



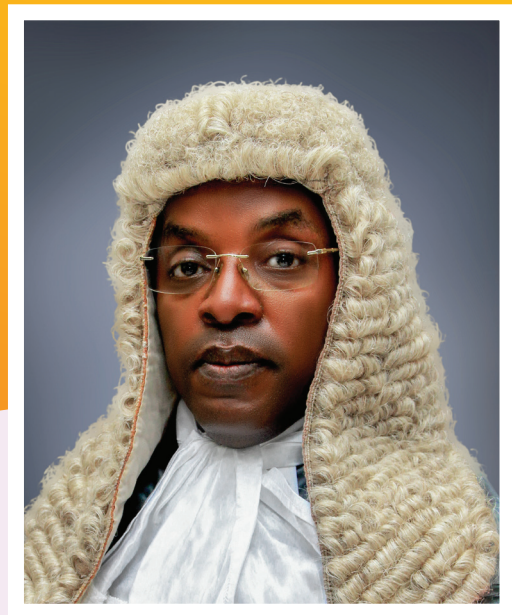
ADMINISTRATION OF JUSTICE PROGRAMME

ADMINISTRATION OF JUSTICE PROGRAMME STRATEGY

(FY2025/26 – FY2029/30)

JANUARY 2026





FOREWORD

The Fourth National Development Plan (NDPIV 2025/26-2029/30) recognises the Administration of Justice Programme (AJP) and its institutions as major players in upholding good governance and the rule of law, providing a stable and predictable legal environment and fostering an enabling business environment for socioeconomic stability, transformation, and sustained economic growth.

The AJP Strategy is aligned with Uganda Vision 2040 and the Global Agenda 2030 - Sustainable Development Goal (SDG) 16 and contributes to the realisation of Uganda's Tenfold Strategy and the attainment of middle-income status.

This Strategy articulates the Programme goal, key objectives, result areas, priorities, implementation and financing arrangement, results framework and Programme Implementation Action Plan.

I urge all stakeholders to engage with and support the implementation of this Strategy aimed at administration of justice in a manner that serves the public interest

and contributes to the transformation of Uganda's justice landscape.

I thank the Executive and Legislative Arms of Government, the leadership of the Administration of Justice Programme institutions, Development Partners, Civil Society Organisations, Academia and the media fraternity for their invaluable contribution and partnership.

Lastly, I thank the Deputy Chief Justice, the Principal Judge, the Heads of Programme institutions and the Chairperson of the Programme Working Group for their dedication in coordinating and implementing Programme activities.

FOR GOD AND MY COUNTRY

Dr. Flavian Zeija
CHIEF JUSTICE
CHAIRPERSON, LEADERSHIP
COMMITTEE



ACKNOWLEDGEMENT

I take this opportunity to extend my sincere gratitude to the Government of Uganda, the Chairperson of the Leadership Committee the Hon. Chief Justice Alfonse Chigamoy Owiny-Dollo, the legal fraternity, the members of the Programme Working Groups and all non-state actors that provided expertise, insights, and feedback during the consultative processes that shaped the development of the Programme Strategy.

I recognise the contribution of the different Technical Working Groups and the Programme Secretariat that ensured detailed planning and coordination of Programme activities. This Strategy will provide direction and guidance on the priorities of the Administration of Justice Programme under NDPIV period.

Finally, as we embark on the implementation of this Strategy, I look forward to sustained collaboration, engagement, and commitment from all stakeholders to achieve a more effective and inclusive Justice system that ensures access to justice for all.

I thank the Ministry of Finance, Planning and Economic Development, the Office of the Prime Minister and the National Planning Authority for the continuous engagement with the Programme.

Pius Bigirimana, PhD (hc)

PERMANENT SECRETARY/SECRETARY
TO JUDICIARY
CHAIRPERSON, PROGRAMME
WORKING GROUP

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ACRONYMS AND ABBREVIATIONS

JCU	Alternative dispute resolution
AJP	Administration of Justice Programme
CID	Criminal Investigations Department
CJS	Criminal Justice System
CSO	Civil Society Organisation
DGAL	Directorate of Government Analytical Laboratories
EAC	East African Community
ECCMIS	Electronic Court Case Management Information System
FY	Financial Year
HiIL	Hague Institute for Innovations of Law
ICT	Information Communication and Technology
JCU	Justice Centres Uganda
KCCA	Kampala Capital City Authority
LCCs	Local Council Courts
LDC	Law Development Centre
LDC-LAC	Law Development Centre Legal Aid Clinic
MIA	Ministry of Internal affairs
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender Labour and Social Development

MoJCA	Ministry of Justice and Constitutional affairs
MoLG	Ministry of Local Government
NACS	National Anti-Corruption Strategy
NDP	National Development Plan
NPA	National Planning Authority
NTR	Non-Tax Revenue
ODPP	Office of the Director of Public Prosecutions
PDM	Parish Development Model
PIAP	Programme Implementation Action Plan
PROCAMIS	Prosecution case management information system
PWDs	Persons With Disabilities
SDG	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
STI	Science, Technology, and Innovation for sustainable development
TAT	Tax Appeals Tribunal
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shilling
UPF	Uganda Police Force
UPS	Uganda Prisons Services
ZTCP	Zero Tolerance to Corruption Policy

EXECUTIVE SUMMARY

Access to justice in Uganda has evolved over time, with several reforms in government development planning and budgeting from the Sector Wide Approach from FY 2001/02 to FY 2019/20) to the current Programme-Based Approach introduced with Third National Development Plan (NDPIII). The Administration of Justice Programme Strategy (FY2025/26 – FY2029/30) builds on the progress and lessons learned from the implementation of Programme Implementation Action Plan for the Third National Development Plan NDPIII (FY 2020/21 – FY2024/25).

The Strategy is aligned to Uganda's development policy context including the Sustainable Development Goals (SDGs) particularly SDG 16, the African Integration and Development Agenda encapsulated in the Africa Vision 2063, the East Africa Community Vision 2050, the Uganda Vision 2040. It contributes to the realisation of Uganda's Tenfold Strategy and the attainment of middle-income status. The Strategy articulates the strategic direction of the AJP and lays out the goal, objectives, interventions, results framework and implementation action plan over the next five financial years.

The AJP Strategy and Implementation Action Plan were developed through a consultative process that involved Programme institutions and other key stakeholders including Development Partners, Academia and Civil Society Organisations. A team of Planners from Programme institutions with support from the National Planning Authority (NPA) prepared the Programme Strategy and Programme Implementation Action Plan (PIAP) in consultation with the Programme Working Groups, Technical Working Groups and the Programme Leadership Committee.

Furthermore, the Programme leadership consulted the Ministry of Finance, Planning and Economic Development (MoFPED), National Planning Authority, and Ministry of Justice and Constitutional Affairs (MoJCA) on the alignment of Access to Justice interventions from the Governance and Security Programme to the Administration of Justice Programme.

A review of the Programme performance during the NDPIII identified key issues that needed to be addressed. These are: high case backlog, congestion in detention, limited use of non-custodial sentencing, limited capacity of justice institutions, misalignment in criminal justice, slow expansion and integration of automated systems, limited coverage of legal aid services and gaps in the legal and regulatory framework.

In order to scale up equitable access to justice, the Programme focus shall be on: Thematic areas of criminal, civil, institutional coordination, legal education, research and training through improving staffing and skilling; expanding and integrating automated systems; increasing access to legal aid by vulnerable persons; strengthening the legal and regulatory framework; increasing public trust in the justice system; reducing congestion in detention centres; and improving physical infrastructure.

The goal of the Programme is to improve access to justice for all. To address the development challenges hindering enhanced access to justice, the following three objectives will be pursued: i) Strengthen people-centred justice service delivery system, ii) Strengthen and reform justice business processes, and iii) Strengthen administrative, legal, institutional and coordination capacity for justice service delivery.

As such the Programme intends to achieve the following key results by the end of FY2029/30:

- i) Increased level of public trust in the justice system from 70.8% in FY2023/24 to 73.5% in FY2029/30;
- ii) Improved accessibility and affordability index of civil justice from 0.40 in 2023 to 0.45 in 2030;
- iii) Increased proportion of population with access to a front-line justice service point within 15-kilometer radius from 56.16% in FY2023/24 to 61.16% in FY2029/30;
- iv) Reduced backlog cases in the administration of justice system from 27.23% in FY2023/24 to 15.20% in FY2029/30;
- v) Reduced average Turn Around Time in administration of justice from 843 days in FY2023/24 to 693days in FY2029/30;
- vi) Reduced the proportion of prison population on remand from 47.3% in FY2023/24 to 41.3% in FY2029/30; and
- vii) Improved Corruption Perception Index in the justice system from 26.00% to 31.00%.

The number of institutions increased from 8 during NDPIII to 12. The institutions under NDPIV include namely: i) Judiciary (Lead Institution with the Secretariat); ii) Office of the Director of Public Prosecutions; iii) Judicial Service Commission; iv) Law Development Centre; v) Ministry of Internal Affairs (Government Analytical Laboratory and Community Service); vi) Ministry of Gender, Labour and Social Development (Labour Justice and Juvenile Justice); vii) Ministry of Local Government (Local Council Courts); viii) Inspectorate of Government (Prosecution); ix) Uganda Police Force; x) Uganda Prisons Service; xi) Tax Appeal Tribunal; and xii) Kampala Capital

City Authority. The Programme will also collaborate with Justice Centers Uganda to strengthen provision of legal aid services.

The funds required to implement the Strategy amount to UGX 5,993.076 Billion which is expected to be largely provided by Government of Uganda and supplemented by Development Partners. Given the resource constraints, the implementation of the Strategy will be guided by selection of critical priorities annually, writing bankable projects to attract external financing, constant engagement with the Executive and Parliament to avail more resources as well as Development Partners and efficiency gains (savings in use of available funds).

Implementation of the Strategy will require close collaboration among Programme institutions with Policy and Technical stewardship of Leadership Committee, Programme and Technical Working Groups.

Various risks identified that the Programme is likely to face include mainly corruption perception including maladministration, the mismatch in coverage of justice services, the irregular release of funds, limited appreciation of reforms, limited uptake of technology, delayed enactment of the requisite laws will remain potential impediments to the delivery of justice. Measures to minimize the likelihood of occurrence of these risks have been described in the Strategy.

The Programme Secretariat will coordinate all Programme stakeholders to provide feedback into the production of Programme quarterly and annual reports throughout the NDPIV period. The quarterly report will include financial reporting as required by law to inform the fiscal performance to be uploaded on the NDPIV M&E MIS. Every year the Programme Secretariat will produce half annual and annual reports for discussion and approval by the Programme governance structures.



**ADMINISTRATION OF
JUSTICE PROGRAMME**

01

CHAPTER

INTRODUCTION



1.1 Background

The administration of justice upholds the rule of law, promotes fair competition, and protects individual and corporate rights, contributing to social stability and sustainable economic growth. It also fosters trust in the government and institutions, which are essential for a functioning democracy. Administration of Justice encompasses the application and enforcement of laws through institutions that investigate, prosecute, adjudicate, settle disputes and enforce the decisions of the justice process.

Access to justice, a fundamental human right, enables individuals and groups to seek and obtain solutions to their legal problems through fair, efficient, and impartial legal processes, regardless of their economic or social status. Over time, justice institutions have focused on enhancing access to justice in line with national aspirations, as well as regional and international requirements.

In a bid to improve service delivery in access to justice, there has been several reforms in government development planning from the Sector Wide Approach (SWAP) to the current Programmatic Approach.

From Financial Year (FY) 2001/02 to FY2019/20, justice institutions through SWAP registered several achievements notably; improved coverage of justice services, strengthened institutional capacities for maintenance of law and order, enhanced case management and empowered rights holders for improved accountability, increased case disposal and reduced backlog, improved fight against corruption, and observance of human rights. However, the efforts to strengthen access to justice under SWAP faced challenges in coordination, silos in planning and budgeting, and incomplete service delivery chains arising from some institutions expanding coverage faster than others. To address these challenges, the Government of Uganda adopted the Programme-based approach to planning and budgeting with the commencement of the Third National Development Plan (NDPIII) 2020/21-2024/25, aimed at reinforcing implementation coordination, planning, budgeting, monitoring and reporting for improved service delivery. As a result, the Administration of Justice Programme (AJP) was created to build on the gains registered under SWAP and address inefficiencies, fragmentation, and misalignment in the administration of justice.

The Administration of Justice Programme is one of the Programmes under the Fourth National Development Plan (NDPIV) 2025/26-2029/30. The Programme builds on the achievements registered during NDPIII (2020/21-2024/25) by focusing on strengthening efficiency and effectiveness in the delivery of justice in Uganda.

1.2 Legal framework of the Administration of Justice Programme

Several laws and policies govern and regulate the delivery of justice in Uganda as elaborated below.

1.2.1 The Constitution of the Republic of Uganda

Administration of Justice institutions derive their mandate from the Constitution of the Republic of Uganda, 1995.

The core mandate of the Judiciary is adjudication which is performed by judicial officers of both the superior courts and the lower bench and supported by the administrative staff of varied categories. This mandate is spelt out under Article 126 which states that judicial power is derived from the people and exercised by established courts in the name of the people in conformity with the law and the people's values, norms, and aspirations.

Article 126 mandates that justice be administered without delay to all irrespective of their social and economic status; that victims of wrongs be adequately compensated, and that reconciliation be promoted. Furthermore, it requires that substantive justice be delivered without undue regard to technicalities. The constitutional provision is further reinforced by the Administration of the Judiciary Act, 2020 (AJA), which aims at giving effect to Chapter Eight of the Constitution by strengthening the independence of the Judiciary and providing for its efficient and effective administration.

Article 146 established the Judicial Service Commission with its mandate provided under Articles 147, 148 and 148A to:

- i) Render advice to the President in the exercise of his powers to appoint persons to hold or act in the office of the Chief Justice, the Deputy Chief Justice, the Principal Judge, a Justice of the Supreme Court, a Justice of the Court of Appeal, a Judge of the High Court, the Chief Registrar and the Registrar. It has the power to confirm appointments; to exercise disciplinary control over such persons; and to remove them from office;
- ii) Appoint judicial officers other than those specified above, administrative and other staff of the Judiciary Service and confirm appointments; as well as exercise disciplinary control over such persons and to remove them from office; and
- iii) Prepare and implement Programmes for the education of, and for the dissemination of information to, judicial officers and the public about the law and administration of justice.

Article 120 provides for the Office of the Director of Public Prosecutions and its functions are to:

- i) Direct the police to investigate any information of a criminal nature;
- ii) Institute criminal proceedings against any person or authority in any court other than a court martial;
- iii) Take over and continue any criminal proceedings instituted by any person or authority; and
- iv) Discontinue at any stage before judgement, any criminal proceedings.

Articles 211 provides for the Uganda Police Force and its functions are to:

- i) Protect life and property;
- ii) Preserve law and order;
- iii) Prevent and detect crime; and
- iv) Cooperate with the civilian authority and other security organs established under the Constitution and with the population generally.

Article 215 provides for Uganda Prisons Service (UPS), that is operationalised by the Prisons Act, 2006. The functions of UPS are to:

- i) Ensure that every person detained legally in a prison is kept in humane, safe custody, produced in court when required until lawfully discharged or removed from prison;
- ii) Facilitate the social rehabilitation and reformation of prisoners through specific training and educational Programmes;
- iii) Ensure performance by prisoners of work reasonably necessary for the effective management of prisons;
- iv) Facilitate the re-integration of prisoners into their communities; and
- v) Perform such other functions as the Minister, after consultation with the Prisons Authority, may from time to time assign to the Service.

1.2.2 Other Legislations and Regulations

In addition to the above, the Programme is also guided by, and not limited to, the following pieces of legislation:

- i) The Judicature Act, Cap.16
- ii) The Administration of the Judiciary Act, Cap.4
- iii) Magistrate Court Act, Cap.19
- iv) Advocates Act, Cap.295
- v) Distress for Rent (Bailiffs) Act, Cap.286
- vi) Labour Disputes (Arbitration and Settlement) Act, Cap.227

- vii) Local Council Courts Act, Cap.18
- viii) Inspectorate of Government Act, Cap.2
- ix) Civil Procedure Act, Cap.282
- x) Criminal Procedure Code Act, Cap.122
- xi) Identification of Offenders Act Penal Code Act, Cap.127
- xii) Community Service Act, Cap 121
- xiii) Tax Appeals Tribunals Act, Cap.341
- xiv) Children Act, Cap.62
- xv) Anti-Corruption Act, Cap.116
- xvi) The Public Finance Management Act, Cap.171
- xvii) The National Alternative Dispute Resolution Policy, 2024

1.3 Governance Structure of the Programme

Under NDPIV, the AJP has 13 institution, namely: i) Judiciary (Lead Institution with the Secretariat); ii) Office of the Director of Public Prosecutions; iii) Judicial Service Commission; iv) Law Development Centre; v) Ministry of Internal Affairs (Government Analytical Laboratory and Community Service); vi) Ministry of Gender, Labour and Social Development (Labour Justice and Juvenile Justice); vii) Ministry of Local Government (Local Council Courts); viii) Inspectorate of Government (Prosecution); ix) Uganda Police Force; x) Uganda Prisons Service; xi) Tax Appeal Tribunal; xii) Kampala Capital City Authority, and xiii) Justice Centers Uganda.

These institutions are coordinated through the Programme governance structures of the Leadership Committee, Programme Working Group, Technical Working Groups and Secretariat, whose roles are elaborated in Chapter 4 (Implementation arrangements).

1.4 The National, Regional and International Development Policy Context

The Programme contributes to the realisation of global, regional and national development agenda such as:

- i) Agenda 2030 (Goal 16) emphasises access to equal justice for all.
- ii) Africa Agenda 2063 (Goal 11) advocates for democratic values, practices, universal principles of human rights, justice and the rule of law.
- iii) The EAC Vision 2050 (Pillar 3.6) calls for entrenchment for access to justice and the rule of law in all partner states.

- iv) Similarly, the Uganda Vision 2040 emphasises the consolidation of the tenets of good governance which include constitutional democracy; protection of human rights; the rule of law; transparency and accountability; government effectiveness and regulatory quality; effective citizen participation in development processes among others.

The Programme contributes to the realisation of the Uganda Vision 2040 and NDPIV Strategy of doubling the size of the economy by 2030. Similarly, the Uganda Vision 2040 emphasises the consolidation of the tenets of good governance, which include constitutional democracy; protection of human rights; the rule of law; transparency and accountability; government effectiveness and regulatory quality; effective citizen participation in development processes among others. The World Justice Project indicated that Uganda's adherence to the rule of law index improved from 0.41 in 2021 to 0.42 in 2023, against the regional average of 0.47 and the global average of 0.54. At a global and regional level, the Programme also contributes to the realisation of SDGs (Goal 16), Africa Agenda 2063 (Goal 11), and the East African Community Vision 2050 (Pillar 3.6).

The Programme also contributes to the priorities of the NDPIV through ensuring adherence to the rule of law. Effective and timely adjudication of commercial disputes will unlock private capital held up in the justice system which can be invested in key growth areas. This also boosts investor confidence which is key for attracting investments. Enforcement of intellectual property laws protects proprietary rights of investors in literary, scientific, and artistic works which is crucial for the promotion of Science, Technology, and Innovation (STI) for sustainable development, and culture and creative industry. Effective Local Council courts support the implementation of government Programmes such as Parish Development Model (PDM) and EMYOOGA by providing informal and friendly justice processes. Prioritising land justice fosters accelerated implementation of infrastructure projects through timely determination of land ownership rights and quantum of compensation.

1.5 Purpose of the Strategy

The purpose of the Strategy is to provide direction and guidance on the priorities of the Administration of the Justice Programme under NDPIV.

1.6 Process of developing the Programme Strategy and Implementation Action Plan

The Strategy and Implementation Action Plan were developed through a consultative process that involved Programme institutions and other key stakeholders including Development Partners, Academia and Civil Society Organisations.

A team of Planners from Programme institutions with support from the National Planning Authority (NPA) prepared the Programme Strategy and Programme Implementation Action Plan (PIAP) in consultation with the Programme Working Groups, Technical Working Groups and the Programme Leadership Committee.

Furthermore, the Programme leadership consulted the Ministry of Finance, Planning and Economic Development (MoFPED), National Planning Authority, and Ministry of Justice and Constitutional Affairs (MoJCA) on the alignment of Access to Justice interventions from the Governance and Security Programme to the Administration of Justice Programme.

1.7 The Structure of the Strategy

The Strategy has nine chapters.

Chapter One presents the introduction, which includes background, legal and regulatory framework underpinning the Programme, the Governance and Organisational structure of the Programme, purpose and process of developing the Programme Strategy. Chapter Two presents the Situational Analysis, which includes the performance of the Programme under NDPIII and challenges. Chapter Three presents the Strategic Direction, which includes the goal, objectives, theory of change, key results and interventions. Chapter Four presents the implementation arrangements. Chapter Five presents communication and feedback arrangements. Chapter Six presents the Monitoring and Evaluation arrangements. Chapter Seven presents Risks and Mitigation mechanisms. Chapter Eight presents the financing arrangements and Chapter Nine presents appendices that include the detailed Programme Implementation Action Plan (PIAP) and Results Framework (RF).



ADMINISTRATION OF JUSTICE PROGRAMME

02

CHAPTER

SITUATIONAL ANALYSIS



2.1 Performance of the Programme under the Third National Development Plan (NDPIII)

This section presents highlights of the performance of the Programme under the NDPIII (FY2020/21 - FY2024/25). It summarises achievement of the Programme, major challenges and lessons during the period.

2.2 Access to Justice

There has been a growing demand for justice services in Uganda. According to the Justice Needs Study (2024) by the Hague Institute for Innovations of Law (HiIL), around 95% of Ugandans experienced at least one legal problem in the year 2023 compared to 84% in 2020. The most serious problems are those related to land, family, crime, and domestic violence. In addition, there are emerging legal problems such as cybercrime, trafficking in persons, environment and climate, and investment related issues among others. During the period, the Programme registered the following progress under access to justice:

2.2.1 Physical and functional access to justice

Access to justice increased both physically and functionally across the country but with room for growth. There was improvement in the proportion of districts with complete justice service delivery points from 67.5% in FY2020/21 to 88.8% in FY2024/25. However, this performance was below the NDPIII target of 90%.

The number of operational High Court Circuits increased from 14 in FY2020/21 to 29 in FY2024/25. Similarly, the number of Chief Magistrate Courts increased from 81 in FY2020/21 to 91 in FY2024/25. The total number operational courts was 271 (30.1%) out of the 900 gazetted courts. The Office of the Director of Public Prosecutions had established 137 offices across the country, enhancing the accessibility and efficiency of criminal prosecution services. Additionally, the Judicial officer to population ratio improved from 1:116,808 people in FY2017/18 to 1:83,769 people in FY2024/25 against the NDPIII target of 1:81,490 while the Prosecutor to case ratio deteriorated from 1:338 in FY2017/18 to 1:369 in FY2024/25 against the NDPIII target of 1:227 as a result of increased filing of cases against low number of prosecutors.

These improvements led to increased public trust in the administration of justice with the level of public trust in the justice system improving significantly from 59% in FY2017/18 to 71% in FY2024/25 which is higher than the NDPIII target of 65% as seen in **table 1** below.

