THE REPUBLIC OF UGANDA

Uganda Vision 2040

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

Office of the Director of Public Prosecutions
Uganda

STRATEGIC PLAN
2025/26 - 2029/30

THE REPUBLIC OF UGANDA

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

STRATEGIC PLAN

2025/26 - 2029/30

GOAL

Streamline prosecution services to foster delivery of justice and socio-economic development in the country.

THEME

Efficient and Effective Prosecutions for Sustainable Socio-Economic Transformation.

FOREWORD

The 2025-2030 Strategic Plan (SP) for the Office of the Director of Public Prosecutions (ODPP) lays out a transformative agenda to enhance justice delivery and align with Uganda's National Development Plan IV (NDPIV). The Strategic Plan is a result of extensive consultations with stakeholders, and rigorous analysis of challenges and opportunities. It also signifies our commitment to fostering a responsive and professional prosecution service. By implementing this Plan, the ODPP aims to uphold justice, rule of law, accountability, and efficiency in criminal prosecutions across the country.

This Plan outlines key objectives, strategies, and resource mobilization plans essential for strengthening the ODPP's institutional capacity, ensuring adherence to prosecution standards, and enhancing international cooperation in criminal matters. Through collaboration with government institutions, development partners, civil society organisations and the public, the ODPP will continuously work towards a fair and effective Criminal Justice system that contributes to national socio-economic development.

I urge all stakeholders to engage with and support the implementation of this Plan as we work together to foster administration of justice which serves the public interest, and contributes to the transformation of Uganda's Criminal Justice landscape.

Jane Frances ABODO
DIRECTOR OF PUBLIC PROSECUTIONS

ACKNOWLEDGEMENTS

The Office of the Director of Public Prosecutions (ODPP) extends its gratitude to the Government of Uganda, ODPP staff, criminal justice institutions law enforcement agencies, MDAs, development partners, civil society organizations, and all individuals who provided expertise, insights, and feedback during the consultative processes that shaped the development of the 2025-2030 Strategic Plan.

We extend our profound appreciation to the National Planning Authority (NPA) for its invaluable guidance in aligning the strategic direction of the ODPP with Uganda's broader national aspirations as articulated in *Vision 2040*. The NPA's insights were instrumental in emphasizing the critical importance of establishing clear, measurable benchmarks to support the development of the criminal prosecution service that embodies the principles of justice.

We acknowledge the dedication of the ODPP Strategic Plan Contract Management Team which actively coordinated the development of the Plan. Special appreciation goes to the technical team led by Prof Gerald Kagambirwe Karyeija which was responsible for compiling, analyzing data, drafting policies, and ensuring that the Plan is well informed and aligned with national priorities.

As we embark on the implementation of this Plan, we look forward to sustained collaboration, engagement, and commitment from all stakeholders to achieve a more effective and inclusive Criminal Justice system.

Kainza Agnes Nzogi
PERMANENT SECRETARY
OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

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LIST OF ABBREVIATIONS

AU	African Union
CNDPF	Comprehensive National Development Planning Framework
DPP	Director of Public Prosecutions
FY	Financial Year
GOU	Government of Uganda
GSP	Governance and Security Programme
ICT	Information Communication Technology
IPPS	Integrated Personnel and Payroll System
JLOS	Justice Law and Order Sector
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MIS	Management Information Systems
MLA	Mutual Legal Assistance
MoFPED	Ministry of Finance, Planning and Economic Development
MoPS	Ministry of Public Service
MTEF	Medium Term Expenditure Framework
NDP IV	Fourth National Development Plan
NDPII	Second National Development Plan
NDPIII	Third National Development Plan
NPA	National Planning Authority
ODPP	Office of the Director of Public Prosecutions
PBA	Programme Based Approach
PBS	Programme-Based System
PIAP	Programme Implementation Action Plan
PROCAMIS	Prosecution Case Management Information System
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SIP IV	Strategic Investment Plan IV
SOPs	Standard Operating Procedures
SP V	Strategic Plan V

SP	Strategic Plan
ToC	Theory of Change
UGX	Uganda Shillings
UPF	Uganda Police Force

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EXECUTIVE SUMMARY

The Office of the Director of Public Prosecutions (ODPP) presents its 2025-2030 Strategic Plan, designed to enhance its ability to deliver justice efficiently and contribute to national development. This strategy aligns with Uganda's National Development Plan IV (NDPIV) and builds on past achievements while addressing emerging challenges in criminal prosecution.
The ODPP will contribute to objective five (5) of the NDP IV aimed at strengthening good governance, security and the role of the state in development. This will be through the Administration of Justice goal towards improved access to justice for all with an objective of strengthening a people-centered justice delivery system.

The ending SP for ODPP registered notable achievements that included: Developed and launched various guidelines to support prosecution and enhance management of criminal cases including the Prosecution-Guided Investigations Guidelines, Guidelines for Management of Investigations and Prosecution of Land Crimes in Uganda among others; increased prosecution of cases which in turn has led to increased awareness of rights of victims and improved reporting of cases to police; improved recovery of proceeds of crime; developed and launched the MLA Guidelines as an interim measure for processing MLA requests; enhanced the quality of prosecutions due to improved coordination between ODPP and Police/CID as well as the Judiciary; and continued the roll out of the Prosecution Case Management Information System (PROCAMIS) which improved management of case information on cases in the ODPP. Despite these successes, challenges included: Outbreak and the impact of COVID-19; and under-staffing of the ODPP (with the human resource structure operating at 40.3% of the approved organizational structure) which affects service delivery.

The ODPP is committed to upholding its core values of independence, professionalism, transparency and accountability, teamwork, and inclusiveness to ensure fair and effective Criminal Justice. The ODPP strategic direction for the next five years envisions '***A crime free society'*** with a mission '***to provide professional and responsive prosecution services that promote public trust and contribute to national transformation'.*** The ODPP operates under a

mandate defined by Article 120 of the Constitution of the Republic of Uganda, 1995 which empowers it to prosecute criminal cases in all courts except the Court Martial.

This Strategic Plan sets a clear path for the ODPP's transformation, ensuring timely prosecution, fair justice delivery, and national socio-economic development over the next five years.

To achieve this strategic direction, ODPP has structured key strategic pillars and objectives presented below.

The Strategic Plan is structured around two key pillars:

Pillar 1: Criminal prosecutions

i. To prosecute criminal cases.
ii. To recover proceeds of crime and execute compensation orders.
iii. To strengthen international cooperation in criminal matters.
iv. To ensure adherence to criminal prosecution standards.

Pillar 2: Institutional development and management

v. To strengthen institutional capacity for delivery of prosecution services.

The implementation of this plan will be financed through government allocations, and where necessary from the development partners. Revenue forecasts project a total of UGX 755.6 billion over five years. The ODPP also seeks to maximize efficiency, engage development partners, and advocate for additional funding to bridge financial gaps. The ODPP has adopted a Monitoring, Evaluation, and Learning (MEL) framework to ensure strategic execution and measurable impact. Through performance standards, audits, and public engagement, the ODPP will enhance operational efficiency, uphold transparency, and strengthen national and international cooperation in Criminal Justice.

CHAPTER ONE
INTRODUCTION

1.1 Introduction

The Office of the Director of Public Prosecutions (ODPP) unveils its 2025 - 2030 Strategic Plan, strengthening its ability to fulfill its mandate over the next five years. Aligned to the NDPIV, this new Plan builds on previous successes and sets a clear path for the ODPP's revised strategic direction, priorities, and key actions. It also provides a comprehensive overview of the ODPP's background, the rationale behind the Plan, its alignment with global and national frameworks, and the strategic planning process that shaped its development.

This Strategic Plan covers the situation analysis providing key achievements, challenges and lessons learned. The contextual analysis is provided using the SWOT, PESTEL, stakeholder analysis and risk analysis matrix. This Plan provides the strategic direction and strategic positioning of the ODPP in terms of pillars, strategic objectives, strategic actions as well as the cross-cutting issues mainstreamed within the operations of the ODPP. The implementation and funding mechanisms are provided as well. Additionally, the Plan outlines the Monitoring, Evaluation, Accountability and Learning (MEAL) strategy including the Theory of Change (TOC), the MEAL cycle, the reporting flow as well as the results framework.

1.2 Background

Article 120 of the Constitution of the Republic of Uganda, 1995 establishes the Director of Public Prosecutions (DPP), mandating him/her to prosecute criminal cases in all courts except the Court Martial. The DPP also directs the Police in criminal investigations. Operating autonomously, the DPP remains free from external influence while ensuring public interest, administration of justice, and the need to prevent abuse of legal process.

The functions of the DPP provided under Article 120 (3) of the Constitution of the Republic of Uganda, 1995 are: -

(a) to direct the police to investigate any information of a criminal nature and to report to him or her expeditiously;

(b) to institute criminal proceedings against any person or authority in any court with competent jurisdiction other than a court martial;

(c) to take over and continue any criminal proceedings instituted by any other person or authority;

(d) to discontinue at any stage before judgment is delivered, any criminal proceedings to which this article relates, instituted by himself or herself or any other person or authority; except that the Director of Public Prosecutions shall not discontinue any proceedings commenced by another person or authority except with the consent of the court.

1.3 Legal and Institutional Framework

The mandate of the DPP is derived from Article 120 of the Constitution of the Republic Uganda, 1995 as stated in 1.2 above. There are laws enacted that are frequently used and have a significant bearing on the mandate of the DPP. These (listed alphabetically, with their respective chapter(Cap.) numbers) include:

A

i. Access to Information Act Cap. 95
ii. Administration of the Judiciary Act Cap. 4
iii. Administrator General's Act Cap. 264
iv. Agricultural Chemicals (Control) Act Cap. 35
v. Anti-Corruption Act Cap. 116
vi. Anti-Homosexuality Act Cap. 117
vii. Anti-Money Laundering Act Cap. 118
viii. Anti-Pornography Act Cap. 119
ix. Anti-Terrorism Act Cap. 120
x. Amnesty Act Cap. 316
xi. Arbitration and Conciliation Act Cap. 5

B

i. Building Control Act Cap. 136

C

i. Children Act Cap. 62
ii. Commissioners for Oaths (Advocates) Act, Cap. 6

iii. Community Service Act Cap. 121
iv. Computer Misuse Act Cap. 96
v. Constitution of the Republic of Uganda, 1995
vi. Cooperative Societies Act Cap. 107
vii. Criminal Procedure Code Act Cap. 122

D

i. Data Protection and Privacy Act Cap. 97
ii. Diplomatic Privileges Act Cap. 185
iii. Domestic Violence Act Cap. 123

E

i. Electoral Commission Act Cap 176
ii. Electronic Signatures Act Cap. 98
iii. Electronic Transactions Act Cap. 99
iv. Employment Act Cap 226
v. Evidence Act Cap. 8
vi. Evidence (Bankers Books) Act Cap. 9
vii. Explosives Act Cap. 319
viii. Extradition Act Cap. 124

F

i. Financial Institutions Act Cap 57
ii. Firearms Act Cap. 320
iii. Fisheries and Aquaculture Act Cap. 314

H

i. Habitual Criminals (Preventive Detention) Act Cap. 125
ii. HIV and AIDS Prevention and Control Act Cap. 126
iii. Human Rights (Enforcement) Act Cap. 12

I

i. Identification of Offenders Act Cap. 127
ii. Illiterates Protection Act Cap. 288
iii. Inquests Act Cap. 13
iv. International Criminal Court Act Cap. 14

v. Interpretation Act Cap 2

vi. Investment Code Act Cap. 74

J

i. Judgments Extension Act Cap. 15

ii. Judicature Act Cap. 16

iii. Justices of the Peace Act Cap. 17

L

i. Land Act Cap. 236

ii. Law Development Centre Act Cap. 251

iii. Leadership Code Act Cap. 33

iv. Local Governments Act Cap 138

v. Lotteries and Gaming Act Cap 334

M

i. Magistrates Courts Act Cap. 19

N

i. Narcotic Drugs and Psychotropic Substances (Control) Act Cap. 37

ii. National Coffee Act Cap. 38

iii. National Drug Policy and Authority Act Cap. 160

iv. National Environment Act Cap 181

v. National Forestry and Tree Planting Act Cap 160

O

i. Oaths Act Cap. 21

P

i. Parliamentary Elections Act Cap 177

ii. Penal Code Act Cap. 128

iii. Police Act Cap. 324

iv. Presidential Elections Act Cap 179

v. Prevention and Prohibition of Human Sacrifice Act Cap. 129

vi. Prevention and Prohibition of Torture Act Cap 130

vii. Prevention of Trafficking in Persons Act, Cap. 131

viii. Prisons Act Cap. 325

ix. Probation Act Cap. 132
x. Prohibition of Female Genital Mutilation Act Cap. 133
xi. Public Finance Management Act Cap 171
xii. Public Order Management Act Cap. 326
xiii. Public Procurement and Disposal of Public Assets Act Cap. 205
xiv. Public Service Act Cap. 91
xv. Public Service Commission Act Cap. 92

R

i. Refugees Act Cap. 312
ii. Registration of Titles Act Cap. 240
iii. Regulation of Interception of Communications Act Cap. 101
iv. Roads Act Cap. 346

S

i. Salaries and Allowances (Specified Officers) Act Cap. 94
ii. Succession Act Cap. 268
iii. Survey Act Cap. 241

T

i. Tobacco Control Act Cap 43
ii. Traffic and Road Safety Act Cap. 347
iii. Transfer of Convicted Offenders Act Cap. 134
iv. Trial on Indictments Act Cap. 25

U

i. Uganda Citizenship and Immigration Control Act Cap. 313
ii. Uganda Human Organ Donation and Transplant Act Cap. 311
iii. Uganda National Examination Board Act Cap 259
iv. Uganda Peoples' Defence Forces Act
v. Uganda Wildlife Act Cap. 315

W

i. Whistleblowers Protection Act Cap. 34
ii. Witchcraft Act Cap. 135
iii. Witness Summons (Reciprocal Enforcement) Act Cap. 29

There are also practice directions that influence ODPP work such as the High Court (Anti-Corruption Division) (Case Management) Rules, 2021, Legal Notice No. 11 of 2021; the High Court (International Crimes Division), Practice Direction No. 10 of 2011; The Constitution (Sentencing Guidelines for Courts of Judicature) (Practice) Directions, 2013; and The Judicature (Plea Bargain) Rules, Statutory Instruments No. 43 of 2016.

In addition, there are regional and international instruments that significantly impact on ODPP work.

Currently, there is no prosecution policy in Uganda but there are other policies that have a direct influence on the ODPP work. These include the National Transitional Justice Policy, the Zero Tolerance to Corruption Policy, various witness protection and victim empowerment and asset recovery mechanisms.

The above legal and policy frameworks signal that ODPP requires prudent mechanisms for planning, budgeting, performance reporting, monitoring and evaluation of prosecutions services and outcomes. To achieve this, ODPP has reviewed its mission as "***to provide professional and responsive prosecution services that command public trust and contribute to national transformation"***, which has guided the formulation of the organization's strategic objectives, strategies, and actions to be executed during the next five financial years.

1.4 Rationale and purpose of the Strategic Plan

In line with the requirements of the Comprehensive National Development Planning Framework (CNDPF) under the National Planning Authority (NPA) Act 2002, all MDAs are required to have elaborate 5-year strategic plans in line with the current National Development Plan (NDP). In consonance with this requirement, the ODPP has implemented its fifth Strategic Plan (SP V 2020/21-2024/25) aligned to JLOS SP V and NDP III. The SP V has come to an end and, as required by the National Public Monitoring and Evaluation Policy 2011, it has undergone an endline evaluation. The results of this evaluation have informed the design of the new SP 2025-2030. The purpose of the Plan is to:

i. Present the summary of performance of the ending SP V;
ii. Detail the strategic direction for ODPP over the next five years including the vision, mission, goal and strategic objectives;

iii. Explicitly present the interventions and activities that will be conducted by ODPP;
iv. Present the costed implementation arrangements that draw up a risk and mitigation mechanism, communication and financing plan and present the Plan's MEAL framework for the ODPP to follow up on its implementation and results.

1.5 Alignment of the SP with National, Regional and Global frameworks

This Plan is aligned to the Sustainable Development Goals (SDGs) of 2030, the African Union Agenda 2063, the East African Vision 2050 and Uganda's Vision 2040. It is also aligned to the 10-fold strategy and NDP IV. The analysis of the global and national context is presented below:

1.5.1 The Global Context

a) Alignment with the Global Agenda 2030

The Plan is aligned with SDG-16, which promotes peace, justice, and strong institutions. It supports key indicators such as equal access to justice, reducing corruption, and fostering accountable institutions, all central to ODPP's mandate. By strengthening prosecution services, enhancing transparency, and ensuring fair legal processes, the Plan reinforces the rule of law and builds public trust in Uganda's legal system.

Through this Plan, ODPP aims to provide accessible corruption-free prosecution services that empower Ugandans to contribute to their own socio-economic transformation. Additionally, ODPP remains committed to prosecuting crime. The successful implementation of the Plan will directly support the achievement of SDG targets, foster peaceful, inclusive societies and build effective, accountable institutions at all levels.

b) Alignment with the African Union (AU) Agenda 2063

The Plan also cascades from the African Union (AU) Agenda 2063. The AU Agenda 2063, under Aspiration 1, is focused on *"A prosperous Africa, based on inclusive growth and sustainable development"*. Under this Aspiration, ODPP lays focus on contributing to:

i. Galvanizing and uniting all Africans and the Diaspora around the common vision of a peaceful, integrated and prosperous Africa;

ii. Harnessing the continental endowments embodied in its people, history, cultures and natural resources, geo-political position to effect equitable and people-centred growth and development;
iii. Using interventions under this strategy to accelerate implementation of continental frameworks, and other similar initiatives that relate to the reduction of crime;
iv. Working with partner states to ensure coherence and coordination to continental, regional and national frameworks and plans adopted by the African Union and Member states' plans and strategies;
v. Contributing to ideas and interventions to implement policy and expand policy space for individual, sectoral and collective actions to realize the continental vision of a prosperous and self-determined Africa.

Other commitments under the African block include:

i. African Charter on Human and Peoples' Rights;
ii. African Charter on the Rights and Welfare of the Child;
iii. The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (The Maputo Protocol);
iv. The Protocol on Common Market of Eastern and Southern Africa;
v. The Juba Peace Agreement;
vi. The Protocol on the Establishment of the East African Community;
vii. New Partnership for Africa's Development (NEPAD);
viii. Asset Recovery Inter-Agency Network for Southern Africa (ARINSA);
ix. Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG); and
x. International Conference on the Great Lakes Region (ICGLR) and its Protocols;

c) Alignment with the East African Vision 2050

This Plan is aligned to the East African Community (EAC) priorities particularly on good governance whose goal is '***Democratic values, human rights, access to justice and the rule of law entrenched in all East African Partner States***'. The interventions under this SP are based on frameworks that are relevant to Prosecution. These include:

i. Protocol on Cooperation in Defense Affairs
ii. Protocol on Peace and Security

iii. EAC Protocol on Foreign Policy Coordination
iv. Protocol on Combating Illicit Drug Trafficking
v. Strategy on Regional Peace and Security
vi. Regional Strategy against Piracy and Maritime Security in Eastern & Southern Africa and the Indian Ocean
vii. The East African Court of Justice.

In addition, ODPP interventions will be linked to (a) rule of law and law enforcement, (b) ethics and anti-corruption, (c) freedom of expression, (d) participation and inclusiveness, (e) social cohesion and protection. In this regard, capacity building in these areas at national and local levels will be undertaken to advocate for regional values and governance ethics to promote social cohesiveness to move into the future as "one people".

1.5.2 The National Context

a) Alignment with the Uganda Vision 2040

The Uganda Vision 2040 is the main planning framework where the ODPP makes a contribution. This involves changing from a predominantly low-income to a competitive upper middle-income country within 30 years[1]. The country's vision is: *"A transformed Ugandan society from a peasant to a modern and prosperous country by 2040"*. Vision 2040 envisages promotion and consolidation of the prevailing peace, security and stability that the country enjoys, as the foundation for investment, trade, and the movement of people and goods. The fundamentals for the attainment of the vision, inter alia, include peace, security and defence. The ODPP has been placed under the Administration of Justice Programme of the NDP IV to facilitate the attainment of justice in its implementation framework.

b) Alignment with the National Development Plan IV

This Plan is as well aligned to the NDP IV especially under the Administration of Justice Programme. The ODPP will ensure a crime free society through providing professional and responsive prosecution services that command public trust and contribute to national transformation. The goal of the NDP IV is "***to achieve higher household incomes, full***

[1] https://www.greenpolicyplatform.org/sites/default/files/downloads/policy-database/UGANDA)%20Vision%202040.pdf

economic monetization, and employment for sustainable socio-economic transformation". The theme is, ***Sustainable Industrialization for Inclusive Growth, Employment, and Wealth Creation.***

The NDP IV has set five national development objectives which provide the overall focus of the national development agenda. These are:

1. Sustainably increasing production, productivity and value addition in agriculture, minerals, oil and gas, tourism, ICT & financial services;
2. Enhancing human capital development along the entire life cycle;
3. Supporting the private sector to drive growth and create jobs;
4. Building and maintaining strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT; and,
5. Strengthening good governance, security and the role of the state in development.

The national development objectives are operationalized through eighteen (18) programmes that comprehensively cover the national development needs and priorities. The ODPP falls under the Administration of Justice programme which aims to improve access to justice for all. The ODPP's direct contribution to the programme is illustrated below:

Table 1: ODPP contribution to the Administration of Justice Programme

Programme	Sub programme	Objective	Intervention
Administration of Justice	Criminal Justice	Strengthen people centred justice service delivery system	Reduce case backlog in the court system and increase access to legal aid by vulnerable persons
			Construct and equip additional administration of justice service delivery points
			Rehabilitate justice service delivery points
			Implement special programmes that promote equal opportunities and reduce vulnerability
			Strengthen the use of Prosecution-Guided Investigation in the handling of cases
			Improve physical infrastructure
			Increase public awareness and advocacy on justice systems
		Reform and strengthen justice business processes	Strengthen case and record management systems
			Reform rules and procedures
			Automate and integrate information management systems
			Strengthen capacity of duty bearers

Programme	Sub programme	Objective	Intervention
			Strengthen administration of justice institutions to resolve disputes in special areas including Land, Commercial, Family disputes, Environment, Standards and Utilities and Tax disputes
		Strengthen the fight against corruption	Strengthen prevention, detection/investigation and response/adjudication of corruption cases
			Strengthen the inspectorate function in the justice system
		Strengthen legal and regulatory frameworks for efficient and effective administration of justice	Strengthen human resource in the delivery of justice
			Retool institutions in the administration of justice
			Undertake research and development to improve delivery of justice

c) Alignment with the ten-fold strategy to move Uganda from USD 49.5 billion to USD 500 billion by 2040 in a transformative, inclusive and sustainable manner

The Government of Uganda embarked on an ambitious strategy of growing the economy tenfold from USD 49.5 billion in FY 2023/2024 to USD 500 billion in the next 15 years. The NDP IV is the fourth out of the six NDPs for Uganda Vision 2040. It is also the last Plan to deliver the Global Agenda 2030 of the SDGs[2]. The goal of NDP IV is "to achieve higher household incomes and employment for sustainable socio-economic transformation." It is premised on the theme: Sustainable industrialization for inclusive growth, employment and wealth creation. The ten-fold strategy also cascades from the AU Agenda 2063 Aspiration 1 towards "A prosperous Africa, based on inclusive growth and sustainable development". ODPP therefore makes her contribution towards the achievement of this aspiration as outlined above.

d) Alignment with the NRM Manifesto 2021-2026

The ODPP will advance the manifesto's commitments by implementing strategic interventions to enhance justice delivery. These include: reducing case backlog through streamlined prosecution processes: automating case management systems to improve efficiency: expanding PROCAMIS to new stations for better case tracking: strengthening anti-corruption efforts to uphold integrity

[2]https://www.independent.co.ug/inside-the-governments-ten-fold-growth-strategy

in prosecutions and implementing the National Transitional Justice Policy to address past injustices.

