



THE REPUBLIC OF UGANDA

MINISTRY OF JUSTICE AND  
CONSTITUTIONAL AFFAIRS

# STRATEGIC PLAN

## FY2025/2026–2029/2030



ARTISTIC IMPRESSION OF JLOS HOUSE



ARTISTIC IMPRESSION OF SOROTI REGIONAL OFFICE

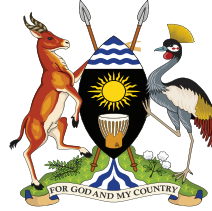
**VISION:** A nation that upholds the rule of law, good governance and due process for all.

**THEME:** Facilitation of Socio-economic Transformation through provision of efficient and effective legal service



JUSTICE FOR ALL  
MAY, 2025





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**MINISTRY OF JUSTICE AND  
CONSTITUTIONAL AFFAIRS**

# **STRATEGIC PLAN**

## **FY2025/2026–2029/2030**



**JUSTICE FOR ALL**  
**MAY, 2025**



## FOREWORD

In 2007, Government of Uganda approved the Vision 2040 with the aim of transforming the Ugandan society from a peasant to a modern and prosperous country. This it planned to achieve by implementing 5 year National Development Plans (NDPs). For the Ministry of Justice and Constitutional Affairs (MoJCA), this is the Sixth Five Year Strategic Plan and covers the period FY 2025/26-2029/30.

This Strategic Plan has been developed in line with the Fourth national Development Plan (NDPIV) and will be implemented with a vision of: **A Nation that Upholds the Rule of Law, Good Governance and Due Process for All**. The theme will be: **Facilitation of Socio-economic Transformation through provision of Efficient and Effective Legal Services**.

During the implementation of the fifth Strategic Plan (FY 2020/21-2024/25), MoJCA was able to register the following achievements among other:

- i) Started the construction of the JLOS house in a phased manner, with the First phase- twin tower to accommodate 8 institutions at 85% completion and the third phase (police Head Quarters) at 40%.
- ii) Established Soroti Regional Office and started its construction that is now at 52% complete.
- iii) Amended the succession laws by aligning them to the Constitution of the Republic of Uganda so as to make it less cumbersome to administer estates of deceased persons, persons with mental illness and missing persons.
- iv) Effectively represented Government in Courts of law, tribunals and commissions and saved Government from paying UGX 4.023 Trillion as costs to litigants.
- v) Started the compensation of Northern War Debt Claimants in the sub regions of Acholi, Lango and Teso. A total of UGX 142.984Bn has been paid to 53,592 claimants.
- vi) Developed the Management Information Systems to ease operational challenges and make it not only faster but also efficient to do business with the Ministry. To this end, MoJCA with support from UNDP has so far developed the Electronic Documents and Management System (EDRMS) and equipped officers with a total of 145 laptop computers together with other assorted e-

registry equipment; that enables staff of the Ministry to work online from any part of world. Also developed is the Administrator General System; to eliminate among others duplicate records. The other system being finalized is the Civil Litigation system; that will among others streamline the management of civil cases by making it online.

- vii) Prepared and had the Alternative Disputes Resolution Policy approved by Cabinet. The policy presents ADR and a faster and cheaper means of having disputes resolved.

This sixth Strategic Plan is also the last Plan to deliver the Global Agenda 2030 of the Sustainable Development Goals (SDGs). The plan has been aligned to the United Nations (UN)-SDGs 2030 (*SDG 16- deals with the rule of law, inclusive and just societies*), the African Union (AU) Agenda 2063 - "*A Prosperous Africa, based on Inclusive Growth and Sustainable Development.*", EAC Vision 2050 which is aimed at widening and deepening cooperation among Partner States.

The overall aim of the Plan is to position the Ministry to re-engineer its processes to meet the standards expected by the stakeholders. The goal of the Sixth Strategic Plan is "**Effective and efficient Improved provision of legal services.**"

The implementation of this plan is expected to include the following Key Result Areas:

- i. **Completed JLOS House:** Housing the institutions of Ministry of Justice and Constitutional Affairs, Ministry of Internal Affairs, Office of the Director of Public Prosecutions, Uganda Prison Service, Uganda Human Rights Commission, The Law Reform Commission, Judicial Service Commission, Tax Appeals Tribunal, The High Court and part of Police Headquarters;
- ii. **Establishment and operationalization of the African Humanitarian Agency:** Government won the bid to host the secretariat for the African Humanitarian Agency on condition that the hosting country constructs offices and residence among others in two years' time. The Ministry will be constructing these offices as the Agency that was selected to lead in this area.
- iii. **Establishment and operationalization of Five (5) Regional Offices of Masaka, Iganga, Lira, Hoima and Kabale:** To match the expansion of the Judiciary and make services nearer to the people.
- iv. **Automation of business processes and integration of the different Management Information Systemen:** To support the efficient and effective legal service provision. These should be be to allow applications for some

services like submission of contracts for review, letters of Administration, enrolment for eligibility, to be filed online.

- v. The National Action on Human Rights formulated and implemented and this among others includes compensation of Northern War Debt claimants.
- vi. Increase one stop JLOS centre (Police station, correction/Prison facility, office of Director of Public Prosecutions), from 94 to 100.
- vii. Promote the use of ADR as a faster and cheaper means to dispute resolution.

The total cost of implementing the Plan is estimated at UGX 3,242Bn over the five years period from FY2025/26 –FY2029/30. However, under the Medium Term Expenditure Framework (MTEF), the Ministry is expected to receive UGX 826.2Bn from Ministry of Finance, Planning and Economic Development (MoFPED), thus leaving a funding gap of UGX 2,415.8Bn.

My appeal is to all stakeholders including Development partners to support financing and or implementation of the other aspects of this plan.

I wish to thank the Hon. Attorney General, Hon. Deputy Attorney General, all staff of the MoJCA lead by the Permanent Secretary and Solicitor General and all Stakeholders that supported the formulation of this plan in one way or another.

The implementation of this plan will enable the deliverance of improved effective and efficient legal services in the country.

For God and my Country



Norbert Mao

**MINISTER**



## ACKNOWLEDGEMENT

The successful development of the Sixth Strategic Plan (FY2025/2026–2029/2030) for the Ministry of Justice and Constitutional Affairs (MoJCA) is a result of the collective efforts, dedication, and invaluable contributions of various stakeholders.

On behalf of the Ministry, I wish to extend sincere gratitude to the Hon. Minister of Justice and Constitutional Affairs, the Hon. Attorney General, and the Hon. Deputy Attorney General for their strategic guidance and unwavering support throughout the process. Their leadership provided the much-needed policy direction for the formulation of this Plan.

Special appreciation goes to the Solicitor General, Deputy Solicitor General, Deputy Solicitor General, Directors, Commissioners, Heads of Departments, and Regional Offices for their technical inputs, coordination, and active participation during the consultations and drafting process. Their efforts ensured that the Plan is comprehensive, realistic, and aligned with the Ministry's mandate and national priorities.

We are equally indebted to Justice, Law and Order Services (JLOS) institutions, National Planning Authority (NPA), Development Partners, and other key stakeholders whose contributions enriched the development of this Strategic Plan.

I further commend the Policy and Planning Division, under the leadership of the Under Secretary Finance and Administration, for their tireless efforts in coordinating the process, conducting stakeholder engagements, and consolidating inputs into this final document.

The Ministry remains committed to the effective implementation of this Plan to facilitate socio-economic transformation through the provision of efficient and effective legal services.

Together, we shall continue to uphold the rule of law, promote good governance, and ensure access to justice for all.

I appeal to all stakeholders in your different capacities to support the implementation of this sixth Strategic Plan for the Ministry of Justice and Constitutional Affairs.



**Robert Kasande**  
**PERMANENT SECRETARY**

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## LIST OF ACRONYMS

AALCO	Asian African Legal Consultative Organization
Admin Gen	Administrator General
ADR	Alternative Dispute Resolution
AfCFTA	African Continental Free Trade Area
AFRIPO	African Regional Interlecatual Property Organisation
AG	Attorney General
BFP	Budget Framework Paper
CADER	Centre for Arbitration and Dispute Resolution
CADR	Commissioner Alternative Dispute Resolution
CCAHR	Commissioner Constitutional Affairs and Human Rights
CCLT	Commissioner Commercial Transactions and Taxation
CCMS	Civil Case Management System
CCTV	Closed Circuit Television
CEM	Commissioner Estates Management
CLEM	Commissioner Land and Environment
CLGL	Commissioner Local Government Legislation
CLRR	Commissioner Law Reform and Revision
CNREL	Commissioner Natural Resources and Energy Law
COMESA	Common Market for East and Southern Africa
CPIL	Commissioner Public International Law
CPL	Commissioner Principal Legislation
CPLR	Commissioner Public Law and Regulation
CPPL	Commissioner Public Procurement Law
CPTC	Commissioner Public Trustee and Children
CSL	Commissioner Subsidiary Legislation
CSM	Commissioner Succession Matters
DCL	Director Civil Litigation
D/FPC	DirectorFirst Parliamentary Counsel
DLAS	DirectorLegal Advisory Services
DPP	Director of Public Prosecutions
EAC	East African Community
EACJ	East African Court of Justice
EC	Electoral Commission
EDRMS	Electronic Documents and Records Management System

F&A	Finance and Administration
FBOs	Faith Based Organisations
FY	Financial Year
GBV	Gender Based Violence
H/PPD	Head, Policy and Planning Division
HR	Human Resouce
HRBA	Human Rights Based Approach
ICT	Information and Communication Technology
IGARD	Intergovernmental Authority on Development
IFMS	Integrated Financial Managemnt Information System
JLOS	Justice Law and Order Services
JPC	Joint Parialmentary Committee
JSC	Judicial Service Commission
LC	Law Council
LDC	Law Development Centre
LG	Local Government
M&E	Monitoring and Evaluation
MALG	Ministries Agencies and Local Government
MDAs	Ministries, Departments and Agencies
MoFPED	Ministry of Finance Planning and Economic Development
MoJCA	Ministry of Justice and Constitutional Affairs
MPS	Ministerial Policy Statement
MTEF	Medium-Term Expenditure Framework
NAP	National Action Plan
NCHE	National Council of Higher Education
NDP	National Development Plan
NRM	National Resistance Movement
NSI	National Service Indicator
ODPP	Office of the Directorate of Public Prosecutions
OP	Office of the President
OPM	Office of the Prime Minister
PAU	Policy Analysis Unit
PCA	Permanent Court of Arbitration
PGD	Postgraduate Diploma
PPP	Public Private Partnerships
PS/ST	Permanent Secretary / Secretary to the Treasury
RIA	Regulatory Impact Assessment

SDG	Sustainable Development Goal
SDP	Strategic Development Plan
SG	Solicitor General
SO	Strategic Objectives
STA	Senior Technical Advisor
SWOT	Strengths, Weaknesses, Opportunities and Threats
TJ	Transitional Justice
UGX	Uganda Shillings
UHRC	Uganda Human Rights Commission
ULRC	Uganda Law Reform Commission
UN	United Nations
UNDP	United Nations Development Programme
UPS	Uganda Prison Service
URSB	Uganda Registration Services Bureau
USD	United States Dollars
WIPO	World Intellectual Property Organization

## EXECUTIVE SUMMARY

The Ministry of Justice and Constitutional Affairs (MoJCA) is part of the Executive Arm of Government established under Article 98 of the 1995 Constitution as amended. The Ministry is responsible for provision of legal advisory services to the Government, its allied institutions and the general public as mandated by the constitution of the Republic of Uganda under Articles 119 and 250.

MoJCA is currently implementing its fifth five-year Strategic Plan covering the period of FY 2020/2021 - 2024/2025. MoJCA has developed a new five-year Strategic Plan to cover next five years of FY2025/2026–2029/2030; with a vision: **A Nation that Upholds the Rule of Law, Good Governance and Due Process for All.**

This will be implemented under the theme: **Facilitation of Socio-economic Transformation through provision of Efficient and Effective Legal Services.**

The overall aim of the Plan is to position the Ministry to re-engineer its business processes to meet the standards expected by the stakeholders.

This Strategic Plan takes note of the achievements of the fifth Strategic Plan that include:

- i. Construction of the JLOS House which is envisaged to save Government UGX 30Bn in rent costs. The construction started and is in 4 phases at a total cost of UGX 256Bn. Phase I which will house 8 institutions is 85% complete, phase II (Police Headquarters) is at 40% complete; Phase III (High Court) and IV (Parking deck) delayed but expected to commence in the FY 2025/26 with some funds already secured in the budget.
- ii. Establishment and construction of Soroti Regional Office; which is now at 52% completion.
- iii. Representation of Government in Courts, tribunals and commissions 16,419 cases in which UGX 4,022.9Bn was saved in form of cases won and UGX 655.5Bn was lost. For UGX 1 lost in a case, we saved Gov't UGX 6 (i.e. 600%). Or the chances of losing when you sue Gov't are 85%.
- iv. Development of the information management Systems: started the development of MoJCA system in Phases. So far the EDRMS and Administrator General System were developed and deployed. Other systems developed are the DCL and FPC system. These are later to be merged into one MoJCA system.
- v. Amendment of the succession laws to align it with the Constitution of the Republic of Uganda and thus remove the derogatory language of preferential treatment of men compared to women among others.

- vi. Compensation of Northern War Debt Claimants in the sub regions of Acholi, Lango and Teso. So far a total of UGX 158.324Bn has been paid to 28,281 claimants.

The goal of the Sixth Strategic Plan is “**Effective and efficient provision of legal services.**” This will be implemented under the following strategic objectives:

- i) Strengthen compliance to regulatory best practice
- ii) Enhance efficiency in the delivery of justice services;
- iii) Enhance compliance with the Uganda Bill of Rights;
- iv) Promote Uganda’s interests at regional and international legal frameworks;
- v) Strengthen institutional and coordination capacity.

The implementation of this plan is expected to lead to the following Key Result Areas:

- i. Complete the construction of all the phases of the JLOS house;
- ii. Establish the secretariat for the African Humanitarian Agency. The Ministry will be constructing these offices as the agency that was selected to lead in this area.
- iii. Establishment of 5 Regional Offices of Masaka, Iganga, Lira, Hoima and Kabale; to match the expansion of the Judiciary and make services nearer to the people from the current seven (7) to twelve (12) regional offices country wide.
- iv. Support the increment in the disposal rate of Human rights cases from 87% to 96%.
- v. Ensure that all legislation on the legislative agenda are aligned with regulatory best practices;
- vi. Government effectively represented court in all civil proceedings instituted by or against the Government, its allied institutions and Local Governments
- vii. Complete the formulation and implementation of the National Action on Human Rights including the Human Rights Department and activities related to prerogative of mercy recommendations;
- viii. Estates of deceased persons, missing persons and persons with mental disabilities administered in accordance with the succession laws;
- ix. A well regulated legal profession.
- x. Increase number of one stop JLOS centre (Police station, correction/Prison facility, office of Director of Public Persecutions), from 94 to 100; and

The total cost of implementing the Plan is estimated at UGX 3,242Bn five years period from FY2025/26 –FY2029/30.



## CHAPTER ONE: INTRODUCTION

### 1.1 Background

The Ministry of Justice and Constitutional Affairs (MoJCA) is part of the Executive established under Article 98 of the Constitution. The Ministry is responsible for provision of legal advisory services to the Government, its allied institutions and the general public. Further, the Ministry supports the machinery that provides the legal framework for good governance.

MoJCA has been implementing the previous fifth five-year Strategic Plan covering the period of FY 2020/2021 - 2024/2025. MoJCA has developed a new five-year Strategic Plan to cover next five years i.e. the period from FY2025/2026–2029/2030. This Plan provides an environment for socio-economic transformation through provision of effective and efficient legal services.

The key result areas are:

- a) international and regional Protocols, Agreements and treaties reviewed, negotiated and drafted;
- b) principal and subsidiary legislations reviewed and drafted;
- c) effective representation of Government and its allied institutions in all national, regional and international courts, tribunals and commissions;
- d) regulation of the legal profession enhanced
- e) administration of estates of the deceased, missing persons and Persons with Disabilities streamlined;
- f) integrated MoJCA Information Management System with modules of Bill tracking, Civil Suit Case Management, Contract Management, Estates Administration Module, Law Council Module, Compensation Information Management System and the Electronic Document and Records Management System (EDRMS);
- g) timely Settlement of Court and Tribunal Awards;
- h) completion of the construction of JLOS House, and Five (5) regional offices in Iganga, Hoima, Kabale, Lira, and Masaka.

The overall aim of the Plan is to position the Ministry to re-engineer its business processes to meet the standards expected by the stakeholders.

## 1.2 The Legal Framework of MoJCA

The mandate of the Ministry is derived from Article 119 and 250 of the Constitution of the Republic of Uganda, 1995. Article 119 establishes the office of the Attorney General (AG) and the Deputy Attorney General (DAG). Under Article 119 (3), the Attorney General is the principal legal adviser of Government and the function of the Attorney General are stipulated under 119 (4) and these are:

- a) To give legal advice and legal services to the Government on any subject;
- b) To draw and peruse agreements, contracts, treaties, conventions and documents by whatever name called to which the Government is a party or in respect of which the Government has an interest;
- c) To represent the Government in Courts or any other proceeding to which Government is a party; and
- d) To perform such functions as may be assigned to him or her by the President or by law.

Under Article 250 of the Constitution and Section 10 of the Government Proceedings Act Cap. 287, all civil proceedings by or against Government, shall be instituted by or against the Attorney General.

Section 2 of the Administrator General's Act provides for the appointment of the Administrator General and such Deputy and Assistant Administrators General.

Section 2 of the Advocates Act Cap. 264 establishes the Law Council whose functions are provided for under Sections 3 of the Act.

The Uganda Public Service Standing Orders section (Q-a) provides that the principal Legal Adviser of the Government is the Attorney General and section (Q-b) mandates the First Parliamentary Counsel to draft Bills or Statutory Instruments.

## 1.3 Governance and Organizational Structure

The political head of the Ministry of Justice and Constitutional Affairs is a Minister, and the Attorney General who is the Principal Legal Adviser of Government deputized by the Deputy Attorney General.

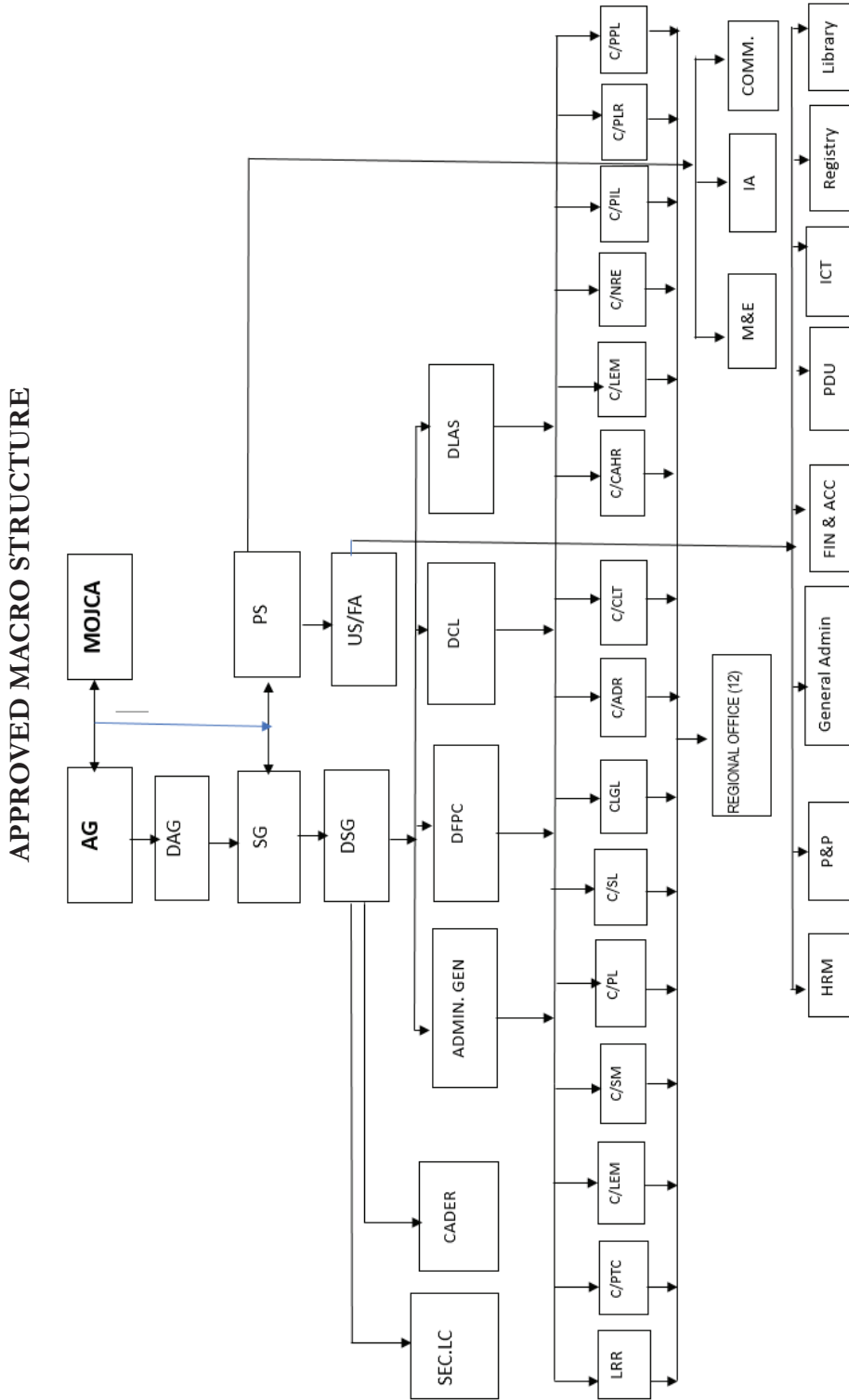
The Solicitor General is the most Senior Public Officer in the Attorney General's Chambers and takes charge of the technical legal aspects of the Ministry, deputized by the Deputy Solicitor General, and assisted by Directors, Commissioners and Heads of Regional Offices.

The Permanent Secretary is the head of Administration and Accounting Officer of the Ministry assisted by the Under Secretary.

The Ministry is comprised of four Directorates, seventeen (17) Departments and twelve Regional Offices.

The Ministry's organizational structure is as indicated in the figure below.

Figure 1: Organizational Structure of Ministry of Justice and Constitutional Affairs (MoJCA)



## 1.4 The policy, legal and planning context

This strategic Plan is linked to a number of key planning frameworks/documents. These include:

### 1.4.1 Uganda Vision 2040

The Strategic Plan has been formulated in line with the Uganda Vision 2040 that identifies good governance and rule of law as a precursor to socio-economic development by consolidating the gains in other priority sectors to foster a good business environment that facilitates private sector developments and investments. The Uganda Vision 2040 aims at “consolidating the tenets of good governance which include constitutional democracy; protection of human rights; the rule of law, amongst others”. This is in line with MoJCA mandate and core interventions designed under this Plan.

Thus, the Ministry will strive to promote equitable access to justice to those in need. This will be in terms of infrastructure development, effective service delivery and implementation of the transitional justice system. Further, the Ministry will review, enact and formulate national and international laws, treaties and memoranda. This is aimed at promoting good governance and accountability.

### 1.4.2 The Fourth National Development Plan (NDP IV)

In line with NDP IV, the Ministry contributes to Five (5) Programmes i.e Governance and Security, Sustainable Extractive Industry Development, Sustainable energy development, Manufacturing and Legislation, oversight and representation programmes.

The Sixth Strategic Plan directly contributes to NDPIV objective number 5 which is “*To Strengthen good governance, security, and the role of the state in development*” and the strategic objectives of NDP IV Governance and Security Programme relevant to achievement of MoJCA’s vision.

Under GSP, this ministry contributes to strategic objectives; 2) Strengthen policy, legal, regulatory and institutional frameworks; 3) Enhance efficiency in the delivery of justice, law and order services; 4) Promote Uganda’s interests at regional and international level; 6) Enhance compliance with and implementation of the Uganda Bill of Rights; 7) Enhance the national response for coordinating refugee protection and management; 9) Strengthen the administrative, legal, institutional and coordination capacity for Governance and Security.

Sustainable Extractive Industry Development programme under *objective 5: Strengthen governance, coordination and innovation for the extractives industry*; Sustainable energy development programme under *objective 4: Strengthen coordination and innovation for energy security and sustainable development*;

Manufacturing programme under *objective 4: Support market access and development for manufactured products* and

Legislation, oversight and representation programme under *objective 4: To strengthen institutional capacity for Legislation, oversight and representation*.

The alignment and therefore linkage, of the strategic plan's objectives to the NDP IV objectives and the Governance and Security, Sustainable Extractive Industry Development, Sustainable energy development, Manufacturing, and Legislation, oversight and representation programme objectives.

### **1.4.3 The 2030 Agenda for Sustainable Development**

The Ministry of Justice and Constitutional Affairs (MoJCA) contributes to the achievement of SDG 16 by upholding the rule of law, promoting access to justice for all, and strengthening effective, accountable, and inclusive institutions. Through its mandate of legal advisory services, legislative drafting, administration of justice, regulation of the legal profession, and coordination of constitutional affairs, MoJCA ensures protection of rights, dispute resolution, and accountability mechanisms that foster peace, justice, and strong institutions in Uganda.

### **1.4.4 Agenda 2063: The Africa we want**

Interventions by MoJCA through this Strategic Plan contributes to the Agenda 2063 whose aspiration is, "A Prosperous Africa, based on Inclusive Growth and Sustainable Development." Aspiration number three recognizes the need to have "An Africa of good governance, democracy, respect for human rights, justice and the rule of law". These are some of the cardinal principles upon which core interventions under this Plan were developed. In addition, the Ministry envisages a nation that upholds the rule of law, good governance and due process for all. This is in line with the aspirations of Africa's Agenda 2063.

### **1.4.5 East African Community Vision 2050**

The EAC Vision 2050 lays out a broad East Africa's perspective in which the region optimizes the utility of its resources to narrow the gap in terms of social wellbeing and

productivity. Further, “the EAC Vision 2050, has a broad objective for the region derived from Article 5 of the EAC Treaty. Article 5 (1) stipulates that the objective of the strategy/Vision 2050 is to develop policies and programmes aimed at widening and deepening cooperation among Partner States in political, social and cultural fields; research and technology; defense; security; and legal and judicial affairs. This is in line with the core mandate of MoJCA. A number of specific interventions in this Plan have been designed to promote the EAC strategy.

## **1.5 Purpose of the Plan**

The Ministry of Justice and Constitutional Affairs’ Sixth Strategic Plan lays out its strategic direction for the next 5 years towards attainment of its vision. Specifically, the plan aims to position the Ministry to effectively facilitate the process of socio-economic transformation by providing timely legal services as well as supporting the machinery that provides the legal framework for good governance. The Plan is designed to:

- a) deliver on the Ministry’s mandate and meet the expectations of diverse stakeholders;
- b) be a one stop reference for the activities to deliver the Ministry’s mandate;
- c) build capacity for the Ministry and selected sector players e.g., Local Governments and Ministries, Department and Agencies (MDAs);
- d) inform the annual budgeting process;
- e) strengthen professionalism in the JLOS Institutions; and
- f) forge strategic alliances and partnerships so as to attract funding to support access to justice programme.

## **1.6 Process of Developing the Strategic Plan**

The Strategic Plan was developed through a consultative and participatory process within the Ministry and with key stakeholders.

The approach adopted by the technical team involved, majorly a desk review of the fifth MoJCA Strategic Development Plan. The findings from the review constitute Chapter Two of this Plan on situation analysis. Further, the technical team conducted consultations within their respective Directorates, Departments and the Regional Offices to ensure all stakeholders participation. This Plan was discussed and adopted by the Senior Management before being approved by the Top Management.

## 1.7 The Structure of the Strategic Plan

The Strategic Plan is organized into nine chapters: Chapter One introduces the background, national and legal policy context, the purpose, development process, and structure of the Plan. Chapter Two provides a situational analysis, including a performance review of the fifth MoJCA Strategic Plan (FY2020/21–2024/25), cross-cutting issues, emerging challenges, institutional capacity, and a SWOT analysis. Chapter Three outlines the Ministry’s strategic direction—vision, mission, core values, strategic focus areas, objectives, expected outcomes, and planned interventions. Chapter Four presents the financing framework, including the costing of interventions, funding sources, and resource mobilization strategies. Chapter Five details the institutional and coordination arrangements for effective implementation and sustainability. Chapter Six sets out the communication and feedback mechanisms to support stakeholder engagement. Chapter Seven discusses risk management strategies. Chapter Eight outlines the Monitoring and Evaluation framework, including reporting, reviews, evaluations, and results tracking. Lastly, Chapter Nine presents detailed project profiles and annexes supporting the Plan.

## CHAPTER TWO: SITUATION ANALYSIS

### 2.1 Introduction

Chapter Two provides an analysis of performance relative to the targets, results, and standards established in the previous Strategic Plan. It outlines the progress made toward achieving the Plan's goals, objectives, and interventions, as well as the Ministry's performance on cross-cutting issues. Additionally, the chapter examines the strengths, weaknesses, opportunities, and threats (SWOT) facing the Ministry of Justice and Constitutional Affairs, alongside a stakeholder analysis and a discussion of emerging issues, among other aspects. The objectives of the FY2020/21-2024/25 Strategic Plan were:

- i. strengthen policy, legal, regulatory and institutional frameworks;
- ii. enhance access to MoJCA's services;
- iii. strengthen MoJCA's business processes to facilitate private sector development;
- iv. strengthen transparency and accountability;
- v. promote Constitutionalism and Compliance with Uganda Bill of Rights; and
- vi. strengthen institutional capacity of MoJCA to effectively and efficiently execute its mandate.

Include

### 2.2 Performance Analysis

This section presents a summary of MOJCA's performance over the five financial years from 2020/21 to 2024/25, in alignment with the concluding strategic plan. It outlines the major achievements, challenges encountered, lessons learned, and emerging issues during this period.

#### **Objective 1: Strengthen policy, legal, regulatory and institutional frameworks**

##### **Intervention 1.1: Review, and develop appropriate policies for effective governance and security**

*Table 1: Number of Legislation drafted from FY2020/2021 to FY2023/2024*

Period (FY)	Bills	Acts	Statutory Instruments	Legal Notices	Ordinances
2024/2025	42	51	161	34	25
2023/2024	44	7	92	24	15
2022/2023	53	36	130	10	12
2021/2022	29	35	85	9	9
2020/2021	26	24	70	17	26
<b>Total</b>	<b>194</b>	<b>156</b>	<b>538</b>	<b>94</b>	<b>87</b>

*Source: MOJCA Annual performance reports*

The Ministry of Justice and Constitutional Affairs (MOJCA), over the five-year period under review, significant progress was registered in legislative and regulatory output, reflecting enhanced institutional performance and responsiveness to policy and governance needs. A total of 194 Bills were processed, with a notable increase from 26 in FY 2020/21 to a peak of 53 in FY 2022/23, before stabilizing at 42 by FY 2024/25. The number of Acts passed stood at 156, with an exceptional rise in FY 2024/25 where 51 Acts were enacted—the highest across the period—demonstrating improved legislative efficiency and follow-through.

Statutory Instruments, which support operationalization of laws and policies, showed consistent growth, reaching 161 in FY 2024/25, up from 70 in FY 2020/21, indicating strengthened regulatory capacity. Legal Notices also increased significantly, from a low of 9 in FY 2021/22 to 34 in FY 2024/25, highlighting better communication of legal and administrative actions. The number of Ordinances, which provide for localized governance, fluctuated across the years but remained relatively high, with a total of 87 ordinances passed, including 25 in FY 2024/25.

Overall, the five-year performance reflects a robust and steadily improving legislative environment, with the highest outputs recorded in the most recent financial year. This trajectory underscores the Government's commitment to upholding the rule of law, strengthening policy implementation, and promoting effective governance through timely enactment and dissemination of legal instruments.

### **Intervention 1.2. Appropriate policies for effective governance and security reviewed, and developed**

**Develop the Alternative Dispute Resolution Policy (ADR):** The Ministry of Justice and Constitutional Affairs developed the National Alternative Dispute Resolution Policy 2025 which was approved by Cabinet in the Cabinet sitting of 10<sup>th</sup> February, 2025. The aim of the ADR policy is to promote faster, more affordable, and accessible ways of resolving disputes outside the traditional court system. The policy aims to reduce the case backlog, improve access to justice especially for vulnerable groups and encourage a culture of dialogue, reconciliation, and peaceful conflict resolution. By supporting methods like mediation and arbitration, the policy helps to resolve disputes more quickly, ease pressure on the judiciary, and strengthen community cohesion across the country.

## Objective 2: Enhance Access to Mojca’s Services

### Intervention 2.1: Appropriate infrastructure for justice, law, and order developed

#### (a) The ongoing construction of the JLOS House

The Ministry of Justice and Constitutional Affairs is spearheading the development of the JLOS House, a multi-year project aimed at enhancing institutional coordination, improving the working environment for justice sector staff, and reducing the government’s annual rental expenditure, which currently stands at UGX 30 billion by providing office accommodation to the Ministry of Justice and Constitutional Affairs (MoJCA), the Ministry of Internal Affairs (MIA), Uganda Prisons (UPS), Judicial Service Commission (JSC), Uganda Human Rights Commission (UHRC), Uganda Law Reform Commission (ULRC), Office of the Director of Public Prosecutions (ODPP) and the Tax Appeals Tribunal (TAT).

The project, with a total estimated cost of UGX 256 billion, is being implemented in three phases. Phase One, which began in June 2022 at a cost of UGX 95 billion, is now 95% complete. Phase Two involves the construction of a 10-storey building that will house the police headquarters, at a cost of UGX 77.5 billion, and is currently 40% complete. Phase Three, which will include the construction of the High Court and a parking deck, is scheduled to begin in 2025 and be completed by the end of 2026.



*Artistic impression*



*Status of the construction*

#### (b) The ongoing construction of Soroti Regional Office.

The Soroti Regional Office was established and became operational in 2021, utilizing space provided by the Soroti District Local Government. Regarding the construction of a permanent office, the Ministry in the Strategic Plan FY 2020/21 planned to set up

5 Regional offices however Soroti Regional Office is the only one currently undergoing construction. The preliminary designs and feasibility study for the project were fully undertaken and the contract for the construction was also awarded.

The project however initially faced delays due to land disputes which were resolved in court and the contractor resumed work in the 2024/25 Financial Year. As of now, the project is at 55% completion.

	
<p><b>Artistic Impression of Soroti Regional Office</b></p>	<p><i>Status of the construction</i></p>

**Photo: Artistic Impression of the Soroti Regional Office**

**(c) Automate and Integrate information management systems**

The Ministry of Justice and Constitutional Affairs embarked on the automation and integration of management information systems which include the Civil Litigation System (DCL system), the Administrator General System and the Electronic Documents Records Management System (EDRMS). These are system tools to manage the flow of information, provide instructions, actions, and feedback and generate reports from the system users in the Directorate of Civil Litigation, Regional Offices and Local Governments and well as in the Office of the Administrator general. The installation of these systems provided cloud environment link with the Head Quarters and all the twelve (12) regional Offices. The systems have improved efficiency and coordination of assignments and tasks within the Ministry.

***Intervention 2.2: Equitable access to justice through legal aid services promoted***

*(a) Legal aid service providers regulated*

The Law Council is the overall regulatory authority for the entire legal profession in Uganda. The Law Council is responsible for regulation of the Legal Profession and legal aid service provision in Uganda.

*Table 2: Number of Legal Service Providers regulated*

Financial Year	Inspected	Approved	% Approved
FY 2021/22	1,451	1,235	85.10%
FY 2022/23	1,710	1,519	88.80%
FY 2023/24	1,538	1,335	86.80%
FY 2024/25	1,588	1,476	92.95%

During the period under review, the Ministry of Justice and Constitutional Affairs continued to strengthen the regulation and supervision of Legal Aid Service Providers (LASPs) to ensure the delivery of quality legal aid services in line with established standards and guidelines.

In FY 2021/22, a total of 1,451 legal aid service providers were inspected, out of which 1,235 were approved, reflecting an 85.10% compliance rate. In FY 2022/23, 1,710 providers were inspected and 1,519 were approved (88.80%). Although the number of inspected providers slightly decreased to 1,538 in FY 2023/24, 1,335 were approved, accounting for an 86.80% approval rate.