Table 1: Access to Justice Performance Trends

Result Area	Key Indicator	Baseline	Indicator performance over the years			
		FY2017/18	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Increased public trust in the administration of justice	Level of public trust in the Justice system	59%	68%	70.82%	71.00%	71.00%
	Judicial Independence Index	3.41	3.42	3.42	3.42	3.42
Increased access to physical and functional Justice service points	Proportion of districts with complete administration of justice Service delivery point (%)	67.50%	79.50%	85.25%	87.40%	88.8%
Effective and efficient Administration of Justice System	Judicial Officer to-population ratio	1:116,808	1:108,808	1:86,785	1:73,145	1:83,769
	Prosecutor-to case ratio	1:338	1:1000	1:388	1:325	1:369

Source: AJP Annual Performance Report FY2024/25

The Judicial Service Commission continued to operate its three regional offices in Moroto, Masaka, and Mbarara out of seven planned, limiting its oversight capacity.

The Industrial Court established eleven sub-registries in the High Courts of Masindi, Arua, Jinja, Mbale, Soroti, Lira, Gulu, Fort Portal, Mubende, Masaka, and Mbarara to improve access to upcountry stations.

Community service was operational in 85 courts, with plans to scale up.

Legal aid clinics by Justice Centres Uganda were operational in 13 courts (nine High Court Circuits at Hoima, Mbale, Tororo, Lira, Kasese, Fort Portal, Masaka, Mukono, and Jinja, and four Chief Magistrate Courts at Mubende, Mengo, Yumbe, and Bundibugyo).

The LDC operated Legal Aid Clinics in Kampala and regional campuses in Mbale, Mbarara, and Lira, and satellite legal clinics at Masindi, Kabarole, Jinja and Adjumani, providing legal advice and representation to indigent persons.

Justice institutions, including the Law Development Centre (LDC), Judiciary, and Justice Centres Uganda, continued to provide legal aid services. The Judiciary offered state briefs in High Court Circuits and Chief Magistrate Courts for persons accused of capital offences who cannot afford legal costs, but resources were insufficient to cover all indigent persons. Additionally, the coverage of legal aid services is insufficient to meet the increased demand for pro bono services.

The expansion of courts notwithstanding, there were still gaps in coverage and capacity of other justice actors such as Office of the Director of Public Prosecutions offices, Judicial Service Commission regional offices, Directorate of Government Analytical Laboratory regional offices, Uganda Police Force specifically criminal investigations, Uganda Prisons Services, remand homes and juvenile rehabilitation centres, Ministry of Internal Affairs (Community Service) as well as legal aid services countrywide.

This therefore calls for more investment and coordinated efforts to establish and operationalise justice service points to reduce misalignment and increase access to justice.

2.3 Case Management

The functional operations of all actors in the Administration of Justice Programme are hinged on efficient case management. Criminal justice case management involves investigation, prosecution, adjudication and enforcement of decisions. Management of civil cases involves key players that include advocates, Bailiffs, the Ministry of Justice and Constitutional Affairs (Attorney General's Chambers), Local Council Courts, Labour Offices and Tribunals, the Judiciary, Industrial Court, Directorate of Government Analytical Laboratory and Uganda Prisons Service, legal representation/legal aid service providers like Law Development Centre, Uganda Law Society, Justice Centres Uganda among others.

2.3.1 Case backlog Management

Increased investment and innovation in case management during NDP III resulted in an increase in case disposal rates from 49.34% in FY2020/21 to 57.61% in FY2024/25. The courts were most efficient in the disposal of Criminal cases (62.83%), followed by Family cases (62.76%), International Crimes (60%), Civil cases (56.83%), Anti-Corruption cases (54.75%), Execution cases (54.74%), Commercial cases (51%); with land cases having the lowest disposal rate of 41.40%.

The proportion of backlog cases in the justice system reduced significantly from 32.0% in FY2020/21 to 24.74% in FY2024/25 against the NDP III target of 24%. The conviction rate improved from 60.0% in FY2017/18 to 67.1% in FY2024/25.

The proportion of the prison population on remand decreased from 52.20% in FY2021/22 to 47.30% in FY2024/25 but this was still below the NDPIII target of 42.2%. The average length of stay on remand for capital offenders reduced from 19.6 months in FY2021/22 to 17.3 months in FY2024/25, against the recommended six (6) months, and from 3.8 months to 2.5 months for petty offences, against the recommended two (2) months. By June 2025, a total of 13,209 (35.3%) remand prisoners who were still awaiting trial had been committed to the High Court. Of this category, 56.7% (7,492 prisoners) had spent more than 12 months after commitment to the High court.

The Ministry of Internal Affairs (Directorate of Community Service) supervised an annual average of 11,000 cases disposed of through community service orders, as part of the effort to scale up non-custodial sentencing. Further efforts are needed to reduce backlog and decongest prisons to desirable levels. Table 2 below shows the performance trends in selected case management indicators.

Table 2: Trends in case management indicators

Key Indicator	Financial Years				
	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Case Disposal Rate	49.00%	55.00%	63.10%	59.70%	57.61%
Percentage of backlog cases in the Administration of Justice system (%)	32%	30.10%	22.23%	27.20%	24.74%
Overall conviction rate	60%	72%	70.36%	72.10%	67.1%
Lead time /turnaround time (days)	919.3	901	897	843	935
Proportion of prison population on remand	50.6%	52.20%	48.50%	47.30%	47.30%
Average length of stay on remand (months) for capital offenders	19.2	20.2	20.3	17.5	17.3

There has been a significant increase in people accessing Local Council Courts, from 13% in 2020 to 26% in 2024. Local Council Courts handle mostly civil cases. However, they lack adequate capacity due to insufficient quorum, limited facilitation, and inadequate support supervision, leading to low adherence to operational standards. If not addressed, these gaps in Local Council Courts will further congest the formal justice system.

Daily hearing of criminal cases: Daily hearing of criminal cases was introduced as an intentional effort by the Judiciary with support from other justice players under the Programme such as the Office of the Director of Public Prosecutions, Uganda Police Force, Uganda Prisons Service, Ministry of Gender Labour and Social Development, and legal aid service providers, and Development Partners to fast-track the disposal of criminal cases. As result, an annual average of 1,432 cases were disposed through daily hearing pilot project at Criminal Division, reducing case backlog at the Division from 43% to 22.3% FY2023/24. The average lead time for hearing cases reduced from 2,190 to 595 days. The Judiciary working with justice actors intends to roll out the daily hearing of criminal cases in all operational High Court Circuits across Uganda, to further enhance efficiency and effectiveness in disposing criminal cases.

Prosecution Guided Investigations: Prosecution-Guided Investigations (PGI) was increasingly adopted by the ODPP to expedite case prosecutions. This collaborative approach enhanced coordination between investigators and prosecutors, improving efficiency and effectiveness in resolving disputes. PGI strengthened the quality of criminal investigations, as evidenced by higher case completion rates and an increased number of guilty pleas in cases involving land disputes, international crimes, corruption, and general criminal offenses. In FY2024/25, the ODPP managed 281 corruption-related cases under this framework.

Asset Recovery: Recognising that corruption is often a profit-driven electronic crime, the ODPP prioritised asset recovery alongside custodial sentences and fines. Convicted individuals are stripped of illicit gains and barred from holding public office for 10 years post-conviction. In FY2024/25, the ODPP registered 59% with the assets worth UGX 585,073,125 and notably surpassing its administrative recovery target of 20%. This was largely attributed to effective parallel financial and asset tracing investigations, which led to early identification of illicit assets. Consequently, suspects were more inclined to return stolen funds voluntarily in order to preserve their assets.

In addition, the ODPP conducted 25 prosecution-guided financial investigations aimed at enforcing compensation orders. As a result, a total of 8 execution applications were handled in court, resulting in warrants of attachment and sale of real estate property belonging to convicts. The court also granted orders for the transfer of cash deposited in court as bail money, from the Judiciary account to the victims of crime. The ODPP recovered 8% of the value of Recovery Orders totaling UGX 4.355 billion, against the projected 10%.

2.3.2 Investigations and Forensic Analysis

The expansion of forensic analysis services at the regional level resulted in a reduction in backlog at the Directorate of Government Analytical Laboratory from 2,317 in FY2020/21 to 2,124 cases in FY2024/25. The lead time to conclude a forensic investigation was 30 days.

The Uganda Police Force, in 2024 noted a decrease in the volume of crimes reported to Police countrywide from 228,074 cases in 2023 to 218,715 cases in 2024, having previously risen from 196,081 cases in 2021. Relatedly, there was an increase in the number of registered cases in formal Courts from 165,347 cases in FY2020/21 to 279,630 in FY2024/25. Such trends require improved capacity of investigation and forensic analysis institutions for quick case disposal. However, the detective-to-case ratio stood at 1:39 against the globally recommended ratio of 1:12.

In terms of forensic services, a total of 2,994 requests were received for forensic assistance in 2024. The Forensic Services Directorate (FSD) of Uganda Police Force released 1,805 expert reports and issued 151,352 Police clearance certificates. 42,416 crime scenes were processed marking an increase of 3,375 from the 39,041 crime scenes processed in 2023. The Directorate had an overall clearance rate of approximately 60.3% down from 60.8% in 2023.

Under the FSD, the Department of Questioned Documents issued the most forensic reports with a total of 627 (463 criminal and 164 civil) reports, followed by Digital forensics with 446 (431 criminal and 15 civil) reports issued. The department that issued the least reports was CBRNE-A with 256 reports issued.

2.3.3 Commercial and Land Justice

The Programme's contribution to economic growth improved over the years. Overall, the Judiciary registered a disposal rate of 57.61% in FY2024/25 from 59.7% in FY2023/24, 63.01% in FY2022/23, 55% in FY2021/22 and 49% in FY2020/21. Courts were more efficient in disposal of criminal cases (62.83%) followed by family cases (62.76%), international crimes cases (60.00%), civil cases (56.83%), anti-corruption cases (54.75%), execution cases (54.74%), Commercial cases (51%) and land cases (41.4%).

During the NDPIII period, Courts disposed of a total of 41,159 commercial cases and 98,003 land cases hence unlocking financial resources for growth and investment.

The Tax Appeals Tribunal disposed of 266 tax disputes in FY2024/25 worth UGX 506 Billion, 269 tax disputes in FY2023/24 worth UGX 219 Billion, 227 tax disputes in FY2022/23 worth UGX 339 billion.

2.3.4 Automation of Justice business processes

The Programme adopted digital technology in justice service delivery to improve efficiency in service delivery and data management. For example; Electronic Court Case Management System (ECCMIS), a system for case management from case filing to completion, was being implemented in 31 Courts and this has improved case filing rate by 2.8%, Video Conferencing Systems (Virtual Courts) were installed and was

operational in 19 prisons and 19 courts hence facilitating online hearing of cases for quick disposal; Prosecution Case Management Information System (PROCAMIS), a system that automates and streamlines the management of prosecution cases was rolled out and its usage had increased from 26% in FY2020/21 to 40% in FY2023/24. Community service MIS (DC MIS) was operationalised and rolled out to 85 stations. The development of the electronic Police Management Information System (e-PIS), and Prisons Information Management System was ongoing at the end of FY2024/25.

However, the coverage of Management Information Systems in the AJP was inadequate, and the already existing systems were not integrated to share information across the justice institutions. This led to inefficiencies in tracking cases, collaboration among institutions in workflow processes and decision making.

2.3.5 Use of Alternative Dispute Resolution (ADR)

The use of ADR is steadily improving over time. To ensure that the justice system remains accessible, fair and responsive to the needs of all Ugandans, the justice institutions promoted the use of ADR Mechanisms such as: mediation in settlement of civil disputes in the Judiciary, LDC, JCU, Tax Appeals Tribunal and Local Council Courts; Plea-bargaining in fast tracking the disposal of criminal matters at High Courts and Magistrate Courts; and rollout of Small Claims Procedure (SCP) to Magistrates Courts. In FY2024/25, Programme institutions disposed of a total of 5,504 8,209 cases through mediation and 3,760 cases through plea bargaining. The adoption of mediation contributed to the quick resolution of commercial and land cases. As a result, backlog in commercial cases had reduced from 31% in FY2020/21 to 26.77% at the end of FY2024/25 while backlog in land cases reduced from 42% in FY2020/21 to 32.81% at the end of FY2024/25. Similarly, the SCP that was rolled out to 223 of the 232 operational Magistrate Courts, disposed of 24,976 cases, recovering claims worth UGX 19.541 Billion.

The proportion of the Civil –Commercial disputes under UGX.10million resolved through Small Claims Procedure increased over the same period from 35% in FY2021/22 to 89.7% in FY2024/25 due to the effectiveness of the process that ensures cases are resolved in a single sitting. This expansion and the growing number of cases registered reflects a largely user-friendly and demand-driven initiative.

The Judiciary, in collaboration with the Law Development Centre, launched a reconciliation program under the Judicature (Reconciliation) Rules 2011. These rules designate Bar Course students as reconciliators. The LDC implemented the program by assigned court-annexed reconciliators/mediators to 15 courts across Uganda. Initiative. The LDC-facilitated conciliators/mediators received and handled a total of 4,157 cases filed by 3,251 males and 906 females, through both court annexed mediation and reconciliation in FY2024/25. A total of 3,410 cases, from 2,702 males, and 708 females were handled through reconciliation. On the other hand, 747 cases

from 549 males, and 198 females were handled through mediation. As at the end of FY2024/25. The LDC integrated ADR modules into its training Programmes and supported mediation skills development, aligning with the Programme's strategic focus on faster, cost-effective dispute resolution. Additionally, to enhance ADR coordination and adoption nationwide, the Judiciary established an ADR Registry to spearhead the implementation of ADR.

2.3.6 Use of non-custodial sentences

Use of community service as a non-custodial sentence has been on the increase, with an average of 14,000 offenders sentenced to serve a community service Order, the majority of whom had been on remand in prison. Community service operates throughout the country with physical presence in only 85 courts, leaving a gap of 159 courts. Using international best practices, community service volunteers were used where possible as a stop gap measure. Issuance of community service orders requires comprehensive social inquiry reports for courts to be able to make informed decisions. Compliance with the orders issued is of high importance to build the confidence of the Judiciary and the public in utilising the option as well as enhancing acceptability of the option by the local communities.

2.3.7 Access to justice for Vulnerable persons

i) Juvenile justice

There have been concerted efforts to address juvenile justice needs through coordination of stakeholders. Existing interventions include provision of legal aid services for children in conflict with the law, diversion of child offenders by social workers and legal assistants and disposal of juvenile cases from remand homes. To accelerate the disposal of juvenile cases, the Judiciary developed the Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024) that designated the remand homes as Magistrate Courts whose operationalisation requires creating conducive court room spaces in remand homes that was still pending. As of June 2025, Uganda had nine remand homes, comprising seven regional remand homes, one national rehabilitation center, and one reception center for vulnerable children.

In FY2024/25, a total of 5,426 juveniles were held in remand homes against a total holding capacity of 830 juveniles, resulting in a congestion rate of 645%. In addition, there were only 32 Probation and Welfare Officers/ Assistant Probation and Welfare Officers in all remand homes compared to the total juvenile population of 5,426 juveniles resulting in the ratio of probation officer to juveniles of 1:170 compared to the recommended 1:8. These facilities faced substantial challenges, limiting access to justice for a critical population, given that 50.5% of Uganda's population is under 18 years old (UBOS, 2024).

To create a supportive environment, justice institutions, including the Judiciary and the Office of the Director of Public Prosecutions (ODPP), established child-friendly spaces. Additionally, trauma-minimising approaches were adopted for victims of Trafficking in Persons (TIP), utilising child-friendly rooms and court audio-visual facilities to foster a more protective setting during legal proceedings.

The absence of legal aid facilities such as victim-friendly rooms, braille services, sign language interpreters and long distances in hard-to-reach areas remains an impediment to access to justice services to indigent and vulnerable persons. These challenges affected indigent and vulnerable persons by depriving them of land and property ownership, and economic needs among others.

ii) **Gender-Based Violence (GBV) cases**

GBV continued to cause stigma and trauma in communities, mostly rural areas, if not expeditiously handled and disposed. The 2023 police report indicated 15,184 domestic violence cases were reported, with 10,792 victims being female adults. The 2021 UBOS report found that 95% of women and girls experienced some form of violence. In 2023, 15,184 domestic violence cases were reported.

In FY2024/25, the Programme organised special sessions in the High Courts of Lira, Luwero, Moroto and Kasese, and the Chief Magistrates Courts of Arua, Amuru and Apac. As a result, the courts disposed of 333 GBV cases out of 348 cause-listed, reflecting a clearance rate of 95.7%. This was slightly lower than what was achieved in FY2023/24, where Courts disposed of 595 GBV-related cases out of the 600 that were cause listed, representing a 99.17% clearance rate. The performance in both FY2024/25 and FY2023/24 was a significant improvement from that registered in FY2022/23 where 319 cases were disposed of against 359 cases cause listed, and a clearance rate of 88.86%. The cases that were not concluded in the court session were those adjourned or deferred to the next session for various reasons. In FY2023/24, aggravated defilement constituted the highest number of cases disposed of (43.71%), followed by rape (12.18%), and simple defilement.

The Programme continued to prioritise handling of GBV-related cases through special sessions in refugee hosting communities and remote areas. However, the limited facilitation continued to curtail quick disposal of such cases, hence the need for more focus on speedy case management and protection of witnesses. The Programme will strengthen equitable access to justice and timely addressing of SGBV-related cases.

iii) **Refugees and host communities**

Justice institutions play a vital role in ensuring access to justice for refugees, who often encounter significant legal and social obstacles. By actively managing cases involving refugees, the institutions not only uphold legal standards but also safeguard the rights of marginalised individuals within the judicial system. This initiative fostered accountability and trust in legal institutions among vulnerable communities, emphasising the necessity of integrating refugee rights into national legal frameworks.

iv) **Empowering victims and Protection of witnesses of crime**

Empowerment of victims and protection of witnesses of crime is crucial in the pursuit and delivery of justice. Programme institutions heavily rely on collaborations between Civil Society Organisations and justice institutions to support victims and protect witnesses through various measures such as use of audio-visual systems, anatomically detailed dolls, disguises in form of wigs, kits, pseudo names, voice distortion and psychosocial referrals. However, these services were not mainstreamed in all the critical justice institutions and were insufficiently funded, leading to unwillingness to testify, and justice not delivered as expected.

2.3.8 Legal Aid Services

Legal aid and provision of legal assistance to the poor, vulnerable and marginalised, remained a critical area in access to justice. These services are provided by LDC-LAC, JCU, the Judiciary and non-state actors. The Judiciary continued to offer state briefs in High Court Circuits and Chief Magistrate Courts. i.e. legal aid for persons accused of capital offences who cannot afford legal costs.

In FY2024/25, the LDC-LAC handled 15,447 cases through legal advice, counselling, court representation coaching for self-representation and Alternative Dispute Resolution. In the same period, Justice Centres Uganda (JCU) provided remote legal aid services to 2,415 clients (1,413 males and 1,002 females) through call-in interactions. JCU additionally served 5,549 clients (3,502 males and 3,047 females) reinforcing their role in providing accessible legal aid to vulnerable communities without remote access.

Additionally, through JCU-led Prison Decongestion Programme (PDP) reached 921 detainees (858 males and 63 females) and successfully resolved 784 cases (736 males, 48 females) resulting in an 85% resolution rate. By the end of FY2024/25, 137 cases remained unresolved due to frequent adjournments, missing files and delayed prosecution. It should be noted that there is a high demand for legal services, however, the absence of a legal framework limits the financing and scale-up of legal aid services to vulnerable persons.

2.3.9 Labour justice

Labour justice delivery chain coverage continued to suffer some limitations. The Industrial Court, by its specialised nature, was established to arbitrate Labour disputes referred to it. The Court set up 11 sub-registries across different High Court Circuits as collecting centres for cases, hence its limited coverage. Furthermore, the Labour Offices, which are the first point of contact for labour disputes lack effective and efficient systems for complaints, dispute resolution and reporting. Additionally, the office holders lack skills and knowledge on Alternative Dispute Resolution.

By the end of the FY2024/25, the Industrial Court had a total of 3,253 pending cases, of which 2,427 cases (74.61%) was backlog. It was estimated that the Court would require six (6) years to complete pending cases, and yet registration of new cases continued to grow at the rate of 26.4% while the completion rate was 18.2%.

The focus in this area will be professional development and the establishment of a functional labour case management information system.

2.4 Quality assurance and oversight in the administration of Justice

To improve quality assurance and oversight in the administration of justice, Programme institutions put in place complaints management and feedback mechanisms; and strengthened inspections in administration of justice. The Inspectorate of Courts at the Judiciary was reinforced through the Administration of the Judiciary (Inspectorate of Courts) Regulations, 2023, S.I. No. 92 of 2023. The Inspectorate monitors and evaluates the performance of Judicial Officers and other staff and court facilities. The ODPP strengthened the Department of Inspections and Quality Assurance to develop and enforce ethical and professional codes of conduct. By the end of FY2023/24, the Programme institutions had resolved 92.1% of the registered 20,358 complaints against maladministration.

To strengthen complaints management, institutions such as ODPP, Uganda Police Force (CID), Prisons, and LDC continued to implement complaints handling and feedback mechanisms to identify gaps and corruption tendencies in justice service delivery. The Judiciary's Inspectorate of Courts collaborated with the Judicial Service Commission to hold errant officers accountable, handling 161 disciplinary cases between FY2020/21 and FY2024/25. However, there was no updated Programme-level service delivery standards and anti-corruption strategies to mitigate corruption tendencies and maladministration.

The Case Management Subcommittees including Regional Circuit Coordination Committees (RCC) and District Coordination Committees (DCC) were strengthened to

provide a platform for justice actors to address case management challenges. These Committees, comprising representatives from the Judiciary, ODPP, Uganda Police Force, Uganda Prisons Service, Legal Service Providers, Ministry of Gender, Labour and Social Development and other AJP institutions and non-state actors, meet regularly to address case backlog, streamline workflows, and resolve operational challenges at the circuit and district levels. However, gaps in coordinating and transmitting issues to national-level Programme governance structures persist.

2.5 Capacity building of duty bearers

During the NDPIII period (2020/21–2024/25), the Administration of Justice Programme institutions implemented extensive training initiatives for staff. By the end of FY2024/25, AJP personnel had received training in: judgement writing; transitional justice; new practice directions and new rules; human rights; land registration and land recording; settlement of election-related disputes; law relative to banking and the financial services sector; laws relative to provident funds and national social security fund; stress management and work-life balance; customer care; management of gender based violence cases; prosecution led investigation; Forensics, Fingerprint Marks and Questioned Documents Examination, Homicide, Counter Terrorism, Anti-narcotics, cybercrime and evidence management; ADR case management; Legal Framework and regime of Refugee Law; ADR in Refugee conflict management and emerging areas like wildlife crime; electronic fraud and white color crimes; electronic evidence handling among others.

However, evolving training needs and emerging technologies require ongoing professional development for duty bearers to maintain effective justice delivery.