Additionally, ODPP will reinforce collaboration with Ministries, Departments, and Agencies (MDAs) and non-state actors to uphold Uganda's democratic values, safeguard the rule of law, and protect life and property. By ensuring effective and efficient prosecutions, ODPP will contribute to crime reduction and foster a fair, transparent, and accountable justice system that aligns with Uganda's long-term development goals.

The NRM Manifesto 2021-2026 highlights significant strides in strengthening Uganda's Justice, Law, and Order Sector (JLOS), including reducing case backlog from 18% to 17% and increasing public trust in justice institutions to 59% through improved investigations and prosecutions.

1.6 The Strategic Planning Process

This Strategic Plan has been shaped through extensive consultations and discussions with ODPP stakeholders and the ODPP's leadership. This Strategic Plan is the result of a thorough self-assessment by the leadership, management, staff, and other key stakeholders. Internal stakeholder meetings were conducted with the support and technical guidance of a facilitator. Additionally, the process was enriched by an extensive review of literature at global, continental, regional, national, and sector levels, along with consultative engagements with key stakeholders. Strategic direction meetings with Senior and Top Management Teams further shaped the plan. The expectations, perspectives, and aspirations of stakeholders were carefully gathered and integrated into the Plan, aligning it with global, regional, and national development frameworks, as well as emerging priorities within the Administration of Justice Programme.

1.7 The Structure of the Strategic Plan

The Strategic Plan is organized into nine chapters, namely: Introduction which provides a comprehensive overview of the ODPP's background, the rationale behind the Plan, its alignment with global and national frameworks, and the strategic planning process that shaped its development; situational analysis that highlights the key achievements, challenges faced and lessons learned; strategic direction that articulates the Vision, Mission, Goal, and Theme;

financing strategy that provides insights for resource mobilization; implementation mechanism which presents the structural, system, and human resource requirements; communication strategy which provides for information dissemination and feedback; risk management strategy that identifies risks and mitigation measures; and the monitoring and evaluation framework that presents the monitoring and evaluation process and the reporting framework.

CHAPTER TWO
SITUATION ANALYSIS

2.1 Introduction

This chapter covers the situation analysis highlighting the key achievements, challenges faced and lessons learned during the ending SP V. It also provides several analyses including stakeholder analysis, Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis, risk analysis, emerging issues and recommendations for the new Plan.

2.2 Performance of the previous Strategic Plan

A comprehensive summary of the Office of the Director of Public Prosecutions (ODPP) performance against its Strategic Objectives for the period ending FY 2024/25, measured against the established baselines (FY 2019/20) and five-year targets (FY 2024/25) is herewith provided. Both quantitative and qualitative achievements in the core mandate areas of prosecution, asset recovery, international cooperation, prosecution standards, and institutional strengthening have been provided.

The purpose of this is twofold:

i. Accountability: to present transparent and evidence-based reporting on the ODPP's progress toward achieving its strategic targets.
ii. Learning and Planning: *to* identify performance trends, gaps, and opportunities that will inform future operational priorities and strategic adjustments.

2.2.1 Performance Overview by Strategic Objective

Strategic Objective 1: To Examine and Prosecute All Criminal Cases

Performance under this objective shows both substantial overachievement and targeted shortfalls:

i. Case Volume: The number of criminal cases prosecuted (928,094) vastly exceeded the target of 345,084, indicating an exponential increase in case throughput. However, the prosecution-to-case ratio worsened from the targeted 1:227 to 1:369, suggesting that increased caseloads may not have been matched with proportional staffing or resource capacity.

ii. **Conviction Rate:** While the conviction rate rose slightly from the baseline (64%) to 67.1%, it fell short of the 75% target, suggesting that quality and success rate of prosecutions require further strengthening.

iii. **Corruption Cases:** Strong performance was noted in corruption-related prosecutions (1,689 cases against a target of 1200) and Prosecution-Guided Investigations (784 against a target of 310). However, the number of new corruption cases registered in court (233) fell short of the target (400), pointing to potential bottlenecks in case intake or case screening.

iv. **Case Management Outreach:** At 112 outreach sessions against a target of 90, this indicator reflects over performance.

Strategic Objective 2: To Recover Proceeds of Crime

i. Strategic and Operational Framework: Neither the Proceeds of Crime Recovery Strategy nor its implementation guidelines were finalized, resulting in a lack of structured guidance for recovery operations.

ii. Recovery Performance: Administrative recoveries achieved (50%) against 50% target; however, recoveries from Recovery Orders (37%) performed slightly higher as compared to the 30% target.

Strategic Objective 3: Handle MLA / Extradition Requests and Other International Collaborations

International cooperation exceeded expectations:

i. MLA Requests: 119 requests processed against a target of 100 demonstrating efficiency in mutual legal assistance processes.

ii. Extraditions: Executing 54 extradition requests against a target of 10 is a significant success, indicating strong international engagement and operational capability.

iii. International Engagements: More than double the target (50 vs. 20) reflects increased participation in global and regional criminal justice forums, which may enhance Uganda's prosecutorial profile and networks.

Strategic Objective 4: To Ensure Adherence to Criminal Prosecution Standards

Mixed results were achieved under this objective:

i. Inspections and Complaints Handling: 20 inspection reports were produced against the targets of 20 representing 100%, and complaints handling (public complaints stood at 95% against the target of 95% while staff complaints stood at 92% against the target of 95%.
ii. Research for Best Practices: 3 research reports were produced against a target of 3, representing 100%.
iii. Standards Dissemination: No copies of the performance standards manual were disseminated despite a target of 2,000, potentially affecting uniformity in prosecutorial practices.

Strategic Objective 5: To Provide Policy Direction and Ensure Effective Support Services

Institutional strengthening showed moderate progress:

(i) Procurement and Automation: Rollout of PROCAMIS to 47 stations against a target of 69 and automation of 47 offices against a target of 148 shows partial but incomplete modernization progress.
(ii) Facilities and Equipment: Furnishing of 118 offices indicates significant investment in operational capacity, though still short of the full 148-target.
(iii) Staffing: Posts filled increased from 37% to 40.3%, yet this is far below the 80% target, suggesting persistent human resource gaps affecting service delivery.

2.2.2 Key Insights and Implications

(i) High-volume output versus quality outcomes: While the number of cases prosecuted exceed targets, conviction rates and prosecutor-case ratio indicate pressure on resources and the potential risk of case backlog or diminished case quality.
(ii) Institutional and procedural gaps in asset recovery: The absence of a formal recovery strategy requires urgent attention to safeguard public resources and deter economic crime.
(iii) Strength in international cooperation: Significant over performance in MLA and extraditions underscores ODPP's capability and credibility in transnational justice work.
(iv) Need for standardization and research: The lack of dissemination of prosecution standards and limited research output may constrain improvements in prosecutorial consistency and innovation.

(v) Capacity building as a persistent priority: Underperformance in automation, staffing, and equipment rollout reveals systemic constraints that will require strategic investment.

Table 2: Summary of ODPP Performance from 2020/21 – 2024/25

Performance Indicator	Baseline FY 19/20	Target by 24/25	Achieved by 24/25	Performance Score(% Score)
Strategic Objective 1: To examine and prosecute all criminal cases.				
# of criminal cases prosecuted	32,719	345,084	928,094	269%
Conviction rate	64%	75%	67.10%	89%
Prosecutor- to -case ratio	1:315	1:227	1:369	0%
# of new corruption-related case files perused	349	2,220	2,704	122%
# of new corruption-related cases registered in court	66	400	233	58%
# of new corruption cases prosecuted	45	1,200	1,689	141%
# of corruption related cases handled through Prosecution Guided Investigations	62	310	784	243%
# of new criminal case files perused	103,567	1,060,417	666,681	63%
# of new cases sanctioned for prosecution	65,269	691,980	358,247	52%
# of new cases committed for trial to the High Court	13,809	40,501	23,184	57%
# of criminal cases handled through Prosecution-Guided Investigations	100	1,067	2,325	218%
# of case management outreach sessions undertaken	6	90	112	752%
Objective 2: To recover proceeds of crime				
Proceeds of crime recovery strategy in place	-	1	0	0%
Proceeds of crime recovery strategy implementation guidelines in place	-	5	1	20%
% of administrative recoveries made out of value of recoveries that are due for recovery	-	50%	50%	101%
% of recoveries made out of value of Recovery Orders due for execution	-	30%	37%	123%
Objective 3: Handle MLA / Extradition requests and other international collaborations in criminal matters				
# of MLA Requests processed	-	100	119	119%
# of Extradition Requests processed and executed	2	10	54	540%
# of international engagements in criminal matters participated in	2	20	50	250%
Objective 4: To ensure adherence to criminal prosecution standards				
# of copies of performance standards manual disseminated.	600	2,000	0	0%
# of inspection reports produced	20	20	20	100%
% of public complaints handled	92%	95%	95%	100%
% of complaints against staff handled	95%	95%	92%	97%
# of research for best practices reports produced	1	3	3	100%
Objective 5: To provide policy direction and ensure the provision of effective and efficient support service in the ODPP				

Roll out of PROCAMIS from the current 30 to an additional 69 stations	30	69	47	32%
No of offices with automated business processes	0	148	47	32%
No. of offices furnished with the necessary equipment	-	148	118	80%
% of posts filled	37%	80%	40.3%	37%

2.2.3 Key Achievements

SO1: To examine and manage criminal cases

i. Through the Plea Bargain initiative (camps and sessions), ODPP has promoted expeditious handling of cases leading to a remarkable reduction in case backlog.

ii. Developed and launched various guidelines to support prosecution and enhance management of criminal cases including the Prosecution-Guided Investigations Guidelines, Guidelines for Management of Investigations and Prosecution of Land Crimes in Uganda, Mutual Legal Assistance Guidelines, Plea Bargain Guidelines, Cross–Sectoral Handbook for Victim-Centred Investigations, Prosecution and Adjudication of Gender Based Violence (GBV) Cases, Multi-Disciplinary Training Curriculum on GBV and Violence Against Children (VAC), Guidelines for Coordination in Criminal Investigations and Prosecutions, and the Guidelines on the Decision to Charge.

iii. Increased prosecution of cases which in turn has led to increased awareness of rights of victims and improved reporting of cases to police.

iv. Enhanced close working relationships with key agencies in the Criminal Justice system which led to improved quality of investigations, turnaround time and conviction rate.

v. Operationalized a Centralized Records Centre and archives in Jinja of the Electronic Document and Records Management System for file management which has reduced the risk of damage, misplacement and unauthorized access to records.

vi. Created public awareness through radio programmes and other media which has enhanced public knowledge on and access to prosecution services including management of public complaints.

vii. Fast-tracked and prosecuted SGBV cases through the special High Court Sessions leading to improved case management.

SO2: To recover proceeds and instrumentalities of crime, and execute compensation orders

i. Improved recovery of proceeds of crime.

ii. Sensitized the public through television, radio talk shows and print media across the country on anti-corruption efforts of ODPP as well as successful prosecution of corruption-related cases leading to recovery of proceeds of crime.

iii. Participated in several key stakeholder engagements on recovery of proceeds of crime.

SO3: To maintain international cooperation in criminal matters

i. Effectively participated in various national engagements leading to improved inter-agency coordination.

ii. Enhanced international cooperation with prosecutors and key agencies in East Africa and globally through bench-marking and international engagements.

iii. Successfully hosted the annual general meeting of the East African Association of Prosecutors in 2023.

iv. Increased the number of mutual legal assistance requests made and responded to by Uganda leading to improved investigation and prosecution of trans-national cases

v. Improved timeliness to respond to incoming requests as a result of the use of Prosecution Guided Investigations (PGI).

vi. Developed and launched the MLA Guidelines as an interim measure for processing MLA requests

vii. Expedited extradition responses to requesting states.

viii. Enhanced capacity of Prosecutors and Investigators to handle cases with transboundary aspects.

ix. Successfully entered into MoUs on management of criminal prosecutions with key stakeholders.

SO4: To ensure adherence to criminal prosecution standards

i. Enhanced the quality of prosecutions due to improved coordination between ODPP and Police/CID as well as the Judiciary.

ii. Rolled out the Prosecution Case Management Information System (PROCAMIS) which improved information management of cases in the ODPP.

iii. Conducted inspections across ODPP field offices and agencies with delegated prosecutorial function to ensure adherence to criminal prosecution standards.

iv. Supervised prosecutors with a delegated prosecutorial role that led to increased adherence to prosecution standards.

v. Conducted mentorship sessions that improved the quality of prosecution services.

vi. Effectively addressed public complaints on prosecution processes across the various ODPP offices that led to improved public trust in the prosecution service.

vii. Conducted 4 Annual Prosecutors' Symposiums to build capacity that improved their abilities to deliver quality prosecution services.

viii. Launched and operationalized the ODPP Virtual Learning Academy; which enabled online delivery of trainings and resource materials to Prosecutors.

SO5: To provide policy direction and ensure the provision of effective and efficient support service in the ODPP

i. Created and filled the position of the Permanent Secretary in the ODPP

ii. Streamlined the management structure of ODPP both at headquarters and regional levels which enhanced effectiveness and efficiency in delivery of prosecution services.

iii. Improved staffing levels by recruiting additional State Attorneys.

iv. Increased welfare and motivation of staff through salary enhancements and tax waivers for the Prosecutors leading to a high retention rate.

v. Streamlined human rights-based approaches in ODPP operations.

vi. Increased physical presence and visibility of ODPP by opening up field offices across the various parts of the country.

vii. Established an ICT steering Committee which enhanced ICT governance.

viii. Enhanced logistical support for staff through equipping offices with ICT equipment and procured vehicles for several regional stations across the country.

ix. Government of Uganda through Internal Security Organisation (ISO) provided 5 acres of land for the Prosecutors' Academy. ODPP has embarked on Phase 1 of the construction of the Prosecutors' Academy;

x. Concluded a Regulatory Impact Assessment (RIA) on Mutual Legal Assistance (MLA) to inform the shaping of the mutual legal assistance legislative framework.

xi. Embarked on a RIA on criminal prosecutions.

xii. Successfully held three Joan Kagezi Memorial Lectures on trans-national organized crime and witness protection.

xiii. Conducted Public Relations surveys in 16 regions in the country and sensitized stakeholders involved.

xiv. Held the first ODPP baraza to bring prosecution services closer to the people, engage with them and strengthen service delivery.

xv. Participated in several open days and outreaches.

xvi. Produced and published the periodic ODPP Newsletter and Information, Education and Communication (IEC) materials to promote the ODPP's visibility

xvii. Held radio and television talk shows on various prosecution services topics.

xviii. Created and streamlined ODPP communication platforms and redesigned the ODPP website.

xix. Issued several circulars to guide operations of the Institution.

xx. Conducted research and disseminated findings on crime trends, best practices and public perception towards ODPP service delivery. This informed evidence-based decision making to improve ODPP's efficiency, effectiveness and public perception.

xxi. Organized, coordinated and facilitated staff training and development leading to improved capacity to deliver ODPP services.

2.2.4 Key challenges

i. Absence of an enabling law to operationalize the provisions of Article 120 of the Constitution of the Republic of Uganda, 1995.

ii. Security threats to serving and retired prosecutors.

iii. Lack of key legislations on MLA, Proceeds of Crime and Witness Protection to regulate management of cases in these areas.

iv. Limited resources to implement ODPP programmes and operations.

v. Understaffing of the ODPP (with the human resource structure operating at 40.3% of the approved organizational structure) which affects service delivery.

vi. Ineffective investigations that affect prosecutions and case outcomes.

vii. Inadequate pre-trial witness preparation and witness attendance due to limited funds.

viii. Limited ICT infrastructure and connectivity in ODPP stations, hindering the rollout of PROCAMIS.

ix. Lack of integration of PROCAMIS with other criminal justice institutions.

x. Existence of institutions with parallel prosecutorial mandate and functions.

xi. Inadequate specialized skills for ODPP Staff to handle sophisticated and emerging crimes.

xii. Limited involvement in the scheduling of criminal sessions in the various courts of law.

xiii. Limited bilateral agreements to serve as a basis for rendering and obtaining legal assistance from other states.

xiv. Effects of COVID-19 such as misplaced case files, witness absenteeism, loss of witness interest, and the unfortunate deaths (suspects, victims and witnesses), all hindering legal processes.

xv. Limited involvement of ODPP in the legislative formulation process of laws that have a bearing on prosecutions resulting into the enactment of laws that do not meet the prosecutions requirements.

xvi. Outdated laws, such as the Extradition Act of 1964 which require reforms to enhance their effectiveness in modern justice systems.

2.2.5 Lessons learnt

i. The importance of implementing effective mitigation measures to safeguard serving and retired prosecutors from undue influence and security threats, ensuring their independence and safety during and after execution of their mandate.

ii. An elaborate legal framework is key to supporting prosecution services. Therefore, the Prosecutions Policy and Act should be fast-tracked.

iii. Capacity building and awareness creation of staff and Criminal Justice actors enhances effective prosecution.
iv. Establishment of partnerships, collaborations and networks enhances service delivery.
v. Organizing plea bargain camps for key actors in the justice system enhances effective prosecution leading to speedy delivery of justice.
vi. Strengthening institutional policy and legal position on delegated prosecutions is necessary.
vii. Investment in ICT-related infrastructure and services as well as adoption of relevant technology enhances effectiveness in service delivery.
viii. The operationalization of the regional offices is critical for enhancing access to ODPP services.
ix. Staff and stakeholder input and participation across all levels is critical in the design and implementation of the Strategic Plan for ownership and collective accountability.
x. Informal networks support mutual legal assistance to yield timely results.

2.2.6 Overview of Budget Performance

Over the five-year Strategic Plan period, the Office of the Director of Public Prosecutions (ODPP) operated with an approved total budget of UGX 384.901 billion with significant fluctuations between planned allocations and actual releases. The fluctuations in releases impacted program implementation and strategic target achievement.

The funding gap (inadequate release) of 10% occurred in FY 2021/22, and widened to 21% in FY 2022/23 before reducing to 4% in FY 2024/25. The largest funding gap occurred in FY 2022/23 which coincided with ambitious development and non-wage plans that did not match with actual releases. This inconsistent funding undermines the implementation of long-term strategic projects, especially those requiring multi-year investments.

Development as a share of the total budget ranged between 15% and 27% during the period, peaking in FY 2022/23 when capital projects were prioritized. On the other hand, the dominance of recurrent budget, particularly wages, indicates that a significant portion of the budget is locked into fixed costs, leaving limited flexibility for scaling up operational activities. Wage funding has been consistently released, ensuring stable staffing levels. Growth in planned allocations reflects

recognition of ODPP's expanding mandate though non-wage and development budget under-releases are recurring, affecting service delivery.

Table 3: ODPP Budget and Allocation over the 5 year Strategic Plan period (2020-2025)

Budget Components	FY 2020/2021		FY 2021/2022		FY 2022/23		FY 2023/24		FY 2024/25	
	Planned	Release	Planned	Release	Planned	Release	Planned	Release	Planned	Release
Recurrent (wage)	16.882	16.882	16.915	16.15	26.27	25.53	32.462	32.462	32.462	32.462
Recurrent (non-wage)	26.303	26.303	30.281	27.787	43.096	35.865	42.964	38.737	38.446	36.594
Total Recurrent	43.185	43.185	47.196	44.702	69.366	61.395	75.426	71.199	70.908	69.056
Development	8.502	8.502	12.055	8.917	25.935	13.888	17.041	12.627	15.287	13.737
External financing	0	0	0	0	0	0	0	0	0	0
Supplementary releases	0	0	0	0	0	0	0	0	0	0
Total Budget	**51.687**	**51.687**	**59.251**	**53.619**	**95.301**	**75.283**	**92.467**	**83.826**	**86.195**	**82.793**
Funding Gap	**0.000**		**5.632(10%)**		**20.018(21%)**		**8.641(9%)**		**3.402(4%)**	
Share of Dev't Total Budget	**16%**	**16%**	**20%**	**17%**	**27%**	**18%**	**18%**	**15%**	**18%**	**17%**

2.2.7 Human Resource Development and Management

As of FY 2024/25, the staffing establishment comprises **1,734 approved posts**, of which only **699 (40%)** are filled, leaving **1,035 positions (60%)** vacant. This staffing level reflects a significant gap in human resources, much below the institutional target of 80%.

Legal and Prosecutorial Cadre: The prosecutorial and legal departments bear the brunt of staffing shortfalls, with critical vacancies severely impacting their effectiveness. Key positions such as Senior Principal State Attorney (65 posts), Principal State Attorney (80 posts), and State Attorney (385 posts) suffer from vacancy rates ranging from 65% to 100%. For instance, only 128 of the 385 State Attorney posts are currently filled representing just 33% coverage creating a significant bottleneck in the justice delivery system.

Non-legal Cadre: The institution faces critical staffing shortages across several key functions. In Records and Registry, all positions for Assistant Records Officers (47 posts) and Senior Assistant Records Officers (13 posts) are vacant, severely undermining records management, case tracking, data integrity, and institutional memory. Administrative and support roles are also under-resourced, with only 37 of 73 Office Typist positions, 43 of 202 Driver positions, and only 3 of 115 Stenographer Secretary roles filled significantly impairing logistical support, correspondence handling, and field operations.

Technical and specialist units such as ICT, Procurement, Planning, Engineering and Statistics are similarly affected, with 20 out of 22 IT Officer positions unfilled, weakening digital service delivery and technical capacity. In contrast, the Human Resource and Finance Departments are relatively well-staffed at the senior level, indicating a prioritization of internal administrative functions, though some junior finance roles remain vacant.

The ODPP is facing significant service delivery constraints, particularly in critical operational departments like prosecution and field services, resulting in delays in case handling, court attendance, and public service provision. With 40.3% of positions filled, staff are burdened with excessive workloads, increasing the risk of burnout and decreasing overall productivity. Strategic functions such as planning, IT, policy, and planning are notably understaffed, undermining the organization's ability to leverage data-driven decision-making and implement digital transformation initiatives. This severe staffing gap contributes to institutional inefficiencies, erodes staff morale, and risks diminishing public trust. To address these challenges, there is an urgent need for realistic workforce planning, prioritization of essential roles, and better alignment of staffing with available resources and long-term strategic goals.

Recommendations

i. Prioritize recruitment of State Attorneys and Records Officers in core service delivery areas of prosecutions and records management.
ii. Implement phased recruitment targeting high-impact and high-vacancy areas.
iii. Strengthen workforce planning and forecasting to ensure optimal staffing aligned with workload and funding.

iv. Explore short-term staffing solutions, such as contract hiring or secondments, especially for urgent roles.

v. Invest in digital systems to reduce dependency on underfilled support roles, particularly in registry and typing services.

2.3 Stakeholder Analysis

This section presents an analysis of the ODPP's stakeholders in terms of level of importance, level of influence on the ODPP and corresponding strategies of engagement. The strategies ensure that ODPP takes advantage of the stakeholders with a lot of influence and enhances the influence of those with less influence. They also aim at ensuring that the interventions of the 2025-2030 Strategic Plan are undertaken successfully towards achievement of the set strategic objectives.

