of Internal Affairs in liaison with the relevant MDAs and non-state actors, will be responsible for the dissemination and awareness creation, including information, education, communication and publication of the Ministry Development Plan to all relevant stakeholders.

Using already existing institutions at the national and district level, MIA will utilize the media to engage the public on aspects of implementation and clarify on the roles of all stakeholders in each respect. In addition, it will enhance dialogue, buy-in, collaboration and participation of all stakeholders in the SDP implementation. In popularizing the MIA SDP, the Ministry will use both the electronic and print media and other means that will ensure the SDP reaches the intended audience. Other activities, will include publication and launch of the Ministry of Internal Affairs Strategic Development Plan FY2024/25- 2029/30 document, development of a popular version, distribution of both the main document and the popular version to stakeholders and holding implementation dialogue meetings with MDAs and other stakeholders. Feedback will be provided through the M & E and supervision systems to be established. The MIA SDP document will also be uploaded on the Ministry's website to ensure wider outreach.

6.2 Communication and Feedback Mechanisms

MIA will develop a communication strategy that will enhance provision of information and knowledge, increase awareness, encourage action, build consensus, change behavior and attitudes, promoting community participation and resolving of conflicts to ensure peace and security in the country. The framework will outline avenues for Ministry of Internal Affairs to receive feedback from stakeholders at all levels. The communication strategy shall also be used to create demand for services offered by the various Institutions in the Ministry.

A two-way communication between government and stakeholders will be institutionalized to raise awareness, facilitate opportunities for public dialogue, sharing knowledge, and enabling information flow from rights holders to reach decision makers to inform evidence based programming and management decisions.



CHAPTER SEVEN: RISK MANAGEMENT

7.1 Introduction

The Ministry of Internal focus during this strategic plan is ensuring adherence to the rule of law, peace and stability. The Ministry has set out objectives, results and targets to achieve the goal in line with the NDP IV and Vision 2040 aspirations. However, there are penitential risks that may constrain realization of intended results, for which mitigation measures must be put in place to minimize the adverse effects.

This section analyses and assessed the potential risks that may adversely impact on the realization of the planned results. The section identifies the potential risks that will be monitored to ensure that mitigation is instituted to avert the potential threats they may cause.

External Risks: Among the external risks, the MIA will have to closely monitor epidemics / pandemics; political or geo - political risks; terrorism risks; climatic change induced risks (drought, flooding) and cybercrime/attacks and assess how they impact on the ensuring the rule of law, peace and stability in the country.

Relatedly MIA will is also mindful about **Strategic risks**, arising out of the Country's development process, whose implications must be assessed and measures instituted to advert any possible adverse effects. These include high unemployment & increasing population of young people; public investment risks; high influx of foreigners including refugees; inadequate MDA Financing. Weakness and inefficiencies in the operations of the Ministry also form potentials risks to the strategic plan implementation. Each of these risk categories are analyzed below;



Table 50: MIA Risk Assessment and Categorization

No	Risk	Risk Category	Root cause/factors	Assessment of inherent risk			Risk response/Mitigation	Lead
				Likelihood	Impact	Risk Rating		
	Corruption	Internal risk	a) Weak Mgt Information Systems b) Weaknesses in the governance structures				<ul style="list-style-type: none"> ❖ Develop and Implement the MIA anti-corruption strategy ❖ Enhance anti-money laundering audit systems. ❖ Continue interfacing different e-government systems (banking, land and tax MIS). ❖ Automation of business services ❖ Continuous education of rights holders on the systems, procedures for accessing services for MIA institutions ❖ Enforcing compliance to MIA core values 	All MIA Institutions
	Weak /inadequate legal framework	Internal risk	❖ Lack of pro-activeness to create facilitating legal environment				<ul style="list-style-type: none"> ❖ Under reviews of current legal and policy frameworks ❖ Restructuring of MIA institutions to improve operational efficiency and effectiveness 	All MIA Institutions
	Potential security threats to Uganda	Internal risk	<ul style="list-style-type: none"> ❖ Existence 336 porous border points ❖ Political violence; 				<ul style="list-style-type: none"> ❖ Develop and implement a Border Management Policy ❖ Establishment of 24/7 boarder surveillance system and control force 	NCIC UPF
	Inadequate MDA Financing	Strategic risk	<ul style="list-style-type: none"> ❖ Rise in public debt on account of increased borrowing ❖ Low revenue collections ❖ Competing Government demands 				<ul style="list-style-type: none"> ❖ Increase in domestic revenue mobilization to finance the budget ❖ Development and submission of projects into the integrated Bank of projects and strengthening institutional capacity in project management ❖ Elimination of NTR leakages 	All MIA Institutions



No	Risk	Risk Category	Root cause/factors	Assessment of inherent risk			Risk response/Mitigation	Lead
				Likelihood	Impact	Risk Rating		
	Forgery of Travel Documents, Work Permits, National IDs	Internal risk	<ul style="list-style-type: none"> ❖ High demand for travel document and services due to labor export ❖ Technological advancement which is used to forge documents 				<ul style="list-style-type: none"> ❖ Use of water tight security features ❖ High punitive measures and actions ❖ Investment in ICT systems 	NCIC & NIRA
	Public Investment Risks	Strategic Risk	<ul style="list-style-type: none"> ❖ Weakness in project selection, appraisal & Analysis 				<ul style="list-style-type: none"> ❖ Strengthen project selection, appraisal & analysis. Rigorous assessment & prioritization of projects ❖ Effective PPP implementation 	All MIA Institutions
	High Influx of foreigners including refugees	Strategic Risk	<ul style="list-style-type: none"> ❖ Weak border surveillance & control ❖ Inadequate functional national citizenship register ❖ Weak regulatory framework for citizenship acquisition. ❖ Inadequate capacity to identify, register & issue National Identity cards ❖ Lack of a comprehensive migration policy 				<ul style="list-style-type: none"> ❖ Develop and implement a Border Management Policy ❖ Finalize and implement the Migration Policy ❖ Strengthening legal environment for citizenship acquisition ❖ Strengthening surveillance of legal stay of foreign nationals 	NCIC
	High unemployment & Increasing	Strategic Risk	<ul style="list-style-type: none"> ❖ Limited skills set among the young population 				<ul style="list-style-type: none"> ❖ Supporting strategic National Policies, Programs and Projects for job creation 	All MIA Institutions & MOES

No	Risk	Risk Category	Root cause/factors	Assessment of inherent risk			Risk response/Mitigation	Lead
				Likelihood	Impact	Risk Rating		
	population of young people		❖ Unmatched growth rate between the youthful population and job creation				❖ Reforming of Education systems to promote innovation and creativity	
	Epidemics and Pandemics	External Risk	❖ Wet markets & Animals				<ul style="list-style-type: none"> ❖ Global and regional protocols agreed and signed by the governments, to respond to global pandemic. ❖ Strengthening of community-level awareness, preparedness & response. ❖ Strengthen core public health infrastructure, including water and sanitation systems 	UPF, GAL, UPS, MIA & Development Partners
	Political or Geo - Political Risks	External	<ul style="list-style-type: none"> ❖ Transnational or geopolitical risks. E.g. political conflict, trade wars, sanctions, retreat from multilateral accords, social movements, military Conflict and terrorism. ❖ National or country risks as a result of national political environment, the stability of the gov't and institutions 				<ul style="list-style-type: none"> ❖ Business continuity plans that anticipate having to ❖ arrange substitute suppliers and alternative supply chains ❖ Engage with EAC and IGAD to address the security issues in the region ❖ Bilateral and international agreements for conflict resolution/ peace building ❖ Enhance the capacity of the Electoral Commission to undertake peaceful, fair and credible elections 	All MIA Institutions



No	Risk	Risk Category	Root cause/factors	Assessment of inherent risk			Risk response/Mitigation	Lead
				Likelihood	Impact	Risk Rating		
			emanating from post-election events ❖ Dissatisfaction with election outcomes					
	Terrorism Risks	External	❖ Emergency of various terrorist groups in neighboring states ❖ Existence of porous borders and of those gazetted many have limited capacity to fully man the entry points).				❖ High security and citizens' alertness at all times ❖ Strengthen security along boarder lines; ❖ Strengthen internal and external intelligence in partnership with other security agencies ❖ Strengthen the capacity for border management ❖ 24/7 Border surveillance system and control force	NCIC; UPF; Citizens
	Climatic Change induced risks (drought, flooding)	External Risk	❖ High population growth and increased human activity ❖ Global warming ❖ Natural causes				❖ Mainstreaming climate change into MIA development plans. ❖ Raising awareness of staff and clients on climate change risks and mitigation measures	All MIA Institutions
	Cyber Crime/Attacks	External Risk	❖ National security interests ❖ Weaknesses in cyber security governance & risk management				❖ Increased awareness of cybercrime and attacks ❖ Encryption and access control measures ❖ Business Continuity Plans/Disaster Recovery Plans	All MIA Institutions

CHAPTER EIGHT: MONITORING AND EVALUATION FRAMEWORK

Monitoring, evaluation and reporting will form a critical feature of the strategic plan implementation. The output of the process will be used to inform decision-making, including taking corrective action from the lessons learnt.

8.1 Monitoring and Evaluation Arrangements

Management will focus on Monitoring and Evaluation of this Development Plan. During the first year of the strategic plan implementation, the MIA Monitoring and Evaluation System will be developed. The M&E system shall cover the following 12 features:

- (a) Organizational structures responsible for monitoring and evaluation of MIA services
- (b) Human capacity building for monitoring and evaluation policing services
- (c) National partnerships that will facilitate implementation of the monitoring and evaluation system for the MIA services
- (d) Development of an integrated monitoring and evaluation framework for MIA services
- (e) Costing and annual roll out of the integrated monitoring and evaluation framework for MIA services
- (f) Advocacy, communication for the culture of monitoring and evaluation of MIA services
- (g) Routine programme monitoring of MIA services
- (h) Surveys and surveillance of MIA services
- (i) Data bases for MIA services
- (j) Support supervision, data quality assurance and audit for MIA services
- (k) Evaluation and research activities for the MIA services.
- (l) MIA information dissemination and use

8.2 Progress Reporting

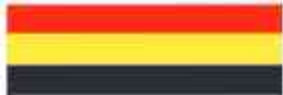
All annual budgets and work plans shall be aligned to the Ministry of Internal Affairs Strategic Development Plan. The Ministry shall report progress quarterly to the Ministry of Finance, Planning and Economic Development. The Ministry shall submit Semi Annual and Annual Performance Reports to the Access to Justice Sub Program and the Office of the Prime Minister to support the structures of the Government Semi-Annual Performance Report (GSAPR) & Government Annual Performance Report (GAPR). The reporting shall be coordinated by the Ministry of Internal Affairs Planners Forum.

The Ministry shall hold Annual Performance Reviews chaired by the Permanent Secretary on the 28th day of July each Financial Year. The review shall be concluded with the Minister's retreat attended by key stakeholders including the Committee of Parliament on Internal Affairs and the representatives from Authorities and Boards every 28th day of August each Financial Year.

Citizenship Score Cards shall be conducted every financial year in the month of October to disseminate information to the citizens and also provide feedback from the populace to improve the planning process. The Policy and Planning Department shall coordinate this activity.

The Ministry of Internal Affairs will host a central Dash Board providing key statistics, projects and indicators of internal security, peace and safety outlined in the SDP. A Statistical Committee and a Project Development Committee led by the Permanent Secretary shall update the Dash





Board. The committees will be composed of Project specialists, Monitoring and Evaluation specialists, and Statisticians who will form the core of the committee.

8.3 Mid-Term Evaluation

The Ministry of Internal Affairs will undertake a mid-term evaluation in financial year 2027/28. This will inform the midterm evaluation of the National Development Plan IV and also extract lessons from the implementation of the Ministry's strategic development plan III. The report generated will be used to reengineer the programs so as to achieve the goals set in the strategic plan. The Ministry will conduct a survey on key indicators of progress and perception in the third year of implementation of the strategic plan.

8.4 End of Term Evaluation

At the end of the strategic plan period, the Ministry will undertake an evaluation to ascertain the level of achievement focusing on final impact and outcomes, their relevance, cost-effectiveness and sustainability of the results. The Ministry will develop its M&E plan and the evaluation matrix clearly identifying the impact of the strategic plan during the first year of implementation.

8.5 M&E Results Framework

The monitoring and evaluation results framework is aligned to the NDP IV. The result framework demonstrates the level of change in individual and society behavior towards security, stability and peace as a guarantee for increased household incomes and improved quality of life of Ugandans.



Ministry Results Framework, Intermediate Outcome Level

Table 51: Results Framework, Intermediate Outcome Level

Goal/Objective	Intermediate Outcome	Indicator	Baseline 2023/24	Tgt FY25/26	Tgt FY26/27	Tgt FY27/28	Tgt FY28/29	Tgt FY29/30
Goal: Ensure adherence to the rule of law; peace & stability	A Secure and Peaceful Uganda	Peace index	2.3	2.4	2.5	2.6	2.7	2.76
Objective 1: Enhance safety and internal security	Efficient and effective security services	Crime rate per 100,000	502	524	501	497.06	493.12	489
		Escape rate	5.3/1000	4.7/1000	4.4/1000	4.1/1000	3.8/1000	3.5/1000
		Mortality rate among prisoners	3.3/1,000	3.04/1,000	2.78/1,000	2.52/1,000	2.26/1,000	2.0/1,000
Objective 2: Enhance delivery of human rights-based law and order services	Improved law and order Observance	Recidivism	13.4%	13.2	13.1	13.0	12.9	12.8%
		Proportion of prisoners on remand	47.3%	45.3%	44.3%	43.3%	42.3%	41.3%
		Congestion/occupancy levels	377.5%	360.24%	348.68%	337.13%	325.57%	308.7%
		Road Accident fatality rate	14/100,000	12/100,000	11/100,000	10/100,000	9/100,000	8/100,000
		Criminal investigation backlog	94,535	88,535	82,535	76,535	70,535	64,535
Objective 3: Secure, preserve & protect	Preserved and protected citizenship and identity	Percentage of Ugandans registered into the NIR	59.2%	80%	85%	90%	95%	100%



Goal/Objective	Intermediate Outcome	Indicator	Baseline 2023/24	Tgt FY25/26	Tgt FY26/27	Tgt FY27/28	Tgt FY28/29	Tgt FY29/30
Uganda's citizenship and Identity		Percentage of eligible Ugandans issued with National ID cards	70%	80%	90%	100%	100%	100%
		Proportion of illegal migrants	30%	28%	26%	24%	22%	20%
Objective 4: Strengthen institutional development, governance and policy formulation	Effective and efficient business processes	Average Turn-around time for the following services						
		Issuance of a passport (days)	7	6	6	5	4	3
		Issuance of a National ID (days)	90	60	14	14	14	14
		Issuance of work permits (days)	10	7	7	6	5	4
		Issuance of Birth and death certificate (days)	1	1	1	1	1	1
		Registration of a Marriage (days)	1	1	1	1	1	1
		Travel clearance time at border (min)	4	4	3	3	2.5	2
		Issuance of visas (days)	2	2	2	2	1.5	1

Goal/Objective	Intermediate Outcome	Indicator	Baseline 2023/24	Tgt FY25/26	Tgt FY26/27	Tgt FY27/28	Tgt FY28/29	Tgt FY29/30
		Issuance of commercial explosives license (days)	30	30	21	21	14	14
		Response time to fire emergencies & incidents (min)	25	22	20	18	15	12
		Issuance of NGO certificates (days)	30	30	21	14	14	14

Ministry Results Framework Output Level

Table 52: Results Framework Output Level

Ministry Results Framework Output Level											
Intervention	Output	Performance indicator	Baseline	Tgt FY25/26	Tgt FY26/27	Tgt FY27/28	Tgt FY28/29	Tgt FY29/30	Means of Verification	Assumption	Responsible MDA
Program Name: Governance and Security											
Program Goal: A peaceful Secure Uganda adhering to the Rule of Law											
Strategic Intervention 1.1: Maintain modern and formidable security sector agencies, for security and emergencies	Technical Capability enhanced	No of prisons equipped and retooled with assorted safety and security equipment	266	267	268	268	268	268			UPS
		No. of modern cyber and ballistics scientific analytical equipment acquired	0	2	1	2	1	1	GAL Annual report	Availability of funds	GAL
		Proportion of required police equipment (by value) acquired	0.57	0.62	0.72	0.78	0.84	0.92	Performance report	Funds are available to procure required equipment	UPF

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA	
		Proportion of required CCTV coverage realised	0.32	0.78	0.84	0.9	0.96	0.98	Performance report	Functional CCTV cameras installed	UPF	
		Number of prisons equipped with ICT equipment and systems	15	10	10	10	10	10			UPS	
	Capacity of Security Personnel Enhanced	Proportion of personnel recruited	0.48	0.6	0.8	1	1	1	Annual Performance report	Additional funds will be provided for wage	NIRA	
		Number of personnel trained	43890	4164	4589	4843	5017	5172	Performance report	Funds are available	UPF	
		Number of personnel trained	43890	4164	4589	4843	5017	5172			UPS	
		Number of personnel trained	43890	4164	4589	4843	5017	5172			NCIC	
		Proportion of personnel trained	0.12	0.19	0.25	0.32	0.39	0.45	Performance report	Continuous training of both the recruits and in servicemen	UPF	
		Police : Population Ratio	1:934	1:898	1:838	1:778	1:718	1:658	Annual policing report	Continuous recruitment of personnel to bridge the attrition rate	UPF	
		Staff : Prisoner ratio	1:7	1:5	1:5	1:5	1:5	1:5			UPS	
		Proportion of appointment ,discipline and grievances submissions processed within 3 months	1	1	1	1	1	1			MIA Hqtrs	
		Security of vital assets and strategic installations enhanced	No. of security assessments conducted	90	100	105	110	115	120			MIA Hqtrs
			No. of security alert inspections conducted	158	160	165	170	175	180			MIA Hqtrs
		Number of required Oil & Gas, and Mining areas coverage attained.	24	40	66	110	154	198	Performance report	Deploy in all the mining areas	UPF	

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
		Number of required railway transport coverage attained	23	40	68	100	132	164	Performance report	Sufficient number of personnel to deploy at all railway stations	UPF
		% completion of Ministry of Internal Affairs Headquarters building	0	0	0	0.05	0.2	0.4			MIA Hqtrs
	Modern security infrastructure developed	No of police offices constructed and/or maintained	10	10	10	10	10	10	Performance report	Continuous renovations of dilapidated police offices and construction of more offices	UPF
		No of other police infrastructure constructed and/or maintained	2	2	3	3	3	4	Performance report	Continuous renovations of dilapidated police infrastructure and construction of more police establishments	UPF
	Increased innovation, Research & Development	No. of Research in identity management undertaken	0	1	1	1	1	1	Annual performance report	Funds will be availed for research and innovation	NIRA
	Foreign Nationals issued immigration facilities	Proportion of immigration facilities issued out of the total applications received	0.86	0.9	0.95	0.95	0.95	0.95			NCIC
		Number of refugees issued with work permits	4	8	20	20	25	30			NCIC
	Strategic Output	Victims of human trafficking supported	354	185	190	195	200	205			MIA Hqtrs

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
	1.1.8: Safety of persons and security of property enhanced	Number of TIP cases under investigation supported	100	100	105	110	115	120			MIA Hqtrs
		Number of Victims of trafficking repatriated	29	30	35	40	45	50			MIA Hqtrs
		% of counter terrorism activities managed	1	1	1	1	1	1			MIA Hqtrs
		No. of Law enforcement Officers trained in Armory management	100	100	100	100	100	100			MIA Hqtrs
		No. of Armory inspections conducted	4	10	12	14	16	18			MIA Hqtrs
		Number of conflict early warning reports prepared	12	12	12	12	12	12			MIA Hqtrs
		Proportion of "model sub-county" police stations operationalized (%)	9.3	20	32	49	63	77	Performance report	Deploying and equipping at all the identified subcounty stations	UPF
		Proportion of public disorders contained.	0.7	1	1	1	1	1	Performance report	Strengthen operations and deployments to contain public disorders	UPF
		%age of city divisions with functional '999' patrol system	0.3889	0.3947	0.4474	0.5789	0.6579	0.7632	Performance report	Rolling out functional '999' patrol system to all city divisions	UPF
		Proportion of stolen animals recovered	0.59	0.64	0.69	0.75	0.8	0.85	Annual crime report	Deploying in all cattle ares with ASTU to curb the vice	UPF
		Number of Flight hours	329	443	587	685	730	785	Annual performance reports	UPF Helicopters are in a functional state	UPF
		% of maritime policing zones with required marine	0.15	0.26	0.37	0.48	0.59	0.7	Performance report	Equipping all the maritime policing	UPF

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
		emergency and rescue services.								zones with required marine emergency and rescue services	
		Number of marine incidents handled.	84	73	65	59	54	47	Performance report	Deploying at all the maritime policing zones with required marine emergency and rescue services	UPF
		Response time to fire emergencies and incidents in minutes	25	22	20	18	15	12	Performance report	Deploying at all the maritime policing zones with required marine emergency and rescue services	UPF
		% of districts/divisions with required fire emergency and rescue services	0.19	0.21	0.24	0.26	0.31	0.36	Performance report	Equipping all the districts/divisions with required fire emergency and rescue services	UPF
		Fireman: population ratio	1:71,358	1:69,191	1:40,809	1:37,167	1:29,192	1:27,168	Performance report	Train more firemen	UPF
		No. of inspections of Commercial Explosives Magazines & Quarries conducted	100	110	120	130	140	150			MIA Hqtrs
		Turnaround time (days) for processing explosives license	30	30	21	21	14	14			MIA Hqtrs
		Road Accident Fatality Rate	14	12	11	10	9	8	Performance report	Continuous sensitization of the community about the causes of accidents and prevention measures	UPF

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
		Proportion of required policing logistical support provided	0.25	0.42	0.52	0.62	0.76	0.84	Performance report	Funds are available to Procure policing logistical support	UPF
	Strategic Output 1.1.9:	Occupancy rate (%)	371.8	360.2	348.7	337.1	325.6	314.0		We expect the prison holding capacity to increase during the plan period as well as prisoner population growth rate remain the same as the current	UPS
	Improved safety and security of prisons	Mortality rate among Prisoners	3.3/1000	3.04/1,000	2.78/1,000	2.52/1,000	2.26/1,000	2/1000			UPS
		Prisons holding capacity	21126	23016	28906	30796	36686	38576			UPS
		No. of functional prisons medical facilities	171	171	172	172	172	172			UPS
	Strategic Output 1.1.10:	Proportion of citizens registered into the national identification register, NIR	59.4	80	85	90	95	100	APR	Fund will be available to register citizens within and in the Diaspora	NIRA
	updated National Identification Register	%age of Legally Resident Aliens Registered into the NIR	70	80	90	100	100	100	APR	Integration with NCIC to register legal resident	NIRA
		%age of eligible citizens issued with National ID cards	74	80	90	100	100	100	APR	Fund will be available to issue cards to citizens within and in the Diaspora	NIRA
		%age of Legally Resident Aliens issued Alien Identification Cards	0	100	100	100	100	100	APR	Funds available for blank AID cards	NIRA