2.6 Capacity building of rights holders

There were deliberate efforts aimed at providing information and educating the rights holders on administration of justice and empowering them to hold service providers accountable. These initiatives led to increased public trust in the justice system from 68% in FY2021/22 to 71% in FY2024/25. Key interventions include: conducting national and regular court open days; barazas; outreaches (at police, prisons, remand home, communities and schools), TV/Radio talk shows; distribution of Information, Education, and Communication (IEC) materials; press conferences and briefings; establishment of Customer care desks; installation of Toll free communication; Public Relations Surveys; Memorial Lectures; production of procedural manuals; relevant legal materials among others.

Continuous engagement with rights holders is essential to sustain demand for services and ensure accountability of duty bearers.

2.7 Research and innovation

The promotion of research and innovation for law reform and development was enhanced over time. Research was conducted in the following areas: i) Access to Justice in Uganda - barricades and threats, ii) Land Management and Administration in Uganda, and iii) ICT Disruptive Technologies and the Law. However, limited funding, inadequate staff, lack of ICT infrastructure and limited access to international legal databases owned by internationally accredited institutions of research and learning remain key challenges to research.

The areas for additional research include: emerging technology (such as Artificial Intelligence) and its impact on the justice system; private prosecution; doctrine of precedents and challenges of conflicting decisions of Court of Appeal and High Court; challenges faced by labour and juvenile justice system in Uganda; plea-bargaining; cross border legal practice in the EAC-Opportunities and challenges; marriages, divorce and succession disputes of Mohammedans in the absence of Quadhi Courts; and establishment and operationalisation of Mobile Courts in Uganda.

In addition, digitisation of Uganda Law Reports was undertaken to provide timely legal literature to inform duty bearer's decisions in the justice system and online Law Reporting. The Uganda Legal Information Institute (ULII) carried out case collection and digitisation of the reading materials. Several reforms have also been undertaken, ranging from practice guidelines to revision of jurisdictions. However, there has been limited coordination and undertaking of research to inform further innovations and decision making.

2.8 Partnerships and Collaboration

Partnerships and collaborations are key in promoting coordination and coherence, learning and knowledge sharing in the administration of justice at national, regional and international levels. At Programme level, Technical and Programme Working Groups as well as Leadership Committee engagements were held to provide operational and strategic direction of the Programme. In addition, the Programme continued to implement the District Coordination Committee and Regional Coordination Committee engagements that include participation of Civil Society Organisations (CSOs), users of courts, judicial officers, ODPP, Prisons, Legal Aid providers among others. However, during the NDPIII implementation period, some institutions were still under Governance and Security Programme causing limitations in joint planning.

Under the NDPIV, the number of institutions under the AJP increased from 8 to 13 while the coordination capacity and resources remain low. The Programme shall deepen the programmatic approach and strengthen coordination and partnership across the justice chain players and other NDP Programmes such as Governance and Security,

Human Development, Private Sector Development, Sustainable Urban Development, Manufacturing, and Natural Resources, Environment, Climate Change, Land and Water Management and the Judiciary Council. In addition, the Programme institutions shall continue to embrace partnerships and membership with regional and international organisations and forums in justice service delivery.

2.9 Policy, Legal and Regulatory Frameworks

Over the NDPIII period, the Programme put in place legal, policy and regulatory frameworks that enhanced the administration of justice service delivery which the successor NDPIV will build on. These include:

- i) Expansion of justice services across the country through an increase in the number of Justices of the Court of Appeal; increase of High Court Circuits from the current 20 to 38; and increase in Magisterial areas across the country from 82 to 157 while Magistrate Courts have been double from 396 to 696, including designation of remand homes as Magistrate Courts. Additionally, in FY2024/25, the Judiciary received 333 staff from JSC including the regularisation of administrative staff who were previously appointed on temporary local contracts, staff transferring within service and appointment of others on promotion to positions available in the approved structure. This brings the number of the filled staff structure to 2,242 (59 % for judicial officers and 26% for administrative staff) of the approved structure of 7,060 staff.
- ii) Streamlining the management of state-funded legal representation in the administration of justice to enhance the provision of state briefs to indigent persons who cannot afford legal fees for lawyers.
- iii) Establishing guidelines for the use of mediation as an alternative dispute resolution to quicken the disposal of civil matters.
- iv) Streamline the management of court bailiffs in Uganda by clarifying their duties, establishing clear licensing procedures and a new licensing and disciplinary committee, and providing new rules for executing court orders and handling complaints. The reform aims to promote efficiency and effectiveness in the bailiff system while ensuring accountability.
- v) Strengthening the legal framework and procedures for providing bail to accused persons.
- vi) Revision of the fees payable for different Court services and making them more realistic to contemporary justice service demands.
- vii) Strengthening the capacity of the Tax Appeal Tribunal in the management of taxation matters.
- viii) Strengthening the capacity of the Industrial Court by increasing the number of Judges from two (2) to five (5) and the number of Registrars to enhance the efficiency of the Court.

- ix) Reforming and consolidating the law relating to children to provide for the care, protection and maintenance of children; to provide for local authority support for children; to establish a family and children court; to make provision for children charged with offences and for other connected purposes.

2.10 Implementation of Cross-Cutting Issues

The Programme continued to adhere to the requirements in line with International, Regional and National frameworks on mainstreaming cross-cutting issues such as HIV/AIDS, Tuberculosis and Malaria; gender and equity concerns; environment and climate change and COVID-19. Programme institutions conducted HIV/AIDs sensitisation campaigns to create awareness about HIV/AIDS among staff focusing on the treatment of people living with HIV/AIDS, protection and prevention of transmission. The campaigns were also aimed at mitigating the effect of HIV/AIDS at workplaces and tracking the implementation of the HIV/AIDS Workplace Policy. The Judiciary received a prestigious HIV/AIDS Impact Award from the President.

The ODPP, Judiciary, JSC, UPS, UPF, TAT and MoGLSD each had workplace HIV/AIDS policy, while the LDC was in the process of developing one. In addition, JCU reached out to people facing multiple forms of discrimination, including people living with HIV/AIDS. The JSC integrated TB intervention into their HIV/AIDS Workplace Policy as per the guidance of the Ministry of Health. Programme institutions were yet to integrate TB and Malaria into their HIV/AIDS policies.

The Programme institutions were cognisant of the gender and equity requirements in planning, budgeting, execution and reporting. The Equal Opportunities Commission rated the AJP at an average of 75.8% on compliance with the gender and equity requirements in the Budget Framework Paper (BFP) for FY2024/25 compared to 51% rating for the BFP of FY2023/24.

In regard to COVID-19, The institutions focused on the implementation of post-COVID-19 recovery measures, such as sensitisation of the population and management of SGBV cases that escalated as a result of COVID-19. The Programme institutions mainstreamed sanitation measures such as the use of sanitisers and installation of hand washing facilities at the justice service delivery points. The adoption of online meetings, a practice that was prominent during lockdowns, created efficiency for the Programme institutions.

The environment and climate change interventions were mainstreamed in planning, budgeting and executing the budget. In the FY, the Judiciary continued with developing the Constitution (Establishment of Environment, Climate Change, Wildlife

and Infrastructure Division) (Practice) Direction, 2024 aimed at strengthening the adjudication of utilities, wildlife and climate-related cases. The Judiciary continued to strengthen the management of the environment, climate change and wildlife cases through training judicial officers on matters of climate change and climate justice to update them on environmental laws and the impact of climate change on the livelihood of humans and animals.

2.11 Programme Institutional Capacity Development

The Programme Implementation is coordinated by the Programme Secretariat within the Policy and Planning Department of Judiciary. The Programme Secretariat comprises of selected members from the Programme Institutions.

The Policy, Planning, Statistics, and Monitoring and Evaluation (M&E) function of the Programme coordinates all institutions under the Programme and ensured they align their efforts with national priorities facilitating joint planning, budgeting, and implementation, and M&E systems to track progress, assess performance, and ensure accountability. The function coordinated the development of Programme plans, conducting regular performance reviews, collecting and analysing data, and implementing systems for improved service delivery and public participation in the Administration of the Justice processes. The Programme is working towards enhancing the capacity of the Secretariat by recruiting technical advisors for civil and criminal justice and institutional coordination.

The Programme is also working toward standardising and automating the data collection and reporting tools through the introduction of the Programme Web-based M&E Management Information System (MIS). This MIS is expected to improve and ensure timely reporting on Programme performance that will feed into the NDP M&E MIS. The Programme shall enhance the capacity of Officers in the various Programme Institutions in statistical development, reporting, and monitoring and evaluation and dissemination of information to various stakeholders.

2.12 Budget Performance

The Administration of Justice Programme was created in FY2021/22 and allocated funds in the FY2022/23 for the institutions whose PIAP outputs had been aligned to the Programme. Whereas in absolute terms, the budget for the Programme has increased over the last three years from UGX 402.99Bn in FY2022/23, to UGX 432.45Bn in FY2023/24 and to UGX 481.39Bn in FY2024/25, as a share of the total national budget, the allocation to the Programme is on a decline from 0.8% registered in FY2022/23 and FY2023/24 to 0.67% in FY2024/25 as indicated in **Table 3** below.

Table 3: Comparison of Programme budget allocations to National budget

Financial Year	Allocated Budget for the Administration of Justice Programme (UGX' BN)	Total National Budget (UGX' BN)	% Allocation
2022/23	402.999	48,130.7	0.8%
2023/24	432.45	52,736.8	0.8%
2024/25	481.39	72,136.5	0.67%

Source: Budget Speeches of FY2022/23, FY2023/24 and FY2024/25

2.13 Challenges

Below are other challenges that the Programme will aim to address, building on progress that made:

The case disposal rate improved, however, there were still delays in the resolution of cases due to the high volume and sophistication of crime leading to case backlog. The disposal rate of cases increased to 57.61% in FY2024/25 from 49% in FY2020/21, largely due to increased investment and innovation in case management, and improvement in forensic analysis. There was improvement in the conviction rate of cases to 67.1% in FY2024/25 from 60.0% in FY2020/21. Consequently, the case backlog in the justice system reduced to 24.74% in FY2024/25 from 30% in FY2017/18.

However, backlog was still high, largely due to the high volume of cases registered, inadequacies in criminal investigation, limited legal aid and inadequate human resource capacity of justice actors. The detective-to-case ratio stood at 1:43 against the globally recommended ratio of 1:12 and the prosecutor-to-case ratio was at 1:369 with only 85 Community Service field staff serving the country straining effective service delivery.

Concerning civil litigation, the Ministry of Justice and Constitutional Affairs had a total of 76 attorneys as at FY2023/24 with each attorney handling between 240-300 files against the desired position of an attorney to 50 files. The Industrial Court had only two Judges at the end of FY2024/25 serving the entire country out of the recommended 5 judges. There were only 32 Probation and Welfare Officers/Assistant Probation and Welfare Officers in all remand homes against the total juvenile population of 5,426 juveniles i.e. probation officer to juvenile ratio of 1:170 compared to the recommended 1:8.

The slow expansion and integration of automated systems affects efficiency in the management of cases. The existing systems such as Electronic Court Case Management Information System (ECCMIS) and Prosecution Case Management Information System (PROCAMIS) were not widely rolled out and integrated. There was

slow pace of automation of Electronic Policing Information System (ePIS) and Prisons Management Information System (PMIS) and other supportive electronic systems. There were also skills gaps, especially in usage of technologies such as e-justice systems and emerging technologies such as Artificial Intelligence.

Congestion in detention centers persists despite a reduction in the proportion of prison population on remand. The proportion of prison population on remand reduced to 47.3% in FY2024/25 from 51.4% by close of FY2017/18 but this reduction was not substantial hence the need to scale up the use of other non-custodial means such as community service and Alternative Dispute Resolution (ADR).

Limited use of non-custodial sentencing. Community Service was not well spread across the country. With only 85 Community Service field staff serving the country, it was hard to effectively manage non-custodial sentencing for decongesting prisons. In addition, reconciliation as part of ADR mechanism was not prominently utilised among the justice actors.

Provision of legal aid to the poor, vulnerable, and marginalised remains a challenge amidst the increasing demand. This limited access to justice for the vulnerable persons.

Gaps in the legal and regulatory framework hinder the effective administration of justice. The Programme faced challenges in the regulatory framework relating to witness protection, legal aid, mutual legal assistance, recovery of assets, instrumentalities and proceeds of crime. In addition, there were gaps in the KCCA legislation, and operationalisation of marriages, divorce and succession disputes of Mohammedans in Qadhi Courts

Limited capacity of Local Council Courts in the management of cases affects access to justice at the grass root level. There was significant increase in people going to local council courts to 26% in 2024 from 13% in 2020, however, the capacity of these courts was still low. This was largely attributed to lack of quorum in some courts, limited facilitation, limited support supervision leading to low adherence to operational standards. The gaps in Local Council Courts if not addressed will further congest the formal justice system.

Increased workload of the JSC as a result of the enactment of the Administration of Judiciary Act, 2020. The Act gave the JSC the mandate to recruit both judicial and non-judicial staff. Consequently, the Act led to the expansion of the Judiciary structure and operations which in turn overstretched the capacity of JSC to meet the additional demands of conducting more interviews, undertaking more court inspections and handling complaints against staff of the Judiciary. Furthermore, the part-time basis of 7 out of the 9 members of the JSC greatly affected the execution of work.

Inadequate resources to facilitate the adjudication process. The Programme financing for retooling was too low to support the justice value chain resulting into gaps in the administration of justice. In particular, the inadequate facilitation for witnesses, lawyers on state briefs and the process servers was a key challenge in full trial and plea bargain sessions causing delays in the adjudication process.

Corruption and maladministration. Despite efforts made to fight corruption within the justice system, there still exist incidents of corruption that undermine public trust.

Inadequate infrastructure for justice institutions. Despite considerable milestones being recorded in terms of infrastructure improvement for justice system actors over the years, the situation is far from the ideal. One of the most enduring challenges is the inadequate physical infrastructure and scarcity of decent institutional houses in hard-to-reach and hard-to-stay areas.

Limited access to juvenile justice. There are only seven operational remand homes and one rehabilitation centre serving the entire country. Most of these facilities were constructed in the early 1950s with a total holding capacity of 830 juveniles (for the seven remand homes and one rehabilitation centre). The juvenile population of 5,426 for the FY2024/25, resulting in a congestion rate of 645%. In addition, there were only 32 Probation and Welfare Officers/Assistant Probation and Welfare Officers in all remand homes compared to the total juvenile population of 5,426. Thus the ratio of probation officer to juveniles was 1:170 compared to the recommended 1:8. This level of congestion has caused associated effects of inadequate accommodation space, poor health conditions and pressure on available resources.

2.14 SWOT Analysis

Helpful to achieving objectives	Harmful to achieving objectives	
Strengths a. Established and enabling legal, policy and regulatory framework b. Operationalisation of Alternative Dispute Resolution c. Automation of Justice delivery processes i.e. Electronic Court Case Management Information System (ECCMIS), Video Conferencing System, Performance Enhancement Tool, Prosecution Case Management Information System (PROCAMIS), Community Service Management Information System d. Improved access to physical and functional justice service centres e. Programme Institutional Capacity f. Programme Leadership g. Improved case disposal Mechanisms and systems h. Adherence and mainstreaming of International, Regional and National frameworks and cross-cutting issues i. Partnerships and collaborations fostered j. Expanded forensic analysis services at the regional level k. Innovations in access to justice for vulnerable persons/communities such as refugees l. Established complaints management and feedback mechanisms	Weaknesses a. Limited funding for the Programme b. Heavy reliance on GoU funding c. Delays in construction of related infrastructure. d. Fragmented planning among AJP institutions e. Staffing gaps and attrition. f. Resistance to ADR due to low trust in ADR and LCCs g. Resistance of justice actors to alternatives to sentencing due limited appreciation of non-custodial sentencing h. High cost of access to justice i. Limited coverage of service delivery points Case backlog j. Inadequate physical infrastructure and scarcity of decent institutional houses in hard-to-reach/hard-to-stay areas. k. Limited access to juvenile justice l. Formal and informal justice system not harmonised m. Corruption n. Limited capacity of Local Council Courts in the management of cases o. Weaknesses in the legal and regulatory framework i.e absence of a witness protection law, legal aid law, Mutual Legal Assistance Law, Recovery of Proceeds of Crime Law among others p. Limited capacity to provide legal aid services q. Congestion in detention centers r. Slow expansion and integration of automated systems s. Delays in the resolution of cases due to the high volume and sophistication of crime leading to case backlog	Internal

Helpful to achieving objectives		Harmful to achieving objectives	
Opportunities a. High demand for legal aid services b. Improving efficiency through the use of technology c. Promotion of Social and Economic Development		Threats a. Insufficient funding/budget shortfalls b. Bureaucratic delays in approvals of project funding and documentation c. Reducing donor funding d. Resistance to automation and integration e. Delays in Policy/Legal reviews and development f. Population growth with no matching investment in the system to deliver justice services g. External Shocks h. Cybersecurity Threats i. Inadequate capacity of duty bearers and rights holders	
		External	



ADMINISTRATION OF
JUSTICE PROGRAMME

03

CHAPTER

STRATEGIC DIRECTION



3.1 Programme Articulation

In order to scale up equitable access to justice, the Programme focus shall be on: Thematic areas of criminal, civil, institutional coordination, legal education, research and training through improving staffing and skilling; expanding and integrating automated systems; increasing access to legal aid by vulnerable persons; strengthening the legal and regulatory framework; increasing public trust in the justice system; reducing congestion in detention centres; and improving physical infrastructure.

The Programme Goal, Objectives and corresponding interventions over the NDPIV period (FY2025/26- FY2029/30) are elaborated below.

3.2 Programme Goal

The overall goal of the Programme is to improve access to justice for all.

3.3 Programme Objectives

To address the development challenges hindering enhanced access to justice, the following objectives will be pursued:

- i) Strengthen people-centred justice service delivery systems.
- ii) Strengthen and reform justice business processes.
- iii) Strengthen administrative, legal, institutional and coordination capacity for justice service delivery.

3.4 Programme Results

The Programme aims to achieve the following key results by the end of FY2029/30:

- i) Increased level of public trust in the justice system from 70.8% in FY2023/24 to 73.5% in FY2029/30.
- ii) Improved accessibility and affordability index of civil justice from 0.40 in 2023 to 0.45 in 2030.
- iii) Increased proportion of population with access to a frontline justice service point within 15-kilometer radius from 56.16% in FY2023/24 to 61.16% in FY2029/30.
- iv) Reduced backlog cases in the administration of justice system from 27.23% in FY2023/24 to 15.20% in FY2029/30.
- v) Reduced average Turn Around Time in administration of justice from 843 days in FY2023/24 to 693 days in FY2029/30.
- vi) Reduced the proportion of prison population on remand from 47.3% in FY2023/24 to 41.3% in FY2029/30.
- vii) Improved Corruption Perception Index in the justice system from 26.00% to 31.00%.

3.5 Programme Intervention Logic

To achieve the above results, the following interventions (Table 4) have been prioritised under this Programme.

Table 4: Administration of Justice Interventions and Actions

Interventions	Actors
Objective 1: Strengthen a people-centered justice delivery system	
1.1 Promote use of Alternative Dispute Resolution in resolving disputes a. Use of mediation and arbitration in dispute settlement b. Use of small claims procedure in settlement of civil-commercial disputes whose value is below UGX 10 million. c. Use of reconciliation and plea bargaining in disposal of criminal cases	Judiciary, ODPP, Tax Appeals Tribunal, LDC-Legal Aid Clinic, Justice Centres Uganda, MoGLSD (Industrial Court), KCCA, Uganda Law Society
1.2 Strengthen case management a. Speedy investigation, prosecution and disposal of cases, especially criminal, land, commercial, civil and family cases b. Strengthen witness protection, asset recovery and mutual legal assistance c. Build the capacity of Local Council Courts to effectively execute their mandate d. Harmonise formal and informal justice systems	Uganda Police Force, Directorate of Government Analytical Laboratory (DGAL), ODPP, Judiciary, Inspectorate of Government (IG), Uganda Law Society, MoLG (Local Council Courts)
1.3 Strengthen provision of legal aid services and state brief scheme a. Provide free legal representation to indigent persons b. <i>Expand the coverage of the legal aid services</i>	LDC-Legal Aid Clinic, Justice Centres Uganda, Judiciary, MoLGSD (Labour and Juvenile Justice), Uganda Law Society
1.4 Strengthen Implementation of court orders a. Asset recovery against orders issued for execution b. Use of non-custodial sentences such as community service c. Enforcing court awards	Uganda Prisons Service, MoGLSD (Juvenile Justice), Judiciary, KCCA
1.5 Promote human rights-based custody a. Implement human rights based custody for prisoners and juveniles	Uganda Prisons Service, MoGLSD (Juvenile Justice)

Interventions	Actors
1.6 Increase the coverage of justice service delivery points a. Construction and operationalisation of new justice service delivery points	Judiciary, Uganda Police Force, Uganda Prisons Service, MIA/DCS, JSC, ODPP, DGAL, MoIA (Community Service), MoGLSD (Labour and Juvenile, KCCA), Justice Centres Uganda, DGAL
1.7 Rehabilitate and retool administration of Justice delivery points	Judiciary, Uganda Police Force, Uganda Prisons Service, MIA/DCS, JSC, ODPP, DGAL, MoIA (Community Service), MoGLSD (Labour and Juvenile Justice), KCCA, Justice Centres Uganda, TAT, DGAL
1.8 Implement special Programmes that promote equal opportunities to reduce vulnerability a. Establishment of facilities responsive to persons with special needs such as child friendly spaces, SGBV victim spaces e.t.c. b. Provision of counselling and psychosocial support to duty bearers and rights holders	MoGLSD (Juvenile Justice), Judiciary, Uganda Prisons Service, JSC
1.9 Increase public awareness and advocacy for Justice services. a. Hold annual court open day b. Conduct community outreaches and barazas c. Hold annual administration of justice forums	Judiciary, JSC, KCCA, Justice Centres Uganda, MOGLSD, Uganda Prisons Service
1.10 Strengthen quality assurance in the administration of Justice a. Review and enhance implementation of Service delivery standards a. Scale up inspection of justice service delivery a. Establish robust complaints management and feedback mechanisms	Judiciary, ODPP, MoGLSD, Uganda Prisons Service, Uganda Police Force, MoLG (Local Council Courts, DGAL, Justice Centres Uganda, TAT, JSC, LDC-LAC
Objective 2: Reform and strengthen Justice business processes	
2.1 Increase efficiency and effectiveness of justice delivery processes a. Automate and integrate justice delivery systems b. Establish a robust transparency and accountability system within the Administration of Justice institutions c. Empower rights holders to fight corruption	ODPP, Judiciary, KCCA, DGAL, Uganda Police Force, Uganda Prisons Service, MoGLSD, JSC, MoIA (Community Service)
2.2 Strengthen case records management systems a. Re-organising and automating case registries b. Streamline the management of Police case files and exhibits	Judiciary, JSC, KCCA

Interventions	Actors
2.3 Strengthen measures to reduce case backlog a. Conduct case backlog census in administration of justice b. Review and develop Administration of Justice Programme case backlog reduction strategy c. Conduct backlog reduction sessions	Judiciary, ODPP, TAT, MoLG (Local Council Courts), DGAL, Uganda Police Force
2.4 Conduct research and innovation in administration of justice	LDC, JSC, Judiciary, DGAL, ODPP, MoGLSD
Objective 3: Strengthen Administrative, Legal, Institutional and Coordination capacity for justice service delivery	
3.1 Strengthen legal and regulatory mechanisms for effective and efficient justice service delivery	MoGLSD, KCCA, Judiciary, ODPP
3.2 Strengthen capacity of government institutions for effective and efficient service delivery	All Institutions