In FY 2024/25, the Ministry inspected 1,588 legal aid providers and approved 1,476, translating into a 92.95% approval rate, the highest recorded over the four-year period. This improvement is attributed to enhanced compliance monitoring, increased awareness and capacity-building efforts, and timely dissemination of regulatory guidelines to service providers.

*Table 3: Number of Law Chambers and University Teaching Law Inspected*

Category	No of cases concluded	No of Committee Sittings	No of Law Chambers inspected	No of Law Teaching Universities inspected	Legal Aid Service Providers Inspected
2021/22			1,451	10	98
2022/23			1,519	12	105
2023/24	40	29	1,538	12	76
2024/25	44	25	1,588	15	105

The Ministry, through its statutory committees and inspectorate mechanisms, continued to perform regulatory and oversight roles aimed at maintaining standards in legal service delivery and legal education.

In FY 2021/22, the Ministry facilitated 10 committee sittings and inspected 1,451 law chambers and 98 legal aid service providers. In FY 2022/23, 12 committee sittings were held, with 1,519 law chambers and 105 legal aid providers inspected.

During FY 2023/24, the Ministry registered a notable increase in committee activities, with 29 sittings conducted, 40 cases concluded, 76 legal aid providers inspected, 1,538 law chambers, and 12 law teaching universities assessed for compliance.

In FY 2024/25, 25 committee sittings were held, 44 cases were concluded, and inspections were carried out on 105 legal aid providers, 1,588 law chambers, and 15 law teaching institutions. These efforts contributed to improved professionalism and accountability within the legal sector.

***(b) ADR Mechanisms Strengthened***

The Ministry of Justice and Constitutional Affairs developed the National Alternative Dispute Resolution Policy 2025 which was approved by Cabinet in the Cabinet sitting of 10<sup>th</sup> February 2025. The aim of the ADR policy is to promote faster, more affordable, and accessible ways of resolving disputes outside the traditional court system. The policy aims to reduce the case backlog, improve access to justice especially for vulnerable groups and encourage a culture of dialogue, reconciliation, and peaceful conflict resolution. By supporting methods like mediation and arbitration, the policy helps to resolve disputes more quickly, ease pressure on the judiciary, and strengthen community cohesion across the country.

***(c) Family justice strengthened***

The Ministry of Justice and Constitutional Affairs through the Office of the Administrator General strengthens family justice through ensuring that all estates of deceased persons, persons of unsound mind and missing persons are properly administered in accordance with succession laws. Its performance is highlighted in the table below:

***Table 4: Performance of Administrator General for FY2020/21 to FY2024/25***

FY	New files opened	Estates inspected	Certificates of land transfers issued	Certificates of No Objection Issued	Family disputes resolved
2024/2025	5,494	395	81	3,914	404
2023/2024	5020	96	24	3282	210
2022/2023	4151	272	20	3301	362

FY	New files opened	Estates inspected	Certificates of land transfers issued	Certificates of No Objection Issued	Family disputes resolved
2021/2022	4952	398	46	2765	494
2020/2021	4736	477	52	2649	733
<b>Total</b>	<b>24,353</b>	<b>1,638</b>	<b>223</b>	<b>15,911</b>	<b>2,203</b>

*Source: Annual Performance Reports*

The Ministry of Justice and Constitutional Affairs During the five-year period from FY 2020/21 to FY 2024/25, the Directorate registered consistent progress in handling estate administration and family-related legal matters, as evidenced by key performance indicators. A total of 24,353 new files were opened, with the highest number recorded in FY 2024/25 at 5,494, reflecting increased public engagement and improved access to justice services. Similarly, the issuance of Certificates of No Objection steadily rose, reaching 3,914 in FY 2024/25, up from 2,649 in FY 2020/21, culminating in a cumulative total of 15,911 certificates, which facilitated estate administration processes.

The number of estates inspected totalled 1,638, with performance peaking in FY 2020/21 and FY 2021/22, and a strong rebound noted in FY 2024/25 with 395 inspections, signalling efforts to reinforce compliance and transparency in estate verification. The Certificates of Land Transfer issued over the period were 223, showing progressive improvements particularly in the last two financial years. In the area of family dispute resolution, a total of 2,203 cases were successfully mediated, with notable spikes in FY 2020/21 (733 cases) and FY 2024/25 (404 cases), underscoring the Directorate's commitment to promoting social harmony and reducing case backlog through alternative dispute resolution mechanisms.

Overall, the performance over the five-year period demonstrates increased operational efficiency, improved service delivery, and growing public confidence in the Directorate's role in managing succession and family-related legal matters.

#### **(d) Performance of NRM Manifesto 2021-2026**

Since FY 2021/2022, the Ministry of Justice and Constitutional Affairs (MoJCA) has received a cumulative release of UGX 159.50 billion out of the planned UGX 200 billion for compensating war debt claimants in the Acholi, Lango, and Teso sub-regions. To date, a total of UGX 158.32 billion has been disbursed to 28,281 verified claimants across the affected districts as per the table below.

*Table 5: Analysis of Cattle compensation per Sub region and District*

<b>ACHOLI REGION</b>			
No.	District	No. of Claimants	Amount (UGX)
1	Amuru	268	4,864,027,781

2	Kitgum	700	5,975,240,555
3	Nwoya	247	3,918,818,502
4	Pader	670	6,086,710,054
5	Gulu	506	5,006,203,831
6	Lamwo	473	6,333,566,680
7	Agago	1,389	5,837,585,239
8	Omoro	583	5,644,802,200
<b>Total</b>		<b>4,836</b>	<b>43,666,954,842</b>
<b>LANGO REGION</b>			
<b>No.</b>	<b>District</b>	<b>No. of Claimants</b>	<b>Amount (UGX)</b>
1	Alebtong	1,077	4,853,833,800
2	Amolatar	408	2,480,100,000
3	Apac	690	3,924,900,000
4	Dokolo	725	4,994,228,600
5	Kole	1,230	4,607,083,800
6	Lira	3,757	10,681,352,700
7	Otuke	1,071	5,754,018,900
8	Oyam	2,162	6,550,633,800
9	Kwania	1,269	4,889,868,900
	<b>Total</b>	<b>12,389</b>	<b>48,736,020,500</b>
<b>TESO REGION</b>			
<b>No.</b>	<b>District</b>	<b>No. of Claimants</b>	<b>Amount (UGX)</b>
1	Amuria	1,365	4,578,713,031
2	Bukedea	534	5,141,564,209
3	Kaberamaido	507	4,464,987,962
4	Katakwi	623	5,233,492,700
5	Kumi	2,089	8,847,652,700
6	Ngora	1,013	5,647,877,725
7	Pallisa	1,154	6,013,874,743
8	Serere	923	6,188,770,114
9	Soroti	1,062	6,088,190,631
10	Butebo	577	4,528,333,800
11	Kalaki	807	5,273,383,800
12	Kapelebyong	402	3,906,056,831
	<b>Total</b>	<b>11,056</b>	<b>65,912,898,246</b>
<b>GRAND TOTAL</b>		<b>28,281</b>	<b>158,315,873,588</b>

In the Acholi sub-region, UGX 43.67 billion was paid to 4,836 claimants, with Agago District registering the highest number of beneficiaries at 1,389.

The Lango sub-region recorded the highest number of beneficiaries, with 12,389 claimants compensated a total of UGX 48.74 billion. Lira District accounted for the largest number of claimants (3,757) and received the highest share of funds (UGX 10.68 billion), reflecting the significant burden of claims in the area.

In the Teso sub-region, UGX 65.91 billion was paid to 11,056 claimants, the highest amount disbursed among the three sub-regions. Kumi District registered the largest number of claimants at 2,089.

The above achievements reflect the Government's continued commitment to post-conflict recovery, reconciliation, and economic restoration for communities affected by the insurgencies. The compensation has provided much-needed financial relief to victims and facilitated the restoration of livelihoods across the three sub-regions.

### **Objective 3: Strengthen Mojca's Business Processes to facilitate Private Sector Development**

#### **Intervention 3.1 Re-engineer business processes to reduce red tape in service delivery, especially regarding commercial and land dispute resolution.**

##### **(a) Strengthen case management systems**

The Ministry of Justice & Constitutional Affairs through the Directorate of Civil Litigation is charged with legal representation of Government, its Agencies and Allied Institutions in National, Regional and International Courts, Tribunals and Commissions.

Through civil litigation, the Directorate is at the forefront of upholding the rule of law and justice through peaceful resolution mechanisms; including mediation, arbitration and civil litigation in courts of law, tribunals, commissions and other administrative bodies

The Ministry of Justice and Constitutional Affairs through the Directorate of Civil Litigation cumulatively represented Government in 1,497 cases in Courts, Tribunals and Commissions. 432 cases won saving Government UGX. 567,895Bn, while 132 cases were lost worth UGX 90.379Bn. Defended Government in 22 EACJ matters, 267 Constitutional Petitions, Appeals and Applications and 209 human rights cases.

MOJCA over the five-year period from FY 2020/2021 to FY 2024/2025, a total of 17,917 cases were handled, resulting in cumulative savings of UGX 4,590.8 billion for Government, compared to total losses amounting to UGX 745.9 billion. The highest savings were recorded in FY 2023/2024, where 6,878 cases led to savings of UGX 2,783.7 billion, despite losses of UGX 179.4 billion in the same year.

Table 6: Monetary Analysis of cases won and lost

Period (FY)	No. of cases	Amount saved (UGX Bn)	Amount lost UGX (Bn)
2024/2025	1,497	567.9	90.4
2023/2024	6,878	2,783.7	179.4
2022/2023	4,912	587	204
2021/2022	3,395	423.6	215.5
2020/2021	1,134	228.6	70.6
<b>Total</b>	<b>17,917</b>	<b>4,590.8</b>	<b>745.9</b>

Source: MOJCA Annual performance reports

### (b) Integrate and automate information management systems

The Ministry of Justice and Constitutional Affairs embarked on the automation and integration of management information systems which include the Civil Litigation System (DCL system), the Administrator General System and the Electronic Documents Records Management System (EDRMS). These are system tools to manage the flow of information, provide instructions, actions, and feedback and generate reports from the system users in the Directorate of Civil Litigation, Regional Offices and Local Governments and well as in the Office of the Administrator general. The installation of these systems provided cloud environment link with the Head Quarters and all the twelve (12) regional Offices. The systems have improved efficiency and coordination of assignments and tasks within the Ministry.

## Objective 4: Strengthen Transparency, Accountability and Anti-Corruption Systems

### 4.1 Strengthen and enforce Compliance to accountability rules and regulations

The Ministry of Justice and Constitutional Affairs through The Directorate of the legal Advisory Services is charged with representing the Ministry and the Government or providing legal counsel services in Regional and International meetings, assemblies or forums to which Uganda is a party.

Table 7: Analysis of contracts and MoUS cleared and Legal Opinions rendered from FY2020/21 to FY2024/25

FY	Contracts reviewed	legal opinions rendered	MoUs reviewed and cleared
2024/2025	4854	606	1539
2023/2024	7800	588	284

FY	Contracts reviewed	legal opinions rendered	MoUs reviewed and cleared
2022/2023	5444	216	356
2021/2022	5145	678	379
2020/2021	2694	577	267
<b>Total</b>	<b>25,937</b>	<b>2,665</b>	<b>2,825</b>

*Source: Annual performance reports*

Over the five-year period from FY 2020/2021 to FY 2024/2025, a total of 25,937 contracts were reviewed, 2,665 legal opinions rendered, and 2,825 Memoranda of Understanding (MoUs) reviewed and cleared. The highest number of contracts reviewed was recorded in FY 2023/2024 at 7,800, followed by FY 2022/2023 with 5,444, indicating a significant workload in contract vetting. Similarly, the highest number of legal opinions was provided in FY 2021/2022 (678), while the largest number of MoUs reviewed and cleared was in FY 2024/2025 (1,539), showing a substantial increase in MoU-related work compared to previous years. Overall, the figures demonstrate the Ministry's sustained role in safeguarding Government interests through comprehensive legal reviews, advisory services, and oversight of binding agreements.

### 2.3 State of cross cutting issues

On cross cutting issues, and in line with the guidelines on cross cutting issues, the Ministry addressed itself to the following: Gender and Equity, Environment, Human Rights, People with Disability, HIV/AIDS and social protection. The table below shows the summary of the actions taken by the Ministry

*Table 8: Summary of cross cutting issues addressed by the Ministry*

S/No	Cross cutting issue	How the issue was addressed by MoJCA
1	<ul style="list-style-type: none"> <li>a) Social protection</li> <li>b) Gender and equity</li> <li>c) Persons with disability</li> </ul>	<ul style="list-style-type: none"> <li>a) All legislations drafted by MoJCA were pro-poor and geared towards promoting social justice;</li> <li>b) The Ministry continues to open up regional offices across the country. This is aimed at taking services closer to the vulnerable poor by reducing the distance travelled to access MoJCA's services; and</li> <li>c) Equal treatment to staff in areas of recruitment, promotions, training opportunities, allocation of assignments etc.,</li> <li>d) Plan to establish child friendly rooms at all its Regional offices. The first facility has been established at the headquarters/Administrator General Office</li> </ul>

S/No	Cross cutting issue	How the issue was addressed by MoJCA
		e) All infrastructure projects have been provided access facilities for people with disabilities.
2	HIV/AIDS	a) The Ministry prepared HIV/AIDS Policy; and b) Availled HIV/AIDS protective and sensitization services to all staff through annual health camps.
4	Human Rights	a) Established and operationalized a human rights desk at the Ministry of Justice and Constitutional Affairs. b) The Ministry prepared 4 annual human rights reports and submitted to the Parliamentary Committee on human rights, attended regional and international human rights assemblies, and addressed human rights issues in-country c) Prepared the National Action Plan on Human Rights
5	Environment	a) Secured environmental impact assessment approval prior to development of all its infrastructural projects. These included the JLOS House, construction of regional offices and the staff quarters. b) Provision of alternative sources of renewable energy like solar in the regional offices

## 2.4 Institutional Capacity of MoJCA

The Ministry's financial and human resources utilized over the planning period can be summarized as follows:

### 2.4.1 An analysis of financial resources

*Table 9: Analysis of MoJCA budget allocation Vias-via National Budget Allocation*

MOJCA BUDGET ALLOCATION AGAINST NATIONAL BUDGET OVER THE NDPIII PERIOD					
	2024/25	2023/24	2022/23	2021/2022	2020/21
Total National Budget (BN)	72,136.000	52,701.000	48,130.000	45,658.000	45,493.730
MOJCA Allocation (BN)	175.370	215.777	159.269	159.266	138.647
Releases	164.697	205.726	127.137	150.403	104.186
Expenditures	160.945	200.873	122.89	146.397	100.456
percentage Budget allocation	0.240	0.410	0.330	0.350	0.300

*Annual performance reports*

## 2.4.2 Human Resource

Over the Strategic Plan V period, the Ministry's approved staff establishment stands at 435 positions. Of these, 322 positions are filled, while 112 positions remain vacant. This reflects a staffing level of approximately 74%, leaving a vacancy rate of 26% across the institution.

*Table 10: summary analysis of Ministry staffing level*

Cadre	Aproved Establishment	Filled	Vacant
Legal Technical (U1 - U4)	211	157	58
Non - Legal Technical (U1-U5)	81	55	22
Support Staff (U6 -U8)	143	110	32
<b>TOTAL</b>	<b>435</b>	<b>322</b>	<b>112</b>

The staffing structure indicates a significant gap between the current establishment and the approved establishment across all cadres, with a total shortfall of 278 positions. The Legal Technical cadre shows the largest discrepancy, with only 157 out of 211 approved positions filled, leaving 58 vacancies. Similarly, the Support Staff category has a high number of vacancies (32), despite having a large number of filled positions (110 out of 143). Non-Legal Technical roles also reflect under-staffing, with 22 positions still unfilled.

Overall, 322 out of 435 approved positions have been filled, translating to a staffing level of approximately 74%. This indicates that while a majority of positions are occupied, the 112 vacancies represent a critical human resource gap of 26%. In the same vain, the Ministry embarked on the process of reviewing the staff structure and developed a draft proposed structure has been submitted to the Ministry of Public Service for approval.

## 2.4.3 Availability of relevant technical and specialized competences

All the core staff (Attorneys) had basic requirement i.e., first degree in law with post graduate diploma in legal practice. In additional, 45 percent had additional qualifications i.e., masters in law and/or specialized trainings in law. Thus, Ministry has core personnel required, i.e., *with the required relevant technical and specialized competences*, to deliver on its mandate.

However, despite these skills and competences, the Ministry still requires additional capacity development in the following areas:

- a) Asset recovery and management processes under civil and criminal cases;
- b) Arbitration, mediation and negotiations;
- c) Oil and Gas Law and Management;
- d) International Law and related fields;
- e) Construction Law and Management;
- f) Contract Management;
- g) Aviation and Maritime Laws;
- h) Public Health Law;
- i) Cyber-crime, data protection and Trans-national cooperation Law;
- j) Procurement Law and Management;
- k) Taxation laws;
- l) International Trade Law;
- m) International Human Rights Law;
- n) International Humanitarian Law;
- o) Trial Advocacy;
- p) Contracts, Treaties, MoUs and other legal documents;
- q) Drafting of legislations; making Ordinances and Bye Laws;
- r) Policy and legislative processes;
- s) Project Finance and Management; and
- t) Project Monitoring and Evaluation
- u) Leadership

#### **2.4.4 Monitoring and Evaluation Function**

The Ministry developed a Monitoring and Evaluation (M&E) Plan to track and assess the results of various interventions implemented within each financial year. The goal was to support the effective execution of planned activities. As outlined in the Plan, the Ministry conducted quarterly, half annual and annual performance reviews to measure progress against set targets. These reviews were led by the Policy and Planning Division.

In addition to annual reviews, the Ministry's senior and Top Management Teams carried out quarterly inspections and supervisory visits to all directorates, departments, and regional offices to ensure effective implementation and accountability.

The Permanent Secretary played a central role in championing the Ministry's M&E function, alongside responsibilities related to providing strategic direction, coordinating

policy implementation, and mobilizing resources for planned activities. Quarterly review meetings held alongside the finance committee meetings ensured the evaluation of the performances of each directorate and department. The Policy and Planning Division, under the leadership of the Under Secretary, was tasked with monitoring progress and ensuring alignment with the Ministry's strategic objectives.

#### 2.4.5 Key Achievements

The Ministry of Justice and Constitutional Affairs (MoJCA) has made remarkable progress in strengthening Uganda's legal, policy, and institutional framework. Between FY 2020/21 and FY 2024/25, the Ministry processed 194 Bills, 156 Acts, 538 Statutory Instruments, 94 Legal Notices, and 87 Ordinances. Legislative productivity steadily increased, with FY 2024/25 registering the highest output of 51 Acts and 161 Statutory Instruments. This growth reflects enhanced efficiency in law-making, improved responsiveness to governance needs, and the government's commitment to upholding the rule of law. Importantly, the Ministry also developed and secured Cabinet approval for the National Alternative Dispute Resolution (ADR) Policy in February 2025, aimed at reducing case backlog, promoting affordable justice, and fostering a culture of peaceful conflict resolution.

Significant strides were made in infrastructure development to improve justice delivery. The construction of the Justice, Law and Order Sector (JLOS) House, a flagship UGX 256 billion project, progressed steadily with Phase One now 95% complete and Phase Two at 40%. Once completed, the facility will house multiple justice sector institutions under one roof, reduce annual rental expenditure by UGX 30 billion, and enhance institutional coordination. At the regional level, the Soroti Regional Office reached 55% completion after overcoming land dispute challenges, marking a step forward in the Ministry's plan to expand functional presence through regional offices and bring services closer to communities.

MoJCA also strengthened service delivery through regulation of the legal profession and legal aid services. The Law Council enhanced supervision of Legal Aid Service Providers (LASPs), raising compliance approval rates from 85.1% in FY 2021/22 to 92.95% in FY 2024/25. Inspections of legal chambers, universities, and law teaching institutions were intensified, boosting professionalism and accountability. In the area of family justice, the Office of the Administrator General registered consistent growth, handling 24,353 new estate administration cases, issuing 15,911 Certificates of No Objection, and resolving 2,203 family disputes over the five-year period. These efforts demonstrate tangible improvements in access to justice, efficiency in service delivery, and greater public confidence in legal processes.

The Ministry played a central role in safeguarding government resources and supporting post-conflict recovery. Through civil litigation, MoJCA handled 17,917 cases over five years, achieving cumulative savings of UGX 4.59 trillion against losses of UGX 745.9 billion. In fulfillment of the NRM Manifesto, UGX 158.3 billion was disbursed to 28,281 verified war debt claimants in Acholi, Lango, and Teso sub-regions, contributing to reconciliation and livelihood restoration. On accountability, MoJCA reviewed 25,937 contracts, rendered 2,665 legal opinions, and cleared 2,825 MoUs, ensuring that government engagements complied with legal standards and safeguarded national interests. Collectively, these achievements underscore MoJCA's pivotal role in promoting justice, accountability, and sustainable governance, while directly contributing to the realization of Uganda's Vision 2040 and Sustainable Development Goal 16 on building peaceful, just, and inclusive societies.

#### **2.4.6 Key challenges faced by the Ministry during Strategic Plan V**

- i. Low Staffing levels at Regional Offices due to lean staffing structure that limits our effort to recruit more staff vis a vis the huge clientele Regional Offices serve. As a matter of fact, some Regional Offices like Mbarara have more High Court Circuits (8) than the staff at Regional Offices. It therefore becomes challenging to attend to Court effectively and in a timely manner.
- ii. Attrition of State Attorneys to the Judiciary due to better remuneration in the Judiciary. In the last five years, 15 of the senior staff were appointed as judicial officers without replacements at the Ministry.
- iii. Transport challenges especially at the the Regional Offices which cover up to 25 districts to attend to matters of the High Courts and magistrate courts. Each Regional Office should at least have 2 sound vehicles so as to enable effective attendance to matters relating to court and the activities undertaken for the Administrator General by the Attorneys.
- iv. Limited budget to cater for cattle compensations and court awards. The Ministry had an outstanding liability of UGX 482.63Bn as at the start of the FY 2024/25. However UGX 33.21Bn has so far been released making it hard for the Ministry to allocate the released against the stated liability.

## 2.5 SWOT Analysis

The section presents the Strength, Weaknesses, Opportunities and Threats analysis for the Ministry of Justice and Constitutional Affairs.

*Table 11: SWOT Analysis*

INTERNAL INFLUENCES	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>a) Experienced technical leadership</li> <li>b) Availability of qualified professional human resource to implement the Ministry's mandate</li> <li>c) Existence of a robust policy and regulatory framework</li> <li>d) The Ministry has decentralized service points that are essential in the process of service delivery. There are seven Regional Offices spread across the country for enhanced service delivery</li> <li>e) Good working relationship with other stakeholders e.g., executive, legislature, Judiciary etc.</li> <li>f) Existence of Staff Development Plan to improve the skills of Officers and professionalize staff</li> </ul>	<ul style="list-style-type: none"> <li>a) Unfilled staff structure amidst human resource needs</li> <li>b) Underutilization of Information management systems for service delivery including conference facilities</li> <li>c) Lack of conferencing space</li> <li>d) Absence of friendly facilities for people/persons with disabilities</li> <li>g) Absence of an appropriate communication strategy leading to low public awareness of the Ministry's programs.</li> <li>h) Unreliable internet accessibility at both regional and headquarters.</li> <li>i) Lack of clear delineation of roles in Directorates</li> <li>j) Inadequate tools and equipment including transport equipment</li> <li>k) Inadequate access to legal reference materials and research materials</li> <li>l) Lack of registries in some Regional Offices</li> </ul>
EXTERNAL INFLUENCES	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>a) Strong political will and legal backing</li> <li>b) Development Partners' support to complement Government's efforts in the financing of Ministry's activities</li> <li>c) Increasing legal and civic awareness among the public</li> <li>d) Availability of ICT infrastructure</li> <li>e) Available training opportunities both locally and internationally</li> <li>f) Possible expansion of the structure</li> <li>g) Construction of new office spaces</li> </ul>	<ul style="list-style-type: none"> <li>a) Huge court awards and compensations Arrears</li> <li>b) Inadequate budget provision</li> <li>c) High cases of breach of contracts and violations of human rights and the law leading to increased litigation</li> <li>d) Defiance of MDAs to follow legal opinions rendered</li> <li>e) Delayed or Non response by some MDAs to information requests</li> </ul>

	<ul style="list-style-type: none"> <li>f) Better pay and motivation offered by other MDAs leading to high attrition rates</li> <li>g) Existing organisational structure does not support the human resource needs</li> <li>h) Liberalisation leading to increasing number of institutions teaching law, lawyers and advocates chambers.</li> <li>i) Law council membership comprising of persons with competing obligations and therefore unable to effectively attend Council meetings</li> </ul>
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## 2.6 Summary of Emerging Issues

The Ministry operates in an environment and context where a number of factors have to be put into consideration.

- 1) The need for diversified or alternative funding beyond the GOU funding. MOJCA needs to explore external funding options to more adequately finance future key strategic interventions.
- 2) The need to recruit and continuous training of staff to counter the high attritions and existing huge workloads
- 3) There is urgent need of training State Attorney in the ADR processes where Government has been spending huge sums of money to hire consultants to defend government.
- 4) The need to construct and operationalise additional Regional Offices to increase access to MOJCA services in line with the increasing number of High Court Circuits and Magistral Courts.
- 5) There is need to construct staff houses for all staff at regional offices
- 6) The need to cater for the rationalized agencies ie. CADER, Electricity Dispute Tribunal and Uganda Law Reform Commission have been reverted back to the Ministry thereby increasing the workload and funding requirements.
- 7) The need for continuous review and improvement of the Strategic Plan implementation to refine indicators, track and improve performance and enhance internal cohesion will foster more effective service delivery.

## CHAPTER THREE: HUMAN RESOURCE NEEDS ARTICULATION

### 3.1 Introduction

This chapter provides a comprehensive overview of the current and future human resource requirements for the Ministry of Justice and Constitutional Affairs, aimed at supporting the effective attainment of its mandate: *“To provide legal advice and legal services as well as supporting the machinery that provides the legal framework for good governance.”* It presents a detailed analysis of the Ministry’s workforce dynamics, identifies gaps, and outlines strategies to ensure the availability of the right talent, skills, and capabilities required to meet strategic objectives.

### 3.2 Human Resource Situational Analysis

**Table 12: Human Resource Demand – Status and Projection for MoJCA (FY 2020/21–2029/30)**

Timeframe, FY	Occupation Title	Approved Posts	Filled Posts	Non-filled Posts	Required Qualification	Required Skills & Competencies	Availability in MDA (Yes/No)	Availability outside MDA (Yes/No)
2020/21–2029/30	Solicitor General	1	1	0	LLB + PGD Legal Practice	Leadership, Policy Mgmt., Strategic Thinking	Yes	Yes
2020/21–2029/30	Deputy Solicitor General	1	1	0	LLB + PGD Legal Practice	Legal Advisory, Negotiation, Leadership	Yes	Yes
2020/21–2029/30	Directors (including Administrator General)	4	4	0	LLB + PGD Legal Practice	Strategic Mgmt., Legal Expertise	Yes	Yes
2020/21–2029/30	Commissioners	14	8	6	LLB + PGD Legal Practice	Litigation, Legal Drafting, Leadership	Yes	Yes
2020/21–2023/24	Assistant Commissioners	19	15	4	LLB + PGD Legal Practice	Legal Advisory, Mgmt. Skills	Yes	Yes
2024/25–2029/30	Assistant Commissioners	44	15	29	Same as above	Same as above	Yes	Yes
2020/21–2023/24	Principal State Attorneys	31	16	15	LLB + PGD Legal Practice	Litigation, Negotiation	Yes	Yes
2024/25–2029/30	Principal State Attorneys	82	28	54	Same as above	Same as above	Yes	Yes
2020/21–2023/24	Senior State Attorneys	55	39	16	LLB + PGD Legal Practice	Litigation, Case Mgmt.	Yes	Yes

Timeframe, FY	Occupation Title	Approved Posts	Filled Posts	Non-filled Posts	Required Qualification	Required Skills & Competencies	Availability in MDA (Yes/No)	Availability outside MDA (Yes/No)
2024/25–2029/30	Senior State Attorneys	150	53	97	Same as above	Same as above	Yes	Yes
2020/21–2023/24	State Attorneys	79	77	2	LLB + PGD Legal Practice	Research, Legal Drafting	No	Yes
2024/25–2029/30	State Attorneys	258	51	207	Same as above	Same as above	Yes	Yes

### 3.2.1 Employment Assessment (Demand Side Analysis)

This section provides insights into the current employment status and projections of future staffing needs within the Ministry.

#### 3.2.1.1 Overview of the Organizational Structure

The Ministry of Justice and Constitutional Affairs (MoJCA) is structured under the **Office of the Solicitor General** with five core directorates and two specialized offices:

1. **Office of the Solicitor General** – provides overall legal leadership to the Government.
2. **Directorate of Civil Litigation** – handles litigation, arbitration, and mediation for the State.
3. **Directorate of Legal Advisory and Consultative Services** – offers legal opinions, contract negotiations, and advisory support.
4. **Directorate of First Parliamentary Counsel** – responsible for legislative drafting, legal interpretation, and law reform.
5. **Law Council** – regulates the legal profession, including training, licensing, and discipline of advocates.
6. **Office of the Administrator General** – manages the estates of deceased persons, missing persons, and persons of unsound mind.

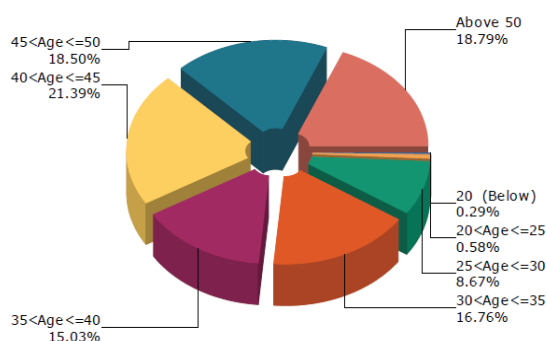
Each directorate follows a hierarchical chain from **Director** → **Commissioner** → **Assistant Commissioner** → **Principal State Attorney** → **Senior State Attorney** → **State Attorney**.

### 3.2.1.2 Current Workforce Demographics

1. **Total workforce** as of August FY 2025/2026 is 356 officers; however, only 346 are captured on the Human Capital Management (HCM) System under the Ministry.
2. **Age Distribution:**



#### Age Ranges Distribution



3. **Gender Representation:** 49.43% male, 50.6% female across the ministry.
4. **Diversity:** all legal staff have LLB and a postgraduate diploma in legal practice, and limited diversity in academic specialization beyond law.

*Table 13: Current Staffing Levels Across Job Categories*

No	Title	Scale	Approved	Filled	Vacant
1	Solicitor General	UISE	1	1	0
2	Deputy Solicitor General	UISE	1	1	0
3	Directors	UISE	4	4	0
4	Commissioner- Legal	UISE	16	8	8
5	Assistant Commissioner Legal	U1E	44	15	29
6	Principal Officers (State Attorney/ Arbitrator/ Registrar)	U2	82	28	54
7	Senior Officers (State Attorney/ Arbitrator/ Registrar)	U3	150	53	97

No	Title	Scale	Approved	Filled	Vacant
8	State Attorney	U4	258	51	207
9	Legal Clerk	U5	4	0	4
	<b>TOTAL</b>		<b>560</b>	<b>161</b>	<b>399</b>

### 3.2.1.3 Workforce Trends (Past 5 Years)

1. **Recruitment:** Average of 10–15 new hires per year, mostly State Attorneys, and senior-level positions are filled through internal promotions.
2. **Retention:** High retention at senior levels, but entry-level turnover averages 10–12% annually.
3. **Attrition:** Mainly due to transfers to the Judiciary and retirements.

### 3.2.1.4 Existing Skills and Competencies

1. **Strengths:** Litigation expertise, legislative drafting, legal advisory, negotiation, and arbitration.
2. **Gaps:** Limited specialized knowledge in emerging areas such as digital law, cybercrime, and international treaty negotiations.
3. **Competency Level:** Strong legal practice skills, moderate management skills, and underdeveloped ICT/legal tech skills.

### 3.2.1.5 Anticipated Changes in Ministry Size, Scope & Functions

1. Expected **increase in caseload** due to decentralization of government functions and expansion of court circuits
2. Greater involvement in **international arbitration and treaty negotiations.**
3. **Potential expansion** of legal advisory roles in emerging fields like cybersecurity, oil & gas, and climate law.

### 3.2.1.6 Potential Structural Changes

1. **Reorganization:** Creation of specialized departments for Alternative Dispute Resolution, Constitutional Affairs and Human Rights, Land and Environment Matters, Public Law and Regulation, Commercial Law, Public Procurement Law, Natural Resources and Energy Law, Public International Law and Cooperation and Centre for Alternative Dispute Resolution within the Civil Litigation and Legal Advisory directorate. And creation of Communication, Library, Estate

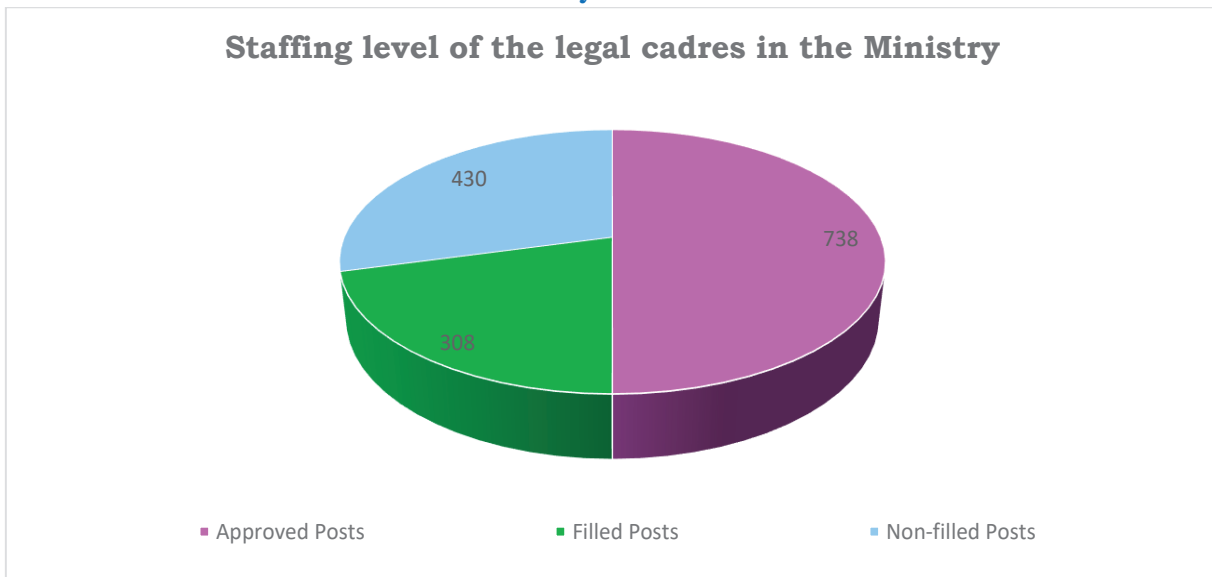
Management and Statistics, Monitoring and Evaluation units in Finance and Administration Department

2. **Expansion:** Opening of additional regional legal service offices, increasing the total from the current twelve (12) to cover at least half of the districts in the country
3. **Downsizing:** Not anticipated in the next 5 years.

### 3.2.1.7 Impact of Technological Advancements

1. **Automation:** Introduction of case management and e-filing systems will reduce manual file handling and require ICT skills.
2. **Legal Research Tools:** Adoption of AI-assisted legal research will shift skills demand toward digital literacy and analytical interpretation of AI-generated briefs.
3. **Remote Service Delivery:** Post-pandemic changes mean more virtual hearings, requiring video conferencing and digital evidence handling skills.

### 3.3 Human Resource demand analysis



The figure above indicates that there is a need to fill the vacant positions of 430 posts in order to fully deliver the Ministry's strategic objectives and mandate.

