A HANDBOOK FOR IMPLEMENTATION OF
NDPIII GENDER AND EQUITY COMMITMENTS

**GOVERNANCE, ADMINSTRATION OF JUSTICE, AND SECURITY PROGRAMMES**

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# ACRONYMS AND ABBREVIATIONS

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|---|---|
| BFP | Budget Framework Paper |
| CADER | Centre for Arbitration and Dispute Resolution |
| CID | Criminal Investigation Department |
| CT | Computer Technology |
| DIT | Directorate of Industrial Training |
| DNMCs | District NGO Monitoring Committee |
| GBV | Gender Based Violence |
| GEB | Gender and Equity Budgeting |
| GIS | Geographical Information Systems |
| HRBA | Human Rights Based Approach |
| IBIS | Issue Based Information System |
| ID | Identification |
| IEC | Information Education and Communication |
| JLOS | Justice Law and Order Sector |
| JSC | Judicial Service Commission |
| KCCA | Kampala Capital City Authority |
| LC | Local Council |
| LGs | Local Governments |
| M&E | Monitoring and Evaluation |
| MDAs | Ministries, Departments and Agencies |
| MPS | Ministerial Policy Statement |
| NDP | National Development Plan |
| NGO | Non-Government Organisation |
| ODPP | Office of the Directorate of Public Prosecutions |
| PIAP | Programme Implementation Action Plan |
| PWDs | Persons with Disability |
| SACCO | Savings and Credit Cooperative Organisation |
| SGBV | Sexual and Gender-Based Violence |
| TIP | Trafficking in Persons |
| UHRC | Uganda Human Rights Commission |
| UIRI | Uganda Industrial Research Institute |
| UPF | Uganda Police Force |
| URSB | Uganda Registration Services Bureau |

# ACKNOWLEDGMENTS

# FOREWORD

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in formulation of Budget Framework Papers and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The last five consecutive assessments of compliance for Gender and Equity Budgeting, by the Equal Opportunities Commission revealed persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to the commitments in the National Development Plans.

A lot of effort was put into mainstreaming gender and equity commitments in the third National Development Plan (NDPIII). These were integrated at the strategic level, as well as in the 20 programmatic areas. In order to mobilise the MDAs and LGs to ensure effective implementation of the NDPIII gender and equity commitments, programmatic handbooks have been developed.

These Handbooks spell out the gender and equity issues under each programme; the proposed interventions in NDPIII, the related actions in the Programme Implementation Action Plan, and performance indicators. In addition, there are emerging gender and equity issues resulting from COVID-19 effects that were agreed on during the dialogue with all programme stakeholders.

I urge you to use this tool, to prioritise interventions that will foster inclusive growth and development which the country is pursuing.

Ramathan Ggoobi
**Permanent Secretary/Secretary to the Treasury**

# KEY DEFINITIONS

## Gender
Socially constructed roles and responsibilities assigned to men/women, girls/boys in a given culture or location.

## Equity
Fairness and justice in the; treatment of individuals or groups of people; distribution of resources; provision of opportunities and services; and protection under the law. It takes into account, varying abilities/capacities, geographical disparities, demographical and social-economic differences.

## Gender Issue
This is a state/condition/situation of inequality/imbalance between males and females because of gender roles; discrimination/ neglect and/or marginalisation within society.

## Equity Issue
Unfair and unjust situations that put the lives of the vulnerable in dire poverty, limited access to services and a state of hopelessness.

## Gender and Equity Responsive
This is the ability of an individual or agency to consider the needs of women, men, boys and girls in light of their age, disability, or geographical location and take appropriate action.

## Gender and Equity Budgeting
Gender and Equity budgeting is an approach of allocating and utilising government resources and programs taking into consideration of the different needs, interests and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

## Programme
A group of related interventions/outputs that are intended to achieve common outcomes within a specified timeframe.

## Sub-Programme
A group of related interventions/outputs contributing to a programme(s) outcomes at MDA level.

## Programme Implementation Action Plan (PIAP)
A detailed description of the activities, targets and resources required to deliver a programme within a given timeframe. The PIAP operationalises the NDP III Programme and is it from the PIAPs that MDAs are expected to draw their strategic plans.