Table 4: ODPP Stakeholder Interest

SN	STAKEHOLDER	STAKEHOLDER INTERESTS AND EXPECTATION	ACTIONS TO MEET THEIR EXPECTATION
1.	Top Management	▪ Policy and strategic direction ▪ Resource mobilization ▪ Oversight Supervision ▪ Policy formulation	▪ Institutional leadership and management ▪ Periodic policy briefs ▪ Communicate ODPP priorities to stakeholders ▪ Continuous stakeholder engagement ▪ Issuance of institutional policy directives ▪ Initiation of legislation ▪ Address challenges
2.	Senior Management	▪ Institutional Performance ▪ Resource mobilization ▪ Networking	▪ Measure and communicate performance ▪ Enhance transparency and accountability ▪ Mobilize resources ▪ Inspect, mentor, supervise and monitor
3.	Staff	▪ Technical leadership ▪ Planning and budgeting ▪ Resource mobilization and utilization ▪ Supervision ▪ Monitoring ▪ Quality assurance ▪ Technical guidance ▪ Delivery of results ▪ Networking	▪ Periodic policy and performance briefs ▪ Capacity building ▪ Collaborations, partnerships and networking ▪ Strengthen internal reporting ▪ Manage Information Systems ▪ Adequate resourcing: infrastructure, tooling & equipment ▪ Team building ▪ Motivation ▪ Welfare enhancement ▪ Referral of Witnesses for protection

SN	STAKEHOLDER	STAKEHOLDER INTERESTS AND EXPECTATION	ACTIONS TO MEET THEIR EXPECTATION
4.	Parliament	▪ Legislation ▪ Political representation ▪ Appropriation of resources ▪ Monitoring and oversight ▪ Accountability	▪ Continuous engagement ▪ Policy updates ▪ Approve budgets and work plans
5.	Uganda Police Force	▪ Efficient investigations ▪ Timely prosecution ▪ Collaboration on case handling	▪ Strengthen coordination ▪ Protect life and property ▪ Investigate crimes and gather evidence
6.	Judiciary	▪ Fair and timely adjudication ▪ Adherence to legal procedures ▪ Reduce case backlog	▪ Timely disposal of cases ▪ Strengthen coordination ▪ Issue relevant orders
7.	Uganda Prisons Service	▪ Proper handling of inmates ▪ Reduce congestion	▪ Collaborate on rehabilitation programs ▪ Timely production of inmates in Court
8.	Ministry of Justice and Constitutional Affairs	▪ Strengthening the rule of law ▪ Policy formulation ▪ Legal reforms	▪ Contribute to policy development ▪ Approval of extradition
9.	Financial Intelligence Authority	▪ Intelligence gathering on financial crimes ▪ Anti-money laundering enforcement	▪ Enhance capacity in financial crime prosecution ▪ Collaborate on intelligence sharing
10.	Office of the Attorney General	▪ Legal advisory support ▪ Constitutional compliance ▪ Effective representation	▪ Strengthen legal research ▪ Ensure compliance with constitutional mandates ▪ Central authority on international cooperation matters
11.	Inspectorate of Government	▪ Anti-corruption enforcement ▪ Accountability in public service	▪ Collaborate on case management
12.	Other MDAs	▪ Planning, budgeting and guidance ▪ Resource mobilization ▪ Monitoring service delivery efficiency and effectiveness ▪ Human resource administration and management ▪ Shared planning, resource mobilization and lobbying	▪ Continuous engagement ▪ Technical consultation ▪ Reporting ▪ Collaboration and coordination
13.	Public	▪ Demand services ▪ Clientele ▪ Witnesses and Victims	▪ Continuous engagement ▪ Sensitization and awareness creation ▪ Serve professionally ▪ Expeditious case management
14.	Regional and International bodies	▪ Cooperation, collaboration and partnership	▪ Compliance with regional and international standards regarding prosecutions ▪ Research and development collaborations ▪ Benchmarking and comparative peer learning ▪ Advocate for signing of treaties and MoUs

SN	STAKEHOLDER	STAKEHOLDER INTERESTS AND EXPECTATION	ACTIONS TO MEET THEIR EXPECTATION
15.	Development Partners	▪ Strengthened justice systems ▪ Transparency ▪ Capacity building	▪ Engage in partnerships ▪ Support implementation of training programs ▪ Enhance institutional capacity

2.4 SWOT Analysis

This section presents an internal analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT). The analysis further presents proposed strategies to sustain, maintain and enhance the strengths; to turn weaknesses into strengths; to tap into the opportunities so that they are turned into strengths; and to guard against the impact of threats so that they do not disrupt the 2025-2030 Strategic Plan implementation.

Table 5: SWOT Analysis for ODPP

Internal Environment	
Strengths	**Strategies**
• Autonomous and independent • Existence of the constitutional mandate. • Presence of a skilled and committed work force. • Existence of Prosecutors Virtual Academy. • Community engagement. • Focus on victims' rights. • Approved staff structure. • Adaptability to changing circumstances. • Existence of an automated case management system. • Enhanced and tax-free salaries for prosecutors. • Use of case backlog reduction mechanisms such as Plea Bargain, Prosecution Guided Investigations, weeding out, e.t.c • Existence of the MLA RIA.	• Finalise the RIA on criminal prosecutions. • Advocate for the development of the Prosecution Policy. • Consider prioritized and specialized capacity building on new crime trends. • Community engagement initiatives. • Embrace opportunities of the Forth Industrial Revolution to promote digital transformation • Stakeholder engagement to improve conditions of service for staff. • Promote case backlog reduction mechanisms such as Plea Bargain, Prosecution Guided Investigations, weeding out, e.t.c. • Construction of the physical Prosecutors' academy. • Prepare cabinet submissions to expedite enactment of MLA Act.
Weaknesses	**Strategies**
• Inadequate manpower. • Lack of an enabling law. • Poor remuneration & facilitation for administrative staff. • Inadequate facilitation for court sessions. • Ineffective performance monitoring systems. • Limited ability to manage issues of mental health and PWDs care. • Limited adoption of ICT and its usage. • Limitations in management of witnesses.	• Review the staff structure towards improved staffing levels. • Enhance use of Prosecution Guided Investigations. • Conduct RIAs on critical aspects like assets recovery, witness management and cyber-crime. • Advocate for enactment of the MLA Act. • Advocate for the review of remuneration and facilitation of staff. • Review and develop a robust performance management system.

	• Leverage the Fourth Industrial Revolution opportunities towards digital transformation. • Improve infrastructure and developments. • Strengthen data management systems and innovation. • Strengthen institutional governance through development of policies and frameworks. • Set up a call center to handle complaints. • Strengthen the ODPP Academy. • Strengthen victims and witnesses' participation at appellate levels of prosecution. • Mainstream management of mental health and PWDs care.
External Environment	
Opportunities:	**Strategies**
• Existence of various laws, policies and regulations. supporting the operations of the ODPP. • Government continued support to the Access to Justice Sub-programme under the Administration of Justice Programme. • Supportive collaborations with Development Partners and other non-state stakeholders. • Learning from other countries' best practices and other trans-national exposures to enrich Uganda's prosecutions services. • On-going Public Sector reforms. • Supervision of prosecutors with delegated prosecutorial roles. • Membership to professional bodies. • Existence of bi-lateral and multilateral arrangements and treaties. • Existence of Uganda Association of Prosecutors. • Collaboration with other MDAs. • Existence of training institutions for professionals. • Existence of an elaborate national policy and planning framework. • Use of Alternative Dispute Resolution (ADR) mechanisms. • Use of Plea bargain.	• Lobby government towards enhanced support of ODPP operations. • Writing funding proposals to development partners and other non-state stakeholders. • Undertaking benchmarking activities on best practices. • Subscribe to different relevant professional bodies. • Establish and implement partnerships and collaborations with MDAs. • Support staff with capacity building initiatives for both career development and competence building. • Advocate for the utilization of ADR. • Advocate for the signing of existing bi-lateral and multilateral treaties.
Threats:	**Strategies**
• Inexistence of key legislations on critical aspects like Assets Recovery, Witness Protection, Mutual Legal Assistance • Interference with the DPP's mandate by other institutions. • Overlapping functions of other agencies, potentially affecting its mandate. • Lack of coordination in the geographical expansion of Criminal justice agencies and decentralization structures. • Unpredictability of release of funds. • High rise in incidence and sophistication of crime.	• Establish alternative funding sources for ODPP operations. • Develop clear guidelines on collaborating with other MDAs. • Advocate for review of the regulatory framework on emerging issues like Victims and Witness protection. • Promote victim participation in appellate processes. • Enhance involvement of ODPP in crime related legislative processes. • Advocate for reform of obsolete laws.

• Lack of National Criminal Prosecutions Policy; • Lack of the ODPP enabling Law. • Security threats to Prosecutors. • Alternative justice mechanisms some of which are not in tandem with human rights accords. • Limited inter-agency coordination. • Minimal participation in crime-related legislative processes. • Outdated legislation such as the Extradition Act. • Lack of control over production of suspects to court. • Frequent transfers of contact officers in other MDAs.	

2.5 PESTEL Analysis

This section presents an analysis of the external environment. The parameters presented are: for the political, economic, social, technological, ecological and legal framework. In the prevailing circumstances, the analysis further presents proposed strategies to enable survival amidst the unfavorable and competitive external environment. Table 6 presents the PESTEL analysis:

Table 6: PESTEL Analysis for ODPP

Political	**Strategies**
▪ Political interference. ▪ Frequent changes in government priorities for funding. ▪ Stability of the political environment. ▪ Expansion of political and administrative units. ▪ Commercialization of politics.	▪ Advocate for legal and institutional independence through legislation. ▪ Engage with policy makers to ensure long-term funding and strategic alignment. ▪ Build cross-party support for ODPP mandates to reduce politicization.
Economic	**Strategies**
▪ Limited budget affects staffing, training, and case management systems. ▪ Increase in economic crime rates (e.g., robberies, land fraud, theft). ▪ Financial crimes require advanced resources, expertise, and specialized prosecution (e.g., money laundering, terrorism financing, corruption).	▪ Implement resource optimization strategies (e.g., digital workflows through PROCAMIS). ▪ Train prosecutors in management of financial crime and asset recovery. ▪ Build partnerships with donor agencies or international organizations for support. ▪ Coordinate with institutions dealing with financial crimes e.g. FIA, Uganda Bankers Association.
Social	**Strategies**
▪ Public pressure for justice, transparency, and accountability. ▪ Demographic changes influencing caseloads. ▪ Rise in gender-based violence, increased involvement of youth and children in crime.	▪ Enhance public awareness campaigns about ODPP's role. ▪ Strengthen department handling gender and children issues. ▪ Enhance victim and witness support services to promote fairness.

Technological:	Strategies
▪ Growing need for digital evidence management. ▪ Cybercrime cases require highly specialized knowledge. ▪ Risk of data breaches or cyber-attacks on sensitive legal files. ▪ Over reliance on systems remotely hosted and maintained without ODPP having all proprietary rights. ▪ Reliance on the national backbone infrastructure to roll out PROCAMIS and internet connectivity. ▪ Inability to adapt to the rapid technological advancement. ▪ Dynamics in cybercrime trends.	▪ Adoption of locally developed systems that suit institutional needs. ▪ Leverage Public Private Partnerships in development of digital solutions. ▪ Invest in secure digital case management systems. ▪ Recruit and train staff in cybercrime, digital forensics, and data protection. ▪ Establish partnerships with IT security experts and national cybersecurity agencies. ▪ Establish a one-stop Centre for criminal case prosecution information. ▪ Promote E-governance. ▪ Establish backup and disaster recovery systems for business continuity.
Ecological/Environmental	**Strategies**
▪ Environmental crime cases increasing (illegal mining, dumping etc.). ▪ Physical disruption to offices due to natural disasters (flooding, heavy rains and winds etc.). ▪ Global pressure to reduce paper-based systems and carbon footprint.	▪ Support environmental conservation and protection campaigns. ▪ Integrate climate change initiatives in the operations of ODPP. ▪ Strengthen Environmental Crimes Prosecution Unit. ▪ Develop and implement a Risk Management Plan to enhance disaster resilience. ▪ Digitize case files to reduce paper usage and improve access.
Legal Framework	**Strategies**
▪ Frequent changes to laws (e.g., criminal codes, evidence laws) require constant adaptation. ▪ Risk of overreach or abuse of prosecutorial discretion. ▪ International cooperation needed in transnational crimes. ▪ Enactment of laws that relate to prosecution without input of ODPP. ▪ Slow pace of enacting relevant laws that have a bearing on the DPP's mandate.	▪ Provide ongoing legal education and Continuous Professional Development for staff. ▪ Strengthen mutual legal assistance and international legal cooperation frameworks. ▪ Create awareness among key MDAs on the role of ODPP in the formulation of prosecution related legislations. ▪ Advise and advocate for law reform to improve criminal prosecution.

2.6 Emerging issues and recommendations for the new Strategic Plan

This section assesses the emerging issues which are critical to the success of the ODPP. Understanding these issues is vital in the development of a strategic direction and positioning of the ODPP.

i. Sophisticated and emerging crime trends

Crime trends continue to evolve, driven by technological advancements, socio-economic shifts, and global developments. The increasing complexity of economic and organized crime,

including financial fraud, cybercrime, human trafficking, and transnational criminal networks, presents significant challenges to traditional law enforcement and crime prevention strategies. Recognizing these evolving threats, the ODPP Strategic Plan prioritizes adaptive and comprehensive approaches to effectively address these crimes. Through enhanced prosecution strategies, capacity building, inter-agency collaboration, and technological integration, ODPP aims to strengthen its mandate amid the growing sophistication of criminal activity. Keeping abreast with emerging trends, ODPP ensures a resilient and responsive Criminal Justice system capable of safeguarding Uganda's legal and socio-economic landscape.

ii. The complexity of international cooperation

International cooperation in Criminal Justice is becoming increasingly complex, shaped by evolving global crime trends, diverse legal systems, and the need for multilateral collaboration. While the International Criminal Court (ICC) plays a critical role in prosecuting serious international crimes, states must also engage in broader cooperative frameworks that address transnational crime, mutual legal assistance, and law enforcement coordination beyond ICC-related cases.

The ODPP's Strategic Plan emphasizes enhancing complementarity with international justice mechanisms, ensuring effective engagement in extradition processes, cross-border investigations, asset recovery, and intelligence sharing. This approach strengthens Uganda's ability to respond to organized crime, terrorism, financial fraud, cybercrime, and human trafficking, in alignment with both regional and international commitments.

Furthermore, the ODPP prioritizes streamlined cooperation with international agencies, including Interpol, regional judicial networks, and bilateral legal agreements to uphold the rule of law, protect victims and witnesses, and foster fair prosecutions. By adapting to the complexities of modern crime and international legal frameworks, ODPP plays a crucial role in advancing global justice efforts while safeguarding Uganda's national interests.

iii. The Fourth Industrial Revolution and Digital Transformation in justice

Technological advancements are revolutionizing the justice sector, with digital transformation and globalization driving efficiency and accessibility. Digital tools are improving court procedures, streamlining case management, and expanding access to justice. The ODPP needs to consider leveraging Artificial Intelligence (AI) to enhance legal analytics and automate repetitive administrative tasks, ensuring a more efficient prosecution system.

The Fourth Industrial Revolution is reshaping workplaces globally, including the justice sector, through disruptive technologies such as the Internet of Things (IoT), robotics, virtual reality (VR), and AI. These advancements, centered on high-speed mobile internet, AI and automation, big data analytics, and cloud technology, are creating opportunities for a modernized and more responsive legal system. To align with these global shifts, the ODPP has outlined the following key technological objectives to advance digital transformation in Uganda's justice system:

i. Adopt relevant Fourth Industrial Revolution technologies to enhance efficiency in legal processes.
ii. Strengthen the ODPP's management of cyber crime cases to address emerging digital crimes and improve quality of evidence.
iii. Strengthen the Virtual Academy to provide continuous training and legal resources for prosecutors.
iv. Enhance international cooperation in criminal prosecutions, fostering global partnerships.
v. Bolster the Asset Recovery Division to deprive criminals and their beneficiaries of illicit gains.

By integrating these strategies, the ODPP is positioning itself at the forefront of the justice sector innovation, ensuring Uganda's legal system remains adaptive, effective, and aligned with evolving global crime trends.

2.7 Analysis of Cross-cutting Issues

This section presents an analysis of the cross-cutting issues including HIV and AIDS, Gender and Equity, Malaria, Pandemics, and the Environment.

2.7.1 HIV/ AIDS and TB

Table 7 below presents an analysis to mainstream HIV and AIDS issues at ODPP.

Table 7: HIV/AIDS and TB mainstreaming at ODPP

Causes	Effects	Strategies for mitigation in the period
Lack of knowledge and information.	• Possible new infections. • Failure to manage once infected or affected.	• Sensitization programmes. • Distribute relevant literature and protective items. • Review and disseminate the HIV&AIDs workplace policy. • Strategic partnerships with stakeholders.
Deployments away from familiesPoor medical services in some remote areas of deployment.	• Engaging with multiple sex partners. • Poor- health workforce.	• Counselling services • Provide family support facilities • Facilitation to subsidize on extra costs such as transport to better health centres
Stigma and non-disclosure.	• Absenteeism. • Poor performance. • Poor uptake of health services.	• Support staff with a healthy living diet. • Training of peer counsellors amongst staff.
TB		
Exposure from suspects or witnesses.	• Poor performance. • Absenteeism.	• Sensitization/awareness campaigns. • Stakeholder engagements.
Lack of awareness.	• Increased spread.	• Awareness campaigns.

2.7.2 Gender, equity and human rights

This sub-section presents an analysis to mainstream Gender and Equity issues at ODPP. It presents the issues that may hamper the achievement of the ODPP's objectives, their causes, effects and strategies for mitigation. Table 8 presents the mainstreaming of Gender and Equity:

Table 8: Gender, Equity and human rights mainstreaming at ODPP

Key issues	Effects	Strategies for mitigation in the period
Inability to meet the increasing demand to address gender, equity and human rights issues in the ODPP operations.	This increases inefficiency and ineffectiveness.	• Address obstacles that affect access to prosecutorial services by some members of the community.
Limited funding for gender, equity and human rights issues.	This increases inefficiency and ineffectiveness.	• Focus on gender, equity and human rights issues when handling cases in court. • Ensure fast-tracking of cases of the

		elderly, children and persons with disabilities for expeditious disposal. • Disaggregated data collection.
Government policy of deployments.	No work life balance which may result into alcohol abuse and mental health issues.	• Provide psychosocial support to ODPP officers. • Gender, equity and human rights considerations in postings of staff.
Salary disparities.	High staff turnover.	• Improve staff welfare to promote retention.

2.7.3 Malaria Control

The prevalence of malaria may constrain achievement of the strategic objectives. Table 9 presents an analysis to mainstream malaria control:

Table 9: Malaria control mainstreaming at ODPP

Key issues	Effects on ODPP work	Strategies for mitigation
Prevalence of malaria among staff.	Reduced productivity, increased absenteeism, and delays in case processing.	• Implement workplace malaria prevention programs. • Provide mosquito nets and repellents. • Ensure access to healthcare. • Planting of repellent trees in office compounds. • Clearing bushes. • Spraying of offices. • Collaborate with health workers to conduct health education.
Limited awareness on malaria prevention.	Increased vulnerability to infections among ODPP personnel.	• Conduct regular sensitization and training sessions on malaria prevention and control.
Inadequate healthcare facilities in remote ODPP stations.	Difficulty in accessing timely treatment, affecting staff well-being.	• Strengthen partnerships with health institutions to improve access to malaria treatment.
Impact of malaria on victims and witnesses.	Disruptions in court proceedings due to illness-related absenteeism.	• Establish support mechanisms for affected individuals, including medical assistance and flexible scheduling.
Climate and environmental factors contributing to malaria spread.	Increased risk of malaria outbreaks in ODPP operational areas.	• Collaborate with health agencies to implement vector control measures and environmental management. • Planting of repellent trees in office and residential compounds. • Clearing bushes/ maintaining hygiene. • Spraying of offices. • Distribution of mosquito nets and repellents. • Collaborate with health workers to do health education.

2.7.4 Pandemics

This sub-section presents an analysis to mainstream pandemics at the ODPP. It presents the key issues that affect ODPP work, their effects and the strategies to mitigate them. Table 10 presents an analysis to mainstream pandemics at ODPP.

Table 10: Mainstreaming pandemic related issues at ODPP

Key issues	Effects on ODPP work	Strategies for mitigation
Disruptions in court proceedings due to pandemic-related. restrictions.	Delays in case hearings, backlog accumulation, and reduced access to justice.	• Implement remote case management systems, virtual hearings, and digital documentation. • Provide Personal Protective Equipment. • Collaborate with health workers to transmit information to staff. • Issue Standard Operating Procedures.
Health risks to ODPP staff and stakeholders.	Increased absenteeism, Reduced productivity.	• Strengthen workplace health protocols. • Provide protective equipment. • Ensure access to medical support.
Limited mobility and access to legal services.	Challenges in witness attendance, evidence collection, and case follow-ups.	• Develop flexible scheduling. • Enhance digital communication. • Establish mobile legal outreach program.
Economic impact affecting prosecution resources.	Budget constraints, reduced funding for legal processes, and operational inefficiencies.	• Advocate for sustained funding. • Optimize resource allocation. • Explore partnerships for financial support.
Psychological impact on victims, witnesses, and prosecutors.	Increased stress, trauma, and reduced cooperation in legal proceedings.	• Provide psychosocial support. • Create awareness.

2.7.5 Environment and climate change

This sub-section presents an analysis to mainstream environmental issues at the ODPP. Table 11 presents the mainstreaming of environmental and climate issues at ODPP.

Table 11: Mainstreaming environmental and climate change issues

Key issues	Effects on ODPP work	Strategies for mitigation in the period
Poor technological waste disposal.	Exposure to waste pollution.	• Advocate for recycling. • Ensure proper disposal of technological waste.
Over reliance on paper for operations and meetings.	Environment degradation.	• Adopt e-disclosure of evidence. • Transiting to digital documentation. • Promoting digital communication. • Encouraging paperless meetings.
Wasteful energy use practices.	Climate change.	• Automated power switches. • Clean energy.
Degradation of wetlands.	Climate change.	• Sensitize ODPP staff in climate change. • Equip staff with skills to manage and prosecute environmental crime.
Air and noise pollution.	Climate change.	• Sensitize ODPP staff in climate change. • Equip staff with skills to manage and prosecute environmental crime. • Direct the police to ensure maintenance of limits on air and noise pollution.
Deforestation.	Climate change.	• Sensitize ODPP staff in climate change. • Promote the Go-Green approach at ODPP premises.

2.7.6 Mental Health

This sub-section presents an analysis to mainstream mental health issues at the ODPP as highlighted in Table 12 below.

Table 12: Mainstreaming mental health issues at ODPP

Key issues	Effects on ODPP work	Strategies for mitigation in the period
Heavy workload and long working hours.	• Burnout and fatigue. • Decreased productivity. • Increased absenteeism.	• Improve staffing. • Implement workload management systems. • Encourage staff to take leave.
Exposure to traumatic evidence.	• Secondary trauma. • Emotional distress. • Depression.	• Provide regular counselling services and trauma-informed support.
Lack of support or recognition.	• Low morale. • Disengagement.	• Foster supportive leadership. • Performance recognition. • Peer-support networks.
Inadequate resources to cater for mental health.	• Leads to inefficiency. • Increased turnover.	• Increase access to on-site or partnered mental health professionals.
Poor work-life balance.	• Stress. • Reduced job satisfaction. • Strained personal relationships.	• Promote flexible work arrangements and employee wellness programmes.
High-pressure decision-making environment.	• Anxiety. • Fatigue. • Fear of making mistakes.	• Provide standardized check-lists to guide decision making. • Training. • Mentoring staff.

CHAPTER THREE

STRATEGIC DIRECTION

3.1 Introduction

The strategic direction of the Office of the Director of Public Prosecutions (ODPP) has been developed through a deliberate and inclusive process grounded in national, regional, and international development frameworks. It draws from the review of the ODPP Strategic Plan 2020/21–2024/25, the Mid-Term Review of the Third National Development Plan (NDPIII), and alignment with the Fourth National Development Plan (NDPIV), which outlines Uganda's priorities for achieving sustainable development. Additionally, the Tenfold Growth Strategy, Presidential Directives, the Sustainable Development Goals (SDGs), Africa Agenda 2063, the East African Community Vision 2050, and other sectoral and institutional instruments have guided the formulation of strategic focus areas.

A comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was undertaken to assess the internal and external environment within which the ODPP operates. This analysis served as a critical foundation for identifying key institutional priorities and performance gaps. It has informed the articulation of the Vision, Mission, Goal, and Theme for the planning period 2025/26 to 2029/30. The resulting strategic direction provides a clear framework for improving prosecutorial efficiency, enhancing access to justice, promoting accountability, and contributing meaningfully to national transformation and socio-economic development.

3.2 Vision

The ODPP envisions ***A crime free society.***

3.3 Mission

To provide professional and responsive prosecution services that promote public trust and contribute to national transformation.

3.4 Goal

The ODPP's goal is ***to streamline prosecution services to foster delivery of justice and socio-economic development in the country.***

3.5 Theme

Strengthening Prosecution Services for Justice, Accountability, and National Transformation.

3.6 Core Values

The ODPP has identified core values that underpin its approach in the execution of its constitutional mandate. These are presented in Table 13 below:

Table 13: Core Values

Values	Description
Independence	We uphold autonomy in decision making and takes action, free from interference.
Professionalism	We are committed to high level standards and expertise, upholding ethical principles in our code of conduct and ensuring timely execution of our mandate. We aspire to provide quality prosecution services with impartiality and fairness in accordance with the law.
Transparency and Accountability	We uphold zero tolerance for corruption and remain fully accountable to the public. Transparency is at the core of our operations, we openly share information, adhere to ethical standards, and engage stakeholders in our processes. We take responsibility for our actions, promoting efficiency in resource use, ensuring value for money, and maintaining credibility throughout Criminal Justice service delivery. By fostering openness and integrity, we build public trust and reinforce our commitment to justice.
Teamwork	We promote inter and intra agency collaboration in the provision of prosecution services.
Inclusiveness	We ensure no one is left behind in delivering our services and address the concerns and needs of our stakeholders.

3.7 Strategic Objectives

In pursuit of its mandate and in alignment with national development priorities, the ODPP has identified the following strategic objectives to guide its operations and resource allocation during the period 2025/26 to 2029/30:

(i) To prosecute criminal cases

(ii) To recover proceeds and instrumentalities of crime, and execute compensation orders

(iii)To strengthen international cooperation in criminal matters

(iv)To ensure adherence to criminal prosecution standards

(v) To strengthen institutional capacity for delivery of prosecution services

As part of its strategic alignment with the Fourth National Development Plan (NDP IV), the Office of the Director of Public Prosecutions (ODPP) has defined a clear institutional goal and theme to guide its operations over the planning period. The goal *"to streamline prosecution services to foster delivery of justice and socio-economic development in the country"* reflects the

ODPP's commitment to enhancing the effectiveness, timeliness, and fairness of the criminal justice process. The theme *"Strengthening Prosecution Services for Justice, Accountability, and National Transformation"* captures the strategic focus on building institutional capacity, promoting accountability, and contributing to broader national development.

To track progress and outcomes, the ODPP has identified a measurable performance indicator for the goal. This will serve as a monitoring tool for evaluating changes in prosecution service delivery, and tracking changes in case processing times, and conviction rates. This results-oriented framework supports data-driven decision-making and reinforces the ODPP's role in delivering justice and promoting national transformation. The indicator with its targets is presented in the matrix in table 14.

Table 14: High Level results: Goal Level

Goal	Indicator	Target					
		Baseline 23/24	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30
To streamline prosecution services to foster delivery of justice and socio-economic development in the country.	Increased level of public trust in ODPP services.	75%	75.6%	76.2%	76.8%	77.4%	78%

The matrix below presents a results-based structure that links each ODPP strategic objective to a clearly defined outcome. For each outcome, specific indicators have been selected to measure progress over time. This will facilitate evidence-based decision-making, performance tracking, and strengthen ODPP's institutional accountability in delivering prosecution services.

Table 15: ODPP Objective Level Results

Objective	Outcome	Indicator	Target					
			Baseline (2023/24)	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/39	FY 2029/30
Objective 1: To prosecute criminal cases.	Increased efficiency and effectiveness in prosecution of criminal cases.	1.1 Conviction rate for prosecuted cases.	68%	70%	72%	74%	75%	78%
Objective 2: To recover	Enhanced asset recovery	2.1 Value of recovered	3.5B	4.5B	5B	5.5B	5.8B	6B

proceeds and instrumentalities of crime, and execute compensation orders.	and enforcement of compensation to victims.	assets (UGX Billion).						
		2.2 Percentage of executed compensation orders.	30%	39%	48%	57%	66%	75%
Objective 3: To strengthen international cooperation in criminal matters.	Improved cross-border collaboration in handling transnational crime.	3.1 Number of Mutual Legal Assistance requests processed.	28	28	28	29	29	30
		3.2 Number of extradition requests successfully handled.	10	14	16	18	20	24
Objective 4: To ensure adherence to criminal prosecution standards.	Improved compliance with prosecution guidelines and standards.	4.1 Percentage of case files reviewed that meet prosecution standards.	65%	70%	75%	80%	85%	90%
		4.2 Percentage of disciplinary cases against prosecutors handled.	92%	100%	100%	100%	100%	100%
Objective 5: To strengthen institutional capacity for delivery of prosecution services.	Improved operational effectiveness and resource availability.	5.1 Prosecutor-to-case ratio.	1:369	1:336	1:302	1:269	1:235	1:200
		5.2 Percentage of ODPP offices with adequate ICT infrastructure.	48%	57%	67%	76%	86%	95%

The strategic framework for the Office of the Director of Public Prosecutions (ODPP) outlines the core objectives, strategies, and specific actions that guide the institution's efforts to deliver efficient, effective, and accountable prosecution services. This framework is aligned with national development priorities and the justice sector's commitment to upholding the rule of law, promoting accountability, and ensuring justice for all. The matrix below presents the ODPP's five strategic objectives, each supported by two targeted strategies designed to achieve measurable outcomes. For every strategy, specific actions have been identified to facilitate operational planning, implementation, and performance monitoring. The structured approach ensures that all interventions are logically linked to ODPP's mandate and are prioritized for resource allocation and institutional focus over the strategic planning period.

Table 16: ODPP Strategic Framework Matrix

Objective	Strategies	Key Actions
1. To prosecute criminal cases.	1.1. Strengthen case management systems and prosecutorial efficiency.	1.1.1 To peruse police files and provide legal advice. 1.1.2 To conduct Prosecution Guided Investigations. 1.1.3 Prosecute criminal cases. 1.1.4 Effective prosecution of criminal cases through plea bargain. 1.1.5 Manage and prosecute corruption related cases. 1.1.6 Manage witnesses in criminal cases. 1.1.7 Develop and operationalize a strategy for empowering witnesses and victims of crime. 1.1.8 Prosecute criminal appeals and miscellaneous applications.
	1.2. Enhance the capacity and deployment of prosecutors	1.2.1 Recruit and deploy additional State Attorneys in underserved areas. 1.2.2 Provide continuous legal education and trial advocacy training. 1.2.3 Implement a prosecutor workload management system.
2. To recover proceeds and instrumentalities of crime and execute compensation orders.	2.1. Institutionalize asset tracing, seizure, and forfeiture processes.	2.1.1 Enforce measures for recovery of proceeds and instrumentalities of crime. 2.1.2 Manage and execute compensation orders.
	2.2. Strengthen enforcement of compensation and restitution orders.	2.2.1 Collaborate with courts and enforcement agencies to track compensation orders. 2.2.2 Develop a victims' database to support follow-up on compensation. 2.2.3 Monitor execution of orders and publish annual enforcement reports.
3. To strengthen international cooperation in criminal matters.	3.1. Enhance bilateral and multilateral legal collaboration mechanisms.	3.1.1 Maintain updated contact points for Mutual Legal Assistance and extradition. 3.1.2 Enter MoUs with key partner states and

		institutions. 3.1.3 Participate in regional and international legal cooperation forums. 3.1.4. Process Mutual Legal Assistance (MLA) requests. 3.1.5 Process extradition requests. 3.1.6 Participate in international engagements in criminal matters. 3.1.7 Strengthen inter agency coordination and advocacy.
	3.2. Build internal capacity to manage transnational criminal cases.	3.2.1 Establish a Transnational Crimes Desk within ODPP. 3.2.2 Train prosecutors in international criminal law and procedures. 3.2.3 Develop guidelines for handling MLA and extradition requests.
4. To ensure adherence to criminal prosecution standards.	4.1. Enforce compliance with prosecutorial guidelines and ethics.	4.1.1 Review and disseminate updated prosecution guidelines. 4.1.2 Conduct routine audits and peer reviews of prosecution practices. 4.1.3 Strengthen internal disciplinary mechanisms. 5.1.4 Develop, disseminate and enforce performance standards. 5.1.5 Undertake routine inspections to enforce adherence to performance standards. 5.1.6 Manage and respond to public complaints.
	4.2. Promote quality assurance and legal supervision.	4.2.1 Implement a standard case file review checklist. 4.2.2 Deploy senior prosecutors as regional supervisors. 4.2.3 Hold annual compliance workshops across all regions.
5. To strengthen institutional capacity for delivery of prosecution services.	5.1. Improve infrastructure and ICT systems for prosecution work.	5.1.1 Upgrade ICT systems in all ODPP regional offices. 5.1.2 Roll out digital file management and case e-diary systems. 5.1.3 Ensure reliable connectivity and power backup at all offices.
	5.2. Strengthen planning, human resource and performance management systems.	5.2.1 Conduct Policy Analysis. 5.2.2 Provide ICT infrastructure and services. 5.2.3 Undertake planning, statistics and Monitoring, Evaluation, Accountability and Learning activities. 5.2.4 Strengthen research and training at ODPP. 5.2.5 Enhance administration and financial management. 5.2.6 Strengthen the procurement and disposal function. 5.2.7 Strengthen communication and public relations. 5.2.8 Provide independent audit and risk management. 5.2.9 Attract, recruit, retain, develop and manage exit of human resource. 5.2.10 Enhance library, records and information management services.

CHAPTER FOUR

FINANCING STRATEGY

4.1 Introduction

The programmes and activities in this SP will be financed from various sources including government funding, Development Partners and Public Private Partnerships. The financing strategy intends to ensure that the Plan is executed timely with a broadened resource base.

4.2 Forecast of Revenue by source for the next Five Years

This presents the financing framework of the Plan. It provides the overall and disaggregated costs of the Plan, and the strategies for mobilizing the required financing.

Summary of the Strategic Plan Budget

The table below provides the total cost required to implement the Plan. The detailed breakdown is as follows;

Table 17: Summary of the Strategic Plan Budget in shillings (billions)

CLASSIFICATION	2025/26	2026/27	2027/28	2028/29	2029/30
Wage	32.462	35.708	39.279	43.207	47.528
Non-Wage Recurrent	50.397	53.18	56.212	59.485	63.021
Total Recurrent	82.859	88.888	95.491	102.692	110.549
Total Development	52.01	55.061	57.432	58.74	51.881
Total Budget	**134.869**	**143.949**	**152.923**	**161.432**	**162.43**

4.3 Key cost drivers

The key cost drivers of this Strategic Plan are:

i. Increased presence of ODPP services throughout the country;
ii. Operationalization of the ODPP staffing structure;
iii. Automating the business processes of the ODPP;
iv. Staff capacity building to handle and manage sophisticated crime[3];
v. Capital development.

[3] Sophisticated crime refers to criminal activities that involve advanced planning, complex execution, and often the use of technology or specialized knowledge to evade detection. These crimes typically require a high level of organization and may involve multiple perpetrators. Sophisticated crimes include cybercrime, financial fraud, money laundering, and organized crime syndicates. Such crimes are often difficult to investigate due to their intricate nature and the methods used to conceal illegal activities.

4.4 MTEF Projections and Implications for SP Financing

Assumptions

The following are the key assumptions of the funding forecasts:

i. Non-wage and Development revenues have been projected at 5% while wage at 10%.
ii. Resource mobilization strategy in place;
iii. Timely disbursement of funds;
iv. No budget leakages and cuts;
v. Retain the existing Development Partners during the SP implementation;
vi. Attract new Development Partners;

Table 18: MTEF Projections for 2025/26– 2029/30

Budget Item	2025/26	2026/27	2027/28	2028/29	2029/30
Wage	32.462	35.708	39.279	43.207	47.528
Non-Wage	38.446	40.368	42.387	44.506	46.731
Development	15.287	16.051	16.854	17.697	18.581
Total	**86.195**	**92.128**	**98.520**	**105.410**	**112.840**

Table 19: Funding Gaps

CLASSIFICATION	2025/26	2026/27	2027/28	2028/29	2029/30
Wage Gap	0	0	0	0	0
Non-Wage Recurrent Gap	11.951	12.812	13.825	14.979	16.29
Total Recurrent Gap	11.951	12.812	13.825	14.979	16.29
Total Development Gap	36.723	39.01	40.578	41.043	33.3
Total Funding Gap	**48.674**	**51.822**	**54.403**	**56.022**	**49.59**

Table 20: Strategic Plan Budget by Source of Funding FY (FY2025/26–2029/30)

CLASSIFICATION	2025/26		2026/27		2027/28		2028/29		2029/30		TOTAL
FUNDING SOURCE	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	
Wage	32.462	0	35.708	0	39.279	0	43.207	0	47.528	0	198.184
Non-wage recurrent	50.397	0	53.18	0	56.212	0	59.485	0	63.021	0	282.295
Total recurrent	82.859	0	88.888	0	95.491	0	102.692	0	110.549	0	480.479
Development	52.01	0	55.061	0	57.432	0	58.74	0	51.881	0	275.124
Total Budget	134.869	0	143.949	0	152.923	0	161.432	0	162.43	0	755.603
%ge of Source	100%	0%	100%	0%	100%	0%	100%	0%	100%	0%	

4.5 Revenue Mobilization Strategy

In order to implement this Strategic Plan, the ODPP shall require resources; some of which will be earmarked from the national budget. However, these resources may not be sufficient. Hence this calls for a resource mobilization strategy. The strategies to mobilize resources in the plan period are presented below:

i. Maximize cost-saving initiatives of released resources;
ii. Solicit support from Development Partners and non-state stakeholders to finance ODPP operations;
iii. Develop and submit funding proposals to strategic grant providers;
iv. Lobby for additional budget support from Parliament, Ministry of Finance, Planning and Economic Development and donors to bridge the funding gap.

CHAPTER FIVE

IMPLEMENTATION ARRANGEMENTS

5.1 Introduction

This chapter presents the structural, system, and human resource requirements to achieve the intended results. This SP shall be implemented through the existing elaborate governance and organizational structure.

5.2 Institutional arrangements

Implementation arrangements as per the NDP IV Guidelines

Based on NDP IV general guidance for implementing the institutional SPs, the annual planning, budgeting, implementation and monitoring and evaluation of the Plan will be followed as may be further guided by NPA and MoFPED.

The Programme-Based Approach implementation and coordination arrangements

The implementation of the SP will be guided by the Programme-Based Approach (PBA) as adopted by the NDP IV as a key shift away from the output-based programming. As a result, the Programme Implementation Action Plan (PIAP) will be followed. As part of the Administration of Justice Programme, ODPP will implement the SP primarily through the appropriate programme coordination and prioritization arrangements, steered under the Criminal Justice, Legal Education, Research and Training, and Institutional Coordination technical working groups.

At the institutional level, the Strategic Plan implementation will be coordinated by the Permanent Secretary with the overall guidance of the Director of Public Prosecutions. The implementation of the SP will be cascaded to Departments, Divisions, Regions and Field Stations through participatory planning, budgeting, execution, monitoring, evaluation, accountability and learning. Therefore, understanding, ownership, and popularization of this strategy will be critical in guiding its successful implementation. The SP has embedded performance measures as outlined in its results framework and budget.

5.3 Roles and responsibilities of internal stakeholders

The various stakeholders will have different roles and responsibilities in the implementation of the Strategic Plan.

The ODPP Top Management Committee

The Top Management Committee shall comprise the Head of the Institution, Permanent Secretary, and Heads of Directorates. The main role of this committee is ensuring oversight over the implementation and delivery of results of the SP.

The ODPP Senior Management Committee

The Senior Management Committee shall comprise Heads of Departments, Divisions, Units and Sections. The roles of Senior Management include: ensuring departmental plans are aligned to the goal and objectives of this SP; ensuring implementation of interventions; monitoring and evaluation; conducting quarterly, bi-annual, and annual progress reporting; innovating and building multi-level relationships with external stakeholders.

The Heads of Department shall be accountable to the committee for the performance of the SP under their mandate during the implementation period while ensuring delivery of quality services. These Departments shall on a quarterly basis present their respective performance reports to the Top Management Committee for review and consideration. All prosecution Departments will guide investigations, prosecute and coordinate all casework with the relevant MDAs to ensure efficient and effective delivery of prosecution services. In managing all prosecutorial work, adherence to prosecution standards shall be the basic principle. The non-prosecution Departments will provide a supporting function specifically to ensure staff capacity is enhanced, research is undertaken, ICT services and administration support services provided and quality assurance upheld.

The Field Offices

Field offices comprise Regional and RSA Offices. Regional Offices will provide a direct link to the field offices in the implementation of the Strategic Plan. This will include ensuring that all staff in their jurisdiction are aware of the SP, align their plans to the SP and comply with the implementation and assist in monitoring of the SP activities within their respective operational areas. The Heads of Field Stations shall represent the ODPP in their respective areas of

jurisdiction in the execution of the SP. They will be expected to ensure implementation of interventions, align their actions along the SP and prepare reports in line with the SP.

The Policy and Planning Division

The ODPP Policy and Planning Division will coordinate the implementation of the development plan; ensure that the annual budgets are aligned to this strategy; and coordinate the preparation of quarterly, semi-annual and annual reports of the Plan. The Division will organize the semi-annual and annual performance reviews of the implementation of the SP. The ODPP will develop and operationalize a systematic approach towards implementing, monitoring and evaluating this Strategic Plan. The SP will synchronize with the existing and anticipated structures of the ODPP, Government's planning, priority setting and reporting framework. It should be noted that under the new ODPP structure, there is need for a further review to realign the institutional set up and roles of the various offices. This is in a bid to make the ODPP more efficient and effective in delivering on its mandate. The ODPP needs to develop performance targets, indicators and reporting frameworks in line with the SP. To facilitate the smooth execution of this SP, various mechanisms and processes will need to be undertaken. These include:

i. Developing a comprehensive M&E plan**;** commitment to continuous monitoring of the Plan at input, output, results and impact levels. The monitoring and reviews will whenever possible be conducted on quarterly, annual and in the mid-term period to keep track of the implementation of the SP.
ii. Matching the financial resources to the set results and outputs; this will require effective integration of the annual reporting, priority setting and budgeting processes, especially the preparation and submission of Budget Framework Papers, Ministerial Policy Statements and Parliamentary advocacy and lobbying.
iii. Undertaking more robust and focused resource mobilization mechanisms to garner additional funding from both the existing and other potential funding sources.
iv. Strengthening the institutional capacity of the ODPP to deliver this SP.

5.4 Roles and responsibilities of external stakeholders

Table 21 below presents the different stakeholders and their roles/responsibilities in implementation of the Plan

Table 21: Roles of External Stakeholders

S/No.	Other Stakeholder	Roles and Responsibilities
1.	Public Service Commission	▪ Recruit appropriate staff as per established structure. ▪ Discipline and reward staff. ▪ Review and make recommendations for improvement of the terms and conditions of service of staff.
2.	Cabinet or Executive	▪ Policy approval. ▪ Cabinet directives/pronouncements.
3.	Parliament of Uganda	▪ Appropriation of the Budget. ▪ Enactment of laws.
4.	Ministry of Public Service	▪ Review the staffing structure to enhance service delivery. ▪ Advise government on improving staff welfare.
5.	Ministry of Finance, Planning and Economic Development	▪ Budgetary allocations for the planned activities. ▪ Development and monitoring of financial management framework.
6.	Ministry of Justice and Constitutional Affairs	▪ Representation of the ODPP on the floor of Parliament and in Cabinet. ▪ Advise the Government on improving the administration of justice. ▪ Make policies.
7.	Office of the President (Cabinet Secretariat)	▪ Support processes towards making of Cabinet decisions.
8.	National Planning Authority	▪ Provide support for the planning function. ▪ Monitor implementation of the Plan.
9.	Development Partners	▪ Provide finance and technical assistance to implement priority activities.
10.	Civil Society Organizations	▪ Provide policy advocacy and demand accountability.
11.	Academia	▪ Undertake research to enhance service delivery.
12.	Media	▪ Share information on prosecution services and its dissemination to the public.
13.	The Public	▪ Demand effective and efficient prosecution services. ▪ Participate in the prosecution processes and activities.

5.5 Sustainability arrangements

Cascading the Strategic Plan: Within the first year of implementing the SP, ODPP will cascade the Plan to Departments, regional offices and field stations to enhance focus on desired contributions. This cascading process will extend to individual staff, capturing annual targets from Departmental and Unit Annual Plans.

Performance Management: ODPP will adopt a performance management framework to set performance targets, evaluate outcomes, and reward or sanction performance. This framework will translate strategic objectives into Directorate and Departmental goals, cascading to individual performance targets, facilitating effective annual appraisals and continuous improvement.

Financial Sustainability: ODPP will implement the Resource Mobilization Strategy to attract funders and Development Partners to finance its initiatives. These include:

i) Developing and reviewing funding partnerships.

ii) Ensuring timely reporting and participation in planning and budgeting processes.

iii) Writing project funding proposals.

iv) Integrating planning and budgeting to maximize resources.

Partnerships and Collaborations: The ODPP has over the years built strong partnerships and collaborations with actors within the Justice Law and Order Institutions and other sectors. It has also worked in close collaboration with development partners who have continuously extended technical and financial support for its operations. These include: United Nations Office Drug and Crime (UNODC), United Nations International Children's Emergency Fund (UNICEF), International Development Law Organisation (IDLO), International Justice Mission(IJM), Human Trafficking Institute (HTI), Redeem International, German Corporation for International Cooperation(GIZ), UN Women, British High Commission, and the World Bank. These partnerships and collaborations will continue to be strengthened and ODPP shall lobby for similar engagements to meet the technical and financial needs of this SP.

CHAPTER SIX

COMMUNICATION STRATEGY

6.1 Introduction

Effective communication is critical for ensuring that the Office of the Director of Public Prosecutions (ODPP) fulfills its constitutional and statutory mandate with transparency, accountability, and responsiveness. Under this SP, the ODPP will align its communication function with the National Communication Strategy adopted by the Government of Uganda in September 2011. This alignment will ensure that messages from the ODPP are coherent, accurate, and consistent with national priorities, while feedback from citizens and stakeholders is systematically collected, analyzed, and acted upon.

The communication framework will be anchored in a two-way communication approach, not only disseminating information to the public but also ensuring robust mechanisms to capture, process, and respond to feedback. The ODPP will leverage its regional and branch networks across the country to ensure outreach to urban, peri-urban, and rural communities. The Public Relations Division will spearhead the design, coordination, and execution of these communication and feedback arrangements.

6.2 Rationale and Objectives of the Communication Strategy

The communication strategy aims to:

(i) Inform and Educate: Ensure citizens and stakeholders understand the ODPP's mandate, processes and services.

(ii) Promote Image and Trust: Strengthen the ODPP's public image and credibility by showcasing its contribution to justice and socio-economic development.

(iii) Enhance Customer Care: Improve service delivery through proactive engagement and timely responses to public concerns.

(iv) Promote Transparency and Accountability: Enable the public to monitor and evaluate ODPP's performance through open communication channels.