### 3.4 Human Resource (HR) Supply Side Analysis

The human resource supply analysis indicates a significant imbalance between approved positions and filled posts across most occupational categories within the Ministry. While senior leadership roles such as the Solicitor General, Deputy Solicitor General, and

Directors are fully staffed, middle and lower-level cadres such as Commissioners, Principal State Attorneys, Senior State Attorneys, and especially State Attorneys show high vacancy rates. For instance, out of 258 approved State Attorney Posts only 51 are filled, leaving 207 vacant. Similarly, Principal State Attorneys and Senior State Attorneys also reflect high levels of unfilled positions. This shortage underscores a growing staffing gap in the core operational roles that provide legal advisory, litigation, and case management services, despite the availability of qualified personnel outside the Ministry.

On the supply side, the analysis reveals that while training opportunities for the required qualifications (LLB and PGD Legal Practice) are available both within and outside the country, the HR supply is generally scarce for most senior and specialized positions. Critical competencies such as litigation, negotiation, leadership, and strategic management remain in short supply within the Ministry, with scarcity persisting for Commissioners, Principal, and Senior State Attorneys. Conversely, State Attorneys demonstrate a surplus in HR supply, yet the absorption into approved positions remains low, leading to persistent under-staffing. This mismatch between training output, HR availability, and actual staffing levels suggests structural and institutional challenges in recruitment, deployment, and retention, which need to be addressed to strengthen the Ministry’s human resource base.

**Table 14: Human Resource (HR) Supply Side Analysis**

Timeframe, FY	Occupation Title	Approved Position in Structure?	No. of Approved Positions	Qualifications Required	Skills & Competencies Required	HR Supply Status	Training Available in Country (Yes/No)	Training Available Outside Country (Yes/No)
2021/22 – 2029/30	Solicitor General	Yes	1	LLB + PGD Legal Practice	Leadership, Policy Mgmt., Strategic Thinking	Scarce	Yes	Yes
2021/22 – 2029/30	Deputy Solicitor General	Yes	1	LLB + PGD Legal Practice	Legal Advisory, Negotiation, Leadership	Scarce	Yes	Yes
2021/22 – 2029/30	Directors (including Administrators)	Yes	4	LLB + PGD	Strategic Mgmt., Legal Expertise	Scarce	Yes	Yes

Timeframe, FY	Occupation Title	Approved Position in Structure?	No. of Approved Positions	Qualifications Required	Skills & Competencies Required	HR Supply Status	Training Available in Country (Yes/No)	Training Available Outside Country (Yes/No)
	ator General)			Legal Practice				
2021/22 – 2029/30	Commissioners	Yes	14	LLB + PGD Legal Practice	Litigation, Legal Drafting, Leadership	Scarce	Yes	Yes
2020/21 - 2023/24	Assistant Commissioners	Yes	19	LLB + PGD Legal Practice	Legal Advisory, Mgmt. Skills	Scarce	Yes	Yes
2024/25 – 2029/30	Assistant Commissioners	Yes	44	LLB + PGD Legal Practice	Legal Advisory, Mgmt. Skills	Scarce	Yes	Yes
2020/21 - 2023/24	Principal State Attorneys	Yes	31	LLB + PGD Legal Practice	Litigation, Negotiation	Scarce	Yes	Yes
2024/25 – 2029/30	Principal State Attorneys	Yes	82	LLB + PGD Legal Practice	Litigation, Negotiation	Scarce	Yes	Yes
2020/21 - 2023/24	Senior State Attorneys	Yes	55	LLB + PGD Legal Practice	Litigation, Case Mgmt.	Scarce	Yes	Yes
2024/25 – 2029/30	Senior State Attorneys	Yes	150	LLB + PGD Legal Practice	Litigation, Case Mgmt.	Scarce	Yes	Yes
2020/21 - 2023/24	State Attorneys	Yes	79	LLB + PGD Legal Practice	Research, Legal Drafting	Surplus	Yes	Yes
2024/25 – 2029/30	State Attorneys	Yes	258	LLB + PGD Legal Practice	Research, Legal Drafting	Surplus	Yes	Yes

### 3.5 Emerging issues, strategies, and actions for developing the required HR and the estimated cost

This subsection highlights key trends, challenges, and opportunities affecting HR development and utilization.

It outlines specific strategies and initiatives aimed at:

- Addressing identified HR gaps and capacity needs
- Enhancing training and development programs
- Leveraging technology to upskill the workforce

- Promoting inclusion and equity in workforce development
- Strengthening partnerships with academic and training institutions
- Enhancing employee engagement, retention, and productivity

**Table 15: Strategies and Actions for Developing the Required HR and the Projected Cost – MoJCA**

Table 15 outlines the key strategies, priority actions, responsibility centers, collaborating players, and estimated costs for addressing staffing gaps, closing skills shortages, and developing the Ministry’s workforce.

Strategy	Priority actions	Responsibility center	Other players	Estimated cost (UGX)
<b>Targeted Recruitment</b>	Recruit more Attorneys to fill the vacant positions for State Attorneys, Senior State Attorneys, Principal State Attorneys, Assistant Commissioner -legal, and Commissioners-legal	Finance and Administration Department	Public Service Commission, Ministry of Public Service	2.4 billion (over 3 years)
<b>Specialized Skills Development</b>	Conduct training in ICT law, cybercrime, oil & gas law, and climate change law.  Sponsor at least two (2) officers per year for specialist certifications	All Directorates	Law Development Centre, Universities, Development Partners	1.2 billion (over 5 years)
<b>Leadership &amp; Management Capacity Building</b>	Develop leadership programs for mid-to-senior managers; Hold annual legal policy and management retreats	Office of the Solicitor General	Ministry of Public Service, Development Partners	750 million (over 5 years)
<b>Retention &amp; Motivation Incentives</b>	Introduce non-monetary recognition schemes; Strengthen internal promotion pathways;	Finance and Administration Department	Ministry of Finance, Public Service Commission	500 million (annual)
<b>Digital Transformation &amp; Legal Tech Training</b>	Train all legal officers in e-litigation, e-filing, and other relevant fields.	Finance and Administration Department	National IT Authority (NITA-U), Judiciary	900 million (over 4 years)
<b>Regional Legal Service Expansion</b>	Deploy officers to the new Regional Offices	Office of the Solicitor General	Local Governments, Development Partners	3.0 billion (over 6 years)
<b>Succession Planning &amp; Talent Pipeline</b>	Identify high-potential staff for accelerated development; Develop a mentorship program with senior legal staff	Finance and Administration Department	Uganda Law Society, Law Development Centre	400 million (over 5 years)
<b>Continuous Professional Development (CPD)</b>	Require annual CPD hours for all legal officers; Partner with legal training institutions for subsidized CPD	All Directorates	Law Council, LDC, Universities	300 million (annual)

Strategy	Priority actions	Responsibility center	Other players	Estimated cost (UGX)
<b>Workforce Diversity Enhancement</b>	Promote gender balance in recruitment and; Encourage the recruitment of lawyers with disabilities and from minority groups	Finance and Administration Department	Equal Opportunities Commission, NGOs	200 million (annual)

### 3.6 Conclusion

This chapter has presented a comprehensive situational analysis of the Ministry’s human resource landscape, highlighting:

- i. Current workforce structure and demographics
- ii. Forecasted HR demand and projected supply
- iii. Existing HR gaps and capability shortfalls
- iv. Strategic issues and emerging challenges
- v. Proposed actions and interventions with estimated costs

To ensure effective implementation of the Ministry’s mandate, it is imperative that HR strategies are prioritized based on their alignment with institutional goals, urgency, and available resource.

## CHAPTER FOUR : STRATEGIC DIRECTION

### 4.0 Introduction

This Chapter articulates the strategic direction of the Ministry over the next five years. It presents the Ministry's Vision, Mission, Core values, Goal, Strategic Objectives, expected outcomes and the interventions that will be implemented.

### 4.1 Vision

A nation that upholds the rule of law, good governance and due process for all.

### 4.2 Mission

To promote an effective and efficient machinery capable of providing a legal framework for good governance and delivery of legal advice and services to the Government, its allied institutions and the general public.

### 4.3 Core Values and Principles

The core values and principles that guide and commit the staff and political leadership of the Ministry of Justice and Constitutional Affairs (MoJCA) to the above Mandate, Vision and Mission in providing services to the Ministry's Client are enlisted below:

- a) **Client focus:** We put the interests of our clients as our first priority. We seek to meet our clients' needs and expectations in accordance with the law;
- b) **Transparency and Accountability:** We are transparent and accountable for our decisions, actions and inactions;
- c) **Professionalism:** We adhere to the defined rules, standards and guidelines of the respective disciplines; exhibiting competence and integrity; and
- d) **Teamwork:** We promote the spirit of teamwork in executing our duties.

### 4.4 MoJCA Goal

The Ministry's goal is "effective and efficient provision of legal services to the public".

## 4.5 The Ministry's Objectives and adopted intermediate Outcomes

Table 16: MoJCA's objectives and adopted intermediate outcomes.

Programme Objective	MoJCA Strategic Objectives	Adopted Intermediate Outcome
<b>Governance and Security Programme</b>		
<b>Objective 2: Strengthen Public Policy Analysis and Management</b>	SO1: To strengthen compliance to regulatory best practice	Improved policy, legal and institutional environment for national development
<b>Objective 3: Enhance efficiency in the delivery of justice, law and order services</b>	SO2: To enhance efficiency in the delivery of justice services	Increased access to JLOS Service points. Appropriate infrastructure for Justice, Law, and Order Developed
<b>Objective 6: Enhance compliance with and implementation of the Uganda Bill of Rights</b>	SO3: To enhance compliance with the Uganda Bill of Rights	Improved rate of disposal of human rights cases and complaints reported to MoJCA
<b>Objective 8: To promote Uganda's interests at regional and international level</b>	SO4: To promote Uganda's interests in regional and international legal frameworks	Improved Regional and International Peace and Security
<b>Objective 9: Strengthen the administrative, legal, institutional and coordination capacity</b>	SO5: To strengthen institutional coordination and capacity	Enhanced institutional efficiency and effectiveness
<b>Sustainable Extractive Industry Development</b>		
<b>Objective 5: Strengthen governance, coordination and innovation for the extractives industry</b>	SO1: To strengthen compliance to regulatory best practice	Improved compliance of the extractives industry to Quality, Health, Social, Security, and Environment (QHSSE)
<b>Sustainable Energy Development</b>		
<b>Objective 4: Strengthen coordination and innovation for energy security and sustainable development</b>	SO1: To Strengthen Compliance with Regulatory Best Practices	Intermediate Outcome 5.3.1: Programme efficiency and effectiveness enhanced
<b>Manufacturing Programme</b>		
<b>Objective 4: Support market access and development for manufactured products</b>	SO4: To promote Uganda's interests in regional and international legal frameworks	4.1.1: Increased value of manufactured products to External markets.
<b>Objective 5: Strengthen the policy, legal, institutional and coordination framework to support manufacturing</b>	SO1: To Strengthen Compliance with Regulatory Best Practices	5.1.1: Enhanced compliance to regulatory frameworks for manufacturing.
<b>Legislation, oversight and representation</b>		
<b>Objective 4: To strengthen institutional capacity for Legislation, oversight and representation</b>	SO1: To Strengthen Compliance with Regulatory Best Practices	4.1.2: Strengthened research, statistical production and evidence use in Parliament and local councils

## 4.6 MojCA's Interventions and Actions

Table 17: Interventions, Actions and Activities

Strategic Intervention	Output	PIAP Action	Responsible Department/Division/Unity	
SO1: To strengthen compliance to regulatory best practice	1.1 Strengthen coordination of the policy and legislative-making processes	1.1.1 Policies developed for national socio-economic transformation	PPD	
		1.1.2 Legislation developed for effective governance	FPC	
	1.1.3 Laws enacted		Coordinate formulation of Ministry's Policies for effective service delivery	FPC
			Coordinate and participate in process of drafting and reviewing of Bills	FPC
			Coordinate and participate in process of drafting and reviewing of Statutory Instruments	FPC
			Coordinate and participate in process of drafting and reviewing of Ordinances and Bylaws	FPC
			Build Capacity of LGs in the processes, methods and technologies in drafting and reviewing legislations.	FPC
			Ensure compliance of LG's and lower LG's with relevant laws	FPC
			International and regional laws aligned to our national laws 2	FPC
			Building substances Bill	FPC
			Formulate Earth Sciences registration Bill	FPC
			Formulate National Content Fund Bill	FPC
	Review the petroleum supply Act, 2003 as amended	FPC		
	Review the petroleum Upstream and Midstream Acts 2013	FPC		
1.1.4 Regulations gazetted		Formulate Artisanal Mining regulations	FPC	
		Formulate Inspection, Monitoring and Enforcement regulations	FPC	
		Formulate Geoscientific Services regulations	FPC	
		Formulate Mineral beneficiation regulations	FPC	

<i>Strategic Intervention</i>	<i>Output</i>	<i>PIAP Action</i>	<i>Responsible Department/Division/Unity</i>
		Formulate Mine Health, Safety and Environment regulations	FPC
		Formulate National Content and Community Engagement regulations	FPC
		Formulate Geothermal direct use regulations	FPC
		Formulate the LPG regulations	FPC
		Develop/ review and implement relevant policies, laws and regulations to safeguard manufactured goods from unfair competition arising from foreign goods, recycling of metal, plastics and papers	FPC
		Develop/ review and implement relevant policies, laws and regulations for industrial development	FPC
		Develop/ review and implement relevant policies, laws and regulations to facilitate innovation & technology advancement	FPC
		Develop the Noter-up for local government and by laws	FPC
		Develop Local government database system for ordinances and bylaws	FPC
		Facilitate Attorneys in the First Parliamentary Counsel to undertake short term CPDs in Legislative drafting	FPC
<b>SO2: To enhance efficiency in the delivery of justice services</b>			
2.1 Enhance capacity and coverage of rule of law institutions for social economic transformation	2.1.1 Appropriate infrastructure for Justice, Law, and Order Developed	Construct and equip MoJCA Regional Offices	F&A
	2.1.2 legal and procedural safeguards to ensure equity and rule of law/ due process enforced.	Complete construction of ILOS house Open and administer files for Estates of deceased persons and persons of unsound mind Inspect Estates of Deceased persons, persons of unsound mind and missing persons Hold Family Mediation and arbitration meetings Register Trust Causes	F&A Admin General Admin General Admin General Admin General

<i>Strategic Intervention</i>	<i>Output</i>	<i>PIAP Action</i>	<i>Responsible Department/Division/Unity</i>
<i>2.2: Strengthen the rule of law and governance service delivery systems</i>		<i>Application to Courts to grant/ revocation/ review of letters of Administration, and related matter</i>	<i>Admin General</i>
		<i>Make scheduled Court appearances for cases filed for or against Administrator General</i>	<i>Admin General</i>
		<i>Issue Certificates of No Objection</i>	<i>Admin General</i>
	<i>2.2.1 Coordination, communication and cooperation of governance and rule of law and institutions undertaken</i>	<i>Strengthen justice law and order and governance service delivery systems</i>	<i>JLOS</i>
		<i>Integration of MoJCA and JLOS systems</i>	<i>JLOS</i>
	<i>2.2.2 Business processes automated and Management information systems integrated</i>	<i>Inspect Law Chambers, Legal Aid Service providers and Universities to ascertain suitability</i>	<i>Law Council</i>
		<i>Facilitate Law Council (including subcommittee) board meetings</i>	<i>Law Council</i>
		<i>Facilitate Disciplinary Committee sittings</i>	<i>Law Council</i>
	<i>2.2.3 Quality Assurance enhanced.</i>	<i>Defend Government in all Human Rights cases in Courts, Tribunal and Commissions</i>	<i>DCL</i>
		<i>Alternative dispute resolution matters handled (Public Agencies).</i>	<i>DCL</i>
		<i>Make scheduled Court appearances for cases filed for or against Local Governments</i>	<i>DCL</i>
		<i>Alternative dispute resolution matters handled (LG).</i>	<i>DCL</i>
		<i>Review contracts from Ministries and ascertain legality and enforceability</i>	<i>DLAS</i>
		<i>Legal opinions rendered to Ministries on any subject</i>	<i>DLAS</i>
<i>Review contracts from Public Agencies and ascertain legality and enforceability</i>		<i>DLAS</i>	
<i>Legal opinions rendered to Public Agencies on any subject</i>		<i>DLAS</i>	
<i>2.2.4 Legal services rendered to government</i>			

<i>Strategic Intervention</i>	<i>Output</i>	<i>PIAP Action</i>	<i>Responsible Department/Division/Unity</i>		
		Review contracts from LG and ascertain legality and enforceability	DLAS		
	2.2.5 Energy investment promotion and coordination strengthened	Legal opinions rendered to LG on any subject Undertake negotiation of energy infrastructure development loan/grant documents Enhance the capacity of the negotiators	DLAS DLAS DLAS DLAS		
<b>SO3: To enhance compliance with the Uganda Bill of Rights</b>					
3.1 Integrate HRBA in policies, legislation, plans and programmes	3.1.1 The National Action Plan on Human Rights developed and implemented	hold meetings to review proposed recommendation rendered to the President on Pardon of the prisoners	DLAS & DCL		
		Complete the process of developing and implementing the NAP on Human Rights	DCL & JLOS		
		Fast track the approval of the legal aid policy and enactment of a legal aid law	Law Council		
		Preparation and presentation of Human Rights State Reports (UJR-4,.....)	DCL		
		Preparation of Responses to Treaty Bodies, Mandate Holders, and other mechanisms	DLAS & DCL		
		Represent Government in International Human Rights Mechanisms and processes	DCL		
		Strengthen and Facilitate the Inter ministerial Committee on Human Rights	DCL		
		Monitor the implementation of the NAP	DCL		
		Facilitate the Cabinet Advisory Standing Committee on Human Rights for effective Human Rights Policy Coordination	DCL		
		Strengthen Human Rights desk/department to support and coordinate implementation of the NAP	DCL		
		<b>SO4: To promote Uganda's interests in regional and international legal frameworks</b>			
		4.1: Strengthen bilateral and multilateral relationships at both regional and international level	4.1.1: Regional and international laws negotiated and reported	Represent Government in Regional and International Frameworks leading to Negotiated Frameworks EAC-60, AU-18, IGARD-12, JPCs-12, UN-10	DLAS
<b>SO5: To strengthen institutional coordination and capacity</b>					

<i>Strategic Intervention</i>	<i>Output</i>	<i>PLAP Action</i>	<i>Responsible Department/Division/Unity</i>
<i>5.1: Strengthen programme institutions for effective and efficient service delivery</i>	<i>5.1.1: Institutions Retooled</i>	<i>Retooling Ministry of Justice and Constitutional Affairs</i>	<i>F&amp;A</i>
	<i>9.1.1.2: Construction of Office premises undertaken</i>	<i>Construction of JLOS House</i>	<i>F&amp;A</i>
		<i>Construction of Regional Offices for Ministry of Justice and Constitutional Affairs;</i>	
		<i>Construction of African Humanitarian Agency Headquarters</i>	
		<i>Undertake Minor maintenance works of the JLOS House</i>	<i>F&amp;A</i>
		<i>Pay monthly pension</i>	<i>HRM</i>
		<i>Pay Gratuity</i>	<i>HRM</i>
		<i>Prepare the Human Resource Development Plan</i>	<i>HRM</i>
		<i>Recruit Staff</i>	<i>HRM</i>
		<i>Service and maintain vehicles machinery and equipment</i>	<i>F&amp;A</i>
		<i>Undertake Quarterly Audits</i>	<i>F&amp;A</i>
		<i>Prepare semiannual, 9 months and Annual Financial reports</i>	<i>Accounts</i>
		<i>Undertake quarterly supervision visits to Regional Offices</i>	<i>Accounts</i>
		<i>Coordinate the procurement function, Prepare Quarterly and annual Annual procurement reports</i>	<i>PDU</i>
		<i>Receive and dispatch mails</i>	<i>Records</i>
		<i>Establish Records centres in Regional Offices</i>	<i>Records</i>
		<i>Undertake support supervision to Regional offices</i>	<i>Records</i>
		<i>Facilitate Top and Senior management meetings and Committee meetings</i>	<i>F&amp;A</i>
		<i>Conducting media engagement (Press conferences, radio and TV talks/shows, print</i>	

Strategic Intervention	Output	PIAP Action	Responsible Department/Division/Unity
		<p>media articles, online publications and stakeholder meetings)</p> <p>Undertake mainstreaming of cross cutting issues</p> <p>Enhance system Automation</p> <p>Procure Internet dada Maintain the It equipment operational including anti viruses</p> <p>Prepare the Strategic Plan and Statistical Strategic Plan</p> <p>Prepare Budget Framework Papers, Ministerial Policy Statements and Budget Estimates</p> <p>Support the preparation of submissions to Cabinet, the Cabinet memoranda and Cabinet Information Papers</p> <p>Prepare Ministry Cabinet Forward Agenda</p> <p>Coordinate formulation of Ministry's policies for effective service delivery</p> <p>Undertake Monitoring of the implementation of Cabinet directives</p> <p>Undertake M &amp; E</p> <p>Pay overhead costs including subscription to International Organizations</p> <p>Regional Offices facilitated with operations</p> <p>Outstanding Court Award Arrera and other compensations paid</p> <p>Outstanding Cattle Compensation Arrera paid</p> <p>Undertake construction of the African Humanitarian Agency Office</p>	<p>HRM</p> <p>ICT</p> <p>ICT</p> <p>PPD</p> <p>PPD</p> <p>PPD</p> <p>PPD</p> <p>PPD</p> <p>PPD</p> <p>PPD</p> <p>PPD</p> <p>PPD</p> <p>F&amp;A</p> <p>F&amp;A</p> <p>F&amp;A</p> <p>F&amp;A</p> <p>DLAS and F&amp;A</p>
5.2 Strengthen responses that address refugee protection and assistance	5.2.1 Refugee solutions and management strengthened		

## CHAPTER FIVE : FINANCING FRAMEWORK AND STRATEGY

### 5.0 Introduction

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

#### 5.1 Summary of the Strategic Plan Budget

The total cost of implementing the Plan is estimated at UGX 3,242Bn over the five year period from FY2025/26 –FY2029/30. The cost includes wage of UGX 230Bn, Non-Wage Recurrent of UGX 2,377Bn and Development financing amounting to UGX 635Bn.

*Table 18: Summary of Strategic Plan Budget*

CLASSIFICATION	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage Recurrent	45	45	46	47	48	230
Non-Wage Recurrent	253	381	599	612	532	2,377
Total Development	227	205	76	108	20	635
<b>Total Budget</b>	<b>525</b>	<b>631</b>	<b>720</b>	<b>766</b>	<b>600</b>	<b>3,242</b>

*Source: Compiled by PPD*

A detailed analysis of the cost for the various interventions indicates that the major cost drivers are indicated in the table below;

*Table 19: Major cost driver (s)*

S/No	Actions	Amount in UGX bn
1	Construction of African Humanitarian Agency Head Quarters	358
2	JLOS House Construction	171
3	Construction and equipment of Regional Offices	40
4	Pay oversight legal facilitation costs	44
	<b>Total</b>	<b>613</b>

*Source: Compiled by PPD*

#### 5.2 MTEF Projections and implications for Strategic Plan financing

The Medium-Term Expenditure Framework (MTEF) projections for the Ministry, over the next five years, will be as provided in the table below. The Ministry is expected to receive UGX 826.204 Bn from Ministry of Finance, Planning and Economic Development (MoFPED) against UGX 3242Bn required for implementation of the Plan, thus there is a funding gap of UGX 2,415.8Bn. failure to fund this gap will affect this Ministry manadate in offering legal advisory services, representation of

Government in courts, regulating legal professions and administration of estates of the deceased persons and person with unsound minds.

*Table 20: MTEF Projections and Implications, FY2025/2026–2029/2030*

CLASSIFICATION	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage Recurrent	16.12	16.926	17.773	18.661	19.594	<b>89.074</b>
Non-Wage Recurrent	88.827	103.342	118.844	142.613	171.135	<b>624.761</b>
Total Recurrent	<b>104.947</b>	<b>120.268</b>	<b>136.617</b>	<b>161.274</b>	<b>190.729</b>	<b>713.835</b>
Total Development	16.636	19.131	21.045	25.253	30.304	112.369
<b>Total Budget</b>	<b>121.583</b>	<b>139.399</b>	<b>157.662</b>	<b>186.527</b>	<b>221.033</b>	<b>826.204</b>

*Complied by PPD*

Over the years, the Ministry’s budget has been financed by GoU and the Development Partners. This collaboration is anticipated to continue in financing both the recurrent and development budgets will be financed by the Government of Uganda (GoU) with support from Development Partners in order for this Plan to be successfully implemented.

### 5.3 Resource Mobilization Strategy

The Ministry of Justice and Constitutional Affairs (MoJCA) Strategic Plan will be primarily funded by the Government of Uganda (GoU) with support from Development Partners. Where feasible, the Ministry will work with the private sector and Civil Society Organisations (CSOs) to develop and Implement the Public Private Partnerships (PPP) Projects and Programmes. Thus, the Ministry will explore the possibilities of using PPP module for development of infrastructure such as accommodation for Attorneys at the Regional Offices, Storage facilities for the ever-increasing files etc.

Development partner assistance will be focused to supporting high level technical studies, acquisition in kind of tools and equipment, specialized trainings in legal and administrative aspects beneficial to the administration of justice among others.

### 5.4 Detailed Cost Implementation Matrix

The detailed cost implementation matrix in line with the NDP IV, Governance and Security, Sustainable Extractives Industry Development, Sustainable Energy Development, Manufacturing and Legislative Oversight and Representation Programme Implementation Action Plan (PIAP) is as indicated in **Annex 1**. Over the next five years, the Ministry requires **UGX 3,242Bn** for implementation of this Plan.

## **CHAPTER SIX : INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLANARRANGEMENTS FOR COORDINATING STRATEGIC PLAN IMPLEMENTATION**

### **6.0 Introduction**

This section addresses the coordination of the implementation of the Plan, sustainability arrangements, partnerships and human resource plan. Details have been highlighted as follows:

### **6.1 Coordination of The Implementation Process**

The Hon. Minister, the Attorney General and the Deputy Attorney General provide political and policy leadership for the Ministry, its allied institutions. This entails provision of leadership in the articulation of the overall direction of the Ministry. The Solicitor General and the Deputy Solicitor General shall also provide technical guidance during implementation of this Plan.

The Ministry's Sixth Strategic Plan will be implemented by four Directorates and seventeen (17) Departments. The cornerstone of implementation of the Plan is the Senior Management Team of the Ministry chaired by the Permanent Secretary. The Permanent Secretary who is the Accounting Officer of the Ministry and Justice, Law and Order Sector (JLOS) SWAP Fund and thus, Chairs the Steering Committee of JLOS.

The four Directorates and seventeen (17) Departments will be directly responsible in the implementation of this Plan are:

- a) The Directorates of:
  - (i) Civil Litigation (D/CL);
  - (ii) Legal Advisory Services (D/LAS);
  - (iii) First Parliamentary Counsel (D/FPC); and
  - (iv) Administrator General / public trustee (Admn. Gen.)
- b) The Department of:
  - (i) Finance and Administration;
  - (ii) Law Council;
  - (iii) Principle Legislation;
  - (iv) Subsidry Legislation;
  - (v) Local Government Legislation;
  - (vi) Centre for Arbitration and Dispute Resolution (CADER);

- (vii) Alternative Dispute Resolution;
- (viii) Commercial Transactions and Taxation;
- (ix) Constitutional Affairs and Human Rights;
- (x) Land and Environment Matters;
- (xi) Natural Resources and Energy;
- (xii) Public International Law;
- (xiii) Public Law; and
- (xiv) Public Procurement Law

Furthermore, the Ministry has good policy and strategic links with six allied institutions, which include:

- a) The Uganda Human Rights Commission;
- b) The Judicial Service Commission;
- c) The Electoral Commission;
- d) The Directorate of Public Prosecutions;
- e) The Law Development Centre; and
- f) The Uganda Registration Services Bureau; and
- g) The Law Reform Commission

The Ministry implements its core activities in line with the Governance and Security, Manufacturing, Sustainable Energy Development and Sustainable Extractives Industry Development Programmes, Legislation, Oversight and Representation Programme Implementation Action Plans (PIAPs) under the National Development Plan IV, and other relevant policies and legal frameworks.

The specific sub programmes to which this Ministry contributes are: Policy and Legislative processes, Justice Law and Order, Institutional Coordination, upstream under Sustainable Extractives Industry Development and Enabling Environment under Manufacturing, and Transmission and Distribution under Sustainable Energy Development.

## **6.2 Roles and Responsibilities of the Internal Stakeholders**

### ***6.2.1 The Ministry's Directorates, Departments and Regional Offices***

The key functions and therefore roles and responsibilities of each Directorate, Department and the Secretariat in implementation of the Strategic Plan are as summarized below:

#### **a) Directorate of Legal Advisory Services (D/LAS)**

The Directorate of Legal Advisory Services is mandated to provide legal advisory and consultative services to the Government (Ministries, Departments and Agencies) and Local Governments as provided in Article 119 of the Constitution. Its mandate entails, among other things, the negotiation, drawing, perusal and clearance of both domestic and international contracts, as well as treaties, conventions and other agreements, by whatever name called, to which Government is a party or in which it has an interest. The Directorate is also charged with representing the Ministry and the Government or providing legal counsel services in Regional and International meetings, assemblies or forums to which Uganda is a party. The Directorate is further charged with the preparation of human rights-related reports and other documents whose submission and defense are a requirement under the various treaty regimes (United Nations, African Union, etc.).

The Directorate will be responsible for implementation of key activities in the Plan in line with its mandate.

**b) The Directorate of First Parliamentary Counsel (D/FPC)**

The Directorate of First Parliamentary Counsel (FPC) is charged with drafting all legislation; namely Bills and Statutory Instruments, regulations and rules. FPC also verifies ordinances of District and Municipal Councils and bye-laws for sub counties to ensure that they are consistent with existing pieces of legislation. Further, it prepares Cabinet Memoranda, information papers on legislation, drafts resolutions of Parliament, gives advice on the legislative process and other legislative and legal matters, provides interpretation on laws and proposed legislation, authorizes the publication of all legislation and participates in meetings at regional and international meetings. The Directorate of First Parliamentary Counsel (FPC) ensures the efficient and timely preparation of legislation.

**c) The Directorate of Civil Litigation (D/CL)**

The Directorate of Civil Litigation (DCL) is charged with legal representation of Government, its Agencies and Allied Bodies in National, Regional, and International Courts, Tribunals and Commissions.

Through civil litigation, the Directorate will be at the forefront of upholding the rule of law and justice through peaceful resolution mechanisms; including mediation, arbitration and civil litigation in courts of law, tribunals, commissions and other administrative bodies.

**d) The Office of the Administrator General (Admin. Gen.)**

The Office of the Administrator General is established under Article 247 of the Constitution and operationalized by the Administrator General's Act and has since its formation in 1933 administered an increasing number of estates. To ensure that all estates of deceased persons, persons of unsound mind and missing persons are properly administered in accordance with succession laws. The Office of the Administrator General will be responsible for implementation of issues concerning estates of deceased persons, persons of unsound mind and missing persons through the three (3) departments under its supervision, which are; Estates management, Succession Matters and Public Truste and Childern

#### **e) The Law Council**

The Law Council (LC) is established by section 2 of the Advocates Act Cap. 267 as amended by the Advocates (Amendment) Act No. 27 of 2002. It is the overall regulatory authority for the entire legal profession in Uganda. The Law Council is responsible for regulation of the Legal Profession and legal aid service provision in Uganda.

The Law Council exercises general supervision over professional legal education; advises and makes recommendations to Government on matters relating to the profession of advocates; exercises disciplinary control over advocates; general supervision and control over the provision of legal aid and advice to indigent persons; general supervision and control over professional legal education and practice.

The Council operates through Committees supported by a Secretariat. The members of the Sub-Committee assume office in a representative capacity to perform a voluntary service. The mandate of the Council extends from legal education, legal aid and regulation of the legal profession.

The Law Council's key stakeholders include the Justice, Law and Order Sector (JLOS) institutions and legal fraternity in their respective capacities i.e., private practice, state attorney's and lawyers in corporations; tertiary academic institutions; law students; development partners; Law Council members; Law Council secretariat staff; suppliers of goods and services; and the general public.

#### **f) Department of Alternative Dispute Resolution**

The Department of Alternative Dispute Resolution (ADR) is proposed to strengthen the Government's capacity to manage and resolve disputes outside of conventional court systems. This department will handle representation of government and allied institutions in arbitration, mediation, adjudication, and negotiation forums such as

CADER, ICAMEK, PCA, and international tribunals like ICSID and LCIA. Its goal is to ensure efficient, timely, and cost-effective resolution of disputes involving public entities.

The department will also be tasked with maintaining records of arbitration proceedings and outcomes, providing legal advice on arbitration-related risks, and supporting state institutions in drafting arbitration clauses in contracts. By managing strategic litigation and coordinating responses to claims under international treaties, the department will contribute to safeguarding national interests in high-stakes legal engagements.

Additionally, the department will engage in policy formulation and capacity-building efforts aimed at improving the use of ADR mechanisms across government institutions. This will include providing legal opinions, training government staff on ADR processes, and assisting in negotiations to avoid costly litigation. Through these functions, the department aims to institutionalize ADR as a mainstream mechanism in the justice sector.

#### **g) Department of Commercial Law**

The proposed Department of Commercial Transactions and Taxation will focus on the legal aspects of Uganda's growing commercial landscape. It will manage matters related to mergers and acquisitions, banking and finance, insurance, intellectual property, and commercial litigation. This department will support government agencies and parastatals involved in complex commercial dealings, ensuring that such transactions comply with legal frameworks and protect public interests.

With increased involvement of the state in commercial ventures, there is a pressing need for specialized legal oversight to mitigate financial risks and ensure regulatory compliance. This department will provide expert legal advice and representation in disputes arising from commercial transactions. It will also support contract negotiations and assist in developing guidelines and model agreements for recurring commercial engagements.

By centralizing expertise in commercial and taxation law, the department will enhance MOJCA's ability to provide timely and specialized legal services. This will not only improve transaction efficiency but also contribute to better contract enforcement and dispute management, ultimately creating a more favorable environment for investment and economic development.

#### **h) Department of Constitutional Affairs and Human Rights**

The Department of Constitutional Affairs and Human Rights will serve as the government's legal think-tank on constitutional interpretation and human rights issues. It will handle constitutional petitions, coordinate Uganda's responses to parliamentary questions and reports, and provide legal input on government actions vis-à-vis constitutional provisions. This department is essential in safeguarding the rule of law and ensuring that government policies and actions are constitutionally compliant.

The department will also be tasked with human rights reporting to regional and international bodies. This includes the preparation and submission of periodic reports under human rights treaties to which Uganda is a party. It will provide technical support to government ministries and departments in responding to human rights concerns raised by stakeholders, both domestic and international.

In addition, this department will play a key role in constitutional litigation, offering legal defense or support where government actions are challenged on constitutional grounds. Its expertise will be critical in guiding the government on sensitive legal and human rights issues, thereby promoting accountability, good governance, and respect for fundamental rights.

#### **i) Department of Land and Environment Matters**

The Department of Land and Environment will address legal matters related to land use, acquisition, compensation, and environmental governance. With land being a critical resource in Uganda's development, the department will play a central role in advising the government on land law reforms, return of kingdom assets, and the legal aspects of land acquisition for public projects. This includes ensuring that compensation processes are transparent, lawful, and fair to affected communities.

The department will also manage the legal framework for environmental conservation and regulation. It will provide guidance on compliance with environmental laws, including those related to forest reserves, wetlands restoration, and pollution control. Additionally, the department will be instrumental in advising the government on the implementation of international agreements such as the Paris Agreement on climate change.

Through legal expertise and coordination with relevant ministries and environmental agencies, the department aims to balance development needs with sustainable land and environmental management. It will also work on strengthening regulatory enforcement and providing legal redress in cases of environmental violations, contributing to Uganda's broader climate and sustainability commitments.