## Indicators
This is a quantitative (calculable) or qualitative (perception) factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance.

## Commitments
These are pledges/obligations to be fulfilled in terms of outputs and outcomes.

## Interventions
These are actions to be undertaken to solve an identified problem/issue.

## 1.0 Introduction

This Handbook spells out the Gender and Equity issues as well as planned interventions/actions in the Governance, Administration of Justice, and Security Programmes during the third National Development Plan (2020/21 -2024/25) period.

## 1.1 Background

The Third National Development Plan (NDP III), comes at a time when Uganda, like the rest of the world, is confronted with the COVID-19 pandemic. Now more than ever, the slogan of the Sustainable Development Goals of leaving none behind is critical. Fairness of treatment to the needs of people in all walks of life is vital for development. Gender equity is required in all aspects of life including; education, health, nutrition, decent employment, access to economic assets and resources, political opportunities and freedom from coercion and violence for men and women, boys and girls and the elderly. Gender and equity are crucial to ensure that gender issues are integrated into all national policies, plans and programs for development.

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in the formulation of Budget Framework Paper and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The Equal Opportunities Commission's last five consecutive assessments of Gender and Equity Budgeting (GEB) compliance of Budget Framework Papers and Ministerial Policy Statements revealed the persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to commitments in the National Development Plans.

Challenges and lessons from NDPI and NDP II[1], showed seven (7) persistent gender and equity sensitive concerns. These include:
- The large proportion of households still stuck in the subsistence economy,
- High cost of electricity,
- Persistent vulnerabilities and wide-regional disparities in attaining required poverty reduction targets,
- Low investment in social protection systems,
- The poor quality of education characterised by the low levels of literacy and numeracy, coupled with the high rate of school dropouts,
- High burden of disease amidst low functionality of health facilities.

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[1]These are listed in the NDPII background

A lot of effort was made to mainstream the gender and equity commitments in NDPIII. These were integrated at the strategic level as well as 20 programmatic areas. There is a need to ensure effective implementation of these gender and equity commitments by MDAs and LGs.

## 1.2 Justification for the Handbook

To avoid the slow implementation of the gender and equity responsive interventions, this time round, there is a need to mobilise MDAs and LGs. This necessitates the development of a mobilisation tool. This Handbook, to facilitate the mobilisation, spells out the gender and equity issues, proposed interventions and performance indicators.

The Handbook will simplify the integration of gender and equity responsive interventions into the Budget Framework Papers and Ministerial Policy Statements. This will strengthen the capacity of MDAs and LGs that has been inadequate.

## 1.3 Intended Users of the Handbook

This Handbook is intended for officials involved in planning, budgeting and monitoring at Central and Local Government levels, however, it can also be used by other stakeholders.

### 1.3.1 Primary Users

The primary users of the Handbook are the Programme Leadership Committee; Programme Technical Committee, Programme Working Group and Programme Technical Working Group Sub-committees; Specifically, decision-makers (Ministers, Permanent Secretaries, Directors, Commissioners, Programme/Project Managers). Technical officers  and politicians in charge of planning, budgeting, implementation, monitoring and evaluation can also use the Handbook.

### 1.3.2 Secondary Users

These will include Civil Society Organisations, Researchers, Development Partners, Academia, Gender and Equity Trainers plus Assessors.

## 2.0 How to use the Handbook

The Handbook shall be used in preparation of the Budget Framework Papers for MDAs and Local Governments, and Ministerial Policy Statements for MDAs and Missions. The BFPs and MPSs are policy documents structured for both reporting and planning purposes. The users should ensure integration of gender and equity outcomes, interventions, outputs and their respective indicators across all the sections.

Users should clearly highlight how the intended target population has accessed, participated, benefited from the interventions as well as their disaggregation in terms of; Location (rural, urban, hard-to-reach); Equity (children, youth, elderly, persons with disability, chronically sick and other vulnerable groups); Gender (women/girls, men/boys), and inclusiveness of the interventions. The above parameters should also be given priority during annual and quarterly work plan development and reporting at all levels.