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
		Number of changes of particulars of persons registered	2000	2000	2000	2000	2000	2000	APR	Funds available	NIRA
		Replacement of lost/damaged National Identification Cards	2000	2000	2000	2000	2000	2000	APR	Funds available	NIRA
		Number of National ID Cards Renewed		8000 000	8000 000	1000 000	1000 000	1000 000	APR	Funds availed for purchase of blank cards	NIRA
	Strategic Output 1.1.11: NGOs Regulated	No. of NGOs inspected	43	50	55	60	65	70			MIA Hqtrs
		No. of NGOs monitored onsite	239	250	300	350	400	450			MIA Hqtrs
		No. of NGOs monitored offsite	2305	2500	2500	2500	2500	2500			MIA Hqtrs
		Time taken to issue NGO Certificate and/ permit	30	30	21	14	14	14			MIA Hqtrs
Strategic Intervention 1.2: Enhance the welfare of security personnel and veterans	Strategic Output 1.2.1: Housing of Security personnel improve	Number of Immigration Border posts with staff accomodation	13	16	19	22	25	28			NCIC
	%	% of entitled police personnel provided with decent accommodation	0.22	0.26	0.32	0.45	0.58	0.63	Performance report	Funds are available to Construct of more accommodation houses/ units	UPF
		Proportion of prisons staff properly housed	0.489	0.500 6	0.512 2	0.523 8	0.535 4	0.547			UPS
	Strategic Output 1.2.2: Healthcare services of Security personnel enhanced	Proportion of police units with functional health facilities	15	18	22	25	28	31	Performance report	Funds are available to equip police units with functional health facilities	UPF

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
Strategic Intervention 1.3: Strengthen the capacity of the resources to national development	Strategic Output 1.2.3: Formal education to the children of security personnel enhanced	No. of prisons staff children schools constructed and equipped	0	1	0	1	1	0			UPS
	Strategic Output 1.2.4: Economic empowerment for security personnel and their spouses Enhanced	No. of police children enrolled in police schools	19709	23988	28267	32546	36825	41104	Performance report		UPF
		Number of customers served by duty free shops	10855	11000	12000	13000	14000	15000	Performance report	Funds are available to procure wide range of items in the duty-free shop	UPF
	Strategic Output 1.3.2: Prisons production enterprises Enhanced	Number of prisons staff benefitting from Duty Free Shop per year	10855	500	600	650	700	750			UPS
		No. of security personnel spouses benefitting from the welfare initiatives	0.31	0.35	0.49	0.55	0.65	0.73	Performance report	Provide a wide range of items in the duty free shop	UPF
		Non-Tax Revenue generated from prisons enterprises in billions	33.734	46.426	55	65	70	117.235			UPS

CHAPTER NINE: PROFILES OF MINISTRY PROJECTS FOR THE DEVELOPMENT PLAN

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt	Tgt	Tgt	Tgt	Tgt	Means of Verification	Assumption	Responsible MDA
				FY25 /26	FY26 /27	FY27 /28	FY28 /29	FY29 /30			
Strategic Intervention 1.5: Enhance regional and continental security	Strategic Output 1.5.1: Border Security and Control Strengthened	Percentage of gazetted immigration border posts automated.	0.3	0.35	0.45	0.55	0.65	0.7			NCIC
		Number of entry/exit points equipped with E-gates.	1	1	1	2	1	1			NCIC
		Number of other interoperable systems intergrated with NCIC Border management system	0	1	1	1	1	1			NCIC
		Number of Entry Points equipped with fraud detection equipment.	7	1	1	1	1	1			NCIC
		Number of border posts connected to the NCIC Command Center	0	5	5	5	5	5			NCIC
		Number of security systems Integrated with the National Security Information System, NSIS	2	5	5	5	5	5	APR	Collaborative partnerships to use Identification to access services	NIRA
Strategic Intervention 2.1: Strengthen coordination of the policy and legislative-making processes	Strategic Output 2.1.1: Policies developed for national socio-economic transformation	National Identification and Registration Policy developed, disseminated and implemented	0	1	1	1	1	1			NIRA
	Strategic Output 2.1.3: Certainty	Level of compliance to the ROPA, 2015 as ammended	20%	40%	60%	80%	90%	100%	APR	Data analysed to assess compliance in terms of timeliness of	NIRA
											NCIC

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
	of laws and regulations ensured									registration among other parameters	
Strategic Intervention 3.1: Enhance capacity and coverage of rule of law institutions for social economic transformation	Strategic Output 3.1.1: Appropriate infrastructure for Justice, Law, and Order Developed	No. of prisons reception centres constructed	0	1	1	1	1	2			UPS
		Number of genetic analyzers to improve forensic analysis in DNA and SBGV cases acquired	0	2	2	1	1	1	GAL Annual report	Availability of funds	GAL
		National DNA Databank Infrastructure Building in place					1		DNA Databank progress report	Availability of funds	GAL
		Child Reception centres	22	5	5	5	5	5	Performance report		UPF
		No. of HRBA compliant police stations constructed		12	12	12	12	12	Performance report	Funds are available to construct police stations compliant with HRBA	UPF
	Strategic Output 3.1.2: Legal and procedural safeguards to ensure equity and rule of law/due process	No. of offenders enrolled under social reintegration	4720	11000	12000	13000	14000	15000			MIA Hqtrs
		Number of suspected illegal immigrants investigated	6200	6800	7300	7800	8300	8800			NCIC
		Numbers of illegal immigrants deported	578	620	670	720	770	820			NCIC
		Percentage of immigration offenders produced in court within 48 hours from time of arrest	0.9	1	1	1	1	1			NCIC
		Number of commercial and illicit products verified through forensic and scientific analysis	480	500	580	600	680	700	GAL Annual report	Availability of funds	GAL

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA	
	enforced.	Number of forensic monitoring cases of contaminants in the environment and selected foods	360	460	480	530	580	600	GAL Annual report	Availability of funds	GAL	
		Number of identification related offenses investigated	712	1000	1300	1500	1800	2000	APR	Funds available for investigations as well as partnership with UPF CID	NIRA	
	Strategic Output 3.1.3: Increased public empowerment and awareness	Approved National Migration Policy in place	0	1	1	1	1	1	1	APR	Follow up on approval of draft policy by NIRA&MIA	NIRA
		Number of awareness and sensitization campaigns conducted on importance of identification and civil registration on radio, print media, TV, online	31	35	35	35	35	35	35	APR	Funds available for implementation of communication strategy	NIRA
		Number of IEC materials on identification and civil registration printed and distributed		5000	5000	5000	5000	5000	5000	APR	Funds available	NIRA
		Number of reporters demobilized.	264	250	250	250	250	250				MIA Hqtrs
		Number of reporters and victims reintegrated	2951	2500	2600	2700	2800	2900				MIA Hqtrs
Strategic Output 3.1.4: Transitional Justice and informal justice systems Strengthened												

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
Strategic Intervention 3.2: Strengthen the rule of law and governance service delivery systems	Strategic Output 3.2.1: Capacity and capability of duty bearers built	Number of scientists trained in scientific analytical skills		20	20	20	20	20	GAL Annual report	Availability of funds	GAL
		Proportion of Districts supported (%)	0.3	0.4	0.4	0.5	0.55	0.4	APR	Funds to scale up operations	NIRA
		Number of engagements with duty bearers held (Cultural institutions)	164	170	175	180	174	180	APR	Funds for stakeholder engagement provided	NIRA
	Strategic Output 3.2.3: Crime Prevention and response Strengthened	Number of criminal syndicates dismantled	3	5	4	4	5	6	Annual crime report		UPF
		Percentage of villages (out of 71,227) engaged in community policing programmes	0.098	0.129	0.192	0.272	0.329	0.416	Performance report	Train more community Liason officers	UPF
		Proportion of reported cases taken to court.	0.3	0.44	0.51	0.58	0.63	0.68	Annual crime report	Reduce the detective workload ratio	UPF
		Detective case workload ratio.	0.06875	0.065278	0.063194	0.061111	0.059722	0.058333	Annual crime report	Training more detectives	UPF
		Percentage of police units equipped with SOCO kits	0.434783	0.455487	0.47619	0.496894	0.517598	0.538302	Performance report	Procure and provide all police units with SOCO kits	UPF
		Number of police forensic reports issued	820	1222	1624	2026	2428	2830	Performance report	Reduce on the time taken to process and produce a forensic report	UPF
		Number of crime scenes processed	3184	3509	3834	4159	4484	4809	Annual crime report	SOCCO Kits and more SOCCO deployed to process more numbers of crime scenes	UPF

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
		%age of police Districts/Divisions with canine services.	0.44	0.49	0.54	0.59	0.64	0.7	Performance report	Extend canine services to all police districts / divisions	UPF
		% of terror threats detected and neutralized	1	1	1	1	1	1	Performance report	Sufficient number of counter terrorism officers deployed to detect and neutralize terror threats	UPF
		No. of certificates of good conduct issued.	42121	49765	52326	72688	93050	113412	Performance report	Turnaround time for production of certificate of good conduct shortened upon receipt of application	UPF
		No. of transnational & crossborder joint operations conducted	2	3	3	4	3	3	Performance report	Sufficient number of Interpol officers deployed to conduct transnational & cross border joint operations.	UPF
		Proportion of gazetted border points connected to the i-24/7 system.	0.02	0.05	0.1	0.2	0.3	0.4	Performance report	Functional i-24/7 system. Installed to all the gazette border points	UPF
		Offenders successfully rehabilitated and reintegrated		6000	7000	9000	11000	12000			UPS
	Strategic Output 3.2.5: Business processes automated	Number of regional immigration offices operationalized with e-passport system	5	7	8	10	11	12			NCIC
		Number of diaspora offices/missions abroad	7	9	10	11	12	13			NCIC

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
	and Management information systems integrated	operationalized with e-passport system									
		E-passport system capable of issuing other travel documents e.g. TMPS and CI	0	1	1	1	1	1			NCIC
		Number of prisons operating a functional PMIS	0	0	3	3	5	5			UPS
	Strategic Output 3.2.7: Identification and Civil Registration services enhanced	Number of births registered in the year of occurrence	520000	7000 00	9000 00	8000 00	9000 00	1000 000		Funds available for registration tools and outreaches	NIRA
		Number of birth certificates issued	102609	5000 00	5500 0	6000 00	6000 00	6500 00		Funds available for issuance	NIRA
		Number of adoption order certificates issued	75	90	90	90	100	100		Funds available for procurement of certificates	NIRA
		Number of deaths registered in the year of occurrence	7552	0	0	00	2000 00	2000 00		Funds available	NIRA
		Number of death certificates issued	2000	2500	3000	3000	3500	3500		Funds available	NIRA
		Number of civil marriages conducted	3216	3500	4000	4500	5000	5500		Funds available	NIRA
		Number of Marriages registered	12412	1300 0	1400 0	1500 0	1600 0	1700 0		Funds available	NIRA
		Number of single status letters issued	840	900	1100	1200	1300	1400		Funds available	NIRA
		Number of marriages certified	4460	5000	6000	7000	8000	9000		Funds available	NIRA
		Number of licenses granted to celebrate marriages	761	800	850	900	950	1000		Funds available	NIRA
		Number of Islamic Divorce Returns	96	100	120	130	140	150		Funds available	NIRA
			Number of stakeholder engagements on civil registration held	1	4	4	4	4	4	APR	Funds available

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
		Number of applicants issued with passports in a year	350000	4000 00	4000 00	4000 00	4000 00	4000 00			NCIC
		Percentage of citizenship applications granted out of applications received	0.8	0.9	0.9	0.9	0.9	0.9			NCIC
Strategic Intervention 4.4: Strengthen prevention and detection of corruption and enforce Anti-corruption Measures	Strategic Output 4.4.1: Prevention, enforcement and prosecution of corruption cases improved	Percentage of reported public complaints relating to corruption investigated		0.44	0.56	0.62	0.66	0.7	Annual Crime report	Sufficient number of detectives deployed to investigate public complaints relating to corruption	UPF
Strategic Intervention 5.1: Strengthen democracy and electoral processes	Strategic Output 5.1.5: Electoral processes secured	Number of police/security personnel deployed to secure election premises, materials, campaigns, candidates and officials before, during and after elections	5750	3875 0	1275 0	1675 0	2075 0	2475 0		sufficient number of police/security personnel deployed to secure election premises, materials, campaigns, candidates and officials before, during and after elections	UPF
Strategic Intervention 6.1: Integrate HRBA in policies, legislation, plans and programmes	Strategic Output 6.1.1: HRBA Mainstreamed	Number of prisons adhering to service delivery standards	266	266	266		266	266			UPS

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA	
Strategic Intervention 6.2: Enhance protection of human rights and promotion of equity	Strategic Output 6.2.1: Human Rights Complaints disposed	Proportion of Police stations that meet human rights standards.	0.26	0.38	0.46	0.59	0.66	0.78		Funds released to construct Police stations that meet human rights standards.	UPF	
		% of reported human rights complaints against police officers investigated.	0.79	0.82	0.85	0.88	0.91	0.94		Sufficient detectives deployed to investigate human rights complaints against police officers	UPF	
Intervention 9.1: Strengthen programme institutions for effective and efficient service delivery	Output 9.1.1.1: Institutions Retooled	% of retooling budget implemented	100%	100%	100%	100%	100%	100%			UPS	
			100%	100%	100%	100%	100%	100%			MIA Hqtrs	
			100%	100%	100%	100%	100%	100%			NCIC	
	Output 9.1.1.2: Construction of Office premises undertaken	% of planned renovation works implemented	% of planned retooling outputs achieved	100%	100%	100%	100%	100%	100%	GAL Annual report	Availability of funds	GAL
				100%	100%	100%	100%	100%	100%			UPS
				50%	100%	100%	100%	100%	100%			MIA Hqtrs
				100%	100%	100%	100%	100%	100%			NCIC
				100%	100%	100%	100%	100%	100%	GAL Annual report	Availability of funds	GAL
				100%	100%	100%	100%	100%	100%	GAL Annual report	Availability of funds	GAL
				100%	100%	100%	100%	100%	100%	APR	Funds available	NIRA
% completion of projects under construction	5%	10%	20%	50%	70%	100%	GAL Annual report	Availability of funds	GAL			
	0%	13%	37%	37%	13%	100%	APR	Funds available	NIRA			

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA	
			0	0.3	0.58	66% %	0.75	0.833			NCIC	
	Output 9.1.1.3: Management and Administrative Services coordinated	% of filled positions in the approved structure	0.564	0.645	0.75	0.85	0.95	1	GAL Recruitment plan and annual report	Availability of funds	GAL	
0.525			0.625	0.72	0.82	0.92	0.92			NCIC		
0.744			0.78	0.82	0.86	0.92	0.96			MIA Hqtrs		
		No. of Staff recruited	7	16	15	12	11	0	GAL Recruitment plan	Availability of funds	GAL	
		No. of staff trained	41	52	54	60	62	75	GAL Training report	Availability of funds	GAL	
			300	350	350	400	450	450			NCIC	
		Number of capacity building interventions undertaken	14	18	21	25	30	34	GAL Annual report	Availability of funds	GAL	
		% of staff appraised on performance	1	1	1	1	0.1	1	GAL Annual report	Availability of funds	GAL	
			0.98	1	1	1	1	1			MIA Hqtrs	
		Value of salaries paid	19.35	20.36	27	27	27	27	APR	Funds available	NIRA	
		% of planned maintenance works undertaken	1	1	1	1	1	1	1	GAL Annual report	Availability of funds	GAL
			1	1	1	1	1	1	1			NCIC
			0.5	1	1	1	1	1	1			MIA Hqtrs
			0.5	1	1	1	1	1	1	APR	Funds available	NIRA
		Number of financial reports produced and submitted	4	4	4	4	4	4	4	GAL Annual report	Availability of funds	GAL

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
			4	4	4	4	4	4			MIA Hqtrs
			4	4	4	4	4	4	Performance report		UPF
			4	4	4	4	4	4	APR	Funds available	NIRA
			4	4	4	4	4	4			NCIC
		Number of Internal Audit reports produced and submitted	4	4	4	4	4	4			UPS
			4	4	4	4	4	4			MIA Hqtrs
			4	4	4	4	4	4		Funds available	NIRA
			4	4	4	4	4	4			UPF
			4	4	4	4	4	4			NCIC
		No. of Procurement Reports Produced and Submitted							GAL Annual report	Availability of funds	GAL
			12	12	12	12	12	12			MIA Hqtrs
			4	4	4	4	4	4	APR	Funds available	NIRA
			12	12	12	12	12	12			NCIC
		Number of records scanned and digitized	0.3	0.45	0.6	0.7	0.8	1			GAL
			2603428	3303428	4003428	4703428	5403428	5500000			NCIC
			1500000	3000000	4000000	4000000	4000000	4000000	APR	Funds available for digitization	NIRA
		% of semi current records archived	0.5	1	1	1	1	1			MIA Hqtrs
		Proportion of files with updated records	100	100	100	100	100	100			UPS
		Number of Board meetings held	48	48	48	48	48	48	APR	Funds available	NIRA
			72	72	72	72	72	72			NCIC
		No. of Top management meetings held	4	4	4	4	4	4	GAL Annual report	Availability of funds	GAL
			12	12	12	12	12	12	APR	Funds available	NIRA

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
			4	4	4	4	4	4			MIA Hqtrs
		No. of Senior management meetings held	6	6	6	6	6	6	GAL Annual report	Availability of funds	GAL
			24	24	24	24	24	24	APR	Funds available	NIRA
			24	24	24	24	24	24			MIA Hqtrs
			24	24	24	24	24	24			MIA Hqtrs
		Proportion of functional management committees (rewards and sanction, training committees etc)	1	1	1	1	1	1			MIA Hqtrs
		No of public relations engagements conducted	24	24	24	24	24	24			MIA Hqtrs
		Proportion of clients queries resolved	0.9	0.95	0.95	0.95	0.95	0.95			NCIC
		Gender and Equity budgeting compliance score	0.58	0.65	0.7	0.75	0.8	0.85			GAL
			0.745	0.768	0.791	0.814	0.837	0.86	Performance report	Exercising the 30% women involvement	UPF
			0.64	0.66	0.67	0.68	0.69	0.7			MIA Hqtrs
		Number of HIV/AIDS mainstreaming interventions undertaken	4	5	5	5	5	5	GAL Annual report and HIV/AIDS mainstreaming reports	Availability of funds	GAL
			1	2	2	2	2	2			NCIC
			2	2	2	2	2	2			MIA Hqtrs
			2	2	2	2	2	2	Police Health Report	Health officers deployed to sensitize communities on HIV/AIDS	UPF

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
		Number of Climate Change mitigation/adaptation interventions undertaken	1	3	3	3	3	3	GAL Annual report	Availability of funds	GAL
			1	1	1	1	1	MIA Hqtrs			
			1	1	2	2	1	1			UPF
		% of network uptime	0.97	0.98	0.98	0.98	0.98	0.98			NCIC
			0.8	0.85	0.9	0.95	1	1			MIA Hqtrs
		Proportion of institutional processes automated	30	40	50	60	70	100	GAL Annual report	Availability of funds	GAL
				20	26	32	38	44			UPF
			0.3	0.35	0.45	0.55	0.65	0.7			NCIC
		No. of performance reports submitted	4	4	4	4	4	4			UPS
									GAL Annual report	Availability of funds	GAL
				4	4	4	4	4			MIA Hqtrs
				4	4	4	4	4	Performance report	Develop and submit annual performance reports	UPF
				4	4	4	4	4			UPS
		No. of statistical abstracts produced	1	1	1	1	1	1	GAL Annual report and Statistical Abstract	Availability of funds	GAL
			1	1	1	1	1	1			MIA Hqtrs
			1	1	1	1	1	1			UPF
		MDA Certificate of Compliance Rating	0.71	0.73	0.77	0.796	0.826	0.856			UPF
			0.732	0.74	0.75	0.76	0.77	0.78			MIA Hqtrs

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
		Number of cabinet submissions prepared	6	6	6	6	6	6			MIA Hqtrs
		No. of project concepts prepared	1	1	1	0	0	0	GAL Annual report	Availability of funds	GAL
			1	1	1	2	2	1	Performance report		UPF
			1	1	1	1	1	1			NCIC
			1	1	1	1	1	1			MIA Hqtrs
		No. of legal opinions/advices provided	0	5	5	5	5	5			MIA Hqtrs
		Number of Monitoring and evaluation reports produced	4	4	4	4	4	4			UPS
			4	4	4	4	4	4	GAL Annual report	Availability of funds	GAL
			0	4	4	4	4	4			NCIC
			4	4	4	4	4	4			MIA Hqtrs
		Number of performance reviews conducted	4	4	4	4	4	4			
			4	4	4	4	4	4			UPS
		Number of R&D activities undertaken		3	3	3	3	3			UPS
			0	0	1	0	0	0			NCIC
		Number of research studies conducted	1	1	1	1	1	1			MIA Hqtrs
Program Name: Administration of Justice Programme											
Program Goal: Improved Access to Justice for All											
Intervention 1.1.1.1: Promote use of ADR in justice	Output 1.1.1.1.1: Use of Plea Bargainin	Number of offenders sentenced to community service	500	2000	3000	4000	4000	4000			MIA Hqtrs



Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
delivery processes	g promoted										
Intervention 1.1.2.1: Strengthen case management	Output 1.1.2.1.4: Crime investigation capacity strengthened	Proportion of police stations with all the recommended investigation equipment and tools	10	17.5	25	32.5	40	50	Performance report	Funds released to equip police stations with all the recommended investigation equipment and tools	UPF
	Outputs 1.1.2.1.7: Expert Opinion rendered in courts of law	Number of Forensic/criminal cases concluded	2000	1500	1500	1500	1500	1800	GAL Statistics report		GAL
		Proportion of cases requiring expert opinion attended to in Court of courts of law	100	100	100	100	100	100	GAL Statistics report	Availability of funds	GAL
		Proportion of cases requiring expert opinion attended to in Court of law	0.57	0.6	0.65	0.7	0.75	0.8	GAL Statistics report	Availability of funds	GAL
Intervention 1.1.4.1: Strengthen Implementation of court orders	Output 1.1.4.1.1: Prisoners and Juveniles delivered to Court	Proportion of eligible prisoners produced to courts of law to access justice	100	100	100	100	100	100			UPS
	Output 1.1.4.1.2: Use of community service orders promoted	Number of community service orders supervised	14593	16000	16100	16200	16300	16400			MIA
		Rate of offender abscondment(%)	2.4	2.2	2	1.98	1.96	1.94			MIA