3.6 Administration of Justice Programme Theory of Change

The Theory of Change for the Programme suggests that:

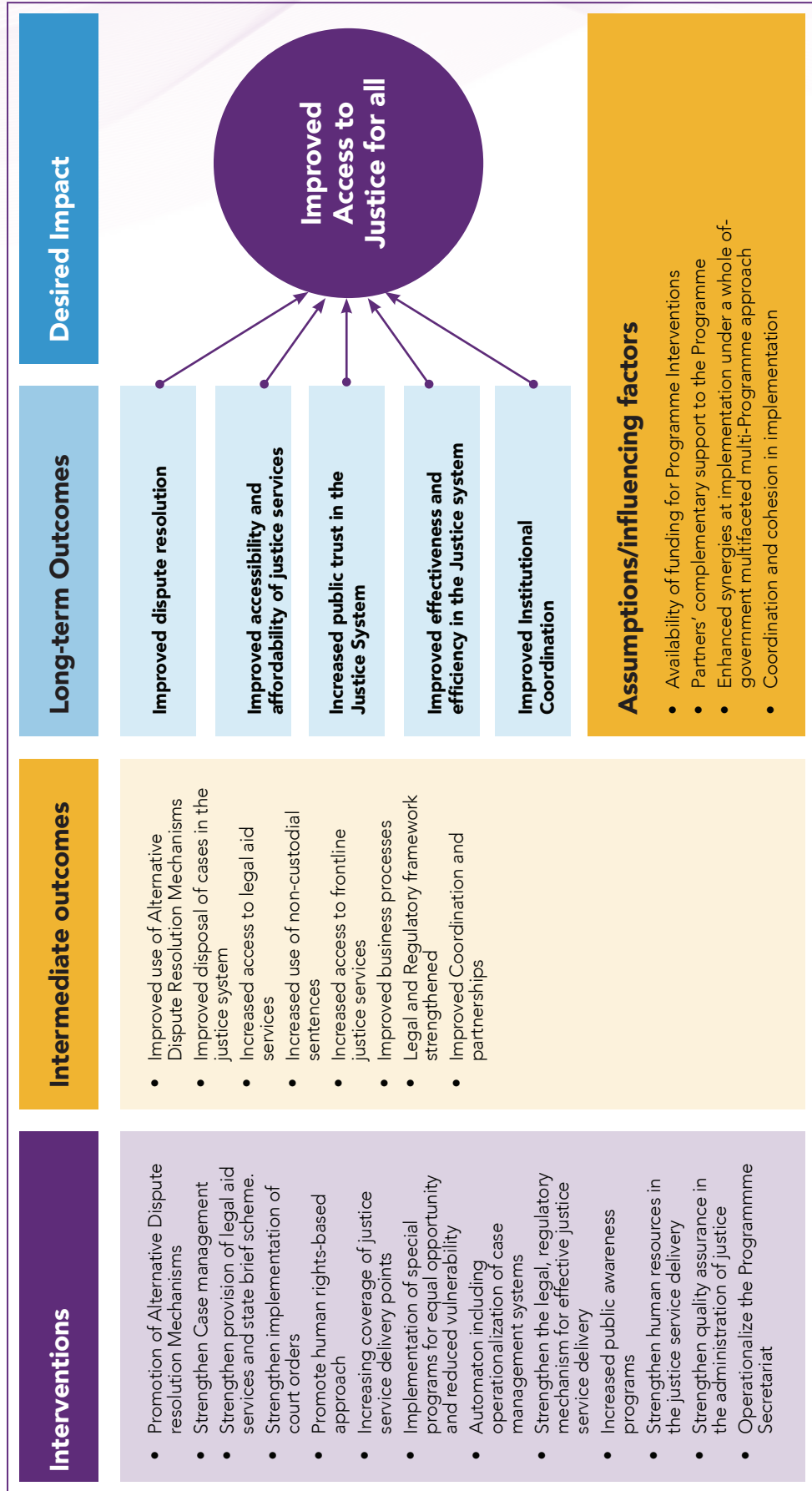
IF the Administration of Justice Programme, promotes alternative dispute resolution mechanisms, strengthens case management, strengthens provision of legal aid services and state brief scheme, strengthens implementation of court orders, promotes human rights based approach, increases coverage of justice service delivery points, implements special programs for equal opportunity and reduced vulnerability, automates including operationalisation of case management systems, strengthens the legal, regulatory mechanism for effective justice service delivery, increases public awareness programs, strengthens human resources in the justice service delivery, strengthens quality assurance in the administration of justice and operationalises the Programme Secretariat.

THEN dispute resolution for criminal and civil matters will significantly be improved, public trust in the justice system will improve, justice services will be more accessible and affordable.

LEADING to Improved Access to Justice for All

The iterated AJP Programme Theory of Change under NDPIV is provided in **Figure 1** below:

Figure 1: Iterated AJP Programme Theory of Change





PROGRAMME IMPLEMENTATION ARRANGEMENTS



The Administration of Justice Programme will be run under an elaborate implementation arrangement that will engender a cohesive and coordinated institutional alignment purposed to deliver its goal and objectives.

4.1 Institutional Arrangements

At the helm of the Programme will be the Programme leadership whose head is the Chief Justice. The leadership of the Programme shall receive regularly briefings from the Programme Working Group (PWG) chaired by the Permanent Secretary/Secretary to the Judiciary (PS/SJ). PWG shall be supported by the 4 Technical Working Groups and the routine technical work of the Programme will be conducted by the Programme Secretariat. Emerging issues from Regional Coordination Committee and District Coordination Committee will be compiled by the Secretariat and routed to TWGs. To serve all stakeholders, these structures will have linkages with other NDPIV Programmes, Private Sector, Development Partners, Civil Society, Academia, Media, and other non-state actors – as illustrated below.

4.1.1 Programme Leadership Committee

The AJP shall be led by the Leadership Committee (LC) chaired by the Hon. Chief Justice with membership drawn from political leaders (Ministers, Board Chairpersons) of MDAs to the AJP. The AJP Leadership Committee shall have an oversight function over the Programme implementation, enabling policy level coordination and monitoring progress towards target Programme outcomes. The Committee shall ensure accountability for results by the Administration of Justice Programme Working Group.

4.1.2 Programme Working Group

The Administration of Justice Programme Working Group shall be the highest technical organ. It shall be chaired by the Permanent Secretary/Secretary to the Judiciary (PS/SJ) with membership drawn from Permanent Secretaries and Heads of Institutions of the constituent Administration of Justice Programme MDAs, Development Partner Groups and CSOs.

The Administration of Justice Programme Working Group shall be responsible for the approval of Programme Implementation Action Plans (PIAPs), preparation of Programme Budget Framework Papers (PBFs), Quarterly, Semi-Annual and Annual Programme performance reports and the medium-term budget strategy documents and issuing them to the Leadership Committee for approval.

4.1.3 Technical Working Groups

Technical Working Groups (TWGs) shall have membership drawn from subject technical experts from Programme MDAs with representatives from CSOs and Development

Partners. TWGs shall undertake detailed planning and coordination, as well as detailed monitoring of Programme implementation along specific Programme objectives. The AJP has four Sub Programmes namely, Criminal Justice, Civil Justice, Institutional Coordination and Legal Education, Training and Research with membership elaborated below.

Table 5: Membership of AJ Technical Working Groups

Sub Programme	Member Institutions
Criminal Justice	1. The Judiciary 2. Office of the Director of Public Prosecutions 3. Inspectorate of Government 4. Judicial Service Commission 5. Ministry of Internal Affairs (Directorate of Community Service and Government Analytical Laboratory) 6. Uganda Police Force 7. Uganda Prisons Service 8. Law Development Centre 9. Ministry of Gender, Labour and Social Development (Juvenile Justice) 10. Ministry of Local Government (Local Council Courts) 11. Justice Centres Uganda 12. Kampala Capital City Authority
Civil Justice	1. The Judiciary 2. Judicial Service Commission 3. Law Development Centre 4. Ministry of Finance Planning and Economic Development (Tax Appeals Tribunal) 5. Ministry of Gender, Labour and Social Development (Labour Justice) 6. Ministry of Local Government (Local Council Courts) 7. Justice Centres Uganda

Sub Programme	Member Institutions
Institutional Coordination	1. The Judiciary 2. Judicial Service Commission 3. Inspectorate of Government 4. Uganda Police Force 5. Uganda Prisons Service 6. Ministry of Gender, Labour and Social Development 7. Office of the Director of Public Prosecution 8. Law Development Centre 9. Ministry of Finance Planning and Economic Development (Tax Appeals Tribunal) 10. Ministry of Local Government (Local Council Courts) 11. Kampala Capital City Authority 12. Ministry of Internal Affairs (Directorate of Community Service and Government Analytical Laboratory) 13. Justice Centres Uganda
Legal Education, Training and Research	1. The Judiciary 2. Judicial Service Commission 3. Uganda Police Force 4. Uganda Prisons Service 5. Ministry of Gender, Labour and Social Development 6. Law Development Centre 7. Ministry of Finance Planning and Economic Development (Tax Appeals Tribunal) 8. Office of the Director of Public Prosecution 9. Kampala Capital City Authority

4.1.4 Sub Technical Working Groups

The Technical Working Group shall be supported by three subject specific sub-technical working groups that will support the operations of the Programme. These include: i) Statistics, Monitoring, Evaluation and Research, ii) Infrastructure, and iii) Information and Communication Technology.

4.1.5 Programme Secretariat

Structure of the Secretariat

The Programme Secretariat is housed in the Policy and Planning Department of the Judiciary and headed by the Commissioner Policy and Planning. The Secretariat is supported by 4 officers that include: i) Programme Liaison Officer, ii) Criminal Justice Coordinator, iii) Civil Justice Coordinator, and Monitoring, Evaluation and Learning

Officer. The implementation of secretariat activities shall involve regular engagement of Programme Planners' Forum.

4.1.6 Programme Planners Forum

The Programme Planners Forum plays a critical role in planning, budgeting, and implementation of the Programme Implementation Action Plan. The forum brings together planners from the justice chain institutions.

4.1.7 Justice Chain Linked arrangements

a) The National Case Management Committee

At the national level, there is the Case Management Committee chaired by the Deputy Chief Justice, with the Chief Registrar as the secretary to the committee. The Committee is comprised of the following members:

- i) The Deputy Chief Justice
- ii) The Attorney General
- iii) The Principal Judge
- iv) One Justice of the Supreme Court
- v) Two Justices of the Court of Appeal
- vi) Two Judges of the High Court
- vii) The Director of Public Prosecutions
- viii) The Chief Registrar
- ix) The Secretary to the Judiciary
- x) The President of the Uganda Law Society
- xi) The Registrar, High Court
- xii) The Registrar, Supreme Court
- xiii) The Registrar, Court of Appeal
- xiv) The Registrar, Planning, Research and Development
- xv) The Registrar, Alternative Dispute Resolution
- xvi) The Registrar, Magistrates Affairs and Data Management
- xvii) The Registrar, Human Resource Development and Training
- xviii) The Technical Advisor to the Judiciary
- xix) The Director Criminal Investigations, in the Uganda Police Force
- xx) The Commissioner, Information Communications Technology Department
- xxi) The Commissioner, Correctional Services in the Uganda Prisons Services
- xxii) The Commissioner Youth and Children Affairs in the Ministry of Gender, Labour and Social Development
- xxiii) The Commissioner Local Councils Development, in the Ministry of Local Government
- xxiv) The Secretary Law Council
- xxv) A Principal or Dean of a law school
- xxvi) One Chief Magistrate

- xxvii) One Senior Principal Magistrate Grade one
- xxviii) Two advocates nominated by the Uganda Law Society
- xxix) A representative of the civil society organisations.

The functions of the National Case Management Committee include:

- i) Studying the challenges to effective delivery of justice and advising on appropriate strategies to address the challenges;
- ii) Conducting research, consultations and benchmarking with the view of establishing best practices and policies on alternative dispute resolution, case backlog clearance and case management for the Judiciary;
- iii) Advising the Chief Justice on performance enhancement strategies across the courts;
- iv) Promoting communication, cooperation and coordination among the justice service stakeholders;
- v) Coordinating the Division court users, Circuit and District Coordination subcommittees;
- vi) Initiating proposals and reforms geared towards easing access to justice through the adoption of quick, cheap and convenient processes of dispute settlement;
- vii) Overseeing the use and implementation of alternative dispute resolution mechanisms by courts, making recommendations and proposing relevant reforms;
- viii) Making recommendations to the Chief Justice on matters requiring policy and legislative reforms relating to case management;
- ix) Studying concerns and issues raised by members of the Bar and the Bench in relation to the administration of justice;
- x) Formulating best practices to address issues raised by members of the Bar and the Bench and advising concerned staff of the Judiciary and justice, law and order institutions accordingly;
- xi) Studying the state of service delivery in the courts and making recommendations on how to address any gaps identified
- xii) Conducting inspections of the justice, law and order institutions and making recommendations for the effective administration and delivery of justice;
- xiii) Performing any other function as may be assigned by the Chief Justice.

The National Case Management Committee has several sub-committees that include the Alternative Dispute Resolution Subcommittee, the Bar-Bench Subcommittee, the Division Court Users Subcommittee, the Circuit Coordination Subcommittee, and District Coordination Subcommittee.

b) The Alternative Dispute Resolution Subcommittee

The subcommittee consists of five members as the committee may determine from among its members, to assist the committee on matters relating to alternative dispute resolution.

c) The Bar-Bench Subcommittee

The subcommittee consists of five members as the committee may determine from among its members, to assist the committee on matters relating to the bar-bench.

d) The Division Court Users Subcommittee

The subcommittee consists of:

- i) The respective head of each High Court Division (the Chairperson of the subcommittee)
- ii) Judges of the respective High Court Division
- iii) Deputy Registrars and Assistant Registrars of the respective High Court Division (one of these registrars can be nominated Secretary of the subcommittee)
- iv) Key stakeholders of the respective High Court Division

e) The Circuit Coordination Subcommittee

The subcommittee consists of the following members:

- i) A Judge in the respective High Court Circuit (the Chairperson of the subcommittee)
- ii) The Deputy Registrar in the respective High Court Circuit (The Secretary of subcommittee)
- iii) The Chairpersons of all District Coordination Committees within the Circuit
- iv) The Regional Police Commanders in the respective High Court Circuit
- v) The Regional Prisons Commanders in the respective High Court Circuit
- vi) The Justice, Law and Order actors with a regional mandate

f) The District Coordination Subcommittee

The subcommittee consists of the following members:

- i) The Chief Magistrate in the respective magisterial area (the Chairperson of the subcommittee)
- ii) The Magistrates in the respective magisterial area (One of them is nominated Secretary to the committee)
- iii) The heads of the administration of justice, law and order institutions in the district or city
- iv) The representatives of the advocates within the magisterial area
- v) The District Probation and Social Welfare Officer

- vi) The civil society organisations and private sector organisations in the district or city, operating within the justice, law and order institutions thematic areas of criminal and civil justice, juvenile justice, anti-corruption, land justice, environment justice, transitional justice, and human rights
- vii) The Medical Superintendent
- viii) The local government representatives
- ix) Co-opted members of the public, as the need may arise.

4.2 Linkages with other Programmes

The Administration of Justice Programme facilitates and benefits from several Programmes as highlighted in the table below:

Table 6: Linkage with other Programmes

Sn	NDPIV Programme	Linkages
1	Private Sector Development	AJP will continue to enhance its contribution to a favourable environment for private sector-led growth through the timely disposal of commercial and land cases.
2	Manufacturing	
3	Agro-industrialisation	Speedy disposal of land cases will unlock land for agricultural production.
4	Natural Resources, Environment, Climate Change, Land and Water Management	Through prosecution and adjudication of climate change and environment-related cases at the specialised Standards, Utilities and Wildlife Court.
5	Sustainable Urbanisation, Housing and Land Management	Speedy disposal of land cases in urban areas for social economic development
6	Human Capital Development	Education and Health services will be required as part of the arrangements for revamping the remand homes for better rehabilitation of juveniles and adherence to human rights.
7	Governance and Security	Legal advice and the law reform process at the Ministry of Justice and Constitutional Affairs and Law Reform Commission
8	Development Plan Implementation	Guidelines for planning, budgeting, coordination and M&E, Financing, issuance of certificate of financial implication.
9	Digital Transformation	Facilitation of integration of justice business process ICT systems, provision of last mile internet connectivity to justice delivery points. Management of cyber related crimes and cases.

Sn	NDPIV Programme	Linkages
10	Legislature, Oversight and Representation	Enactment of enabling laws for enhancement of access to justice.

4.3 Programme Implementation Reforms

The **key implementation reforms** required to fully implement this Programme and realise expected goals in the next five years are:

- i) Improve harmony in service delivery among Administration of Justice Institutions by reviewing the institutional service delivery structures such as community service, prisons services, prosecution function to align to the coverage of courts as per the new jurisdictions as opposed to number of districts.
- ii) Facilitate access to legal representation for poor and vulnerable accused persons by: expanding the meaning of legal aid beyond merely providing counsel and imposing an obligation on Government to provide legal aid to persons entitled to legal aid. This would be realised through enactment of a Legal Aid Law.
- iii) Strengthening investigation and prosecution of transnational crime through enactment of the Mutual Legal Assistance Law.
- iv) Put in place the requisite regulatory framework to harmonise informal and formal justice system.
- v) Establish robust mechanisms to protect the witnesses, most especially, those required to testify in trials of organised crimes to instill confidence in them. This would require enactment of the Witness Protection Law to elaborate on the extent and form of protection as well as the responsible actors.



ADMINISTRATION OF
JUSTICE PROGRAMME

CHAPTER 05

COMMUNICATION AND FEEDBACK ARRANGEMENTS



This Programme will need to be effectively communicated to all the stakeholders both internal and external to ensure clarity and understanding, that fosters strong relationships, motivates the actors, improves efficiency and facilitates better decision making. Feedback arrangements have also been described in this section to ensure that stakeholder feedback is harnessed and acted upon in a manner that enhances the outcomes of the Programme through continuous improvement and innovation. The specific objectives include:

- a) To inform stakeholders about the plans, strategies, interventions, expectations and requirements of the Programme.
- b) To engage employees by fostering understanding and providing them with the information they need to do their jobs effectively.
- c) To engage the public to adopt the various interventions and support the implementation of the various interventions, strategies and activities by highlighting the benefits and the expected change.
- d) To counter misinformation and reassure the public during crises.

5.1 Communication Strategy

Table 7: Communication Strategy

Key Stakeholders	What they need to know	Communication Channel	Method	Frequency
General Public	- Services provided and expected under this Programme - How they benefit from the various interventions of the Programme - How they access services provided under the Programme	- Print and online media - Social Media - Radio, TV - Website	- Written - Published - Oral	- Annually - As and when there is information to share
Funding partners	- Results of the interventions funded including outcomes and impact - How funds are utilised and the outputs - Alignment of their funding with their strategies	- Emails - Meetings - Dialogues - Progress Reports - Success Story Reports - Evaluation Reports	- Written - Oral	- Annually - End of project
Executive	- Information on implementation of the Programme - Key results from the Programme - Key challenges in implementation of the Programme	- Meetings and Presentations - Reports and Letters	- Written - Oral	Monthly
Legislature	- Information on implementation of the Programme - Key results from the Programme - Key challenges in implementation of the Programme	- Meetings and Presentations - Reports and Letters	- Written - Oral	Monthly
Programme Leadership Committee	- Information on implementation of the Programme - Key results from the Programme - Key challenges in implementation of the Programme	- Meetings and Presentations - Reports	- Written - Oral	Monthly

Key Stakeholders	What they need to know	Communication Channel	Method	Frequency
Programme Working Group	- Information on implementation of the Programme - Key results from the Programme - Key challenges in implementation of the Programme	- Meetings and Presentations - Reports	- Written - Oral	Monthly
Technical Working Groups	- Information on implementation of the Programme - Thematic Results from the Programme - Challenges in implementation of the Programme	- Meetings and Presentations - Reports	- Written - Oral	Monthly
Secretariat	- Information on implementation of the Programme - Results from the Programme - Challenges in implementation of the Programme - Proposed solutions to the challenges raised - Timely reporting	- Meetings and Presentations - Reports	- Written - Oral	Monthly
Member Institutions	- Feedback on performance - Support in implementation - Resources for implementation - Solutions to challenges encountered and raised	- Meetings and Presentations - Reports	- Written - Oral	Monthly
Other Institutions of Government	- Information on implementation of the Programme - Results from the Programme - Areas of collaboration	- Meetings and Presentations - Reports	- Written - Oral	- Quarterly



ADMINISTRATION OF
JUSTICE PROGRAMME

CHAPTER 06

MONITORING AND EVALUATION FRAMEWORK



The Programme Secretariat will coordinate all Programme stakeholders to provide feedback into the production of Programme quarterly and annual reports throughout the NDPIV period. The quarterly report will include financial reporting as required by law to inform the fiscal performance to be uploaded on the PBS system. Every year the Programme Secretariat will produce an annual report and input it into the Certificate of Compliance Report as required by NPA.

6.1 Performance Measurement

Below (Table 8) shows the key result areas and performance indicators that shall be used to measure the performance of the Administration of Justice. Annexes 1 show the detailed results Framework for the AJP.