Objectives

The specific objectives are to:

(i) Widely disseminate information on ODPP's mandate, policies, and achievements.

(ii) Foster order and harmony in the conduct of ODPP's work through coordinated communication.

(iii) Institutionalize regular stakeholder engagement forums for dialogue and feedback.

(iv) Strengthen institutional visibility and brand recognition.

(v) Implement structured systems for gathering and responding to public feedback.

6.3 Communication and Feedback Mechanisms

The ODPP will employ a (**multi-channel communication approach)** to ensure that its messages reach a diverse audience across different platforms.

Key mechanisms include:

(i) Workshops and Conferences – For structured engagement with legal professionals, civil society, and development partners.

(ii) Retreats and Seminars – For internal reflection and stakeholder consultations.

(iii) Press Releases, Newsletters, Advertorials and Press Conferences – For timely public information dissemination.

(iv) Public Debates and Hearings (including Barazas) – For open dialogue with communities.

(v) Mass Media (Radio, Television, Social Media**)** – Leveraging FM radios, national TV stations, and platforms such as Twitter/X, Facebook, WhatsApp, blogs, and the ODPP website.

(vi) Community Outreach – Targeting counties and sub-counties, especially in hard-to-reach areas.

(vii) Complaints and Suggestions Mechanisms – Including automated systems, regional feedback desks, and physical suggestion boxes.

6.4 Implementation of Communication Priorities

In order to implement the communication priorities that have been identified under 6.2 above, the ODPP under this SP shall:

i) Develop a Communications Strategy
ii) Establish and maintain relevant national and international information linkage
iii) Define local content in the context of wider mandate of educating, informing and communicating to various sections of the population on the role prosecution plays in advancing socio-economic development;
iv) Implement visibility events where ODPP participates alongside other JLOS and other stakeholders including at commemoration of important international days like – the Commemoration of key UN convention days, the day of the African Child, International day for Justice, among others.
v) Make functional and automate a complaints handling system both at headquarters and regional levels as well as suggestions boxes to gather and respond to feedback (including that provided voluntarily and anonymously).
vi) Utilize airtime provided by the media center on radio (especially FM) and on television (including most watched talk shows) so as to reach out to the masses with messages about ODPP work.

Table 22: Implementation of Communication Priorities

Implementation Action	Expected Output	Lead Division/Unit	Timeline
Develop ODPP Communication Strategy.	Approved communication strategy document.	Public Relations Division.	Year 1
Establish National & International Linkages.	Signed MoUs/partnership agreements.	Public Relations Division.	Continuous
Define Local Content for Public Education.	Locally relevant education materials	Research & Policy Division, PR Division.	Year 1–2
Implement Visibility Events.	Participation in UN Days, African Child Day, etc.	PR Division, Regional Offices	Annual
Automate Complaints System.	Functional online/offline complaint portal/call centre.	ICT Division, PR Division.	Year 1
Media Airtime Utilization.	Regular radio & TV programs on ODPP work.	PR Division.	Quarterly

6.5 Monitoring and Evaluation of Communication Efforts

The effectiveness of ODPP's communication and feedback arrangements will be measured through:

Table 23: Measurement of communication and feedback arrangements

Indicator	Baseline	Target	Data Source
Public awareness levels of ODPP mandate (%).	TBD (Survey)	80%	Annual public perception survey.
Number of outreach activities conducted annually.	15	50	PR Division reports.
Response time to complaints (days).	14	5	Complaints handling system.
Media coverage sentiment (%).	60% positive	90% positive	Media monitoring reports.

6.6 Expected Outcomes

By implementing these communication and feedback arrangements, the ODPP expects to achieve:

i) Increased public trust and confidence in the ODPP.

ii) Improved service delivery through responsive feedback loops.

iii) Greater visibility of the ODPP's role in promoting justice.

iv) Enhanced collaboration with stakeholders at national and international levels.

CHAPTER SEVEN
RISK PLANNING AND MANAGEMENT

7.1 Introduction

This chapter outlines the ODPP's approach to identifying, assessing, mitigating, monitoring, and reviewing risks in line with the Government of Uganda's Risk Management Strategy (2018) and international good practices. The Office of the Director of Public Prosecutions (ODPP) recognizes that effective risk management is essential for the delivery of its constitutional mandate. Risks, if unmanaged, can impede organizational performance, erode public trust and jeopardize the institution's operational efficiency and effectiveness.

7.2 Risk Management Objectives

The objectives of ODPP's risk management framework are to:

(i) Proactively identify potential threats and opportunities that may impact the achievement of institutional goals.
(ii) Minimize exposure to operational, financial, reputational, and legal risks.
(iii) Enhance decision-making by incorporating risk considerations into planning, budgeting and performance management.
(iv) Strengthen accountability and transparency in prosecutorial operations.
(v) Ensure continuity of services through preventive and contingency measures.

7.3 Risk Management Governance Structure

Table 24: Risk Management Governance Structure

Level	Role
Director of Public Prosecutions	Provides overall leadership and strategic direction for risk management. Approves risk management policies and major mitigation measures.
Permanent Secretary	Oversees the implementation of risk management activities, allocates resources, and monitors high-priority risks.
Top Management Team	Plays an oversight function to ensure that the risk management strategy is implemented.
Risk Management Committee	Coordinates risk assessment exercises, reviews risk registers, and reports on risk status.
Department/Unit Heads	Identify, assess, and manage risks within their operational areas. Maintain departmental risk registers.
Risk Focal Persons	Serve as point persons for capturing risk data, monitoring mitigation actions, and reporting progress.
All Staff	Apply risk awareness in daily work and promptly report potential risks.

7.4 Risk Management Process

The ODPP adopts a five-step risk management cycle:

(i) Risk Identification: Recognizing threats and opportunities from internal and external sources.

(ii) Risk Assessment: Evaluating the likelihood and impact of identified risks.

(iii) Risk Mitigation Planning – Developing strategies to reduce risk probability and/or consequences.

(iv) Risk Management: Putting the right chosen mitigation strategies and security controls into practice, integrating them into existing business processes and workflows.

(v) Risk Monitoring and Review: Updating risk registers and lessons learned for adaptive management and regularly tracking risk indicators and mitigation progress.

7.5 Risk Categories

ODPP's risks are categorized into:

(i) Strategic Risks: Risks affecting the achievement of the ODPP's strategic objectives (e.g., policy changes, political interference).

(ii) Operational Risks: Risks arising from day-to-day prosecution and support functions.

(iii) Financial Risks: Risks related to budget allocation, financial controls and accountability.

(iv) Reputational Risks: Risks that could harm public confidence and trust in the ODPP (e.g., perceived bias, misconduct).

(v) Compliance Risks: Risks of failing to adhere to legal, regulatory and ethical standards.

(vi) Technological Risks: Risks relating to ICT systems failure, cyber threats, or inadequate digital infrastructure.

Table 25: Detailed Risk Analysis Matrix

Specific Risk	*Description*	*Likelihood*	*Impact*	*Risk Rating*	*Mitigation / Control Measures*	*Responsible Unit*	*Monitoring Frequency*
Misalignment with National Development priorities	Failure to align ODPP's prosecution priorities with NDP IV, Vision 2040, and justice sector reforms.	Medium	High	High	Regular review of strategic plan; participation in Administration of Justice Program; integrate national targets in ODPP workplans.	Planning & Research Department	Annual
Political interference	Influence in prosecutorial decisions undermining independence.	Medium	High	High	Enforce constitutional independence; strengthen internal governance structures; transparent case selection criteria.	Directorate of Management support Services	Continuous
Case backlog	Delays in prosecution due to high caseloads, limited staff or inefficiencies.	High	High	Very High	Recruit more prosecutors; digital case management; prioritization of cases; periodic backlog clearance campaigns.	Case Management Unit	Quarterly
Inadequate Investigations	Poor quality investigations from partner agencies leading to weak cases.	High	High	Very High	Enhance coordination with Police; joint training sessions; regular feedback loops on investigation quality.	Directorate of Prosecution	Continuous
Staff turnover	Loss of skilled prosecutors to private sector or other agencies.	Medium	High	High	Competitive remuneration; professional development; succession planning.	HR & Administration	Semi-annual
Skills gaps	Lack of specialized skills in areas like cybercrime, money laundering, or terrorism cases.	Medium	High	High	Specialized training; partnerships with academic and training institutions; secondments.	Training & Capacity Building Unit	Annual

Budget cuts or delayed releases	Reduced or late disbursement of government funding affecting operations.	Medium	High	High	Advocate for adequate budget; diversify funding (development partners); prioritize critical activities.	Finance & Administration	Quarterly
Misuse of funds	Fraud or misappropriation of ODPP resources.	Low	High	Medium	Strengthen internal audit; enforce procurement laws; regular financial reporting.	Internal Audit	Quarterly
Cybersecurity threats	Hacking or loss of sensitive prosecution data.	Medium	High	High	Secure IT systems; regular backups; staff training on cybersecurity.	ICT Unit	Continuous
System downtime	Failure of case management system affecting operations.	Medium	Medium	Medium	Maintenance contracts; backup systems; ICT disaster recovery plan.	ICT Unit	Continuous
Public perception of bias	Loss of public trust due to perceived selective prosecutions.	Medium	High	High	Public communication strategy; publish prosecution guidelines; community outreach.	Communications & PR Unit	Continuous
Media misrepresentation	Negative or inaccurate media coverage.	Medium	Medium	Medium	Engage media proactively; provide timely clarifications; media training for spokespersons.	Communications Unit	Continuous
Non-compliance with laws & international obligations	Breach of domestic or treaty obligations in prosecutions.	Low	High	Medium	Regular legal updates; training on new laws; legal review of case strategies.	Directorate of Legal Services	Annual
Rights violations	Failure to uphold rights of accused or victims during prosecution.	Medium	High	High	Continuous training on human rights; victim-witness protection programs; monitoring by Inspectorate.	Inspectorate of ODPP	Continuous

CHAPTER EIGHT

MONITORING AND EVALUATION FRAMEWORK

8.1 Introduction

This chapter presents the Monitoring and Evaluation (M&E) framework during the five-year Strategic Plan period. It outlines the monitoring and evaluation process, Theory of Change for the period and the M&E cycle and plan. It then covers the reporting flow and the M&E results framework matrix.

The M&E framework for the SP provides a roadmap for tracking and reporting progress of its implementation which involves evaluating the success in terms of realizing the SP's objectives and intended outcomes including the ODPP's contribution to NDP IV programme outcomes. The M&E framework is intended to provide answers to the key performance measurement, monitoring and evaluation questions such as:

i. Were resources availed and used as planned?
ii. Were the planned activities implemented as planned?
iii. Did the execution of activities result into the planned outputs?
iv. Did or will the outputs result in the expected outcomes?
v. Did or will the plan create the desired impact to the target beneficiaries?
vi. What lessons were learnt during the implementation of the SP?

8.2 Monitoring and Evaluation processes

Monitoring and evaluation processes underline the proposed M&E strategy for the ODPP Strategic Plan. They include progress reporting by internal stakeholders to aid decision making as well as Annual Performance Review, Midterm review and End-term evaluation of the Plan for the benefit of internal and external stakeholders.

Progress reporting by internal stakeholders

This refers mainly to periodic regular reporting of progress of implementation of the ODPP Strategic Plan done to aid management decisions. These shall be done quarterly to indicate key milestones towards the annualized target performance of the Plan. They will also enable the Programme Budgeting System (PBS) quarterly reporting as required by government.

Annual Performance Reviews

Annual implementation reviews of the ODPP Strategic Plan will be conducted to assess the achievements against set milestones and performance targets. The performance review report of the Strategic Plan shall be the major contribution towards the compilation of the ODPP Annual report. These activities will also allow annual performance reporting in the PBS.

Mid-term evaluation

Mid-term evaluation shall be conducted halfway into the implementation of the Strategic Plan to establish whether or not the implementation of the Plan is on course, and is likely to achieve the targets. The Mid-Term Review (MTR) will help to detect any variations from target performance and provide strategic measures for addressing them as well as to summarize the lessons learnt from the first phase of implementing the Plan that might be useful for later phases.

End-term evaluation

The end-term evaluation shall aim to assess the extent to which the ODPP Strategic Plan objectives will have been achieved, pointing at 'what worked' and reasons 'why it worked', as well as 'what did not work' and why it did not. In order to satisfy data requirements for the different processes, a robust M&E system shall be developed to collect data for measuring the ODPP's performance at output and outcome levels. The output level indicators shall measure the milestones attained in the execution of specific interventions of the Strategic Plan useful for annual performance reviews and periodic progress reporting. Outcome indicators shall measure the level of achievement of objectives of the Strategic Plan and will be useful for the midterm reviews and end-term evaluation of the Plan. While the periodic/quarterly progress reporting and annual implementation reviews shall be done internally (jointly with key stakeholders), MTR and end-term evaluation shall be undertaken by external facilitators to ensure independence of assessments.

8.3 Theory of Change

The Theory of Change presents the expected results during implementation of this Strategic Plan. It illustrates the assumption that if the required resources in terms of funds, expertise, materials and technical assistance are provided in time, then the ODPP shall be able to undertake the planned core activities. Presented in Figure 1 below is an illustration of the Theory of Change for the 2025-2030 strategic direction of the ODPP.

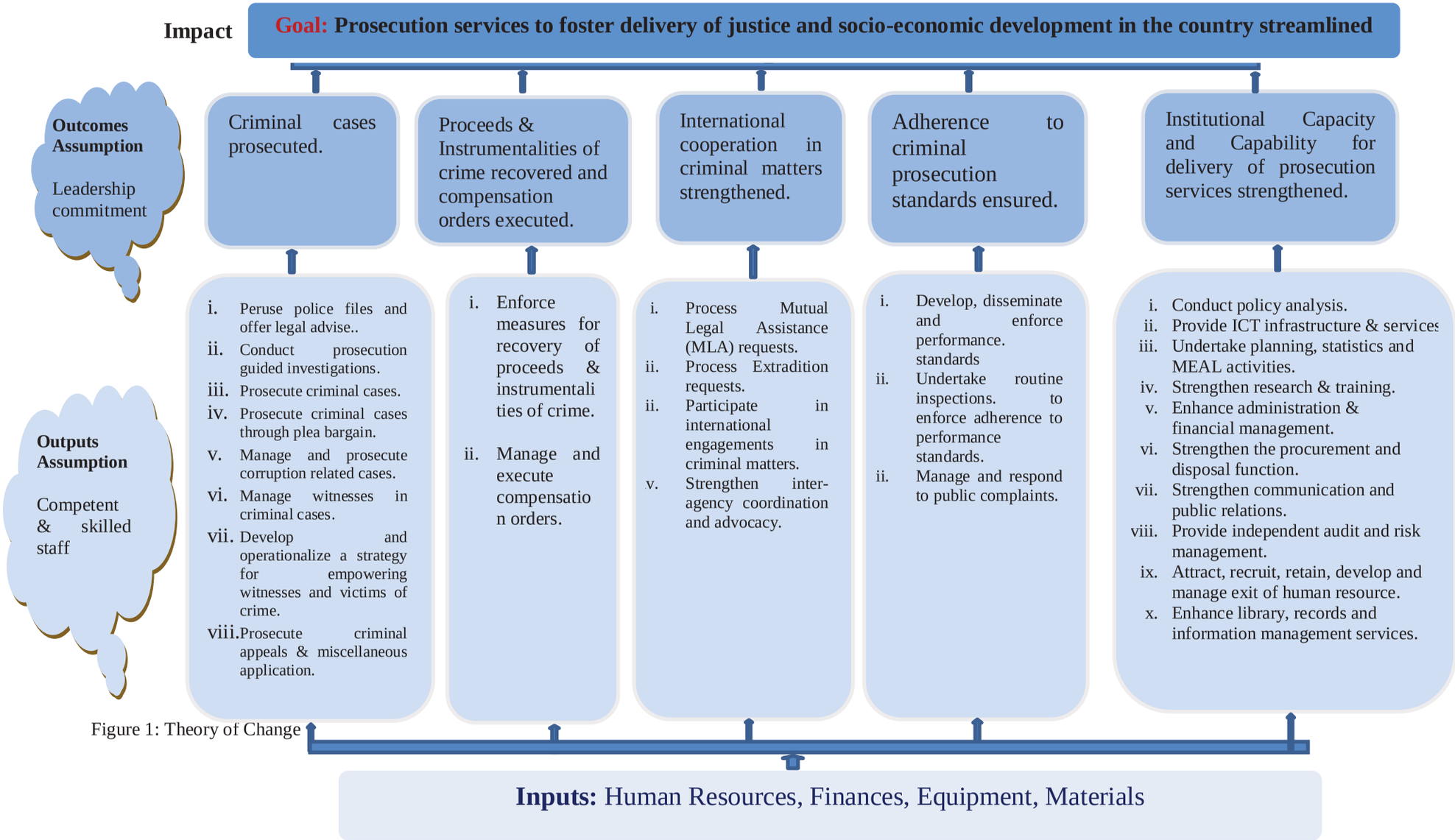

Figure 1: Theory of Change

8.4 Results Framework

The results framework/matrix presented in this section will enable effective assessment of results accruing from effective implementation of this five-year SP. The M&E framework matrix presents the interventions and actions under the strategic objectives, key performance indicators, five-year targets, baseline values as at 2024 and annual targets, all of which will be useful in measuring progress and achievement of the strategic objectives. Table 26 below presents the ODPP's Results Framework for the 2025-2030 SP.

Table 26: VIAP Results Framework

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation									
NDPIV Strategic Objective 5: Strengthen good governance, security and the role of the state in development									
Program Name: Administration of Justice Programme									
Programme Goal: Improved access to justice for all.									
Programme Objective 1: Strengthen a people-centered justice delivery system									
Vote Objective: To prosecute criminal cases									
Intermediate Outcome 1.1: Improved use of Alternative Dispute Resolution Mechanisms	Proportion of cases of a Criminal nature resolved through Plea Bargaining	2.7	3.7	4.7	5.7	6.7	7.7	AJP Annual Report	All Departments
Intervention 1.1.1: Promote use of ADR in justice delivery processes									
Output 1.1.1.1: Use of Plea Bargaining promoted	Number of cases prosecuted through plea bargain	109	100	100	100	100	100	ODPP Annual Report	All Directorates

PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Department or Unit
Prosecute cases through plea bargaining			0.284	0.282	0.292	0.383	0.406		All Departments
Negotiation and presentation of plea bargain agreements in court for confirmation			0.15	0.17	0.18	0.14	0.14		All Departments
Conduct stakeholder engagements on plea bargain			0.13	0.14	0.15	0.13	0.14		All Departments
Intermediate Outcome 1.1.2: Improved disposal of cases in the justice system	Conviction rate of criminal cases	68	70	72	74	75	78	Periodic reports	All Departments
Intervention 1.1.2.1: Strengthen case management									
Output 1.1.2.1.1: Criminal Cases prosecuted	Proportion of cases prosecuted	**0.829**	**0.800**	**0.840**	**0.860**	**0.880**	**0.900**	ODPP Annual report	All Departments
	Proportion of cyber-crime cases prosecuted	0.894	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	Cyber crime unit
	Proportion of international criminal cases prosecuted	0.895	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	International Crimes
	Proportion of investment related cases prosecuted	0.740	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	Investment Unit
	Proportion of criminal appeal cases and miscellenous applications prosecuted	0.780	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	Appeals and Miscellaneous Applications
	Proportion of SGBV cases prosecuted	0.890	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	Gender, Children & Sexual(GC & S)offences

	Proportion of children related criminal cases prosecuted	0.910	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	Gender, Children & Sexual(GC & S)offences
	Proportion of land criminal cases prosecuted	0.680	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	Land Crimes Department
	Proportion of environment and climate change criminal cases prosecuted	0.780	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	Land Crimes Department
	Proportion of wild life criminal cases prosecuted	0.860	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	Land Crimes Department
	Proportion of corruption related cases prosecuted	0.900	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	Anti-Corruption Division (ACD)
	Proportion of general casework criminal cases prosecuted	0.795	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	General Casework
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Prosecute Land criminal cases			1.785	1.874	1.968	2.066	2.169		Land Crimes Department
Prosecute Environment and Climate Change criminal cases			0.648	0.656	0.663	0.672	0.68		Land Crimes Department
Prosecute Wildlife cases			1.557	1.834	2.126	2.432	2.754		Land Crimes Department
Prosecute General Casework criminal cases			5.226	5.688	6.172	6.68	7.215		General Casework
Prosecute Cyber-crime cases			0.26	0.39	0.229	0.242	0.263		Cyber crime unit
Field visits to review and supervise Cybercrime cases and related matters			0.191	0.200	0.210	0.221	0.232		Cyber crime unit

Peruse cybercrime case files and related matters			0.121	0.19	0.191	0.199	0.2		Cyber crime unit
Prosecute international crimes cases			4.75	4.988	5.237	5.499	5.774		International Crimes Department
Prosecute international crimes cases through prosecution-guided investigations			2.8	2.94	3.087	3.241	3.403		International Crimes Department
Prosecute Investment related cases			0.568	0.596	0.626	0.657	0.69		Investment Unit
Prosecute SGBV (Sexual and Gender-Based Violence) cases and Children-related cases			1.356	1.363	1.731	2.099	2.486		Gender, Children & Sexual(GC & S)offences
Handle court sessions			0.7	0.7	0.9	1	1.5		All Departments
Peruse, review and take over private prosecutions			0.1	0.2	0.23	0.32	0.4		All Departments
Prosecute Corruption-related cases			0.653	0.71	0.77	0.833	0.899		ACD
Conduct prosecution guided investigations in corruption-related cases			0.1	0.1	0.1	0.1	0.1		ACD
Corruption-related case files perused			0.12	0.12	0.12	0.12	0.12		ACD
Stakeholder engagements and anti-corruption meetings held or participated in			0.22	0.22	0.22	0.22	0.22		ACD
Serve and ensure compliance with administrative sanctions			0.05	0.05	0.05	0.05	0.05		ACD
Prosecute criminal appeal cases and miscellaneous applications			0.785	0.869	0.957	1.049	1.146		Appeals and Miscellaneous Applications (A&MA)
Prosecution of appeals before court			0.15	0.15	0.15	0.15	0.15		(A&MA)
Conduct mentorship of prosecutors on the appellate process			0.2	0.2	0.2	0.2	0.2		(A&MA)

Conduct engagement meetings with key stakeholders on appeal processes and cases			0.31	0.31	0.31	0.31	0.31		(A&MA)
Handle criminal Miscellaneous Applications			0.1	0.1	0.1	0.1	0.1		(A&MA)
Conduct mentorship of prosecutors on the appellate process			0.13	0.13	0.13	0.13	0.13		(A&MA)
Output 1.1.2.1.2: Prosecution guided investigationsconducted	Number of Criminal cases handled through Prosecution-Guided investigations.	572	600	650	700	750	800		All Directorates
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Hold case management meetings			0.31	0.31	0.31	0.31	0.31		All Departments
Conduct stakeholder coordination meetings			0.21	0.31	0.22	0.25	0.37		All Departments
Undertake pre-trial witness interviews			0.3	0.33	0.35	0.35	0.42		All Departments
Conduct performance review meetings with regional officers			0.1	0.1	0.1	0.1	0.1		General Casework and Inspection and Quality Assurance (I&QA)
Output 1.1.2.1.3: Police files perused and legal advice provided	% of files perused and a prosecutorial decision taken	100%	100%	100%	100%	100%	100%	Periodic reports	All Directorates
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Peruse criminal case files			0.20	0.30	0.21	0.23	0.33		All Directorates