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
Intervention 1.2.1.1: Increase the coverage of justice service delivery points	Output 1.2.1.1.1: Presence of Justice service delivery points enhanced	Number of new justice service delivery centres operationalized	85	56	-	-	-	-			MIA
		Number of Police stations with Criminal Automated Biometric Identification System	21	36	41	56	71	86		Funds released to equip the Police stations with Criminal Automated Biometric Identification System	UPF
Intervention 1.2.1.2: Rehabilitate Justice service delivery points	Output 1.2.1.2.1: Justice service delivery points rehabilitated	Number of justice delivery centres rehabilitated	15	30	60	90	120	150	Performance report	Funds released to rehabilitate justice delivery centers	UPF
Intervention 1.2.1.3: Retool Justice service delivery points	Output 1.2.1.3.1: Justice service delivery points equipped	Number of justice delivery points equipped	51	15	14	15	12	19			MIA
		Number of CID stations equipped with exhibited management equipment	0	10	20	30	40	50	Annual crime report	Funds released to equip stations with exhibited management equipment	UPF
	Output 1.2.1.3.4: Transport equipment acquired	Number of transport equipment acquired to support Justice service delivery	0	12	12	12	12	12	Performance report	Funds released to acquire transport equipment to support Justice service delivery	UPF
			0	17	17	17	17	17			UPS
			1	6	7	8	9	10			MIA

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
			0	2	2	2	1	1	GAL Annual report	Availability of funds	GAL
	Output 1.2.1.4.3: Counselling and Psychosocial support provided	Number of victims offered psychosocial support services	0	500	500	500	500	500	Police Health report	Deploy more Police Health Services personnel to sensitize police communities on mental health and its importance	UPF
Intervention 2.1.1.1: Increase efficiency and effectiveness of justice delivery processes	Output 2.1.1.1.1: Justice delivery systems automated and integrated	Number of Justice Service delivery points with Video Conferencing facilities	36	41	39	39	39	39	GAL Annual report	Availability of funds	UPS,UPF,GAL, Judiciary
Intervention 2.1.1.3: Strengthen measures to reduce case backlog	Output 2.1.1.3.1: Case backlog reduction measures enhanced	Proportion of disposed of cases that are backlog	41.13	45.73	47.75 4	49.80 2	51.27 8	52.78	GAL Annual and Statistics Report	Availability funds	Judiciary SC, GAL, TAT, MoGLSD
		Number of case files that are backlog	136499	125200	112670	105600	100000	95000	Annual crime report	Reduce the detective workload ratio.	UPF
Intervention 2.1.1.4: Provide legal reference materials	Output 2.1.1.4.1: Legal reference materials provided	No of police districts provided with a full set of legal reference materials	20	50	50	50	50	50	Annual Crime report	Funds released to provide police districts with a full set of legal reference materials	UPF

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
Intervention 2.1.1.5: Strengthen research and innovation in administration of justice	Output 2.1.1.5.1: Research on Administration of Justice Service delivery conducted	Research Agenda for FY2030/31-FY2034/35 developed	0					1			UPS
Intervention 3.1.1.2: Strengthen the capacity of Administration of Justice Institutions and Rights holders to fight corruption	Output 3.1.1.2.1: Capacity of Administration of Justice institutions to fight corruption strengthened.	Number of corruption related complaints disposed of	110	115	120	125	130	135			JSC, UPF
		Number of investigators trained to investigate corruption related cases	50	100	100	100	100	100	Annual Crime Report	Funds released to train more investigators to handle corruption related cases	UPF
Intervention 3.1.1.3: Strengthen inspection and quality assurance in justice service delivery	Output 3.1.1.3.4: Prisoners/ Juveniles linked to criminal justice actors	Number of prisoners linked to other actors of the criminal justice system	34046	40000	40000	40000	40000	40000			UPS
Intervention 3.2.1.5: Strengthen human resources in	Output 3.2.1.5.1: Capacity of justice service	Number of duty bearers trained	1200	300	300	300	300	300	Performance report		UPF
			0	357	357	226	226	226			UPS

Ministry Results Framework Output Level

Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
the justice service delivery	delivery duty-bearers strengthened										
Intervention 3.2.1.6: Strengthen legal training in administration of justice	Output 3.2.1.6.1: Capacity of training institutions enhanced	Status of capacity improvement of CID training school		0.25	0.4	0.55	0.7	0.8	Annual crime report	Funds released to equip and improve the capacity of CID Training school.	UPF

Program Name: Development Plan Implementation

Programme Goal: Increase the Performance of the Development Plans

Strategic Intervention 1.1.4.1: Generate and use statistical data to inform Development plans at all levels	Output 1.1.4.1.7: An Updated Integrated identification system	No. of functional integrated registries	86	90	95	100	105	120	APR	Funds available to support integration through TPI	NIRA
	Output 1.1.4.1.9: Functional civil registration services conducted at district level	Proportion of districts municipals and cities registering vital events (birth and deaths)	80	85	100	100	100	100	APR	Funds available for expansion of services	NIRA
		Proportion of births registered in year of occurrence at districts, municipalities and cities	10	30	50	70	80	90	APR	Funds available	NIRA
		Time taken to process a birth certificate	1	1	1	1	1	1	APR	Funds available	NIRA



Ministry Results Framework Output Level											
Intervention	Output	Performance indicator	Baseline	Tgt FY25 /26	Tgt FY26 /27	Tgt FY27 /28	Tgt FY28 /29	Tgt FY29 /30	Means of Verification	Assumption	Responsible MDA
		Time taken to process death certificate	1	1	1	1	1	1	APR	Funds available	NIRA
Program Name: Public Sector Transformation											
Program Goal: Public sector that is efficient and responsive to the needs of the public.											
Strategic Intervention 5.1.1.1: Enforce adoption and implementation of e-government services	Output 5.1.1.1.2: e-government ICT services integrated	Number of services accessed using a National ID.	15	15	20	20	25	30	APR	Funds available	NIRA
Programme Name: Sustainable Extractive Industry Development											
Program Goal: Sustainable exploitation, value addition, and commercialization of extractives for resource-based industrialization											
Intervention 1.1.1.2: Undertake licensing, regulation and monitoring of the operations in the extractives industry	Output 1.1.1.2.3: Exploration and production activities regulated and monitored	Percentage of Mineral Licenses inspected and Monitored (%)	52	60	75	85	90	100			MEMD/UPF

resources	production	Non-Tax Revenue generated						
enterprises	enterprises	from prisons enterprises in	33.734	46.42	55	65	70	117.2
to national	Enhanced	billions		6				35
development								

CHAPTER NINE: PROFILES OF MINISTRY PROJECTS FOR THE DEVELOPMENT PLAN



Government of Uganda

Governance and Security Uganda Prisons Service

Enhancement of Prisons Production Systems And Value Addition Project

Project Profile



Enhancement of Prisons Production Systems And Value Addition Project

Vote Code:	145
Vote Name:	Uganda Prisons
Department Code:	1395
Program Code:	160000
Program Name:	Governance and Security
Function Code:	31
Function Name:	Prisons Production
Project Title:	Enhancement of Prisons Production Systems And Value Addition Project
Project No:	00005-145-12
Project Duration:	Start Date: FY2021/22, End Date: FY2025/26, Duration years: 5 years
Estimated Project Cost:	266,316,331,929 UGX
Capital to Recurrent Ratio:	77/23
Responsible Officer:	Officer Title: Under Secretary (F&A) Officer Name: Emiku Samuel Baker Officer Mobile Phone: 0772403018 Officer Phone: 414256751 Officer Email: emikus@ugandaprison.gov.ug
	Officer Title: Project Coordinator / Manager Officer Name: Jude Tadeo Kaliisa Officer Mobile Phone: 417158275 Officer Phone: 772647891 Officer Email: j.kaliisa@ugandaprison.gov.ug



Situational Analysis

The mandate of Uganda Prisons Service is custody of prisoners and rehabilitation of offenders. In June 2000, the Justice Law and Order Sector (JLOS) identified potential cost savings from within the Sector. The main areas identified were, **Prisons' Farms**, Court Awards and the Backlog of Cases in the High Court and in the Lower Courts. In line with the above measures, Uganda Prisons Service (UPS) proposed to engage in commercialized and mechanized maize seed production and processing and cotton production in order to generate budget savings to be channeled to addressing other underfunded and unfunded priorities.

Maize Grain Production:

Uganda Prisons Service receives funding from the government towards increasing food production on 23 prisons farms to attain food self-sufficiency (in long run) and generating efficiency budget savings and rehabilitate offenders into law abiding citizens through acquisition of life skills that enable them in their final resettlement hence reducing potential to engage in criminal activities

Whereas the average annual demand of maize for feeding offenders is 24.4million kilograms, the UPS currently produces an annual average of 9 million kilograms of maize on its 23 farms (10,000 acres) to feed prisoners, representing only (36.9% of the annual prisoners' maize requirement). The low productivity on prisons farms is in comparison with the overall agricultural sector growth rate shortfall of the 6.0% targeted under Vision 2040 (currently at 3.8%) partly due to increase in inter seasonal and annual climate change variabilities arising from climate change and heavy reliance of manual labour (prisoners) as a means of production.

Cotton Production:

Cotton in Uganda is cultivated at altitudes varying from 3,500 feet to 4,500 feet above sea level, is entirely rain fed, is highly labour intensive and vast isolated land which is not easily available to the private sector. In the Northern part of the country, with one rainy season, cotton planting starts at the beginning of the April -June rains. In the Southern part of the country, with two rain seasons, planting occurs later in the June -July period. Cotton is not inter-planted with other crops but, it is grown in rotation with other crops.

Whereas the national demand for raw cotton is about 1million bales per year, UPS produces an average of only 4,000 bales per year (0.4%) – **limited impactful on growth of local textile industry**, yet the peasants are moving out of growing cotton having been persuaded by H.E The President – to venture into high-value-crops in preference to cotton.

This low production is due to Inadequate farm infrastructure like machinery right from land clearance, qualified and skilled personnel in cotton management, planting, agro-chemical application, weeds and pest management, unpredictable weather changes, among others



growth through the A (5) job levels (Growing the Cotton, Ginning (removing the seeds), Spinning, weaving yarn into fabric, Printing the colors into fabric, tailoring the fabric into garments) to support to industrial growth, employment creation, generation of revenue, and earning foreign exchange in addition to saving the government on maintaining unproductive labour - inmates. Given its importance in manufacturing of textiles, cooking oil, animal feeds and gunpowder, cotton has to be produced by government institutions such as prisons which has vast land and abundant labour.

Seed Production and Processing

H.E. The President in his communication, Reference PO/4, dated 20th December, 2014 to the Hon. Minister of Agriculture, Animal Industry and Fisheries guided that Forces be supported to enhance mechanized and commercialized agricultural production to mitigate the problem of adulterated seeds on the market by private seed companies guided.

Seed production and processing has been left to the private sector and some of the seed companies are not genuine, hence putting on the market adulterated seeds. Seed production is not only labour intensive but also requires vast isolated land; both not easily available to the private sector, this gives UPS an advantage to take the market with the best quality seeds.

Following the guidance from HE The President, UPS is currently multiplying seed on 1,200 acres with average yield of 1MT (1,000kgs) per acre, far below the projections of 4,000 acres per year with the yield per acre of 1.35MT. The low production is partly attributed to absence of full mechanization right from land clearance, planting, agro-chemical application, weeds and pest management, seed harvesting, seed drying, storage and processing to attain envisaged production levels.

Furniture Production

The revitalization of Uganda Prisons Industries is aimed at enabling industries to *attain self-financing and sufficiency through sales of industrial products to Government and the community*, while providing practical industrial skills to offenders to reduce recidivism. With the employment population ratio of 47.5% and a labour force participation rate of 52.3%, *skilling offenders in employable skills and enterprise selection* is the surest way for offenders' successful re-entry into the communities.

UPI currently runs five (5) main types of industries; Tailoring and printing, Carpentry and Joinery, Metal works & Fabrication, Art & Crafts, and soap making and cosmetology. In terms of services, Prisons Industries train inmates in industrial skills and enterprise selection in Tailoring, Carpentry and Joinery, Metal works & Fabrication, Art & Crafts, and soap making.

The overall rating of capacity of Uganda Prisons Industries is moderate. This is an aggregation of five capacity dimensions viz leadership- robust-entrepreneurial focused leadership, the enabling policy and legal framework, functional and technical capacities; mutual accountability and cross cutting issues - the totality of which constitute the infrastructure for a functional industry.



capacity characterized by absence of modern production machinery and equipment yet government continues spending a lot of money on expensive imported furniture hence losing foreign exchange savings and contracting employment to Ugandans.

Problem Statement

The analysis conducted on prisons production enterprises revealed low production efficiencies of an average of 950 kilograms per acre of maize grain, 220 kilograms of cotton per acre and 960 kilograms per acre of maize seed, far below the target of 2,500 kilograms, 2,000 kilograms and 1,350 kilograms of maize grain, cotton and seed per acre respectively with post-harvest losses of about 30% of the yield, low capacity utilization and absence of clear product lines in Uganda Prisons Industries

Uganda Prisons Services undertake maize grain production for feeding offenders in custody. Currently prisons farms contribute an average of 36.9% of the annual prisoners' maize requirement implying that the balance (63.1% of the food requirement) has to be procured from the open market leading to increase in food prices, crowding out household consumers (suppliers prefer to deal with institutions than individuals) hence leading to increased tax payers burden of looking after offenders in custody, increase food insecurity in the country and poor nutrition, limited access to markets by farmers and low competitiveness as well as low value addition since most of the products are consumed locally in raw form

Whereas the government is addressing the issues of fertilizers and irrigation schemes among the issues identified, the issue of seed and cotton production and processing has been left to the private sector, where the quality has been greatly compromised besides timing. Maize seed and cotton production are not only labour intensive but also require vast isolated land which is not easily available to the private sector.

The low production and productivity of cotton and seed are attributed to heavy dependence on rain fed agriculture despite the increase in inter-seasonal and annual climate change variabilities arising from climate change, limited investment in pre and post-harvest handling technologies including irrigation infrastructure, limited access to agricultural financing to facilitate sustainable investment in modern agriculture infrastructure and systems; undertake agricultural research; ensure quality and increase market competitiveness. The low productivity of major cash and food crops as identified in the NDP III and other planning frameworks has a negative impact on the total export value of processed agricultural commodities hence affecting the Balance of Payments position and Terms of Trade, growth of the agro – industrial sector and its contribution to national economy, employment and increase in household incomes

Uganda Prisons Industries has only managed to meet the furniture demand orders of MDAs of up to 10% due to its inability to re-engineer prisons industries business processes and identify and define clear product lines to harness production efficiencies, enhance innovations and create a separate state of art Prisons Industries segment for profit making including wood treatment, particle board production and conversion technologies associated to utilization of farm biomass and promote partnership with private sector.

In addition to inability by the UPS to generate sustainable Non Tax Revenue from Prisons industries, limited investment in prisons industries negatively affects the implementation of



Therefore, in addition to the already existing interventions to enhance production and productivity of prisons production enterprises like construction of prisoners' and staff accommodation, feasibility studies for establishment of water for production (irrigation schemes), acquisition of farm and production machinery, recruitment and training of competent personnel among others, there is need to address the major constraints affecting production and productivity in prisons enterprises;

1. Inadequate and incomplete mechanization of production processes.
2. Absence of water for production to facilitate all year production.
3. Absence of production and management plans across all prisons enterprises.
4. Inability to adopt a business model in the management of production enterprises.

Problem Causes

1. Inadequate Production infrastructure, Machinery and Equipment for large scale production of; Maize Grain Seed, Cotton, and Furniture;
2. Non business oriented Institutional arrangement

Problem Effects

3. High cost of maintaining 63,851 offenders in custody (feeding each offender at UGX 5,000/-per day and overall cost of maintaining an offender in custody at UGX 70,000 per day)
4. High recidivism rate at 15.6% due to absence of rehabilitation facilities;
5. Non adherence to Mandela Rules of treatment of offenders by Subjecting prisoners and staff to longer hours of work;

Strategic Fit Focus Area:

Wealth Creation

Programme Implementation Action Plan (PIAP) Output:

Details:

1. The 2030 Agenda (SDG 12)
2. Africa Agenda 2063 Aspiration 1
3. EAC Vision 2050 (Pillar 2-5.2)
4. Uganda's 2040 vision
5. NDP- III Objective 1: Program 1: Agro - Industrialization



Sustainable Development Goal 2 relates to ending hunger, achieve food security and improved nutrition and promote sustainable agriculture. The SDG's aim is to end all forms of hunger and malnutrition by 2030, making sure all people especially children have sufficient and nutritious food all year. This involves promoting sustainable agricultural, supporting small-scale farmers and equal access to land, technology and markets. It also requires international cooperation to ensure investment in infrastructure and technology to improve agricultural productivity.

Sustainable Development Goal 12 relates to ensuring sustainable consumption and production patterns. By 2030, "halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses"

Africa Agenda 2063 Aspiration 1: *A prosperous Africa based on inclusive growth and sustainable development.* Goal 5 aims "to partake in modern agriculture for increased production and production to radically transforming African agriculture to enable the continent to feed itself and be a major player as a net food exporter

The EAC Vision 2050 (Pillar 2-5.2): envisages "Agriculture, Food Security and Rural Development enhancement for improved agricultural productivity for food security and a transformed rural economy". All project sites (Prisons farms) are located in rural areas designed to provide centers of agricultural excellency.

Uganda's 2040 vision: is to have "a transformed Ugandan society from a peasant to a modern and prosperous Country within 30 years". *Through strengthening fundamentals for harnessing opportunities: under agriculture (106)* In order to enhance market access and value addition, Government will: improve capacity for regulation and enforcement especially in safety standards and quality assurance; attract private sector participation in value addition activities and investments; improve access to credit through the development of rural financing schemes and markets; expand the network of market infrastructure including appropriate structures to reduce post-harvest losses....."

Under NDP-III Objective 1: *Enhance value addition in key growth opportunities partaking the development approach of enhanced role of the state that "...The State shall stimulate agricultural, industrial, technological and scientific development by adopting appropriate policies and the enactment of enabling legislation"*

The NDP-III Development Strategies (4.6.1) relates to Agro-Industrialization: Agro-processing occupies a very important place in the agricultural value chain, creating backward and forward linkages between the farm and the market. The backward and forward linkages between the agricultural, industrial and service sectors through agro-industrialization will stabilize and increase demand for raw agricultural commodities, increase prices, and stimulate increased production/productivity through increased use of improved inputs, increased agricultural research and reduced post harvest losses

Justification



security and improved nutrition and promote sustainable agriculture: end all forms of hunger and malnutrition by 2030, making sure all people especially children have sufficient and nutritious food all year. This involves promoting sustainable agricultural, supporting small-scale farmers and equal access to land, technology and markets.

United Nations Sustainable Development Goal 12 relates to ensuring **sustainable consumption and production** patterns. That by 2030, “halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses”

The **Agro-Industrialization** is among the priority programs in the development agenda of Uganda given the dominance of agriculture as a source of livelihood. Agro-Industrialization (AGI) offers a great opportunity for Uganda to embark on its long-term aspiration of transitioning into a modern industrial economy.

The AGI presents an avenue for promoting inclusive and equitable growth, provides an opportunity to add value to agricultural raw materials in order to promote export expansion of high value products, provides an opportunity for import replacement and also address the high post-harvest losses, stabilize prices and increase household incomes, given Uganda's positive trade balance in agro-industrial products. Additionally, the backward and forward linkages between agriculture and agro-industries will necessitate that Uganda sustainably transform agro-value chains to ensure sufficient supply for domestic industries to undertake transformative sustainable manufacturing while creating employment for its citizens.

UPS Development Plan – V (2020/21-2024/25):

Objective four (4) of the UPS development agenda is “to enhance prisons production and productivity while facilitating delivery of correctional services” through capitalization and mechanization of all prisons production systems. The aim is to increase prisons farms contribution to the national cotton production from 0.7% to 10.5%, prisons farms contribution to the national seed production from 0.36% to 2%, achieve 100% contribution of prisons farms to prisoners feeding requirement, and generate shs.100bn **NTR generation per year**

Justification

UN-SDG 12 relates to Ensuring **sustainable consumption and production** patterns. That by 2030, “halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses”

Among the **NDP-III Core Projects** in the development programs; **Agro-Industrialization** is priority number one in the development agenda of Uganda given the dominance of agriculture as a source of livelihood. Agro-Industrialization (AGI) offers a great opportunity for Uganda to embark on its long-term aspiration of transitioning into a modern industrial economy. First, AGI presents an avenue for promoting inclusive and equitable growth. Second, Uganda has a positive trade balance in agro-industrial products. Third, it provides an opportunity to add value to agricultural raw materials in order to promote export expansion of



household incomes. Additionally, the backward and forward linkages between agriculture and agro-industries will necessitate that Uganda sustainably transform agro-value chains to ensure sufficient supply for domestic industries to undertake transformative sustainable manufacturing while creating employment for its citizens.

Objective 4 of UPS Development Plan –V (2020/21–2024/25): To enhance prisons production and productivity while facilitating delivery of correctional services. Through capitalization and mechanization of all prisons production systems in order to: increase Prisons farms contribution to the national cotton production increased from 0.7% to 10.5%, Prisons farms contribution to the national seed production increased from 0.36% to 2%, 100% contribution of prisons farms to prisoners feeding requirement, Shs.100bn NTR generation per year, 100% adherence to set standards and systems and Production capacity of prison farms and industries increased to 50%

Stakeholders

Name:

Stakeholders

Responsibilities:

1. Uganda Prisons Service: The Prisoners under UPS's custody who are the direct beneficiaries of the project through improved nutritive feeding and reduction of farm hours of work saving enough time for rehabilitation activities. Since staff and prisoner accommodation will be improved, the living conditions of prisoners that support offender segregation and classification to facilitate rehabilitation and reintegration, improve their safety, and protection of their basic Human Rights.

Uganda Prisons Service staff are the implementers of this project and are direct beneficiaries of the staff housing component and reduced hours of farm work.

2. Ministry of Internal Affairs: Responsible for supervision of UPS with Prisons Authority as a policy making organ

3. JLOS Institutions: Key JLOS partners include Non-Governmental Organizations, academia, traditional institutions and faith-based organizations, private sector groups, statutory bodies and parastatals and other players deriving or rendering value from the Justice, Law and Order system. Strategies will be developed and implemented for engagement with the different partners in areas of mutual interest. All JLOS institutions of Judiciary, SG/AG office, DDP, MoIA, UPS and UPF. This SWG facilitates joint planning, resources mobilization and technical support in the Sector Wide Environment to attain common results. Develop and disseminate all required planning data and information for progress reports for Government of Uganda and Development Partners. Lobby for funding, Bulk Storage and Processing systems (equipment) including audits, both financial and technical. including audits, both financial and technical.