Table 8: Key Programme Performance Indicators

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation									
Increased Peace, Stability, accountability and civic participation	Level of public satisfaction with service delivery	60	61.7	63.3	65	66.6	68.3	NSDS, NGPSS	UBOS, MoPS
	Crime rate (per 100,000)	526	489	452	416	379	489	Annual Policing Report	UPF
	Corruption Perception Index in justice system ('100 being the best)	26	26.99	28.01	29.08	30.18	31	Transparency International Corruption Perception Index Report	Judiciary
Programme Objective 1: Strengthen a people-centered justice delivery system									
Outcome 1.1: Improved dispute resolution	Average case turnaround time (days)	843	813	783	753	723	693	AJP Annual Report	Average case turnaround time (days)
	Proportion of children in conflict with the law on remand	77.9	65	60	55	45	40	MoGLSD Annual Performance report	Proportion of children in conflict with the law on remand
	Criminal Investigation system effectiveness index	0.31	0.32	0.33	0.34	0.35	0.36	World Justice Project Rule of Law Index	Criminal Investigation system effectiveness index

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Criminal adjudication system effectiveness index	0.35	0.36	0.37	0.38	0.39	0.4	World Justice Project Rule of Law Index	Criminal adjudication system effectiveness index
	Civil Justice Index	0.42	0.43	0.44	0.45	0.46	0.47	World Justice Project Report	Civil Justice Index
Intermediate Outcome 1.1.1: Improved use of Alternative Dispute Resolution Mechanisms	Proportion of cases of a Civil nature resolved through mediation	0.54	0.64	0.74	0.84	0.94	1.04	AJP Annual Report	Judiciary
	Small Claims Procedure disposal rate	81.4	82.21	83.04	83.87	84.71	85.55	Judiciary Statistics Abstract	Judiciary
	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	ODPP
	Percentage of juveniles diverted from the formal Justice system	40	41.6	43.26	44.99	46.79	48.67	AJP Annual Report	MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Intermediate Outcome 1.1.2: Improved disposal of cases in the justice system	Disposal rate of cases in courts	59.7	61.7	63.7	65.7	67.7	69.7	Judiciary Statistical Abstract	Judiciary
	Disposal rate of labour disputes	31.2	38	45	60	80	90	MGLSD Performance reports	MoGLSD
	Disposal rate of juveniles cases	45	49	50	52	55	60	MGLSD Performance reports	MoGLSD
	Proportion of prison population on remand	47.3	45.3	44.3	43.3	42.3	41.3	UPS Statistical abstract	UPS
Intermediate Outcome 1.1.3: Increased access to legal aid services	Proportion of eligible persons accessing legal aid	70	75	80	85	90	95	AJP Annual Report	LDC
Intermediate Outcome 1.1.4: Increased use of non-custodial sentences	Proportion offenders sentenced to Community Service	67	69	71	72	73	75	MIA Annual Report	MIA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Outcome 1.2: Improved accessibility and affordability of justice services	Accessibility and Affordability index of civil justice	0.4	0.41	0.42	0.43	0.44	0.45	World Justice Project Rule of Law Index	Judiciary
	Percentage of the Population with access to at least one frontline justice service delivery point within a radius of 15 kms.	56.16	57.16	58.16	59.16	60.16	61.16	AJP Annual Report	Judiciary
	Proportion of districts with complete frontline Justice service delivery points	87.4	88.9	90.4	91.9	93.4	94.9	Judiciary Annual Report	Judiciary
	Proportion of districts with at least an operational Chief Magistrate Court	60.74	61.35	61.96	62.58	63.21	63.84	Judiciary Annual Report	Judiciary
	Proportion of districts with ODPP presence	70	70	72	74	74	75	ODPP Annual report	ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Percentage coverage of ODPP in line with Judiciary presence	54%	55%	61%	67%	73%	81%	ODPP Annual report	ODPP
Outcome 1.3: Increased public trust in the Justice System	Level of public trust in the Justice system	71	71.5	72	72.5	73	73.5	UBOS Reports	UBOS
Intermediate Outcome 1.3.1: Improved transparency and accountability	Disposal rate of complaints in the justice system (%)	92.1	92.56	93.02	93.49	93.96	94.43	AJP Report	JSC
	Disposal Rate of Disciplinary cases against duty bearers (%)	90	90	90	90	90	90	JSC Annual Report	JSC
	Percentage of AJP Institutions with Anti-Corruption strategies (%)	57.14	62.14	67.14	72.14	77.14	82.14	AJP Annual Report	Judiciary
	Percentage of AJP Institutions with Service Delivery Standards (%)	85.71	87.71	89.71	91.71	93.71	95.71	AJP Annual Report	Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Programme Objective 2: Strengthen and reform Justice business processes									
Outcome 2.1: Effectiveness and efficiency in the Justice system improved	Percentage of backlog cases in the Justice system (%)	27.2	24.8	22.4	20	17.6	15.2	AJP Annual Report	Judiciary
	Percentage of cases completed within two (2) years after filing	59.35	61.35	63.35	65.35	67.35	69.35	Judiciary Statistical Abstract	Judiciary
Intermediate Outcome 2.1.1: Improved business processes	Percentage of case/crime management Information Systems integrated	0	-	-	14	21	29	AJP Annual Report	Judiciary
	Percentage of Backlog Cases of a Criminal nature	21.654	19.254	16.854	14.454	12.054	9.654	Judiciary Statistical Abstract	Judiciary
	Percentage of Backlog Cases of a Civil nature	29.431	27.031	24.631	22.231	19.831	17.431	Judiciary Statistical Abstract	Judiciary
	Average length of stay on remand (months) for Petty Offenders	2.9	2.8	2.6	2.4	2.2	2	UPS Annual Statistical Abstract	UPS
		11	5	5	5	5	5	JSC Annual Report	JSC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Average length of stay on remand (months) for capital offenders	17.5	16.8	16.2	15.8	15.4	15	UPS Annual Statistical Abstract	UPS
	Average length of stay on remand (months) for Juvenile offenders	Minor offenders 3 months	2.97	2.4	1.95	1.59	1.5	MoGLSD Annual report	MoGLSD
		Capital offenders 7 months	6.72	5.6	4.9	3.5	3	MoGLSD Annual report	MoGLSD
Objective 3: Strengthen Administrative, Legal, Institutional and Coordination capacity for Justice service delivery									
Outcome 3.1: Improved Legal and Regulatory framework	Percentage of legal frameworks completed	100%	100%	100%	100%	100%	100%	AJP Annual Report	Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Intermediate Outcome 3.1.1: Legal and Regulatory framework strengthened	Progress on review, development and enactment of Relevant Regulations and Laws (%)	65	70	75	80	85	100	KCCA Annual Report	KCCA
	Percentage completion of the Uganda National Elimination of Sexual Harassment Policy	35	40	50	50	80	100	MoGLSD Annual Report	MoGLSD
Outcome 3.2: Enhanced Programme efficiency and effectiveness	Percentage of targeted Programme results attained	67	68	69	71	72	72	AJP Annual Report	Judiciary
Intermediate Outcome 3.2.1: Improved Coordination and partnerships	Percentage of decisions arising from Justice service coordination engagements implemented	80	81	82	83	84	85	AJP Annual Report	Judiciary

6.2 Monitoring and Evaluation Plan

To strengthen the M&E and Statistical development capacity of the Programme, a detailed AJP M&E Management Information System will be developed. This will provide for timely tracking of results for evidence-based decision-making. The Programme Secretariat shall coordinate planning, implementation tracking, and reporting by Programme Votes. The system will collect information for submission via the NDP Monitoring and Evaluation Management Information System.

All the Votes under the Programme shall at the beginning of each year develop annual work plans with clear interventions, indicators and targets in line with the Programme intervention logic. The following activities and reports shall be carried out or prepared:

- Quarterly Vote performance report
- Annual Vote performance report
- Quarterly Programme Performance Report
- Annual Programme Performance Report
- Programme Mid-Term Review Report
- Final Programme Evaluation (End-line evaluation)
- All Votes under the Programme will participate in the quarterly Programme review meetings.

Table 9: Programme Monitoring and Evaluation Plan

Dimension/What	Responsibility	Tool	Submitted to
Quarterly Progress Report	- Programme Secretariat - Programme Institutions	- NDPIV, M&E MIS - Programme Results Tracking Matrix	- Chief Justice - OPM - NPA - MoFPED - Development Partners
Half Annual and Annual Performance Report	- Programme Secretariat - Programme Institutions	- NDPIV, M&E MIS - Programme Results Tracking Matrix	- Chief Justice - OPM - NPA - MoFPED - Parliament - Development Partners
Regular Monitoring and Evaluation Reports	- Programme Secretariat - Programme Institutions	- Programme Results Tracking Matrix - M&E field reports	- Chief Justice - OPM - NPA - Programme Working Group - Development Partners

Dimension/What	Responsibility	Tool	Submitted to
Evaluation Reports	Programme Secretariat	Evaluation Matrix	- Chief Justice - OPM - NPA - MoFPED - Parliament - Programme Working Group - Development Partners

The implementation of this Strategy will require adequate resources for M&E performed under the leadership of the Registry of Planning, Research and Development and the Department of Policy and Planning. These will be charged with consolidating all M&E activities under the Programme. The Programme will use meetings, retreats, workshops, seminars and colloquia to gather data and share findings from M&E activities.



ADMINISTRATION OF
JUSTICE PROGRAMME

07

CHAPTER

RISKS AND MITIGATION MECHANISMS



This chapter highlights the risks the Programme is likely to encounter and the corresponding mitigation measures.

7.1 Programme risks and mitigation measures

Various risks identified that the Programme is likely to face include mainly corruption perception, the mismatch in coverage of justice services, the irregular release of funds, limited appreciation of reforms, limited uptake of technology, delayed enactment of the requisite laws will remain potential impediments to the delivery of justice.

The Programme shall develop a robust anti-corruption strategy and complaints management framework, regulations and change management on the technology uptake, strengthen coordination and partnerships and undertake advocacy and sensitisation of duty bearers and rights holders on justice service delivery to mitigate the above risks.

Table 10: Risk Management Matrix

Risk	Mitigation Strategies	Responsibility
Inability to raise the required funding for Programme interventions	- Lobby for additional funding from the government and development partners - Efficient utilisation of available resources through implementation of innovative implementation arrangements and reforms. - Develop a resource mobilisation plan for the Programme	- Top Management - All heads of Votes within the Programme
Changes in Technology that might significantly affect implementation arrangements (limited uptake of technology)	- Develop and implement an Information and Communication Technology Strategy for the Programme - Continuous research into changes in technology and its effects on the Programme - Continuous training of staff in the adoption and use of new technology	All heads of Votes within the Programme
Failure to realise the necessary reforms for Programme implementation	Lobby the relevant stakeholders to realise the Programme reforms needed.	- Top Management - All heads of Votes within the Programme

Risk	Mitigation Strategies	Responsibility
Failure to implement the defined interventions in the Strategic Plan (implementing alternative interventions that may not align with the goals of the strategic plan)	- Strengthen the Programme working groups and secretariat - Ensure alignment of vote annual plans to the Programme intervention logic.	- Programme Working Group - Programme Secretariat
Failure to effectively coordinate and align all actor and stakeholder interests and efforts towards seamless Programme implementation	- Strengthen the Programme working groups and secretariat - Strengthen the performance management system of the Programme	- Programme Working Group - Programme Secretariat
Limited capacity and skills to implement the Programme interventions	- Recruit and fill vacant positions with skilled personnel - Train and retrain all staff based on the staff skills gap analysis or needs assessments.	All heads of Votes within the Programme
Delayed enactment of the requisite laws will remain a potential impediment to the delivery of justice.	Work with the relevant authorities to expedite the enactment of the relevant laws.	- Top Management - All heads of Votes within the Programme
Irregular release of funds	- Efficient utilisation of available resources through implementation of innovative implementation arrangements and reforms. - Work with Ministry of Finance, Planning and Economic Development to ensure timely release of funds	All heads of Votes within the Programme
Corruption perception	Develop a robust anti-corruption strategy and complaints management framework	All heads of Votes within the Programme



ADMINISTRATION OF
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CHAPTER 38

FINANCING ARRANGEMENTS



The financing requirement is **UGX 5,993.076 trillion** over 5 years as shown below. The funding will be from national budget allocations and development partner support, as well as sources including Non-Tax Revenue (NTR). These figures reflect the costed priorities in the Programme Implementation Action Plan.

Table 11: Financing Arrangements (UGX Billion)

S/n	Institution	Baseline FY2024/25	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Total
1	Judiciary	442.263	621.02	713.922	796.292	853.988	845.864	3,831.086
2	ODPP	10.673	184.149	193.896	204.058	213.185	214.126	1,009.414
3	JSC	20.537	32.217	28.543	28.85	29.23	29.912	148.752
4	MOGLSD	4.7	16.347	18.528	19.252	21.29722	19.0685	94.492
5	UPF	1	115.97	74.47	74.47	74.42	74.37	413.7
6	UPS	1	16.836	17.039	16.399	16.3907	17.899	84.5637
7	LDC	1.344	40.614	53.534	67.234	44.834	45.484	251.7
8	TAT	0	1.012	1.012	1.012	1.012	1.012	5.06
9	MIA (CS)	0	16	6.1	6.4	6.7	7	42.2
10	DGAL	0	9.445	8.43	9.765	9.845	10.145	47.63
11	MoLG (LC III Courts	0	1.23	1.24	1.24	1.24	1.24	6.19
12	KCCA (Legal)	0	9.254	10.408	4.4755	4.597	5.658	34.3925
13	Justice Centres Uganda	0	3.939	3.939	3.679	3.419	3.419	18.395
14	Inspectorate of Government	0	0.9	0.9	0.9	1.4	1.4	5.5
	Total	481.517	1,068.933	1,131.961	1,234.027	1,281.558	1,276.598	5,993.076

Table 12: Programme Priority Interventions and Budgets

Interventions	Key Outputs	Allocations (UGX Billion)				FY2029/30
		FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Programme Objective 1: Strengthen a people-centered justice delivery system						
Promote use of ADR in justice delivery processes	Use of Plea Bargaining promoted	5.962	6.396	6.861	7.379	7.946
	Use of mediation for dispute settlement promoted	6.116	7.736	8.292	8.912	9.643
	Use of Small Claims Procedure mechanisms for dispute settlement promoted	2.42	2.662	2.928	3.221	3.543
Strengthen case management	Cases disposed of	120.182	132.704	144.795	159.042	175.717
	Criminal Cases prosecuted	24.454	25.956	27.885	30.399	32.616
	Assets Recovered	0.678	0.722	0.748	0.78	0.798
	Crime investigation capacity strengthened	1.1	1.1	1.1	1.1	1.1
	Witnesses and victims protected	6.2	6.51	6.836	7.177	7.536
	Mutual Legal Assistance requests processed.	2.5	2.625	2.756	2.894	3.039
	Expert Opinion rendered in courts of law	2.45	2.45	3.45	3.45	3.45
Strengthen provision of legal aid services and state brief scheme.	Legal Aid and State brief services provided	24.19	24.429	24.674	24.927	25.187

Interventions	Key Outputs	Allocations (UGX Billion)				
		FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Strengthen Implementation of court orders	Prisoners and Juveniles delivered to Court	2.283	3.414	3.526	3.71922	4.3335
	Use of community service orders promoted	4	4.1	4.2	4.3	4.4
Promote human rights based approach	Prisoners and Juvenile human rights observed	1.064	1.047	1.347	1.4487	2.472
Increase the coverage of justice service delivery points	Presence of Justice service delivery points enhanced	127.745	193.918	245.788	241.382	165.584
Rehabilitate Justice service delivery points	Justice service delivery points rehabilitated	7.7	8.252	8.456	9.121	9.851
Retool Justice service delivery points	Justice service delivery points equipped	28.717	29.467	32.008	34.479	37.504
	Alternative power sources acquired and installed	3.163	3.637	4.183	4.81	5.531
	ICT uptake enhanced	20.338	23.29	26.526	29.685	33.873
	Transport equipment acquired	63.961	64.188	64.97	66.68	70.005
Implement special Programmes that promote equal opportunities to reduce vulnerability	Facilities responsive to persons with special needs established.	3.11	3.135	3.14	3.146	3.102
	Counselling and Psychosocial support provided	0.38	0.44	0.46	0.49	0.52

Interventions	Key Outputs	Allocations (UGX Billion)				
		FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Increase public awareness and advocacy for Justice services.	Advocacy and Public awareness campaigns conducted	14.999	15.797	16.632	17.548	18.563
Programme Objective 2: Strengthen and reform Justice business processes						
Increase efficiency and effectiveness of justice delivery processes	Justice delivery systems automated and integrated	142.189	96.641	99.065	102.817	113.172
Strengthen case records management systems	Case Records management improved	2.154	2.364	2.054	2.054	2.044
Strengthen measures to reduce case backlog	Case backlog reduction measures enhanced	19.778	21.776	23.042	25.596	28.592
Provide legal reference materials	Legal reference materials provided	6.894	6.899	6.904	6.941	6.978
Strengthen research and innovation in administration of justice	Research on Administration of Justice Service delivery conducted	2.716	2.696	2.696	2.716	2.896
	Law reports produced	0.525	0.525	0.525	0.525	0.525

Interventions	Key Outputs	Allocations (UGX Billion)				
		FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Objective 3: Strengthen Administrative, Legal, Institutional and Coordination capacity for Justice service delivery						
Strengthen legal and regulatory mechanisms for effective and efficient justice service delivery	Legal and Regulatory framework developed	1.325	1.875	1.935	1.865	1.775
	Capacity of Administration of Justice institutions to fight corruption strengthened	1.56	1.57	1.981	1.592	1.603
Strengthen the capacity of Administration of Justice Institutions and Rights holders to fight corruption	Rights holders empowered to fight corruption	1.435	1.45	1.465	1.48	1.495
	Compliance to Service delivery standards enhanced	4.36	4.97	4.37	4.37	4.37
	Justice service delivery inspection enhanced	1.38	1.455	2.712	2.772	2.834
Strengthen inspection and quality assurance in justice service delivery	Complaints on maladministration handled	2.52	2.915	3.011	3.109	3.208
	Prisoners/Juveniles linked to criminal justice actors	1.863	2.973	3.063	3.233	3.823
	Facilities and equipment managed	37.544	40.64	43.919	47.512	50.211
Strengthen government institutions for effective and efficient service delivery						

Interventions	Key Outputs	Allocations (UGX Billion)				
		FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
	Leadership and Management coordinated	9.8	10.441	10.846	11.3	11.764
	Planning and Budgeting coordinated	4.769	5.01	5.316	5.468	5.726
	Policy Analysis coordinated	6.28	5.645	6.618	6.077	6.737
	Monitoring and Evaluation coordinated	8.23	8.324	8.58	8.748	9.278
	Statistics services coordinated	1.055	0.875	0.895	0.915	0.935
	Projects coordinated	1.4	1.5	1.6	0.7	0.7
	Programme coordinated	3.407	3.432	4.407	4.442	5.907
	Staff Salaries and related benefits paid	225.255	230.443	239.418	248.771	258.514
	Finance and Administration services provided	72.125	75.55	78.871	82.347	85.986
	Crosscutting areas mainstreamed	7.171	7.871	8.674	9.534	10.536
Strengthen human resources in the justice service delivery	Capacity of justice service delivery duty bearers strengthened	14.45	15.099	15.25	15.375	15.505
	Administration of Justice Programme Staff recruited	3.71	3.721	4.1225	4.133	4.144
Strengthen legal training in administration of justice	Capacity of training institutions enhanced	11.326	11.326	11.126	11.076	11.026
Total		1,068.93	1,131.96	1,234.03	1,281.56	1,276.60

Annex 1: Certificate of Approval of the Administration of Justice Programme Implementation Action Plan



CERTIFICATE OF APPROVAL OF THE NDPIV PROGRAMME IMPLEMENTATION ACTION PLAN

The Authority has reviewed the Programme Implementation Action Plan (PIAP) and is satisfied that the development plan of the **ADMINISTRATION OF JUSTICE PROGRAMME** complies with the National Planning Authority (Amendment) Act, 2024, the National Planning Authority (Development Plans) Regulations 2018, the National Development Plan and guidelines 2018 issued by the Authority.

Dated this 25th day of March 2025


Joseph Muvavala (PhD)
EXECUTIVE DIRECTOR

Annex 2: Programme Implementation Action Plan (PIAP) and Results Framework (RF)

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
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.									
Increased Peace, Stability, accountability and civic participation	Level of public satisfaction with service delivery	60	61.7	63.3	65	66.6	68.3	NSDS, NGPSS	- UBOS - MoPS
	Crime rate (per 100,000)	526	489	452	416	379	489	Annual Policing Report	UPF
	Corruption Perception Index in justice system (100 being the best)	26	26.99	28.01	29.08	30.18	31	Transparency International Corruption Perception Index Report	Judiciary
Program Name: Administration of Justice Programme									
Programme Goal: Improved access to justice for all.									
Programme Objective 1: Strengthen a people-centered justice delivery system									
Outcome 1.1: Improved dispute resolution	Average case turnaround time (days)	843	813	783	753	723	693	AJP Annual Report	Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Proportion of children in conflict with the law on remand	77.9	65	60	55	45	40	MoGLSD Annual Performance report	• MoGLSD
	Criminal Investigation system effectiveness index	0.31	0.32	0.33	0.34	0.35	0.36	World Justice Project Rule of Law Index	• UPF
	Criminal adjudication system effectiveness index	0.35	0.36	0.37	0.38	0.39	0.4	World Justice Project Rule of Law Index	• ODPP
	Civil Justice Index	0.42	0.43	0.44	0.45	0.46	0.47	World Justice Project Report	• Judiciary
	Proportion of cases of a Civil nature resolved through mediation	0.54	0.64	0.74	0.84	0.94	1.04	AJP Annual Report	• Judiciary
Intermediate Outcome 1.1.1: Improved use of Alternative Dispute Resolution Mechanisms	Small Claims Procedure disposal rate	81.4	82.21	83.04	83.87	84.71	85.55	Judiciary Statistics Abstract	• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	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	• ODPP
	Percentage of juveniles diverted from the formal Justice system	40	41.6	43.26	44.99	46.79	48.67	AJP Annual Report	• MoGLSD
Intervention 1.1.1.1: Promote use of ADR in justice delivery processes									
Output 1.1.1.1.1: Use of Plea Bargaining promoted	Number of cases disposed of through plea bargain	3414	3614	3814	4014	4214	4414	Judiciary Statistical Abstract	• Judiciary
	Number of cases prosecuted through plea bargain	109	100	100	100	100	100	ODPP Annual Report	• ODPP
		25	35	45	55	65	75	KCCA Annual Report	• KCCA
	Number of accused persons offered plea bargaining legal representation	1096	1300	1300	1300	1300	1300	JCU Annual Report	• JCU

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Number of offenders sentenced to community service	500	2000	3000	4000	4000	4000	MIA/DCS Annual Report	• MIA
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Conduct Plea Bargaining in courts and Prisons			3.862	4.248	4.673	5.14	5.654		• Judiciary
Prosecute cases through plea bargaining			0.564	0.592	0.622	0.653	0.686		• ODPP
Prosecute cases through plea bargaining at KCCA			0.075	0.095	0.105	0.125	0.145		• KCCA
Provide legal representation during plea bargaining			1.461	1.461	1.461	1.461	1.461		• JCU
Output 1.1.1.1.2: Use of mediation for dispute settlement promoted	Number of cases disposed of through mediation	1,500	2000	2000	2000	2000	2000	Judiciary Statistical Abstract	• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
		140	168	202	210	252	303	TAT Annual Report	• TAT
		25	35	45	55	65	75	KCCA Annual Report	• KCCA
		1,500	2,000	2,000	2,000	2,000	2,000	LDC -LAC Annual Report	• LDC
		1000	1100	1100	1100	1100	1100	JCU Annual Report	• JCU
		100	300	300	300	300	300	MoGLSD Annual report	• MoGLSD
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Apply mediation in settlement of disputes in Courts (including commercial, land, civil and family)			3.859	5.459	6.005	6.605	7.266		• Judiciary
Apply mediation in settlement of tax disputes			0.432	0.432	0.432	0.432	0.432		• TAT
Apply mediation in settlement of disputes			0.3	0.3	0.3	0.3	0.3		• LDC
			0.45	0.45	0.45	0.45	0.45		• JCU
			0.075	0.095	0.105	0.125	0.145		• KCCA
			0.6	0.6	0.6	0.6	0.6		• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Review implementation of ADR mechanisms			0.4	0.4	0.4	0.4	0.45		• Judiciary
Output 1.1.1.1.3: Use of Small Claims Procedure mechanisms for dispute settlement promoted	Number of cases disposed of through Small Claims Procedure	15,786	17,365	19,101	21,011	23,112	25,424	Judiciary Statistical Abstract	• Judiciary
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Roll out Small Claims procedure			2.42	2.662	2.928	3.221	3.543		• Judiciary
Intermediate Outcome 1.1.2: Improved disposal of cases in the justice system	Disposal rate of cases in courts	59.7	61.7	63.7	65.7	67.7	69.7	Judiciary Statistical Abstract	• Judiciary
	Disposal rate of labour disputes	31.2	38	45	60	80	90	MGLSD Performance reports	• MoGLSD
	Disposal rate of juveniles cases	45	49	50	52	55	60	MGLSD Performance reports	• MoGLSD
	Proportion of prison population on remand	47.3	45.3	44.3	43.3	42.3	41.3	UPS Statistical abstract	• UPS