Sanction Cases			0.50	0.60	0.70	0.80	0.80		All Directorates
Commit cases for trial to the High Court			0.21	0.33	0.32	0.22	0.47		All Directorates
Output 1.1.2.1.3: Witnesses in criminal cases managed	No. of witnesses and victims referrals made	30	30	30	35	35	40	ODPP Annual report	Witness Protection and Victim Empowerment (WP&VE)
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Coordinate Witness protection and Victims Empowerment Services			3.4	3.57	3.749	3.936	4.133		(WP&VE)
Conduct capacity building for Prosecutors on witness protection			1.25	1.25	1.25	1.25	1.25		Research & Training Department
Conduct inter-agency coordination meetings on witness protection and support			0.3	0.3	0.3	0.3	0.3		(WP&VE)
Benchmarking for best practices from other countries on witness protection			0.25	0.25	0.25	0.25	0.25		(WP&VE)
Hold consultative meetings			0.2	0.2	0.2	0.2	0.2		(WP&VE)
Conduct a RIA on witness protection and empowerment of victims of crime			0.5	0.5	0.5	0.5	0.5		Policy and Planning Division
Conduct witnesses and victims of crime outreach programmes			0.3	0.3	0.3	0.3	0.3		International Crimes Department
Vote Objective Two (SO2): To recover proceeds and instrumentalities of crime, and execute compensation orders									
Intermediate Outcome 2.1: Improved disposal of cases in the justice system	Percentage of administrative recoveries made out of recoveries due for recovery	72.5	74	75	76	78	80	ODPP Performance reports	Department of International Cooperation & Asset Recovery (IC&AR), ACD
Intervention 2.1.1: Manage and execute compensation orders, enforce measures for recovery of instrumentalities and proceeds of crime									

Output 2.1.1.1 : Assets Recovered	Proportion of recoveries against orders issued for execution	58	60	60	60	60	60	ODPP Annual Report	Department of International Cooperation & Asset Recovery (IC&AR), ACD
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Conduct Asset Recovery			0.203	0.207	0.211	0.215	0.219		Department of International Cooperation & Asset Recovery (IC&AR), ACD
Preserve instrumentalities and proceeds of crime			0.12	0.12	0.12	0.12	0.12		Department of International Cooperation & Asset Recovery (IC&AR), ACD
Process applications for seizure, restraint/ freezing orders, interim sale of quickly depreciating seized assets, and confiscation of proceeds of crime			0.03	0.03	0.03	0.03	0.03		IC&AR
Monitor and supervise the valuation and sale/disposal of confiscated/ forfeited property/assets upon receipt of confiscation order			0.02	0.02	0.02	0.02	0.02		IC&AR
Convene and participate in stakeholder meetings on asset recovery			0.05	0.05	0.05	0.05	0.05		IC&AR
Process applications for preservation orders, compensation orders and executions			0.05	0.05	0.05	0.05	0.05		IC&AR
Monitor and supervise the valuation and sale of property orders arising out			0.1	0.1	0.1	0.1	0.1		IC&AR ACD

of applications for execution									
Vote Strategic Objective (SO) 3: To strengthen international cooperation in criminal matters									
Intermediate Outcome 3.1: Improved disposal of cases in the justice system	Percentage of Mutual Legal Assistance requests processed	95	98	100	100	100	100	ODPP Performance reports	IC&AR
Intervenrtion 3.1.1: Mutual Legal Assistance (MLA) and Extradition requests									
Output 3.1.1.1: Mutual Legal Assistance requests processed.	Number of outgoing Mutual Legal Assistance requests processed.	22	22	22	22	22	23	ODPP Annual Report	IC&AR
	Number of incoming Mutual Legal Assistance requests processed.	6	6	6	7	7	7	ODPP Annual Report	IC&AR
PIAP Actions			**Budget FY2025/26**	**Budget FY2026/27**	**Budget FY2027/28**	**Budget FY2028/29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Process MLA requests			0.725	0.85	0.981	1.119	1.264		IC&AR
Process extradition requests			0.725	0.725	0.725	0.725	0.725		IC&AR
Draft documents on international criminal matters			0.05	0.05	0.05	0.05	0.05		IC&AR
Membership to Regional and International professional bodies			0.3	0.3	0.3	0.3	0.3		IC&AR
Participate in international conferences, workshops and trainings			0.5	0.5	0.5	0.5	0.5		IC&AR
Inter-agency coordination meetings			0.2	0.2	0.2	0.2	0.2		IC&AR
Programme Objective 2: Strengthen and reform justice business processes									
Strategic Objective (SO) 4: To ensure adherence to criminal prosecution standards									

Intermediate Outcome 4.1 Improved disposal of cases in the justice system	Conviction rate of criminal cases	67	70	72	74	75	78	Periodic reports	All Directorates
Intervention 4.1.1: Strengthen inspection and quality assurance in justice service delivery									
Output 4.1.1.1: Justice service delivery inspection enhanced	Number of ODDP offices and delegated prosecuting agencies adhering to performance standards	101	120	124	125	130	130	ODPP Annual report	HOD – I&QA
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Undertake quality assurance inspection to track adherance to performance standards			0.36	0.405	0.452	0.502	0.554		I&QA
Conduct review of performance standards			0.1	0.1	0.1	0.1	0.1		I&QA
Supervise prosecutors with a delegated prosecutorial role			0.12	0.12	0.12	0.12	0.12		Field Operations(FO) and I&QA
Engage with prosecutors with delegated prosecutorial role			0.12	0.12	0.12	0.12	0.12		Field Operations(FO) and I&QA
Conduct inspections to enforce adherence to performance standards			0.2	0.2	0.2	0.2	0.2		I&QA
Output 4.1.1.2: Public complaints managed and responded to	% of complaints against the criminal prosecution processes handled	95%	100%	100%	100%	100%	100%	Periodic reports	Complaint Management Office (CMO)
	% of public complaints	95%	100%	100%	100%	100%	100%	Periodic reports	I&QA

	against staff investigated								
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Undertake outreaches and stakeholder meetings on complaints management of the criminal justice system			0.1	0.11	0.12	0.12	0.13		Complaint Management Office (CMO)
Monitor the implementation of the complaints management guidelines			0.05	0.06	0.06	0.07	0.08		CMO
Investigate all reported complaints			0.35	0.355	0.371	0.389	0.369		CMO
Programme Objective 3: Strengthen Administrative, Legal, Institutional and Coordination capacity for Justice service delivery									
Vote Strategic Objective (SO) 5: To strengthen institutional capacity for delivery of prosecution services									
Intermediate Outcome 5.1: Increased access to frontline justice services	Proportion of districts with ODPP presence	70	70	72	74	74	75	ODPP Annual report	Finance and Administration(F&A)
Intervention 5.1.1: Increase the coverage of justice service delivery points									
Output 5.1.1.1: Presence of justice service delivery points enhanced	Number of justice service delivery centres constructed	6	8	8	10	10	10	ODPP Annual Performance reports	F&A
	Number of storage facilities constructed.	0	5	5	5	5	5	Periodic reports	F&A
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Construct ODPP (Office of the Director of Public Prosecutions) Offices and residences			3.7	4.476	5.217	5.918	6.59		F&A
Establish more field offices across the country			1.2	1.2	1.2	1.2	1.2		F&A

Enhance infrastructure equipment management			11.2	11.51	11.836	12.177	7.536		F&A
Build structures for proper storage and management of assets			5	5	5	5	0		F&A
Intervention 5.1.2: Rehabilitate justice service delivery points									
Output 5.1.2.1: Justice service delivery points rehabilitated	Number of justice delivery centres rehabilitated	8	10	10	10	12	12	ODPP Annual Report	Finance and Administration Department
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Rehabilitate ODPP (Office of the Director of Public Prosecutions) Offices and Residences			0.55	0.578	0.606	0.637	0.669		Finance and Administration Department
Intervention 5.1.3: Retool Justice service delivery points									
Output 5.1.3.1: Justice service delivery points equipped	Number of justice delivery points equipped	34	40	45	45	50	50	ODPP Annual Report	F&A
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Coordinate the retooling of the ODPP offices			12.6	13.23	13.892	14.586	15.315		F&A
Output 5.1.3.2: ICT uptake enhanced	Number of ICT equipment acquired	28	40	40	40	40	40	ODPP Annual Report	F&A
	Number of ODPP Stations with PROCAMIS	40	45	50	55	60	65	Periodic Reports	F&A
	Number of additional offices linked to Digital Infrastructure and Internet Services	47	10	10	10	10	10	Periodic Reports	F&A
	Number of offices equipped with	47	150	150	150	150	150	Periodic Reports	F&A

	additional ICT facilities								
	Number of online Management Information Systems upgraded	1	1	1	1	1	1	Periodic Reports	F&A
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Acquire software and licenses			0.50	0.50	0.50	0.50	0.50		F&A
Ensure system integration with other criminal justice institutions			0.50	0.50	0.50	0.50	0.50		F&A
Maintain ICT Infrastructure, hardware and software			0.50	0.50	0.50	0.50	0.50		F&A
Strengthen IT Governance			0.50	0.50	0.50	0.50	0.50		F&A
Coordinate Information Technology Services			1.18	1.195	1.211	1.227	1.245		F&A
Output 5.1.3.3:Transport equipment acquired	Number of transport equipment acquired to support justice service delivery	92	50	50	50	50	50	ODPP Annual report	F&A
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Acquire vehicles to facilitate prosecution services across the country			12.14	12.51	12.88	13.17	13.56		F&A
Output 5.1.3.4: Facilities responsive to persons with special needs established.	Number of Child friendly rooms established.	3	5	6	6	8	8	Periodic reports	F&A, Gender, Children & Sexual offences
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**

Establish child friendly rooms at ODPP offices.			0.1	0.105	0.11	0.116	0.122		F&A, Gender, Children & Sexual offences
Intervention 5.1.4: Increase public awareness and advocacy for justice services.									
Output 5.1.4.1: Advocacy and Public awareness campaigns conducted	Number of ODPP and stakeholder advocacy and coordination engagements conducted.	5	8	8	10	12	12	ODPP Annual Report	All Directorates
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Directorate, Department or Unit**
Conduct ODPP and stakeholder advocacy and cordination engagements			0.8	0.84	0.882	0.926	0.972		All Directorates
Intervention 5.1.5: Strengthen measures to reduce case backlog									
Output 5.1.5.1: Casebacklog reduction measures enhanced	Number of case weeding out exercises conducted	4	6	6	7	8	8	ODPP Annual report	All Directorates
PIAP Actions			**Budget 25/26**	**Budget 26/27**	**Budget 27/28**	**Budget 28/29**	**Budget 29/30**	**Off Budget**	**Responsible Directorate, Department or Unit**
Conduct case weeding out exercise			0.8	0.84	0.882	0.926	0.972		All Directorates
Intervention 5.1.6: Strengthen the capacity of administration of justice institutions and rights holders to fight corruption									
Output 5.1.6.1: Capacity of administration of justice institutions to fight corruption strengthened.	Number of administrative sanctions issued	13	20	20	20	20	20	ODPP Annual report	ACD
PIAP Actions			**Budget 25/26**	**Budget 26/27**	**Budget 27/28**	**Budget 28/29**	**Budget 29/30**	**Off Budget**	**Responsible Department or Unit**

Issue and deliver administrative sanctions to responsible officers.			0.2	0.21	0.221	0.232	0.243		ACD
Intervention 5.1.7: Strengthen government institutions for effective and efficient service delivery									
Output 5.1.7.1: Leadership and Management coordinated	Number of policy guidelines issued	**7**	8	8	8	8	8	Briefs	Top Management
	Number of oversight and supervision visits conducted	4	4	4	4	4	4	Briefs	Top Management
	Number of policy directives given	12	12	12	12	12	12	Briefs	Top Management
	Number of Public/stakeholder criminal justice interfaces in regard to prosecution policies held.	4	4	4	4	4	4	Briefs	Top Management
	Number of top management performance review retreats held	2	2	2	2	2	2	Briefs	Top Management
PIAP Actions			**Budget FY2025/26**	**Budget FY2026/27**	**Budget FY2027/28**	**Budget FY2028/29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Oversight supervision/Coordinate the DPP's Office.			0.5	0.525	0.551	0.579	0.608		Top Management
Output 5.1.7.2: Planning and Budgeting coordinated	Number of statutory reports produced and submitted	0	6	6	6	6	6	Quarterly performance reports	Policy and Planning Unit (PPU)
	Number SP Reviews and develop SP	2	0	0	1	0	1	Quarterly performance reports	PPU
	Number SP	1	0	0	0	0	1	Quarterly	PPU

	developed							performance reports	
PIAP Actions			**Budget FY2025/26**	**Budget FY2026/27**	**Budget FY2027/28**	**Budget FY2028/29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Review and develop SP			0		0.381		0.625		PPU
Production of MPS			0.2	0.2	0.2	0.2	0.2		PPU
Coordinate planning and budgeting services			1.96	2.068	1.8	2.3	1.8		PPU
Output 5.1.7.3: Policy analysis coordinated	Number of policy analysis reports produced	4	4	4	4	4	4		PPU
	Number of thematic research studies conducted		3	3	3	3	3		PPU
PIAP Actions			**Budget FY2025/26**	**Budget FY2026/27**	**Budget FY2027/28**	**Budget FY2028/29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Coordination policy analysis			1.5	1.575	1.654	1.736	1.823		PPU
Produce strategic plans			1.2	1.245	1.292	1.419	1.94		PPU
Conduct criminal prosecution related research			0.9	0.945	0.992	1.042	1.094		PPU
Undertake mid term review of the Strategic Plan			1	1	1	1	1		PPU
Output 5.1.7.4: Monitoring and Evaluation coordinated	Number of M&E reports produced	4	4	4	4	4	4		PPU
	M & E framework developed	1	1	0	0	0	0		PPU
M&E framework developed			0.2	0	0	0	0		PPU
Undertake M&E programmes and capital works			2.34	2.457	2.58	2.709	2.844		PPU
Output 5.1.7.5: Statistics services coordinated	Number of statistical reports produced	1	2	2	2	2	2	**Periodic Reports**	PPU
PIAP Actions			**Budget FY2025/26**	**Budget FY2026/27**	**Budget FY2027/28**	**Budget FY2028/29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**

Strategy for statistics in place			0	0.2	0	0	0		PPU
Produce statistical abstracts and reports			0.3	0.3	0.3	0.3	0.3		PPU
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Output 5.1.7.6 Projects coordinated	Number of feasibility studies undertaken	0		1	1			ODPP Annual report	F&A
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Undertake project feasibility studies			-	0.8	0.9	-	-		F&A
Undertake projects performance reviews			0.4	0.4	0.4	0.4	0.4		PPU
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Output 5.1.7.7: Staff Salaries and related benefits paid	All staff salary and related benefits paid (%)	100	100	100	100	100	100	ODPP Annual report	F&A
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Pay emoluments, salaries and related expenses			32.462	35.708	39.279	43.207	47.528		F&A
Output 5.1.7.8: Finance and Administration services provided	Number of audit reports produced	4	4	4	4	4	4	ODPP Annual report	F&A
	Number of financial reports produced	3	3	3	3	3	3	ODPP Annual report	F&A
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Coordinate audit and risk management services			0.7	0.735	0.772	0.81	0.851		F&A

Coordinate financial management and accountability services			0.9	0.945	0.992	1.042	1.094		F&A
Output 5.1.7.9: Crosscutting areas mainstreamed	Number of HIV/AIDS & TB workplace activities implemented	4	4	4	4	4	4	ODPP Annual Report	F&A
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Mainstream and implement HIV/AIDS & TB, Malaria workplace activities			0.2	0.21	0.221	0.232	0.243		F&A
Intervention 5.1.8: Strengthen human resources in the justice service delivery									
Output 5.1.8.1: Capacity of justice service delivery duty bearers strenghtened	Number of duty bearers trained	278	250	250	260	270	300	Annual Report	F&A
	Number of staff supported to attend long term courses	40	40	40	40	40	40	Periodic Reports	F&A
	Number of staff trained in short-term courses	100	300	100	100	50	50	Periodic Reports	F&A
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Build capacity of prosecutors in handling sophisficated crime			1.6	1.68	1.764	1.852	1.945		ODPP
Output 5.1.8.2: Administration of Justice Programme Staff recruited	Number of ODPP staff recruited	105	100	100	100	100	100	Annual Report	F&A
PIAP Actions			**Budget FY2025/26**	**Budget FY2026 /27**	**Budget FY2027 /28**	**Budget FY2028 /29**	**Budget FY2029/30**	**Off Budget**	**Responsible Department or Unit**
Recruit and train staff			2	2	2.4	2.4	2.4		ODPP

Annex I: Project Profiles

Government of Uganda

Administration of Justice

Finance and Administration DPP

Enhancing Prosecution Services for All Phase II

Project Profile I

Enhancing Prosecution Services for All Phase II

Vote Code:	133
Vote Name:	Office of the Director of Public Prosecutions
Department Code:	07
Department Name:	Finance and Administration DPP
Program Code:	190000
Program Name:	Administration of Justice

Function Code:	62
Function Name:	General Administration and Support Services
Project Title:	Enhancing Prosecution Services for All Phase II
Project No:	00003-133
Project Duration:	Start Date: FY2026/27, End Date: FY2029/30, Duration in years: 4 years
Classification:	INFRASTRUCTURE
Estimated Project Cost:	61,840,000,000 UGX
Capital to Recurrent Ratio:	98/2
Responsible Officer:	Officer Title: Permanent Secretary/Accounting Officer Officer Name: Ms. Kainza Agnes Officer Mobile Phone: 782643403 Officer Phone: 740024261 Officer Email: agnes.kainza@dpp.go.ug Officer Title: Project Coordinator / Manager Officer Name: Mr. Semwogerere Robert Mugarura Officer Mobile Phone: 772497106 Officer Phone: 751004300 Officer Email: semwogererobert@gmail.com
Date of Approval of Concept note:	28-04-2025 02:34 PM

1. Project Background

1.1. Situational Analysis

Article 120 of the Constitution of the Republic of Uganda creates the Office of the Director of Public Prosecutions (ODPP) with the mandate to prosecute criminal cases in any court in Uganda except the Court Martial, and to direct police to investigate any information of a criminal nature. The ODPP is involved in administration of justice, contributing to the maintenance of law and order and promotion of the observance of human rights. This is in line with Vision 2040 that underscores good governance.

The Government of Uganda (GOU) is committed to the achievement of the UN's Sustainable Development Goals (SDGs). The justice institutions have put in place measures aimed at attainment of the SDGs. As a key justice institution, ODPP is committed to contribute to the attainment of SDGs 5, 8 and 16. SDG 16 aims to "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels".

In commitment to the fulfillment of SDG 16, ODPP has established 148 offices across the country to bring services closer to the people and provide access to justice for all. These include headquarters,regional offices, Resident State Attorney and Resident State Prosecutor

stations spread in 115 districts across the country, leaving 31 districts without resident prosecutors.

Through the Assistance to Prosecution Project, ODPP has constructed and owns 53 field office premises, rents 56 offices premises, it is housed in 15 others by the Judiciary.

Enhancing Access to Prosecution Services Project has so far seen complete construction of Masaka, Lira, Kabale, and Arua regional offices while construction of region offices at Mbarara, Mbale, Soroti, Jinja and Fort Portal is ongoing. Additionally, Resident State Attorney's office premises at Pallisa, Kira, Alebtong, Kamwenge, and Amuria are under construction. This intervention contributes towards SDG 16.3 target which aims to "Promote the rule of law at the national and international levels and ensure equal access to justice for all". The undertaking to extend coverage of prosecution services is budget intensive and has remained a bottleneck in ensuring access to justice for all.

The provisional and rental offices for the operations of the ODPP are confronted by several dilemmas ranging from unsuitability for office premises including lack of provisions for people with special needs, compromised safety of case files, assets and staff, insecure tenancy due to constant rent escalations, facilities which had not been built to function as office premises, some facilities are poorly equipped to accommodate ICT and or require heavy capital investments including security and automation of prosecution business processes in rented premises. The combination of the mentioned drawbacks requires the ODPP to undertake construction activities to take conducive and functional services to the communities.

NDP IV highlights improving physical infrastructure as means of ensuring improved access to justice for all. Access to justice supports sustainable peace by affording the population a more attractive alternative to violence in resolving personal and political disputes. Equal access involves extending the reach of prosecution services to the population by removing barriers to their use. Prosecution services that are remote, slow and incomprehensible to the public effectively deny legal protection. In order to consolidate interventions already commenced to ensure equal access to justice for all, there is need to sustain investment in a modern and conducive work environment, transport facilities, safety of officers and assets to bring prosecution services closer to the people especially the vulnerable groups such the children, women, elderly, and persons with disabilities.

1.2. Problem Statement

In undertaking to extend coverage of prosecution services to county level, ODPP continues to face the challenge of relying on rented premises that stands at 38% in 42 districts and or

sharing with courts and local governments (10%). Most construction projects have a long gestation period due to their large and complex nature and thus are slow to respond to the urgent requirements and demands. Therefore, there is a need to have continuous construction activities to meet the current and ever-increasing office accommodation demands. This undermines independence and security of the ODPP as guaranteed by the constitution. In addition, this creates several bottlenecks ranging from unsuitability of provisional/rented premises for office purposes, compromised safety of case files, assets and staff, insecure tenancy due to rent escalations that impede planned investments on security and business process automation.

Against this backdrop, the ODPP therefore presents "***Enhancing Access to Prosecution Services For All Project Phase II***" to address the remaining gap caused by the limitations in office space accommodation, installation of capital investments, ever increasing costs on rented premises.

The DPP intends to develop aroadmap for continuity of construction of additional office premises to provide decent adequate office accommodation for its staff. This will go in hand with making provisions for breast feeding mothers, children and vulnerable witnesses and People with Disabilities (PWDs) who come to ODPP offices.

The major objective of Phase II project is to construct additional office premises to provide decent adequate office accommodation for ODPP staff.

1.2.1. Problem Causes

Government's Continuous expansion policy through decentralization doesn't always include Prosecutions dimension in a way that creation of new districts and local administrative units has increased the pressure on ODPP to meet the demand for services in the new administrative units. Prosecutors provide legal advice to District leaders and are therefore demanded in all new districts.

Organized crime continues to become complex and sophisticated to tackle as criminals become more innovative in their quest to stay one step ahead of Criminal Justice authorities. Criminal Justice responses are therefore always left to play catch up in order to keep pace with changing face of crime. Investigation and prosecution of such crime can better be done in a conducive environment.

Difficulty in attracting officers to work in hard to reach and hard-to- stay areas requires provision of a conducive and productive working environment in the countryside.

The rapid population growth in the country, large population of vulnerable and marginalized population particularly in the countryside considerably diminishes the impact of ODPP expansion interventions. Uganda's sustained population growth rate of 3.2% per annum is one of the highest in the world. Over 80% of Uganda's population lives in the rural areas. This is exacerbated by the continuous influx of refugees from neighboring countries. UNHCR estimates that Uganda is host to 1.1 million refugees as of 2019. This exerts immense pressure on the ODPP as an institution to respond and meet the increased demand for services. This is further complicated by the legal framework governing civil rights of suspect and victims such as the 48-hour rule for a suspect to appear in court.

1.2.2. Problem Effects

Creation of new districts has increased the demand for ODPP services because every district will have a new leadership who require legal advice, which easily comes from the presence of an ODPP officer in the district. ODPP officers play avital role in district security committees and therefore districts without the service are bound to face a lot of legal challenges in the execution of their leadership roles.

1.3. Strategic Fit

Focus Area: inclusive_growth

Interventions:

Details:

This project seeks to address the accessibility challenges through targeted interventions 6 (*Increase the coverage of justice service delivery points*) of the Fourth National Development Plan under the Administration of Justice Programme as detailed on page 251 of the plan. The project also aligns with Sustainable Development Goals (SDG 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*).