## Table 1: How to use the Handbook during the Planning and Budgeting Process

| No. | Section of the BFP | Section of MPS | Application of the Handbook | Example |
|---|---|---|---|---|
| 1 | Overview | Overview | Indicate desired gender and equity outcomes, objectives, spent budget, medium-term allocations and projections | Strengthen people-centered security, legislation, justice, law, and order service delivery system |
| 2 | Past Performance | Achievement at Half Year | These should be drawn from the outcome performance indicators – the change desired when gender and equity issues are addressed.<br><br>Indicate the gender and equity issues among the key performance issues to be addressed by the sector. Select these from the list of gender and equity issues.<br><br>Indicate whether any gender and equity issues were addressed in the previous FY.<br><br>List the outputs derived from the interventions that you carried out. These can be picked from the gender and equity issues and proposed strategies/interventions. | **Outcome**<br>Strengthened people-centered security, legislation, justice, law, and order service delivery system.<br><br>**Outcome indicator**<br>Increased access to justice<br><br>**Output completed**<br>Eight functional Legal Aid clinics established in Lira, Mbale, Kamuli, Masindi, and Arua<br><br>**Output indicator**<br>Number of functional Legal Aid clinics established |
| 3 | Medium Term Plans | Medium Term Plans | Indicate medium-term plans by listing which interventions shall be carried out in accordance with the planning framework i.e., NDP III. | **Medium-term plans**<br>Increase access to justice |
| 4 | | Current Year Plans | Indicate key sector output and outcome performance indicators to show that gender and equity issues have been addressed. | **Planned outputs**<br>Established 21 functional Legal Aid clinics |
| 5 | Outcome, intermediate outcome indicators | Outcome, intermediate outcome indicators | | **Intermediate outcome**<br>Increased access to justice<br><br>**Intermediate outcome indicator**<br>Percentage increase in the number of people accessing justice |

## 3.0 Gender and Equity Responsiveness in the Governance, Administration of Justice, and Security Programmes

Budgeting is the tool through which Government translates its priorities into public services. The government has also prioritised Gender and Equity as the best approach to inclusive national development and equitable distribution of resources, opportunities, and wealth. Therefore, Gender and Equity Planning and Budgeting is an approach of allocating and utilising resources taking into consideration the different needs, interests, and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

Governance and Security[2]  was one of the then 18 programmes of the NDP III and it operationalised objective five of strengthening the role of the state in development. The programme goal was to **improve adherence to the rule of law and capacity to contain prevailing and emerging security threats.** Therefore, the Governance and Security Programme sought to address the following key challenges in the next five years:

i.    Weak policy, legal and regulatory frameworks for effective governance;
ii.   Weak business support environment;
iii.  Low respect for and observance of human rights and fundamental freedoms;
iv.   Limited access to and affordability of justice;
v.    High crime rates;
vi.   Weak societal security structure, and
vii.  The low recovery rate of public funds from individuals implicated in corruption.

Addressing the above challenges will contribute to addressing some of the gender and equity issues that will improve the welfare of Ugandans especially the vulnerable persons.

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[2]The Handbook was developed before the programme was fully split into: Governance, Administration of Justice, and Security Programmes

**Therefore, the objectives of the programme were to:**

i. Strengthen the capacity of security agencies to address emerging security threats;

ii. Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security;

iii. Strengthen people centered security, legislation, justice, law, and order service delivery system;

iv. Reform and strengthen JLOS business processes to facilitate private sector development;

v. Strengthen transparency, accountability and anti-corruption systems;

vi. Strengthen citizen participation in democratic processes;

vii. Strengthen compliance and implementation of the Uganda Bill of Rights; and

viii. Enhance Refugee Protection and Migration Management.

Most of these challenges are part of the gender and equity issues which when addressed shall improve the livelihood of Ugandans especially the vulnerable persons.

### 3.1 Gender and Equity Issues and their Responsive Interventions in the Governance, Administration of Justice, and Security Programmes

This section elaborates the G&E issues in the Governance, Administration of Justice, and Security Programmes and how they affect programming for inclusive development. It is intended to guide users to effectively implement gender and equity responsive interventions. Table 2 highlights the gender and equity issues and their justifications, related interventions, outputs and corresponding actions in the Programme Implementation Action Plan (PIAP).