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losses on prisons
Machinery (Tractors) and their implements acquired over the

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Uganda	145	MINISTRY OF INTERNAL AFFAIRS
Prisons	145	MINISTRY OF INTERNAL AFFAIRS
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Prisons	145	MINISTRY OF INTERNAL AFFAIRS
Uganda	145	MINISTRY OF INTERNAL AFFAIRS
Prisons	145	MINISTRY OF INTERNAL AFFAIRS

Affected population

Location



Technical Description

Background:

Uganda Prisons Service has proposed the following key components under the project:

1. **Grain production, harvesting, bulk storage & processing system.** Acquisition and installation of equipment to facilitate farm land clearing & leveling, seed bed preparation, planting, agro-chemical application, weed and pest management, harvesting, cleaning and drying, bulk storage and primary processing.
2. **Seed production, harvesting, treatment, storage & packaging system.** Acquisition and installation of equipment equipment to facilitate farm land clearing & leveling, seed bed preparation, planting, agro-chemical application, weed and pest management, seed harvesting, cleaning and drying, sorting, grading, bulk storage, seed treatment/coating, and packaging and transportation.
3. **Cotton production, ginning, and value addition.** Acquisition and installation of equipment to facilitate farm land clearing & levelling, seed bed preparation, planting, agro-chemical application, weed and pest management, cotton harvesting, ginning, animal feed and oil processing.
4. **Revitalize Prisons Industries:** Establishment of state of the art furniture making and manufacturing workshops and equipment, right from timber treatment/drying, machining, curving, metal blending with wood, metallic furniture fabrication, leather products making, tailoring and saponification.

Innovations

Turn Key Concept: All the components of the project including cotton production, seed multiplication, grain production, furniture production and irrigation are to be delivered on turnkey (delivery of complete chain of production system) principle.



Gantt Chart

Output / Activity Title	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Output 1: 03 Harvesting, drying, Bulk storage, and Processing systems (equipment) installed in 3 years for grain, cotton, and seed production to reduce Post-harvest losses on prisons farms from 30% to 2%.					
Activity 1: Establishing three (3) 3,000MT capacity complete turnkey systems of grain silos, warehouses, mill, packaging system, with a weigh bridge					
Activity 2: Acquisition and installation of one (1) seed processing plant at Ruimi prison farm					
Activity 3: Acquisition and installation of one (1) Turnkey Ginnery (cotton processing plant)					
Activity 4: Construction of five (5) complete and fully functional warehousing facilities over the 3 years					
Output 2: 31 Farming Machinery (Tractors) and their implements acquired over the 5Years					
Activity 1: Activity 1: Acquisition of assorted farm machinery and equipment					
Output 3: 62 assorted farm transport equipment acquired in the 5years to reduce post harvest loses					
Activity 1: Acquisition of Specialized Farm Transport Equipment					





Activity 2: Acquisition of ICT aided precision agriculture hardware and software installed to improve farming decisions based on real time					
Activity 3: Acquisition, installation and organizing a distribution network for shared machinery:					
Output 4: 01 Turnkey Wood processing plant with 02 Timber Seasoning Kiln installed and equipped to meet 100% of all MDAs furniture orders over the 5 years					
Activity 1: Establish Complete turnkey wood processing plant (particleboard , plywood, blockboard & timber production lines)					
Activity 2: Acquisition and installation of appropriate wood machinery and equipment and production materials					
Activity 3: Acquire metal fabrication facility					
Activity 4: Afforestation of designated areas on farms to increase forest cover by 5,000 acres for sustainable furniture production and environmental conservation					
Activity 5: Acquisition of Production Materials ;(Carpentry,Tailoring, Screen Printing , Metal Fabrication , Leather Works & Soap making Materials)					





Output 5: 04 centres of agricultural and vocational excellency established in the 3 years for increased enrolment of offenders into rehabilitation programs.					
Activity 1: Train personnel and inmates in proper techniques for production					
Activity 2: Monitoring & Evaluation, Supervision & Appraisal of Capital Works and the Project					
Output 6: 20,000 acres of farm Land opened, to expand agricultural production to 28,000 acres annually					
Activity 1: Farm Land Opening, Land use planning and utility and conducting environmental studies					
Activity 2: Acquisition of crop specific agricultural inputs for Maize Seed, Cotton and Maize Grain					
Activity 3: Maintenance of Farm Machinery & Equipment					
Activity 4: Surveying and titling of 50 Sq Mile of Prisons Land					







Smart Project Framework Summary

3.1 Project Goal
<ul style="list-style-type: none"> 3.1.1 To contribute to increased Commercialization and Competitiveness of agricultural production and Agro processing of Prisons Production enterprises
3.2 Outcomes
<ul style="list-style-type: none"> 3.2.1 Outcome 1: Improved post -harvest handling and Storage (Reduced post Harvest Losses from 33% to 15% by 2025) 3.2.2 Outcome 2: Increased agricultural production and productivity by 53% by 2026
3.3 Outputs
<ul style="list-style-type: none"> 3.3.1 Output 1: 03 Harvesting, drying, Bulk storage, and Processing systems (equipment) installed in 3 years for grain, cotton, and seed production to reduce Post-harvest losses on prisons farms from 30% to 2%. <i>Establish 01 Complete Turnkey systems of Grain Silos, Warehouses, Mill, packaging system, with a weigh bridge) ,Acquisition and installation of one (1) seed processing plant at Ruimi prison farm, and one (1) Turnkey Ginnery (cotton processing plant)</i> 3.3.2 Output 2: 31 Farming Machinery (Tractors) and their implements acquired over the 5Years <i>Acquisition of Assorted farm machinery and equipment (31 Tractors(7 Heavy Duty Tractors (560 HP),14 Medium Capacity tractors (240 HP),10 Light Manoeuvre tractors (160 HP),15 Cultivators, 4 Planters (24 row),4 Disc harrows (89 discs),4 Rippers,4 Water Bousers,2 Tractor Sprayers,4 Slashers, 4 Combine Harvester,4 Detasseling tractors,3 Sprayers (Self propelled Aerial craft),2 Harvester (cob picker and/combine),3 Disc ploughs - Extra Large/Wide sub system,8 Disc ploughs - Medium size,4 Mouldboard Ploughs -Extra Large/Wide sub system,4 Mouldboard Ploughs - Standard size,8 Disc harrows,10 Rippers, 11 Bush Mowers,8 Tractor Sprayer,10 Planters (24 Row size).</i>



- 3.3.3 Output 3: 62 assorted farm transport equipment acquired in the 5 years to reduce post harvest losses

Acquisition of Assorted Transport equipment: 4 Combine Harvesters, 8 Grain Trailers (10 ton), 15 Semi Trailers, 50 ten (10) Ton Trucks, 18 Pick-ups, 2 Motor Cycles, 10, Weighbridges (Farm site and in between), 12 Sprayers (Self-propelled Aerial craft), 1 Harvester (cob picker and/combine), 9 Field Service Trucks, 2 Machine sheds, 11 complete Turn Key Machine shed & Service Bay; 2 Cotton Pickers, 3 Small cotton picker, 2 underground fuel storage tanks, Acquire farm inputs to cultivate annual acreage of 3,000, 10,000 and 15,000 under Maize seed, Cotton and Maize Grain respectively.

- 3.3.4 Output 4: 01 Turnkey Wood processing plant with 02 Timber Seasoning Kiln installed and equipped to meet 100% of all MDAs furniture orders over the 5 years

Acquire appropriate harvesting machinery (2 Timber Harvester/chopper, 4 Wood Chipping Machines, 3 Timber Seasoning Kilns), Expand furniture products using precision technology (CNC Machines 4, Wood working bench fitted with 2 vices 60, Thicknessor machine 4, Circular saw machine 4, Spindle moulder machine 4, Surface planer (Jointing machine) 4, Band saw machine 4, Tenoning machine 4, Router machine 4, Belt sanding machine 4, Mortising machine 4, Power clamp 4, Grinder machine 4, Band saw blade sharpener 4, Steel plane No. 4 150, Steel plane No. 5 150, Ribbet plane No. 7, 930, Plough plane 30, Try plane No. 6 60, Spoke shaves planes 150, Plane cutter No. 4 1500, Plane cutter No. 5 1500, Hack saw frame 12" 150, Tenon saw 18" 150, Dovetail saw 12" 150, Bow saw 32" 150, Mortise chisel sets 60, Sash cramp 6 feet 150, G-Cramp 150, Band saw blade 30, Router machine bits 15, Hack saw blades 1500, Spoke shave cutters 150, F-Cramp 150, Claw hammer 330, Electrical hand drill 30, Hand Drill 150, Circular saw blades 24" 30, Thicknessor cutter 24" 150, Tenoner blades 7, Circular saw blades 18" 15) & Acquire industrial materials .

- 3.3.5 Output 5: 04 centres of agricultural and vocational excellency established in the 3 years for increased enrolment of offenders into rehabilitation programs.

Improved Capacity of personnel and inmates in proper techniques for production through Training personnel and inmates in proper techniques for production. Acquire Training materials & Library materials, Conduct Orientation Programme Comparative studies, & subscribe Community Sensitization Activation, Project Monitoring and Evaluation.

- 3.3.6 Output 6: 20,000 acres of farm Land opened, to expand agricultural production to 28,000 acres annually



*Farm Land Opening, land clearance, landfills and leveling, earth ripping, trenching of drainage channels, and design farm roads ;
Land use planning and utility and conducting environmental studies*

*outsource the services of Farm Land Opening, land clearance, landfills and leveling, earth ripping, trenching of drainage channels,
and design farm roads; to enable the service to expand agricultural production to 28,000 acres annually in a few selected farms.*

Activities: Establishing three (3) 3,000MT capacity complete turnkey systems of grain silos, warehouses, mill, packaging system, with a weigh bridge, Acquisition and installation of one (1) seed processing plant at Ruimi prison farm , Acquisition and installation of one (1) Turnkey Ginnery (cotton processing plant), Activity 1: Acquisition of assorted farm machinery and equipment , Construction of five (5) complete and fully functional warehousing facilities over the 3 years, Acquisition of Specialized Farm Transport Equipment, Acquisition of ICT aided precision agriculture hardware and software installed to improve farming decisions based on real time, Acquisition, installation and organizing a distribution network for shared machinery: , Farm Land Opening, Land use planning and utility and conducting environmental studies, Acquisition of crop specific agricultural inputs for Maize Seed, Cotton and Maize Grain , Maintenance of Farm Machinery & Equipment, Surveying and titling of 50 Sq Mile of Prisons Land , Establish Complete turnkey wood processing plant (particleboard , plywood, blockboard & timber production lines), Acquisition and installation of appropriate wood machinery and equipment and production materials, Acquire metal fabrication facility , Afforestation of designated areas on farms to increase forest cover by 5,000 acres for sustainable furniture production and environmental conservation, Acquisition of Production Materials :(Carpentry, Tailoring, Screen Printing , Metal Fabrication , Leather Works & Soap making Materials), Train personnel and inmates in proper techniques for production, Monitoring & Evaluation, Supervision & Appraisal of Capital Works and the Project

Costed Annualized Plan

	Code	Name	Period					Sub-Total	Sources of Funds
			FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26		
1		Output 1: 03 Harvesting, drying, Bulk storage, and Processing systems (equipment) installed in 3 years for grain, cotton, and seed production to reduce Post-harvest losses on prisions farms from 30% to 2%.	3,790,000,000	26,540,000,000	46,129,220,000	3,790,000,000	-	80,249,220,000	
1.1		Activity 1: Establishing three (3) 3,000MT capacity complete turnkey systems of grain silos, warehouses, mill, packaging system, with a weigh bridge	-	-	23,700,000,000	-	-	23,700,000,000	
1.1.1	281504	Monitoring, Supervision & Appraisal	-	-	1,896,000,000	-	-	1,896,000,000	2- Central GOU Sources





		of capital work							
1.1.2	281503	Engineering and Design Studies & Plans for capital works	-	-	300,000,000	-	-	300,000,000	2-Central GOU Sources
1.1.3	312101	Non-Residential Buildings	-	-	21,504,000,000	-	-	21,504,000,000	2-Central GOU Sources
1.2	Activity 2: Acquisition and installation of one (1) seed processing plant at Ruimi prison farm		-	22,750,000,000	-	-	-	22,750,000,000	
1.2.1	312202	Machinery and Equipment	-	20,650,000,000	-	-	-	20,650,000,000	2-Central GOU Sources
1.2.2	281503	Engineering and Design Studies & Plans for capital works	-	280,000,000	-	-	-	280,000,000	2-Central GOU Sources
1.2.3	281504	Monitoring, Supervision & Appraisal	-	1,820,000,000	-	-	-	1,820,000,000	2-Central



		of capital work							GOU Sources
1.3	Activity 3: Acquisition and installation of one (1) Turnkey Ginnery (cotton processing plant)		-	-	14,849,220,000	-	-	14,849,220,000	
1.3.1	281503	Engineering and Design Studies & Plans for capital works	-	-	200,000,000	-	-	200,000,000	2- Central GOU Sources
1.3.2	281504	Monitoring, Supervision & Appraisal of capital work	-	-	1,187,937,600	-	-	1,187,937,600	2- Central GOU Sources
1.3.3	312202	Machinery and Equipment	-	-	13,461,282,400	-	-	13,461,282,400	2- Central GOU Sources
1.4	Activity 4: Construction of five (5) complete and fully functional warehousing facilities over the 3 years		3,790,000,000	3,790,000,000	7,580,000,000	3,790,000,000	-	18,950,000,000	





1.4.1	312101	Non-Residential Buildings	3,790,000,000	3,790,000,000	7,580,000,000	3,790,000,000	-	18,950,000,000	2-Central GOU Sources
2	Output 2: 31 Farming Machinery (Tractors) and their implements acquired over the 5Years		29,635,384,678	20,339,128,732	15,763,676,820	-	-	65,738,190,230	
2.1	Activity 1: Activity 1: Acquisition of assorted farm machinery and equipment		29,635,384,678	20,339,128,732	15,763,676,820	-	-	65,738,190,230	
2.1.1	312202	Machinery and Equipment	29,635,384,678	20,339,128,732	15,763,676,820	-	-	65,738,190,230	2-Central GOU Sources
3	Output 3: 62 assorted farm transport equipment acquired in the 5years to reduce post harvest loses		4,985,075,934	4,194,760,524	2,825,698,448	2,442,934,678	531,620,197	14,980,089,781	
3.1	Activity 1: Acquisition of Specialized Farm Transport Equipment		4,235,065,005	3,400,962,710	2,323,621,945	403,215,825	196,112,000	10,558,977,485	
3.1.1	312201	Transport Equipment	4,235,065,005	3,400,962,710	2,323,621,945	403,215,825	196,112,000	10,558,977,485	2-Central





									GOU Sources
3.2	Activity 2: Acquisition of ICT aided precision agriculture hardware and software installed to improve farming decisions based on real time		327,224,044	352,076,503	352,076,503	1,858,653,279	335,508,197	3,225,538,526	
3.2.1	231013	ICT Equipment	327,224,044	352,076,503	352,076,503	1,858,653,279	335,508,197	3,225,538,526	2-Central GOU Sources
3.3	Activity 3: Acquisition, installation and organizing a distribution network for shared machinery:		422,786,885	441,721,311	150,000,000	181,065,574	-	1,195,573,770	
3.3.1	312104	Other Structures	422,786,885	441,721,311	150,000,000	181,065,574	-	1,195,573,770	2-Central GOU Sources
4	Output 4: 01 Turnkey Wood processing plant with 02 Timber Seasoning Kiln installed and equipped to meet 100% of all		7,829,473,175	33,752,569,104	2,687,276,553	2,667,477,427	2,007,851,744	48,944,648,003	





	MDAs furniture orders over the 5 years								
4.1	Activity 1: Establish Complete turnkey wood processing plant (particleboard, plywood, blockboard & timber production lines)		-	30,320,000,000	-	-	-	30,320,000,000	
4.1.1	312101	Non-Residential Buildings	-	30,320,000,000	-	-	-	30,320,000,000	2-Central GOU Sources
4.2	Activity 2: Acquisition and installation of appropriate wood machinery and equipment and production materials		732,422,678	1,038,604,973	1,062,981,093	1,043,181,967	383,556,284	4,260,746,995	
4.2.1	312202	Machinery and Equipment	732,422,678	1,038,604,973	1,062,981,093	1,043,181,967	383,556,284	4,260,746,995	2-Central GOU Sources
4.3	Activity 3: Acquire metal fabrication facility		1,516,000,000	1,581,816,401	-	-	-	3,097,816,401	





4.3.1	312202	Machinery and Equipment	1,516,000,000	1,581,816,401	-	-	-	3,097,816,401	2- Central GOU Sources
4.4	Activity 4: Afforestation of designated areas on farms to increase forest cover by 5,000 acres for sustainable furniture production and environmental conservation		-	812,147,730	1,624,295,460	1,624,295,460	1,624,295,460	5,685,034,110	
4.4.1	224006	Food Supplies	-	812,147,730	1,624,295,460	1,624,295,460	1,624,295,460	5,685,034,110	2- Central GOU Sources
4.5	Activity 5: Acquisition of Production Materials ;(Carpentry, Tailoring, Screen Printing, Metal Fabrication, Leather Works & Soap making Materials)		5,581,050,497	-	-	-	-	5,581,050,497	
4.5.1	229201	Sale of goods purchased for resale	5,581,050,497	-	-	-	-	5,581,050,497	2- Central GOU Sources





5	Output 5: 04 centres of agricultural and vocational excellency established in the 3 years for increased enrolment of offenders into rehabilitation programs.		4,884,450,588	2,351,232,182	2,971,859,395	1,690,177,482	2,690,177,482	14,587,897,129	
5.1	Activity 1: Train personnel and inmates in proper techniques for production		3,194,273,106	661,054,700	281,681,913	-	-	4,137,009,719	
5.1.1	221003	Staff Training	1,241,201,193	-	-	-	-	1,241,201,193	2- Central GOU Sources
5.1.2	221017	Membership dues and Subscription fees	-	379,372,787	-	-	-	379,372,787	2- Central GOU Sources
5.1.3	312201	Transport Equipment	-	281,681,913	281,681,913	-	-	563,363,826	2- Central GOU Sources
5.1.4	225001	Consultancy Services- Short term	1,953,071,913	-	-	-	-	1,953,071,913	2- Central GOU Sources





5.2	Activity 2: Monitoring & Evaluation, Supervision & Appraisal of Capital Works and the Project		1,690,177,482	1,690,177,482	2,690,177,482	1,690,177,482	2,690,177,482	10,450,887,410	
5.2.1	281504	Monitoring, Supervision & Appraisal of capital work	1,690,177,482	1,690,177,482	2,690,177,482	1,690,177,482	2,690,177,482	10,450,887,410	2-Central GOU Sources
6	Output 6: 20,000 acres of farm Land opened, to expand agricultural production to 28,000 acres annually		26,005,666,786	6,115,430,000	6,758,690,000	1,468,250,000	1,468,250,000	41,816,286,786	
6.1	Activity 1: Farm Land Opening, Land use planning and utility and conducting environmental studies		8,000,000,000	4,000,000,000	4,000,000,000	-	-	16,000,000,000	
6.1.1	312103	Roads and Bridges.	8,000,000,000	4,000,000,000	4,000,000,000	-	-	16,000,000,000	2-Central GOU Sources
6.2	Activity 2: Acquisition of crop specific agricultural inputs for Maize Seed, Cotton and Maize Grain		15,831,700,000	1,842,550,000	2,622,250,000	1,468,250,000	1,468,250,000	23,233,000,000	



6.2.1	224006	Food Supplies	15,831,700,000	1,842,550,000	2,622,250,000	1,468,250,000	1,468,250,000	23,233,000,000	2-Central GOU Sources
6.3	Activity 3: Maintenance of Farm Machinery & Equipment		1,901,086,786	-	-	-	-	1,901,086,786	
6.3.1	228003	Maintenance – Machinery, Equipment & Furniture	1,901,086,786	-	-	-	-	1,901,086,786	2-Central GOU Sources
6.4	Activity 4: Surveying and titling of 50 Sq Mile of Prisons Land		272,880,000	272,880,000	136,440,000	-	-	682,200,000	
6.4.1	221006	Commissions and related charges	136,440,000	136,440,000	68,220,000	-	-	341,100,000	2-Central GOU Sources
6.4.2	225001	Consultancy Services- Short term	136,440,000	136,440,000	68,220,000	-	-	341,100,000	2-Central GOU Sources
Total Costs			77,130,051,161	93,293,120,542	77,136,421,216	12,058,839,587	6,697,899,423	266,316,331,929	





Justice, Law and Order system. Strategies will be developed and implemented for engagement with the different partners in areas of mutual interest. All CJS institutions Judiciary, SG/AG office, DPP, MoA, IPS and UPF. This SWG facilitates joint planning engagement with the different partners in areas of mutual interest. All CJS institutions resources mobilization and technical support in the Sector Wide Environment to attain common results. Develop and disseminate all required planning data and information resources mobilization and technical support in the Sector Wide Environment to attain common results. Develop and disseminate all required planning data and information resources mobilization and technical support in the Sector Wide Environment to attain common results.

Impending Agencies

Implementing Agencies

03 Harvesting, drying, Bunk storage and Processing systems (equipment) installed in 3 years for farm cotton and seed production to reduce Post-harvest losses on prisons farms from 30% to 2%	145 - Uganda Prisons
51 Farming Machinery (Tractors) and their implements acquired over the 5 Years	145 - Uganda Prisons
62 assorted farm transport equipment acquired in the 5 years to reduce post harvest losses	145 - Uganda Prisons
01 Turnkey Wood processing plant with 02 Timber Seasoning Kiln installed and equipped to meet 100% of all MDAs furniture orders over the 5 years	145 - Uganda Prisons
04 centres of agricultural and vocational excellency established in the 3 years for increased enrolment of offenders into rehabilitation programs.	145 - Uganda Prisons
20,000 acres of farm Land opened, to expand agricultural production to 28,000 acres annually	145 - Uganda Prisons

Additional Information

In a bid to fully implement UPS's production strategy, The Project will enhance its targets to modernize prison farms across the country so as to increase production and productivity; fully automate/mechanize production processes including scientific studies, land opening, seed bed preparation, planting, weed/pest & disease management, and harvesting. Post-harvest management to establish agro-processing and grain handling and Seed processing/treatment facilities. These actions are expected to increase internal income generation through commercial agriculture, contribute to improving food security, contribute to availing cotton as a vital raw material for the revival of textile industry there by improving the country's balance of payments.





Government of Uganda

Manufacturing

Fully Integrated Prisons Industries Project.

Project Profile



Fully Integrated Prisons Industries Project.