1.4. Justification

Uganda's 2040 vision is to have "a transformed Ugandan society from a peasant to a modern and prosperous Country within 30 years". Vision 2040 identifies good governance as one of the key areas to stimulate social economic transformation through ensuring observance of the rule of law. This will be achieved through ensuring equal access to justice for all. The key priorities of NDP IV include boosting competitiveness of the country in the regional and global markets. Similarly, administration of justice emphasizes enhancing infrastructure and

access to justice services particularly for vulnerable persons. The criminal justice institutions have increased presence in the countryside from 61.4 to 67.5% by the end of 2017/2018 in fulfilment of SDG 8 and 16.

SDG 8 emphasizes promotion of inclusive and sustainable economic growth, employment and decent work for all. This requires countries to provide a decent work place for all. The intended project of Enhancing Prosecution Services for All through construction of office premises is vital for creation of a conducive environment that contributes towards extending prosecution services to the remote areas of the country in order to deepen the reach of service delivery to society. The project will provide decent work environment, build a strong institution of ODPP capable of providing equitable quality prosecutions services and hence justice for all, strengthen Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth, improve investment climate which all contribute to peace, transformation and economic development in the country. This project enables ODPP to contribute to NDP goals, Vision 2040 and the SDGs.

SDG 16 aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. With construction of office premises, the ODPP will be made a strong institution. Strong, effective, transparent, and accountable institutions are essential for sustainable development and critical for governments to deliver services to their citizens. This will positively contribute towards implementation of lasting solutions to reduce violence, deliver justice, combat corruption and ensure inclusive participation at all times.

1.5. Stakeholders

Name:

Frontline criminal justice institutions.

Responsibilities:

These include the Judiciary, Uganda Police Force, Uganda Prisons Services. These will be affected as the feeders as well as consumers of the products of ODPP services. Uganda Police *F*orce will provide the feeding mechanism for prosecutions services by investigating criminal matters and forwarding the case files to the ODPP. The ODPP provides the cases that Judiciary adjudicates upon and Uganda Prison Service rehabilitates the products of the process (prisoners)

Name:

Ministry of Finance, Planning and Economic Development

Responsibilities:

Provides the necessary funding and guidance of the project and ODPP activities.

Name:

Parliament of Uganda

Responsibilities:

Provides oversight and guidance of ODPP operations.

Name:

Community (society).

Responsibilities:

The community will be the primary consumers of the benefits of the project. They will participate as victims of crime, witnesses in criminal cases, accused persons and sureties. The project will improve community access to ODPP services especially the marginalised and vulnerable groups such as women, children and disabled persons.

Name:

Ministry of Gender, labour and Social Development.

Responsibilities:

The probation and juvenile justice section of the ministry will be affected by the project. Juvenile remand homes will have faster and quicker access to ODPP services hence expeditious disposal of child related cases.

Name:

Ministry of Health.

Responsibilities:

Ministry of Health plays a significant role in medical analyses and examination of victims of crime and offenders' health status.

Name:

Local Governments

Responsibilities:

The project would be in line with the Local Government Act (1997) that calls for decentralization of justice functions.

Name:

Other Non-State Actors

Responsibilities:

NGOs and CSOs would use the project achievements as an advocacy tool to advance extension of rights protection and justice for all.

Affected population

All the accused across the Country.

1.6. Location

1.7. Technical Description

The project will be implemented in a phased manner over a period of five financial years. The implementation of the project will be based on SDGs, Uganda Vision 2040 and the National Development Planning Framework. The DPP intends to develop a roadmap for continuity of construction of additional office premises to provide decent adequate office accommodation for its staff. This will go in hand with making provisions for breast feeding mothers, children and vulnerable witnesses and People with Disabilities (PWDs) who visit ODPP offices. The major objective of the Phase II project is to construct additional office premises to provide decent adequate office accommodation for ODPP staff.

2. Project Framework

2.1 Project Goal
2.1.1 To enhance prosecutorial productivity and access to prosecution services by 2029/30
2.2 Outcomes
2.2.1 Outcome 1: Public perception of Prosecution services enhanced.
2.3 Outputs
2.3.1 Output 1: Regional Offices constructed. **Regional Offices constructed.** 2.3.2 Output 2: District/Resident State Attorneys' Offices constructed. District/Resident State Attorneys' Offices constructed. 2.3.3 Output 3: Project implementation and crime report produced. **Project implementation and crime report produced.** 2.3.4 Output 4: Report of administrative and routine monitoring and evaluation of capital works produced. Report of Administrative and routine monitoring and evaluation of capital works produced. 2.3.5 Output 5: Residences constructed. **Staff Residences constructed.** 2.3.6 Output 6: Other buildings constructed. **Archives center and training center constructed.** 2.3.7 Output 7: ODPP field offices and staff residences renovated. **ODPP field offices and staff residences renovated.** Activities: Construction of ODPP Regional Offices , Construction of District/Resident State Attorneys' offices, Production of implementation and crime report, production of report of administrative and routine monitoring and evaluation of capital works produced., Construction of ODPP staff's residences, construction of regional archives centers, continue with the construction of theProsecutors Academy at Nakasongola, renovation of ODPP field offices and staff residences.

1. Logical Framework

Project Goal	Indicator	Performance Indicators					Means of Verification	Assumptions	Risks
		Baseline FY2025/26 (SMART)	**Target FY2026/27 (SMART)**	**Target FY2027/28 (SMART)**	**Target FY2028/29 (SMART)**	**Target FY2029/30 (SMART)**			
Project Goal: To enhance prosecutorial productivity and access to	Indicator 1: Case conviction rate	64%	70%	74%	76%	78%	Monitoring and Evaluation reports		

prosecution services by 2029/30									
Outcomes									
Outcome 1: Public perception of Prosecution services enhanced.	Indicator 1: Public Perception Index	64%	70%	74%	76%	78%	Monitoring and Evaluation reports	Insufficient funds to construct more ODPP offices and recruitment of staff to be deployed across the country. Districts/ Local Governments will provide land for construction of offices.	Logistical challenges due to geographical accessibility. Staffing challenges
Outputs									
Output 1: Regional Offices constructed. Regional Offices constructed.	Indicator 1: Number of ODPP Regional Offices constructed	3	0	1	2	2	Buildings constructed	Funds will be received as appropriated.	Geographical issues.
Output 2: District/Resident State Attorneys' Offices constructed. District/Resident State Attorneys' Offices constructed.	Indicator 1: Number of ODPP RSA Offices constructed	4	5	5	5	5	Buildings constructed	Funds will be received as appropriated.	Geographical issues.
Output 3: Project implementation and crime report produced. Project implementati	Indicator 1: Reports produced	0	0	1	0	1	Reports	Funds will be received as appropriated.	Cyber threats

on and crime report produced.									
Output 4: Report of Administrative and routine monitoring and evaluation of capital works produced. Report of Administrative and routine monitoring and evaluation of capital works produced.	Indicator 1: Monitoring and Evaluation reports produced.	1	1	1	1	1	M&E Reports	Funds will be received as appropriated.	Cyber threats
Output 5: Residences constructed. Staff Residences constructed.	Indicator 1: Number of residencies constructed.	1	3	3	3	3	Monitoring Reports and Project Completion Reports	Funds will be received as appropriated.	Geographical issues.
Output 6: Other buildings constructed. Archives center and training center constructed.	Indicator 1: Number of Archives/Training centers constructed	0	1	1	2	1	Monitoring Reports and project completion reports	Funds will be availed.	Geographical Issues
Output 7: ODPP field offices and staff residences renovated. ODPP field offices and staff residences renovated.	Indicator 1: Number of ODPP Field offices/Staff residences renovated.	5	3	5	5	5	Buildings Renovated	Funds will be received as appropriated.	Geographical issues.
Activities to achieve the outputs									
Regional Offices constructed. (Public perception of prosecution services enhanced.)									
1.1 Construction of ODPP Regional Offices Construction of ODPP Regional Offices									
District/Resident State Attorneys' offices constructed.									

(Public perception of prosecution services enhanced.)
2.1 Construction of District/Resident State Attorneys' offices. Construction of District/Resident State Attorney's Offices.
Project implementation and crime report produced. (Public perception of prosecution services enhanced.)
3.1 Production of implementation and crime report Production of implementation and crime report
Report of administrative and routine monitoring and evaluation of capital works produced. (Public perception of prosecution services enhanced.)
4.1 Production of report on administrative and routine monitoring and evaluation of capital works produced. Production of report on administrative and routine monitoring and evaluation of capital works produced.
Residences constructed. (Public perception on Prosecution services enhanced.)
5.1 Construction of ODPP Staff Residences. Construction of ODPP Staff's Residences.
Other buildings constructed. (Public perception of prosecution services enhanced.)
6.1 Construction of Regional Archives centers. Construction of Regional Archives centers. 6.2 Continue with the constraction of Prosecutors Academy at Nakasongola. Continue with the constraction of Prosecutors Academy at Nakasongola.
ODPP Field offices and Staff Residences renovated. (Public perception of prosecution services enhanced.)
7.1 Renovation of ODPP Field offices and Staff Residences. Renovation of ODPP field offices and staff residences.

3.1. Gantt Chart

Output / Activity Title	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Output 1: Regional Offices constructed.				
Activity 1: Construction of ODPP Regional Offices				
Output 2: District/Resident State Attorneys' offices constructed.				
Activity 1: Construction of District/Resident State Attorneys' offices.				
Output 3: Project implementation and crime report produced.				
Activity 1: Production of implementation and crime report				
Output 4: Report of administrative and routine monitoring and evaluation of capital works produced.				
Activity 1: Production of report of administrative and routine monitoring and evaluation of capital works produced.				
Output 5: Residences constructed.				
Activity 1: Construction of ODPP staff residences.				
Output 6: Other buildings constructed.				
Activity 1: Construction of Regional Archives centers				
Activity 2: Continue with the construction of the prosecutors Academy at Nakasongola.				
Output 7: ODPP field offices and staff residences renovated.				
Activity 1: Renovation of ODPP field offices and staff residences.				

3.2. Coordination with other Government Agencies

Name	Description
Office of the Director of Public Prosecutions	Uganda Police Force will provide the feeding mechanism for prosecutions services by investigating criminal matters and forwarding the case files to the ODPP. The ODPP prosecutes and provides the cases that Judiciary adjudicates upon, and Uganda Prison Service rehabilitates the products of the process (prisoners)

4. Costed Annualized Plan

	Code	Name	Period				Sub-Total	Sources of Funds
			FY2026/27	FY2027/28	FY2028/29	FY2029/30		
1	Output 1: Regional Offices constructed.		-	900,000,000	1,800,000,000	1,800,000,000	4,500,000,000	
1.1	Activity 1: Construction of ODPP Regional Offices		-	900,000,000	1,800,000,000	1,800,000,000	4,500,000,000	
1.1.1	312101	Non residential buildings	-	900,000,000	1,800,000,000	1,800,000,000	4,500,000,000	2-Central GOU Sources
2	Output 2: District/Resident State Attorneys' offices constructed.		3,000,000,000	3,000,000,000	3,000,000,000	3,000,000,000	12,000,000,000	
2.1	Activity 1: Construction of District/Resident State Attorneys' offices.		3,000,000,000	3,000,000,000	3,000,000,000	3,000,000,000	12,000,000,000	
2.1.1	312101	Non-residential buildings	3,000,000,000	3,000,000,000	3,000,000,000	3,000,000,000	12,000,000,000	2-Central GOU Sources
3	Output 3: Project implementation and crime report produced.		-	350,000,000	-	350,000,000	700,000,000	
3.1	Activity 1: Production of implementation and crime report		-	350,000,000	-	350,000,000	700,000,000	
3.1.1	225001	Consultancy Services-Short term	-	350,000,000	-	350,000,000	700,000,000	2-Central GOU Sources
4	Output 4: Report of administrative and routine monitoring and evaluation of capital works produced.		210,000,000	210,000,000	210,000,000	210,000,000	840,000,000	
4.1	Activity 1: Production of report of administrative and routine monitoring and evaluation of capital works produced.		210,000,000	210,000,000	210,000,000	210,000,000	840,000,000	

4.1.1	221000	General use of goods and services	210,000,000	210,000,000	210,000,000	210,000,000	840,000,000	2-Central GOU Sources
5	Output 5: Residences constructed.		1,500,000,000	1,500,000,000	1,500,000,000	1,500,000,000	6,000,000,000	
5.1	Activity 1: Construction of ODPP Staff residences.		1,500,000,000	1,500,000,000	1,500,000,000	1,500,000,000	6,000,000,000	
5.1.1	312102	Residential Buildings	1,500,000,000	1,500,000,000	1,500,000,000	1,500,000,000	6,000,000,000	2-Central GOU Sources
6	Output 6: Other buildings constructed.		-	11,500,000,000	13,000,000,000	11,500,000,000	36,000,000,000	
6.1	Activity 1: Construction of Regional Archives centers		-	1,500,000,000	3,000,000,000	1,500,000,000	6,000,000,000	
6.1.1	312101	Non-residential buildings	-	1,500,000,000	3,000,000,000	1,500,000,000	6,000,000,000	2-Central GOU Sources
6.2	Activity 2: Continue with the constraction of Prosecutors Academy at Nakasongola		-	10,000,000,000	10,000,000,000	10,000,000,000	30,000,000,000	
6.2.1	312101	Non-Residential Buildings	-	10,000,000,000	10,000,000,000	10,000,000,000	30,000,000,000	2-Central GOU Sources
7	Output 7: ODPP field offices and staff residences renovated.		300,000,000	500,000,000	500,000,000	500,000,000	1,800,000,000	
7.1	Activity 1: Renovation of ODPP Field offices and Staff Residences.		300,000,000	500,000,000	500,000,000	500,000,000	1,800,000,000	
7.1.1	312101	Non-Residential Buildings	300,000,000	500,000,000	500,000,000	500,000,000	1,800,000,000	2-Central GOU Sources
Total Costs			5,010,000,000	17,960,000,000	20,010,000,000	18,860,000,000	61,840,000,000	

4.1.Implementing Agencies

Regional Offices constructed.	133 - Office of the Director of Public Prosecutions
District/Resident State Attorney's Offices constructed.	133 - Office of the Director of Public Prosecutions
Project implementation and crime report produced.	133 - Office of the Director of Public Prosecutions
Report of administrative and routine monitoring and evaluation of capital works produced.	133 - Office of the Director of Public Prosecutions
Residences constructed.	133 - Office of the Director of Public Prosecutions
Other buildings constructed.	133 - Office of the Director of Public Prosecutions
ODPP field offices and staff residences renovated.	133 - Office of the Director of Public Prosecutions

Project Profile II

Institutional Development of Office of the Director of Public Prosecutions

Vote Code:	133
Vote Name:	Office of the Director of Public Prosecutions
Department Code:	07
Department Name:	Finance and Administration DPP
Program Code:	190000
Program Name:	Administration of Justice
Function Code:	62
Function Name:	General Administration and Support Services
Project Title:	Institutional Development of Office of the Director of Public Prosecutions
Project No:	00002-133
Project Duration:	Start Date: FY2025/26, End Date: FY2029/30, Duration in years: 5 years
Classification:	RETOOLING
Estimated Project Cost:	91,372,500,000 UGX
Capital to Recurrent Ratio:	93/7
Responsible Officer:	Officer Title: Accounting Officer Officer Name: Agnes Kainza Nzogi Officer Mobile Phone: 782643403 Officer Phone: 740024261 Officer Email: agnes.kainza@dpp.go.ug Officer Title: Project Coordinator / Manager Officer Name: Mr. Semwogerere Robert Mugarura Officer Mobile Phone: 772497106 Officer Phone: 751004300 Officer Email: semwogererobert@gmail.com
Date of Approval of Concept note:	10-02-2025 12:07 PM

1. Project Background

2. Situational Analysis

The Office of the Director of Public Prosecutions (ODPP) is established by Article 120 of the constitution and is responsible for administering justice, contributing to the maintenance of law and order and promotion of the observance of human rights. This is in line with Vision 2040 objective of strengthening human security. ODPP operates under the Administration of Justice and works to ensure that there is protection of rights and civil liberties which is critical to economic development and social transformation.

To ensure that prosecution is well regulated, the ODPP through the department of Inspection and Quality Assurance, monitors all prosecutions including those in agencies with delegated prosecutorial functions in the Country with the aim of ensuring that prosecution standards are maintained at high levels in the Country.

The Government of Uganda (GOU) is committed to the achievement of UN's Sustainable Development Goals (SDGs). The Justice Chain institutions have put in place measures aimed at attainment of the SDGs. As a key Justice Chain institution, ODPP is committed to

contribute to the attainment of SDGs 5, 8 and 16. SDG 16 aims to "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels".

Assistance to Prosecution project enabled ODPP to acquire an electronic prosecution's case management information systems (PROCAMIS) which was launched in October 2016 and has so far been rolled out to 30 out of the 148 offices. PROCAMIS provides several benefits which need to be extended to all offices in order to realise the full impact of this intervention. These include electronic registry and criminal records database for all criminal cases registered at ODPP offices countrywide, document management and imaging for easy prosecutions' references, reduced instances of untraceable files and delays in prosecutions process, enhanced collaboration and coordination among prosecutors by interlinking activities of all ODPP offices across the country, provision of a national reference point for information of criminal nature, timely management information to improve service delivery to stakeholders and public, and increased efficiency of information transfer between prosecutors and institutions that are closely linked with the operations of ODPP. ODPP requires additional resources to rollout PROCAMIS to the remaining 118 field offices including the anticipated 25 new offices to be established. The majority of prosecution functions and processes at ODPP still remain manual and this remains a bottleneck to effectiveness and efficiency. These processes and functions require automation and computerisation to improve quality of service delivery.

ODPP operations require considerable mobility involving movements to and from courts, police stations, crime scenes, and outreach to communities and witnesses of crime in order to elicit their full participation in justice processes. This requires reliable transport support. ODPP has acquired and operates a fleet of vehicles but requires more to optimally operate well in terms of vehicle requirements. This has left a majority of field offices and functional units without reliable transport support creating a hindrance to delivery of quality prosecution services to the public. ODPP operations require high levels of confidentiality in order to guarantee independence, integrity, impartiality and fairness in the exercise of prosecutorial functions. The alternative of public transportation is untenable and exposes officers and cases to risks of compromise and interference. It is critical to address this bottleneck to improve public confidence in the justice process.

Access to justice supports sustainable peace by affording the population a more attractive alternative to violence in resolving personal and political disputes. Equal access involves extending the reach of prosecution services to the population by removing barriers to their

use. Prosecution services that are remote, slow and incomprehensible to the public effectively deny legal protection. In order to consolidate on interventions already commenced to ensure equal access to justice for all, there is need to sustain investment in a modern and conducive work environment, transport facilities, safety of officers and assets to bring prosecution services closer to the people especially the vulnerable groups such the children, women, elderly, and persons with disabilities.

2.1. Problem Statement

Creation of new districts and local administrative units has increased the pressure on ODPP to meet the demand for services in the new administrative units. Prosecutors provide legal advice to District leaders and are therefore demanded in all new districts.

The rapid population growth in the country, large population of vulnerable and marginalized population particularly at the countryside considerably diminishes the impact of ODPP expansion interventions. Uganda's sustained population growth rate of around 3% per annum is one of the highest in the world. Over 80% of Uganda's population lives in the rural areas. This is exacerbated by the continuous influx of refugees from neighboring countries. This exerts immense pressure on the ODPP as an institution to respond and meet the increased demand for services. This is further complicated by the legal framework governing civil rights of suspect and victims such has the 48-hour rule for a suspect to appear in court.

Organized crime continues to become complex and sophisticated to tackle as criminals become more innovative in their quest to stay one step ahead of criminal justice authorities. Criminal justice responses are therefore always left to play catch up in order to keep pace with changing crime trends.

Inadequate staffing, resources necessary to conduct efficient, and effective prosecution services cannot permit ODPP to make presence in all the districts as required. This coupled with inadequate, insecure and unconducive office accommodation cannot provide a conducive and productive working environment at the countryside.

The need for government to lower cost of information and justice to citizens demands for integration of government services into a common electronic platform, including exchanges of information within Criminal Justice Institutions and other MDAs services. These has already been initiated in the e-Government framework, which puts additional pressure on ODPP to integrate with Government of Uganda e-Governance systems.

2.1.1. Problem Causes

Creation of new districts has increased the demand for ODPP services because every district will have a new leadership who require legal advice, which easily comes from the presence of ODPP officer in the district. ODPP officers play vital role in district security committees and therefore districts without the service are bound to face a lot of legal challenges in the execution of their leadership roles.

The advent of the electronic governance (e-government) requires that technology be integrated with the criminal justice system to complete the puzzle of e-governance. E-Governance is about integrating government services into a common electronic platform for the purpose of efficiently serving and responding to the demands of the populace. ODPP and its prosecution mandate risks being left behind in the e-governance endeavor. This will create a lacuna in the whole criminal justice system and hence governance response to criminal justice to the populace. Including exchange of information within Criminal Justice Institutions and other MDAs services.

2.1.2. Problem Effects

1. Delays in disposal of cases leading to increased backlog of criminal cases.
2. Insufficient supervision of field prosecution staff due to lack of transportation.
3. Inadequate service delivery due to wanting working conditions at various regional and field offices.
4. Security risks at the headquarters, regional and field offices due to insufficient security equipment.
5. Slow business process in processing of case files hence increased Turn Around Time.

2.2. Strategic Fit Focus Area: competitiveness

Interventions:

Details: Retooling the Office of the Director of Public Prosecutions will ensure that the following as highlighted in the fourth National Development Plan are achieved.

1. Increased level of public trust in the justice system from 70.8% in FY 2023/24 to 73.5% in FY 2029/30.
2. Increased proportion of the population with access to a frontline justice service point within a 15-kilometre radius from 56.16 in FY2023/24 to at least 61.2%.
3. Reduced backlog cases in the administration of the justice system from 27.23% in FY2023/24 to 10.0%.

4. Reduced average Turn Around Time in the administration of justice from 891 days in FY2023/24 to 730 days.

Retooling the Office of the Director of Public Prosecutions through increase of technology coverage and availability, provision of security for staff and assets, provision of transport equipment, and renovation of office premises to provide conducive working environment to facilitate effective and efficient service delivery.

The project seeks to implement ODPP Strategic Investment Plan (SIP VI), the fourth National Development Plan (NDP IV), Vision 2040 and SDGs. The project will strengthen mechanism for quality, effective and efficient service delivery to accelerate the country's competitiveness; strengthen security; promote good governance and mainstream cross-cutting issues, respectively.

2.3. Justification

Uganda's 2040 vision is to have "a transformed Ugandan society from a peasant to a modern and prosperous Country within 30 years". Vision 2040 identifies good governance as one of the key areas to stimulate social economic transformation through ensuring observance of the rule of law. This will be achieved through ensuring equal access to justice for all.

Equipping ODPP offices with the necessary tools such as ICT devices, vehicles, furniture and fixtures contributes towards the key objectives of NDP IV under the Administration of Justice Programme which include Strengthen a people-centered justice delivery system, Strengthen and reform Justice business processes, and Strengthen Administrative, Legal, Institutional and Coordination capacity for the Administration of Justice. This is further explained in the key focus areas of reducing case backlog, improving staffing & skilling, expanding and integrating automated system, strengthening the legal and regulatory framework, increasing public trust in the justice system, reducing congestion in detention centers, and improving physical infrastructure.

This further, supports the aspirations of Agenda 2030 which is to build effective, accountable and inclusive institutions at all levels by 2030 (SDG 16). NDP IV Programme 11 (Digital Transformation) visualises to increased ICT penetration and usage of ICT services for efficiency gains and job creation. Government further envisages to Increased growth in investment in ICT from 1.8% in FY2023/24 to 2.3%, Increased proportion of the population

that is digitally skilled from 26% in FY2023/24 to 36% as well as Increased proportion of the population using the Internet from 20% in FY2023/24 to 45%.