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Conviction rate of criminal cases	67	70	72	74	75	78	ODPP Performance reports	• ODPP
	Percentage of administrative recoveries made out of recoveries due for recovery	72.5	74	75	76	78	80	ODPP Performance reports	• ODPP
	Percentage of Mutual Legal Assistance requests processed	95	98	100	100	100	100	ODPP Performance reports	• ODPP
Intervention 1.1.2.1: Strengthen case management									
Output 1.1.2.1.1: Cases disposed of	Number of cases disposed of	239,431	263,374	289,712	318,683	350,551	385,606	Judiciary Statistical Abstract	• Judiciary
	Civil cases disposed of	48,104	52,914	58,206	64,026	70,429	77,472	Judiciary Statistical Abstract	• Judiciary
		316	412	549	598	613	712	KCCA Annual Report	• KCCA
	Criminal cases (general casework) disposed of	128,080	140,888	154,977	170,474	187,522	206,274	Judiciary Statistical Abstract	• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Election related civil cases disposed of	47	389	272	190	133	93	Judiciary Statistical Abstract	• Judiciary
	Corruption related cases disposed of	179	215	258	309	371	445	Judiciary Statistical Abstract	• Judiciary
	International crimes cases disposed of	90	99	109	120	132	145	Judiciary Statistical Abstract	• Judiciary
	Environmental and climate related cases disposed of	422	464	511	562	618	680	Judiciary Statistical Abstract	• Judiciary
	Land cases disposed of	22,330	24,563	27,019	29,721	32,693	35,963	Judiciary Statistical Abstract	• Judiciary
	Constitutional related cases disposed of	69	75.9	83.49	92	101	111	Judiciary Statistical Abstract	• Judiciary
	Commercial cases disposed of	3953	4,348	4,783	5,261	5,788	6,366	Judiciary Statistical Abstract	• Judiciary
	Family cases disposed of	20,854	22,939	25,233	27,757	30,532	33,586	Judiciary Statistical Abstract	• Judiciary
	Tax disputes cases disposed of	200	240	288	300	360	432	TAT Annual Report	• TAT

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 1.1.2.1.2: Criminal Cases prosecuted	Tax disputes cases disposed of	45	69	84	96	114	167	KCCA Annual Report	• KCCA
	Labour disputes cases disposed of	150	250	250	250	250	250	MoGLSD Annual Report	• MoGLSD
	Juvenile cases disposed of	2,788	3,067	3,373	3,711	4,082	4,490	Judiciary Statistical Abstract	• Judiciary
	SGBV cases disposed of	595	655	720	792	871	958	Judiciary Statistical Abstract	• Judiciary
	Refugee related cases disposed of	243	267	294	323	356	391	Judiciary Statistical Abstract	• Judiciary
	Proportion of cases prosecuted	0.829	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP
	Proportion of cyber-crime cases prose- cuted	0.894	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP
	Proportion of international criminal cases prosecuted	0.895	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Proportion of investment related cases prosecuted	0.740	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP
	Proportion of criminal Appeal cases and miscellaneous prosecuted	0.780	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP
	Proportion of SGBV cases prosecuted	0.890	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP
	Proportion of children related criminal cases prosecuted	0.910	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP
	Proportion of land criminal cases prosecuted	0.680	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP
	Proportion of environment and climate change criminal cases prosecuted	0.780	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Proportion of wildlife criminal cases prosecuted	0.860	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP
	Proportion of corruption related cases prosecuted	0.900	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP
	Proportion of general casework criminal cases prosecuted	0.795	0.800	0.840	0.860	0.880	0.900	ODPP Annual report	• ODPP
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Dispose of cases at Supreme Court			6.552	7.207	7.928	8.721	9.593		• Judiciary
Dispose of cases at Court of Appeal			8.442	9.286	10.215	11.236	12.36		• Judiciary
Dispose of commercial cases at Commercial Division			5.742	6.316	6.632	6.964	7.312		• Judiciary
Dispose of land cases at Land Division			3.426	4.111	4.522	4.975	5.472		• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Dispose of family cases at Family Division		3.74	4.114	4.525	4.978	5.476			• Judiciary
Dispose of Civil cases at Civil Division		1.945	2.14	2.353	2.589	2.848			• Judiciary
Dispose of International Crimes cases at International Crimes Division		2.855	3.14	3.454	3.8	4.18			• Judiciary
Dispose of criminal cases at Criminal Division		2.68	2.948	3.242	3.567	3.923			• Judiciary
Dispose of corruption-related cases at Anti-Corruption Division		3.07	3.376	3.714	4.086	4.494			• Judiciary
Dispose of cases at High Court Circuits across the country		37.354	41.089	45.198	49.718	54.69			• Judiciary
Dispose of cases at Magistrates' Courts		39.93	43.923	48.315	53.147	59.453			• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Hold Mobile Court Sessions to dispose of cases in refugee areas			0.69	0.794	0.913	1.049	1.207		• Judiciary
Conduct special SGBV (Sexual and Gender-Based Violence) sessions			1.064	1.223	1.407	1.618	1.861		• Judiciary
Dispose of environmental and climate-related cases			0.293	0.337	0.387	0.445	0.512		• Judiciary
Hold sessions in remands to dispose of juvenile cases			0.604	0.695	0.799	0.919	1.057		• Judiciary
Dispose of labour disputes			1.01	1.01	1.01	1.01	1.01		• MoGLSD
Dispose of tax disputes			0.045	0.065	0.076	0.095	0.124		• KCCA
Dispose of cases through civil litigation			0.74	0.93	0.105	0.125	0.145		• KCCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 1.1.2.1.2: Criminal Cases prosecuted	Number of cases prosecuted	217,637	222,690	222,690	222,690	222,690	222,690	ODPP Annual report	• ODPP
	Cyber- crime cases prosecuted	62	70	70	70	70	70	ODPP Annual report	• ODPP
	International criminal cases prosecuted	116	120	120	130	130	140	ODPP Annual report	• ODPP
	Investment related cases prosecuted	59	60	60	60	60	60	ODPP Annual report	• ODPP
	Criminal Appeal cases and miscellaneous prosecuted	967	1,500	1,500	1,500	1,500	1,500	ODPP Annual report	• ODPP
	SGBV cases prosecuted	3,844	4,000	4,000	4,000	4,000	4,000	ODPP Annual report	• ODPP
	Children related criminal cases prosecuted	107	120	120	120	120	120	ODPP Annual report	• ODPP
		55	67	78	96	102	122	KCCA Annual report	• KCCA
	Land criminal cases prosecuted	15,037	15,000	15,000	15,000	15,000	15,000	ODPP Annual report	• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Environment and climate change criminal cases prosecuted	900	950	950	950	950	950	ODPP Annual report	• ODPP
	Wild life criminal cases prosecuted	113	146	154	176	184	203	KCCA Annual report	• KCCA
	Corruption related cases prosecuted	656	650	650	650	650	650	ODPP Annual report	• ODPP
	Criminal cases (general casework) prosecuted	349	340	340	340	340	340	ODPP Annual report	• ODPP
		29	50	50	50	50	50		• IG
PIAP Actions		1,654	1,737	1,824	1,915	2,010	2,111	KCCA Annual report	• KCCA
		50,000	50,000	50,000	50,000	50,000	50,000	ODPP Annual report	• ODPP
Prosecute General Casework criminal cases			5.226	5.688	6.172	6.68	7.215		• ODPP
Prosecute Cyber-crime cases			0.572	0.6	0.63	0.662	0.695		• ODPP
Prosecute Investment-related cases			0.568	0.596	0.626	0.657	0.69		• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Prosecute Criminal Appeal cases and miscellaneous applications		1.675	1.759	1.847	1.939	2.036			• ODPP
Prosecute SGBV (Sexual and Gender-Based Violence) cases and Children-related cases		1.356	1.363	1.731	2.099	2.486			• ODPP
Prosecute Land criminal cases		1.785	1.874	1.968	2.066	2.169			• ODPP
Prosecute Environment and Climate Change criminal cases		0.648	0.656	0.663	0.672	0.68			• ODPP
Prosecute Wildlife cases		1.557	1.834	2.126	2.432	2.754			• ODPP
Prosecute Corruption-related cases		1.143	1.2	1.26	1.323	1.389			• ODPP
Prosecute criminal cases at KCCA (Kampala Capital City Authority)		0.174	0.193	0.205	0.225	0.345			• KCCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Prosecute international crimes cases		4.75	4.988	5.237	5.499	5.774			• ODPP
Prosecute international crimes cases through prosecution-guided investigations		2.8	2.94	3.087	3.241	3.403			• ODPP
Prosecute high profile corruption cases		0.4	0.4	0.4	0.9	0.9			• IG
Prosecute other corruption cases		0.5	0.5	0.5	0.5	0.5			• IG
Undertake community awareness creation and facilitate case disposal processes		1.3	1.365	1.433	1.504	1.58			• MoGLSD
Output 1.1.2.1.3: Assets Recovered	Proportion of recoveries against orders issued for execution	58	60	60	60	60		ODPP Annual Report	• ODPP
		60	64	66	68	70		KCCA Annual Report	• KCCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Conduct Asset Recovery			0.573	0.577	0.581	0.585	0.589		• ODPP
Conduct Debt Recovery			0.105	0.145	0.167	0.195	0.209		• KCCA
Output 1.1.2.1.4: Crime investigation capacity strengthened	Proportion of police stations with all the recommended investigation equipment and tools	10	17.5	25	32.5	40	50	Annual Police Report	• UPF
	Proportion of investigated cases sanctioned	30%	44%	51%	58%	63%	68%	ODPP Annual Report	• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Provide required police forms and books at all stations and posts		0.2	0.2	0.2	0.2	0.2	0.2		• UPF
Provide tools and equipment for investigation (including voice recorders, SGBV cameras, cordoning kit, cordoning tape, exhibit preservation kits, SOCO kit, handcuffs, etc.)		0.5	0.5	0.5	0.5	0.5	0.5		• UPF
Conduct crime file backlog census		0.1	0.1	0.1	0.1	0.1	0.1		• UPF
Extend canine services to all Police Stations		0.3	0.3	0.3	0.3	0.3	0.3		• UPF
Output 1.1.2.1.5: Witnesses and victims protected	No. of witnesses and victims referrals made	30	30	30	35	35	40	ODPP Annual report	• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Coordinate Witness protection and Victims Empowerment Services			3.4	3.57	3.749	3.936	4.133		• ODPP
Handle International crimes cases through prosecution-led investigations			2.8	2.94	3.087	3.241	3.403		• ODPP
Output 1.1.2.1.6: Mutual Legal Assistance requests processed.	Number of Mutual Legal Assistance requests processed.	28	25	25	28	28	30	ODPP Annual Report	• ODPP
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Process and execute extradition requests to enable handling of criminal cases in the promotion of international cooperation in criminal matters.			2.5	2.625	2.756	2.894	3.039		• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Outputs 1.1.2.1.7: Expert Opinion rendered in courts of law	Number of Forensic/ criminal cases concluded	2000	1500	1500	1500	1500	1800	DGAL Annual report	• DGAL
	Proportion of cases requiring expert opinion attended to in Court of courts of law	100	100	100	100	100	100	DGAL Annual report	• DGAL
	Proportion of cases requiring expert opinion attended to in Court of law	0.57	0.6	0.65	0.7	0.75	0.8	DGAL Annual report	• DGAL
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Timely analysis of forensic/ criminal evidence			2	2	3	3	3		• DGAL
Provide expert opinion in courts			0.45	0.45	0.45	0.45	0.45		• DGAL
Intermediate Outcome 1.1.3: Increased access to legal aid services	Proportion of eligible persons accessing legal aid	70	75	80	85	90	95	AJP Annual Report	• LDC
Intervention 1.1.3.1: Strengthen provision of legal aid services and state brief scheme.									

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 1.1.3.1.1: Legal Aid and State brief services provided	Number of cases successfully completed through legal aid by LDC- LAC	8,000	10,000	10,500	11,500	12,000	12,500	LDC LAC Annual Report	• LDC
	Number of functional legal aid clinics established/ maintained	7	9	9	9	9	9	LDC Annual Report	• LDC
	Number of cases successfully completed through legal aid by JCU	2,833	5,880	5,880	5,880	5,880	5,880	JCU Annual Report	• JCU
	Number of indigent persons accessing state briefs	6,187	6,687	6,887	7,887	10,187	11,187	Judiciary Annual Report	• Judiciary
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Provide legal aid, representation, and mediation services		0.5	0.5	0.5	0.5	0.5	0.5		• JCU
Provide state briefs to indigent persons		21.878	22.097	22.318	22.541	22.766			• Judiciary
Monitor the implementation of state-funded legal representation of the accused persons		0.102	0.122	0.146	0.176	0.211			• Judiciary
Contract firms to undertake conciliation and mediation of labor complaints and disputes		0.1	0.1	0.1	0.1	0.1	0.1		• MoGLSD
Provide legal aid services		0.2	0.2	0.2	0.2	0.2	0.2		• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Legal aid clinics to be established and maintained in Lira, Mbale, Kamuli, Masindi, Arua, Hoima, Mbarara, Adjumani, Mbale, Jinja			0.41	0.41	0.41	0.41	0.41		• LDC
Handle and successfully divert juvenile cases			0.3	0.3	0.3	0.3	0.3		• LDC
Provide legal aid services to indigent persons			0.4	0.4	0.4	0.4	0.4		• LDC
Provide legal aid services to walk in clients			0.1	0.1	0.1	0.1	0.1		• LDC
Conduct outreach in Police, Prisons, Communities and Schools			0.2	0.2	0.2	0.2	0.2		• LDC
Intermediate Outcome 1.1.4: Increased use of non-custodial sentences	Proportion offenders sentenced to Community Service	67	69	71	72	73	75	MIA Annual Report	• MIA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Intervention 1.1.4.1: Strengthen Implementation of court orders									
Output 1.1.4.1.1: Prisoners and Juveniles delivered to Court	Proportion of eligible prisoners produced to courts of law to access justice	100	100	100	100	100	100	UPS Annual Report	• UPS
	Proportion of eligible juveniles produced to court	100	100	100	100	100	100	MoGLSD Annual Report	• MoGLSD
	Number of Juveniles on remand	1603	1580	1572	1550	1515	1490	MoGLSD Annual Report	• MoGLSD
	Number of juveniles produced in court to access justice	859	870	870	890	900	1000	MoGLSD Annual Report	• MoGLSD
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Delivery of all eligible prisoners to courts of law			1.863	2.973	3.063	3.233	3.823		• UPS
Deliver of juveniles to court			0.42	0.441	0.463	0.48622	0.5105		• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 1.1.4.1.2: Use of community service orders promoted	Number of community service orders supervised	14593	16000	16100	16200	16300	16400	MIA/DCS Report	• MIA
	Rate of of- fender ab- scondment(%)	2.4	2.2	2	1.98	1.96	1.94	MIA/DCS Report	• MIA
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Identify, Prepare social inquiry reports and Supervise community service orders			4	4.1	4.2	4.3	4.4		• MIA
Intervention 1.1.4.2: Promote human rights based approach									
Output 1.1.4.2.1: Prisoners and Juvenile human rights observed	Number of children served in courts of law	859	869	879	889	899	909	MoGLSD Annual Report	• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
PIAP Actions									
Monitor Human Rights observance and practices in all UPS Service delivery areas			0.664	0.447	0.447	0.0987	0.447		• UPS
Resettle juveniles with guardians/parents			0.3	0.45	0.675	1.0125	1.51875		• MoGLSD
Implement rehabilitation Programmes			0.1	0.15	0.225	0.3375	0.50625		• MoGLSD
Outcome 1.2: Improved accessibility and affordability of justice services	Accessibility and Affordability index of civil justice	0.4	0.41	0.42	0.43	0.44	0.45	World Justice Project Rule of Law Index	• Judiciary
Intermediate Outcome 1.2.1: Increased access to frontline justice services	Percentage of the Population with access to at least one frontline justice service delivery point within a radius of 15 kms.	56.16	57.16	58.16	59.16	60.16	61.16	AJP Annual Report	• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Proportion of districts with complete frontline Justice service delivery points	87.4	88.9	90.4	91.9	93.4	94.9	Judiciary Annual Report	• Judiciary
	Proportion of districts with at least an operational Chief Magistrate Court	60.74	61.35	61.96	62.58	63.21	63.84	Judiciary Annual Report	• Judiciary
	Proportion of districts with ODPP presence	70	70	72	74	74	75	ODPP Annual report	• ODPP
	Percentage coverage of ODPP in line with Judiciary presence	54%	55%	61%	67%	73%	81%	ODPP Annual report	• ODPP
Intervention 1.2.1.1: Increase the coverage of justice service delivery points									

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 1.2.1.1.1: Presence of Justice service delivery points enhanced	Number of justice service delivery centres constructed	6	8	8	10	10	10	ODPP Annual Performance reports	• ODPP
		4	7	7	10	13	21	Judiciary Annual Report	• Judiciary
		0	1	1				KCCA Annual report	• KCCA
	Number of new justice service deliv- ery centres operational- ised	3	2	1	-	-	-	JSC Annual Report	• JSC
		8	10	10	10	10	10	Judiciary Annual Report	• Judiciary
		0	3	3	2	2	2	UPS Annual Performance Reports	• UPS
		1	1	6	6	6	10	MoGLSD Annual report	• MoGLSD
		85	56	-	-	-	-	MIA/DCS Annual Report	• MIA
		0	0	1	1	1	1	DGAL Annual Report	• DGAL
		8	2	2	2	3	3	LDC Annual Report	• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Number of institutional houses constructed	0	2	6	11	12	16	Judiciary Annual Report	• Judiciary
	Number of court spaces created in remand homes	0	2	1	1	1	1	MoGLSD Annual report	• MoGLSD
	Number of Police stations with Criminal Automated Biometric Identification System	21	36	41	56	71	86	UPF Annual Report	• UPF

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Construct 58 Court buildings, including institutional houses in hard-to-reach and stay areas			77.49	98.367	128.645	114.697	101.068		• Judiciary
Construct ODPP (Office of the Director of Public Prosecutions) Offices and residences			3.7	4.476	5.217	5.918	6.59		• ODPP
Construct and operationalise three functional Regional Industrial Court Centres and National Labour Resource Centre (Implement Labour Justice Project)			-	2	3	4.5	1.5		• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Construct and operationalise Prison reception centres to complete the chain of justice, including female prisons			2.905	2.905	2.24	2.24	2.04		• UPS
Construct a regional laboratory in the Albertine region		0	1	1	1	1	1		• DGAL
Construct office space and exhibit storage space for KCCA (Kampala Capital City Authority) Prosecution Unit		1.5	2						• KCCA
Operationalise JSC (Judicial Service Commission) regional offices		0.65	0.36	-	-	-	-		• JSC
Extend Criminal Automated Biometric Identification System (CABIS) to all Police Stations		1.5	1.5	1.5	1.5	1.5	1.5		• UPF

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Establish Community service office space at courts		10	-	-	-	-	-		• MIA
Operationalise Legal Aid Clinics		2.5	2.5	2.5	2.5	2.5	2.5		• LDC
Construct Judiciary Training Institute		0.3	39.7	50	80	30	30		• Judiciary
Construct a Remand home in Mayuge sub-national mini rehabilitation centre in Lira		1	1	0.25	0.25	0.25	0.25		• MoGLSD
Establish Court rooms in remand homes in line with Magistrates Instrument 2024		0.8	0.4	0.4	0.4	0.4	0.4		• MoGLSD
Establish more field offices across the country		1.2	1.2	1.2	1.2	1.2	1.2		• ODPP
Enhance infrastructure equipment management		16.2	16.51	16.836	17.177	7.536	7.536		• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Construction of Multistoried Building at Law Development Centre			8	20	33	10	10		• LDC
Intervention 1.2.1.2: Rehabilitate Justice service delivery points									
Output 1.2.1.2.1: Justice service delivery points rehabilitated	Number of justice delivery centres rehabilitated	10	15	15	17	17	20	Judiciary Annual Report	• Judiciary
		8	10	10	10	12	12	ODPP Annual Report	• ODPP
		4	6	7	7	7	7	JSC Annual Report	• JSC
		15	30	60	90	120	150	UPF Annual Report	• UPF
		0	1	1				KCCA Annual Report	• KCCA
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Rehabilitate Court buildings			5.24	5.764	6.34	6.974	7.672		• Judiciary
Rehabilitate JSC (Judicial Service Commission) offices			0.7	0.7	0.7	0.7	0.7		• JSC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Remodel reception/counter at Police Stations		0.2	0.2	0.2	0.2	0.2	0.2		• UPF
Remodel Police cells to provide for waterborne toilets		0.3	0.3	0.3	0.3	0.3	0.3		• UPF
Remodel interview rooms		0.2	0.2	0.2	0.2	0.2	0.2		• UPF
Renovate Records office and exhibit stores		0.11	0.11	0.11	0.11	0.11	0.11		• UPF
Rehabilitate City Hall Magistrate Court		0.4	0.4	-	-	-	-		• KCCA
Rehabilitate ODPP (Office of the Director of Public Prosecutions) Offices and Residences		0.55	0.578	0.606	0.637	0.669	0.669		• ODPP
Intervention 1.2.1.3: Retool Justice service delivery points									