#### **j) Department of Natural Resources and Energy Law**

The Department of Natural Resources and Energy is intended to provide legal support and oversight on transactions and agreements in Uganda's natural resources sector, including oil, gas, mining, and energy. This includes the drafting and review of contracts for oil and gas transactions, power projects, and mining licenses, ensuring that these agreements are legally sound and beneficial to the state.

The department will be critical in managing Uganda's evolving energy landscape, particularly in negotiating and implementing Power Purchase Agreements (PPAs) and ensuring compliance with nuclear energy regulations. It will also address legal aspects of marine law, an increasingly relevant area given Uganda's interests in water-based resources and transportation corridors.

By centralizing legal services for natural resources and energy, the department will enhance government capacity to protect public interest in high-value sectors, prevent exploitative agreements, and promote responsible investment. Its work will directly contribute to national development by supporting infrastructure projects and ensuring sustainable and lawful exploitation of natural resources.

#### **k) Department of Public International Law and Cooperation**

The Department of Public International Law will be responsible for managing Uganda's legal relations with other states and international organizations. It will provide legal advice on matters of regional cooperation, interstate disputes, and Uganda's participation in international institutions. This includes interpreting and advising on bilateral and multilateral treaties, as well as responding to requests for mutual legal assistance and extradition.

This department will also handle human rights reporting at the international level, ensuring Uganda fulfills its obligations under global legal frameworks. It will review and draft non-treaty agreements and Memoranda of Understanding (MOUs) between Uganda and foreign entities or international organizations. Such work is essential for maintaining Uganda's diplomatic and legal credibility on the global stage.

Through its legal expertise, the department will help ensure that Uganda's international commitments are respected and that international agreements align with domestic law and policy. It will act as a bridge between domestic governance and international law, protecting Uganda's sovereignty while ensuring active and lawful participation in global affairs.

#### **l) Department of Public Law and Regulation**

The Department of Public Law and Regulation will handle legal matters relating to the internal operations and governance of public sector institutions. Its focus will be on employment law, administrative law, and regulatory frameworks governing commissions, authorities, agencies, and parastatals. It will provide legal guidance on the interpretation and application of laws affecting the civil service and the general administration of public entities.

This department will also ensure that the formulation and implementation of administrative policies are consistent with national laws and the Constitution. It will offer legal input on cabinet matters and play a key role in supporting ministries with the legal aspects of implementing government policies. By doing so, the department will contribute to good governance and legal compliance in the public sector.

Through its oversight and advisory functions, the Department of Public Law will enhance accountability and transparency in public administration. It will ensure that government actions are legally defensible, and that state institutions operate within their legal mandates. This will promote trust in public service delivery and reduce legal risks for the government.

#### **m) Department of Public Procurement Law**

The Department of Public Procurement will provide legal oversight and support on all matters related to government procurement. It will guide the drafting and interpretation of procurement contracts, ensuring their compliance with public procurement laws and regulations. This department will also play a key role in dispute resolution related to procurement processes, thereby reducing delays and losses arising from legal challenges.

In addition to handling legal aspects of procurement transactions, the department will be responsible for reviewing and reforming procurement laws to ensure efficiency, transparency, and accountability. It will work closely with procurement entities to build legal capacity and prevent contract mismanagement and corruption in procurement processes.

Through its work, the department aims to strengthen Uganda's public procurement systems, which is critical to effective public service delivery. Legal clarity, contract enforcement, and streamlined procurement processes will improve value for money in government spending and reduce opportunities for fraud and abuse in public contracting.

#### **n) Centre for Arbitration and Dispute Resolution (CADER)**

The Centre for Arbitration and Dispute Resolution (CADER) will function as Uganda's key institutional framework for managing arbitration and other alternative dispute resolution (ADR) mechanisms. CADER's primary mandate will be to implement provisions under the Arbitration and Conciliation Act Cap. 4, as well as relevant international instruments such as the UNCITRAL Arbitration Rules of 1976. Its role will be to promote arbitration and conciliation as viable alternatives to litigation, particularly in commercial and civil disputes involving both public and private entities.

CADER will be responsible for developing and enforcing a code of ethics for arbitrators, conciliators, and other neutrals to ensure integrity and professionalism in ADR processes. The Centre will also accredit and maintain a comprehensive roster of competent arbitrators and experts, and facilitate the certification, registration, and authentication of arbitration awards and conciliation settlements. In doing so, it will establish a transparent, reliable ADR system that complements the formal judiciary and reduces case backlog in courts.

In addition to these core responsibilities, CADER will create and administer procedural rules, administrative structures, and fee schedules to support efficient and accessible ADR services. By institutionalizing ADR in Uganda's legal framework, CADER will promote speedy dispute resolution, reduce the cost of justice, and enhance investor confidence—especially in commercial and cross-border disputes. This will position Uganda as a regional hub for arbitration and legal certainty in business transactions.

#### **o) The Department of Finance and Administration (F&A)**

The Department of Finance and Administration facilitates and supports the operations of the Political Leadership and all the technical Directorates and Departments through policy formulation and management, management of facilities and resources (human, financial and material) and provision of strategic leadership in the management and administration of the activities of the Ministry for efficient and effective service delivery.

#### **p) Regional Offices**

The Ministry has currently operationalised seven (7) Regional Offices in districts of Arua, Gulu, Fort Portal, Mbale, Mbarara, Moroto and Soroti with each Regional Officer serving an average of 25 districts, 176 Local Governments with 24 operational High Court Circuits as indicated in *annex 2*. Generally, regional offices also handle matters at the Supreme Court, Court of Appeal/Constitutional Court, Industrial Court, Uganda Human Rights Commission Tribunal and Equal Opportunities Commission.

### q) Justice, Law and Order Services

The Justice, Law and Order Services being part of the Governance and Security Programme seeks to deepen and broaden access to JLOS services through well targeted interventions aimed at enhancing access to services, mainstreaming human rights and gender equality, fighting corruption, and strengthening competitiveness and commercial justice. The Ministry of Justice and Constitutional Affairs is the lead agency for the Justice, Law and Order Sub programme.

Major priorities include:

- a. Widening and deepening access to services of JLOS institutions.
- b. Eliminating case backlog.
- c. Addressing the wider civil and criminal justice challenges.
- d. Development and funding of special Programmes to target gender, age, poverty, and other forms of vulnerability.
- e. Mainstreaming national priorities and the Sustainable Development Goals.
- f. Innovations to bridge the gap between formal and informal justice systems, whilst being committed to national and international human rights standards.
- g. Leverage technology to facilitate data driven decision making to solve justice problems and challenges;
- h. Empower people to have high quality experiences with the justice system; and create e-justice platforms for information access and break barriers associated with access to justice services.
- i. Tackling the growing concerns of corruption and human rights observance.
- j. Proactive engagement and reaching out to actors outside the constitution of the Sector.

### 6.2.2 Roles and Responsibilities of the External Stakeholders

The MoJCA works closely with a number of Ministries, Departments and Agencies. Key amongst these MDAs are the seven allied Institutions, the entities under the programmes; and the Local Governments and development partners. These entities play a key role in the implementation of this Strategic Plan.

*Table 21: The key roles and Responsibilities of the External Stakeholders*

<i>Stakeholder</i>	<i>Key Roles &amp; Responsibilities</i>
<i>Ministry of Finance, Planning and Economic Development (MoFPED)</i>	<ol style="list-style-type: none"> <li>1. Provide budget ceilings and financial oversight.</li> <li>2. Integrate MoJCA priorities in the MTEF and PBB frameworks.</li> <li>3. Support mobilization of supplementary and retooling funds.</li> <li>4. Monitor budget performance and expenditure efficiency.</li> </ol>

<i>Stakeholder</i>	<i>Key Roles &amp; Responsibilities</i>
<i>National Planning Authority (NPA)</i>	<ol style="list-style-type: none"> <li>1. Provide technical guidance for strategic alignment with NDP IV and Vision 2040.</li> <li>2. Approve the MoJCA Strategic Plan.</li> <li>3. Conduct mid-term and end-term evaluations.</li> <li>4. Support performance monitoring and reporting.</li> </ol>
<i>Parliament of Uganda</i>	<ol style="list-style-type: none"> <li>1. Enact enabling laws and approve legal reforms.</li> <li>2. Provide oversight on MoJCA performance and expenditure.</li> <li>3. Approve annual budgets for the Ministry.</li> <li>4. Promote public participation in legislative processes.</li> </ol>
<i>Ministry of Energy and Mineral Development (MEMD)</i>	<ol style="list-style-type: none"> <li>1. Collaborate on legal and regulatory reforms governing extractives, energy and petroleum sectors.</li> <li>2. Support arbitration, contract enforcement, and dispute resolution in energy/mineral projects.</li> <li>3. Provide input on land acquisition, environmental compliance, and community rights.</li> <li>4. Promote transparency and legal compliance in extractive governance.</li> </ol>
<i>Ministry of Trade, Industry and Cooperatives (MoTIC)</i>	<ol style="list-style-type: none"> <li>1. Support reforms in trade, industrial and commercial laws.</li> <li>2. Collaborate in contract enforcement, intellectual property protection, and ADR for trade disputes.</li> <li>3. Promote industrial harmony through policy harmonization.</li> <li>4. Implement AfCFTA and ARIPO frameworks with MoJCA.</li> </ol>
<i>Justice, Law and Order Sector (JLOS) Institutions</i>	<ol style="list-style-type: none"> <li>1. Coordinate integrated justice service delivery.</li> <li>2. Support digitization, backlog reduction, and policy harmonization.</li> <li>3. Share data, performance reports, and joint evaluations.</li> <li>4. Participate in sector-wide review meetings.</li> </ol>
<i>Development Partners and Donor Agencies</i>	<ol style="list-style-type: none"> <li>1. Provide technical, financial, and logistical support.</li> <li>2. Fund institutional reforms, research, and capacity development.</li> <li>3. Support ICT modernization and infrastructure projects.</li> <li>4. Facilitate international cooperation in legal reform and human rights.</li> </ol>
<i>Civil Society, Faith-Based and Community-Based Organizations (CSOs/FBOs/CBOs)</i>	<ol style="list-style-type: none"> <li>1. Promote civic education, legal awareness, and human rights advocacy.</li> <li>2. Provide legal aid and mediation support.</li> <li>3. Engage in monitoring and feedback on justice delivery.</li> <li>4. Advocate for inclusion of vulnerable groups.</li> </ol>
<i>Academia and Research Institutions</i>	<ol style="list-style-type: none"> <li>1. Conduct legal and policy research.</li> <li>2. Support training and capacity development for MoJCA staff.</li> <li>3. Document lessons learned and best practices.</li> <li>4. Provide evidence-based input into policy formulation.</li> </ol>
<i>Media</i>	<ol style="list-style-type: none"> <li>1. Disseminate justice and legal information.</li> <li>2. Promote transparency and accountability.</li> <li>3. Support civic education and awareness campaigns.</li> <li>4. Report objectively on MoJCA programmes.</li> </ol>
<i>Private Sector</i>	<ol style="list-style-type: none"> <li>1. Support commercial justice reforms and investment protection.</li> <li>2. Partner in ICT innovations (e-filing, e-courts, EDRMS).</li> <li>3. Provide pro bono legal services.</li> <li>4. Engage in PPPs for infrastructure and service delivery.</li> </ol>

<i>Stakeholder</i>	<i>Key Roles &amp; Responsibilities</i>
<i>Regional and International Organizations (EAC, AU, UN, ARIPO, AfCFTA, etc.)</i>	<ol style="list-style-type: none"> <li>1. <i>Harmonize legal frameworks with regional and global standards.</i></li> <li>2. <i>Support training, capacity building, and exchange programmes.</i></li> <li>3. <i>Facilitate cross-border dispute resolution, extradition, and mutual legal assistance.</i></li> <li>4. <i>Promote regional cooperation in governance and justice.</i></li> </ol>

### **6.3 Sustainability arrangements**

#### **a) Institutional Sustainability Arrangements**

The Ministry has a well-established institutional structure, supported by qualified technical and support staff, making it fully capable of implementing this Plan. Additionally, it maintains strong collaboration channels with key stakeholders in the justice sector, which will play a crucial role in ensuring the sustainable implementation of the Plan.

#### **b) Financial Sustainability Arrangements**

MoJCA is one of the key ministries responsible for implementing Government policies and plans. While the Ministry has experienced a steady though modest flow of resources. This consistency is vital for the successful execution of the Plan. In addition, Development Partners supporting various programmes within the Ministry have also maintained a consistent level of funding though need for stepup in the quantum and frequency of their releases through Government Official funds release mechanisms. Any financial gaps will be addressed through well-structured, bankable projects being developed by the Ministry.

#### **c) Partnerships and Collaborations**

The Ministry continues to work closely with all key stakeholders in the sector and related programmes. Strong collaboration with the Judiciary, Development Partners, and other arms of Government has contributed to a notable reduction in the number of cases within the justice system. Furthermore, partnerships with institutions such as Parliament and Local Governments have facilitated the timely and cost-effective enactment of various laws. As a result, key programmes and interventions related to the development of laws, policies, and regulations are expected to be implemented smoothly and in a sustainable manner.

#### **d) Human Resource Plan including the recruitment plan**

Currently, the Ministry is operating at 74 percent as indicated in *annex 3*. It has a robust plan of recruitment, training and retirement. This will be supported by efficient and effective recruitment and retention policy to ensure sustainability.

With the newly approved structure, the staffing gap stands at 58.3% of the total approved position of 738. These positions are critical and require urgent filling, if the objectives are to be achieved over the next 5 year. This need for staff recruitment has already been presented in the policy briefs to MoFPED and MopS for utmost consideration.

## CHAPTER SEVEN: COMMUNICATION AND FEEDBACK STRATEGY/ ARRANGEMENTS

### 7.0 Introduction

This chapter outlines the strategies/approaches the Ministry will employ to communicate the strategic Plan to its beneficiaries and the general public as well. The Ministry has put in place mechanisms for generating feedback from its various stakeholders.

### 7.1 Rational and objectives of the communication strategy

#### (a) Rationale of the Communication Strategy

The Communication Strategy for the Ministry of Justice and Constitutional Affairs Sixth Strategic Plan is designed to ensure the effective dissemination, understanding, and engagement with the Strategic Plan by all stakeholders. The Strategic Plan outlines MoJCA's medium-term priorities and serves as a roadmap for strengthening access to justice, promoting human rights, and advancing constitutionalism in Uganda.

A robust communication framework is necessary to:

- (i) Translate the Strategic Plan's content into clear, accessible messages tailored to various audiences including government institutions, development partners, civil society, the media, the judiciary, and the general public.
- (ii) Foster stakeholder ownership and support for the Strategic Plan's implementation.
- (iii) Promote transparency and accountability in the execution of the Ministry's priorities.
- (iv) Strengthen inter-agency collaboration and public trust in the justice system.

Given the critical role of justice in national development, the communication strategy provides the tools and platforms needed to build awareness, mobilize resources, and secure the sustained participation of key actors in achieving the Strategic Plan's objectives.

#### (b) Objectives of the Communication Strategy

- (1) To ensure that stakeholders at all levels clearly understand the goals, priorities, and expected outcomes of the Sixth Strategic Plan.

- (2) To actively engage stakeholders—including the public, civil society, judiciary, Parliament, development partners, and other MDAs—in the implementation of the Strategic Plan.
- (3) To position MoJCA as a transparent, responsive, and accountable institution through consistent and targeted communication initiatives.
- (4) To establish two-way communication channels that allow timely dissemination of progress updates and feedback collection to inform continuous improvement.
- (5) To generate support and attract funding for the implementation of strategic priorities by clearly articulating the Ministry’s value proposition and development agenda.
- (6) To communicate reforms, achievements, and ongoing initiatives in ways that enhance citizen trust, legal empowerment, and confidence in the rule of law

## **7.2 Key communication priorities**

- (1) Dissemination of the Strategic Plan
- (2) Promotion of Access to Justice Initiatives
- (3) Public Engagement and Legal Empowerment
- (4) Stakeholder Coordination and Collaboration
- (5) Institutional Reforms and Innovations
- (6) Monitoring, Evaluation, and Accountability

## **7.3 Implementation of communication priorities**

The implementation of the communication priorities under the MoJCA Sixth Strategic Plan will be guided by a structured communication work plan, aligned with the Ministry’s strategic objectives. Key activities will include official launch of this SP, printing and presentation of electronic copies to the Ministry’s websites and that of allied institutions, stakeholder engagement, development of targeted messages, and use of both digital and traditional media to ensure broad reach. A dedicated communication team will coordinate these efforts, supported by capacity-building initiatives to enhance internal communication competencies. Feedback mechanisms and regular monitoring will be established to assess impact, ensure continuous improvement, and promote transparency and accountability throughout the implementation process.

## **7.4 Dissemination of Monitoring and Evaluation Information**

The dissemination of Monitoring and Evaluation (M&E) information will be a key component in promoting transparency, learning, and accountability throughout the implementation of the MoJCA Sixth Strategic Plan. Regular progress reports, evaluation

findings, and performance updates will be packaged in user-friendly formats and shared with stakeholders through appropriate channels, including policy briefs, newsletters, stakeholder meetings, and digital platforms. These efforts will ensure that key stakeholders including government entities, development partners, civil society, and the public are well-informed about achievements, challenges, and lessons learned, thereby facilitating evidence-based decision-making and continuous improvement in the delivery of justice services.

## 7.5 Feedback

The feedback to the Ministry from the different stakeholders shall be submitted to the Permanent Secretary's Office. The general public may submit their feedback to the Ministry's website, Communications Officer or any other channel deemed appropriate (*by the Ministry*). The Permanent Secretary, through the Communications Officer may disseminate annual and semi-annual reports of the Ministry's Performance.

Information received from the public shall be analyzed and presented to the Ministry's Senior Management and Top Leadership for action.

**Table 21: Detailed Analysis of MOJCA Communication Audiences and Channels**

Audience / Stakeholders	Interest	Key Messages	Channels / Tools of Communication
<p>MOJCA Staff</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Adequately understand MOJCA and its interventions</li> <li><input type="checkbox"/> Understand and integrate compliant approaches to planning, budgeting and implementation of MOJCA interventions.</li> <li><input type="checkbox"/> MOJCA compliant planning, budgeting and programme implementation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Receive and manage samples/ exhibits in respect to mandate</li> <li><input type="checkbox"/> Consulted and involved in policy and development issues</li> <li><input type="checkbox"/> Key interventions, achievements of MOJCA and partners</li> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> <li><input type="checkbox"/> Implement MOJCA audit recommendations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ministry's Website</li> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> E-mails</li> <li><input type="checkbox"/> Memos</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Newsletters</li> <li><input type="checkbox"/> Posters</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training workshops</li> <li><input type="checkbox"/> Community / Public accountability forums</li> <li><input type="checkbox"/> Policy Statements</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Social media platforms</li> <li><input type="checkbox"/> SMS platform</li> </ul>
<p>MOJCA Clients</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand MOJCA and what it does</li> <li><input type="checkbox"/> Understand their responsibilities / obligations in submission of samples/ exhibits</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Information about the MOJCA &amp; its interventions</li> <li><input type="checkbox"/> Samples/ Exhibits management process, and roles of MOJCA clients in the process</li> <li><input type="checkbox"/> Mechanisms for client participation</li> <li><input type="checkbox"/> Updates on policy, regulatory and programme developments and changes</li> <li><input type="checkbox"/> Social acceptance,</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Newsletters</li> <li><input type="checkbox"/> Posters</li> <li><input type="checkbox"/> Newspapers: Articles, Columns &amp; Supplements</li> <li><input type="checkbox"/> Magazines</li> <li><input type="checkbox"/> PW/Ds suitable channels &amp; tools</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training &amp; sensitization workshops</li> <li><input type="checkbox"/> Community / Public</li> </ul>

<i>Audience / Stakeholders</i>	<i>Interest</i>	<i>Key Messages</i>	<i>Channels / Tools of Communication</i>
		<ul style="list-style-type: none"> <li><input type="checkbox"/> <i>integration and mutual support</i></li> <li><input type="checkbox"/> <i>Sharing research findings and other relevant information</i></li> <li><input type="checkbox"/> <i>Give feedback on implementation of MOJCA audit recommendations</i></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <i>accountability forums</i></li> <li><input type="checkbox"/> <i>Periodic Performance and Activity reports</i></li> <li><input type="checkbox"/> <i>Social media platforms</i></li> <li><input type="checkbox"/> <i>Media: Radio and television talk shows, jingles &amp; spot messages, audio &amp; audiovisual skits, Guest appearances, DJ mentions</i></li> <li><input type="checkbox"/> <i>Website</i></li> <li><input type="checkbox"/> <i>SMS platform</i></li> <li><input type="checkbox"/> <i>Press conferences</i></li> <li><input type="checkbox"/> <i>Toll free telephone line</i></li> <li><input type="checkbox"/> <i>Exhibitions and showcasing</i></li> </ul>

Audience / Stakeholders	Interest	Key Messages	Channels / Tools of Communication
<p>Government MDAs</p> <p>MOJCA</p>	<p><input type="checkbox"/> All stakeholders understand, appreciate and support the Ministry and its interventions</p>	<p><input type="checkbox"/> Share information about mandate, interventions and periodic developments</p> <p><input type="checkbox"/> Receive information from all stakeholders in respect to their interests</p> <p><input type="checkbox"/> Receive and manage complaints in respect to mandate</p>	<p><input type="checkbox"/> Letters</p> <p><input type="checkbox"/> E-mails</p> <p><input type="checkbox"/> Memos</p> <p><input type="checkbox"/> Telephone</p> <p><input type="checkbox"/> Newsletters</p> <p><input type="checkbox"/> Posters</p> <p><input type="checkbox"/> Newspapers: Articles, Columns &amp; Supplements</p> <p><input type="checkbox"/> Magazines</p> <p><input type="checkbox"/> Meetings</p> <p><input type="checkbox"/> Seminars</p> <p><input type="checkbox"/> Training workshops</p> <p><input type="checkbox"/> Community / Public accountability forums</p> <p><input type="checkbox"/> Policy Statements</p> <p><input type="checkbox"/> Cabinet Papers</p> <p><input type="checkbox"/> Budget Framework Papers</p> <p><input type="checkbox"/> Periodic Performance and</p>

Audience / Stakeholders	Interest	Key Messages	Channels / Tools of Communication
			<ul style="list-style-type: none"> <li><input type="checkbox"/> Activity reports</li> <li><input type="checkbox"/> Social media platforms</li> <li><input type="checkbox"/> Media: Radio and television talk shows, jingles &amp; spot messages, audio &amp; audiovisual skits, Guest appearances, DJ mentions</li> <li><input type="checkbox"/> Website</li> <li><input type="checkbox"/> SMS platform</li> <li><input type="checkbox"/> Press conferences</li> <li><input type="checkbox"/> Toll free telephone line</li> <li><input type="checkbox"/> Exhibitions and showcasing</li> <li><input type="checkbox"/> School outreaches</li> <li><input type="checkbox"/> Drama and theatre</li> <li><input type="checkbox"/> Cartoon messaging</li> <li><input type="checkbox"/> Film</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> OP, OPM, JLOS institutions</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Keeps updated on interventions and developments at MOJCA</li> <li><input type="checkbox"/> Joint interventions and information sharing <ul style="list-style-type: none"> <li><input type="checkbox"/> Political representation for MOJCA</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Policy issues and development</li> <li><input type="checkbox"/> Key developments in the efforts to enhance Directorate's services</li> <li><input type="checkbox"/> Key interventions, achievement of MOJCA and partners</li> <li><input type="checkbox"/> Partnership and collaboration opportunities</li> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> Memos</li> <li><input type="checkbox"/> E-mails</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training workshops</li> <li><input type="checkbox"/> Policy Statements</li> <li><input type="checkbox"/> Cabinet Papers</li> <li><input type="checkbox"/> Budget Framework Papers</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Website</li> </ul>

Audience / Stakeholders	Interest	Key Messages	Channels / Tools of Communication
Ministry of Finance, Planning and Economic Development	<ul style="list-style-type: none"> <li><input type="checkbox"/> MOJCA secures adequate funding to effectively implement its mandate</li> <li><input type="checkbox"/> Accountable management of MOJCA</li> <li><input type="checkbox"/> Accountability for resources and mandate</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Policy and development issues</li> <li><input type="checkbox"/> Key developments and changes in the efforts to increase access to quality and equitable services to both local and international clients</li> <li><input type="checkbox"/> Key interventions, achievements of MOJCA and partners</li> <li><input type="checkbox"/> Sharing findings and other relevant information</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> Memos</li> <li><input type="checkbox"/> E-mails</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training workshops</li> <li><input type="checkbox"/> Policy Statements</li> <li><input type="checkbox"/> Cabinet Papers</li> <li><input type="checkbox"/> Budget Framework Papers</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Website</li> </ul>
<b>Parliament</b> <input type="checkbox"/> Committee on Legal and Parliamentary Affairs	<ul style="list-style-type: none"> <li><input type="checkbox"/> MOJCA secures adequate budget support to effectively implement its mandate</li> <li><input type="checkbox"/> Attainment of equitable access to legal services</li> <li><input type="checkbox"/> Accountability for resources and mandate</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consulted and involved in policy and development issues</li> <li><input type="checkbox"/> Key developments and changes in the efforts to increase the Directorate's effectiveness and efficiency</li> <li><input type="checkbox"/> Key interventions, achievements of MOJCA and partners</li> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> E-mails</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training workshops</li> <li><input type="checkbox"/> Policy Statements</li> <li><input type="checkbox"/> Cabinet Papers</li> <li><input type="checkbox"/> Budget Framework Papers</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Website</li> </ul>

Audience / Stakeholders	Interest	Key Messages	Channels / Tools of Communication
Local Governments	<ul style="list-style-type: none"> <li><input type="checkbox"/> Adequately understand MOJCA and its interventions</li> <li><input type="checkbox"/> Programme implementation and linkage of MOJCA to vulnerable communities</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consulted and involved in policy and development issues</li> <li><input type="checkbox"/> Key interventions, achievements of MOJCA</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> E-mails</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> </ul>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Partnership and collaboration with MOJCA, community and private sector.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> and partners</li> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Trainings workshops</li> <li><input type="checkbox"/> Policy Statements</li> <li><input type="checkbox"/> Cabinet Papers</li> <li><input type="checkbox"/> Budget Framework Papers</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Website</li> </ul>
Ministry of Trade, Ministry of Energy, The Parliament of Uganda	<ul style="list-style-type: none"> <li><input type="checkbox"/> Adequately understand MOJCA and its interventions</li> <li><input type="checkbox"/> Adequately understand procedure for submission of performance reports.</li> <li><input type="checkbox"/> Development of Programme implementation Plans</li> <li><input type="checkbox"/> Partnership and collaboration with MOJCA, community and private sector.</li> <li><input type="checkbox"/> Implement relevant audit</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consulted and involved in policy and development issues</li> <li><input type="checkbox"/> Key interventions, achievements of MOJCA and partners</li> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> E-mails</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training workshops</li> <li><input type="checkbox"/> Policy Statements</li> <li><input type="checkbox"/> Cabinet Papers</li> <li><input type="checkbox"/> Budget Framework Papers</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Website</li> </ul>

Audience / Stakeholders	Interest	Key Messages	Channels / Tools of Communication
The Judiciary	<ul style="list-style-type: none"> <li><input type="checkbox"/> Adequately understand MOJCA and its interventions</li> <li><input type="checkbox"/> Adequately understand procedure for submission of performance reports of results to MOJCA.</li> <li><input type="checkbox"/> Adequately understand the uptake of MOJCA services in the delivery of justice.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consulted and involved in policy and development issues</li> <li><input type="checkbox"/> Key interventions, achievements of MOJCA and partners</li> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> E-mails</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training workshops</li> <li><input type="checkbox"/> Policy Statements</li> <li><input type="checkbox"/> Cabinet Papers</li> <li><input type="checkbox"/> Budget Framework Papers</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> </ul>
			<ul style="list-style-type: none"> <li><input type="checkbox"/> Website</li> </ul>

<i>Audience / Stakeholders</i>	<i>Interest</i>	<i>Key Messages</i>	<i>Channels / Tools of Communication</i>
<p>The Mass Media</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Adequately understand MOJCA and its interventions</li> <li><input type="checkbox"/> Understand media roles and responsibilities in the context of MOJCA mandate</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Information on MOJCA and partner interventions</li> <li><input type="checkbox"/> MOJCA tailored messages to the public</li> <li><input type="checkbox"/> Updates on policy, regulatory and programme developments and changes</li> <li><input type="checkbox"/> Key developments and changes in the efforts to enhance MOJCA services.</li> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> <li><input type="checkbox"/> Give feedback on implementation of MOJCA recommendations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> E-mails</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Newsletters</li> <li><input type="checkbox"/> Posters</li> <li><input type="checkbox"/> Newspapers: Articles, Columns &amp; Supplements</li> <li><input type="checkbox"/> Magazines</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training workshops</li> <li><input type="checkbox"/> Policy Statements</li> <li><input type="checkbox"/> Budget Framework Papers</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Social media platforms</li> <li><input type="checkbox"/> Media: Radio and television talk shows, jingles &amp; spot messages, audio &amp; audiovisual skits, Guest appearances, DJ mentions</li> <li><input type="checkbox"/> Website</li> <li><input type="checkbox"/> SMS platform</li> <li><input type="checkbox"/> Press conferences</li> <li><input type="checkbox"/> Toll free telephone line</li> <li><input type="checkbox"/> Exhibitions and showcasing</li> </ul>

Audience / Stakeholders	Interest	Key Messages	Channels / Tools of Communication
The Public	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand MOJCA and what it does</li> <li><input type="checkbox"/> Understand their responsibilities / obligations in promoting awareness in</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Information about the MOJCA and its interventions</li> <li><input type="checkbox"/> Complaints management process, and roles of the</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Newsletters</li> <li><input type="checkbox"/> Posters</li> </ul>
	<p>line with MOJCA services</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> members of the public in the process</li> <li><input type="checkbox"/> Mechanisms for public participation</li> <li><input type="checkbox"/> Updates on policy, regulatory and</li> <li><input type="checkbox"/> programme developments and changes</li> <li><input type="checkbox"/> Social acceptance, integration and mutual support</li> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> <li><input type="checkbox"/> Give feedback on implementation of MOJCA recommendations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Newspapers: Articles, Columns &amp; Supplements</li> <li><input type="checkbox"/> Magazines</li> <li><input type="checkbox"/> PW/Ds: suitable channels &amp; tools</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training &amp; sensitization workshops</li> <li><input type="checkbox"/> Community / Public accountability forums</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Social media platforms</li> <li><input type="checkbox"/> Media: Radio and television talk shows, jingles &amp; spot messages, audio &amp; audiovisual skits, Guest appearances, DJ mentions</li> <li><input type="checkbox"/> Website</li> <li><input type="checkbox"/> SMS platform</li> <li><input type="checkbox"/> Press conferences</li> <li><input type="checkbox"/> Toll free telephone line</li> <li><input type="checkbox"/> Exhibitions and showcasing</li> </ul>

Audience / Stakeholders	Interest	Key Messages	Channels / Tools of Communication
<p>SPECIAL GROUPS</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Women</li> <li><input type="checkbox"/> Youth</li> <li><input type="checkbox"/> Children</li> <li><input type="checkbox"/> Older Persons</li> <li><input type="checkbox"/> Persons with Disabilities</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand MOJCA and interventions addressing inequalities and affirmative action for each of the special category groups</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Messages specifically targeting each of the special groups on equality, equity and rights in respect to MOJCA services</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Newsletters</li> <li><input type="checkbox"/> Posters</li> <li><input type="checkbox"/> Newspapers: Articles, Columns &amp; Supplements</li> <li><input type="checkbox"/> Magazines</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training workshops</li> <li><input type="checkbox"/> Community / Public accountability forums</li> <li><input type="checkbox"/> School outreaches</li> <li><input type="checkbox"/> Drama and theatre</li> <li><input type="checkbox"/> Cartoon messaging</li> <li><input type="checkbox"/> Film</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Social media platforms</li> <li><input type="checkbox"/> Media: Radio and television talk shows, jingles &amp; spot messages, audio &amp; audiovisual skits, Guest appearances, DJ mentions</li> <li><input type="checkbox"/> Website</li> <li><input type="checkbox"/> SMS platform</li> <li><input type="checkbox"/> Press conferences</li> <li><input type="checkbox"/> Toll free telephone line</li> <li><input type="checkbox"/> Exhibitions and showcasing</li> </ul>
<p>Academic institutions</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand MOJCA interventions for quality services</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Information about the MOJCA &amp; its interventions</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> E-mails</li> </ul>

Audience / Stakeholders	Interest	Key Messages	Channels / Tools of Communication
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand their roles and entries for partnership and joint interventions with MOJCA and other stakeholders</li> <li><input type="checkbox"/> Joint research</li> <li><input type="checkbox"/> Forensic science training</li> <li><input type="checkbox"/> Mechanisms for integration of affirmative action and equal access to quality services</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Progress on implementing quality forensic services</li> <li><input type="checkbox"/> Mechanisms for public participation</li> <li><input type="checkbox"/> Updates on policy, regulatory and programme developments and changes</li> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> <li><input type="checkbox"/> Give feedback on implementation of MOJCA audit recommendations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Newsletters</li> <li><input type="checkbox"/> Posters</li> <li><input type="checkbox"/> Newspapers: Articles, Columns &amp; Supplements</li> <li><input type="checkbox"/> Magazines</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training workshops</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Social media platforms</li> <li><input type="checkbox"/> Media: Radio and television programmes, jingles &amp; spot messages, audio &amp; audiovisual skits, Guest appearances, DJ mentions</li> <li><input type="checkbox"/> Film for student engagement</li> <li><input type="checkbox"/> Website</li> <li><input type="checkbox"/> SMS platform</li> <li><input type="checkbox"/> Press conferences</li> <li><input type="checkbox"/> Toll free telephone line</li> <li><input type="checkbox"/> Exhibitions and showcasing</li> </ul>

<i>Audience / Stakeholders</i>	<i>Interest</i>	<i>Key Messages</i>	<i>Channels / Tools of Communication</i>
<i>Development Partners</i>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand the MOJCA and its interventions.</li> <li><input type="checkbox"/> Understand entries of partnership with and support to MOJCA</li> <li><input type="checkbox"/> Understand partnership framework, synergies and linkages among MOJCA and key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Information about the MOJCA &amp; its interventions</li> <li><input type="checkbox"/> Periodic progress on implementing awareness of MOJCA mandate</li> <li><input type="checkbox"/> Updates on policy, regulatory and programme developments and changes</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Letters</li> <li><input type="checkbox"/> E-mails</li> <li><input type="checkbox"/> Memos</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Newsletters</li> <li><input type="checkbox"/> Magazines</li> <li><input type="checkbox"/> Meetings</li> <li><input type="checkbox"/> Seminars</li> </ul>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Share international perspectives related to MOJCA's mandate</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Website</li> </ul>
<i>International Community</i>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand MOJCA and its interventions</li> <li><input type="checkbox"/> Mutual learning and partnership</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Information about MOJCA and its interventions</li> <li><input type="checkbox"/> Progress on implementing MOJCA services</li> <li><input type="checkbox"/> Sharing research findings and other relevant information</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Online Newsletters</li> <li><input type="checkbox"/> Online Posters</li> <li><input type="checkbox"/> Online Newspapers: Articles, Columns &amp; Supplements</li> <li><input type="checkbox"/> Online Magazines</li> <li><input type="checkbox"/> Meetings &amp; Conferences</li> <li><input type="checkbox"/> Seminars</li> <li><input type="checkbox"/> Training workshops</li> <li><input type="checkbox"/> Periodic Performance and Activity reports</li> <li><input type="checkbox"/> Social media platforms and other online media</li> <li><input type="checkbox"/> Website</li> </ul>

## CHAPTER EIGHT: RISK MANAGEMENT AND ANALYSIS

### 8.0 Introduction

This section deals with anticipated risks, ratings and the proposed remedial measures. The anticipated risks if not handled shall affect the successful implementation of the Plan. The proposed measures are intended to reduce on the intensity of the impact.