Vote Code:	145
Vote Name:	Uganda Prisons
Department Code:	1395
Program Code:	040000
Program Name:	Manufacturing
Function Code:	31
Function Name:	Prisons Production
Project Title:	Fully Integrated Prisons Industries Project.
Project No:	00006-145
Project Duration:	Start Date: FY2024/25, End Date: FY2028/29, Duration years: 5 years
Classification:	
Estimated Project Cost:	368,107,269,206 UGX
Capital to Recurrent Ratio:	77/23
Responsible Officer:	<p>Officer Title: Under Secretary (F&A)</p> <p>Officer Name: Emiku Samuel Baker</p> <p>Officer Mobile Phone: 414256751</p> <p>Officer Phone: 772403018</p> <p>Officer Email: emikus@ugandaprison.go.ug</p>
	<p>Officer Title: Project Coordinator / Manager</p> <p>Officer Name: Jude Kaliisa Tadeo</p> <p>Officer Mobile Phone: 772647891</p> <p>Officer Phone: 414256751</p> <p>Officer Email: kaliisajude36@gmail.com</p>
Date of Approval of Concept note:	13-10-2023 04:08 PM



Project Background

Situational Analysis

Background of the Leather Industry

Uganda is well endowed with natural resources. Livestock is one of Uganda's major natural resources that contributes about 5.2% and 12% of the total Gross Domestic Product (GDP) and agricultural GDP respectively. Small holder farmers own about 98% of the cattle herd and about 100% of the small ruminant stock.

There is high demand of leather finished products among the different market segments and finished products, exported 90% of leather in 2021. Despite high unemployment, Uganda has abundance of raw materials with 27m herd with good grade of leather currently being exported. Uganda produces 1.5m hides, 3.1m goat skins and 1m sheep skins per annum. The country apparently has seven (7) medium scale leather tannery with no factory producing finished leather. This implies we import all the skin and hides in raw form thus no producer of finished leather.

The hides and skins from Uganda are exported to a range of countries outside Africa including Hongkong, India, Indonesia, Italy, Japan, Spain, Turkey, France, the Netherlands, Switzerland, the United Kingdom, the United States, China, United Arab Emirates, Pakistan and Portugal. Within Africa, Kenya is the main importer of hides and skins which are used in the manufacture of shoes and other related products. On the international market, the hides from Uganda are more preferred to those of Kenya because they are seen to be thicker and when split they provide more raw materials per hide.

Apart from manpower required in the collection of hides, the industry claims an employment of 1.5 million, most of which is engaged in the small and informal sector making up for 75% of the total industry. The size of the Leather industry is estimated at around 80 billion today. The leather industry is targeting a 2-8% share in global trade by 2035. The industry is aiming at doubling export turnover to UGX 100 billion. This would call for an investment of at least UGX 200 billion in plant and machinery and infrastructure development.

The leather industry is spread in different segments, namely, tanning & finishing, footwear & footwear components, leather garments, leather goods including saddler & harness, etc. The product variation covers semi and finished leather, footwear and footwear components, garments for ladies and gents, handbags for ladies and gents, wallets, diaries and cardholders, gloves and fashion accessories, tableware, upholstery (for houses, offices and vehicles), Shoes, belts and luggage and portfolio bags.

Uganda since independence, has built leather and leather based industry from the old tradition sector. Being predominantly an agriculture country, Uganda boasts of Large livestock population. The leather industry has largely been exporting 90% of all skins and hides in raw form thus no producer of finished leather. With the National population growth rate at 3.325 annually, the demand for leather products is projected to be growing at 20% annually.

The tanning is being carried out in a number of tanneries, with major ones being: ; Leather Industries of Uganda, Jinja: capacity 150,000 hides and 500,000 skins per year. Operational. ; Uganda fish skin tannery: capacity 250,000 Nile Perch skins per year. Operational ; Novelty Tannery (Formerly Tannery & Leather Improvements Uganda), Masaka: capacity 150,000



hides, 400,000 skins/year. Operational ; Skyfat, Jinja. This is the most recently established tannery and it is the largest in the country at the moment. Operational. ; SWT – Jinja: Under construction ; Elgon Tannery – Masaka: Under construction • Basajjabalaba Tannery, Mbarara: capacity 40,000 hides and 1,000,000 skins per year. Currently shut down pending revitalization. (https://www.ugandainvest.go.ug/uia/images/Download_Center/SECTOR_PROFILE/Leather_Sector_Profile.pdf)

Most of the tanneries in Uganda process hides and skins to the stage of wet blue for export which is a small percentage of the raw material that stands at about 10% for hides and 40 percent for the skins. It is only the Leather Industries of Uganda that currently processes leather up to finished stage ready for use in the local market.

Analysis made on existing seven (7) tanneries demonstrated; available raw materials, inadequate knowledge and skilled manpower, inadequate equipment and machinery, absence of complete leather product manufacturers/producers, absence of proper legislation to propel complete tannery projects as well slowed protection of local manufacturers by the government despite Buy Uganda, Build Uganda (BUBU) policy. Also observed was high demand of Uganda high quality hides and skins at global market level with little or no intervention to add value on the already existing raw products.

Establishing a turnkey tannery project by Uganda Prisons Services brings to life the much-needed value addition component as UPS boosts of an average daily population of Prisoners lockup of 70,000 inmates providing cheap labour at the tannery, quality control procedures are made easier, there exists already industrial complex with existing infrastructure; electricity, road network and security of the plant, equipment and machinery.

The turnkey project will also provide forward and backward linkages within the diary sector, the project requires manpower for collection of hides, the industry claims an employment of 1.5 million, most of which is engaged in the small and informal sector making up for 75% of the total industry. These will surely reduce unemployment problem and thus improve the household income-strategy to achieve Uganda's Vision 2040. This will improve on implementation of the import substitution and export promotion strategies, reduce Balance of Trade and improve Balance of Payments.

Facts & Statistics

- A high demand for finished products
- Exported 90% of leather in 2021
- High unemployment
- Abundance of raw materials with 27m herd with good grade of leather currently being exported.
- Can produce 1.5m hides, 3.1m goatskins and 1m sheepskins per annum.
- 7 medium scale leathertannery with no factory producing finished leather
- No producer of finished leather.
- Uganda's livestock endowment has dramatically increased over the last two decades. There exists an estimated 14.3 million cattle, 15.73 million goats, 4.31 million sheep and 4.04 million pigs (2016 est., Statistical abstract). The potential annual production of raw materials approximately 3.4 million cattle hides, 2 million sheep skins and 4 million goat skins. There are 10 operational tanneries in Uganda; only two tanneries process a small proportion of their wet blue into finished leather.
- Uganda has a combined installed tanning capacity of 1 million hides and 2 million



skins with a relatively high-capacity utilization of between 60 and 70%. However, most of this is for wet blue weather at 95%. Her demand for footwear is estimated at about 25 to 27 million pairs, of which approximately 1 million is manufactured in Uganda against an effective demand of 11 million pairs.

- The demand gap is filled by imports of new and used leather footwear products mainly from China and India, most of which are price competitive, compared to locally manufactured products.

Uganda Exports

According to the State minister for Trade, Ms. Harriet Ntabazi, 69% raw materials in Uganda are exported, causing revenue loss. Statistics show that while raw material exports are sold at a low price, finished products are imported at three times the price. Dr. Joseph Walusimbi, the Dean of the Faculty of Business Management at Victoria University, welcomed the move, saying it will ease the cost of doing business. He said the country is ranked 176 in cost of doing business in East Africa behind Rwanda at 136 and Kenya at 150. "This move will impact positively on strengthening regional and international trade for creating a conducive atmosphere of doing business." Dr Walusimbi said. He added that raw material exports are bought at a low price, but are three times the price when imported as a finished product.

Industrial sector development is a key priority of the government of Uganda, and it occupies a central position in the government's aim to build a modern, competitive and domestic, regional and global economies.

Figure 1 shows that Uganda's manufacturing sector has accounted for around 8% of GDP for most of the past 15 years, which is higher than the East African average.

Source: World Development Indicators

Uganda's Manufacturing Potential & Promising Trajectories

The key boon of manufacturing is that it absorbs large swaths of workers and places them into productive and decent paying jobs. Throughout history, this exact recipe has transformed the United States, the United Kingdom, France, Japan and Germany into some of the world's wealthiest nations. Most recently, a new age of industrialization has helped push China into one of the world's fastest growing economies boasting the largest middleclass, with other South Eastern Asian countries following closely behind. These are all examples of how industrialization can generate rapid structural change, drive development, and alleviate poverty and unemployment.

Supply Networks

Another factor affecting growth in manufacturing relates to the quality and availability of inputs in the local market, such as raw materials and equipment. Although there is significant variation across the region, Uganda has a wealth of natural resources that are vital inputs for the leather industry.

Domestic Demand

Income levels and household spending patterns are improved by growth in manufacturing



more than any other individual economic sector, since it helps to create a large number of stable and well-paying jobs among previously poor and underdeveloped demographic groups. Income levels across Africa have already started to rise substantially, with household consumption projected to grow by an impressive 3.8 percent to reach nearly \$2.1 trillion per year by 2025. Moreover, in the next 20 years the majority of Africa's rapidly growing population will live in sprawling urban areas; thus, nearly 600 million people on the continent will have daily access to formal markets and retail outlets.

Most of the resources necessary to manufacture products are already extracted in Africa. Because of these trends, Uganda will experience rapid growth in demand for manufactured products in the near future. Analysts predict that revenues will increase in this subsector by \$120 billion over the next decade.

Affluent consumers are expected to spend an additional \$200 billion per year from now until 2025, with approximately one in five Africans spending more than 70 percent of their income on discretionary items by 2025, signaling growing demand for electronics, appliances and labor-intensive goods like clothing and footwear. The latter subsector alone is estimated to increase revenue streams by \$25 billion by 2025. Meanwhile, because cement is necessary for factory construction and other infrastructural projects, revenues from cement production are likely to grow by up to \$72 billion by 2025.

Therefore, in addition to the already existing interventions to improve domestic cottage industries through Government policy of Buy Uganda Build Uganda (BUBU), the National Tannery industry is required to support the footwear, furniture, and garment industry for sustainability and competitiveness of the country's leather products due to its forward linkages by supporting domestic manufacturing and backward linkage by providing value addition and a competitive market for animal hides for our farmers that will lead to organized commercial cattle rearing in the County.

Productivity of Uganda Prisons Industries

The overall rating of capacity of Uganda Prisons Industries is moderate. This is an aggregation of five capacity dimensions Viz. Leadership - robust entrepreneurial focused leadership, the enabling policy and legal framework, functional and technical capacities; mutual accountability and cross cutting issues; the totality of which constitute the infrastructure for a functional industry.

Uganda Prisons Industry currently runs four main types of industries; Tailoring, Carpentry and Joinery, Metal works & Fabrication, soap making and Art & Crafts. Carpentry and Joinery is functional in 5 prisons. However, it is only Luzira and Masindi prisons that are operating on a commercial basis because they receive funding from the centre.

The Carpentry and Joinery industry services clients both in government and private sectors. Metal fabrication is established and functional only in Murchison Bay and Masindi Prisons. The Metal fabrication industry also serves clients both in government and private sectors. Tailoring is only functional in Luzira, Masindi and Kitalya Mini Max prisons. Unlike other prison industries which have clientele in the private sector, the tailoring industry only does work for government (making uniforms for Prisons Officers and Inmates). Other prisons have tailoring sections with machines but are not functional apart from some with one functional machine only for mending prisoners' uniforms.



UPS has also one garment workshop with state of art garment cutting machine at Kitalya Mini Maxi with the capacity to process 17,000 uniform suits per day – enough to produce about 600,000 uniform suits for security personnel in 40 days, however there is no supporting equipment, skilled man power, and industrial scale workshops to complete the production chain;

Art and Craft is operating in all the prisons but mostly on the initiative of the inmates themselves without official instructors. Skilful inmates train fellow colleagues. The income generated is for the benefit of the inmates themselves.

The overall rating of capacity of Uganda Prisons Industries is moderate. This is an aggregation of five capacity dimensions Viz. Leadership - robust entrepreneurial focused leadership, the enabling policy and legal framework, functional and technical capacities; mutual accountability and cross cutting issues; the totality of which constitute the infrastructure for a functional industry.

Uganda Prisons Industries Potential.

- There are Nine (09) Carpentry Workshops existing in 9 Prisons (Kitalya Mini Max, Upper, Murchison Bay, Jinja, Mbarara, Masindi, Tororo, Mbale, and Fort portal) which require upgrade and expansion.
- Existence of a Kiln with two cubicles each of 200m³ and the capacity to house 1,000 pieces of 12'' x2'' x14' timber with a capacity to dry 2,000 pieces of timber of the same size within a period of Four weeks.
- 3 functional tailoring workshops at Luzira Upper, Kitalya Mini Max and Masindi prisons
- A Garment cutting machine at Kitalya Mini Max prison. This was complimented by 74 tailoring machines comprising of 60 single-needle lockstitch industrial sewing machines, 5 Doubleneedle lockstitch industrial sewing machine, 2 over-lock industrial sewing, 3 Zig-zag lock stitching industrial sewing machine, 1 Buttonholing machine, 2 Button sewing machine/button fixing machine and 1 embroidery machine.
- 2 Metal fabrication workshops at Murchison Bay and Masindi prisons
- 1 truck to ease the transportation of furniture to the storage facility, show room and customers.
- There are 58 full time experienced vocational training staff already on payroll.
- Labour: A daily average of 21,000 convicted prisoners ready to be trained and others already trained.
- A prisons showroom exists for exhibition of industrial products – UMA show grounds Lugogo

The Prisons Industries are reputed for high quality products especially from Carpentry and Joinery industry. The lack of coherent quality assurance control system makes the maintenance of this reputation difficult. Lack of adequate training materials - no opportunity for practicing the skills acquired hence resulting into inconsistencies in learning; no standardized training materials; lack of a vocational training curriculum; no accreditation; Mode of instruction - language barrier; no system of following up on trainees after release from prisons to assess applicability of skills acquired or linking them for employment as well as lack of production materials - over dependence on clients materials among others. All these compromise the productivity of prisons industries



In addition, the Police garment factory with a capacity of only 200 uniform suits per day is inadequate to provide over 500,000 pairs of uniforms for over 250,000 personnel in all the security forces, schools, other government and non-government entities;

It is against the aforementioned background that Uganda Prisons Service is taking lead to establish a fully Integrated Tannery & Footwear, Furniture and Garment project to serve the over 40m Ugandans with decent footwear of different fashions and designs projected in a period of 5 years, provide 100 % of furniture needs to all MDAs and the domestic market and make all uniforms and shoes for all the service men.

The leather-tannery industry in Uganda is also steadily growing a fact that has led to increased use of leather-tanning products. There is need for Knowledge and skills on leather tannery regarding chemical use, storage, transportation and legislation is critical. Similarly, the need for managing chemical and other forms of wastes from the leather tannery industry is important.

Problem Statement

The main issues of concern identified under Prisons Industries are: inefficient making of foot wear, garments, furniture and metal works fabrication for availing shoes and uniforms for all forces, furniture for all MDAs, Prisoners skills development, rehabilitation, and generation of Non Tax Revenue.

Problem Causes

Limited infrastructure for large scale manufacturing of quality leather for foot wear and garments, and furniture making due to: (1) Improper planning for use of capital intensity in manufacture of leather and clothes, (2) Absence of production lines of different products, (3) Improper planning for automation, (4) Limited integration among furniture production, metal works and fabrication, garments, and foot wear, (4) Limited knowledge on automation and (5) Inadequate skilled and technical human resource to use modern technology for commercial making of foot wear, furniture and garments.

Problem Effects

1. Loss of foreign exchange through importation of furniture, uniforms and military boots and shoes;
2. Low quality and quantity of gainful employment opportunities
3. Over reliant on government funding which is inadequate and intermittent

Strategic Fit

Focus Area:

wealth_creation

Programme Implementation Action Plan (PIAP) Output:



Details:

1. The 2030 Agenda(SDG 8 & 9)
2. Africa Agenda 2063 Aspiration 1
3. EAC Vision 2050 (Pillar 2-5.2)
4. Uganda's 2040 vision
5. NDP- III Program : Manufacturing
6. UPS Development Plan V (2020/21 - 2024/25) Objective 4: Enhance Prisons Production and Productivity

The **Sustainable Development Goal 9**: obligates member states to “build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”. In particular, Target 1 under this goal requires member states to “develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

Sustainable Development Goal 8: places special emphasis on the need to reduce unemployment, especially youth unemployment. Two targets under this goal are particularly relevant: a) by 2020 substantially reduce the proportion of youth not in employment, education or training; and b) by 2020 develop and operationalize a global strategy for youth employment, and implement the ILO Global Jobs Pact.

Aspiration 1 of Agenda 2063 aims at transforming Africa’s economies through beneficiation from Africa’s natural resources, manufacturing, industrialization and value addition. EAC Vision 2050 targets leveraging industrialization for structural transformation and improved intra-regional and global trade. Specifically, it targets increasing manufacturing contribution to GDP by 10%.


Uganda Vision **2040** states that a strong and competitive industrial base is important to create employment, advance technology and a resilient economy. To achieve this, the Vision targets; developing industries that utilize the local potential, attracting industries that can be relocated from fast emerging economies, offshoring industries, establishing economic lifeline industries, and investing in strategic industries.

Under NDP –III, the project will contribute to the Manufacturing Programme which aims to increase the product range and scale for import replacement and improved terms of trade. The expected results include: increased share of manufactured exports to total exports, growth in the industrial sector contribution to GDP, and increased share of labour force employed in the industrial sector.

UPS Development Plan – V (2020/21-2024/25): Objective four (4) of the UPS Development agenda is “to enhance prisons production and productivity while facilitating delivery of correctional services” through improved effectiveness and efficiency of all prisons production systems. One of the aims is Revitalization and expansion of Prisons Industries as an import substitution strategy and generation of Non Tax Revenue from all production enterprises. UPS aspires to revival its industries to avail furniture for all MDAs, Schools and Local Governments.

Justification





The project Contributes towards the achievement of the following Strategic Development Goals:

United Nations Sustainable Development Goal 9 relates to building resilient infrastructure, promote sustainable industrialization and foster innovation“.... Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry’s share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.

UN-SDG 8 relates to Promoting inclusive and sustainable economic growth, employment and decent work for all“. That by 2030, achieve the sustainable management and efficient use of natural resources“

Aspiration 1 of Agenda 2063 aims at transforming Africa’s economies through beneficiation from Africa’s natural resources, manufacturing, industrialization and value addition. EAC Vision 2050 targets leveraging industrialization for structural transformation and improved intra-regional and global trade. Specifically, it targets increasing manufacturing contribution to GDP by 10%.

Uganda Vision 2040 states that a strong and competitive industrial base is important to create employment, advance technology and a resilient economy.

Under the NDP III, the project will contribute to the Manufacturing program which aims to increase product range and scale for import replacement and improved terms of trade through increased share of manufactured exports to total exports, growth of the industrial sector contribution to GDP and increased share of Labour force employed in the industrial sector. The project will contribute to the program intervention of developing the requisite infrastructure to support manufacturing.

UPS Development Plan – V (2020/21-2024/25): Objective four (4) of the UPS Development agenda is “to enhance prisons production and productivity while facilitating delivery of correctional services” through improved effectiveness and efficiency of all prisons production systems. One of the aims is Revitalization and expansion of Prisons Industries as an import substitution strategy and generation of Non Tax Revenue from all production enterprises. UPS aspires to revival its industries to avail furniture for all MDAs, Schools and Local Governments; uniforms to all uniformed officers and schools.

Stakeholders

Name:

Uganda Prisons Service

Responsibilities:

The Prisoners under UPS's custody who are the direct beneficiaries of the project through timely provided clothing and footwear, improved skilling and trade test, increased rehabilitation and reduction of farm hours of work saving enough time for rehabilitation activities.



UPS Staff: These are the direct beneficiaries of the project since they will be project implementers. The Project will lead to improved welfare of the staff through timely provision of better and adequate clothing and footwear; improved staff wages; enhanced on job skills and knowledge and a good working environment from the retooled offices from furniture made.

Name:

Uganda Police Force (UPF) and Uganda People's Defence Force (UPDF)

Responsibilities:

These are also direct beneficiaries since the project will contribute to the improved welfare of the uniformed forces through timely provision of clothing, footwear and related services.

Name:

Livestock dealers

Responsibilities:

Provide raw materials for the Tanning industry

Name:

Other MDAs

Responsibilities:

Provide market for the furniture, Uniforms and footwear.

Name:

Private Sector

Responsibilities:

These will include the Abattoirs, slaughter houses and slaughter slab's owners; Cattle and Goats farmers, Livestock Dealers and farmers, Construction firms and traders among others. They will provide market, consultancy services, construction services and supply of goods and services. Financial Institutions are also key partners in this project.

Name:

Traders / Suppliers

Responsibilities:



These provide market for leather, they also provide competition for raw materials i.e hides and Skins. It is also evident that traders make most of the money and pay less to the producers of the raw materials since certain traders own also slaughter houses which puts them in a very powerful purchasing and bargaining position.

Affected population

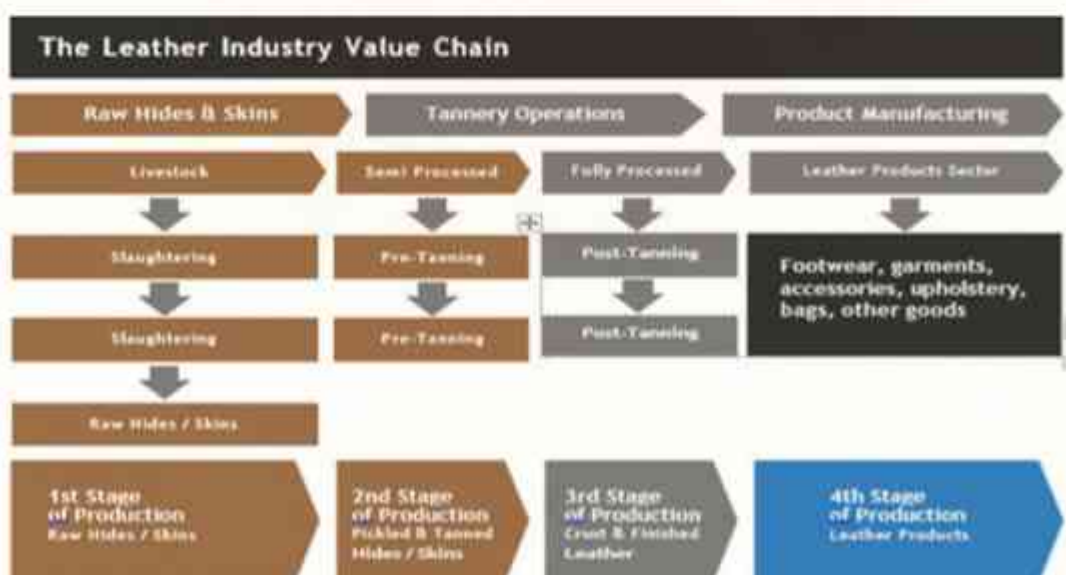
The project will be located on the Prisons Land which is free on incumbrances, hence no affected persons, Structures or Crops

Location

Technical Description

Uganda Prisons Service has proposed the following key components under the project

1. Raw hides and skins storage and beam house operations. Acquisition of hides and skins from the abattoirs directly to the tannery for curing to prevent it from putrefying. The hides are then sorted, trimmed, cured and unhaired.
2. Wet-Blue, This process involves soaking, Limeing, fleshing and tanning using Chrome -Sulfide. Here the hides are made stronger and the flesh from the hides can be used to make different feeds.
3. Crust, this is the next product from wet blue. It involves toggling, Sammying, Shaving, Dyeing, Roll coating, spraying, embossing, ironing, Waste stream, mechanical pre treatment and physico- chemical treatment.
4. Footwear. This is the final product from hides and skins in different colours, designs and fashion depending on the demand.
5. Establish a Shoe making plant with a capacity of 2,000 pairs of shoes (Army Boots) per day.
6. Turn Key Concept: All the components of the project including: Tannery and Footwear production are to be delivered on turnkey principle as illustrated below;



The Building

Phase: Feasibility Study, Construction, Equipment & Supply Chain

Design considerations and parameters which shall form the basis of typical designs for green tanneries of the agreed plot sizes. The considerations will cover the entire process of leather processing and the facilities associated with tanneries including but not limited to storage, wet processing, human resource, water, OSH, materials, etc.