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 1.2.1.3.1: Justice service delivery points equipped	Number of justice delivery points equipped	25	27	29	31	33	35	Judiciary Annual report	• Judiciary
		4	6	7	7	7	7	JSC Annual report	• JSC
		13	4	4	2	0	0	JCU Annual report	• JCU
		60	12	12	12	12	12	MoGLSD Annual report	• MoGLSD
		0	1	1				KCCA Annual report	• KCCA
		51	15	14	15	12	19	MIA/DCS Annual report	• MIA
		34	40	45	45	50	50	ODPP Annual Report	• ODPP
		0	10	20	30	40	50	UPF Annual report	• UPF
	Number of CID stations equipped with exhibited management equipment								
	Percentage of LDC offices retooled with furniture, ICT equipment, office equipment and vehicles.	30%	40%	45%	50%	55%	60%	LDC Annual Report	• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Equip Courts with adequate furniture			5.223	4.333	4.766	5.243	5.767		• Judiciary
Procure and install equipment			5	6	7.2	8.28	9.522		• Judiciary
Establish regional exhibit yards			0.2	0.2	0.2	0.2	0.2		• UPF
Equip Remand homes			0.074	0.074	0.11	0.12	0.18		• MoGLSD
Equip industrial court and Labour Offices as quasi Courts of first instance			2	2	2	2	2		• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Procure Containers for office space for JCU		0.52	0.52	0.26	0	0	0		• JCU
Retool/Equip City Hall Magistrates Court		0.12	0.1	0.09	0.08	0.07	0.07		• KCCA
Retool MIA/DCS		0.68	0.46	0.44	0.42	0.4	0.4		• MIA
Equip JSC offices with adequate furniture		0.3	0.05	0.05	0.05	0.05	0.05		• JSC
Coordinate the retooling of the ODPP offices		12.6	13.23	13.892	14.586	15.315	15.315		• ODPP
Retool LDC		2	2.5	3	3.5	4	4		• LDC
Output 1.2.1.3.2: Alternative power sources acquired and installed	Number of Courts equipped with generators	0	8	10	10	10	10	Judiciary Annual Report	• Judiciary
	Number of Courts equipped with Solar systems	6	10	10	10	10	12	Judiciary Annual Report	• Judiciary
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Procure and install Generators at Courts			2.128	2.447	2.814	3.236	3.721		• Judiciary
	Procure and install Solar systems at Courts		1.035	1.19	1.369	1.574	1.81		• Judiciary
Output 1.2.1.3.3: ICT uptake enhanced	Percentage utilisation of ICT systems	50	60	70	80	90	100	AJP Annual Report	• Judiciary
	Proportion of ICT equipment in good condition	100	100	100	100	100	100	JSC Annual Report	• JSC
		100	100	100	100	100	100	Judiciary Annual Report	• Judiciary
	Number of ICT equipment acquired	100	100	100	100	100	100	ODPP Annual Report	• ODPP
		82	35	20	20	20	20	JSC Annual Report	• JSC
		10	40	40	40	40	40	LDC Report	• LDC
		0	1	1	1	1	1	KCCA Annual report	• KCCA
		28	40	40	40	40	40	ODPP Annual Report	• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
PIAP Actions		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Off Budget	• Responsible MDA/LG
Maintain ICT Systems		0.3	0.3	0.3	0.3	0.3			• LDC
Promote the use of ICT systems		0.3	0.3	0.3	0.3	0.3			• LDC
Maintain ICT equipment and Systems		0.55	0.57	0.59	0.61	0.63			• JSC
Maintain ICT equipment and Systems		4.944	5.438	5.982	6.58	7.239			• Judiciary
Procure and Install ICT Equipment		4.225	5.07	6.084	6.997	8.046			• Judiciary
Equip Courts with internet connectivity		5.454	7.085	8.716	10.347	11.978			• Judiciary
Coordinate Information Technology Services		3.18	3.195	3.211	3.227	3.245			• ODPP
Procure and Install ICT Equipment		0.27	0.177	0.188	0.189	0.2			• JSC
Acquire ICT equipment		0.535	0.535	0.535	0.535	0.535			• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Acquire and Maintain ICT Systems			0.08	0.12	0.12	0.1	0.9		• KCCA
Acquire and Maintain ICT Equipment and Systems			0.5	0.5	0.5	0.5	0.5		• LDC
Output 1.2.1.3.4: Transport equipment acquired	Number of transport equipment acquired to support Justice service delivery	0	97	100	105	110	110	Judiciary Annual Report	• Judiciary
		0	50	50	50	50	50	ODPP Annual report	• ODPP
		0	10	4	4	4	4	JSC Annual Report	• JSC
		0	6	6	1	1	1	KCCA Annual Report	• KCCA
		0	12	12	12	12	12	UPF Annual Reports	• UPF
		0	17	17	17	17	17	UPS Annual Report	• UPS
		0	62	62	62	62	62	MoGLSD	• MoGLSD
		1	6	7	8	9	10	MIA/DCS Annual Report	• MIA
		0	2	2	2	1	1	DGAL Annual report	• DGAL

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
		0	2	3	3	3	3	LDC Annual Report	• LDC
		0	1	1	1	1	1	JCU Annual Report	• JCU
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Purchase vehicles for locus and entitled Officers			18.96	19.324	20	21	23		• Judiciary
Purchase motorcycles for process service			15.564	16.364	17.94	18.31	18.925		• Judiciary
Repair and maintain transport equipment			2.5	1	1.2	1.25	1.35		• JSC
Purchase vehicles			0.027	-	-	-	-		• JSC
Purchase motorcycles			0.44	0.44	0.44	0.22	0.22		• DGAL
Procure and acquire vehicles to facilitate timely court attendance of forensic experts			0.25	0.25	0.25	0.25	0.25		• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Procure and acquire vehicles for legal aid, research, and law reporting		1.4	1.4	1.4	1.4	1.4	1.4		• MoGLSD
Procure transport equipment for investigations		2.5	2.5	2.5	2.5	2.5	2.5		• UPF
Acquire fleet (6-Thirty seater buses, 1-Fourteen seater van, 4-Sixty seater buses, and 6-Pickups annually) to support the delivery of justice		4.35	4.35	4.35	4.35	4.35	4.35		• UPS
Procure transport equipment for MIA/DCS		1.32	1.54	1.76	1.98	2.2	2.2		• MIA
Procure vehicles for law enforcement activities in all Divisions and City Hall		4.26	4.26	2	2	2	2		• KCCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Acquire vehicles to facilitate prosecution services across the country		12.14	12.51	12.88	13.17	13.56			• ODPP
Procure and acquire vehicles for legal aid		0.25	0.25	0.25	0.25	0.25			• JCU
Intervention 1.2.1.4: Implement special Programmes that promote equal opportunities to reduce vulnerability									
Output 1.2.1.4.1: Facilities responsive to persons with special needs established.	Number of breastfeeding and children's playrooms established	3	8	8	8	8	8	Judiciary Annual Report	• Judiciary
	Number of Child friendly rooms established.	3	5	6	6	8	8	APR	• ODPP
	Number of Juvenile attended to both in the lower and higher courts	1,603	1635	1668	1701	1735	1770	MoGLSD Annual Report	• MoGLSD
	Number of Juveniles resettled after attendance of courts.	1,556	1587	1619	1651	1684	1718	MoGLSD Annual Report	• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Number of child care centres established and operationalised	0	1	1	1	1		LDC Annual Report	• LDC
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Establish breastfeeding and children's playrooms at justice service delivery centres			0.8	0.8	0.8	0.8	0.8		• Judiciary
Attend to Juveniles in courts			1.09	1.09	1.09	1.09	1.09		• MoGLSD
Resettle Juveniles			1.09	1.09	1.09	1.09	1.09		• MoGLSD
Establish Child friendly rooms at ODPP offices.			0.1	0.105	0.11	0.116	0.122		• ODPP
Establish and operationalise child care centres within LDC and its regional campuses			0.03	0.05	0.05	0.05			• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 1.2.1.4.3: Counselling and Psychosocial support provided	Proportion of eligible personnel/clients accessing psychosocial support	100	100	100	100	100	100	Judiciary Annual Report	• Judiciary
	Number of victims offered psychosocial support services	0	500	500	500	500	500	JSC Annual report	• JSC
								UPF Annual Report	• UPF
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Provide professional counselling services			0.04	0.1	0.12	0.15	0.18		• Judiciary
Establish victim reception centers			0.3	0.3	0.3	0.3	0.3		• UPF
Provide professional counselling services to staff in need			0.04	0.04	0.04	0.04	0.04		• JSC
Outcome 1.3: Increased public trust in the Justice System	Level of public trust in the Justice system	71	71.5	72	72.5	73	73.5	UBOS Reports	• UBOS

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Intermediate Outcome 1.3.1: Improved transparency and accountability	Disposal rate of complaints in the justice system (%)	92.1	92.56	93.02	93.49	93.96	94.43	AJP Report	• JSC
	Disposal Rate of Disciplinary cases against duty bearers (%)	90	90	90	90	90	90	JSC Annual Report	• JSC
	Percentage of AJP Institutions with Anti-Corruption strategies (%)	57.14	62.14	67.14	72.14	77.14	82.14	AJP Annual Report	• Judiciary
	Percentage of AJP Institutions with Service Delivery Standards (%)	85.71	87.71	89.71	91.71	93.71	95.71	AJP Annual Report	• Judiciary
Intervention 1.3.1.1: Increase public awareness and advocacy for Justice services.									

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 1.3.1.1.1: Advocacy and Public awareness campaigns conducted	Number of administration of justice open days held	12	16	20	24	28	30	Judiciary Annual Report	Judiciary
	Number of radio/Tv talk shows conducted on administration of Justice and laws of Uganda	297	268	271	274	277	283	AoJ Annual Report	- JCU - KCC - Judiciary - JSC
	Number of outreaches and barazas conducted	1712	1274	1274	1264	1264	1260	AoJ Annual Report	- UPS - JCU - MoGLSD - JSC - KCCA - Judiciary
	Number of IEC materials disseminated	86,004	124,004	130,004	130,004	130,004	130,004	AoJ Annual Report	- JSC - MoGLSD - Judiciary
	Number of Annual Forums held	6	6	6	6	6	6	AoJ Annual Report	- Judiciary - MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Number of sensitisations undertaken in Prisons on prisoners' rights and trial procedure	12	20	20	20	20	20	JSC Annual Report	• JSC
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Hold a National Administration of Justice Open day			0.952	1.142	1.371	1.577	1.813		• Judiciary
Hold Court Open day at various courts to sensitise the public			1.924	2.116	2.328	2.561	2.817		• Judiciary
Conduct community outreaches and barazas			0.345	0.352	0.359	0.366	0.373		• JSC
Undertake sensitisation workshops in prisons			0.04	0.042	0.044	0.046	0.048		• JSC
Undertake engagements with courts users			0.065	0.065	0.065	0.065	0.065		• JSC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Conduct school and Tertiary sensitisation visits		0.1	0.102	0.104	0.106	0.108			• JSC
Conduct community outreaches on labour laws and regulations		0.1	0.1	0.1	0.1	0.1			• MoGLSD
Translate, print, and disseminate Labour Laws, Policies, and Regulations		0.3	0.3	0.3	0.3	0.3			• MoGLSD
Undertake community awareness creation and facilitake case disposal proceses		1.3	1.365	1.433	1.504	1.58			• MoGLSD
Conduct community outreaches and barazas		0.158	0.158	0.158	0.158	0.158			• JCU
Conduct justice services awareness campaigns on TV and Radio		1.375	1.513	1.664	1.831	2.014			• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Conduct justice services awareness campaigns on TV and Radio		1.125	1.15	1.175	1.2	1.225			• JSC
Run Customised JSC messages on other digital platforms		0.05	0.05	0.05	0.05	0.05			• JSC
Conduct justice services awareness campaigns on TV and Radio		0.1	0.1	0.1	0.1	0.1			• JCU
Conduct public awareness on city laws and policies		0.09	0.1	0.1	0.11	0.12			• KCCA
Translate, print, and disseminate Labour Laws, Policies, and Regulations		0.3	0.3	0.3	0.3	0.3			• MoGLSD
Hold barazas on implementation of city ordinances		0.12	0.13	0.12	0.13	0.15			• KCCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Disseminate and distribute educational and promotional materials		1.066	1.173	1.29	1.419	1.561			• Judiciary
Produce and disseminate educational and promotional materials		0.55	0.56	0.57	0.58	0.59			• JSC
Hold Annual Forums		3.434	3.434	3.434	3.434	3.434			• Judiciary
Conduct Annual National Forums on Labour Justice in Uganda		0.1	0.1	0.1	0.1	0.1			• MoGLSD
Prepare and implement communication strategy		0.4	0.4	0.4	0.4	0.4			• Judiciary
Sensitise and create awareness among the public, prison staff, and prisoners on their rights and obligations in the delivery of justice		0.12	0.12	0.1	0.1	0.1			• UPS

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Conduct ODPP and stakeholder advocacy and coordination engagements			0.8	0.84	0.882	0.926	0.972		• ODPP
Hold engagements with Judicial and other staff of the Judiciary service			0.085	0.085	0.085	0.085	0.085		• JSC
Programme Objective 2: Strengthen and reform Justice business processes									
Outcome 2.1: Effectiveness and efficiency in the Justice system improved	Percentage of backlog cases in the Justice system (%)	27.2	24.8	22.4	20	17.6	15.2	AJP Annual Report	• Judiciary
	Percentage of cases completed within two (2) years after filing	59.35	61.35	63.35	65.35	67.35	69.35	Judiciary Statistical Abstract	• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Intermediate Outcome 2.1.1: Improved business processes	Percentage of case/crime management Information Systems integrated	0	-	-	14	21	29	AJP Annual Report	• Judiciary
	Percentage of Backlog Cases of a Criminal nature	21.654	19.254	16.854	14.454	12.054	9.654	Judiciary Statistical Abstract	• Judiciary
	Percentage of Backlog Cases of a Civil nature	29.431	27.031	24.631	22.231	19.831	17.431	Judiciary Statistical Abstract	• Judiciary
		11	5	5	5	5	5	JSC Annual Report	• JSC
	Average length of stay on remand (months) for Petty Offenders	2.9	2.8	2.6	2.4	2.2	2	UPS Annual Statistical Abstract	• UPS

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Average length of stay on remand (months) for capital offenders	17.5	16.8	16.2	15.8	15.4	15	UPS Annual Statistical Abstract	• UPS
	Average length of stay on remand (months) for Juvenile offenders	Minor offenders	2.97	2.4	1.95	1.59	1.5	MoGLSD Annual report	• MoGLSD
		3 months							
		Capital offenders	6.72	5.6	4.9	3.5	3	MoGLSD Annual report	• MoGLSD
	7 months								
Intervention 2.1.1.1: Increase efficiency and effectiveness of justice delivery processes									
Output 2.1.1.1.1: Justice delivery systems automated and integrated	Status of development of the Integrated Justice Management Information System (IJMIS)	0	10	40	60	80	100	AJP Annual Report	• Judiciary
	Number of Court Stations with ECCMIS	8	18	18	18	18	18	Judiciary Annual Report	• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Number of Justice Service delivery points with Video Conferencing facilities	36	41	39	39	39	39	AoJ Annual Report	• UPS • UPF • DGAL • Judiciary
	Number of courts utilising digital court recording and transcription system	41	46	51	56	61	66	Judiciary Annual Report	• Judiciary
	Management information systems in place	0	6	6	5	5	5	Annual Report	• JSC • MoGLSD • KCCA • DGAL • Judiciary
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Undertake needs assessment design, develop and deploy Integrated Justice management Information System (IJMIS)			1.87	2.12	5.2	9.7	20		• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Roll out Judiciary Electronic Court Case Management Information System (ECCMIS)			20.439	20.439	20.439	20.439	20.439		• Judiciary
Establish video conferencing facilities at justice service points			3.25	3.25	3.25	3.25	3.25		• Judiciary
Establish and strengthen virtual courts at Prison reception centres			4.15	2.35	2.35	2.35	2.35		• UPS
Establish video conferencing facilities at justice service points			0.25	0.25	0.25	0.25	0.25		• UPF
Establish the Electronic police Information System.			101	60	60	60	60		• UPF

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Establish video conferencing facilities at regional forensic laboratorised		2.7	0.8	0.8	0.8	0.8	0.8		• DGAL
Upgrade of Laboratory Information Management System		0.4	0.1	0.1	0.1	0.1	0.1		• DGAL
Upgrade and maintain the existing online recruitment and Complaints management systems		3.2	0.902	0.304	0.306	0.308	0.308		• JSC
Develop KCCA case management system		0.25	0.25						• KCCA
Digitise Labour Courts with Court Case information management system.		0.5	0.5	0.5	0.5	0.5	0.5		• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Design and establish functional labour complaints management information system		1	1	1	1	1	1		• MoGLSD
Roll out digital court recording and transcription system.		0.45	0.45	0.45	0.45	0.45	0.45		• Judiciary
Develop ICT infrastructure Master Plan.		0.36							• Judiciary
Develop a strategy for promoting use of ICT in administration of justice			0.36						• Judiciary
Roll out judgement writing tool		0	1.3	1.2	1.2	1.2	1.2		• Judiciary
Subscribe to E-Libraries		1.95	1.95	2	2.05	2.1	2.1		• Judiciary
		0.02	0.02	0.022	0.022	0.022	0.025		• KCCA
Develop and operationalise Online- Training Portal			0.2	0.8					• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Integrate UPS ICT systems with other Administration of justice institution systems			0.4	0.4	0.4	0.4	0.4		• UPS
Intervention 2.1.1.2: Strengthen case records management systems									
Output 2.1.1.2.1: Case Records management improved	Number of registries re- organised	0	24	24	24	24	24	Judiciary Annual Report	• Judiciary
		0	1	1	1	1	1	JSC Annual Report	• JSC
		0	1	1	1	1	1	KCCA Annual Report	• KCCA
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Develop Complaints Records Manual in place			0.07	0.07	-	-	-		• JSC
Re-organise, equip and maintain registries			1.854	1.854	1.854	1.854	1.854		• Judiciary
			0.08	0.09	0.1	0.11	0.12		• JSC
			0.15	0.35	0.1	0.09	0.07		• KCCA
Intervention 2.1.1.3: Strengthen measures to reduce case backlog									

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 2.1.1.3.1: Case backlog reduction measures enhanced	Proportion of disposed of cases that are backlog	41.1	45.7	47.8	49.8	51.3	52.8	AoJ Annual Report	- Judiciary SC - DGAL - TAT - MoGLSD
	Number of case files that are backlog	136,499	125,200	112,670	105,600	100,000	95,000	Annual crime report	UPF
	Number of case weeding out exercises conducted	4	6	6	7	8	8	ODPP Annual report	ODPP
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Conduct backlog census			-	1	-	-	-		Judiciary
Conduct crime case backlog census			1	1	1	1	1		UPF
Conduct case weeding out exercise			0.8	0.84	0.882	0.926	0.972		ODPP
Carry out special backlog clearance sessions			7.64	9.168	11.002	13.202	15.842		Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Conduct backlog reduction review engagements		0.828	0.828	0.828	0.828	0.828	0.828		• Judiciary
Conduct cumulative analysis for reduction of forensic backlog		3	3	3.2	3.5	3.8			• DGAL
Conduct special backlog reduction sessions		0.1	0.1	0.1	0.1	0.1	0.1		• MoLG
		0.58	0.58	0.58	0.58	0.58	0.58		• TAT
Review and develop Administration of Justice Programme case backlog reduction strategy		0.2	0.1	0	0	0	0		• Judiciary
Develop an automated system to track case backlog.		1.2	1	1	1	1	1		• UPF
Facilitate clearance of Case Backlog mechanisms		4	4	4	4	4	4		• UPF

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Conduct backlog reduction sessions			0.08	0.08	0.08	0.08	0.08		• MoGLSD
Conduct Disciplinary Committee Retreats to tackle backlog			0.35	0.08	0.37	0.38	0.39		• JSC
Intervention 2.1.1.4: Provide legal reference materials									
Output 2.1.1.4.1: Legal reference materials provided	Number of Courts equipped with sets of legal reference materials	20	20	20	20	20	20	Judiciary Annual Report	• Judiciary
	No of legal reference materials distributed	21	62	72	82	92	102		• MoGLSD • KCCA • MoLG • JSC
	No of legal databases subscribed to	4	4	4	4	4	4	AoJ Annual Report	• KCCA • Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	No of police districts provided with a full set of legal reference materials	20	50	50	50	50	50	UPF Annual Report	• UPF
	No of reference materials procured	400	500	550	600	650	700	LDC Annual Report	• LDC
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Provide legal reference materials to libraries and courts			3.18	3.18	3.18	3.212	3.244		• Judiciary
Provide legal reference materials to KCCA legal department			0.02	0.025	0.03	0.035	0.04		• KCCA
			0.01	0.01	0.01	0.01	0.01		• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Provide legal reference materials to Resource Center and subscribe to e-learning sites		0.07	0.07	0.07	0.07	0.07	0.07		• JSC
Provide police stations with requisite Legal reference Materials		0.4	0.4	0.4	0.4	0.4	0.4		• UPF
Provide Copies of the Local council Courts Act and Regulations		0.15	0.15	0.15	0.15	0.15	0.15		• MoLG
Subscribe to legal databases		0.5	0.5	0.5	0.5	0.5	0.5		• KCCA
Procure legal reference materials, subscribe to legal databases and equip Libraries at LDC		1.501	1.501	1.501	1.501	1.501	1.501		• Judiciary
		1.063	1.063	1.063	1.063	1.063	1.063		• LDC
Intervention 2.1.1.5: Strengthen research and innovation in administration of justice									

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 2.1.1.5.1: Research on Administration of Justice Service delivery conducted	Number of Research studies conducted	0	5	7	7	7	7	Judiciary Annual Report	- Judiciary - MoGLSD - JSC - UPS - LDC
	Annual Uganda Law Focus Journal in place	0	1	1	1	1	1	LDC Annual Report	LDC
	Research Agenda for FY2030/31- FY2034/35 developed	0					1	UPS Annual Report	UPS
Carryout research on innovative and transformative ways of delivering Justice			1.2	1.2	1.2	1.2	1.2		Judiciary
			0.448	0.448	0.448	0.448	0.448		LDC
			0.12	0.08	0.06	0.06	0.04		MoGLSD
			0.3	0.32	0.34	0.36	0.38		JSC
			0.2	0.2	0.2	0.2	0.2		UPS
Publish various research studies in Uganda Law Focus Journey			0.448	0.448	0.448	0.448	0.448		LDC
Develop research agenda							0.18		UPS

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 2.1.1.6.2: Law reports produced	Number of law reports published	0	250	500	500	500	500	LDC Report	• LDC
	Number of case reports uploaded onto ULII	828	3000	3000	3000	3000	3000	Judiciary Annual Report	• Judiciary
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Produce and upload law reports in ULII			0.16	0.16	0.16	0.16	0.16		• Judiciary
Compile and publish law reports			0.365	0.365	0.365	0.365	0.365		• LDC
Objective 3: Strengthen Administrative, Legal, Institutional and Coordination capacity for Justice service delivery									
Outcome 3.1: Improved Legal and Regulatory framework	Percentage of legal frameworks completed	100%	100%	100%	100%	100%	100%	AJP Annual Report	• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Intermediate Outcome 3.1.1: Legal and Regulatory framework strengthened	Progress on review, development and enactment of Relevant Regulations and Laws (%)	65	70	75	80	85	100	KCCA Annual Report	• KCCA
	Percentage completion of the Uganda National Elimination of Sexual Harassment Policy	35	40	50	50	80	100	MoGLSD Annual Report	• MoGLSD
Intervention 3.1.1.1: Strengthen legal and regulatory mechanisms for effective and efficient justice service delivery									
Output 3.1.1.1.1: Legal and Regulatory framework developed	Number of policy and legal framework review/developed	3	3	3	3	3	3	Annual Report	• MoGLSD
		0	3	3	3	3	3	Annual Report	• Judiciary
		3	3	3	3	3	3	Annual Report	• KCCA
		0	1	1	1	1	1	Annual Report	• JSC
		0	1	-	-	-	-	Annual Report	• UPF
	National Association of Labour Laws Established	1	1	1	1	1	1	Annual Report	• MoGLSD
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Develop and implement regulations for the Administration of the Judiciary, Act 2020			0.405	0.405	0.405	0.405	0.405		• Judiciary
Complete Uganda National Elimination of Sexual Harassment Policy			-	0.1	0.1	-	-		• MoGLSD
Review Labour Laws and Attendant Regulations			-	0.4	0.4	0.4	0.4		• MoGLSD
Complete Uganda National Access to Labour Justice Policy			-	0.1	0.1	0.12	-		• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Develop and review policies and bills for city ordinances			0.35	0.4	0.41	0.42	0.44		• KCCA
Develop and review contracts			0.07	0.07	0.07	0.07	0.08		• KCCA
Review and develop guidelines, SOPs, and manuals to guide investigations			0.2	-	-	-	-		• UPF
Establish National Association of Labour Laws			0.1	0.1	0.1	0.1	0.1		• MoGLSD
Review laws and regulations			0.2	0.3	0.35	0.35	0.35		• JSC
Intervention 3.1.1.2: Strengthen the capacity of Administration of Justice Institutions and Rights holders to fight corruption									
Output 3.1.1.2.1: Capacity of Administration of Justice institutions to fight corruption strengthened.	Administration of Justice anti-corruption strategy in place	0	-	-	1	-	-	AJP Annual Report	• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Number of regional inspectorate of courts offices established	0	1	1	1	1	1	Judiciary Annual Report	Judiciary
	Number of corruption related complaints disposed of	110	115	120	125	130	135	AoJ Annual Report	- JSC - UPF
	Number of administrative sanctions issued	13	20	20	20	20	20	ODPP Annual report	ODPP
	Number of investigators trained to investigate corruption related cases	50	100	100	100	100	100	UPF Annual report	UPF
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Build the capacity on Monitoring and specialised investigation skills.			0.1	0.1	0.1	0.1	0.1		UPF