### 8.1 Risk Management

The Ministry categorized the risks as operational, strategic, and external risks and proposed mitigation measures, the impact etc. The risks and its risk rating categorized as High (H), Medium (M) and Low (L) and propose mitigation measures and strategies adopted to effectively manage the risks are as indicated in the table below. Thus, the risk analysis and management and/or mitigation measures are summarized in the table below:

*Table 22: Risk Analysis and Management of the Ministry of Justice and Constitutional Affairs*

S/No	Identified Risk	Risk category	Analysis			Mitigation	Lead Actor
			Source	Likelihood	Impact		
1.	Inadequate funding	External	Shortfall in Government revenue	High	Significant	a) Request for ceiling adjustment so as to meet the outstanding obligations to the Ministry as well as enhancing operations within. b) Lobby for additional resources from both GoU and Development Partners.	MoJCA and MoFPED

S/No	Identified Risk	Risk category	Analysis			Mitigation	Lead Actor	
			Source	Likelihood	Impact			Risk rating
2.	Budget cuts	External	Shortfall in Government revenue	High	Significant	High	Seek financial support from Development Partners Lobby for additional resources from both GoU and Development Partners.	MoFPED MoJCA/JLOS
3.	Low Absorption Capacity	Operational	Delay in procurement	High	Significant	High	a) Timely initiation of procurement b) Conduct Quarterly Financial/Budget performance meetings. Budget focal officers to attend these meetings	MoJCA
4.	Affected international relations	Operational	Delay in implementation of projects Loss of funding from potential donors	Low High	Significant Significant	High High	Training staff in contract management Continuous engagement with potential donors, seek other sources of financing	MoJCA MOJCA/JLOS
5.	Policy changes on programme approach and development assistance	Operational / strategic	Lack of coordination among programmes	High	Significant	High	Continuous engagement at programme level to harmonise key interventions	JLOS
6.	Activities that are not anticipated	Strategic	Directives	High	Significant	High	Seek Supplementary funding	MoJCA
7.	Project overruns/delays in execution of contract	Strategic	Limited capacity in terms of skills and numbers/manpower	High	Significant	High	Deploy adequate skilled manpower/ Ensure availability of sufficient manpower	MoJCA/JLOS

S/No	Identified Risk	Risk category	Analysis			Mitigation	Lead Actor	
			Source	Likelihood	Impact			Risk rating
8.	Low retention of committed staff	Strategic	low pay	High	Significant	High	<p>a) Enhance staff pay and attract more staff</p> <p>b) Implement inbuilt public service motivational incentives and enhance salaries</p>	MoJCA
9.	Understaffing resulting to underperformance	Operational	Partial implementation of MoJCA's staff structure	Moderate	Significant	Moderate	<p>a) Work with the available staff as we lobby for additional funding to fully operationalize the staffing structure</p> <p>b) Review and implement the staff structure</p>	MoJCA
10.	Resistance to change	Strategic	Low adoption with the emerging technologies by staff	Moderate	Significant	Moderate	<p>a) Continuous training of staff</p>	F&A
11.	Cyber security threats	Technological	High rate of misuse of ICT facilities	Moderate	Significant	Moderate	<p>a) Continuous training of staff</p>	F&A
12.	Data Privacy breaches	Technological		Moderate	Significant	Moderate	<p>a) Continuous training of staff</p>	F&A
13.	Limited assurance and advisory priorities	economical	Inadequate access to physical properties, people and information	High	Significant	high	<p>a) Make auditees aware of the existing laws and regulatory</p> <p>b) Reduction on the expectation gap</p>	F&A
14.	Cost overrun	Operational	Scope creep	High	Significant	high	<p>a) Inclusion of contingencies in Budget estimates</p>	F&A
15.	Delayed disbursement	Operational	Delay in release of fund from the treasury and	Moderate	Significant	Moderate	<p>a) Advance project planning</p>	F&A

S/No	Identified Risk	Risk category	Analysis			Mitigation	Lead Actor
			Source	Likelihood	Impact		
			bureaucratic approval processes				
16.	Loss of data on cattle compensation	Operational	Absence of Information Management system	Moderate	Significant	a) Develop systems to truck cattle payment processes	F&A
17.	Misuse/overdue/loss of books	Operational	Inadequate legal reference materials	Moderate	Significant	a) Develop electronic library system Automated library services	F&A
18.	Inaccuracy/irrelevance and absolute information	Operational	Limited resources to acquire relevant current updated publications	Moderate	Significant	a) Timely subscription to both print and e resources	F&A
19.	Mutilation and loss of vital critical historical publication	Operational	High demand of the historical publications	High	Significant	a) Reprography, conservation and preservation programme	F&A

Source: MoJCA's Analysis

## CHAPTER NINE: MONITORING AND EVALUATION FRAMEWORK

### 9.0 Introduction

Monitoring and Evaluation will be undertaken to determine the level of implementation of the Plan. A Monitoring and Evaluation Framework has been formulated. It consists of programme performance indicators—the Programme outcome Indicators and the outputs indicators. These summarize the situation in the MoJCA, thereby enabling results-based management of the Ministry. The programme outcome Indicators are related to the mandate and functions of the Ministry. The indicators complement other sets of indicators, notably those used in the Annual Government Performance Report.

### 9.1 Monitoring and Evaluation Arrangements

#### 9.1.1 Progress Reporting

Process indicators will be used to track progress of the program. They will help to answer the question, “Are activities being implemented as planned?” The Ministry shall prepare Quarterly, Semi Annual and Annual Reports to gauge progress made in its implementation.

#### 9.1.2 Mid-term Evaluation

A mid-term review will be carried out after two and a half (2.5) years of plan implementation by an external consultant; thus, the review will be undertaken in the FY 2027/2028. This will be done to ensure that resources allocated towards the implementation of the Plan are translated into a long-term impact within the Programmes (*Governance and Security, Sustainable Extractives Industry, Sustainable Energy Development, Manufacturing and Legislative Oversight and Representation Programmes*). A set of Key Performance Indicators (KPIs) developed in the Programme Monitoring and Evaluation framework will be largely used to measure attainment of the programme objectives.

#### 9.1.3 End of term Evaluation

The final evaluation shall be conducted at the end of the implementation period i.e., FY2029/2030 by an external consultant. Key lessons learnt will be documented and these will form a basis for future improvement. The end of implementation period evaluation shall indicate what was achieved, shortfalls and explanations for the shortfalls. The consultant shall prepare comprehensive report indicating the best

practices, time frame within which the achievements were made and the recommendations for future implementation.

Evaluation will be conducted under two main categories:

- a) Directorate/Departmental and assessments on the basis of the work plans
- b) The Ministry will be evaluated on the basis of the overall performance under the *programme indicators* contained in the programme M&E framework.

## 9.2 Monitoring and Evaluation Results Framework

The Ministry has prepared a result framework that will be used to measure and assess progress during implementation of this strategic Plan. Table Below show results at Outcome and Output levels respectively.

*Table 22: Ministry of Justice and Constitutional Affairs Results Framework, Outcome Level*

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
Program Name: Governance and Security									
Program Goal: A peaceful and Secure Uganda adhering to the Rule of Law									
MoJCA Goal: Effective and efficient provision of legal services									
Programme Objective 2: To Strengthen Public Policy analysis and Management									
SO1: To strengthen compliance with regulatory best practice									
Intermediate Outcome 2.1.1: Improved policy, legal and institutional environment for national development	Proportion of draft legislation aligned to the regulatory best practice	0.884	0.895	0.9	0.905	0.91	0.915	0.884	MoJCA
	Proportion of Policies developed/reviewed that are aligned with regulatory best practices	1	1	1	1	1	1	MoLG statistical Abstract	MoJCA, ULRC, MoLG
Strategic Intervention 2.1: Strengthen coordination of the policy and legislative-making processes									
Strategic Output 2.1.2: Legislation developed for effective governance	Number of bills reviewed and drafted	52	60	60	60	60	60	Annual Report	MOJCA
	Number of Statutory Instruments reviewed and drafted	92	95	95	95	95	95	Annual Report	MOJCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
	Number of LGs trained in legislative processes	25	30	30	30	30	30	Annual Report	MoJCA
	Number of Ordinances reviewed	15	20	20	20	20	20	Annual Report	MOJCA
	Number of Bylaws reviewed	2	3	3	3	3	3	Annual Report	MoJCA
Programme Objective 3: To enhance efficiency in the delivery of justice, law and order services									
SO2: To enhance efficiency in the delivery of justice services									
Intermediate Outcome 3.1.1: Increased access to JLOS Service points.	% of Districts with one stop front line JLOS service point	94%	95%	96%	97%	98%	100%	APR	MoJCA
	Proportion of cases for or against Government successfully defended	0.95	0.95	0.95	0.95	0.95	0.95	APR	
	Proportion of contracts cleared	1	1	1	1	1	1	APR	
Strategic Intervention 3.1: Enhance capacity and coverage of rule of law institutions for social economic transformation									
Strategic Output 3.1.1: Appropriate infrastructure for Justice, Law, and Order Developed	No. of Regional Offices Constructed	7	8	9	10	11	12	Annual Report	MoJCA
	Percentage of JLOS house project completed	32%	45%	60%	80%	100%		Annual Report	MoJCA
Strategic Output 3.1.2: legal and procedural safeguards to ensure equity	No..of Trust Causes Registered	21	23	25	27	30	35	Annual Report	MoJCA
	No. of land transfers effected	40	50	60	60	60	60	Annual Report	MoJCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
and rule of law/due process enforced.	No. of certificates of No objection issued	3282	3300	3350	3400	3450	3500	Annual Report	MoJCA
Strategic Intervention 3.2: Strengthen the rule of law and governance service delivery systems									
Strategic Output 3.2.2: Coordination, communication and cooperation of governance and rule of law and institutions undertaken	Level of effectiveness of JLOS institutions in service delivery	68%	70%	70%	75%	75%	78%	Annual Report	MoJCA
Strategic Output 3.2.5: Business processes automated, and Management information systems integrated	Percentage integration of systems	0%	10%	30%	60%	80%	100%	Annual Report	MoJCA
Strategic output 3.2.6: Quality Assurance enhanced.	Number of applicants for law chambers licenses issued with certificates of approval	1412	1550	1600	1650	1700	1750	Annual Report	MoJCA
	Proportion of applicant Legal Aid Service Providers issued with certificates of approval	48	60	70	90	100	100	Annual Report	MoJCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
	No of Universities teaching law with certificates of approval	14	15	16	17	18	19	Annual Report	MoJCA
	No of disciplinary cases against lawyers concluded	18	50	100	200	300	400	Annual Report	MoJCA
Strategic Output 3.2.9: Legal services rendered to government	No of contracts reviewed	5336	5900	6340	6600	6790	7000	Annual Report	MoJCA
	No. of MoUs reviewed	544	644	750	850	900	950	Annual Report	
	No of legal advice rendered	480	550	600	650	700	750	Annual Report	
	No. of cases for or against Government defended	6930	7700	8100	8450	8625	8750	Annual Report	MoJCA
	No. of cases for or against Administrator General defended	106	110	120	130	140	150	Annual Report	MoJCA
<b>Programme Objective 6: To enhance compliance with and implementation of the Uganda Bill of Rights</b>									
SO3: To enhance compliance with the Uganda Bill of Rights									
Strategic Intervention 6.1: Integrate HRBA in policies, legislation, plans and programmes									
Intermediate Outcome 6.1.1: Improved compliance to HRBA principles									
Strategic Output 6.1.2: The National Action Plan on Human	No. of MDAs implementing the National Action Plan on human rights		76	76	76	76	76	Annual Report	MoJCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
Rights developed and implemented	Level of functionality of the Human Rights desk		5	5	5	5	5	Annual Report	MoJCA
<b>Programme Objective 7: To promote Uganda's interests at regional and international level</b>									
SO4: To promote Uganda's interests in regional and international legal frameworks									
Intermediate Outcome 7.1.2: Strengthened bilateral and multilateral relationships at both regional and international level	Proportion of regional legal frameworks successfully negotiated	0.9	0.95	0.95	0.95	0.95	0.95	Annual Report	
	Proportion of international legal frameworks successfully negotiated	0.9	0.95	0.95	0.95	0.95	0.95	Annual Report	
Strategic Intervention 7.2: Ensure adherence to regional and international laws and commitments									
Strategic Output 7.2.2: Regional and international laws negotiated and reported	Number of Regional and international frameworks negotiated	64	64	66	68	70	72	APR	MOJCA
<b>Objective 9: Strengthen the administrative, legal, institutional and coordination capacity for Governance and Security</b>									
SO5: To strengthen institutional coordination and capacity									
Intervention 9.1: Strengthen programme institutions for effective and efficient service delivery									
Intermediate Outcome: Enhanced institutional capacity, coordination and collaboration.	Certificate of Budget Compliance Score		75	75	75	75	75	NPA CoC report	NPA
	Certificate of Gender and Equity compliance score	0	50	55	60	60	70	G&E Compliance Report	EOC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
Output 9.1.1.1: Institutions Retrooled	% of retooling budget implemented	100%	100%	100%	100%	100%	100%	Annual Report	MoJCA
	% of planned retooling outputs achieved	0.15	100%	100%	100%	100%	100%	Annual Report	MoJCA
Output 9.1.1.2: Construction of Office premises undertaken	% of planned renovation works implemented		1	1	1	1	1	Annual Report	MoJCA
Output 9.1.1.3: Management and Administrative Services coordinated	% of filled positions in the approved structure	0.65	0.75	0.85	0.95	98%%	0.98	Annual Report	MoJCA
	% of staff appraised on performance	100%	100%	100%	100%	100%	100%	Annual Report	MoJCA
	% of planned maintenance works undertaken	100%	100%	100%	100%	100%	100%	Annual Report	MoJCA
	Number of Internal Audit reports produced and submitted	4	4	4	4	4	4	Annual Report	MoJCA
	No. of Procurement Reports Produced and Submitted	12	12	12	12	12	12	Annual Report	MoJCA
	Number of records scanned and digitized	1487	2000	7000	8000	8000	9000	Annual Report	MoJCA
	% of semi current records archived	0.3	100	100	100	100	100	Annual Report	MoJCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
	No. of Top management meetings held	4	4	4	4	4	4	Annual Report	MoJCA
	No. of Senior management meetings held	12	12	12	12	12	12	Annual Report	MoJCA
	Proportion of functional management committees	1	1	1	1	1	1	Annual Report	MoJCA
	No of public relations engagements conducted	12	12	12	12	12	12	Annual Report	MoJCA
	Gender and Equity budgeting compliance score	67.55	0.7	0.7	0.75	0.75	0.75	Annual Report	MoJCA
	Number of HIV/AIDS mainstreaming interventions undertaken	1	2	2	2	2	2	Annual Report	MoJCA
	Number of Climate Change mitigation/adaptation interventions undertaken	1	2	3	2	2	2	Annual Report	MoJCA
	% of cyber security incidences detected and resolved	0.75	0.75	0.75	0.75	0.75	0.75	Annual Report	MoJCA
	% of network uptime	0.95	0.95	0.95	0.95	0.95	0.95	Annual Report	MoJCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
	Proportion of institutional processes automated	0.2	0.3	0.5	0.6	0.65	0.7	Annual Report	MoJCA
	No. of performance reports submitted	4	4	4	4	4	4	Annual Report	MoJCA
	No. of statistical abstracts produced	1	1	1	1	1	1	Annual Report	MoJCA
	Number of cabinet submissions prepared	4	4	4	4	4	4	Annual Report	MoJCA
	Number of public policies monitored and evaluated	2	2	2	2	2	2	Annual Report	MoJCA
	Returns on matters arising produced	2	2	2	2	2	2	Annual Report	MoJCA
	% of institutional planned outputs on track	81	1	1	1	1	1	Annual Report	MoJCA
	Number of Monitoring and evaluation reports produced	4	4	4	4	4	4	Annual Report	MoJCA
	Number of performance reviews conducted	4	4	4	4	4	4	Annual Report	MoJCA
	Number of evaluations conducted				1		1	Annual Report	MoJCA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
	Percentage of outstanding Arer (Court Award, other domestic, other compensation and cattle compensation) paid	19	20	40	60	80	100	Annual Report	MoJCA
Strategic Output 8.1.2: Refugee solutions and management strengthened	Percentage of African Humanitarian agency premises completed	0	50%	100%				Annual Report	MoJCA

## CHAPTER TEN: PROJECT PROFILES

### 10.0 Introduction

This section provides summary of three project profiles being implemented by the Ministry. The projects include:

1. Construction of the JLOS House;
2. Institutional Development of the Ministry of Justice and Constitutional Affairs;
3. Construction of Regional Offices for the Ministry of Justice and Constitutional Affairs; and
4. Establishment of African Union Humanitarian Agency (AfHA) in Uganda.

### 10.1 Summary of the Ministry's Project Profiles

#### (a) Construction of the JLOS House

The Ministry of Justice and Constitutional Affairs is leading the development of the JLOS House, a multi-year project aimed at enhancing institutional coordination, improving the working environment for justice sector staff, and reducing the government's annual rental expenditure, which currently stands at UGX 30 billion by providing office accommodation to the Ministry of Justice and Constitutional Affairs (MoJCA), the Ministry of Internal Affairs (MIA), Uganda Prisons (UPS), Judicial Service Commission (JSC), Uganda Human Rights Commission (UHRC), Office of the Director of Public Prosecutions (ODPP) and the Tax Appeals Tribunal (TAT) once phase one is complete.

The project, with a total estimated cost of UGX 256 billion, is being implemented in three phases. Phase One, which began in June 2022 at a cost of UGX 95 billion, is now 85% complete. Phase Two involves the construction of a 10-storey building that will house the police headquarters, at a cost of UGX 77.5 billion, and is currently 40% complete. Phase Three, which will include the construction of the High Court and a parking deck, is scheduled to begin in 2025 and be completed by the end of 2026.

#### (b) Institutional Development of the Ministry of Justice and Constitutional Affairs

The Ministry of Justice and Constitutional Affairs (MOJCA) currently operates seven regional offices, each serving an average of 25 districts, and plans to establish five more to reduce the workload and match the judiciary's expansion. Despite this progress, the Ministry faces operational challenges due to limited staffing, inadequate

infrastructure, insufficient transport, and outdated information systems. Additionally, the ongoing RAPEX program and relocation to the JLOS House aim to improve institutional coordination and reduce rent expenses, though these come with associated furnishing and staffing costs.

The project aligns with national and international strategic goals, including the SDGs, Uganda Vision 2040, and the National Development Plan IV, by promoting access to justice and institutional strengthening. However, persistent gaps in resources especially transportation and ICT tools limit service delivery, court representation, and administrative efficiency. The Ministry urgently needs investment in tools, office equipment, and transport to support its expanding mandate and improve service to vulnerable populations.

The proposed interventions focus on equipping the Ministry and its regional offices with essential tools such as vehicles, ICT equipment, teleconferencing facilities, and furniture. It also includes renovating existing regional offices, furnishing new ones, upgrading the Online Library Management System, and supporting Monitoring and Evaluation efforts. These actions aim to enhance the Ministry's operational capacity without negatively impacting the population.

### **(c) Construction of Regional Offices for the Ministry of Justice and Constitutional Affairs**

The Ministry of Justice and Constitutional Affairs currently operates seven regional offices, each covering an average of 25 districts and handling matters across various courts including the Supreme Court and Human Rights Tribunals. However, this concentration of services has led to significant challenges, such as heavy workloads, limited court representation, and restricted access to legal services for vulnerable groups like widows and orphans. With the Judiciary expanding to 38 High Court Circuits, State Attorneys are spending more time traveling than preparing for court cases, further affecting service delivery.

These constraints have led to high case backlogs, missed court appearances, and losses in civil cases due to lack of government representation. Communities in areas such as Lira, Jinja, Masaka, and Kabale remain underserved, particularly for services related to the Administrator General. Establishing new regional offices is critical to address these challenges, reduce travel burdens, and bring services closer to the population, thereby promoting efficiency and equitable access to justice.

The proposed new regional offices—in Iganga, Lira, Masaka, Kabale, and Hoima—will cover multiple High Court Circuits and serve as one-stop centers for a range of legal services. Each office will serve districts within its respective sub-region,

significantly reducing travel distances (up to 400km round trips) for clients. This project aligns with Uganda’s Vision 2040, SDG 16, and the National Development Plan IV, enhancing institutional capacity and ensuring increased access to justice for social and economic development.

#### **(d) Establishment of African Union Humanitarian Agency (AfHA) in Uganda**

Africa continues to face mounting humanitarian challenges, including displacement, food insecurity, and climate-induced crises. To address these issues, the African Union established the African Humanitarian Agency (AfHA) in 2023 to improve coordination, early warning, prevention, and crisis response across the continent. Uganda, recognized for its progressive refugee policies and strategic location, was selected to host AfHA’s headquarters and the African Regional Logistics Hub to support timely humanitarian interventions in vulnerable regions.

Uganda committed \$86 million and additional support—such as temporary facilities, staff, tax exemptions, vehicles, and ICT tools—to host the agency at a designated site in Lubowa. An extra \$9.5 million is needed to fully implement the project. The headquarters will enhance Africa’s ability to manage disasters by addressing fragmented responses, limited resources, and weak policy infrastructure. The AfHA will serve as a centralized body to lead coordinated, continent-wide crisis response and capacity building.

Strategically aligned with Africa Agenda 2063, the UN SDGs, and Uganda’s Vision 2040, the project strengthens regional resilience, sustainable crisis management, and reduces reliance on foreign aid. It will enable African-led solutions, improve policy development, and promote long-term preparedness through training and infrastructure development. Ultimately, AfHA’s establishment positions Uganda as a continental leader in humanitarian action and supports a more self-reliant and resilient Africa.

## ANNEXES

### Annex 1: Detailed cost implementation matrix–MojCA’s Work Plans: 2025/2026–2029/2030

<b>NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.</b>									
<b>NDPIV Strategic Objective: To strengthen good governance, security, and the role of the State in development</b>									
<b>Program Name: Governance and Security</b>									
<b>Program Goal: A peaceful and Secure Uganda adhering to the Rule of Law</b>									
<b>Programme Objective 2: To Strengthen Public Policy analysis and Management</b>									
<b>SO1: To Strengthen Compliance with Regulatory Best Practices</b>									
<b>Strategic Intervention 2.1: Strengthen coordination of the policy and legislative-making processes</b>									
<b>PLAP Actions</b>									
	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible MDA/LG			
1. Coordinate formulation of Ministry's Policies for effective service delivery	0.6	0.6	0.6	0.6	0.6	PAU			
2. Coordinate and participate in process of drafting and reviewing of Bills	1.68	1.75	1.9	2	2.5	FPC			
3. Coordinate and participate in process of drafting and reviewing of Statutory Instruments	0.9	1.3	1.5	1.7	1.95	FPC			
4. Coordinate and participate in process of reviewing of Ordinances and Bylaws	0.9	1.3	1.5	1.7	1.95	FPC			
5. Build Capacity of LGs in the processes, methods and technologies in drafting and reviewing legislations.	0.99	0.99	0.99	0.99	0.99	FPC			
6. Ensure compliance of LG's and lower LG's with relevant laws	1	2	2	2	2	FPC			
7. Number of international and regional laws aligned to our national laws	0.36	0.378	0.397	0.417	0.438	FPC			
<b>Objective Total</b>	<b>6.43</b>	<b>8.318</b>	<b>8.887</b>	<b>9.407</b>	<b>10.428</b>				
<b>Objective 3: To enhance efficiency in the delivery of justice, law and order services</b>									
<b>SO2: To enhance efficiency in the delivery of justice services</b>									
<b>Strategic Intervention 3.1: Enhance capacity and coverage of rule of law institutions for social economic transformation</b>									
<b>PLAP Actions</b>									
	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible MDA/LG			
1. Construct and equip MojCA Regional Offices	8	8	8	8	8	FCSA			
2. Complete construction of JLOS house	8.3	27.7	55	89		FCSA			
3. Open and administer files for Estates of deceased persons and persons of unsound mind	0.7	0.8	0.9	1	1.1	AG			
4. Inspect Estates of Deceased persons, persons of unsound mind and missing persons	0.5	0.8	0.9	1	1.2	AG			
5. Hold Family Mediation and arbitration meetings	0.5	0.6	0.7	0.8	0.9	AG			
6. Register Trust Causes	0.369	0.6369	0.7369	0.8369	0.9369	AG			
7. Application to Courts to grant/revocation/ review of letters of Administration, and related matter	0.2	0.35	0.4	0.45	0.5	AG			
8. Make scheduled Court appearances for cases filed for or against Administrator-General	0.539	0.566	0.594	0.624	0.655	AG			
9. Issue Certificates of No Objection	0.1	0.2	0.3	0.4	0.5	AG			
<b>Sub-total</b>	<b>19.208</b>	<b>39.6729</b>	<b>67.5309</b>	<b>102.1109</b>	<b>13.7919</b>				
<b>Strategic Intervention 3.2: Strengthen the rule of law and governance service delivery systems</b>									
<b>PLAP Actions</b>									
	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible MDA/LG			
1. Strengthen justice law and order and governance service delivery systems	40.5	55.5	62.5	70.5	80	JLOS			

2. Integration of MoJCA and ILLOS systems	1.5	1.5	2	2	2	2	F&A
3. Inspect Law Chambers, Legal Aid Service providers and Universities to ascertain suitability	1.209	1.4	1.598	1.734	1.907	1.907	LC
4. Facilitate Law Council (including sub committee) board meetings	0.553	0.612	0.698	0.723	0.823	0.823	LC
5. Facilitate Disciplinary Committee sittings	0.5	0.589	0.654	0.765	0.903	0.903	LC
6. Defend Government in all Human Rights cases in Courts, Tribunal and Commissions	2.8	4.2	5.6	7	8.4	8.4	DCL
7. Alternative dispute resolution matters handled (Public Agencies)	0.5	0.525	0.55125	0.578	0.578	0.578	DCL
8. Make scheduled Court appearances for cases filed for or against Local Governments	1.21	1.271	1.334	1.401	1.471	1.471	DCL
9. Alternative dispute resolution matters handled (LG).	0.5	0.525	0.551	0.578	0.578	0.578	DCL
10. Review contracts from Ministries and ascertain legality and enforceability	1.4	1.47	1.544	1.621	1.702	1.702	DLAS
11. Legal opinions rendered to Ministries on any subject	0.573	0.762	0.737	0.886	0.976	0.976	DLAS
12. Review contracts from Public Agencies and ascertain legality and enforceability	1.212	1.273	1.336	1.403	1.473	1.473	DLAS
13. Legal opinions rendered to Public Agencies on any subject	0.512	0.664	0.777	0.876	0.956	0.956	DLAS
14. Review contracts from LG and ascertain legality and enforceability	1.222	1.283	1.347	1.415	1.485	1.485	DLAS
15. Legal opinions rendered to LG on any subject	0.622	0.784	0.876	0.908	0.996	0.996	DLAS
<b>Sub-total</b>	<b>54.813</b>	<b>72.358</b>	<b>82.10325</b>	<b>92.388</b>	<b>104.248</b>	<b>104.248</b>	
<b>Objective Total</b>	<b>74.021</b>	<b>112.0109</b>	<b>149.63413</b>	<b>194.4989</b>	<b>118.0399</b>	<b>118.0399</b>	
<b>Objective 6: To enhance compliance with and implementation of the Uganda Bill of Rights</b>							
<b>SO3: To enhance compliance with the Uganda Bill of Rights</b>							
<b>Strategic Intervention 6.1: Integrate HRBA in policies, legislation, plans and programmes</b>							
<b>PLAP Actions</b>	<b>Budget FY2025/26</b>	<b>Budget FY2026/27</b>	<b>Budget FY2027/28</b>	<b>Budget FY2028/29</b>	<b>Budget FY2029/30</b>	<b>Responsible MDA/LG</b>	
1. Hold meetings to review proposed recommendation rendered to the President on Pardon of the prisoners	0.3267	0.3767	0.3767	0.3767	0.3767	DCL	
2. Complete the process of developing and implementing the NAP on Human Rights	0.9	1	1.1	1.2	1.23	DCL	
3. Fast track the approval of the legal aid policy and enactment of a legal aid law	0.2	0.2	0.2	0.2	0.2	DCL	
4. Preparation and presentation of Human Rights State Reports (UJR-4,....)	0.1	0.1	0.1	0.4	0.4	DCL	
5. Preparation of Responses to Treaty Bodies, Mandate Holders, and other mechanisms	0.08	0.08	0.08	0.08	0.08	DCL	
6. Represent Government in International Human Rights Mechanisms and processes	0.5	0.5	0.5	0.5	0.5	DCL	
7. Strengthen and Facilitate the Interministerial Committee on Human Rights	0.1	0.1	0.1	0.1	0.1	DCL	
8. Monitor the implementation of the NAP			0.5	0.6	0.7	DCL	
9. Facilitate the Cabinet Advisory Standing Committee on Human Rights for effective Human Rights Policy Coordination	0.2	0.2	0.2	0.2	0.2	DCL	
10. Strengthen Human Rights desks/ department to support and coordinate implementation of the NAP	0.5	0.5	0.5	0.5	0.5	DCL	
<b>Objective Total</b>	<b>2.9067</b>	<b>3.0767</b>	<b>3.6567</b>	<b>4.1567</b>	<b>4.2867</b>		
<b>Objective 7: To promote Uganda's interests at regional and international level</b>							
<b>SO4: To promote Uganda's interests in regional and international legal frameworks</b>							
<b>Strategic Intervention 7.2: Ensure adherence to regional and international laws and commitments</b>							
<b>PLAP Actions</b>	<b>Budget FY2025/26</b>	<b>Budget FY2026/27</b>	<b>Budget FY2027/28</b>	<b>Budget FY2028/29</b>	<b>Budget FY2029/30</b>		
1. Represent Government in Regional and International Frameworks leading to Negotiated Frameworks EAC-60, AU-18, IG/ARD-12, JPC-12, UN-10	2.814	2.9	3	3.2	3.5	F&A	
<b>Objective 9: Strengthen the administrative, legal, institutional and coordination capacity for Governance and Security</b>							
<b>SO5: To strengthen institutional coordination and capacity</b>							

Intervention 9.1: Strengthen programme institutions for effective and efficient service delivery							
PIAP Actions	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible MDA/LG	
1. Retooling Ministry of Justice and Constitutional Affairs	8	8	9	7	8	F&A	
2. Undertake Renovation of MoJ/CA Regional Offices	1	1	1	1	1	F&A	
3. Undertake Minor maintenance works of the JLOS House	0.3	0.5	0.6	0.7	0.7	F&A	
4. Pay monthly staff salary	44.9	45.1	45.9	46.7	47.6		
5. Pay monthly pension	1.5	1.9	2.4	2.8	3.2	HR	
6. Pay Gratuity	0.42	1.3	1.9	2.6	3.3	HR	
7. Prepare the Human Resource Development Plan	0.3					HR	
8. Recruit Staff	0.4	0.4	0.4	0.6	0.8	HR	
9. Service and maintain vehicles machinery and equipment	1.5	1.5	1.6	1.9	2	F&A	
10. Undertake Quarterly Audits	0.5	0.6	0.7	0.8	0.9	LA	
11. Prepare semi annual, 9 months and Annual Financial reports	1	1.1	1.2	1.3	1.4	Accounts	
12. Undertake quarterly supervision visits to Regional Offices	0.3	0.35	0.35	0.4	0.45	Accounts	
13. Coordinate the procurement function. Prepare Quarterly and annual Annual procurement reports	0.35	0.4	0.5	0.6	0.7	Accounts	
14. Receive and dispatch mails	0.2	0.22	0.23	0.3	0.4	Records	
15. Establish Records centres in Regional Offices	0.6	0.9	0.97	0.9	0.7	Records	
16. Undertake support supervision to Regional offices	0.35	0.4	0.4	0.5	0.55	Records	
17. Facilitate Top and Senior management meetings and Committee meetings	0.8	0.8	0.9	1	1.2	F&A	
18. Conducting media engagement (Press conferences, radio and TV talkshows, print media articles, online publications and stakeholder meetings)	0.5	0.7	0.8	0.9	1	Communication	
19. Undertake mainstreaming of cross cutting issues	0.2	0.3	0.4	0.5	0.7	F&A	
20. Enhance systems Automation	0.3	1.6	1.7	1.9	2	ICT	
21. Procure Internet data Maintain the IT equipment operational including anti viruses	0.85	0.8	1.4	1.6	1.8	ICT	
22. Prepare the Strategic Plan and Statistical Strategic Plan	0.5					0.5 Planning	
23. Prepare Budget Framework Papers, Ministerial Policy Statements and Budget Estimates	0.8	0.8	0.9	1	1.2	Planning	
24. Support the preparation of submissions to Cabinet, the Cabinet memoranda and Cabinet Information Papers	0.159	0.4	0.4	0.4	0.4	PAU	
25. Prepare Ministry Cabinet Forward Agenda	0.1	0.1	0.2	0.2	0.2	PAU	
26. Coordinate formulation of Ministry's policies for effective service delivery	0.2	0.3	0.6	0.6	0.6	PAU	
27. Undertake Monitoring of the implementation of Cabinet directives	0.2	0.3	0.3	0.3	0.3	PAU	
28. Undertake M & E	0.5	0.5	0.95	0.5	1.7	Planning	
29. Pay overhead costs including subscription to International Organisations	8	8	9	9	10	F&A	
30. Regional Offices facilitated with operations	6	8.5	10	12	13	F&A	
31. Outstanding Court Award Arrears and other compensations paid	6	8	8	6	6	F&A	
32. Outstanding Cattle compensation Arrears paid	150	250	450	450	350	F&A	
33. Undertake construction of the African Humanitarian Agency Office	200	158				F&A	
<b>Objective Total</b>	<b>436.729</b>	<b>502.77</b>	<b>552.7</b>	<b>554</b>	<b>462.3</b>		
<b>NDP IV Strategic Objective 1.0: Sustainably increase production, productivity and value addition in agriculture, minerals, oil &amp; gas, tourism, ICT and financial services.</b>							
<b>Programme Name: Sustainable Extractive Industry Development</b>							
<b>Objective 5: Strengthen governance, coordination and innovation for the extractives industry</b>							

SO1: To Strengthen Compliance with Regulatory Best Practices									
Intervention 5.1.1.1: Strengthen the extractives industry policy and regulatory framework									
PIAP Actions	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible MDA/LG			
1. Building substances Bill	0.05	0.05	-	-	-	FPC			
2. Formulate Earth Sciences registration Bill	0.05	0.05	-	-	-	FPC			
3. Formulate National Content Fund Bill	0.05	0.05	-	-	-	FPC			
4. Review the petroleum supply Act, 2003 as amended	0.05	0.05	-	-	-	FPC			
5. Review the petroleum Upstream and Midstream Acts 2013	0.05	0.05	-	-	-	FPC			
<b>Sub-total</b>	<b>0.25</b>	<b>0.25</b>	<b>0</b>	<b>0</b>	<b>0</b>				
PIAP Actions	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible MDA/LG			
1. Formulate Artisanal Mining regulations	0.05	0.05	0.05	-	-	FPC			
2. Formulate Inspection, Monitoring and Enforcement regulations	0.05	0.05	0.05	-	-	FPC			
3. Formulate Geoscientific Services regulations	0.05	0.05	0.05	-	-	FPC			
4. Formulate Mineral beneficiation regulations	0.05	0.05	0.05	-	-	FPC			
5. Formulate Mine Health, Safety and Environment regulations	0.05	0.05	0.05	-	-	FPC			
6. Formulate Geothermal direct use regulations	0.05	0.05	0.05	-	-	FPC			
7. Formulate National Content and Community Engagement regulations	0.05	0.05	0.05	-	-	FPC			
8. Formulate the LPG regulations	0.05	0.05	0.05	-	-	FPC			
<b>Sub-total</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0</b>	<b>0</b>				
<b>Objective Total</b>	<b>0.65</b>	<b>0.65</b>	<b>0.4</b>	<b>0</b>	<b>0</b>				
<b>NDPIV Strategic Objective: To build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT</b>									
<b>Program Name: Sustainable Energy Development</b>									
Programme Objective 4: Strengthen coordination and innovation for energy security and sustainable development									
<b>SO4: To promote Uganda's interests in regional and international legal frameworks</b>									
Strategic Intervention 5: Strengthen energy investment promotion and mobilization									
PIAP Actions	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible MDA/LG			
1. Undertake negotiation of energy infrastructure development loan/grant documents	0.5	0.5	0.5	0.5	0.5	DLAS			
<b>NDP IV Objective:</b>									
<b>Program Name: Manufacturing Programme</b>									
Objective 4: Support market access and development for manufactured products									
<b>SO4: To promote Uganda's interests in regional and international legal frameworks</b>									
Strategic Intervention 4.2: Facilitate manufacturers to access a diverse range of export destinations									
PIAP Actions	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible MDA/LG			
1. Enhance the capacity of the negotiators	0.1	0.1	0.1	0.1	0.1	DLAS			
<b>Objective 5: Strengthen the policy, legal, institutional and coordination framework to support manufacturing</b>									
<b>SO1: To Strengthen Compliance with Regulatory Best Practices</b>									
Strategic Intervention 5.2: Develop, review and implement Policy and Legislation to support manufacturing									