6 Stages

The proposed project has following six major life cycle phases:

1. Environmental Feasibility
2. Initiation
3. Planning
4. Implementation
5. Performance & Monitoring
6. Closure
7. Initiation Phase


At this stage, we create and evaluate the project in order to determine if it is economically and technically feasible and if it should be undertaken, at the beginning of the project. Here the project objectives are identified; a suitable response is documented in a business case with recommended solution options. A project manager is appointed and the major deliverables and the participating work groups are identified. Approval is then required by the project manager to move onto the detailed planning phase.

Planning Phase

The planning phase will involve further development of the project in detail to meet the project's objective. The team identifies all the work to be done. The project's tasks and resource requirements are identified, along with the strategy for producing them. In a broader sense identification of each activity as well as their resource allocation is also carried out. A project plan outlining the activities, tasks, dependences, and timeframes is created. The project manager is the one who coordinates the preparation of the project budget by providing cost estimates for the Labour, equipment, and material costs. This scheduling charts would help us to track the the stages of our project as time passes. The budget of the project already estimated is used to monitor and control cost expenditures during project implementation. Finally, we require a document to show the quality plan, providing quality targets, assurance, and control measures, along with an acceptance plan, listing the criteria to be met to gain customer acceptance. At this point, the project would have been planned in detail and is ready to be executed.

Implementation Phase





The project plan is put into motion and the work of the project is performed practically on site. Progress will be continuously monitored and appropriate adjustments are made and recorded as variances from the Original plan. If any deviation is found from the already defined plan, corrective measures are made. The project sponsors and other key stakeholders are kept informed about the project's status as per the agreed rate and format of Communication.

The plan will be updated and available on a regular basis. Status reports will highlight the probable end point in terms of cost, schedule, and quality of deliverables. Each project deliverable produced will be reviewed for quality and measured against the acceptance criteria. When deliverables are produced and the final solution is agreed by the project sponsor, the project is ready for closure.

Performance & Monitoring Phase

This stage is all related to the measurement of progress and performance to make sure that items are tracking with the project management scheduling. This phase regularly happens at the same time as the execution phase.

Closure Phase

Providing the final deliverables:

- Handing over project documentation to the business
- Termination of supplier contracts
- Releasing project resources
- Communicating the closure of the project to all stakeholders.
- Conduct lessons-learned studies

Product Supply Chain - End to End

Our proposed vertically integrated supply chain creates transparency in the production process to ensure a finished product that is ethically made while ensuring a quality product at an affordable price. Our proposed supply chain will involve both on-site production and training in the factory floor.

Raw Materials

80% of the cattle herd in Uganda is in the hands of small scale farmers and herders which means that a healthy leather sector adds vital income to rural villages and towns. We will set up regional offices in both Eastern and Western Uganda to ensure a constant supply of quality hides.

Leather Production

There are multiple stages in the production of Leather and we are proposing a full capacity build of each stage. The factory will manufacture semi processed Leather (Wet blue) and delivers it to the 2nd stage on the factory floor where the Leather is finished.

Product Manufacturing



All production will be by skilled workers who are employed by the Prison, making a variety of leather products.

The Product Manufacturing Process

STEP 1: DESIGN AND DRAWINGS

Idea, sketches or plans, and convert them into production-ready designs.

STEP 2: SAMPLE PRODUCTION

The second step, once design is approved, we move on to making a physical product.

STEP 3: QUANTITY PRODUCTION & QUALITY CONTROL

Once sample product is approved, we move onto final production.

STEP 4: PACKAGING & DELIVERY

Carefully pack the products after the requisite quality checks, labelling and branding services to create a brand for the leather footwear and accessories brand.

The Technical Process in the Tannery Department

The diagram explains the different technical processes in a system:



The Technical process in the Tannery Department includes the following:

Requirement Analysis:



Analysing the different requirements of a system that are to be fulfilled for the process to be efficient and to produce the product with desired characteristics. The following requirements to be considered before starting the process are:

Stakeholders' requirements:

The Stakeholders in this leather industry business are Uganda Prison Services and the Interior Ministry. The demands put forth by them would concentrate on

1. Increasing productivity economically
2. Enhancing brand name
3. Carrying out the process by satisfying the environmental norms.
4. Dynamic growth of the company
5. Meeting qualities required for the export of leather.
6. Meet the ethical standards for using animal skin.

Customer requirements:

As demands of the product is to be met, the customers' requirements are well analyzed. The requirements are:

7. More variety of products produced.
8. Good quality of the leather for a cheaper market price.
9. More designs and colours.

Functional and performance requirements:

10. Strength of the leather
11. Amount of dye and other chemicals present in the leather
12. Wear resistance
13. Structure of the leather matrix
14. Tanning Properties of leather
15. Chemical resistance
16. Thermostatic resistance
17. Amount of fat content in the leather

These functional and performance requirements standards are set by each organization and are not universal.

Design Requirements:

The designing of efficient protocols and tools to make the process efficient is important and the requirements to be considered are:

18. Devising eco-friendly and economical protocols for manufacturing of leather.
19. Process of scaling up using the devised protocols.
20. Building new products from the appropriate leather
21. Designing components of the apparels and accessories in a user friendly manner. For example-



designing of soles in sports shoes should take into consideration the softness of the leather and also the resistance offered by the material.

Disposal planning:

22. Treating the waste water generated from the process and meeting the environmental norms set by the government.
23. Composting of used leathers.
24. Reusability of leather products.

Design & Implementation:

This phase includes devising protocols for each step keeping in mind the design requirements and implementing them on a small scale. It is then tested for desired results in the following phases. Designing efficient protocols will be done in 3 ways:

1. Chemical Method
2. Enzymatic method
3. Combining both chemical and enzymatic method.

Integration & Testing:

1. The structural analysis of the matrix using Scanning Electron Microscope (SEM), to determine the quality better, which is usually carried out by the Biotechnology department of the industry.
2. The Human and Organization resource department aids in the allocation of funds and man power for the process.
3. Product design and Development department checks for the quality and designs new products as per the requirements. The outputs are tested to check if the requirements were met.

Verification & Validation:

The verification process is carried out by the department and the product is validated by checking if the leather was appropriate and good for the desired product (Apparels and accessories). The whole process is then validated in economic terms too.

1. Scaling up of the process: If the desired results are obtained through the above procedures, it is then carried out on a large scale where in a lot of animal skins are processed at one time. Large equipment and huge drums are used to facilitate the process and the whole process is again verified and validated on a large scale.

Disposal & Maintenance:

After the environmental standards have been met by the treated water, it is released into sewage. The leathers that have not met the standards are piled up for composting as the skins are biodegradable. The devised protocols and processes are maintained and in case of high productivity, it proves to be a great source of income. If the devised protocols are novel, then



it becomes an intangible asset for the company. After the release of the products, customers' inputs are received to maintain the standard of the product.

Retirement:

Once the equipment are worn out, they are either disposed or are sold at a cheaper price to smaller companies. As the equipment used to come on a longrun, it wouldnot be a huge economical setback.

Following this analysis, it can be asserted that implementing the concept of a Green Tannery for Uganda Prison Services will have a beneficial effect.

Business Case

THE OPPORTUNITY: Economic Growth Sourcing of Hides

Procure skins from bankable sources; the need to properly arrange the wet blue skins from trustworthy sources. Hides and skins, the raw materials for leather, are by products of the meat industry and they are derived from either urban or rural slaughters of cattle, sheep, goats and recently fish and Crocodiles. With a population of about 11.4 million cattle, 3.4 million sheep, 12.4 million goats and 3.2 million pigs and the off take rates in the range of 17% for cattle, and 30% for goats and sheep, the potential raw material available in Uganda is about 4.8 million goats/ sheep skins.

The greatest concentration of livestock in the country is found in the cattle corridor extending from the South -Western region of the country through the central region and to the north eastern parts of Uganda. Several forms of livestock ownership are practised in Uganda, the most important are:

- Pastoral System
- Agropastoral System
- Settled Mixed crop- Livestock
- Commercially-oriented Systems

KEY PRODUCTSIN THE SECTOR

Hides & Skins:

The Ugandan hides produce heavy quality leathers and are generally of high grades used for shoe uppers with some hides suitable for furniture4 leather processed. Hides and skins are by far the highest export earner from livestock industry and are the only products from Ugandan livestock which have been able to break into the world-wide export market.

Uganda currently exports close to 90% of its hides and skins unprocessed.

The greatest concentration of livestock in the country is found in the cattle corridor extending from the South Western region of the country through the Central region and to the North Eastern parts of Uganda.

Several forms of livestock ownership are practised in Uganda, the most important are:

- Pastoral System



- Agropastoral System
- Settled Mixed crop- Livestock
- Commercially-oriented Systems

Wet-Blue & Crust Leather

Leather tanning is being carried out in a number of tanneries, with major ones mentioned below:

- Leather Industries of Uganda, Jinja: capacity 150,000 hides and 500,000 skins per year.
- Uganda fish skin tannery: capacity 250,000 Nile Perch skins per year.
- Novelty Tannery, Masaka: capacity 150,000 hides, 400,000 skins/year.
- Skyfat, Jinja. This is the most recently established tannery and it is the largest in the country at the moment.
- Basajjabalaba Tannery, Mbarara: capacity 40,000 hides and 1,000,000 skins per year.

Sector Outlook

Annual Livestock Production in Uganda:

Uganda's leather is of high quality, texture and heavy substance. The sector has tremendous potential for foreign exchange earnings, creating employment and has the capacity to attract profitable foreign investments.

Hides & Skins Production:

The quantity of hides and skins produced is determined by the number of animals that Uganda is carrying factored against the off-takes rates. For cattle, the off-take rate is currently estimated at 17% while for goats and sheep it is put at 30% which translates to approximately 1.9 million cattle hides and 4.8 million goat/sheep skins by end of 2008.

Competitive Strengths of the Sector

Ranches:

According to **Ministry of Agriculture and Animal Industry and Fisheries (MAAIF)**, 165 ranches are stocked and functioning nationwide. The more progressive ranches have Boran, Bosmara, Redpoll, Sahiwal and cross-breeds on their ranches and are always expanding. Pasture availability and quality: Uganda has an abundance of grazing resources which form 44% of the total area, i.e. 107,000sq.km. These grazing resources contribute nearly 98% to the feeding of ruminants which include cattle, sheep, goats and game.

Thickness of Uganda's Hides:

About 15-20% of Ugandan hides can be used for upholstery. Uganda is the only country in East Africa with larger quantities of hides that are suitable for upholstery, according to a leather sector review study done by UNIDO in 2002.





Disease Control Zones:

Even though landlocked, a major part of Uganda is surrounded by water in a continuous systems of lakes, rivers and a channel making establishment of disease control zones using natural borders a great advantage in helping demarcate the zones from its neighbours.

Abundant & Affordable Labour:

Uganda has abundant skilled and unskilled labour for cheap production with labour rates per hour being US\$ 0.6 compared to \$ 1.1 for Kenya, and 0.7\$ for Zambia and 2.8\$ for Zimbabwe (According to World Bank Investment Climate survey 2004). Further Uganda has the most flexible labours in Africa and ranks highest in Africa (Doing Business Rerport 2011 by World Bank).

Good Infrastructure:

About half of the major national road network is bitumen surfaced(tarmac) which facilitates ransportation of goods across a major parts of the country, making collection of hides and skins easy throughout the year.

Large Stocks of Indigenous Dual-purpose Animals:

The indigenous animals in Uganda are tolerant to most diseases and tropical climate and these account for about 94% of the national herd. Increasing population (urban and rural): Uganda has one of the fastest growing populations in Africa/World (3.6% per annum). This will lead to availability of affordable labour and a good market for processed leather products if income levels are enhanced.

Supportive Government Policies:

A number of policies and laws are currently under review (i.e. Hides & Shins Act 1964) to improve business activities in the leather sector. Government has put in measures that will encourage availability of raw materials for the local tanning industries, imposition of export tax.

Processing Raw Hides

1. Process Concerning the Finished Leather Manufacturing Technology After procuring the raw hides, the need to classify the skin.
2. Re-tanning It involves re-treatment of the wet-blue skins.
3. Refinishing In the third phase, skins are “horsed up”, dyed, stretched, as well as dried out via hot air, and eventually ironed.
4. Finishing

Value Add: Tanning



The tanning process adds value to the hides and skins at every stage of processing, which thus creates numerous economic opportunities for the upstream and downstream industries and also other materials and chemical suppliers.

4. UPS proposes a vertical integration in furniture manufacturing where it will adopt a business strategy to control and manage multiple stages of the production process within its supply chain, offering numerous advantages as illustrated in the step-by-Step guide diagram below..

Here is a step-by-step guide to establishing our proposed vertically integrated furniture manufacturing business:

1. Market Research and Business Planning:

- Conduct thorough market research to identify target markets, customer preferences, and industry trends.
- Develop a comprehensive business plan that outlines your vision, goals, and strategies for the furniture business.
- Determine the scale of operations, production capacity, and market positioning.

6. Distribution and Sales Channels:

- Determine the distribution channels for your furniture products, such as direct sales, partnerships with retailers, or e-commerce platforms.
- Develop strong relationships with resellers, distributors, and retailers to expand market reach.
- Establish an efficient logistics and distribution network to ensure timely delivery to customers.

2. Raw Material Sourcing:

- Identify potential sources for raw materials, such as timber, based on quality, sustainability, and cost-effectiveness.
- Establish partnerships or acquire forest concessions to ensure a reliable supply of raw materials for furniture production.
- Develop sustainable sourcing practices, complying with regulations and certifications for responsible forest management.

7. Customer Relationships and Service:

- Focus on building strong customer relationships by providing excellent customer service, addressing inquiries promptly, and resolving any issues.
- Offer warranties, after-sales support, and a hassle-free return policy to enhance customer satisfaction.
- Gather feedback from customers to continuously improve products and services.

3. Manufacturing Facilities and Equipment:

- Acquire or establish manufacturing facilities with adequate space and infrastructure for furniture production.
- Invest in appropriate machinery, tools, and equipment required for different stages of manufacturing, such as cutting, shaping, finishing, and assembly.
- Ensure facilities meet safety, environmental & quality standards.

8. Marketing and Branding:

- Develop a compelling brand identity that resonates with your target market and reflects the values of your vertically integrated business.
- Implement marketing strategies, such as digital marketing, social media campaigns, and participation in trade shows or exhibitions, to create awareness and generate demand.
- Utilize effective marketing channels to showcase your unique selling propositions, such as sustainable practices, quality craftsmanship, or innovative designs.

4. Design and Product Development:

- Build a team of skilled designers and product developers who can create innovative and market-appropriate furniture designs.
- Invest in design software, prototyping tools, and materials to facilitate the product development process.
- Continuously monitor market trends, customer feedback, and evolving design preferences to stay competitive.

9. Continuous Improvement and Adaptation:

- Continuously evaluate and improve processes, products, and customer experiences based on feedback, market dynamics, and industry trends.
- Stay updated with technological advancements and industry best practices to remain competitive.
- Adapt to changing market demands and consumer preferences to ensure long-term sustainability.

5. Manufacturing Processes and Quality Control:

- Develop efficient manufacturing processes that optimize productivity, minimize waste, and ensure consistent product quality.
- Implement quality control measures at each stage of production to maintain high standards and meet customer expectations.
- Establish quality assurance protocols, including regular inspections, testing, and documentation.



Gantt Chart

Output / Activity Title	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028/29
Output 1: One (01) Vertically Integrated end to end Furniture Manufacturing Industry Established in 3 years at Luzira					
Activity 1: Construct and Install 02 Timber Seasoning Kiln					
Activity 2: Acquire appropriate machinery and equipment for furniture manufacture					
Activity 3: Construct Furniture Production Workshops including a Metal Fabrication Facility					
Activity 4: Acquire Production materials for Furniture Production and Metal Works Fabrication					
Activity 5: Produce 25,100 units of furniture units per year for all MDAs					
Output 2: One(01) garment Production unit established at Kitalya Mini Max in 3 years					
Activity 1: Construct Trailoring Infrastructure					
Activity 2: Acquire Machinery and equipment for the Garment Factory					





Activity 3: Acquire Specialized transport equipment for Garment Factory					
Activity 4: Acquire Production materials for Garment Making					
Activity 5: Produce over 200,000 Uniforms per year					
Output 3: One (01) fully Integrated Turnkey Leather tannery at Bugungu in Buikwe and one Footwear Factory set up in three years at Kitalya Mini-Max.					
Activity 1: Construct the Infrastructure for leather tanning					
Activity 2: Acquire Machinery and Equipment for leather tanning					
Activity 3: Construct the Infrastructure for leather shoe making workshop					
Activity 4: Acquire Machinery and Equipment					
Activity 5: Acquire Production materials for leather tanning and shoe making.					
Activity 6: Produce 2,000 pairs of Shoes per day and 5,000 MT of Leather per year					



Coordination with Other Government Agencies

Name	Description
Ministry of Trade, Industry and Cooperatives	Responsible for development and promotion of a competitive and export-led Private Sector through accelerating industrial development for economic growth and development as well as regulations and development of government policies to improve on trade and tradable resources.
Ministry of Agriculture, Animal & Fisheries	This is the parent ministry of the leather sector which designs all government policies and laws promoting the development in the leather sector. Government of Uganda retains the responsibility to control certain epidemic diseases of livestock such as Foot and Mouth Disease, Contagious Bovine Pleuro Pneumonia, Rinderpest and Rabies.
National Water and Sewerage Corporation	NWSC is not obligated to accept waste water from a factory if the pretreatment is not adequate. If the effluents are rejected by NWSC, the factory has to comply with the national effluent standards as defined by NEMA.
Uganda National Bureau of Standards	Responsible for setting the national standards for products and their enforcement.
National Animal Genetic Res. Centre and Data Bank	NAGRC & DB is the custodian of the animal breeding policy and responsible for implementing of all government policies related to animal breeding in Uganda, including artificial insemination. National Agricultural Research Organization (NARO): NARO will be responsible for research in the livestock sector. Different NARO divisions will do Research and development of technologies in animal health, breeding and nutrition of livestock. Veterinary services in the country are now privatized and are readily available in most parts of the country
Ministry of Internal Affairs	<p>Responsible for supervision of UPS with Prisons Authority as a policy making organ.</p> <p>Including Other Key JLOS partners i.e Non-Governmental Organizations, academia, traditional institutions and faith-based organizations, private sector groups, statutory bodies and parastatals and other players deriving or rendering value from the Justice, Law and Order system. Strategies will be developed and implemented for engagement with the</p>



	<p>different partners in areas of mutual interest. All CJS institutions of: Judiciary, SG/AG office, DDP, MoIA, UPS, and UPF. This SWG facilitates Joint planning, resources mobilization and technical support in the Sector Wide Environment to attain common results.</p> <p>Develop and disseminate all required planning data and information to MoFPED, Approval of costing figures, planning and design guidelines, reporting formats, supervise works and services, establish guidelines and policies for execution, Compile progress reports for Government of Uganda and Development Partners, Lobby for funding, Recruitment of technical staff to ensure quality of results and cost effective use of resources including audits, both financial and technical.</p>
National Environment Management Authority	is the lead agency for the development of environment, including effluent standards and has the authority to examine factories without prior notice and to shut down polluting productions. NEMA has 108 inspectors in the whole country.
Ministry of Water and Environment	Although the Ministry does not have any treatment plants, it has a laboratory that is equipped with an atomic absorption spectrophotometer (AAS) which is able to detect chromium in waste water. National Water & Sewerage Corporation (NWSC): NWSC is not obligated to accept waste water from a factory if the pretreatment is not adequate. If the effluents are rejected by NWSC, the factory has to comply with the national effluent standards as defined by NEMA
Ministry of Finance, Planning & Economic Dev.	<p>Provide strategic policy guidance and leadership in development and implementation of the Project.</p> <p>The Ministry will help to mobilize local and external financial resources for project funding.</p>
Uganda Livestock Industries Ltd	<p>Uganda Leather and Allied Industries Association (<i>ULAIA</i>)</p> <p>This is an association of leather players acting as a lobby group for progressive policies in the industry. ULAIA will help UPI as a member to maintain good practices and standards in the industry.</p>



Smart Project Framework Summary

3.1 Project Goal

- 3.1.1 To contribute to the increased share of manufactured exports to total exports from 16.4% to 20.42% in 5 years

3.2 Outcomes

- 3.2.1 Outcome 1: Reduced Tax payer's burden of maintaining offenders in Custody through NTR generation from UGX 2.34 Bn to UGX. 99.510 Bn in 5 Years.