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Develop Administration of Justice anti-corruption strategy					0.4				• Judiciary
Implement Judiciary Anti- Corruption Strategy		1.26	1.26	1.26	1.26	1.26	1.26		• Judiciary
Issue and deliver administrative sanctions to responsible officers.		0.2	0.21	0.221	0.232	0.243			• ODPP
Output 3.1.1.2.2: Rights holders empowered to fight corruption	Number of anti-corruption sensitisation workshops and barazas conducted	32	48	48	48	48	48	JSC Annual Report	• JSC
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Undertake Anti-corruption sensitisation workshops and barazas		0.72	0.73	0.74	0.75	0.76			• JSC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Conduct Anti-corruption awareness campaigns on TV and Radio			0.715	0.72	0.725	0.73	0.735		• JSC
Intervention 3.1.1.3: Strengthen inspection and quality assurance in justice service delivery									
Output 3.1.1.3.1: Compliance to Service delivery standards enhanced	Administration of justice service delivery standards in place	0		1				AJP Annual Report	• Judiciary
	Number of support supervisions conducted	1	59	59	59	59	59	Judiciary Annual Report	• Judiciary • MoGLSD
	Number of Labour Law Audits carried out	1	1	1	1	1	1	MoGLSD Annual Report	• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Develop Administration of justice service delivery standards			-	0.6	-	-	-		• Judiciary
Conduct Inspection/ Supervisory visits in service delivery points			2.89	2.89	2.89	2.89	2.89		• Judiciary
Carry out Labour Law Audits			0.29	0.29	0.29	0.29	0.29	1	• MoGLSD
Inspection of Local Council Courts			0.2	0.2	0.2	0.2	0.2		• MoGLSD
			0.98	0.99	0.99	0.99	0.99		• MoLG
Output 3.1.1.3.2: Justice service delivery inspection enhanced	Number of inspections conducted	300	300	300	300	300	300	Judiciary Annual Report	• Judiciary
		0	80	85	85	90	90	Annual Report	• JSC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Number of ODDP offices and delegated prosecuting agencies adhering to performance standards	101	120	124	125	130	130	ODPP Annual report	• ODPP
PIAP Actions									
Operationalise Regional quality assurance/inspectorate offices			0	0	1.2	1.2	1.2		• Judiciary
Undertake quality assurance inspection to track adherence to performance standards			0.15	0.15	0.15	0.15	0.15		• UPF
Undertake compliance and adherence to established legal processes			0.9	0.945	0.992	1.042	1.094		• ODPP
			0.33	0.36	0.37	0.38	0.39		• JSC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 3.1.1.3.3: Complaints on maladministration handled	Number of registered complaints/cases against duty bearers concluded	900	900	900	900	900	900	Judiciary Annual Report	• Judiciary
	Percentage of registered cases against Judicial Officers concluded	60	90	90	90	90	90	JSC Annual Report	• JSC
	Percentage of registered cases against administrative and other staff of Judiciary concluded.	0	100	100	100	100	100	JSC Annual Report	• JSC
	Proportion of complaints handled	92	90	90	90	90	90	ODPP Annual report	• ODPP
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Dispose of disciplinary matters against staff of the Judicial and Administrative and other staff of the Judiciary		0.71	0.93	0.95	0.97	0.99			• JSC
Investigate disciplinary matters against Judicial Officers and Administrative and other staff of the Judiciary Service		0.7	0.85	0.9	0.95	1			• JSC
Conduct investigations and dispose of complaints		0.12	0.12	0.12	0.12	0.12			• Judiciary
Operationalise call centre		0.35	0.35	0.35	0.35	0.35			• Judiciary
Handle disciplinary matters		0.14	0.14	0.14	0.14	0.14			• Judiciary
Investigate all reported complaints		0.5	0.525	0.551	0.579	0.608			• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 3.1.1.3.4: Prisoners/ Juveniles linked to criminal justice actors	Number of prisoners linked to other actors of the criminal justice system	34,046	40,000	40,000	40,000	40,000	40,000	Prisons Annual report	• UPS
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Implement Paralegal Advisory Services (PAS) Programme including linking prisoners with other actors in the Criminal Justice Systems			1.863	2.973	3.063	3.233	3.823		• UPS
Outcome 3.2: Enhanced Programme efficiency and effectiveness	Percentage of targeted Programme results attained	67	68	69	71	72	72	AJP Annual Report	• Judiciary
Intermediate Outcome 3.2.1: Improved Coordination and partnerships	Percentage of decisions arising from Justice service coordination engagements implemented	80	81	82	83	84	85	AJP Annual Report	• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Intervention 3.2.1.4: Strengthen government institutions for effective and efficient service delivery									
Output 3.2.1.4.1: Facilities and equipment managed	% of facilities and equipment maintained	100	100	100	100	100	100	AJP Annual Report	• Judiciary
	Number of materials reproduced and sold	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	LDC Annual Report	• LDC
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Pay utilities			2.098	2.412	2.774	3.19	3.669		• Judiciary
Provide cleaning services at courts and offices			0.1	0.11	0.12	0.13	0.14		• JSC
Pay rent and related expenses			0.1	0.1	0.1	0.1	0.1		• JSC
			8.052	8.455	8.877	9.321	9.787		• Judiciary
			11.314	12.445	13.69	15.059	16.565		• Judiciary
			2.15	2.15	2.15	2.15	2.15		• JSC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Maintain court environment			4.115	4.321	4.537	4.764	5.002		• Judiciary
Provide Guard and security services at Courts and entitled Officers			9.315	10.247	11.271	12.398	12.398		• Judiciary
Reproduction and sale of reprints of Acts of Parliament.			0.3	0.4	0.4	0.4	0.4		• LDC
Output 3.2.1.4.2: Leadership and Management coordinated	No. of leadership engagements undertaken	0	4	4	4	4	4	AJP Annual Report	• Judiciary
	Number of management meetings held	24	32	32	30	32	32	JSC Annual report	• JSC • LDC
	Number of policy guidelines issued	7	8	8	8	8	8	ODPP Annual report	• ODPP
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Hold Leadership and Management engagements			2.1	2.1	2.1	2.1	2.1		• Judiciary
			0.5	0.7	0.75	0.833	0.908		• JSC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Operationalise AJA, 2020 Committees			3.092	3.247	3.409	3.579	3.758		• Judiciary
Roll out and implement Performance Enhancement Tool			0.608	0.669	0.736	0.809	0.89		• Judiciary
Coordinate the DPP's Office.			0.5	0.525	0.551	0.579	0.608		• ODPP
Enhance LDC Administrative Support Services through improved coordination, supervision and strategic leadership			3	3.2	3.3	3.4	3.5		• LDC
Output 3.2.1.4.3: Planning and Budgeting coordinated	No. of statutory reports produced and submitted	0	4	4	4	4	4		• Judiciary
		0	4	4	4	4	4		• JSC
		0	6	6	6	6	6		• ODPP
		0	4	4	4	4	4		• LDC
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Produce and submit Budget Framework Papers			0.08	0.09	0.1	0.11	0.12		• JSC
Produce and submit Ministerial Policy Statement			0.355	0.355	0.415	0.415	0.415		• Judiciary
Produce periodic performance reports			0.08	0.09	0.1	0.11	0.12		• JSC
Undertake Budget monitoring			0.294	0.297	0.3	0.303	0.306		• Judiciary
			0.15	0.16	0.17	0.18	0.19		• JSC
			0.5	0.5	0.5	0.5	0.5		• Judiciary
			0.95	0.95	0.95	0.95	0.95		• Judiciary
Coordinate Planning and Budgeting Services			2.16	2.268	2.381	2.5	2.625		• ODPP
Undertake Planning, Budgeting and Monitoring			0.2	0.3	0.4	0.4	0.5		• LDC
Output 3.2.1.4.4: Policy Analysis coordinated	Number of Policy analysis reports produced	4	4	4	4	4	4	Annual Report	• Judiciary
		4	4	4	4	4	4	Annual Report	• JSC
		4	4	4	4	4	4	Annual Report	• ODPP
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Coordination Policy Analysis			0.8	0.8	0.8	0.8	0.8		• Judiciary
			1.5	1.575	1.654	1.736	1.823		• ODPP
Produce strategic plans			0.08	0.08	0.08	0.08	0.08		• JSC
			0.05						• JSC
Undertake mid term review of the strategic plan			0.5						• Judiciary
			1.2	1.245	1.292	1.419	1.94		• ODPP
					0.55				• Judiciary
			0.25		0.25				• JSC
Output 3.2.1.4.5: Monitoring and Evaluation coordinated	Functional M&E system in place	0	1.9	1.945	1.992	2.042	2.094	Judiciary Annual Report	• ODPP
			1	1	1	1	1		• Judiciary
PIAP Actions	Number of M&E reports produced	20	20	20	20	20	20	AoJ Annual Report	• Judiciary • JSC • ODPP
Develop and Operationalise the Programme M&E MIS System			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
			0.2	0.2	0.2	0.2	0.2		• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Undertake M&E Programmes and capital works			2.7	2.7	2.7	2.7	2.7		• Judiciary
			0.25	0.26	0.27	0.28	0.29		• JSC
			2.34	2.457	2.58	2.709	2.844		• ODPP
Review and develop Programme Results framework			0.3	0.15	0.15	0.15	0.4		• Judiciary
Integrate GIS mapping into M&E			0.1	0.1	0.1				• Judiciary
Cordinate and monitor the performance of ODPP field offices.			2.34	2.457	2.58	2.709	2.844		• ODPP
Output 3.2.1.4.6: Statistics services coordinated	Number of statistics reports produced	20	20	20	20	20	20	Annual Report	• Judiciary
		0	1	1	1	1	1	Annual Report	• JSC
		1	2	2	2	2	2	Annual Report	• ODPP
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Update the available Case/Statistics Management Information Systems to improve quality and address emerging data needs			0.1	0.12	0.14	0.16	0.18		• JSC
			0.15	0.15	0.15	0.15	0.15		• Judiciary
Produce statistical abstracts and reports			0.305	0.305	0.305	0.305	0.305		• Judiciary
			0.3	0.3	0.3	0.3	0.3		• ODPP
Produce statistics strategies			0.2						• Judiciary
Output 3.2.1.4.7: Projects coordinated	Number of feasibility studies	0	2	1				Judiciary Annual report	• Judiciary
		0		1	1			ODPP Annual report	• ODPP
		0	1					MoGLSD Annual report	• MoGLSD
	Number of projects progress reports produced	0	4	4	4	4	4	Judiciary Annual report	• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Undertake project feasibility studies			0.35						• MoGLSD
			-	0.8	0.9	-	-		• ODP
			0.35						• Judiciary
Undertake projects performance reviews			0.4	0.4	0.4	0.4	0.4		• ODP
			0.2	0.2	0.2	0.2	0.2		• Judiciary
Hold project coordination meetings			0.1	0.1	0.1	0.1	0.1		• Judiciary
Output 3.2.1.4.8: Programme coordinated	No. of Programme coordination meetings held	10	10	10	10	10	10	AJP Annual report	• Judiciary
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Hold Leadership Committee and Programme and Technical Working Group Engagements			0.1	0.1	0.1	0.1	0.1		• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Hold Programme technical subcommittee meetings (infrastructure, Statistics and M&E, Case Management and ICT)			0.4	0.4	0.4	0.4	0.4		• Judiciary
Hold Programme Annual and midterm Performance reviews			0.4	0.4	0.4	0.4	0.4		• Judiciary
Implement Case management committee and subcommittees for effective delivery of justice (ADR, Bar Bench, Division Court Users, Circuit and District coordination subcommittee)			2.507	2.532	3.507	3.542	4.507		• Judiciary
Develop Programme Implementation Action Plan							0.5		• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 3.2.1.4.9: Staff Salaries and related benefits paid	All staff salary and related benefits paid (%)	100	100	100	100	100	100	Judiciary Annual report	• Judiciary
		100	100	100	100	100	100	JSC Annual report	• JSC
		100	100	100	100	100	100	ODPP Annual report	• ODPP
		100	100	100	100	100	100	LDC Annual Report	• LDC
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Pay emoluments, salaries and related expenses			178.225	181.79	189.061	196.624	204.488		• Judiciary
			32.462	34.085	35.789	37.579	39.458		• ODPP
			9.3	9.3	9.3	9.3	9.3		• JSC
			5.268	5.268	5.268	5.268	5.268		• LDC
Output 3.2.1.4.10: Finance and Administration services provided	Number of audit reports produce	4	4	4	4	4	4	Judiciary Annual report	• Judiciary
		4	4	4	4	4		JSC Annual Report	• JSC
		4	4	4	4	4		ODPP Annual report	• ODPP
		4	4	4	4	4	4	LDC Annual Report	• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Number of procurement reports produced	12	12	12	12	12	12	Judiciary Annual report	• Judiciary
		4	4	4	4	4	4	JSC Annual Report	• JSC
		4	4	4	4	4		ODPP Annual report	• ODPP
		4	4	4	4	4	4	LDC Annual Report	• LDC
	Number of financial reports produced	4	4	4	4	4	4	Judiciary Annual report	• Judiciary
		4	4	4	4	4	4	JSC Annual Report	• JSC
		3	3	3	3	3	3	ODPP Annual report	• ODPP
		4	4	4	4	4	4	LDC Annual Report	• LDC
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
	Coordinate audit and risk management services		2.044	2.044	2.044	2.044	2.044		• Judiciary
			0.25	0.31	0.37	0.43	0.49		• JSC
			0.7	0.735	0.772	0.81	0.851		• ODPP
			0.08	0.08	0.08	0.08	0.08		• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Coordinate procurement and disposal services			0.565	0.565	0.565	0.565	0.565		• Judiciary
			0.1	0.16	0.17	0.18	0.19		• JSC
			0.7	0.735	0.772	0.81	0.851		• ODPP
			0.08	0.08	0.08	0.08	0.08		• LDC
Coordinate Financial management and Accountability Services			3.66	3.66	3.66	3.66	3.66		• Judiciary
			0.25	0.25	0.25	0.25	0.25		• JSC
			0.9	0.945	0.992	1.042	1.094		• ODPP
			0.968	0.968	0.968	0.968	0.968		• LDC
Provide administrative and support Services			48.16	50.568	53.096	55.751	58.539		• ODPP
			8.344	8.745	9.164	9.604	10.065		• Judiciary
			0.4	0.55	0.6	0.65	0.7		• JSC
			0.4	0.55	0.6	0.65	0.7		• JSC
Coordinate Human Resource Services			4.524	4.605	4.688	4.773	4.859		• Judiciary
			4	4	4	4	4	JSC Annual Report	• JSC
			4	4	4	4	4	Judiciary Annual Report	• Judiciary
			4	4	4	4	4	ODPP Annual Report	• ODPP
Output 3.2.1.4.11: Crosscutting areas mainstreamed	Number of HIV/AIDS and TB workplace activities implemented	2	2	2	2	2	2	LDC Annual Report	• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Number of institutions with Gender and Equity workplace action plans	1	1	1	1	1	1	JSC Annual Report	• JSC
	Proportion of staff accessing health insurance	100	100	100	100	100	100	Judiciary Annual Report	• Judiciary
	Number of the Anti-sexual Harassment Policy awareness campaigns conducted	1	1	1	1	1	1	JSC Annual Report	• JSC
		4	4	4	4	4	4	Judiciary Annual Report	• Judiciary
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible MDA/LG
Mainstream and implement HIV/AIDS and TB, Malaria workplace activities			0.555	0.555	0.578	0.578	0.6		• Judiciary
			0.085	0.085	0.085	0.085	0.085		• JSC
Provide health insurance to staff			0.2	0.2	0.2	0.2	0.2		• JSC
			5.54	6.205	6.949	7.783	8.717		• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Develop institutional Gender and Equity action plans		0.16	0.18	0.2	0.21	0.24	0.24		• Judiciary
		0.075	0.08	0.085	0.09	0.095	0.095		• JSC
Conduct Anti-sexual Harassment Policy awareness campaigns		0.266	0.266	0.266	0.266	0.266	0.266		• Judiciary
		0.07	0.07	0.07	0.07	0.07	0.07		• JSC
Mainstream and implement HIV/AIDS and TB, Malaria workplace activities		0.2	0.21	0.221	0.232	0.243	0.243		• ODPP
		0.02	0.02	0.02	0.02	0.02	0.02		• LDC
Intervention 3.2.1.5: Strengthen human resources in the justice service delivery									
Output 3.2.1.5.1: Capacity of justice service delivery duty bearers strengthened	Number of duty bearers trained	387	400	400	400	400	400	Annual Report	• Judiciary
		310	310	310	310	310	310	Annual Report	• MoGLSD
		1200	100	100	100	100	100	Annual Report	• JSC
		0	300	300	300	300	300	Annual Report	• UPF
		0	357	357	226	226	226	Annual Report	• UPS
		30	36	36	36	36	36	Annual Report	• MoLG
		30	50	50	50	50	50	Annual Report	• LDC
		83	83	83	83	83	83	Annual Report	• JCU
		30	30	30	30	30	30	Annual Report	• KCCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
		278	250	250	260	270	300	Annual Report	• ODPP
		100	150	200	250	250	250	Annual report	• DGAL
	Number of engagements with staff of the judiciary conducted	64	64	64	64	64	64	JSC Annual report	• JSC
	Percentage of students graduating the diploma in law	78%	80%	82%	84%	86%	88%	LDC Annual Report	• LDC
	Percentage of students graduating with a diploma in Human rights	65%	70%	72%	74%	76%	78%	LDC Annual Report	• LDC
Train Judicial officers and Administrative Staff and other staff of the Judiciary to improve capacity (including commercial and land justice)		7.923	8.2	8.23	8.23	8.23	8.23		• Judiciary

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Build capacity of prosecutors in handling sophisticated crime		1.6	1.68	1.764	1.852	1.945			• ODPP
Train Labour Officers in Conciliation, Mediation and Arbitration of labour complaints and disputes settlement		0.05	0.05	0.05	0.05	0.05			• MoGLSD
Train Labour Officers on Prosecution, Conciliation, Mediation and Arbitration		0.04	0.04	0.04	0.04	0.04			• MoGLSD
Train Workers Organs in Conciliation, Mediation and Arbitration of labour complaints and disputes settlement		0.05	0.05	0.05	0.05	0.05			• MoGLSD

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Train Judges, Registrars, Panellists, Labour Officers and Staff on Court proceedings		0.02	0.02	0.02	0.02	0.02	0.02		• MoGLSD
Train Probation Officers on the RHMIS		0.053	0.053	0.053	0.053	0.053	0.053		• MoGLSD
Train Judges on International Labour Standards		0.02	0.02	0.02	0.02	0.02	0.02		• MoGLSD
Train Labour officers and workers trained on policies ,Laws and Regulations on Labour policies , Laws and Regulations		0.08	0.1	0.1	0.1	0.1	0.1		• MoGLSD
Train JSC staff		0.47	0.497	0.524	0.551	0.578			• JSC
Conduct a CID induction course		0.25	0.25	0.25	0.25	0.25	0.25		• UPF
Undertake specialised training for Investigators		0.31	0.31	0.31	0.31	0.31	0.31		• UPF

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Train Legal aid providers at LDC - LAC			0.1	0.1	0.1	0.1	0.1		• LDC
Train Legal aid providers in mediation, trial advocacy			0.5	0.5	0.5	0.5	0.5		• JCU
Undertake continuous professional development for KCCA legal officers			0.1	0.15	0.15	0.15	0.15		• KCCA
Train and accredit court mediators			0.4	0.4	0.4	0.4	0.4		• Judiciary
Train scene of crime officers in exhibit management and evidence collection			0.2	0.3	0.35	0.35	0.35		• DGAL
Train forensic scientists in scientific analytical skills			0.255	0.34	0.425	0.425	0.425		• DGAL

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Hold engagements with Judicial and other staff of the Judiciary service		0.185	0.195	0.205	0.215	0.225			• JSC
Staff capacity building of Officers-In-charge, Rehabilitation and Re-integration Officers, court orderlies, data clerks, receptionists in administration of justice processes		0.321	0.321	0.186	0.186	0.186			• UPS
Train Diploma in Law Students, Diploma in Human Rights and Administrative Law officers, Court Bailiffs, Law Clerks, Law Officers and tailor-made courses		1.523	1.523	1.523	1.523	1.523	1.523		• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 3.2.1.5.2: Administration of Justice Programme Staff recruited	Proportion of declared vacancies for Judicial Officers filled.	100	100	100	100	100	100	JSC Annual Report	• JSC
	Percentage of declared vacancies for Administrative and other staff of the Judiciary filled.	100	100	100	100	100	100	JSC Annual Report	• JSC
	Number of Legal officers recruited	-	2	2	1	-	-	KCCA Annual Report	• KCCA
Recruit staff of the Judiciary	Number of ODP staff recruited	105	100	100	100	100	100	Annual Report	• ODPP
	Recruit staff of the Prosecution Unit		1.7	1.711	1.722	1.733	1.744		• JSC
	Recruit and train staff		0.01	0.01	0.0005	-	-		• KCCA
Intervention 3.2.1.6: Strengthen legal training in administration of justice									
		2	2	2	2.4	2.4	2.4		• ODPP

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Output 3.2.1.6.1: Capacity of training institutions enhanced	Status of accreditation of Judicial Training Institute	10%	20%		60%	80%	100%	Judiciary Annual Report	• Judiciary
	Status of capacity improvement of CID training school	25%	40%		55%	70%	80%	UPF Annual report	• UPF
	Overall pass rate/ Completion rate of Bar Course	30%	38%	40%	42%	45%	48%	LDC Annual Report	• LDC
	No of students issued with transcripts and certificates	1800	2000	2000	2000	2000	2000	LDC Annual Report	• LDC
Develop the curriculum		0.2	0.3		0.1	0.1	0.1		• Judiciary
Strengthen CID training school		0.5	0.5		0.5	0.5	0.5		• UPF
Review Curriculum for investigators.		0.2	0.1		0.1	0.05	-		• UPF
Training of Bar Courses students		8.49	8.49		8.49	8.49	8.49		• LDC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Issue transcripts and certificates to graduates on the Bar Course, Diploma in Law, Diploma in Human Rights and Short Courses			1,936	1,936	1,936	1,936	1,936		LDC



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