<i>PIAP Actions</i>	<i>Budget FY2025/26</i>	<i>Budget FY2026/27</i>	<i>Budget FY2027/28</i>	<i>Budget FY2028/29</i>	<i>Budget FY2029/30</i>	<i>Responsible MDA/LG</i>
1. Develop/review and implement relevant policies, laws and regulations to safeguard manufactured goods from unfair competition arising from foreign goods, recycling of metal, plastics and papers	0.1	0.1	0.1	0.1	0.1	FPC
2. Develop/review and implement relevant policies, laws and regulations for industrial development	0.1	0.1	0.1	0.1	0.1	FPC
3. Develop/review and implement relevant policies, laws and regulations to facilitate innovation & technology advancement	0.1	0.1	0.1	0.1	0.1	FPC
<b>Objective Total</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	
<b>NDPVI Objective:</b>						
<i>Programme: Legislation, oversight and representation</i>						
<b>Objective 4: To strengthen institutional capacity for Legislation, oversight and representation</b>						
<b>SOI: To Strengthen Compliance with Regulatory Best Practices</b>						
<b>Strategic Intervention 2: Develop and upgrade digital infrastructure for programme operations.</b>						
<i>PIAP Actions</i>	<i>Budget FY2025/26</i>	<i>Budget FY2026/27</i>	<i>Budget FY2027/28</i>	<i>Budget FY2028/29</i>	<i>Budget FY2029/30</i>	<i>Responsible MDA/LG</i>
1. Develop the Noter-up for local government and by laws	0.2	0	0.2	0	0	FPC
2. Develop Local government database system for ordinances and bylaws	0	0.5	0.5	0	0	FPC
<b>Sub-total</b>	<b>0.2</b>	<b>0.5</b>	<b>0.7</b>	<b>0</b>	<b>0</b>	
<b>Strategic Intervention 3: Strengthen the capacity of programme actors to undertake their mandate</b>						
<i>PIAP Actions</i>	<i>Budget FY2025/26</i>	<i>Budget FY2026/27</i>	<i>Budget FY2027/28</i>	<i>Budget FY2028/29</i>	<i>Budget FY2029/30</i>	<i>Responsible MDA/LG</i>
1. Facilitate Attorneys in the First Parliamentary Counsel to undertake short term CPDs in Legislative drafting	0.18	0.18	0.18	0.18	0.18	FPC
<b>Objective Total</b>	<b>0.38</b>	<b>0.68</b>	<b>0.88</b>	<b>0.18</b>	<b>0.18</b>	
<b>TOTAL SPVI BUDGET</b>	<b>524,8307</b>	<b>631,2856</b>	<b>720,03785</b>	<b>766,3426</b>	<b>599,6346</b>	<b>3242,15135</b>

## Annex 2: The situation analysis of each Regional Office operation

S/No	Regional Office	High Courts, Chief Magistrate's Courts and Magistrate Grade 1 Courts	No. Served	Location of service point
1.	Arua	High Court Circuit Chief Magistrate's Court Magistrate Grade 1, Court	3 13 39	Arua, Moyo, Nebbi Arua district, Arua City, Nebbi, Zombo, Pakwach, Madi-Okollo, Maracha, Terego, Moyo, Adjumani, Koboko, Yumbe and Obongi Arua district (4), Arua City (1), Nebbi (3), Zombo (4), Pakwach (3), Madi-Okollo (3), Maracha (5), Terego (3), Moyo (1), Adjumani (2), Koboko (4), Yumbe (5) and Obongi (1)
2.	Fort Portal	High Court Circuits Chief Magistrate's Courts Magistrate Grade 1, Court	5 13 59	Hoima, Mubende, Kasese, Masindi and Fort Portal Fort portal, Kyegeva, Kyenjojo, Kasese, Hoima, Kagadi, Mubende, Bundibugyo, Bunyangabu, Ntoroko, Kamwenge, Kibaale and Karugutu Kasese (8), Bunyangabu (2), Kamwenge (3), Kikuube (3), Kyegeva (3), Kyenjojo (4), Kabarole (3), Bundibugyo (4), Hoima (6), Masindi (6), Mubende (5), Kibaale (2), Kagadi (3), Kitagwenda (1), Kaktumiro (3) and Ntoroko (3)
3.	Gulu	High Court Circuit Chief Magistrate's Court Magistrate Grade 1, Court	6 11 48	Gulu, Kitgum, Patongo, Masindi, Apac and Lira Alebtong, Apac, Dokolo, Lira, Oyam, Gulu, Anaka, Kitgum, Pader, Masindi and Kiryandongo Alebtong (4), Apac (5), Dokolo (5), Lira (4), Oyam (4), Gulu (4), Kitgum (7), Pader (5), Masindi (6) and Kiryandongo (4)
4.	Mbale	High Court Circuit	5	Mbale, Tororo, Bugiri, Iganga, Jinja

S/No	Regional Office	High Courts, Chief Magistrate's Courts and Magistrate Grade 1 Courts	No. Served	Location of service point
		Chief Magistrate's Court	29	Budaka, Bududa, Bugiri, Bukwo, Bulambuli, Busembatia, Busia, Butaleja, Butebo, Buyende, Iganga, Jinja, Jinja city, Kaliro, Kamuli, Kapchorwa, Kibuku, Kween, Luuka, Manafwa, Mayuge, Mbale, Mbale City, Namayingo, Namisindwa, Namutumba, Pallisa, Sironko and Tororo
		Magistrate Grade 1, Court	97	Budaka (2), Bududa (3), Bugiri (4), Bukwo (3), Bulambuli (3), Busembatia, Busia (5), Butaleja (2), Butebo (2), Buyende (3), Iganga (4), Jinja City (2), Jinja (4), Kaliro (3), Kamuli (5), Kapchorwa (3), Kibuku (4), Kween (3), Luuka (3), Manafwa (2), Mayuge (4), Mbale (5), Mbale City (1), Namayingo (3), Namisindwa (3), Namutumba (3), Pallisa (5), Sironko (3) and Tororo (10)
5.	Mbarara	High Court Circuit	8	Mbarara, Masaka, Bushenyi, Rukungiri, Ibanda, Ntungamo, Rakai and Kabale
		Chief Magistrate's Court	28	Mbarara City Council, Mbarara District, Masaka City Council, Masaka district, Bushenyi, Rukungiri, Kabale, Rukiga, Sheema, Rwampara, Kazo, Bukomansimbi, Ibanda, Rakai, Buhweju, Rubirizi, Isingiro, Kanungu, Kiruhura, Kisoro, Sembabule, Lwengo, Mitooma, Ntungamo, Kyotera, Lyantonde, Rukungiri, Kalungu
		Magistrate Grade 1, Court	108	Masaka City Council (1), Masaka District (3), Bukomansimbi (2), Rakai (4), Sembabule (5), Lwengo (3), Kyotera (4), Kalungu (3), Rubirizi (2), Sheema (4), Mitooma (4), Lyantonde (3), Kazo (2), Mbarara City (1), Mbarara district (4), Kabale (6), Rukiga (3), Rubanda (3), Kisoro (8), Rukungiri (6), Kanungu (3), Ntungamo (14), Kiruhura (4), Bushenyi (4), Rwampara (2), Ibanda (4) and Isingiro (6)

S/No	Regional Office	High Courts, Chief Magistrate's Courts and Magistrate Grade 1 Courts	No. Served	Location of service point
6.	Moroto	High Court Circuit Chief Magistrate's Court Magistrate Grade 1, Court	2 9 30	Moroto and Patongo Abim, Amudat, Kaabong, Karenga, Kotido, Moroto, Nakapiripirit, Napak and Nabilatuk Abim (3), Amudat (3), Kaabong (4), Karenga (3), Kotido (4), Moroto (5), Nakapiripirit (2), Napak (4) and Nabilatuk (2)
7.	Soroti	High Court Circuit Chief Magistrate's Court Magistrate Grade 1, Court	1 10 33	Soroti Amuria, Bukedea, Kaberamaido, Kalaki, Kapelebyong, Katakwi, Kumi, Ngora, Serere, Soroti Soroti City Amuria (3), Bukedea (3), Kaberamaido (3), Kalaki (2), Kapelebyong (3), Katakwi (4), Kumi (4), Ngora (3), Serere (4), Soroti (3) and Soroti City (1)
8.	<b>Iganga</b>	High Court Circuits in Iganga, Jinja and Bugiri.	3	The proposed Iganga Regional office will cover 12 districts in Busoga Sub region namely, Bugiri, Busembatia, Busia, Buyende, Iganga, Jinja, Kaliro, Kamuli, Luuka, Mayuge, Namayingo and Namutumba and Jinja City
9.	<b>Lira</b>	3 High Court Circuits of Dokolo, Lira, Masindi	3	The proposed Lira Regional office will cover 11 districts in Lango Sub region namely; Alebtong, Amolatar, Apac, Dokolo, Kole, Kwania, Lira City, Lira district, Masindi, Otuke and Oyam and Lira City

S/No	Regional Office	High Courts, Chief Magistrate's Courts and Magistrate Grade 1 Courts	No. Served	Location of service point
10.	<b>Masaka</b>	2 High Court Circuits of Masaka and Rakai	2	The proposed Masaka regional office will cover 8 districts of Bukomansimbi, Kalungu, Kyotera, Lwengo, Lyantonde, Masaka, Rakai and Sembabule and Masaka City
11.	<b>Kabale</b>	2 High Court Circuits of Kabale and Rukungiri,	2	The Kabale Regional office will cover 6 districts in Kigezi Sub region namely, Kabale, Kisoro, Rubanda, and Rukiga, Kanungu and Rukungiri
12.	<b>Hoima</b>	3 High Court Circuits of Hoima, Masindi and Mubende		The proposed Hoima Regional office will cover 9 districts namely, Bulisa, Hoima, Kagadi, Kakumiro, Kibaale, Kikuube, Kiryandongo, Masindi and Mubende and Hoima City

### Annex 3: MoJCA's proposed staff establishment

	JOB TITLE	SALARY SCALES	POSTIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
<b>A)</b>	<b>OFFICE OF THE MINISTER</b>				
1	Principal Personal Secretary	U2	1	1,247,468	14,969,616
2	Senior Personal Secretary	U3	1	933,461	11,201,532
3	Personal Assistant/ Senior Assistant Secretary	U3	1	933,461	11,201,532
4	Driver	U8	1	221,988	2,663,856
5	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>5</b>		<b>42,700,392</b>
<b>B)</b>	<b>OFFICE OF THE ATTORNEY GENERAL</b>				
1	Principal State Attorney	U2	1	6,500,000	78,000,000
2	Principal Personal Secretary	U2	1	1,247,468	14,969,616
3	Personal Assistant/ Senior Assistant Secretary	U3	1	933,461	11,201,532
4	Driver	U8	1	221,988	2,663,856
5	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>5</b>		<b>109,498,860</b>
<b>C)</b>	<b>OFFICE OF THE DEPUTY ATTORNEY GENERAL</b>				
1	Principal Personal Secretary	U2	1	1,247,468	14,969,616
2	Senior State Attorney	U3	1	6,500,000	78,000,000
3	Senior Personal Secretary	U3	-	933,461	-
4	Personal Assistant/ Senior Assistant Secretary	U3	1	933,461	11,201,532
5	Driver	U8	1	221,988	2,663,856
6	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>5</b>		<b>109,498,860</b>
<b>D)</b>	<b>OFFICE OF THE SOLICITOR GENERAL</b>				
1	Solicitor General	U1SE	1	15,400,000	184,800,000
2	Deputy Solicitor General	U1SE	1	13,860,000	166,320,000
3	Senior Personal Secretary	U3	2	933,461	22,403,064
4	Stenographer Secretary	U5	-	462,852	-
5	Driver	U8	2	221,988	5,327,712
6	Office Attendant	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>8</b>		<b>384,178,488</b>
<b>E)</b>	<b>DIRECTORS</b>				
1	Director-Civil Litigation	U1SE	1	13,800,000	165,600,000
2	Director-Legal Advisory and Consultative Services	U1SE	1	13,800,000	165,600,000
3	Director-First Parliamentary Counsel	U1SE	1	13,800,000	165,600,000
4	Administrator General/ Director	U1SE	1	13,800,000	165,600,000
5	Senior Personal Secretary	U3	2	933,461	22,403,064

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
6	Personal Secretary	U4	1	723,868	8,686,416
7	Pool Stenographer	U6	2	436,677	10,480,248
8	Driver	U8	3	221,988	7,991,568
9	Office Attendant	U8	3	221,988	7,991,568
	<b>Sub-Total</b>		<b>15</b>		<b>719,952,864</b>
<b>F)</b>	<b>OFFICE OF THE PERMANENT SECRETARY</b>				
1	Permanent Secretary	UISE	1	15,400,000	184,800,000
2	Principal Personal Secretary	U2	1	1,247,468	14,969,616
3	Driver	U8	1	200,297	2,403,564
4	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>4</b>		<b>204,837,036</b>
<b>G)</b>	<b>STATISTICS, MONITORING AND EVALUATION UNIT</b>				
1	Principal Monitoring and Evaluation Officer	U2	1	1,345,330	16,143,960
2	Principal Statistician	U2	-	4,500,000	-
3	Senior Statistician	U3	1	4,250,000	51,000,000
4	Senior Monitoring and Evaluation Officer	U3	-	1,046,396	-
5	Monitoring and Evaluation Officer	U4	1	876,222	10,514,664
6	Statistician	U4	1	4,000,000	48,000,000
7	Driver	U8	1	221,988	2,663,856
8	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>6</b>		<b>128,322,480</b>
<b>H)</b>	<b>INTERNAL AUDIT UNIT</b>				
1	Principal Internal Auditor	U2	1	1,345,330	16,143,960
2	Senior Internal Auditor	U3	1	1,046,396	12,556,752
3	Internal Auditor	U4	1	876,222	10,514,664
4	Driver	U8	1	221,988	2,663,856
5	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>5</b>		<b>44,543,088</b>
<b>I</b>	<b>COMMUNICATIONS UNIT</b>				
1	Principal Communications Officer	U2	1	1,247,468	14,969,616
2	Communications Officer	U4	1	723,868	8,686,416
	<b>Sub-Total</b>		<b>2</b>		<b>23,656,032</b>
<b>J)</b>	<b>DEPARTMENT OF FINANCE AND ADMINISTRATION</b>				
<b>i)</b>	<b>OFFICE OF THE UNDER SECRETARY</b>				
1	Under Secretary	UISE	1	1,859,451	22,313,412
2	Personal Secretary	U4	1	723,868	8,686,416
3	Driver	U8	1	221,988	2,663,856

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
4	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>4</b>		<b>36,327,540</b>
<b>ii)</b>	<b>HUMAN RESOURCE MANAGEMENT DIVISION</b>				
1	Assistant Commissioner	U1E	1	1,657,677	19,892,124
2	Principal Human Resource Officer	U2	1	1,247,468	14,969,616
3	Senior Human Resource Officer	U3	2	933,461	22,403,064
4	Human Resource Officer	U4	1	723,868	8,686,416
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Driver	U8	1	221,988	2,663,856
7	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>8</b>		<b>76,833,156</b>
<b>iii)</b>	<b>PLANNING DIVISION</b>				
1	Assistant Commissioner Planning	U1E	1	1,700,393	20,404,716
2	Principal Economist/Planner	U2	1	1,345,330	16,143,960
3	Senior Economist	U3	1	1,046,396	12,556,752
4	Economist	U4	1	876,222	10,514,664
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Driver	U8	1	221,988	2,663,856
7	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>7</b>		<b>59,620,092</b>
<b>iv)</b>	<b>GENERAL ADMINISTRATION UNIT</b>				
1	Principal Assistant Secretary	U2	1	1,247,468	14,969,616
2	Senior Assistant Secretary	U3	1	933,461	11,201,532
3	Senior Office Supervisor	U3	1	933,461	11,201,532
4	Assistant Secretary	U4	1	723,868	8,686,416
5	Inventory Management Officer	U4	1	876,222	10,514,664
6	Personal Secretary	U4	5	723,868	43,432,080
7	Stenographer Secretary	U5	4	462,852	22,216,896
8	Assistant Inventory Management Officer	U5	1	528,588	6,343,056
9	Pool Stenographer	U6	3	405,239	14,588,604
10	Receptionist	U7	2	343,792	8,251,008
11	Telephone Operator	U7	2	343,792	8,251,008
12	Office Typist	U7	3	343,792	12,376,512
13	Office Attendant	U8	4	221,988	10,655,424
14	Driver	U8	13	221,988	34,630,128
	<b>Sub-Total</b>		<b>42</b>		<b>217,318,476</b>
	<b>FINANCE AND ACCOUNTS UNIT</b>				

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
1	Principal Accountant	U2	1	1,345,330	16,143,960
2	Senior Accountant	U3	1	1,046,396	12,556,752
3	Accountant	U4	1	876,222	10,514,664
4	Senior Assistant Accountant	U5	4	528,588	25,372,224
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Accountant	U6	1	426,265	5,115,180
7	Driver	U8	1	221,988	2,663,856
8	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>11</b>		<b>80,584,716</b>
<b>vi)</b>	<b>PROCUREMENT AND DISPOSAL UNIT</b>				
1	Principal Procurement Officer	U2	1	1,345,330	16,143,960
2	Senior Procurement Officer	U3	1	1,046,396	12,556,752
3	Procurement Officer	U4	1	876,222	10,514,664
4	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>4</b>		<b>41,879,232</b>
<b>vii)</b>	<b>INFORMATION TECHNOLOGY UNIT</b>				
1	Principal Information Technology Officer	U2	1	4,500,000	54,000,000
2	Senior Information Technology Officer	U3	1	4,250,000	51,000,000
3	Information Technology Officer	U4	4	4,000,000	192,000,000
	<b>Sub-Total</b>		<b>6</b>		<b>297,000,000</b>
<b>viii)</b>	<b>REGISTRY UNIT</b>				
1	Principal Records Officer	U2	1	1,247,468	14,969,616
2	Senior Records Officer	U3	1	933,461	11,201,532
3	Records Officer	U4	5	723,868	43,432,080
4	Assistant Records Officer	U5	8	462,852	44,433,792
5	Records Assistant	U7	19	343,792	78,384,576
	<b>Sub-Total</b>		<b>34</b>		<b>192,421,596</b>
<b>ix)</b>	<b>LIBRARY UNIT</b>				
1	Senior Information Scientist	U3	1	933,461	11,201,532
2	Information Scientist	U4	1	723,868	8,686,416
3	Librarian	U4	1	723,868	8,686,416
4	Assistant Librarian	U6	2	436,677	10,480,248
5	Library Assistant	U7	2	343,792	8,251,008
	<b>Sub-Total</b>		<b>7</b>		<b>47,305,620</b>
<b>x)</b>	<b>ESTATES MANAGEMENT UNIT</b>				
1	Estates Officer (Estates Engineer)	U4	1	4,000,000	48,000,000
2	Assistant Estates Officer (Electrical)	U5	1	2,200,000	26,400,000

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
3	Assistant Estates Officer (Plumbing)	U5	1	2,200,000	26,400,000
	<b>Sub-Total</b>		<b>3</b>		<b>100,800,000</b>
	<b>POLICY ANALYSIS</b>				
1	Senior Policy Analyst	U3	1	933,461	11,201,532
2	Policy Analyst	U4	1	723,868	8,686,416
	<b>Sub-Total</b>		<b>2</b>		<b>19,887,948</b>
	<b>TOTAL</b>		<b>128</b>		<b>1,169,978,376</b>
(K)	<b>DEPARTMENT OF ALTERNATIVE DISPUTE RESOLUTION</b>				
1	Commissioner, Legal	UISE	1	9,800,000	117,600,000
2	Assistant Commissioner, Legal	UIE	2	8,590,000	206,160,000
3	Principal State Attorney	U2	4	6,500,000	312,000,000
4	Senior State Attorney	U3	8	5,600,000	537,600,000
5	State Attorney	U4	16	5,200,000	998,400,000
6	Personal Secretary	U4	1	723,868	8,686,416
7	Legal Clerk	U5	1	3,500,000	42,000,000
8	Driver	U8	2	221,988	5,327,712
9	Office Attendant	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>37</b>		<b>2,233,101,840</b>
(L)	<b>DEPARTMENT OF CONSTITUTIONAL AFFAIRS AND HUMAN RIGHTS</b>				
1	Commissioner, Legal	UISE	1	9,800,000	117,600,000
2	Assistant Commissioner, Legal	UIE	2	8,590,000	206,160,000
3	Principal State Attorney	U2	4	6,500,000	312,000,000
4	Senior State Attorney	U3	8	5,600,000	537,600,000
5	State Attorney	U4	16	5,200,000	998,400,000
6	Personal Secretary	U4	1	723,868	8,686,416
7	Legal Clerk	U5	1	3,500,000	42,000,000
8	Driver	U8	2	221,988	5,327,712
9	Office Attendant	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>37</b>		<b>2,233,101,840</b>
(M)	<b>DEPARTMENT OF LAND AND ENVIRONMENT MATTERS</b>				
1	Commissioner, Legal	UISE	1	9,800,000	117,600,000
2	Assistant Commissioner, Legal	UIE	2	8,590,000	206,160,000
3	Principal State Attorney	U2	4	6,500,000	312,000,000
4	Senior State Attorney	U3	8	5,600,000	537,600,000
5	State Attorney	U4	16	5,200,000	998,400,000
6	Personal Secretary	U4	1	723,868	8,686,416

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
7	Legal Clerk	U5	1	3,500,000	42,000,000
8	Driver	U8	2	221,988	5,327,712
9	Office Attendant	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>37</b>		<b>2,233,101,840</b>
(N)	<b>DEPARTMENT OF PUBLIC LAW AND REGULATION</b>				
1	Commissioner, Legal	UISE	1	9,800,000	117,600,000
2	Assistant Commissioner, Legal	UIE	2	8,590,000	206,160,000
3	Principal State Attorney	U2	4	6,500,000	312,000,000
4	Senior State Attorney	U3	8	5,600,000	537,600,000
5	State Attorney	U4	16	5,200,000	998,400,000
6	Personal Secretary	U4	1	723,868	8,686,416
7	Legal Clerk	U5	1	3,500,000	42,000,000
8	Driver	U8	2	221,988	5,327,712
9	Office Attendant	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>37</b>		<b>2,233,101,840</b>
(O)	<b>DEPARTMENT OF COMMERCIAL LAW</b>				
1	Commissioner, Legal	UISE	1	9,800,000	117,600,000
2	Assistant Commissioner, Legal	UIE	2	8,590,000	206,160,000
3	Principal State Attorney	U2	4	6,500,000	312,000,000
4	Senior State Attorney	U3	8	5,600,000	537,600,000
5	State Attorney	U4	16	5,200,000	998,400,000
6	Personal Secretary	U4	1	723,868	8,686,416
7	Driver	U8	2	221,988	5,327,712
8	Office Attendant	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>36</b>		<b>2,191,101,840</b>
(P)	<b>DEPARTMENT OF PUBLIC PROCUREMENT LAW</b>				
1	Commissioner, Legal	UISE	1	9,800,000	117,600,000
2	Assistant Commissioner, Legal	UIE	2	8,590,000	206,160,000
3	Principal State Attorney	U2	4	6,500,000	312,000,000
4	Senior State Attorney	U3	8	5,600,000	537,600,000
5	State Attorney	U4	16	5,200,000	998,400,000
6	Personal Secretary	U4	1	723,868	8,686,416
7	Driver	U8	2	221,988	5,327,712
8	Office Attendant	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>36</b>		<b>2,191,101,840</b>
(Q)	<b>DEPARTMENT OF NATURAL RESOURCES AND ENERGY LAW</b>				
1	Commissioner, Legal	UISE	1	9,800,000	117,600,000

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
2	<i>Assistant Commissioner, Legal</i>	UIE	2	8,590,000	206,160,000
3	<i>Principal State Attorney</i>	U2	4	6,500,000	312,000,000
4	<i>Senior State Attorney</i>	U3	8	5,600,000	537,600,000
5	<i>State Attorney</i>	U4	16	5,200,000	998,400,000
6	<i>Personal Secretary</i>	U4	1	723,868	8,686,416
7	<i>Driver</i>	U8	2	221,988	5,327,712
8	<i>Office Attendant</i>	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>36</b>		<b>2,191,101,840</b>
(R)	<b>DEPARTMENT OF PUBLIC INTERNATIONAL LAW AND COOPERATION</b>				
1	<i>Commissioner, Legal</i>	UISE	1	9,800,000	117,600,000
2	<i>Assistant Commissioner, Legal</i>	UIE	2	8,590,000	206,160,000
3	<i>Principal State Attorney</i>	U2	4	6,500,000	312,000,000
4	<i>Senior State Attorney</i>	U3	8	5,600,000	537,600,000
5	<i>State Attorney</i>	U4	16	5,200,000	998,400,000
6	<i>Personal Secretary</i>	U4	1	723,868	8,686,416
7	<i>Driver</i>	U8	2	221,988	5,327,712
8	<i>Office Attendant</i>	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>36</b>		<b>2,191,101,840</b>
(S)	<b>DEPARTMENT OF PRINCIPAL LEGISLATION</b>				
1	<i>Commissioner-Legal</i>	UISE	1	9,800,000	117,600,000
2	<i>Assistant Commissioner Legal</i>	UIE	2	8,590,000	206,160,000
3	<i>Principal State Attorney</i>	U2	4	6,500,000	312,000,000
4	<i>Senior State Attorney</i>	U3	8	5,600,000	537,600,000
5	<i>State Attorney</i>	U4	16	5,200,000	998,400,000
6	<i>Personal Secretary</i>	U4	1	723,868	8,686,416
7	<i>Driver</i>	U8	2	221,988	5,327,712
8	<i>Office Attendant</i>	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>36</b>		<b>2,191,101,840</b>
(T)	<b>DEPARTMENT OF SUBSIDIARY LEGISLATION</b>				
1	<i>Commissioner-Legal</i>	UISE	1	9,800,000	117,600,000
2	<i>Assistant Commissioner Legal</i>	UIE	2	8,590,000	206,160,000
3	<i>Principal State Attorney</i>	U2	4	6,500,000	312,000,000
4	<i>Senior State Attorney</i>	U3	8	5,600,000	537,600,000
5	<i>State Attorney</i>	U4	16	5,200,000	998,400,000
6	<i>Personal Secretary</i>	U4	1	723,868	8,686,416
7	<i>Driver</i>	U8	2	221,988	5,327,712

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
8	Office Attendant	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>36</b>		<b>2,191,101,840</b>
(U)	<b>DEPARTMENT OF LOCAL GOVERNMENT LEGISLATION</b>				
1	Commissioner-Legal	UISE	1	9,800,000	117,600,000
2	Assistant Commissioner Legal	UIE	2	8,590,000	206,160,000
3	Principal State Attorney	U2	4	6,500,000	312,000,000
4	Senior State Attorney	U3	8	5,600,000	537,600,000
5	State Attorney	U4	16	5,200,000	998,400,000
6	Personal Secretary	U4	1	723,868	8,686,416
7	Driver	U8	2	221,988	5,327,712
8	Office Attendant	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>36</b>		<b>2,191,101,840</b>
(V)	<b>DEPARTMENT OF LAW REFORM AND REVISION</b>				
1	Commissioner-Legal	UISE	1	9,800,000	117,600,000
2	Assistant Commissioner Legal	UIE	2	8,590,000	206,160,000
3	Principal State Attorney	U2	4	6,500,000	312,000,000
4	Senior State Attorney	U3	8	5,600,000	537,600,000
5	State Attorney	U4	16	5,200,000	998,400,000
6	Personal Secretary	U4	1	723,868	8,686,416
7	Driver	U8	2	221,988	5,327,712
8	Office Attendant	U8	2	221,988	5,327,712
	<b>Sub-Total</b>		<b>36</b>		<b>2,191,101,840</b>
(W)	<b>OFFICE OF THE ADMINISTRATOR GENERAL</b>				
1	Deputy Administrator General (Commissioner)	UISE	3	9,800,000	352,800,000
2	Assistant Administrator General (Assistant Commissioner)	UIE	3	8,590,000	309,240,000
3	Principal State Attorney	U2	6	6,500,000	468,000,000
4	Senior State Attorney	U3	18	5,600,000	1,209,600,000
5	State Attorney	U4	18	5,200,000	1,123,200,000
6	Personal Secretary	U4	1	723,868	8,686,416
7	Senior Assistant Accountant	U5	3	528,588	19,029,168
8	Assistant Office Supervisor	U5	1	528,588	6,343,056
9	Assistant Accountant	U6	5	462,852	27,771,120
10	Office Typist	U7	-	343,792	-
11	Process Server	U8	1	221,988	2,663,856
12	Driver	U8	4	221,988	10,655,424
13	Office Attendant	U8	10	221,988	26,638,560
	<b>Sub-Total</b>		<b>73</b>		<b>3,564,627,600</b>

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
<b>X)</b>	<b>LAW COUNCIL</b>				
<i>(i)</i>	<b>OFFICE OF THE SECRETARY</b>				
1	<i>Commissioner</i>	UISE	1	9,800,000	117,600,000
2	<i>Personal Secretary</i>	U4	1	723,868	8,686,416
3	<i>Records Officer</i>	U4	1	723,868	8,686,416
4	<i>Clerk</i>	U7	1	343,792	4,125,504
5	<i>Driver</i>	U8	4	221,988	10,655,424
6	<i>Office Attendant</i>	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>9</b>		<b>132,417,616</b>
<i>(ii)</i>	<b>LEGAL EDUCATION AND TRAINING</b>				
1	<i>Assistant Commissioner -Legal Education and Training</i>	UIE	1	8,590,000	103,080,000
2	<i>Principal State Attorney</i>	U2	1	6,500,000	78,000,000
3	<i>Senior State Attorney</i>	U3	1	5,600,000	67,200,000
4	<i>State Attorney</i>	U4	1	5,200,000	62,400,000
5	<i>Pool Stenographer</i>	U6	1	426,265	5,115,180
6	<i>Records Assistant</i>	U7	1	343,792	4,125,504
7	<i>Office Attendant</i>	U8	1	200,297	2,403,564
	<b>Sub-Total</b>		<b>7</b>		<b>322,324,248</b>
<i>(iii)</i>	<b>PROSECUTIONS</b>				
1	<i>Assistant Commissioner -Prosecutions</i>	UIE	1	8,590,000	103,080,000
2	<i>Principal State Attorney</i>	U2	1	6,500,000	78,000,000
3	<i>Senior State Attorney</i>	U3	1	5,600,000	67,200,000
4	<i>State Attorney</i>	U4	1	5,200,000	62,400,000
5	<i>Pool Stenographer</i>	U6	1	426,265	5,115,180
6	<i>Records Assistant</i>	U7	1	343,792	4,125,504
7	<i>Office Attendant</i>	U8	1	200,297	2,403,564
	<b>Sub-Total</b>		<b>7</b>		<b>322,324,248</b>
<i>(iv)</i>	<b>INSPECTORATE</b>				
1	<i>Assistant Commissioner -Inspectorate</i>	UIE	1	8,590,000	103,080,000
2	<i>Principal State Attorney</i>	U2	1	6,500,000	78,000,000
3	<i>Senior State Attorney</i>	U3	1	5,600,000	67,200,000
4	<i>State Attorney</i>	U4	1	5,200,000	62,400,000
5	<i>Pool Stenographer</i>	U6	1	426,265	5,115,180
6	<i>Records Assistant</i>	U7	1	343,792	4,125,504
7	<i>Office Attendant</i>	U8	1	200,297	2,403,564
	<b>Sub-Total</b>		<b>7</b>		<b>322,324,248</b>
<i>(v)</i>	<b>LEGAL AID AND PARALEGAL SERVICES</b>				

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
1	Assistant Commissioner Paralegal Services	UIE	1	8,590,000	103,080,000
2	Principal State Attorney	U2	1	6,500,000	78,000,000
3	Senior State Attorney	U3	1	5,600,000	67,200,000
4	State Attorney	U4	1	5,200,000	62,400,000
5	Pool Stenographer	U6	1	426,265	5,115,180
6	Records Assistant	U7	1	343,792	4,125,504
7	Office Attendant	U8	1	200,297	2,403,564
	<b>Sub-Total</b>		<b>7</b>		<b>322,324,248</b>
	<b>TOTAL</b>		<b>37</b>		<b>1,441,714,608</b>
Y)	CENTER FOR ARBITRATION AND DISPUTE RESOLUTION				
	OFFICE OF THE COMMISSIONER ARBITRATION AND DISPUTE RESOLUTION				
1	Commissioner	UISE	1	9,800,000	117,600,000
2	Personal Secretary	U4	1	723,868	8,686,416
3	Records Officer	U4	1	723,868	8,686,416
4	Clerk	U7	1	343,792	4,125,504
5	Office Attendant	U8	2	221,988	5,327,712
6	Driver	U8	2	200,297	4,807,128
	<b>Sub-Total</b>		<b>8</b>		<b>149,233,176</b>
	MEDIATION/ ARBITRATION AND CONCILIATION DIVISION				
1	Assistant Commissioner	UIE	1	8,590,000	103,080,000
2	Principal Arbitrator	U2	1	6,500,000	78,000,000
3	Senior Arbitrator	U3	1	5,600,000	67,200,000
	<b>Sub-Total</b>		<b>3</b>		<b>248,280,000</b>
	REGISTRATION AND CERTIFICATE DIVISION				
1	Assistant Commissioner Prosecutions	UIE	1	5,168,880	62,026,560
2	Principal Registrar	U2	1	6,500,000	78,000,000
3	Senior Registrar	U3	1	5,600,000	67,200,000
	<b>Sub-Total</b>		<b>3</b>		<b>207,226,560</b>
	RULES AND PROCEDURE DIVISION				
1	Assistant Commissioner Inspections	UIE	1	5,168,880	62,026,560
2	Principal State Attorney	U2	1	6,500,000	78,000,000
3	Senior State Attorney	U3	1	5,600,000	67,200,000
	<b>Sub-Total</b>		<b>3</b>		<b>207,226,560</b>
	<b>TOTAL</b>		<b>17</b>		<b>811,966,296</b>
Z)	REGIONAL OFFICES				
(i)	MBARARA				

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
1	Assistant Commissioner -Legal	U1E	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
8	Office Typist	U7	-	343,792	-
9	Process Server	U8	3	221,988	7,991,568
10	Driver	U8	3	221,988	7,991,568
11	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
<b>(ii)</b>	<b>ARUA</b>				
1	Assistant Commissioner -Legal	U1E	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
	Office Typist	U7	-	343,792	-
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568
10	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
<b>(iii)</b>	<b>MBALE</b>				
1	Assistant Commissioner -Legal	U1E	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
	Office Typist	U7	-	343,792	-
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568
10	Office Attendant	U8	1	221,988	2,663,856

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
<b>(iv)</b>	<b>GULU</b>				
1	Assistant Commissioner -Legal	UIE	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
	Office Typist	U7	-	343,792	-
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568
10	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
<b>(v)</b>	<b>MOROTO</b>				
1	Assistant Commissioner -Legal	UIE	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
	Office Typist	U7	-	343,792	-
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568
10	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
<b>(vi)</b>	<b>SOROTI</b>				
1	Assistant Commissioner -Legal	UIE	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
10	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
(vii)	<b>FORT PORTAL</b>				
1	Assistant Commissioner - Legal	UIE	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568
10	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
(viii)	<b>IGANGA</b>				
1	Assistant Commissioner - Legal	UIE	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568
10	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
(ix)	<b>LIRA</b>				
1	Assistant Commissioner - Legal	UIE	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
10	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
<b>(x)</b>	<b>MASAKA</b>				
1	Assistant Commissioner - Legal	UIE	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568
10	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
<b>(xi)</b>	<b>KABALE</b>				
1	Assistant Commissioner - Legal	UIE	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568
10	Office Attendant	U8	1	221,988	2,663,856
	<b>Sub-Total</b>		<b>21</b>		<b>806,560,944</b>
<b>(xii)</b>	<b>HOIMA</b>				
1	Assistant Commissioner - Legal	UIE	1	8,590,000	103,080,000
2	Principal State Attorney	U2	2	6,500,000	156,000,000
3	Senior State Attorney	U3	3	5,600,000	201,600,000
4	State Attorney	U4	5	5,200,000	312,000,000
5	Stenographer Secretary	U5	1	462,852	5,554,224
6	Assistant Records Officer	U5	1	462,852	5,554,224
7	Records Assistant	U7	1	343,792	4,125,504
8	Process Server	U8	3	221,988	7,991,568
9	Driver	U8	3	221,988	7,991,568
10	Office Attendant	U8	1	221,988	2,663,856

	JOB TITLE	SALARY SCALES	POSITIONS	MONTHLY SALARY	PROPOSED ANNUAL SALARY
	<i>Sub-Total</i>		21		806,560,944
	<b>TOTAL FOR REGIONAL OFFICES</b>		212		9,678,731,328
	<b>GRAND TOTAL MojCA</b>		998		44,895,428,388

## Annex 5: Project Profiles

### (a) Construction of Regional Offices for Ministry of Justice and Constitutional Affairs

Vote Code:	007
Vote Name:	Ministry of Justice and Constitutional Affairs
Department Code:	17
Department Name:	Policy Planning Unit - MoJCA
Program Code:	160000
Program Name:	Governance and Security
Function Code:	49
Function Name:	Policy, Planning and Support Services
Project Title:	Construction of Regional Offices for Ministry of Justice and Constitutional Affairs
Project No:	00006-007
Project Duration:	Start Date: FY2025/26, End Date: FY2029/30, Duration years: 5 years
Classification:	INFRASTRUCTURE
Estimated Project Cost:	55,000,000,000 UGX
Capital to Recurrent Ratio:	90/10
Responsible Officer:	<p>Officer Title: Permanent Secretary  Officer Name: Mr. Robert Kasande  Officer Mobile Phone: 772402993  Officer Phone: 772402993  Officer Email: robert.kasande@justice.go.ug</p> <hr/> <p>Officer Title: Project Coordinator / Manager  Officer Name: Mr. Paul Muzaale  Officer Mobile Phone: 772414778  Officer Phone: 772414778  Officer Email: paul.muzaale@justice.go.ug</p>
Date of Approval of Concept note:	02-04-2025 11:35 AM

## 1. Project Background

### 1.1. Situational Analysis

The Ministry of Justice and Constitutional Affairs is mandated to “*provide Legal Advice and Legal Services as well as supporting the machinery that provides the Legal framework for good governance*”. The Ministry therefore spearheads the provision of legal advisory services for Govt the representation of Govt in courts, tribunals and Legal Drafting of bills, bylaws and ordinances in addition to, undertaking responsibilities of the Office of the Administrator General and the Law Council. For effective service delivery, this country-wide mandate required the Ministry to set up Regional Offices to bring services to the people and provide effective access to justice.