The acquisition by, and rollout of PROCAMIS to all ODPP offices is instrumental to increase its efficiency and effectiveness. It is therefore critical to rollout PROCAMIS to all the remaining field offices without leaving any area behind. The rollout of PROCAMIS to the remaining ODPP stations and integration with MIS's of other Justice.

Chain institutions remains critical step to increase the competitiveness of Uganda. This project harnesses diversification of business processes through use of technology and innovations such as telepresence, teleconferencing and video conferencing or E-Prosecution/Witnesses. These interventions will contribute to SDG 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.

SDG 8 requires countries to provide decent workplace for all. The intended tooling, equipping and securing of ODPP Offices through the project contribute towards extending prosecution services to the remote areas of the country in order to deepen reach of service delivery to society. The project will provide decent work environment, build a strong institution of ODPP capable of providing equitable quality prosecutions' services and hence justice for all, strengthen Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth, contribute to e- Government services, improve investment climate which all contribute to peace, transformation and economic development in the country. This project enables ODPP to contribute to NDP goals, vision 2040 and SDGs.

2.4. Stakeholders

Name: Justice Chain frontline criminal justice institutions. These include the Judiciary, Uganda Police Force and Uganda Prison Service.

Responsibilities: Uganda Prison Service. These will be affected as the feeders as well as consumers of the products of ODPP services. Uganda Police Force will provide the feeding mechanism for prosecutions services by investigating criminal matters and forwarding the case files to the ODPP. The ODPP provides the cases that Judiciary adjudicates upon, and Uganda Prison Service takes/keeps the products of the process (prisoners). Directorate of Government Analytical Laboratory (DGAL) provide forensic Services in cases requiring them.

Name: Office of the Director of Public Prosecutions

Responsibilities: ODPP will provide staff to supervise and monitor implementation of the project. ODPP staff will also be direct beneficiaries of the project as it will increase their reach into the community and improve conditions of service. This will enhance efficiency and effectiveness in delivery of prosecution services to the people.

Name: Ministry of Finance, Planning and Economic Development

Responsibilities: Provision of the necessary funding and guidance of the project and ODPP activities.

Name: Parliament of Uganda

Responsibilities: Provides oversight and guidance of ODPP operations.

Name: Community (society).

Responsibilities: The community will be the primary consumers of the benefits of the project. They will participate as victims of crime, witnesses in criminal cases, accused persons and sureties. The project will improve community access to ODPP services especially the marginalized and vulnerable groups such as women, children and disabled persons.

Name: Ministry of Gender, labour and Social Development

Responsibilities: The probation and juvenile justice section of the ministry will be affected by the project. Juvenile remand homes will have faster and quicker access to ODPP services hence expeditious disposal of child related cases.

Name: Ministry of Health.

Responsibilities: Ministry of Health plays a significant role in medical analyses and examination of victims of crime and offenders health status.

Name: Project Management Committee

Responsibilities: Project Management Committee will coordinate and oversee implementation of each component of the project. The role of the committee will be to supervise and monitor implementation of the project and report to the ODPP.

Affected population

The affected population will be mainly those who will be seeking criminal justice.

2.5. Location

2.6. Technical Description

Project aims to equip the ODPP with adequate working tools to efficiently deliver services. The implementation of tooling and retooling of ODPP offices will follow the strategy of rolling out PROCAMIS, strengthening business processes through computerization and automation, securing ODPP premises, assets and staff, provide transport equipment to facilitate ODPP operations at different locations, and furnishing ODPP offices. ODPP desires to implement this aspiration through the proposed “Retooling of Office of the Director of Public Prosecutions Project”. The project will be implemented in a phased manner over five financial years, 2025/26 to 2029/30. The implementation of the project will be based on SDGs, Uganda Vision 2040 and NDP III Objectives and frameworks. Successful implementation of the project will contribute enormously to the achievement of SDGs, Vision 2040 and NDP IV.

3. Project Framework

2.1 Project Goal
2.1.1 To enhance prosecutorial productivity and access to prosecution services by 2029/30
2.2 Outcomes
2.2.1 Outcome 1: Increased prosecution services penetration to all and particularly the vulnerable and marginalized by 2029/30
2.3 Outputs
2.3.1 Output 1: PROCAMIS rolled out and operational in 148 district offices. WAN Coverage extended from 42 offices in 2023/2024 to 148 in 2029/30 and Equip 148 Offices with all the supporting tools necessary to run PROCAMIS. 2.3.2 Output 2: Offices provided with security monitoring devices. All Offices fixed with Security Monitoring Devices (CCTV Camera Security Systems, Panic Systems, , Walk through, walkie talkie, and Access Control Systems). Install in all Offices alternative power backup systems to safeguard security system continuity. 2.3.3 Output 3: Business Processes Digitized, Automated and Computerized in 148 ODPP offices automated by 2029/30. Acquire Call Centre Systems and Operationalised in all Regional Offices and acquire the necessary technology to Support E-Prosecutions (Virtual Prosecution Services), Apps, and several services. 2.3.4 Output 4: 148 offices fully furnished by end of 2029/30. Acquisition of furniture and fixtures in offices as means to facilitate a conducive work environment for staff, reference materials, and case files. 2.3.5 Output 5: Transport facilities procured for 148 ODPP offices by end of 2029/30. Procurement of Transport facilities for 148 ODPP offices by end of 2029/30 **Activities:** WAN Coverage extended from 42 offices in 2023/2024 to 148 in 2029/30. , Equip 148 Offices with all the supporting tools, Integrate PROCAMIS with other Criminal Justice Institutions MIS and other Government E-Systems., Software upgrade and New Licenses for all the systems available at ODPP, Carry Performance Evaluation and Monitoring of PROCAMIS, Procure Transport facilities for 148 ODPP offices by end of 2029/30, Acquire 5 Harmed Transport Equipment , Acquire one Boat., Acquire Call Centre Systems and Operationalised in all Regional Offices, Acquire the necessary technology to Support E- Prosecutions (Virtual Prosecution Services), Apps, and several services, All Offices fixed with Security Monitoring Devices (CCTV Camera Security Systems, Panic Systems, Walk through, walkie talkie, and Access Control Systems)., Install in all Offices alternative power backup systems to safeguard security system continuity., Acquire furniture and fixtures for all offices , Acquire Legal Reference Materials for all Offices.

4. Logical Framework

Project Goal	**Indicator**	**Performance Indicators**						**Means of Verification**	**Assumptions**	**Risks**
		Baseline FY2023/24 (SMART)	**Target FY2025/26 (SMART)**	**Target FY2026/27 (SMART)**	**Target FY2027/28 (SMART)**	**Target FY2028/29 (SMART)**	**Target FY2029/30 (SMART)**			

Project Goal: To enhance prosecutorial productivity and access to prosecution services by 2029/30	Indicator 1: Case conviction rate	69 %	70 %	72 %	74 %	76 %	78 %	Monthly case returns.		
Outcomes										
Outcome 1: Increased prosecution services penetration to all and particularly the vulnerable and marginalized by 2029/30	Indicator 1: Proportion of Districts with ODPP physical presence.	70 %	72 %	75 %	76 %	78 %	80 %	Physical performance reports and status of progress for construction reports.	Enough money to construct more ODPP offices and recruitment of staff to be deployed across the country. Districts/ Local Governments will provide land for construction of Offices.	Logistical challenges due to geographical accessibility. Staffing challenges. Increased expansion of administrative units.
Outputs										
Output 1: PROCAMIS rolled out and operational in 148 district offices.	Indicator 1: Number ODPP Offices with operational PROCAMIS.	36	8	8	8	8	8	PROCAMIS Implementation Progress Reports.	Funds will be received as appropriated.	Obsolescence of technology, Cyber threats and Funding short falls.
WAN Coverage extended from 42 offices in 2023/2024 to 148 in 2029/30 and Equip 148 Offices with all the supporting tools necessary to run PROCAMIS.										

Output 2: Offices provided with security monitoring devices. All Offices fixed with Security Monitoring Devices (CCTV Camera Security Systems, Panic Systems, Walk through, walkie talkie, and Access Control Systems). Install in all offices alternative power backup systems to safeguard security system continuity.	Indicator 1: Number ODPP Offices provided with security monitoring equipment by end of 2029/30	12	3	4	5	5	3	Performance reports	Funds will be received as appropriated.	Funding short falls.
Output 3: Business Processes Digitized, Automated and Computerized in 148 ODPP offices automated by 2029/30 Acquire Call Centre Systems and Operationalised in all Regional Offices and acquire the necessary technology to Support E- Prosecutions (Virtual Prosecution Services), Apps, and several services.	Indicator 1: Number ODPP Offices provided with Computers.	69	150	150	150	150	150	Performance reports	Funds will be received as appropriated.	Cyber threats
Output 4: 148 offices fully furnished by end of 2029/30. Acquisition of furniture and fixtures in offices as means to facilitate a conducive work environment for staff, reference materials, and case files.	Indicator 1: Number of offices fully furnished.	17	20	20	20	20	20	Performance reports	Funds will be received as appropriated.	Low lifespan of furniture. Expansion of administrative units.
Output 5: Transport facilities procured for 148 ODPP offices by end of 2029/30 Procurement of Transport facilities for 148 ODPP offices by end of 2029/30	Indicator 1: Number of vehicles procured.	33	45	45	45	45	45	Performance reports.	Funds will be received as appropriated.	Expansion of administrative units.

Activities to achieve the outputs
PROCAMIS rolled out and operational in 148 district offices. (Increased prosecution services penetration to all and particularly the vulnerable and marginalized by 2029/30)
1.1 WAN Coverage extended from 42 offices in 2023/2024 to 148 in 2029/30. Structural Cabling, Rucks, WAN Equipment (access point, routers, switches, firewalls, security gateways, lightening surge protections) and telecommunication systems and equipment acquired and installed in 106 ODPP field Offices & headquarters). 1.2 Equip 148 Offices with all the supporting tools. Equip 148 Offices with all the supporting tools (Servers, Computer Workstations, UPSs, Scanners, Multifunctional Printers, Bandwidth Monitor, Tablet PCs, Display Screens for snapshot information for Allocating Offices and Top Management) necessary to run PROCAMIS. 1.3 Integrate PROCAMIS with other Criminal Justice Institutions MIS and other Government E-Systems. Integrate PROCAMIS with other Criminal Justice Institutions MIS and other Government E-Systems. 1.4 Software upgrade and New Licenses for all the systems available at ODPP. Software upgrade and New Licenses for all the systems available at ODPP. Carry Performance Evaluation and Monitoring of PROCAMIS. Carry Performance Evaluation and Monitoring of PROCAMIS.
Offices provided with security monitoring devices. (Increased prosecution services penetration to all and particularly the vulnerable and marginalized by 2029/30)
2.1 All Offices fixed with Security Monitoring Devices (CCTV Camera Security Systems, Panic Systems, Walk through, walkie talkie, and Access Control Systems). All Offices fixed with Security Monitoring Devices (CCTV Camera Security Systems, Panic Systems, Walk through, walkie talkie, and Access Control Systems). 2.2 Install in all Offices alternative power backup systems to safeguard security system continuity. Install in all Offices alternative power backup systems to safeguard security system continuity.
Business Processes Digitized, Automated and Computerized in 148 ODPP offices automated by 2029/30 *(Increased prosecution services penetration to all and particularly the vulnerable and marginalized by 2029/30)*
3.1 Acquire Call Centre Systems and Operationalised in all Regional Offices Acquire Call Centre Systems and Operationalised in all Regional Offices 3.2 Acquire the necessary technology to Support E-Prosecutions (Virtual Prosecution Services), Apps, and several services Acquire the necessary technology to Support E-Prosecutions (Virtual Prosecution Services), Apps, and several services
148 offices fully furnished by end of 2029/30. (Increased prosecution services penetration to all and particularly the vulnerable and marginalized by 2029/30)
4.1 Acquire furniture and fixtures for all offices Acquire furniture and fixtures for all offices 4.2 Acquire Legal Reference Materials for all Offices Acquire Legal Reference Materials for all Offices
Transport facilities procured for 148 ODPP offices by end of 2029/30 (Increased prosecution services penetration to all and particularly the vulnerable and marginalized by 2029/30)
5.1 Procure Transport facilities for 148 ODPP offices by end of 2029/30 Procure Transport facilities for 148 ODPP offices by end of 2029/30. 5.2 Acquire 5 Harmed Transport Equipment Acquire 5 Harmed Transport Equipment. 5.3 Acquire one Boat. Procurement of the Boat.

4.1. Gantt Chart

Output / Activity Title	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Output 1: PROCAMIS rolled out and operational in 148 district offices.					
Activity 1: WAN Coverage extended from 42 offices in 2023/2024 to 148 in 2029/30.					
Activity 2: Equip 148 Offices with all the supporting tools					
Activity 3: Integrate PROCAMIS with other Criminal Justice Institutions MIS and other Government E-Systems.					
Activity 4: Software upgrade and New Licenses for all the systems available at ODPP					
Activity 5: Carry Performance Evaluation and Monitoring of PROCAMIS					
Output 2: Offices provided with security monitoring devices.					
Activity 1: All Offices fixed with Security Monitoring Devices (CCTV Camera Security Systems, Panic Systems, Walk through, walkie talkie, and Access Control Systems).					
Activity 2: Install in all Offices alternative power backup systems to safeguard security system continuity.					
Output 3: Business Processes Digitized, Automated and Computerized in 148 ODPP offices automated by 2029/30					
Activity 1: Acquire Call Centre Systems and Operationalised in all Regional Offices					
Activity 2: Acquire the necessary technology to Support E- Prosecutions (Virtual Prosecution Services), Apps, and several services					
Output 4: 148 offices fully furnished by end of 2029/30.					
Activity 1: Acquire furniture and fixtures for all offices					
Activity 2: Acquire Legal Reference Materials for all Offices					
Output 5: Transport facilities procured for 148 ODPP offices by end of 2029/30					
Activity 1: Procure Transport facilities for 148 ODPP offices by end of 2029/30					
Activity 2: Acquire 5 Harmed Transport Equipment					
Activity 3: Acquire one Boat.					

4.2. Coordination with Other Government Agencies

Name	Description
Ministry of Finance, Planning & Economic Development.	Resource allocation, budgeting, and oversight
Office of the Prime Minister.	Oversight in Monitoring and Evaluation of Government Projects.

5. Costed Annualized Plan

	Code	Name	Period					Sub-Total	Sources of Funds
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		
1	Output 1: PROCAMIS rolled out and operational in 148 district offices.		1,822,500,000	6,396,000,000	11,754,000,000	1,820,000,000	1,820,000,000	23,612,500,000	
1.1	Activity 1: WAN Coverage extended from 42 offices in 2023/2024 to 148 in 2029/30.		1,200,000,000	3,600,000,000	4,800,000,000	1,200,000,000	1,200,000,000	12,000,000,000	
1.1.1	312213	ICT Equipment	1,200,000,000	3,600,000,000	4,800,000,000	1,200,000,000	1,200,000,000	12,000,000,000	2-Central GOU Sources
1.2	Activity 2: Equip 148 Offices with all the supporting tools		412,500,000	2,586,000,000	1,744,000,000	410,000,000	410,000,000	5,562,500,000	
1.2.1	312213	ICT Equipment	412,500,000	2,586,000,000	1,744,000,000	410,000,000	410,000,000	5,562,500,000	2-Central GOU Sources
1.3	Activity 3: Integrate PROCAMIS with other Criminal Justice Institutions MIS and other Government E- Systems.		-	-	5,000,000,000	-	-	5,000,000,000	
1.3.1	225001	Consultancy Services- Short term	-	-	5,000,000,000	-	-	5,000,000,000	2-Central GOU Sources
1.4	Activity 4: Software upgrade and New Licenses for all the systems available at ODPP		10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	
1.4.1	226000	Insurances and Licenses	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	2-Central GOU Sources
1.5	Activity 5: Carry Performance Evaluation and Monitoring of PROCAMIS		200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	1,000,000,000	

1.5.1	228004	Maintenance – Other	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	1,000,000,000	2-Central GOU Sources
2	Output 2: Offices provided with security monitoring devices.		90,000,000	155,000,000	175,000,000	175,000,000	105,000,000	700,000,000	
2.1	Activity 1: All Offices fixed with Security Monitoring Devices (CCTV Camera Security Systems, Panic Systems, Walk through, walkie talkie, and Access Control Systems).		60,000,000	80,000,000	100,000,000	100,000,000	60,000,000	400,000,000	
2.1.1	312213	ICT Equipment	60,000,000	80,000,000	100,000,000	100,000,000	60,000,000	400,000,000	2-Central GOU Sources
2.2	Activity 2: Install in all Offices alternative power backup systems to safeguard security system continuity.		30,000,000	75,000,000	75,000,000	75,000,000	45,000,000	300,000,000	
2.2.1	312213	ICT Equipment	30,000,000	75,000,000	75,000,000	75,000,000	45,000,000	300,000,000	2-Central GOU Sources
3	Output 3: Business Processes Digitized, Automated and Computerized in 148 ODPP offices automated by 2029/30		-	225,000,000	250,000,000	235,000,000	200,000,000	910,000,000	
3.1	Activity 1: Acquire Call Centre Systems and Operationalised in all Regional Offices		-	25,000,000	50,000,000	35,000,000	-	110,000,000	
3.1.1	312213	ICT Equipment	-	25,000,000	50,000,000	35,000,000	-	110,000,000	2-Central GOU Sources

3.2	Activity 2: Acquire the necessary technology to Support E- Prosecutions (Virtual Prosecution Services), Apps, and several services		-	200,000,000	200,000,000	200,000,000	200,000,000	800,000,000	
3.2.1	312213	ICT Equipment	-	200,000,000	200,000,000	200,000,000	200,000,000	800,000,000	2-Central GOU Sources
4	Output 4: 148 offices fully furnished by end of 2029/30.		1,200,000,000	1,200,000,000	1,200,000,000	1,200,000,000	1,200,000,000	6,000,000,000	
4.1	Activity 1: Acquire furniture and fixtures for all offices		1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	5,000,000,000	
4.1.1	312203	Furniture & Fixtures	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	5,000,000,000	2-Central GOU Sources
4.2	Activity 2: Acquire Legal Reference Materials for all Offices		200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	1,000,000,000	
4.2.1	314201	Materials and supplies	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	1,000,000,000	2-Central GOU Sources
5	Output 5: Transport facilities procured for 148 ODPP offices by end of 2029/30		11,250,000,000	11,850,000,000	13,950,000,000	11,850,000,000	11,250,000,000	60,150,000,000	
5.1	Activity 1: Procure Transport facilities for 148 ODPP offices by end of 2029/30		11,250,000,000	11,250,000,000	11,250,000,000	11,250,000,000	11,250,000,000	56,250,000,000	
5.1.1	312201	Transport Equipment	11,250,000,000	11,250,000,000	11,250,000,000	11,250,000,000	11,250,000,000	56,250,000,000	2-Central GOU Sources
5.2	Activity 2: Acquire 5 Harmed Transport Equipment		-	600,000,000	1,800,000,000	600,000,000	-	3,000,000,000	
5.2.1	312201	Transport Equipment	-	600,000,000	1,800,000,000	600,000,000	-	3,000,000,000	2-Central GOU Sources

5.3	Activity 3: Acquire one Boat.		-	-	900,000,000	-	-	900,000,000	
5.3.1	312201	Transport Equipment	-	-	900,000,000	-	-	900,000,000	2-Central GOU Sources
Total Costs			**14,362,500,000**	**19,826,000,000**	**27,329,000,000**	**15,280,000,000**	**14,575,000,000**	**91,372,500,000**	

5.1. Implementing Agencies

PROCAMIS rolled out and operational in 148 district offices.	133 - Office of the Director of Public Prosecutions
Offices provided with security monitoring devices.	133 - Office of the Director of Public Prosecutions
Business Processes Digitized, Automated and Computerized in 148 ODPP offices automated by 2029/30	133 - Office of the Director of Public Prosecutions
148 offices fully furnished by end of 2029/30.	133 - Office of the Director of Public Prosecutions

Annex II: ODPP Organogram

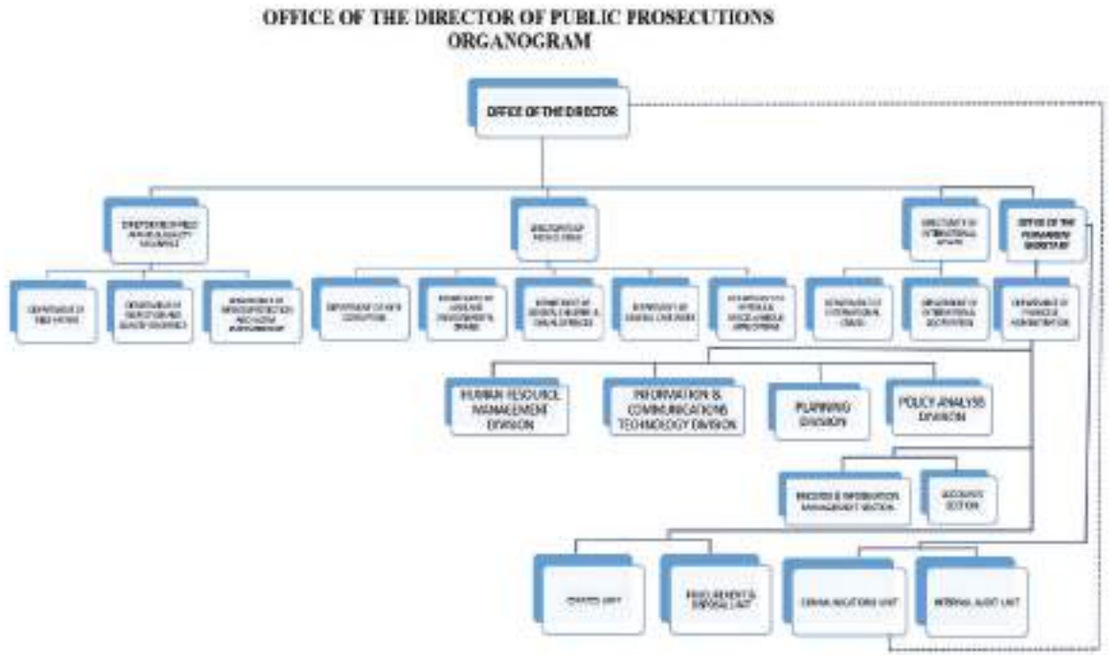

Figure 2: ODPP Organogram

Annex III: ODPP Strategic Plan Contract Management Team

1. Ms. Ahimbisibwe Winfred - Chairperson
2. Ms. Vicky Nabisenke - Member
3. Ms. Barbara Kawuma - Member
4. Ms. Barbra Masinde - Member
5. Ms. Violah Tucungwirwe - Member
6. Mr. Keneth Muhwezi - Member
7. Mr. Ebuu Lowrance - Member
8. Mr. Peter Okubu - Secretary

NPA
National Planning Authority

Uganda Vision 2040

Regulation 26(3)

CERTIFICATE

Certificate of Approval of a Decentralized Development Plan

The Authority has reviewed the Development Plan of **DIRECTORATE OF PUBLIC PROSECUTION** and is satisfied that the Development Plan complies with the National Planning Authority Act, 2002, the National Planning Authority (Development Plans) Regulations, 2018, the National Development Plan and guidelines issued by the Authority.

Dated this 25th **day** August **of** 2025

Joseph Muvawala **(PhD)**
EXECUTIVE DIRECTOR

Rwenzori House
Plot 1
Lumumba Avenue
P.O. Box 21434
Kampala Uganda
E-mail:
npa@npa.go.ug
Website:
www.npa.go.ug

Planning for Development

Office of the Director of Public Prosecutions
Floor 9, 11, and 12 Workers House
Plot 2 Pilkington Road
P.O Box 1550 Kampala, Uganda
Toll Free Line: 0800112300
Website: www.dpp.go.ug, Email: admin@dpp.go.ug

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