3.3 Outputs

- 3.3.1 Output 1: One (01) Vertically Integrated end to end Furniture Manufacturing Industry Established in 3 years at Luzira

To meet 100% of all MDAs' furniture orders; UPS will

- Construct and Install 02 Timber Seasoning Kiln*
- Acquire appropriate harvesting machinery and equipment for furniture manufacture (2 Timber Harvester/chopper, 4 Wood Chipping Machines, 3 Timber Seasoning Kilns), Expand furniture products using precision technology (CNC Machines 4, Wood working bench fitted with 2 vices 60, Thicknessor machine 4, Circular saw machine 4, Spindle moulder machine 4, Surface planer (Jointing machine) 4, Band saw machine 4, Tenoning machine 4, Router machine 4, Belt sanding machine 4, Mortising machine 4, Power clamp 4, Grinder machine 4, Band saw blade sharpener 4, Steel plane No. 4 150, Steel plane No. 5 150, Ribbet plane No. 7, 930, Plough plane 30, Try plane No. 6 60, Spoke shaves planes 150, Plane cutter No. 4 1500, Plane cutter No. 5 1500, Hack saw frame 12" 150, Tenon saw 18" 150, Dovetail saw 12" 150, Bow saw 32" 150, Mortise chisel sets 60, Sash clamp 6 feet 150, G-Cramp 150, Band saw blade 30, Router machine bits 15, Hack saw blades 1500, Spoke shave cutters 150, F-Cramp 150, Claw hammer 330, Electrical hand drill 30, Hand Drill 150, Circular saw blades 24" 30, Thicknessor cutter 24" 150, Tenoner blades 7, Circular saw blades 18" 15) & Acquire industrial materials .*
- Construct Furniture Production Workshops including a Metal Fabrication Facility*
- Acquire Production materials for Furniture Production and Metal Works Fabrication*



- 5. *Produce 25,100 units of furniture units per year for all MDAs*
- 3.3.2 Output 2: One(01) garment Production unit established at Kitalya Mini Max in 3 years

To make adequate uniforms for all the personnel in all the security forces, schools, other government and non –government entities, UPS will do the following activities;

1. *Construct Trailoring Infrastructure(5 Garment workshops, 5 Administration Offices and 5 parking yard for staff) at Masindi(M), Luzira (W), Jinja (M), Kitalya Mini Max;*
 2. *Acquire Machinery and equipment for the Garment Factory:(143 Button-hole machines, 22 CNC Garment Machine Cuttings, 110 Blind stitch/ helming machines, 132 Button sewing machine /button fixing machines, 110 Embroidery Portable machines, 33 Embroidery Industrial machines, 275 Industrial Knitting machines – for Luzira(W)s, 110 Leather Sewing machine (assorted) s, 1,100 Lockstitch (1-needle) industrial sewing machines, 132 Lockstitch (2-needle) industrial sewing machines, 110 Over-lock industrial sewing 8s, 110 Zigzag lock stitching industrial sewing machines, 110 Industrial flat Irons, 110 Portable cutting machine s, 5,500 Pair of scissors, and other Assorted hand tools; tape measures, French curvess,)*
 3. *Acquire Specialized transport equipment for Garment Factory*
 4. *Acquire Production materials for Garment Making*
 5. *Produce over 200,000 Uniforms per year*
- 3.3.3 Output 3: One (01) fully Integrated Turnkey Leather tannery at Bugungu in Buikwe and one Footwear Factory set up in three years at Kitalya Mini-Max.

To avail all forces with footwear and accessories including production for export, UPS will establish 01 complete Turnkey Systems of Tannery for processing raw hides and skins into world class leather at Bugungu YP and a Shoe making plant with a capacity of 2,000 pairs of shoes (Army Boots) per day through the following activities:

1. *Acquire Machinery and Equipment for leather tanning and Shoe making*
2. *Construct the Infrastructure for leather tanning (Leather Tannery (6000 sqm), Hides and Skins Storage (1,500sqm), Waste Treatment Area (4000sqm), Packaging Area and leather shoe making workshop (Shoe Factory /Workshop (2,000sqm), Parking Area (1500sqm).*
3. *Acquire Production materials for leather tanning and shoe making.*
4. *Produce 2,000 pairs of Shoes per day and 5,000 MT of Leather per year*





Activities: Construct the Infrastructure for leather tanning , Acquire Machinery and Equipment for leather tanning , Construct the Infrastructure for leather shoe making workshop , Construct and Install 02 Timber Seasoning Kiln, Acquire appropriate machinery and equipment for furniture manufacture , Construct Furniture Production Workshops including a Metal Fabrication Facility, Acquire Production materials for Furniture Production and Metal Works Fabrication, Produce 25,100 units of furniture units per year for all MDAs, Construct Trailoring Infrastructure , Acquire Machinery and equipment for the Garment Factory, Acquire Specialized transport equipment for Garment Factory , Acquire Production materials for Garment Making, Produce over 200,000 Uniforms per year, Acquire Machinery and Equipment , Acquire Production materials for leather tanning and shoe making., Produce 2,000 pairs of Shoes per day and 5,000 MT of Leather per year



Costed Annualized Plan

	Code	Name	Period					Sub-Total	Sources of Funds
			FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028/29		
1		Output 1: One (01) Vertically Integrated end to end Furniture Manufacturing Industry Established in 3 years at Luzira	8,826,740,361	15,817,032,106	18,760,773,098	22,175,798,913	15,178,324,728	80,758,669,206	
1.1		Activity 1: Construct and Install 02 Timber Seasoning Kiln	2,558,587,320	2,558,587,320	1,500,000,000	-	-	6,617,174,640	
1.1.1	312101	Non-Residential Buildings	2,558,587,320	2,558,587,320	1,500,000,000	-	-	6,617,174,640	2-Central GOU Sources
1.2		Activity 2: Acquire appropriate machinery and equipment for furniture manufacture	2,968,153,041	8,961,938,544	10,438,830,137	5,965,045,792	1,491,261,448	29,825,228,962	
1.2.1	312202	Machinery and Equipment	2,968,153,041	8,961,938,544	10,438,830,137	5,965,045,792	1,491,261,448	29,825,228,962	2-Central GOU Sources



1.3	Activity 3: Construct Furniture Production Workshops including a Metal Fabrication Facility		3,300,000,000	4,296,506,242	6,821,942,961	6,798,253,121	4,274,563,280	25,491,265,604	
1.3.1	312202	Machinery and Equipment	-	996,506,242	3,521,942,961	5,198,253,121	2,674,563,280	12,391,265,604	2-Central GOU Sources
1.3.2	312101	Non-Residential Buildings	3,000,000,000	3,300,000,000	3,300,000,000	1,600,000,000	1,600,000,000	12,800,000,000	2-Central GOU Sources
1.3.3	281503	Engineering and Design Studies & Plans for capital works	300,000,000	-	-	-	-	300,000,000	2-Central GOU Sources
1.4	Activity 4: Acquire Production materials for Furniture Production and Metal Works Fabrication		-	-	-	6,902,500,000	6,902,500,000	13,805,000,000	

Coordination with Other Government Agencies

Coordination with Other Government Agencies is empty





1.4.1	229201	Sale of goods purchased for resale	-	-	-	6,902,500,000	6,902,500,000	13,805,000,000	2-Central GOU Sources
1.5	Activity 5: Produce 25,100 units of furniture units per year for all MDAs		-	-	-	2,510,000,000	2,510,000,000	5,020,000,000	
1.5.1	224002	Veterinary Supplies and services	-	-	-	2,510,000,000	2,510,000,000	5,020,000,000	2-Central GOU Sources
2	Output 2: One(01) garment Production unit established at Kitalya Mini Max in 3 years		7,089,324,000	21,267,972,000	20,738,648,000	14,178,648,000	7,618,648,000	70,893,240,000	
2.1	Activity 1: Construct Trailoring Infrastructure		5,500,000,000	11,000,000,000	5,500,000,000	5,500,000,000	-	27,500,000,000	
2.1.1	312101	Non-Residential Buildings	5,500,000,000	11,000,000,000	5,500,000,000	5,500,000,000	-	27,500,000,000	2-Central GOU Sources
2.2	Activity 2: Acquire Machinery and equipment for the Garment Factory		1,589,324,000	9,167,972,000	14,138,648,000	1,578,648,000	1,618,648,000	28,093,240,000	



2.2.1	312202	Machinery and Equipment	1,589,324,000	9,167,972,000	14,138,648,000	1,578,648,000	1,618,648,000	28,093,240,000	2-Central GOU Sources
2.3	Activity 3: Acquire Specialized transport equipment for Garment Factory		-	1,100,000,000	1,100,000,000	1,100,000,000	-	3,300,000,000	
2.3.1	312201	Transport Equipment	-	1,100,000,000	1,100,000,000	1,100,000,000	-	3,300,000,000	2-Central GOU Sources
2.4	Activity 4: Acquire Production materials for Garment Making		-	-	-	3,000,000,000	3,000,000,000	6,000,000,000	
2.4.1	314201	Materials and supplies	-	-	-	3,000,000,000	3,000,000,000	6,000,000,000	2-Central GOU Sources
2.5	Activity 5: Produce over 200,000 Uniforms per year		-	-	-	3,000,000,000	3,000,000,000	6,000,000,000	
2.5.1	314201	Materials and supplies	-	-	-	3,000,000,000	3,000,000,000	6,000,000,000	2-Central GOU Sources





3	Output 3: One (01) fully Integrated Turnkey Leather tannery at Bugungu in Buikwe and one Footwear Factory set up in three years at Kitilya Mini-Max.		9,297,344,000	52,528,192,000	54,053,664,000	66,772,768,000	33,803,392,000	216,455,360,000	
3.1	Activity 1: Construct the Infrastructure for leather tanning		6,246,400,000	7,158,400,000	7,158,400,000	-	-	20,563,200,000	
3.1.1	312101	Non-Residential Buildings	5,472,000,000	6,384,000,000	6,384,000,000	-	-	18,240,000,000	2- Central GOU Sources
3.1.2	281503	Engineering and Design Studies & Plans for capital works	774,400,000	774,400,000	774,400,000	-	-	2,323,200,000	2- Central GOU Sources
3.2	Activity 2: Acquire Machinery and Equipment for leather tanning		-	28,392,960,000	28,392,960,000	28,392,960,000	-	85,178,880,000	
3.2.1	312201	Transport Equipment	-	864,426,667	864,426,667	864,426,667	-	2,593,280,001	2- Central GOU Sources





3.2.2	312202	Machinery and Equipment	-	27,528,533,333	27,528,533,333	27,528,533,333	-	82,585,599,999	2-Central GOU Sources
3.3	Activity 3: Construct the Infrastructure for leather shoe making workshop		-	7,824,000,000	7,824,000,000	-	-	15,648,000,000	
3.3.1	312101	Non-Residential Buildings	-	7,824,000,000	7,824,000,000	-	-	15,648,000,000	2-Central GOU Sources
3.4	Activity 4: Acquire Machinery and Equipment		3,050,944,000	9,152,832,000	10,678,304,000	6,101,888,000	1,525,472,000	30,509,440,000	
3.4.1	312202	Machinery and Equipment	3,050,944,000	9,152,832,000	10,678,304,000	6,101,888,000	1,525,472,000	30,509,440,000	2-Central GOU Sources
3.5	Activity 5: Acquire Production materials for leather tanning and shoe making.		-	-	-	21,720,000,000	21,720,000,000	43,440,000,000	
3.5.1	229201	Sale of goods purchased for resale	-	-	-	21,280,000,000	21,280,000,000	42,560,000,000	2-Central GOU Sources





3.5.2	221003	Staff Training	-	-	-	440,000,000	440,000,000	880,000,000	2-Central GOU Sources
3.6	Activity 6: Produce 2,000 pairs of Shoes per day and 5,000 MT of Leather per year		-	-	-	10,557,920,000	10,557,920,000	21,115,840,000	
3.6.1	229201	Sale of goods purchased for resale	-	-	-	10,557,920,000	10,557,920,000	21,115,840,000	2-Central GOU Sources
Total Costs			25,213,408,361	89,613,196,106	93,553,085,098	103,127,214,913	56,600,364,728	368,107,269,206	



Implementing Agencies

One (01) Vertically Integrated end to end Furniture Manufacturing Industry Established in 3 years at Luzira	145 - Uganda Prisons
One(01) garment Production unit established at Kitalya Mini Max in 3 years	145 - Uganda Prisons
One (01) fully Integrated Turnkey Leather tannery at Bugungu in Buikwe and one Footwear Factory set up in three years at Kitalya Mini-Max.	145 - Uganda Prisons

Additional Information

The Turnkey project will provide forward and backward linkages with the diary sector, the project requires man- power for collection of hides, the industry claims an employment of 1.5 million, most of which is engaged in the small and informal sector making up for 75% of the total industry. These will surely reduce unemployment problem and thus improve the household income strategy.

The project is a successor project of Revitalization of Prisons Industries.





Government of Uganda
Governance and Security
Office of the Director (Administration and Support
Services) GAL
National DNA Databank and Forensic Scientific
Analytical Services Development Project in Uganda
(2025–2030)
Project Profile
National DNA Databank and Forensic Scientific
Analytical Services Development Project in Uganda (2025–2030)

Vote Code:	135
Vote Name:	Government Analytical Laboratory
Department Code:	04
Department Name:	Office of the Director (Administration and Support Services) GAL



Program Code:	160000
Program Name:	Governance and Security
Function Code:	13
Function Name:	Forensic and General Scientific Services.
Project Title:	National DNA Databank and Forensic Scientific Analytical Services Development Project in Uganda (2025–2030)
Project No:	00003-135
Project Duration:	Start Date: FY2025/26, End Date: FY2029/30, Duration years: 5 years
Classification:	INFRASTRUCTURE
Estimated Project Cost:	252.09,999,999,999,997 UGX
Capital to Recurrent Ratio:	21/79
Responsible Officer:	Officer Title: CHIEF GOVERNMENT CHEMIST Officer Name: KEPHER KUCHANA KATEU Officer Mobile Phone: 702409158 Officer Phone: 772409158 Officer Email: kekuka18@gmail.com
	Officer Title: Project Coordinator / Manager Officer Name: TARSISIUS BYAMUGISHA
	Officer Mobile Phone: 772439194 Officer Phone: 772439194 Officer Email: b_tarsis2002@yahoo.co.uk
Date of Approval of Concept note:	20-09-2025 11:44 PM



Project Background

Situational Analysis

The Government Analytical Laboratory (GAL) is Uganda's **national referral center for forensic and scientific analytical services**, mandated to offer impartial, quality, and timely forensic laboratory services to support governance and security, administration of justice, public safety, environmental protection, public health, and trade. However, despite its critical role in national security, civil justice, and public health, GAL continues to grapple with substantial infrastructural, technical, human resource, and legal gaps.

Uganda currently lacks a centralized and fully operational National DNA Databank, as well as a modern forensic infrastructure capable of meeting the growing demands of crime prevention, law enforcement, and justice administration. This persistent gap undermines national security, delays evidence-based prosecution, and hampers the effective delivery of justice services.

The **Government Analytical Laboratory (GAL)** remains critically under-resourced, particularly in the areas of forensic DNA science, analytical science and regional service delivery. The proposed project aims to construct and operationalize a **National DNA Databank**, equip GAL's regional laboratories, build capacity in operating and maintaining the modern scientific analytical equipment, improve the Revenue generation capacity of GAL and transform the institution and Uganda into a **Center of Excellence in forensic analytical science** within the East African Community (EAC) and the broader Great Lakes Region.

Between 2020 and 2024, Uganda has continued to face unacceptably high rates of violent crimes, particularly **homicide, sexual and gender-based violence (SGBV), and defilement**. According to the **Uganda Police Annual Crime Report 2023**, there were:

- Over **16,000 cases of defilement**
- **4,230 rape cases**
- Over **20,000 cases of domestic violence**
- More than **3,500 murder cases** with many requiring forensic examination

These figures show a consistent upward trend from earlier years, with forensic laboratories overwhelmed by the volume and complexity of cases submitted. Currently, the GAL is grappling with a **case backlog of over 2,735 unresolved homicide and sexual violence cases** requiring DNA analysis which is a sharp increase from previous years due to limited processing capacity and inadequate infrastructure.

Between FY 2020/2021 and FY 2024/2025, GAL received **17,557 new cases and 87,785 exhibits**, with **1,411 backlog cases analyzed and reported**, yet over **2,156 cases with 10,780 exhibits remain unprocessed** as at FY 2024/2025. These delays are attributed to multiple structural and operational challenges, including:

- **Absence of a National DNA Database Information System** to store, match, and retrieve DNA profiles for crime investigation, civil litigation (e.g., paternity), disaster victim identification, and combating transnational crimes
- **Lack of a National DNA Databank Infrastructure Building**; current laboratory space is overstretched and doubled up as office space, exposing scientists to hazardous chemical fumes and compromising both staff safety and quality control
- **Inadequate scientific analytical equipment** and limited reagents, chemicals, and consumables, impeding timely analysis and decision-making.



- **Underutilized regional forensic labs** in Mbale, Mbarara, Moroto, and Gulu, which lack essential DNA analytical equipment and connectivity to a central database
- **Stagnant average turnaround time** of 30 days for forensic results, creating bottlenecks in the criminal justice system.
- **Limited capacity building programs** for personnel to manage and maintain high-end scientific analytical equipment.
- **Inadequate infrastructure** for forensic DNA analysis, especially at the regional level
- **Limited capacity** to collect and profile baseline DNA samples—estimated at **250,000 individuals**.
- **Inadequate legal and policy frameworks** to operationalize the National DNA Databank and regulate ethical and secure usage of DNA data.
- **Challenges in maintaining ISO/IEC 17025:2017 accreditation**, which GAL achieved but struggles to uphold due to resource constraints.
- **Underutilization of civil DNA testing services (e.g., paternity)**, limiting potential **non-tax revenue (NTR) generation**. Despite this, GAL's NTR has more than doubled from UGX 313.2 million in FY 2020/2021 to UGX 637.9 million in FY 2024/2025.

With support from this project, GAL has the potential to generate **UGX 5 billion annually in NTR**, strengthen forensic-based crime resolution, reduce wrongful arrests, uphold human rights, and bolster regional forensic collaboration.

GAL was accredited to **ISO 17025:2017 standards in February 2023**, which requires ongoing investment in quality management systems, regular proficiency testing, calibration, SOP development, and continuous audits; which needs are currently underfunded.

Globally, transnational crimes such as human trafficking, sex slavery, terrorism, and war crimes continue to rise. According to the **United Nations Office on Drugs and Crime (UNODC)**:

- The **global homicide rate** stood at approximately **6.1 per 100,000 population in 2023**
- More than **30% of homicides** go unsolved in low- and middle-income countries due to lack of forensic capability
- Africa's Great Lakes Region continues to experience conflict-related disappearances, with an estimated **over 8,000 victims still unidentified**, highlighting the urgent need for a regional forensic capability to support post-conflict justice and reconciliation processes.

1.2. Problem Statement

Uganda's lack of a modern, integrated, and operational National Forensic DNA Infrastructure coupled with a growing backlog of forensic cases, underutilized regional forensic laboratories, poor working environments, and absence of data-driven systems significantly undermines crime intelligence, criminal and civil investigations, evidence-based prosecutions, judicial service delivery, national security, and revenue collection.

1.2.1. Problem Causes

- Absence of a centralized National DNA Database System and infrastructure.
- Lack of dedicated DNA infrastructure (building, servers, equipment).
- Limited laboratory capacity and equipment at both national and regional labs.



- Inadequate human resource development and training programs.
- Lack of supporting legal framework for DNA data management.
- Insufficient funding for modern scientific laboratory equipment, laboratory reagents and consumables and quality control systems.

1.2.2. Problem Effects

- Delays in investigations, prosecutions, and delivery of justice.
- Escalation of case backlogs and wrongful arrests.
- Undermined human rights and victims' access to justice.
- Loss of public confidence in forensic justice systems.
- Sub-optimal revenue generation from scientific analytical services.
- Increased costs on prison facilities due to delayed investigations.

1.3. Strategic Fit Focus Area: inclusive_growth

Interventions:

Details:

The project is fully aligned with the **Governance and Security Programme** under the Fourth National Development Plan (NDP IV).

1. **Programme:** Governance and Security (Code: 160000)
2. **Programme Objective:** Objective 3 – OBJECTIVE 3: STRENGTHEN PEOPLE CENTERED DELIVERY OF SECURITY, JUSTICE, LAW AND ORDER SERVICES
3. **Intervention 4:** Undertake financing and administration of programme services

1.4. Justification

Constructing and operationalizing a **National Forensic DNA Databank and equipping the Regional Forensic laboratories** will:

- Improve investigative turnaround time and evidence-based prosecutions.
 - Reduce case backlogs, wrongful arrests, and costs of pre-trial detention.
 - Provide quality, impartial civil services (e.g., paternity testing).
 - Enhance GAL's ISO 17025:2017 accreditation compliance.
- Boost NTR to over UGX 5 billion annually.
- Enhance regional and international collaboration in forensic science.
 - Strengthen GAL's role as a **Center of Excellence** for forensics in the EAC and Great Lakes Region.

1.5. Stakeholders

Name:

Direct Beneficiaries

Responsibilities:

1. **Uganda Police Force (UPF)**
 - **Evidence collection & submission:** Collect DNA samples and forensic evidence at crime scenes following SOPs and chain-of-custody standards.
 - **Collaboration with laboratories:** Timely submission of samples and feedback on analytical results for investigations.
 - **Capacity building:** Train crime scene officers in DNA sample handling, contamination prevention, and use of databank outputs.



- **Integration:** Link Police Case Management Systems with LIMS/databank for efficient data exchange.
2. **Judiciary (Courts of Law)**
 - **Admissibility of evidence:** Establish and apply rules for recognition of DNA databank outputs as admissible evidence.
 - **Judicial training:** Build capacity of judges and magistrates on interpretation of forensic evidence.
 - **Oversight:** Ensure fair trial principles and safeguard against misuse of forensic data.
 - **Feedback loop:** Provide input on case outcomes to refine forensic reporting standards.
 3. **Office of the Director of Public Prosecutions (ODPP)**
 - **Evidence utilization:** Use databank outputs and forensic reports to strengthen case preparation and prosecutions.
 - **Case prioritization:** Request forensic analysis in line with prosecutorial needs and provide clear timelines.
 - **Training & awareness:** Build internal expertise on interpreting DNA evidence and presenting it in court.
 - **Policy input:** Contribute to the development of guidelines on disclosure and handling of sensitive forensic information.
 4. **Inspectorate of Government (IG)**
 - **Anti-corruption investigations:** Use forensic services to support investigations into fraud, identity-related crime, or evidence tampering.
 - **Oversight & accountability:** Monitor integrity of forensic services procurement, use, and governance.
 - **Policy input:** Provide checks to ensure databank use remains ethical, lawful, and aligned with accountability frameworks.
 5. **National Identification and Registration Authority (NIRA)**
 - **Data coordination:** Collaborate on identity verification in cases where DNA evidence links to national ID data (with strict privacy safeguards).
 - **Disaster victim identification (DVI):** Assist in reconciling DNA matches with civil registries for confirmation of identities.
 - **Regulatory compliance:** Ensure interoperability respects Uganda's data protection and identity laws.
 - **Public awareness:** Sensitize communities on voluntary submissions or family reference sampling in missing persons cases.
 6. **Local Councils and Traditional Courts**
 - **Community mobilization:** Sensitize communities on lawful use of DNA evidence and forensic services.
 - **Referral:** Refer disputes (e.g., paternity, land inheritance) requiring scientific validation to accredited forensic services rather than informal settlement.
 - **Dispute resolution:** Incorporate forensic findings into traditional and local dispute mechanisms where applicable.
 - **Trust building:** Promote acceptance of scientific evidence in community-based justice systems.
 7. **Ministry of Health (MoH) — Disaster Victim Identification**



- **Mass fatality management:** Lead collection of biological samples in disasters (victims and family reference samples).
 - **Public health integration:** Use DNA databank for epidemiological tracing where legally and ethically appropriate.
 - **Capacity building:** Train medical examiners, pathologists, and mortuary staff in forensic sampling.
 - **Coordination:** Work jointly with Police and GAL in disaster response frameworks.
8. **Regional Forensic Networks (EAC, Great Lakes Region)**
- **Cross-border cooperation:** Share best practices, training, and technology standards for DNA databanks.
 - **Data sharing agreements:** Develop protocols for lawful and secure exchange of forensic profiles in transnational crime/terrorism cases.
 - **Capacity harmonization:** Promote mutual recognition of accreditation and forensic standards in the region.
 - **Joint exercises:** Participate in regional disaster victim identification drills and interlaboratory proficiency testing.