The Ministry has currently operationalised seven (7) Regional Offices in districts of Arua, Gulu, Fort Portal, Mbale, Mbarara, Moroto and Soroti with each Regional Officer serving an average of 25 districts, 176 Local Governments with 24 operational High Court Circuits. Generally, regional offices also handle matters at the Supreme Court, Court of Appeal/Constitutional Court, Industrial Court, Uganda Human Rights Commission Tribunal and Equal Opportunities Commission.

The situation analysis of each Regional Office operation is noted below;

**Mbale Regional Office** commenced in 2004 as the first regional office to be opened by the Ministry. It serves 27 districts in Busoga, Bukedi, Bugisu and Sebei sub-regions.

**Mbarara Regional Office** commenced on 1st July 2006 as the second regional office. It serves 32 districts in 4 sub-regions: Kigezi, Mbarara (West Ankole), Bushenyi (East Ankole), Masaka and Rakai. It serves 9 High Courts including Mbarara High Court Circuit, Kabale High Court Circuit, Masaka High Court Circuit, Rukungiri High Court Circuit, Ibanda High Court Circuit and Bushenyi High Court Circuit. It also handles several Magistrates Courts in Mubende, Mpigi, Kibuya and Luwero among others.

**Gulu Regional Office** was established in 2007 as the third Regional Office it currently serves three sub-regions of Acholi, Lango and partly Bunyoro. The Regional Office covers a total of 2 cities and 20 districts in its geographical area. The Regional Office's execution of work attends to a total of 4 High Court circuits in Gulu, Kitgum, Lira and Masindi. The Regional Office also attends to several Magisterial Courts which has spread out in all the 20 districts and cities.

**Arua Regional Office** was established in 2009 as the fourth Regional Office. It serves the West Nile Sub Region covering 11 districts and 1 City. It has 1 High Court circuit at Arua with several Magistrates Courts.

**Moroto Regional Office** was established on 14th February 2014 as the fifth regional office. It serves the Karamoja subregion covering 9 districts. It has 2 High Court Circuit and partly Lira High Court. It has several magistrate courts in hard-to-reach areas.

**Fort Portal Regional Office** was established in 2017 as the sixth Regional Office and covers the whole the Rwenzori Sub Region and parts of Bunyoro Sub Region and Mubende. Covering

15 districts, 3 High Courts circuits at Fort Portal, Hoima, Kasese and Masindi. 2 Cities and several municipalities and town councils.

**Soroti Regional Office** was established in 2021 as the seventh regional office covering the Teso sub-region with 10 districts, 1 High Court Circuit at Soroti and several magistrates courts. It also serves 1 city and 1 Municipal council.

## **1.2. Problem Statement**

Despite the milestones achieved, the Ministry of Justice and Constitutional Affairs continues to face significant challenges in continued delivery of effective services to its clients due to inadequate infrastructure, insufficient resources, and inefficient operations. Specifically, the concentration of services in seven (7) Regional Offices, each covering an average of 25 districts, has resulted in huge workloads, case backlogs, limited representation in courts and service delivery to the vulnerable communities among others. Relatedly, clients like orphans and widows in search of the Ministry services for example Administrator General Services have to travel long distances up to 400Kms to and fro to the nearest regional office which has been a stumbling block to access justice services. To address these challenges, there is a need to operationalize additional Regional Offices which will bring the Ministry services closer to vulnerable groups and for Government to realize a more efficient and inclusive mandate of provision of legal services. This has further been made worse with the expansion of the Judiciary by 25 operational High Court Circuits and with a plan to operationalize up to 38. So in this case, the State Attorneys spend more time travelling than preparing for the case in Court.

### **1.2.1. Problem Causes**

The challenges are caused by:

1. Long distances traversed by the vulnerable populations to access the Ministry services as the regional offices are so wide apart regionally.
2. The unmatched expansion of the Judiciary that plans to operationalise from 24 up to 34 High Court circuits countrywide whereas this Ministry has only 7 Regional Offices yet the Ministry is expected to represent the government in these same high courts and concurrently in some instances like in Fort Portal, Mbale and Mbarara, the number of High Courts circuits is more than the number of State Attorneys in the Regional Offices.

### **1.2.2. Problem Effects**

If nothing is done,

1. There is high case backlogs on both Civil and Human Rights cases due to heavy workload and inadequate facilities. In some instances there is missed or rescheduled court appearances by State Attorneys and challenges of conflicting cause lists in different courts.
2. Loss of cases in court due to inability to appear as a result of non-representation of Government in the Civil cases filed against. This has led to a cost to the Government from cases lost;
3. Limited service delivery as Lira, Jinja, Masaka, Tororo, Kasese, Kabale among others will remain without Regional Offices for services especially relating to Administrator General;

### 1.3. Strategic Fit

#### Focus Area:

inclusive\_growth

#### Interventions:

#### Details:

The project is aligned with SDGs Goal 16 of promoting peace, justice and strong institutions, African Union Agenda 2063 which emphasises good governance, peace security and judicial reforms across the continent, Uganda's Vision 2040, and National Development Plan IV (NDP IV) through, Strengthening coordination of the policy and legislative-making processes and enhancing equitable access to justice for social economic development.

Regarding the Governance and Security Programme Implementation Action Plans, the project directly contributes in the following ways:

Objective 3: To enhance efficiency in the delivery of justice, law and order services

Outcome 3.1: Increased Access to Justice Law and Order Services (JLOS)

Intermediate Outcome 3.1.1: Increased access to JLOS Service points.

Strategic Intervention 3.1: Enhance equitable access to justice for social economic development

Strategic Output 3.1.1: Appropriate Infrastructure for Justice, Law, and Order Developed

### 1.4. Justification

1. The Ministry is mandated to provide legal advice and legal services to the entire Government and support the machinery that provides the legal framework for good governance. However, it is faced with the challenge of having only 7 Regional Offices that offer all the services of the Ministry including defending Local Governments and Administrator General Services country-wide. This is coupled with inadequate staff and transport and to effectively run the Ministry's activities.
2. In addition, the Judiciary has operationalized up to 25 High Court circuits countrywide intending to increase these courts to 38 in the subsequent years whereas this Ministry has only 7 Regional Offices. In some instances like in Fort portal, Mbale and Mbarara the number of High Courts circuits is more than the number of State Attorneys in the Regional Offices. Then there are cases also in Chief Magistrate and Magistrate Grade I. In some instances we have no option but to let other cases go on without Government representation, and then request for reinstatement of the case, but this delays justice and it is not automatic that it is granted. In addition to the number of Attorneys being few, the Attorneys do travel very long distances and the vehicles are inadequate in number as well.
3. There is a need to operationalize 5 Regional Offices to somehow match the capacity of the Judiciary. The construction of an additional 5 Regional Offices would also reduce

the distances travelled by orphans, widows and widowers in search of Administrator General Services.

### 1.5. Stakeholders

Name:

Parliament of Uganda

*Responsibilities:*

1. *Budget allocation*
2. *Project Monitoring and Evaluation*

Name:

Ministry of Finance Planning and Economic Development (MoFPED)

*Responsibilities:*

1. *Budget allocation*
2. *Project Monitoring and Evaluation*

Name:

District Local Governments

*Responsibilities:*

1. *Provision of space and land for construction*
2. *Monitoring and supervision of project works*
3. *Approval of building plans and issuance of occupational permits*

Name:

Ministry of Works and Transport (MoWT);

*Responsibilities:*

1. *Preparation of bills of quantities*
2. *Drawing of Project Designs*
3. *Monitoring and evaluation of Project works*

Name:

Programme Agencies

*Responsibilities:*

1. *Implementation of Programme Plans*

Name:

Uganda Revenue Authority

*Responsibilities:*

1. *To guide the enforcement of Tax requirements*

Name:

The Judiciary

*Responsibilities:*

1. *Institutional Coordination*
2. *Planning*
3. *Budget allocations*

### **Affected population**

The new Regional Offices will serve the districts where they are located and other surrounding districts and will serve as one stop centers for Administrator General. They will also handle matters relating to supreme courts, court of appeal, industrial court and the human rights courts.

### **Iganga Regional Office**

- Distance is approximately 214km from Mbale to Iganga to and fro
- The proposed Iganga Regional Office will serve 3 High Court Circuits in Iganga, Jinja and Bugiri.
- The proposed Iganga Regional office will cover 12 districts in Busoga Sub region namely, Bugiri, Busembatia, Busia, Buyende, Iganga, Jinja, Kaliiro, Kamuli, Luuka, Mayuge, Namayingo and Namutumba.
- With the creation of this office, the average distance covered by Mbale regional office will reduce from 152.81km to 89.91km for 16 districts and therefore the average distance covered by Iganga Regional office will be 106km for 12 districts.
- The Ministry has not yet acquired land for setting up the office, it however is engaging with the District to receive a formal allocation.

### **Lira Regional office**

- Distance is approximately 230km from Gulu to Lira to and fro
- The proposed Lira Regional Office will serve 3 High Court Circuits of Dokolo, Lira, Masindi
- The proposed Lira Regional office will cover 11 districts in Lango Sub region namely; Alebtong, Amolatar, Apac, Dokolo, Kole, Kwania, Lira City, Lira district, Masindi, Ouke and Oyam
- With the creation of this office, the average distance covered by Gulu regional office will reduce from 246km to 197.2km for 11 districts and therefore the average distance covered by Lira regional office will be 120km for 10 districts.

- The Ministry has not yet acquired land for setting up the office, it however is engaging with the District to receive a formal allocation.

### **Masaka Regional Office**

- Distance from Mbarara to Masaka is 284km to and fro
- The proposed Masaka regional office will cover 2 High Court Circuits of Masaka and Rakai and 8 districts of Bukomansimbi, Kalungu, Kyotera, Lwengo, Lyantonde, Masaka, Rakai and Sembabule
- With the creation of this office and that of Kabale, the average distance covered by Mbarara regional office will further reduce from 91.5km for 19 districts to 132.7km for 11 districts and therefore the average distance covered by Masaka Regional office will be 80km for 8 districts.
- The Ministry has not yet acquired land for setting up the office, it however is engaging with the District to receive a formal allocation.

### **Kabale Regional Office**

- The distance from Kabale to Mbarara is 284 km to and fro
- The proposed Kabale Regional Office will serve 2 High court Circuits of kabale and Rukungirir
- The Proposed Kabale Regional Office will cover 4 districts in Kigezi Sub region namely Kabale, Kisoro, Rubanda and Rukiga

### **Hoima Regional Office**

- Distance from Fort portal to Hoima is approximately 390.8km to and fro
- The proposed Hoima Regional office will cover 9 districts namely, Buliisa, Hoima, Kagadi, Kakumiro, Kibaale, Kikuube, Kiryandongo, Masindi and Mubende.
- With the creation of this office, the average distance covered by Fort portal regional office will reduce from 230km to 108km for 10 districts. Furthermore, with the transfer of Masindi and Kiryandongo districts from Gulu Regional Office to Hoima Regional Office, the average distance covered by Gulu Regional office will further reduce from 197.2km to 177km for 8 districts. Therefore, the average distance covered by Hoima Regional office will be 134km for 9 districts and 1 city.
- The Ministry has not yet acquired land for setting up the office, it however is engaging with the District to receive a formal allocation.

## **1.6. Location**

## **1.7. Technical Description**

Construction of New Regional Offices/Centers: (5 No.)

- Monitoring and Supervision costs, tools and fees
- Technical management fees
- Three (3) level storeyed building
- A conference room that accommodates 50 people
- Two (2) meeting rooms that accommodates 20 people each
- Eighteen (18) offices

- Server room (2)
- Waiting lounge
- Restaurant and Kitchen
- Generator room
- Reception
- Registry
- Library
- Achieve
- 12 washrooms (4 on each floor)
- Pantry on each floor (3)
- Security room
- Parking that accommodates 40 vehicles
- Equipping regional offices with necessary tools

#### Construction of Staff Accommodation (6 units)

- storied apartment flat
- sitting room
- 2 bedrooms
- kitchen
- 2 balconies

## 2. Project Framework

<b>2.1 Project Goal</b>	
•	2.1.1 To increase access to JLOS Service points from 94% to 100% by 2029/2030
<b>2.2 Outcomes</b>	
•	2.2.1 Outcome 1: Increased access to JLOS Service points of the Ministry of Justice and Constitutional Affairs 94% to 100% by 2029/2030
<b>2.3 Outputs</b>	
•	2.3.1 Output 1: 5 New Regional Offices Constructed and equipped <i>Construction and equipping Regional Offices: Lira, Masaka, Iganga, Kabale, and Hoima</i>
•	2.3.2 Output 2: Staff Accommodations constructed (5) <i>Staff Accommodation constructed in the newly set up 5 Regional Offices</i>
•	2.3.3 Output 3: Monitoring and Supervision undertaken <i>project management</i>
Activities: Construction of five regional offices , Construction of staff accommodation for regional offices , Project monitoring	

### 3. Logical Framework

Project Goal	Indicator	Performance Indicators						Means of Verification	Assumptions	Risks
		Baseline FY2024/25 (SMART)	Target FY2025/26 (SMART)	Target FY2026/27 (SMART)	Target FY2027/28 (SMART)	Target FY2028/29 (SMART)	Target FY2029/30 (SMART)			
Project Goal: To increase access to JLOS Service points from 94% to 100% by 2029/2030	Indicator 1: percentage increase of access to JLOS service point centers	94	95	96	97	98	100	JLOS annual reports		
<b>Outcomes</b>										
Outcome 1: Increased access to JLOS Service points of the Ministry of Justice and Constitutional Affairs 94% to 100% by 2029/2030	Indicator 1: Percentage increase in the Ministry of Justice access to access to justice services	47%	50%	60%	70%	75%	80%	MOJCA Annual Reports	Funds availability	non release of funding ,
<b>Outputs</b>										
Output 1: 5 New Regional	Indicator 1: number of	7	8	9	10	11	12	Annual Reports	Funds availability	non release



- A conference room that accommodates 50 people
- Two (2) meeting rooms that accommodates 20 people each
- Eighteen (18) offices
- Server room (2)
- Waiting lounge
- Restaurant and Kitchen
- Generator room
- Reception
- Registry
- Library
- Achieve
- 12 washrooms (4 on each floor)
- Pantry on each floor (3)
- Security room
- Parking that accommodates 40 vehicles

**Staff Accommodations constructed (5)**

*(Increased access to JL/OS Service points of the Ministry of Justice and Constitutional Affairs 94% to 100% by 2029/2030)*

- 2.1 Construction of staff accommodation for regional offices

Construction of Staff Accommodation (6 units)

- storied apartment flat
- sitting room
- 2 bedrooms
- kitchen
- 2 balconies

<p><b>Monitoring and Supervision undertaken</b></p> <p><i>(Increased access to JLOS Service points of the Ministry of Justice and Constitutional Affairs 94% to 100% by 2029/2030)</i></p> <ul style="list-style-type: none"> <li>• 3.1 Project monitoring</li> </ul> <p>Monitoring and evaluation of the construction projects</p>
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### 3.1. Gantt Chart

Output / Activity Title	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Output 1: 5 New Regional Offices Constructed and equipped					
Activity 1: Construction of five regional offices					
Output 2: Staff Accommodations constructed (5)					
Activity 1: Construction of staff accommodation for regional offices					
Output 3: Monitoring and Supervision undertaken					
Activity 1: Project monitoring					

### 3.2. Coordination with Other Government Agencies

Name	Description
Ministry of Public Service	<ol style="list-style-type: none"> <li>1. <i>Review and Restructure the Ministry's staff structure to accommodate the new Regional Offices</i></li> <li>2. <i>capacity building</i></li> <li>3. <i>recruitment</i></li> </ol>
Equal Opportunities Commission	<ol style="list-style-type: none"> <li>1. <i>Mainstreaming Gender and Equity issues</i></li> </ol>
Office of the Prime Minister	<ol style="list-style-type: none"> <li>1. <i>Provision of leadership and guidance in areas of M&amp;E</i></li> <li>2. <i>Assessment of MDA Performance</i></li> </ol>
Ministry of Water and Environment	<ol style="list-style-type: none"> <li>1. <i>mainstreaming environment and climate change issues</i></li> </ol>
Ministry of Health	<ol style="list-style-type: none"> <li>1. <i>mainstreaming cross-cutting issues in health</i></li> </ol>
National Planning Authority	<ol style="list-style-type: none"> <li>1. <i>Provision of oversight and guidance of NDP IV implementation</i></li> </ol>

#### 4. Costed Annualized Plan

	Code	Name	Period					Sub-Total	Sources of Funds
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		
1		Output 1: 5 New Regional Offices Constructed and equipped	8,000,000,000	8,000,000,000	8,000,000,000	8,000,000,000	8,000,000,000	40,000,000,000	
1.1		Activity 1: Construction of five regional offices	8,000,000,000	8,000,000,000	8,000,000,000	8,000,000,000	8,000,000,000	40,000,000,000	
1.1.1	312101	Non-Residential Buildings	8,000,000,000	8,000,000,000	8,000,000,000	8,000,000,000	8,000,000,000	40,000,000,000	2-Central GOU Sources
2		Output 2: Staff Accommodations constructed (5)	1,900,000,000	1,900,000,000	1,900,000,000	1,900,000,000	1,900,000,000	9,500,000,000	
2.1		Activity 1: Construction of staff accommodation for regional offices	1,900,000,000	1,900,000,000	1,900,000,000	1,900,000,000	1,900,000,000	9,500,000,000	
2.1.1	312102	Residential Buildings	1,900,000,000	1,900,000,000	1,900,000,000	1,900,000,000	1,900,000,000	9,500,000,000	1-Domestic Government of Uganda
3		Output 3: Monitoring and	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	5,500,000,000	

	Supervision undertaken												
3.1	Activity 1: Project monitoring	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	5,500,000,000	
3.1.1	28150 4 Monitoring, Supervision & Appraisal of capital work	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	1,100,000,000	5,500,000,000	2-Central GOU Sources
Total Costs		11,000,000,000	11,000,000,000	11,000,000,000	11,000,000,000	11,000,000,000	11,000,000,000	11,000,000,000	11,000,000,000	11,000,000,000	11,000,000,000	55,000,000,000	

**(b) Establishment of African Union Humanitarian Agency (AfHA) in Uganda**

Vote Code:	007
Vote Name:	Ministry of Justice and Constitutional Affairs
Department Code:	17
Department Name:	Policy Planning Unit - MoJCA
Program Code:	160000
Program Name:	Governance and Security
Function Code:	49
Function Name:	Policy, Planning and Support Services
Project Title:	Establishment of African Union Humanitarian Agency (AfHA) in Uganda
Project No:	00007-007
Project Duration:	Start Date: FY2025/26, End Date: FY2026/27, Duration years: 2 years
Classification:	INFRASTRUCTURE
Estimated Project Cost:	358,296,843,750 UGX
Capital to Recurrent Ratio:	90/10
Responsible Officer:	<p>Officer Title: Permanent Secretary  Officer Name: Mr. Robert Kasande  Officer Mobile Phone: 772402993  Officer Phone: 772402993  Officer Email: robert.kasande@justice.go.ug</p> <hr/> <p>Officer Title: Project Coordinator / Manager  Officer Name: Dr. Mugunga Emmanuel F.  Officer Mobile Phone: 772511245  Officer Phone: 772511245  Officer Email: emmanuel.mugunga@justice.go.ug</p>
Date of Approval of Concept note:	30-04-2025 12:33 PM

## 1. Project Background

### 1.1. Situational Analysis

Africa is currently grappling with a series of humanitarian crises driven by natural disasters, health pandemics, and armed conflicts. These challenges have led to significant loss of life, wide spread displacement, and severe economic downturns. In 2023, over 35 million people across Africa were forcibly displaced due to ongoing conflict, violence, and disasters, representing 36% of the global displaced population[1].

According to the UN, 310.6 million people in sub-Saharan Africa is experiencing severe food insecurity, largely driven by climate shocks, political instability, and economic hardship[2]. Africa accounts for 42% of global climate-related displacements due to extreme weather events, with over 6 million people displaced by climate-related disasters in 2023[3].

The World Bank estimates that without substantial humanitarian and adaptive measures, 86 million Africans could be forced to migrate internally by 2050 due to climate change. Health crises such as Ebola virus, COVID-19, and recent cholera outbreaks has continue to strain healthcare systems across the continent, affecting millions of lives[4] and exacerbating existing vulnerabilities.

According to Global Report on Internal Displacement (IDMC) 2024, Africa hosts over a third of the world's displaced population, the continent also faces escalating food insecurity, further compounded by climate change, socio-political instability, and global economic shifts. These disasters have often led to serious disruption of the functioning of communities or societies, causing widespread human, material, economic or environmental losses that exceed the ability of the affected community or society to cope using its own resources. These challenges necessitates robust and coordinated responses.

In response to the pressing needs, the African Humanitarian Agency (AfHA) was established by the African Union's Constitutive Statute during its General Assembly (GA) at its 36th Ordinary Session held from 17th to 19th February 2023, in Addis Ababa in its decision Assembly/AU/Dec. 856 (XXXVI). The AfHA mandate is ensure effective coordination of humanitarian action on the continent and to strengthen the capabilities and capacities of AU member states and regional bodies in responding to humanitarian crises.

**The Agency will have four strategic objectives which are;**

1. To predict situations that can result into humanitarian crises through early warning systems;
2. To prevent adverse effects of humanitarian crises through addressing root causes;
3. To ensure timely and effective responses through building and strengthening capacities of continental, regional and national mechanisms; and
4. To design strategies for building adaptation and resilience at national and local levels for effective response to humanitarian crises.

The United Nations High Commission for Refugees (UNHCR) selected Uganda to host the African Regional Logistics Hub currently under construction at Namanve Industrial Park for effective humanitarian service delivery for refugees. Uganda currently hosts over **1.7 million refugees** and is a leader in refugee-management policies. Its strategic location provides an ideal

location due to its proximity to some of Africa's most vulnerable regions[5] making it an ideal site for the logistics hub. Despite efforts by various national and international organizations to address human displacement due to various disasters mentioned, the fragmented approach and limited resources available for addressing these crises often delay a cohesive and timely response. The complexities of these challenges necessitate a unified approach to enhance resilience and support recovery efforts across the continent.

As part of our bid offer to the African Union commission, Government of Uganda committed to provide the requisite infrastructure and confirmed funding of USD 86 million towards the establishment of the planned headquarters of the African Humanitarian Agency of the designated site for the development of the AfHA headquarters in Uganda is at Lubowa on Block 269, Plots 2514 to 2516, Kyadondo County, Makindye-Ssabagabo Municipality, Wakiso District.

Additionally, Uganda pledged further support including:

1. Provision of temporary Director's residence and office space at NSSF Premises at Solana Heights Estate in Lubowa;
2. Provision temporary warehousing facilities at Kisubi;
3. Initial provision core staff and utilities (electricity, water, and internet) with fiber connectivity services, and maintenance services;
4. Tax-free goods for AfHA employees for over five years;
5. Provision of modern SUV vehicle with a personal driver for the Head of AfHA and additional use;
6. Provision of 10 SUV vehicles for AfHA staff use;
7. Membership at Golf Club and a sporting facility for the head of AfHA and key management team members; and
8. Provision of 100 computers (laptops and desktops) and 10 printers for Agency operations.

The realisation of these additional commitments would require additional funding of USD 9,545,826 to cover up the total estimated cost of the Project of USD 95,545,826.

The establishment of AfHA headquarters in Uganda is expected to significantly contribute to Uganda's social-economic transformation in line with the National Resistance Movement (NRM) broader development agenda. It positions Uganda not only as a central hub for humanitarian coordination in Africa but also a leader in proactive disaster and crisis management.

The decision to bid for the establishment of the AfHA headquarters was taken at the highest level and HE. the President directed the Hon. Attorney General to constitute a team comprising of technical officers from Office of the President, Office of the Prime Minister, Ministry of Foreign Affairs, Ministry of Finance, Planning and Economic Development, Ministry of Lands, Housing and Urban Development, Ministry of Justice and Constitutional Affairs/Attorney General Chambers and the Ministry of Gender, Labour and Social Development in a letter to the Hon. Prime Minister of Ref: PO/3 dated 28th April, 2023.

This was followed up with a commitment of funding of USD 86 Million towards the establishment of the AfHA if the bid was successful in a letter from the Hon. MOFPED to the

Head of Delegation of the African Union Assessment Mission to Uganda dated 26th April, 2024.

Upon winning the bid, took note in the Cabinet Minute 210 (CT 2024). All the letters documents are herewith attached for ease of reference.

## **1.2. Problem Statement**

Current efforts to respond to humanitarian crises across Africa are often disjointed, foreign driven, under-resourced, and lack continuity, leading to prolonged suffering among affected populations and reduced efficacy of interventions. The absence of a central humanitarian agency in Africa hampers coordinated, large-scale responses to the continent's ongoing crises. Establishing a headquarters for the African Union Humanitarian Agency in Uganda aims to bridge this gap, providing an integrated approach to crisis management and response across the continent.

### **1.2.1. Problem Causes**

#### **Causes:**

1. Fragmented response efforts: humanitarian actions across Africa are often regionally isolated, lacking synergy between countries and organizations.
2. Limited resources and capacity: there is an insufficient logistical and financial framework to support robust emergency responses.
3. Insufficient data and analysis: the absence of centralized data collection and analysis hinders informed decision-making affecting the planning and execution of response strategies.
4. Inadequate Policy infrastructure: the lack a centralized body dedicated to developing and advocating for long term humanitarian policies prevents strategic planning and consistency across initiatives.

### **1.2.2. Problem Effects**

#### **Effects:**

1. Funding challenges: African-led initiatives often suffer from inadequate funding, resulting to over reliance on foreign aid which can come with restrictive conditions that stifle local agency and innovation.
2. Increased vulnerability: prolonged and unsolved conflicts escalate exacerbating the plight of already vulnerable population on the continent.
3. Inefficient responses: the reduced efficiency and scalability of current humanitarian efforts hinder timely interventions and effective crisis management.
4. Dependency on external support: the lack of mechanism for local sustainability perpetuates dependency on external assistance undermining the ability to develop self-sufficient response frameworks. without localized sustainability mechanisms.
5. Limited research and insights: a deficiency in research related to crisis preparedness and resilience building restricts strategic insights and innovation in addressing these challenges effectively.

6. Inadequate national capacity: African nations face challenges in a developing the capacity to respond rapidly and independently to emerging crises, necessitating the establishment of a continental body to coordinate and bolster these efforts.

### 1.3. Strategic Fit

Strategic Directive

Details

The African Humanitarian Agency establishment project strategically aligns with key regional and international frameworks. It supports the African Union Agenda 2063's goal of peace, security, and resilience, contributing to a stable and sustainable continent. It also aligns with UN Sustainable Development Goals (SDGs) No. 2 (Zero hunger), No. 6 (clean water and sanitation), and No. 13 (climate action). It also aligns with Uganda's Vision 2040 by positioning Uganda as a leader in humanitarian coordination and disaster resilience thereby enhancing its role on the global stage. Through adherence to global humanitarian standards, the project ensures quality and accountability in crisis operations. It also supports African disaster risk reduction frameworks enhancing the continent's ability to mitigate the impacts of disasters and human displacement, ultimately promoting a safer and more resilient Africa. The project is also in line with the Governance and Security Programme objective 8, which is to enhance the national response for coordinating refugee protection and management, and will give a direct output of Refugee solutions and management strengthened

### 1.4. Justification

1. **Enhanced Coordination:** the establishment of AfHA will facilitate continent-wide coordination of humanitarian efforts. This will enable effective resource mobilization and allocation, allowing for scaling up interventions during emergencies ultimately save lives and mitigating crises.
2. **Policy Development:** This agency will drive African-focused research and policy advocacy, providing insights into specific challenges and potential solutions unique to the continent, aligning with the African Union's Vision 2063 goals.
3. **Capacity Building:** The agency will promote consistent training, capacity building, and knowledge-sharing initiatives for humanitarian personnel across Africa. This emphasis on skill development will lead to better-prepared regional responders equipped to handle crisis.
4. **Sustainability and Resilience:** The Agency will foster long-term resilience by equipping African nations to manage and mitigate crises more effectively, ultimately reducing reliance on external aid and building a self-sustaining humanitarian response infrastructure across the continent.

### 1.5. Stakeholders

Name:

Office of the Prime Minister

*Responsibilities:*

- 1. coordination and management of refugees and disasters in the Country. it is responsible for resource mobilization and humanitarian policies that guide national responses to crisis.*

Name:

Ministry of Foreign Affairs

*Responsibilities:*

- 1. Essential for establishing diplomatic relations with African Union member states, negotiating partnership agreements, and managing protocols with international organizations and donors supporting the humanitarian agency.*

Name:

Ministry of Finance, Planning, and Economic Development

*Responsibilities:*

- 1. budgeting, funds mobilization and allocation. it ensures that the project aligns with Uganda's National Development Plan (NDP) III, Vision 2040. While adhering to financial management standards.*

### **Affected population**

the project will not significantly affect the population as it will be in construction phase.

### **1.6. Location**

### **1.7. Technical Description**

1. AfHA state of the Art headquarters constructed, equipped and furnished
2. Permanent residence for Head of AfHA Agency constructed, equipped and furnished
3. AfHA warehouse constructed, equipped and furnished
4. Project monitoring and evaluation undertaken
5. Temporary facilities ( office space and residence of the head of the Agency, and warehousing) acquired, equipped and furnished
6. 0.5 Km access road constructed
7. Transportation and other logistics acquired

## 2. Project Framework

<p><b>2.1 Project Goal</b></p>	<ul style="list-style-type: none"> <li>2.1.1 To enhance the Africa response for coordinating refugee protection and management from 80% to 90% by FY 2027/28</li> </ul>
<p><b>2.2 Outcomes</b></p>	<ul style="list-style-type: none"> <li>2.2.1 Outcome 1: Improved access to Refugee services from 28 % to 57% by FY 2027/28</li> </ul>
<p><b>2.3 Outputs</b></p>	<ul style="list-style-type: none"> <li>2.3.1 Output 1: AfHA state of the Art headquarters constructed, equipped and furnished             <ol style="list-style-type: none"> <li>1. Construction of State-of-The-Art Multi-Storey Office Block, With Basements</li> <li>2. Mechanical And Electro-Mechanical Installations (Lifts, Standby Generators, Water Reservoirs Etc)</li> <li>3. Sewer And Sanitation and water Reticulation Facilities</li> <li>4. 2.4km long, 6m High Boundary /Perimeter Wall Complete with Gate / security houses</li> <li>5. Retaining Walls, Walk Ways, Storm Water Drainage, Landscaping and Gardening</li> <li>6. External Fittings (Flag posts, Security Fittings, Floodlights Signage Etc)</li> <li>7. ICT infrastructure (Servers, Telephones, Gate controls, Razor and electric fence etc)</li> <li>8. Transportation and other logistics acquired</li> </ol> </li> <li>2.3.2 Output 2: Permanent residence for Head of AfHA Agency constructed, equipped and furnished             <ol style="list-style-type: none"> <li>1. 750 sqm state of the art residence for the AfHA Director with related amenities</li> <li>2. Furniture To the Permanent Residence</li> <li>3. Additional communication and ICT Infrastructure For The Permanent residence</li> </ol> </li> <li>2.3.3 Output 3: AfHA warehouse constructed, equipped and furnished             <ol style="list-style-type: none"> <li>1. 5000 sqm of Warehouse Storage Facilities for stocking emergency food and non-food items, temperature regulated room.</li> <li>2. Furniture To the New Warehouse facility</li> <li>3. Additional Communication and ICT Infrastructure For The New Warehouse</li> </ol> </li> <li>2.3.4 Output 4: 0.5 Km access road constructed</li> </ul>

*High Density Dual Access Road to Site (With Separation Island) 500m x 2*

- 2.3.5 Output 5: Project design, monitoring and evaluation undertaken
- procurement of consultancy services for Project Design, Monitoring and Supervision*
- 2.3.6 Output 6: Three (3) Temporary facilities acquired and Furnished
  1. *temporary residence for head of AfHA Agency*
  2. *temporary office space for AfHA Agency*
  3. *temporary warehousing for AfHA Agency*

Activities: construction of AFHA state of the art headquarters , construction and equip permanent residence for head of AFHA , construction and equip AFHA warehouse , construction of 0.5Km access road , undertake project design monitoring and evaluation , rehabilitation and equip temporarily facilities

### 3. Logical Framework

Project Goal	Indicator	Performance Indicators			Means of Verification	Assumptions	Risks
		Baseline FY2024/25 (SMART)	Target FY2025/26 (SMART)	Target FY2026/27 (SMART)			
Project Goal: To enhance the Africa response for coordinating refugee protection and management from 80% to 90% by FY 2027/28	Indicator 1: percentage of the Global Refugee Forum pledge commitments tracked	0	20	40	OPM Refugee Performance Reports		
<b>Outcomes</b>							
Outcome 1: Improved access to Refugee services from 28 % to 57% by FY 2027/28	Indicator 1: percentage of refugee population with sustained access to refugee services	28%	53%	55%	OPM refugee reports	Funds availability	non release of funding
<b>Outputs</b>							
Output 1: AfHA state of the Art headquarters constructed, equipped and furnished	Indicator 1: Percentage of African Humanitarian Agency premises completed	0	50%	100%	Annual project performance reports	Funds availability	non release of funds, procurement delays, contractor delays

<p>1. Construction of State-of-The-Art Multi-Storey Office Block, With Basements And Mechanical Electro-Mechanical Installations (Lifts, Standby Generators, Water Reservoirs Etc)</p> <p>2. Sewer And Sanitation and water Reticulation Facilities</p> <p>3. 2.4km long, 6m High Boundary /Perimeter Wall Complete with Gate / security houses</p> <p>4. Retaining Walls, Walk Ways, Storm Water Drainage, Landscaping and Gardening</p> <p>5. External Fittings (Flag posts, Security Fittings, Floodlights Signages Etc)</p> <p>6. ICT infrastructure (Servers, Telephones, Gate controls, Razor and electric fence etc)</p> <p>7. Transportation and other logistics acquired</p>	<p>Indicator Percentage of African Humanitarian Agency premises equipped and furnished</p>	<p>2: 0</p>	<p>0</p>	<p>100</p>	<p>Annual project performance reports</p>	<p>Funds availability</p>	<p>non release of funds, delays in supply and installation of equipment</p>
<p>Output 2: Permanent residence for Head of AfHA Agency</p>	<p>Indicator Percentage residential premises completed</p>	<p>1: 0</p>	<p>0</p>	<p>100%</p>	<p>Annual project performance reports</p>	<p>funds availability</p>	<p>non release of funds, procurement delays, contractor delays</p>

constructed, equipped and furnished  1. 750 sqm state of the art residence for the AfHA Director with related amenities 2. Furniture To the Permanent Residence 3. Additional communication and ICT Infrastructure For The Permanent residence	Indicator Percentage of residential premises equipped and furnished	2: 0	0	100	Annual project performance reports	funds availability	non release of funds, delays in supply and installation of equipment
Output 3: AfHA warehouse constructed, equipped and furnished  1. 5000 sqm of Warehouse Storage Facilities for stocking emergency food and non-food items, temperature regulated room. 2. Furniture To the New Warehouse facility 3. Additional Communication and ICT Infrastructure For The New Warehouse	Indicator percentage of warehouse completed	1: 0	0	100%	Annual project performance Reports	funds availability	non release of funds, procurement delays, contractor delays
	Indicator percentage of warehouse equipped and furnished	2: 0	0	100	Annual project performance Reports	release of funds	non release of funds, delays in supply and installation of equipment
Output 4: 0.5 Km access road constructed	Indicator percentage of	1: 0	100%	0	annual project performance reports	release of required funds	non release of funds, procurement



<ul style="list-style-type: none"> <li>3. Sewer And Sanitation and water Reticulation Facilities</li> <li>4. 2.4km long, 6m High Boundary /Perimeter Wall Complete with Gate / security houses</li> <li>5. Retaining Walls, Walk Ways, Storm Water Drainage, Landscaping and Gardening</li> <li>6. External Fittings (Flag posts, Security Fittings, Floodlights Signage Etc)</li> <li>7. ICT infrastructure (Servers, Telephones, Gate controls, Razor and electric fence etc)</li> <li>8. Transportation and other logistics acquired</li> </ul>
<p><b>Permanent residence for Head of AfHA Agency constructed, equipped and furnished</b></p> <p><i>(Improved access to Refugee services from 28 % to 57% by FY 2027/28)</i></p> <ul style="list-style-type: none"> <li>• 2.1 construction and equip permanent residence for head of AFHA <ul style="list-style-type: none"> <li>1. 750 sqm state of the art residence for the AfHA Director with related amenities</li> <li>2. Furniture To the Permanent Residence</li> <li>3. Additional communication and ICT Infrastructure For The Permanent residence</li> </ul> </li> </ul>
<p><b>AfHA warehouse constructed, equipped and furnished</b></p> <p><i>(Improved access to Refugee services from 28 % to 57% by FY 2027/28)</i></p> <ul style="list-style-type: none"> <li>• 3.1 construction and equip AFHA warehouse <ul style="list-style-type: none"> <li>1. 5000 sqm of Warehouse Storage Facilities for stocking emergency food and non-food items, temperature regulated room.</li> <li>2. Furniture To the New Warehouse facility</li> <li>3. Additional Communication and ICT Infrastructure For The New Warehouse</li> </ul> </li> </ul>
<p><b>0.5 Km access road constructed</b></p> <p><i>(Improved access to Refugee services from 28 % to 57% by FY 2027/28)</i></p>

<ul style="list-style-type: none"> <li>4.1 construction of 0.5Km access road</li> </ul> <p><i>High Density Dual Access Road to Site (With Separation Island) 500m x 2</i></p>
<p><b>Project design, monitoring and evaluation undertaken</b></p> <p><i>(Improved access to Refugee services from 28 % to 57% by FY 2027/28)</i></p> <ul style="list-style-type: none"> <li>5.1 undertake project design monitoring and evaluation</li> </ul> <p><i>procurement of consultancy services for Project Design, Monitoring and Supervision</i></p>
<p><b>Three (3) Temporary facilities acquired and Furnished</b></p> <p><i>(Improved access to Refugee services from 28 % to 57% by FY 2027/28)</i></p> <ul style="list-style-type: none"> <li>6.1 rehabilitation and equip temporarily facilities <ol style="list-style-type: none"> <li>temporary residence for head of AfHA Agency</li> <li>temporary office space for AfHA Agency</li> <li>temporary warehousing for AfHA Agency</li> </ol> </li> </ul>

### 3.1. Gantt Chart

Output / Activity Title	FY2025/26	FY2026/27
Output 1: AfHA state of the Art headquarters constructed, equipped and furnished		
Activity 1: construction of AFHA state of the art headquarters		
Output 2: Permanent residence for Head of AfHA Agency constructed, equipped and furnished		
Activity 1: construction and equip permanent residence for head of AFHA		
Output 3: AfHA warehouse constructed, equipped and furnished		
Activity 1: construction and equip AFHA warehouse		
Output 4: 0.5 Km access road constructed		
Activity 1: construction of 0.5Km access road		
Output 5: Project design, monitoring and evaluation undertaken		
Activity 1: undertake project design monitoring and evaluation		
Output 6: Three (3) Temporary facilities acquired and Furnished		
Activity 1: rehabilitation and equip temporarily facilities		

### 3.2. Coordination with Other Government Agencies

Name	Description
Office of the Prime Minister	Coordination and management of refugees and disasters in the Country. it is responsible for resource mobilization and humanitarian policies that guide national responses to crisis.
Ministry of Finance, Planning & Economic Dev.	Budgeting, funds mobilization and allocation. it ensures that the project aligns with Uganda's National Development Plan (NDP) III, Vision 2040. While adhering to financial management standards.
Ministry of Foreign Affairs	Essential for establishing diplomatic relations with African Union member states, negotiating partnership agreements, and managing protocols with international organizations and donors supporting the humanitarian agency.
Ministry of Internal Affairs	The Ministry is responsible for ensuring regulatory and legal compliance for international staff, facilitates work permits, and managing security protocols, which are crucial for the effective operations of the Agency.
Ministry of Works and Transport	Provides technical support with infrastructure development, including handling construction permits and transport logistics. It establishes connections with regional and continental transportation networks that are vital for rapid deployment during humanitarian emergencies.
Ministry of Health	Coordinates essential health response mechanisms, including epidemic preparedness, medical supplies, and public health outreach. A robust health systems integration is crucial during humanitarian responses managed by the Agency.
National Information Technology Authority	This Authority ensures the establishment of secure and reliable communication as well as data-sharing systems for the Agency. This enhances coordination, data management, and real-time crisis information dissemination across the AfHA operations.
Ministry of Gender, Labour and Social Development	This Ministry plays a significant role in promoting social protection initiatives and ensuring that vulnerable populations receive the necessary support during humanitarian crises. This Ministry further over less labor regulations workforce development promoting gender equity, child protection and inclusion of vulnerable groups which are critical to the Agency operations.

Uganda National Bureau of Standards	Ensures that all supplies, including humanitarian aid materials and medical equipment, meet quality and safety standards. This agency can also facilitate the certification of Agency operations, supplies, and any equipment that requires regulatory approval.
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#### 4. Costed Annualized Plan

	Code	Name	Period		Sub-Total	Sources of Funds
			FY2025/26	FY2026/27		
1		Output 1: AfHA state of the Art headquarters constructed, equipped and furnished	207,267,255,000	48,896,250,000	256,163,505,000	
1.1		Activity 1: construction of AFHA state of the art headquarters	207,267,255,000	48,896,250,000	256,163,505,000	
1.1.1	312101	Non-Residential Buildings	207,267,255,000	48,896,250,000	256,163,505,000	2-Central Sources GOU
2		Output 2: Permanent residence for Head of AfHA Agency constructed, equipped and furnished	-	7,190,625,000	7,190,625,000	
2.1		Activity 1: construction and equip permanent residence for head of AFHA	-	7,190,625,000	7,190,625,000	
2.1.1	312102	Residential Buildings	-	7,190,625,000	7,190,625,000	2-Central Sources GOU
3		Output 3: AfHA warehouse constructed, equipped and furnished	-	30,975,000,000	30,975,000,000	
3.1		Activity 1: construction and equip AFHA warehouse	-	30,975,000,000	30,975,000,000	
3.1.1	312101	Non-Residential Buildings	-	30,975,000,000	30,975,000,000	2-Central Sources GOU
4		Output 4: 0.5 Km access road constructed	6,637,500,000	-	6,637,500,000	
4.1		Activity 1: construction of 0.5Km access road	6,637,500,000	-	6,637,500,000	

4.1.1	312103	Roads and Bridges.	6,637,500,000	-	6,637,500,000	1-Domestic Government of Uganda
5	Output 5: Project design, monitoring and evaluation undertaken		36,217,713,750	-	36,217,713,750	
5.1	Activity 1: undertake project design monitoring and evaluation		36,217,713,750	-	36,217,713,750	
5.1.1	281504	Monitoring, Supervision & Appraisal of capital work	36,217,713,750	-	36,217,713,750	2-Central Sources GOU
6	Output 6: Three (3) Temporary facilities acquired and Furnished		21,112,500,000	-	21,112,500,000	
6.1	Activity 1: rehabilitation and equip temporarily facilities		21,112,500,000	-	21,112,500,000	
6.1.1	312101	Non-Residential Buildings	21,112,500,000	-	21,112,500,000	2-Central Sources GOU
Total Costs			271,234,968,750	87,061,875,000	358,296,843,750	

**(c) Institutional Development of the Ministry of Justice and Constitutional Affairs**

Vote Code:	007
Vote Name:	Ministry of Justice and Constitutional Affairs
Department Code:	17
Department Name:	Policy Planning Unit - MoJCA
Program Code:	160000
Program Name:	Governance and Security
Function Code:	49
Function Name:	Policy, Planning and Support Services
Project Title:	Institutional Development of the Ministry of Justice and Constitutional Affairs
Project No:	00008-007
Project Duration:	Start Date: FY2025/26, End Date: FY2029/30, Duration years: 5 years
Classification:	RETOOLING
Estimated Project Cost:	43,135,999,997 UGX
Capital to Recurrent Ratio:	100/0
Responsible Officer:	<p>Officer Title: Project Coordinator / Manager  Officer Name: Mr. Paul Muzaale  Officer Mobile Phone: 772414778  Officer Phone: 772414778  Officer Email: paul.muzaale@justice.go.ug</p> <hr/> <p>Officer Title: Permanent Secretary  Officer Name: Mr. Robert Kasande  Officer Mobile Phone: 772402993  Officer Phone: 772402993  Officer Email: robert.kasande@justice.go.ug</p>
Date of Approval of Concept note:	12-02-2025 11:10 AM

## 1. Project Background

### 1.1. Situational Analysis

The Ministry of Justice and Constitutional Affairs is mandated to “*provide Legal Advice and Legal Services as well as supporting the machinery that provides the Legal framework for good governance*”. The Ministry therefore spearheads the provision of legal advisory services for Govt the representation of Govt in courts, tribunals and Legal Drafting of bills, bylaws and ordinances in addition to, undertaking responsibilities of the Office of the Administrator General and the Law Council. For effective service delivery, this country-wide mandate required the Ministry to set up Regional Offices to bring services to the people and provide effective access to justice.

The Ministry has currently operationalised seven (7) Regional Offices in districts of Arua, Gulu, Fort Portal, Mbale, Mbarara, Moroto and Soroti with each Regional Officer serving an average of 25 districts, with 24 operational High Court Circuits. Generally, regional offices also handle matters at the Supreme Court, Court of Appeal/Constitutional Court, Industrial Court, Uganda Human Rights Commission Tribunal and Equal Opportunities Commission. Additionally, The Ministry plans to operationalise an additional five (5) Regional Offices in Iganga, Rukunjiri, Masaka, Lira and Hoima to reduce the workload of the existing ones and try to match the capacity of the Judiciary that has operationalised 35 high court circuits.

In the performance of the NDP III period, the Ministry represented Government in 16,420 cases in courts and tribunals and commissions. A total of 1,171 cases were concluded, and of these, 899 cases were won, saving Government UGX 3.6 trillion that would have been paid in awards and costs., reviewed and cleared 7,536 contracts, 1,562 MOUs and 1,999 rendered legal opinions, authorized for publication 125 Bills, 15 Acts, 221 Statutory Instruments, 31 Ordinances and 19 Legal Notices for publication. Held 63 Law Council Meetings, 27 Continuous Legal Education and Training (CLET) Committee meetings, and 109 ordinary Disciplinary Committee sittings and handled 489 disciplinary cases against private advocates, Inspected 215 Legal Aid Service Providers and 14 Universities on an annual basis.

Despite these improvements, the Ministry faces challenges due to limited staff, insufficient furniture and fittings, inadequate transport equipment and inadequate reference legal materials and information management systems. These deficiencies hinder the efficient execution of its mandate.

The Government is implementing the RAPEX program. The Centre for Alternative Dispute Resolution (CADER), the Uganda Law Reform Commission will be merged with the Ministry of Justice and Constitutional Affairs (MOJCA) as departments within its new structure, which will be housed in the JLOS House administration block. Relocating to the JLOS House will enhance institutional coordination in the implementation of government programs and save the government over 30 billion shillings in annual rent. It will also improve the Ministry's functionality by providing additional office space and meeting rooms to accommodate all existing departments and the newly merged RAPEX programs. However, this relocation has costs associated with furnishing the building and tooling it.

As a result, the Ministry will require the recruitment of additional staff. However, the additional staff will come with a demand for training, tools and equipment to ensure the smooth operation of its offices, including the JLOS House and the seven current and planned five Regional

Offices. Unfortunately, the MOJCA's budget allocation is insufficient to cover the necessary retooling for both the JLOS House and the Regional Offices.

## **1.2. Problem Statement**

Despite significant progress, the Ministry of Justice and Constitutional Affairs (MOJCA) continues to face substantial challenges in delivering effective services to its clients. These challenges stem from inadequate infrastructure, limited resources, and inefficiencies in operations, largely due to the limited decentralization of MOJCA services, human resources, court representation, and operational tools, including motor vehicles. Each Regional Office reports having only one operational vehicle, yet they are required to cover more than 25 districts on average to represent the Government in High Courts. Other transportation needs include motorcycles for client service and document delivery.

Furthermore, departments like the Office of the Administrator General rely on the Regional Offices for various activities such as locus visits, family mediation, and inspections, all of which require reliable transportation. These issues have been compounded by the expansion of the Judiciary, with over 35 planned High Court Circuits. As a result, State Attorneys spend more time travelling than preparing for court cases, leading to overwhelming workloads, case backlogs, reduced government representation in National Courts, and hindered service delivery to vulnerable communities.

Also, as more lawyers are trained and graduate, they eventually start law firms that require to be inspected. while at the beginning of the NDP III period, we were planning to inspect 1200 law firms, the number has since grown to over 1500 firms. this requires additional resources like vehicles and tools. the increase also comes with an increase in disciplinary cases. currently, Law Council has over 1000 backlog disciplinary cases.

Additionally, the Ministry lacks sufficient office equipment, including furniture for the anticipated new State Attorney recruits during the NDP IV period as part of its structural expansion of staff recruitment and the RAPEX programme that will merge the Centre for Alternative Dispute Resolution (CADER) and the Uganda Law Reform Commission to the Ministry of Justice and Constitutional Affairs.

### **1.2.1. Problem Causes**

1. The unmatched expansion of the Judiciary that plans to operationalise from 24 up to 35 High Court circuits countrywide whereas this Ministry has only 7 Regional Offices yet the Ministry is expected to represent the government in these same high courts. There is a need to expand on the Ministry Structure
2. some of the equipment are absolute and worn out especially furniture and other office tools. This also includes Motor vehicles among others which require replacement.
3. The Ministry is finalising the construction of the JLOS House and plans to move by FY 2025/26. This will require a complete stock of additional furniture and office fittings in addition to other equipment such as security equipment, computers among others.
4. The lack of funding to cover some operational tools and equipment such as motor vehicles for both the head office and regional offices.

### 1.2.2. Problem Effects

If nothing is done,

1. There is high case backlogs on both Civil and Human Rights cases due to heavy workload and inadequate facilities. In some instances there is missed or rescheduled court appearances by State Attorneys and challenges of transportation facilities to the different courts.
2. Long time taken to finalize official tasks due to lack of necessary equipment such as laptops, printers office furniture to enable the state Attorneys effectively undertake tasks such as research and appearance for court appearance, legislative drafting, drafting of legal opinions and official administrative work among others.
3. Unfavorable working conditions of the State Attorneys in terms of limited equipment of transport, office furniture, computers, printers, internet and security. This will highly affect the output and expectations of staff in effectively and efficiently executing daily tasks.
4. Potential loss of cases in court due to inability to appear as a result of non-representation of Government in the Civil cases filed against. This has led to a cost to the Government from cases lost;
5. Limited service delivery due to limited office tools and transport equipment in the already existing and newly planned Regional Offices Lira, Iganga, Masaka, Hoima, Rukungiri.
6. Inability to issue prevailing certificates in time.
7. Increased family conflicts due to inability to organise over see some of the family disputes in regards to Estates of deceased persons.

### 1.3. Strategic Fit

#### Focus Area:

inclusive\_growth

#### Interventions:

#### Details:

The project is aligned with SDGs Goal 16 of promoting peace, justice and strong institutions, African Union Agenda 2063 which emphasises good governance, peace security and judicial reforms across the continent, Uganda's Vision 2040, and National Development Plan IV (NDP IV) through, Strengthening coordination of the policy and legislative-making processes and enhancing equitable access to justice for social economic development. The project is also aligned with the Governance and Security programme especially under objective 9 to strengthen the administrative, legal, institutional, and coordination capacity of the Governance and Security.

### 1.4. Justification

Despite notable progress in its operations, the Ministry of Justice and Constitutional Affairs (MOJCA) continues to face significant challenges that undermine its ability to deliver effective services. These challenges are primarily caused by inadequate infrastructure, limited resources,

and operational inefficiencies, exacerbated by the limited decentralization of services, human resources, court representation, and operational tools, including motor vehicles. Each of the Regional Offices reports having only one operational vehicle, which is insufficient given their responsibility to cover an average of 25 districts to represent the government in High Courts. This lack of transportation infrastructure severely limits the ability of State Attorneys and other staff to fulfil their mandates effectively. Additional transportation needs, including motorcycles for client services and document delivery, further compound the issue.

The expansion of the Judiciary, to operationalise 35 operational High Court Circuits, has also placed additional strain on MOJCA's resources, leading to State Attorneys spending more time traveling than preparing for cases. This not only results in overwhelming workloads and case backlogs but also reduces the government's representation in national courts, which ultimately hampers service delivery to vulnerable communities.

Moreover, the Ministry lacks sufficient office equipment, including furniture, to accommodate the anticipated expansion of its workforce during the NDP IV period, which will see the recruitment of new State Attorneys, movement into the JLOS House, operationalising and equipping additional five Regional Offices, equipping and renovating the existing seven (7) Regional Offices and the integration of the RAPEX program into MOJCA will further necessitate additional office space and equipment. The Ministry Staff especially the State Attorneys will also require continuous training in emerging areas not limited to Alternative Dispute Resolutions, Legislative Drafting, contract negotiations and cases management and civil matters.

In light of these challenges, it is clear that the Ministry requires immediate investment in additional operational tools, transport equipment, office furniture, and ICT resources to ensure the efficient delivery of services. Expanding the Ministry's capacity is essential to enable it to meet the growing demands of its expanded mandate and ensure the effective representation of the government in all courts. A failure to address these resource gaps will result in continued inefficiencies, case backlogs, and suboptimal service delivery, particularly for vulnerable communities who rely on the Ministry's services.

### **1.5. Stakeholders**

Name:

Parliament of Uganda

*Responsibilities:*

- 1. Budget allocation*
- 2. Project Monitoring and Evaluation*

Name:

Ministry of Finance Planning and Economic Development (MoFPED)

*Responsibilities:*

- 1. Budget allocation*

## *2. Project Monitoring and Evaluation*

Name:

District Local Governments

*Responsibilities:*

- 1. Monitoring and supervision of project works*
- 2. Approval of building plans and issuance of occupational permits*

Name:

Ministry of Works and Transport (MoWT);

*Responsibilities:*

- 1. Preparation of bills of quantities*
- 2. Drawing of Project Designs*
- 3. Monitoring and evaluation of Project works*

Name:

Programme Agencies

*Responsibilities:*

- 1. Implementation of Programme Plans*

Name:

Uganda Revenue Authority

*Responsibilities:*

- 1. To guide the enforcement of Tax requirements*

Name:

The Judiciary

*Responsibilities:*

- 1. Institutional Coordination*
- 2. Planning*
- 3. Budget allocations*

Name:

Ministry of Justice and Constitutional Affairs

### *Responsibilities:*

*The retooling project is intended to support the already existing structures and the new planned structures of the Ministry of Justice and Constitutional Affairs. This will involve stocking of the new JLOS House for the Ministry of Justice and Constitutional Affairs and the Regional Offices. These will include stock of new office equipment and tools such as cars, motorcycles, office furniture, office computers, laptops, printers and security equipment, among others, to accommodate the new and existing MOJCA staff.*

### **Affected population**

The project will not affect the populations, as it will focus on acquiring of office tools and equipment

### **1.6. Location**

### **1.7. Technical Description**

1. Equipping of Finance and Administration (Procurement of tools and equipment for delivery of the Ministry's mandate i.e. procurement of Motor Vehicles, Motor Cycles, furniture and fittings, Solar Power, printers and photocopiers, computers and their accessories;
2. Procurement of Tele-conferencing facilities/PBX and Rovers;
3. Renovation of already existing Regional Offices (Mbale, Moroto, Gulu, Arua Fort Portal and Mbarara); and
4. Equipping of newly Constructed Regional Offices/Centers: Masaka, Iganga, Lira, Soroti, Rukunjiri, Hoima
5. Computerization of File Management System (DLAS)
6. Computerization of the Online Library Management System;
7. Support Policy and Planning Division to undertake M&E

## 2. Project Framework

<b>2.1 Project Goal</b>	
•	2.1.1 To enhance Programme efficiency and effectiveness from 50% to 90% by 2029/30.
<b>2.2 Outcomes</b>	
•	2.2.1 Outcome 1: Improved efficiency and performance of MoJCA from 85% to 90% by 2029/30.
<b>2.3 Outputs</b>	
•	2.3.1 Output 1: On line Library Management system procured and installed <i>An online library system to ensure online access to reference and legal materials</i>
•	2.3.2 Output 2: Offices at Head Quarters equipped to effectively deliver the mandate <i>Finance and Administration</i>
•	2.3.3 Output 3: 1 on line File Management System (DLAS) procured and installed <i>On line File Management System (DLAS)</i>
•	2.3.4 Output 4: 15 Teleconferencing facilities procured and installed <i>procurement of Tele-conferencing facilities</i>
•	2.3.5 Output 5: Regional Offices (6 No. ) Renovated <i>Renovation of already existing Regional Offices (Mbale, Moroto, Gulu, Arua, Fortporta and Mbarara</i>
•	2.3.6 Output 6: 6 new Regional offices Equipped <i>Equipping of 6 newly constructed Regional Offices /centres in Soroti, Masaka, Iganga, Rukungiri, Lira and Hoima</i>
•	2.3.7 Output 7: Support to Policy and Planning to undertake Monitoring and supervision undertaken <i>undertaking monitoring and supervision of the implementation of the retooling projects</i>
<p>Activities: Equipping 6 new regional offices with necessary tools to facilitate operations , Renovating the existing regional offices No.6, procuring and installing teleconferencing equipment , Develop and operationalize the DLAS management information system , Equipping head quarter offices with necessary tools for effective operations , Procure and operationalize the Library Management system , undertake monitoring and supervision of the implementation of the retooling project</p>	

### 3. Logical Framework

Project Goal	Indicator	Performance Indicators						Means of Verification	Assumptions	Risks
		Baseline FY2024/25 (SMART)	Target FY2025/26 (SMART)	Target FY2026/27 (SMART)	Target FY2027/28 (SMART)	Target FY2028/29 (SMART)	Target FY2029/30 (SMART)			
Project Goal: To enhance Programme efficiency and effectiveness from 50% to 90% by 2029/30.	Indicator 1: Percentage of MOJCA services accessible country wide	85	86	87	88	89	90	quarterly reports		
<b>Outcomes</b>										
Outcome 1: Improved efficiency and performance of MOJCA from 85% to 90% by 2029/30.	Indicator 1: Percentage of accessibility of MOJCA services country wide	85	86	87	88	89	90	quarterly reports	Funds availability	non release of funds
<b>Outputs</b>										
Output 1: On line Library Management	Indicator 1: Number of Library	0	0	1	1	1	1	quarterly reports	funds availability	non release of funds





Planning to undertake Monitoring and supervision undertaken	and supervision activities undertaken									
undertaking monitoring and supervision of the implementation of the retooling projects										
Activities to achieve the outputs										
<b>On line Library Management system procured and installed</b>										
<i>(Improved efficiency and performance of MoJCA from 85% to 90% by 2029/30.)</i>										
<ul style="list-style-type: none"> <li>1.1 Procure and operationalize the Library Management system</li> </ul>										
procure a consultant to design, develop, train and operationalize the Library Management system										
<b>Offices at Head Quarters equipped to effectively deliver the mandate</b>										
<i>(Improved efficiency and performance of MoJCA from 85% to 90% by 2029/30.)</i>										
<ul style="list-style-type: none"> <li>2.1 Equipping head quarter offices with necessary tools for effective operations</li> </ul>										
Equip MOJCA headquarters the necessary tools including but not limited to furniture, ICT equipment, security and transport equipment										
<b>1 on line File Management System (DLAS) procured and installed</b>										
<i>(Improved efficiency and performance of MoJCA from 85% to 90% by 2029/30.)</i>										

<ul style="list-style-type: none"> <li>• 3.1 Develop and operationalize the DLAS management information system</li> </ul> <p>procure a consultant to design, develop, train and operationalize the DLAS information management system</p>
<p><b>15 Teleconferencing facilities procured and installed</b></p> <p><i>(Improved efficiency and performance of MoJCA from 85% to 90% by 2029/30.)</i></p> <ul style="list-style-type: none"> <li>• 4.1 procuring and installing teleconferencing equipment</li> </ul> <p>installation of 5 teleconferencing equipment in MOJCA offices</p>
<p><b>Regional Offices (6 No.) Renovated</b></p> <p><i>(Improved efficiency and performance of MoJCA from 85% to 90% by 2029/30.)</i></p> <ul style="list-style-type: none"> <li>• 5.1 Renovating the existing regional offices No.6</li> </ul> <p>Renovation and General maintenance of already 6 existing regional offices (mabale, arua, gulu, fortportal, mabrara and moroto)</p>
<p><b>6 new Regional offices Equipped</b></p> <p><i>(Improved efficiency and performance of MoJCA from 85% to 90% by 2029/30.)</i></p> <ul style="list-style-type: none"> <li>• 6.1 Equipping 6 new regional offices with necessary tools to facilitate operations</li> </ul> <p>Procurement of Furniture and fittings, ICT equipment (computers and accessories), ICT equipment (6 Solar systems), transport facilities (12 Motor vehicles), transport facilities (6 motor cycles).</p>
<p><b>Support to Policy and Planning to undertake Monitoring and supervision undertaken</b></p> <p><i>(Improved efficiency and performance of MoJCA from 85% to 90% by 2029/30.)</i></p> <ul style="list-style-type: none"> <li>• 7.1 undertake monitoring and supervision of the implementation of the retooling project</li> </ul>

Undertake monitoring and supervision of the retooling project at MOJICA. transport equipment (10 motor cycles), transport equipment (10 motor vehicles), ICT equipment (50 laptops) ICT equipment (25 printers), ICT equipment (5 heavy duty printers)

### 3.1. Gantt Chart

Output / Activity Title	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Output 1: On line Library Management system procured and installed					
Activity 1: Procure and operationalise the Library Management system					
Output 2: Offices at Head Quarters equipped to effectively deliver the mandate					
Activity 1: Equipping head quarter offices with necessary tools for effective operations					
Output 3: 1 on line File Management System (DLAS) procured and installed					
Activity 1: Develop and operationalise the DLAS management information system					
Output 4: 15 Teleconferencing facilities procured and installed					
Activity 1: procuring and installing teleconferencing equipments					
Output 5: Regional Offices (6 No. ) Renovated					
Activity 1: Renovating the existing regional offices No.6					
Output 6: 6 new Regional offices Equipped					

Activity 1: Equipping 6 new regional offices with necessary tools to facilitate operations					
Output 7: Support to Policy and Planning to undertake Monitoring and supervision undertaken					
Activity 1: undertake monitoring and supervision of the implementation of the retooling project					

### 3.2. Coordination with Other Government Agencies

Name	Description
Ministry of Public Service	<ol style="list-style-type: none"> <li>1. <i>Review and Restructure the Ministry's staff structure to accommodate the new Regional Offices</i></li> <li>2. <i>capacity building</i></li> <li>3. <i>recruitment</i></li> </ol>
Equal Opportunities Commission	<i>Mainstreaming Gender and Equity issues</i>
Office of the Prime Minister	<ol style="list-style-type: none"> <li>1. <i>Provision of leadership and guidance in areas of M&amp;E</i></li> <li>2. <i>Assessment of MDA Performance</i></li> </ol>
Ministry of Water and Environment	<i>mainstreaming environment and climate change issues</i>
Ministry of Health	<i>mainstreaming cross-cutting issues in health</i>
National Planning Authority	<i>Provision of oversight and guidance of NDP IV implementation</i>

#### 4. Costed Annualized Plan

Code	Name	Period					Sub-Total	Sources of Funds
		FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		
1	Output 1: On line Library Management system procured and installed	-	1,500,000,000	1,500,000,000	-	-	3,000,000,000	
1.1	Activity 1: Procure and operationalise the Library Management system	-	1,500,000,000	1,500,000,000	-	-	3,000,000,000	
1.1.1	312213 ICT Equipment	-	1,500,000,000	1,500,000,000	-	-	3,000,000,000	2-Central GOU Sources
2	Output 2: Offices at Head Quarters equipped to effectively deliver the mandate	2,000,000,000	3,000,000,000	2,000,000,000	1,500,000,000	1,500,000,000	10,000,000,000	
2.1	Activity 1: Equipping head quarter offices with necessary tools for effective operations	2,000,000,000	3,000,000,000	2,000,000,000	1,500,000,000	1,500,000,000	10,000,000,000	
2.1.1	312211 Office Equipment	2,000,000,000	3,000,000,000	2,000,000,000	1,500,000,000	1,500,000,000	10,000,000,000	2-Central GOU Sources

3	Output 3: 1 on line File Management System (DLAS) procured and installed	-	1,500,000,000	1,500,000,000	-	-	3,000,000,000	
3.1	Activity 1: Develop and operationalise the DLAS management information system	-	1,500,000,000	1,500,000,000	-	-	3,000,000,000	
3.1.1	312213 ICT Equipment	-	1,500,000,000	1,500,000,000	-	-	3,000,000,000	2-Central GOU Sources
4	Output 4: 15 Teleconferencing facilities procured and installed	500,000,000	500,000,000	500,000,000	500,000,000	500,000,000	2,500,000,000	
4.1	Activity 1: procuring and installing teleconferencing equipments	500,000,000	500,000,000	500,000,000	500,000,000	500,000,000	2,500,000,000	
4.1.1	312213 ICT Equipment	500,000,000	500,000,000	500,000,000	500,000,000	500,000,000	2,500,000,000	2-Central GOU Sources
5	Output 5: Regional Offices (6No.) Renovated	2,509,216,666	2,509,216,666	2,509,216,666	2,509,216,666	5,018,433,333	15,055,299,997	

5.1	Activity 1: Renovating the existing regional offices No.6	2,509,216,666	2,509,216,666	2,509,216,666	2,509,216,666	2,509,216,666	2,509,216,666	2,509,216,666	5,018,433,333	15,055,299,997	
5.1.1	312104 Other Structures	2,509,216,666	2,509,216,666	2,509,216,666	2,509,216,666	2,509,216,666	2,509,216,666	2,509,216,666	5,018,433,333	15,055,299,997	2-Central GOU Sources
6	Output 6: 6 new Regional offices Equipped	2,101,900,000	1,050,950,000	1,050,950,000	1,050,950,000	1,050,950,000	1,050,950,000	1,050,950,000	1,050,950,000	6,305,700,000	
6.1	Activity 1: Equipping 6 new regional offices with necessary tools to facilitate operations	2,101,900,000	1,050,950,000	1,050,950,000	1,050,950,000	1,050,950,000	1,050,950,000	1,050,950,000	1,050,950,000	6,305,700,000	
6.1.1	312203 Furniture & Fixtures	405,900,000	202,950,000	202,950,000	202,950,000	202,950,000	202,950,000	202,950,000	202,950,000	1,217,700,000	2-Central GOU Sources
6.1.2	312213 ICT Equipment	586,000,000	293,000,000	293,000,000	293,000,000	293,000,000	293,000,000	293,000,000	293,000,000	1,758,000,000	2-Central GOU Sources
6.1.3	312202 Machinery and Equipment	200,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	600,000,000	2-Central GOU Sources
6.1.4	312201 Transport Equipment	880,000,000	440,000,000	440,000,000	440,000,000	440,000,000	440,000,000	440,000,000	440,000,000	2,640,000,000	2-Central GOU Sources

6.1.5	312201	Transport Equipment	30,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	90,000,000	2-Central GOU Sources
7	Output 7: Support to Policy and Planning to undertake Monitoring and supervision undertaken		655,000,000	655,000,000	655,000,000	655,000,000	655,000,000	655,000,000	3,275,000,000	
7.1	Activity 1: undertake monitoring and supervision of the implementation of the retooling project		655,000,000	655,000,000	655,000,000	655,000,000	655,000,000	655,000,000	3,275,000,000	
7.1.1	312201	Transport Equipment	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000	2-Central GOU Sources
7.1.2	312201	Transport Equipment	440,000,000	440,000,000	440,000,000	440,000,000	440,000,000	440,000,000	2,200,000,000	2-Central GOU Sources
7.1.3	312213	ICT Equipment	85,000,000	85,000,000	85,000,000	85,000,000	85,000,000	85,000,000	425,000,000	2-Central GOU Sources
7.1.4	312213	ICT Equipment	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	2-Central GOU Sources

7.1.5	312213	ICT Equipment	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	400,000,000	2-Central GOU Sources
Total Costs			7,766,116,666	10,715,166,666	9,715,166,666	6,215,166,666	8,724,383,333	43,135,999,997					

Regulation 26(3)

**CERTIFICATE**

**Certificate of Approval of a Decentralized Development Plan**

The Authority has reviewed the Development Plan of **MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS** and is satisfied that the Development Plan complies with the National Planning Authority Act, 2002, the National Planning Authority (Development Plans) Regulations, 2018, the National Development Plan and guidelines issued by the Authority.

Dated this *23<sup>rd</sup>* day *September* of *2025*

  
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— Planning for Development —





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