In Summary :

- **UPF, ODPP, Judiciary** → Operational Users of the DNA databank outputs.
- **IG, NIRA, Local Councils** → Oversight, governance, and identity integration.
- **MoH** → Mass disaster & health related forensic support.
- **Regional Networks** → Collaboration, harmonization and cross border crime response.

Name

Statutory

Responsibilities:

1. Uganda National Bureau of Standards (UNBS)

- **Standards development:** Set national standards for forensic laboratory equipment, reagents, and consumables.
- **Quality assurance:** Certify calibration, measurement systems, and testing methods in line with ISO/IEC 17025.
- **Accreditation support:** Provide technical input during laboratory accreditation processes.
- **Market surveillance:** Prevent counterfeit or substandard forensic reagents/equipment entering supply chains.

2. National Drug Authority (NDA)

- **Collaboration in toxicology:** Provide expertise and reference material for forensic toxicology and drug testing laboratories.

3. National Environment Management Authority (NEMA)

- **Environmental compliance:** Enforce safe disposal of biological, chemical, and hazardous waste generated by DNA and forensic laboratories.
- **Monitoring:** Regular audits to ensure labs adhere to environmental and biosafety regulations.

4. Directorate of Water Development (DWD)

5. Uganda Revenue Authority (URA)

Name:

Private Sector

Responsibilities:



1. Insurance Companies

- **Fraud detection & prevention:** Use forensic services (e.g., DNA, toxicology) to verify claims in cases of suspected fraud, identity disputes, or cause of death.
Data protection compliance: Handle forensic results with strict confidentiality, aligning with data protection and privacy laws.
Financial sustainability: Explore partnerships for cost-sharing of non-criminal forensic services (e.g., kinship testing in insurance claims).
Awareness: Educate clients about legitimate use of DNA evidence in claims resolution.

2. Law Firms

- **Legal representation:** Use DNA databank results and forensic reports to strengthen litigation, defense, or civil claims (paternity, inheritance, fraud).
- **Compliance with evidence rules:** Ensure forensic evidence is lawfully obtained, presented, and challenged in court when necessary.
- **Capacity building:** Train lawyers on interpretation and limitations of forensic evidence.
- **Advocacy:** Support development of fair policies around use of DNA evidence, privacy, and human rights protections.

3. Hospitals (Public & Private)

- **Medical-legal support:** Collect biological samples in medico-legal cases (rape kits, accident victims, unidentified bodies) and submit them under chain-of-custody protocols.
- **Disaster response:** Partner with MoH and forensic authorities during mass casualty events for victim identification.
- **Clinical integration:** Provide family reference samples in missing persons or kinship verification cases.
- **Ethical compliance:** Ensure informed consent in cases where DNA testing overlaps with clinical procedures.

4. Employers (Corporate Sector)

- **Workplace integrity:** In high-risk sectors (banking, security, aviation), request lawful background verification through forensic checks (where permitted by law).
- **Support for investigations:** Cooperate with law enforcement and forensic services in workplace-related crimes (fraud, theft, workplace violence).
- **Data privacy:** Protect employee genetic/forensic information from misuse.
- **Corporate social responsibility (CSR):** Support public awareness, training, or infrastructure (e.g., workplace insurance or sponsorships for forensic capacitybuilding).

Name:

General Public

Responsibilities:

1. Victims of Crime and Civil Cases

- **Cooperation in investigations:** Provide biological samples (with consent) when required for identification, sexual assault cases, or victim-offender linkage.
Testimony & follow-up: Support use of forensic evidence in court through cooperation with police, ODPP, and judiciary processes.
- **Feedback:** Report experiences with forensic services to strengthen accountability, quality, and victim-centered practices.
- **Awareness & advocacy:** Participate in community sensitization on the role of DNA and forensic science in securing justice.

2. Families Seeking Paternity Resolution



- **Voluntary participation:** Provide reference samples for paternity/kinship analysis in civil disputes.
- **Legal compliance:** Follow due process through courts or accredited channels to prevent misuse of DNA testing.
- **Confidentiality respect:** Uphold privacy by not disclosing results outside lawful processes.
- **Demand for quality:** Hold service providers accountable for accuracy, fairness, and timely results.

3. Citizens Seeking Justice and Public Safety

- **Community cooperation:** Report crimes, provide witness statements, and, where applicable, consent to DNA sampling.
- **Upholding ethical use:** Support responsible, lawful use of DNA databanks while resisting misuse (e.g., unauthorized access or discrimination).
- **Public oversight:** Through civil society and community structures, demand transparency, ethical safeguards, and respect for human rights in databank operations.
- **Civic responsibility:** Pay taxes and levies that partly sustain forensic infrastructure and public safety programs.

Name:

External Partners

Responsibilities:

1. UN Systems (e.g. UNODC, WHO, UNDP, IAEA, etc.)

- **Technical assistance:** Provide global best practices, model laws, and policy guidance on DNA data banking, forensic governance, and data protection.
- **Capacity building:** Train forensic scientists, investigators, prosecutors, and judicial officers in DNA evidence handling and interpretation.
- **Standards & compliance:** Support Uganda in aligning forensic operations with international standards (e.g., ISO/IEC 17025, UN guidelines on human rights).
- **Resource mobilization:** Facilitate access to grants, equipment donations, and knowledge exchange platforms.

2. Interpol, African Union (AU), East African Community (EAC)

Cross-border cooperation: Enable secure data and intelligence sharing for transnational crimes (terrorism, trafficking, organized crime).

Regional harmonization: Support alignment of forensic procedures and databank policies across member states.

Joint operations & exercises: Engage in multi-country investigations, disaster victim identification (DVI) drills, and forensic proficiency testing.

- **Policy advocacy:** Encourage adoption of continental/regional protocols on forensic data governance and ethical safeguards.

3. International Donors and Development Partners (bilateral & multilateral)

- **Financing support:** Provide seed funding for infrastructure, equipment, LIMS/databank software, and initial consumables.
- **Technical expertise:** Deploy experts for laboratory design, IT security, legal frameworks, and accreditation.
- **Monitoring & accountability:** Participate in project oversight boards to ensure funds are used transparently and deliver measurable results.



- **Sustainability planning:** Support Uganda in developing models for long-term financing, local capacity building, and technology transfer.
- **Innovation & research:** Facilitate pilot projects (e.g., NGS-based forensic analysis, digital chain-of-custody tools).

Affected population

N/A

Location



Technical Description

Establish a secure, interoperable National DNA Databank and upgrade forensic scientific analytical services across Uganda (2025–2030) to strengthen criminal justice, victim identification, paternity/kinship resolution, disaster victim identification, and public health/forensics support.





Project Framework

2.1 Project Goal
<ul style="list-style-type: none"> 2.1.1 To establish and operationalize a centralized national DNA databank and fully equip GAL laboratories by 2030, reducing forensic case backlog by 70% and increasing annual non-tax revenue to UGX 5 billion through expanded forensic and civil services.
2.2 Outcomes
<ul style="list-style-type: none"> 2.2.1 Outcome 1: Forensic case backlog reduced by at least 70% by FY 2029/30 and Operationalized National DNA Databank with over 250,000 DNA profiles securely stored 2.2.2 Outcome 2: Annual non-tax revenue (NTR) increased from UGX 637.9M (FY 2024/25) to UGX 5Bn by FY 2029/30.
2.3 Outputs
<ul style="list-style-type: none"> 2.3.1 Output 1: National DNA Databank Infrastructure constructed and operationalized. <i>Completion of a purpose-built National DNA Databank facility equipped with modern laboratory spaces, secure data storage systems, and specialized utilities. The infrastructure will be fully operationalized through installation of essential equipment, deployment of ICT and security systems, and staffing with trained personnel. This building will serve as the central hub for DNA profiling, databank management, and coordination of forensic services nationwide, thereby strengthening investigative capacity, judicial processes, and national security.</i> 2.3.2 Output 2: National DNA Database Information System developed and integrated. <i>A secure and robust National DNA Database Information System is developed, tested, and fully integrated with the National DNA Databank infrastructure. The system will enable the electronic capture, storage, analysis, and retrieval of DNA profiles, supported by biometric and forensic data management functionalities. It will be equipped with advanced security features to ensure data integrity, confidentiality, and controlled access. Integration with law enforcement, immigration, judiciary, and other relevant agencies' systems</i>
<p><i>will allow for seamless data exchange, efficient case management, and timely support to investigations, judicial processes, and national security operations.</i></p>



2.3.3 Output 3: Regional GAL labs fully equipped and functional.

Regional laboratories of the Government Analytical Laboratory (GAL) are upgraded, furnished with modern forensic and analytical equipment, and supplied with the necessary utilities and reagents. Each lab will be staffed with trained personnel and supported by standard operating procedures, ICT systems, and quality assurance mechanisms. With these enhancements, the regional GAL labs will be fully functional, capable of conducting forensic examinations, toxicology, chemistry, DNA analysis, and other specialized tests. This will expand access to timely forensic services across the country, reduce case backlogs, and strengthen the administration of justice and public safety.

2.3.4 Output 4: GAL personnel trained in modern forensic and scientific analysis and quality systems.

Personnel of the Government Analytical Laboratory (GAL) are trained and certified in modern forensic and scientific analysis techniques, including DNA profiling, toxicology, chemistry, questioned documents, and digital forensics. Training also covers quality management systems, accreditation standards, laboratory information management, and emerging technologies in forensic science. This capacity building will enhance staff competence, improve adherence to international best practices, and ensure reliable, accurate, and timely forensic services in support of justice, law enforcement, and national security.

2.3.5 Output 5: Forensic Quality Management Systems (QMS) strengthened and ISO 17025:2017 maintained.

The Government Analytical Laboratory (GAL) strengthens its Forensic Quality Management Systems (QMS) to ensure continuous compliance with international standards. Processes, documentation, and procedures are regularly updated and audited in line with ISO/IEC 17025:2017 requirements for laboratory competence. Capacity building, internal audits, management reviews, and proficiency testing are institutionalized to sustain accreditation. This will guarantee the delivery of reliable, valid, and defensible forensic results that meet global standards, while reinforcing public trust, judicial confidence, and international recognition of GAL's services

- 2.3.6 Output 6: Annual Non Tax Revenue increased



The Government Analytical Laboratory (GAL) strengthens and diversifies its revenue-generating streams by expanding fee-based forensic, scientific, and consultancy services to government agencies, the private sector, and the public. Improved service delivery, automation of billing and collection systems, and enhanced client engagement ensure steady growth in Annual NonTax Revenue (NTR). This contributes to financial sustainability, reduces reliance on the central government budget, and supports reinvestment into modernizing forensic infrastructure, technology, and human capital.

- **2.3.7 Output 7: GAL service portfolio diversified and expanded**

The Government Analytical Laboratory (GAL) broadens and diversifies its range of forensic, scientific, and analytical services to meet emerging national and private sector demands. This includes the introduction of new testing and consultancy services in areas such as environmental analysis, materials analysis, cyber-forensics, and specialized DNA and toxicology services. Expansion of the service portfolio enhances GAL's capacity to generate revenue, improve client satisfaction, and provide comprehensive, timely, and reliable scientific support to law enforcement, regulatory authorities, and other stakeholders.

- **2.3.8 Output 8: Marketing and public awareness programs implemented**

The Government Analytical Laboratory (GAL) implements targeted marketing and public awareness programs to promote its forensic, scientific, and consultancy services to government agencies, private sector clients, and the general public. These programs include campaigns, workshops, seminars, and digital outreach aimed at increasing visibility, building client trust, and enhancing stakeholder engagement. Effective marketing and awareness initiatives will drive higher service uptake, expand the client base, and contribute to increased non-tax revenue and improved utilization of GAL's capabilities.

Activities: Construction of the National DNA Databank Building, Acquiring and establishment of National DNA Database, Equip Regional Forensic Laboratories, Train GAL Personnel in modern forensic and scientific analysis and quality systems, Implement the Forensic Quality Management Systems in line with ISO 17025:2017, Increase Annual Non Tax Revenue



Gantt Chart

Output / Activity Title	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Output 1: National DNA Databank Infrastructure constructed and operationalized.					
Activity 1: Construction of the National DNA Databank Building	█	█	█	█	
Output 2: National DNA Database Information System developed and integrated.					
Activity 1: Acquiring and establishment of National DNA Database				█	█
Output 3: Regional GAL labs fully equipped and functional.					
Activity 1: Equip Regional Forensic Laboratories	█	█	█	█	█
Output 4: GAL personnel trained in modern forensic and scientific analysis and quality systems.					
Activity 1: Train GAL Personnel in modern forensic and scientific analysis and quality systems	█	█	█	█	█
Output 5: Forensic Quality Management Systems (QMS) strengthened and ISO 17025:2017 maintained.					
Activity 1: Implement the Forensic Quality Management Systems in line with ISO 17025:2017	█	█	█	█	█





Output 6: Annual Non Tax Revenue increased

Activity 1: Increase Annual Non Tax Revenue					
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Output 7: GAL service portfolio diversified and expanded

Output 8: Marketing and public awareness programs implemented



Coordination with Other Government Agencies

Coordination with Other Government Agencies is empty



Costed Annualized Plan

	Code	Name	Period					Sub-Total	Sources of Funds
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		
1		Output 1: National DNA Databank Infrastructure constructed and operationalized.	25	25	25	55	-	130	
1.1		Activity 1: Construction of the National DNA Databank Building	25	25	25	55	-	130	
1.1.1	300000	Assets	25	25	25	55	-	130	2-Central GOU Sources
2		Output 2: National DNA Database Information System developed and integrated.	-	-	-	25	30	55	
2.1		Activity 1: Acquiring and establishment of National DNA Database	-	-	-	25	30	55	
2.1.1	311424	Computer databases - Stock	-	-	-	25	30	55	2-Central GOU Sources
3		Output 3: Regional GAL labs fully equipped and functional.	8	9	11	12	14	53	
3.1		Activity 1: Equip Regional Forensic Laboratories	8	9	11	12	14	53	





3.1.1	312207	Classified Assets	6	7	8	9	10	41	2-Central GOU Sources
3.1.2	312203	Furniture & Fixtures	0	0	0	1	1	2	2-Central GOU Sources
3.1.3	312213	ICT Equipment	0	1	1	1	1	3	2-Central GOU Sources
3.1.4	312201	Transport Equipment	0	1	1	1	2	5	2-Central GOU Sources
3.1.5	312211	Office Equipment	0	0	0	0	1	2	2-Central GOU Sources
4	Output 4: GAL personnel trained in modern forensic and scientific analysis and quality systems.		0	0	0	0	1	2	
4.1	Activity 1: Train GAL Personnel in modern forensic and scientific analysis and quality systems		0	0	0	0	1	2	
4.1.1	221003	Staff Training	0	0	0	0	1	2	2-Central GOU Sources
5	Output 5: Forensic Quality Management Systems (QMS) strengthened and ISO 17025:2017 maintained.		1	1	2	2	2	8	





5.1	Activity 1: Implement the Forensic Quality Management Systems in line with ISO 17025:2017		1	1	2	2	2	8	
5.1.1	221003	Staff Training	0	0	0	0	0	2	2-Central GOU Sources
5.1.2	211106	Allowances (Incl. Casuals, Temporary, sitting allowances)	0	0	0	0	0	2	2-Central GOU Sources
5.1.3	221002	Workshops, Meetings and Seminars	0	0	1	1	1	2	2-Central GOU Sources
5.1.4	227002	Travel abroad	0	0	0	1	1	2	2-Central GOU Sources
6	Output 6: Annual Non Tax Revenue increased		1	1	1	1	1	4	
6.1	Activity 1: Increase Annual Non Tax Revenue		1	1	1	1	1	4	
6.1.1	221000	General use of goods and services	1	1	1	1	1	4	2-Central GOU Sources





7	Output 7: GAL service portfolio diversified and expanded	-	-	-	-	-	-	
8	Output 8: Marketing and public awareness programs implemented	-	-	-	-	-	-	
Total Costs		34	36	39	95	47	252	





Implementing Agencies


National DNA Databank Infrastructure constructed and operationalized.	135 - Directorate of Government Analytical Laboratory
National DNA Database Information System developed and integrated.	135 - Directorate of Government Analytical Laboratory
Regional GAL labs fully equipped and functional.	135 - Directorate of Government Analytical Laboratory
GAL personnel trained in modern forensic and scientific analysis and quality systems.	135 - Directorate of Government Analytical Laboratory
Forensic Quality Management Systems (QMS) strengthened and ISO 17025:2017 maintained.	135 - Directorate of Government Analytical Laboratory
Annual Non Tax Revenue increased	135 - Directorate of Government Analytical Laboratory
GAL service portfolio diversified and expanded	135 - Directorate of Government Analytical Laboratory
Marketing and public awareness programs implemented	135 - Directorate of Government Analytical Laboratory



Additional Information

Achievements FY 2020/2021-2024/2025.

- Government Analytical Laboratory (GAL) acquired accreditation as a Testing Laboratory upon satisfying the requirements of ISO/IEC 17025:2017 General Requirements for the competence of testing and calibration laboratories in respect of the submitted and approved schedules effective 08th February 2024.
- Government through the Ministry of Internal Affairs represented by Government Analytical Laboratory (GAL) entered into a contract with SMS Construction to construct the National DNA Databank. Building and Establishment of a Forensic DNA Data base to support Intelligence and Crime Investigations will lead to the strengthening National Security and Persons identification and will not only solve the problem of criminal identification and security but also will eliminate massive arrests of suspects before evidence is obtained and this will reduce the costs of feeding the suspects in prisons.
- GAL embarked on the operationalization of the GAL Regional Forensic Laboratories; The Mbale, Mbarara and Gulu Regional Laboratories have been staffed and equipped with preliminary modern scientific analytical equipment. This has improved on service delivery and administration of justice to the regions in the country.
- Establishment, management and control of the National Poison Information Management Centre (NPIMC). The central role of the national poison management centre is to coordinate national poison management and response in relation to clinical and forensic suspected poisoning cases. NPIMC operates on the basis of standardised poison databases that enable prompt identification of toxic components leading to poisoning, and identifying corresponding antidotes which guide the treatment option. The NPIMC also serves as an information sharing, advisory and research function across all stakeholders along the poison management response chain.
- GAL has contributed to Forensic Case Backlog Reduction Efforts in the country through forensic scientific analysis and implementation of the GAL Case Backlog Reduction Strategy (CBRS). The Case Backlog stood at 5,782 cases before implementation of the CBRS and now stands at 2,124 cases as at June 2025. This has aided administration of justice and improved service delivery in the justice chain.
- The Turn around time for forensic and scientific analytical services has been reduced from 120 days before implementation of the CBRS to 30 days as at June 2024. This has ensured timely provision of services to our clients and realization of the GAL mandate.
 - Infrastructural Development has been undertaken in GAL that includes; Construction of the perimeter wall at the GAL main laboratory, renovation of office space and the board room, construction of the Poison Information Centre, tarmacking and landscaping at GAL main laboratory, construction of the Exhibit Storage Facility at GAL main laboratory, construction of the Gulu Regional Forensic Laboratory, Construction of breast feeding and day care centers at the GAL main laboratory, Mbale Regional Laboratory and Mbarara Regional Laboratory. This development has improved facilities, security, accessibility and service delivery at GAL.
- Installation of Information, Communication and Technology (ICT) systems at GAL which include Access Control and security cameras, High performance server, Access controls CCTV & Biometric systems, Laboratory Information Management System (LIMS), Electronic Document Management System (EDMS), Case Statistics Dashboard (CSD) among others. These systems have improved work flow processes and contributed to the reduced turn around time for forensic analysis.
- GAL has acquired several modern scientific analytical equipment which include; Genetic Analyzers, Gas Chromatography Mass Spectrometer (GCMS), Bullet



Recovery system, Infra-red spectrometer (FTIR), A Ballistics Information System (ABIS), High powered generators for GAL main laboratory and 4 small generators for regional laboratories, Comparison Microscope for Ballistics and Tool marks laboratory and Cold room for exhibits storage and cold freezers among other equipment. This modern scientific equipment has contributed to reduction of case backlog through reduced turn around time.

Plans for next five years;

- Completion of the construction and equipping of the National DNA Databank Infrastructure Building.
- Elimination of the Forensic Case Backlog to aid administration of justice and improve Governance and security and service delivery in the justice chain.
- Integration of Information and Communication Technology (ICT) Systems at the Government Analytical Laboratory to Improve Efficiency and Service Delivery.
- Enactment of the Forensic and Scientific Analytical Services Bill to provide for the regulation of forensic and scientific analytical services; to establish the Government Analytical Laboratory; to designate the Government Analytical Laboratory as the national referral for forensic and analytical services; to designate the Department of inspection and legal services at the Ministry of Internal Affairs as the regulator of forensics and scientific analytical services; to provide for the collection, taking and use of bodily samples for investigative purposes; to designate the Government Analytical Laboratory as the National Poison Information Centre; and for related matters.
- Strengthen research, development, and innovation (RDI) capacity, particularly in forensic science and scientific analytical services. The focus is on improving RDI in areas like institutionalizing R&D, prototype development, and acquiring necessary laboratory equipment.
- Full operationalization and development of the Regional Forensic Laboratories to enhance access to GAL services.

List of Attachments

- [NATIONAL DNA DATABANK INFRASTRUCTURE MINUTES.pdf](#)
- [GSP PROJECT COMMITTEE MEETING MINUTES \(2\).pdf](#)





THE REPUBLIC OF UGANDA
MINISTRY OF INTERNAL AFFAIRS

ADDRESS

Plot 75, Old Port Bell Road,
P.O.Box 7191, Kampala - Uganda

TEL: +256 417 436 100 **EMAIL:** info@mia.go.ug