## Table 2: Gender and Equity Issues and their Responsive Interventions in the NDPIII/PIAP

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
|---|---|---|---|---|---|
| Security | Increasing sophisticated crimes | Modern-day crimes like trafficking in persons (TIP), money laundering, drug trafficking, trade-in body organs, and cybercrimes, in general, are on the increase. The victims of these crimes are mainly children, youth and women which is a high risk to their lives. | Strengthen capacity and handle emerging sophisticated crimes such as cyber-crimes | Security personnel trained | • Conduct specialised training for career development (Criminal Law, Management, Patriotism, Fire Fighting, Mechanical, Defensive Driving, CT & use of IBIS)<br>• Provide strategic training for FIA staff to effectively and efficiently address emerging ML/TF/PF trends and techniques and methods<br>• Recruit and train immigration border patrol force |
| | | | | Prosecutors trained and equipped in handling sophisticated cases | Train and equip ODPP Prosecutors in handling sophisticated crimes such as money laundering, human trafficking.<br>Enhancing ODPP staff with skills in the prosecution of Sophisticated crimes |
| | Poor welfare for security personnel and their families | Security personnel and their families live in congested dilapidated housing estates, with poor standards of living, and their attendant low salary increases the risk to their health and wellbeing. | Enhance the welfare and housing of security sector personnel | Improved welfare | Supporting Welfare schemes<br>Expanding the Prisons Duty-Free Shop, Prisons Savings and Credit Cooperative Organisation (SACCO), funeral management scheme and staff spouses empowerment projects<br>Salary and allowance enhancing, etc.<br>Establish, upgrade and equip prisons health facilities<br>Constructing of Jumbo Medical Facility<br>Provide health services to security officers and their families<br>Purchase medical equipment<br>Constructing and renovating of prisons staff houses in various barracks across the country<br>Increase personnel enrollment into welfare schemes<br>Enhance salaries of immigration staff<br>Construct and renovate staff houses for the police |

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
|---|---|---|---|---|---|
| | | | | | Provide medical facilities, health personnel, medicines, specialised services etc |
| | | | | | Provide Health Services to Uganda People's Defense Forces (UPDF) staff and their families |
| | | | | | Construct/renovate and maintain UPDF barracks including the new 30,000 housing units, MoDVA HQs and National Military Museum (NMM) |
| | | | | | Provide education services to UPDF staff children |
| | Poor nutrition among security personnel and their families living with HIV/AIDS | People with HIV/AIDS require good nutrition and treatment to live healthy lives. Poor nutrition poses risks to their lives, mainly women, children and older persons as the drugs require a good diet. | | | Provide nutrition supplementation to all Prisons staff known to be living with HIV/AIDS per year |
| | Increasing economic vulnerability among veterans and police retirees | The increasing risk of economic stress poses a challenge to the livelihood of in-and-out of Service Security Personnel and their families. Lack of capital and skills to engage in Income Generating Activities (IGAs) exposes them to more vulnerabilities. | Engage in productive activities in line with strengthening the capacity of Security agencies to counter prevailing and emerging threats. | Productive activities of the UPDF enhanced (NEC and UACC). | Mobilise and prepare veterans for retirement |
| | | | Seamlessly transition, resettle and reintegrate veterans into productive civilian livelihoods | Veterans integrated and resettled into productive civilian livelihoods. | Empower security veterans with vocational skills for self-reliance |
| | | | | | Reskilling and retooling veteran retirees including orphans and widows, rolling out job placement programmes and promoting value addition, research and development service with the support of UIRI and DIT. |
| | | | | | Empower military veterans with revolving capital, startup kit and skills for self-reliance to increase income at household levels. |

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
|---|---|---|---|---|---|
| | | Inadequate support after retirement increases the risk of poverty and vulnerabilities. | | | Prepare and support police officers for life in retirement. |
| | | | | | Establish and operationalise district retired police officers coordination offices |
| | | The absence of a welfare scheme for retired police officers exposes them to risks of income insecurity. | | | Establish and ensure accessibility of welfare schemes to registered retired police officers |
| | Disability among military personnel due to occupational hazards | Military personnel are vulnerable to mental, physical and psychological disability resulting from their work thus making them economically non-productive when this happens. | | | Rehabilitate soldiers with disabilities, mentally, physically and psychosocially to prepare them for redeployment and resettlement |
| | Delayed payment of gratuity and pension for forces | Delayed payment of pension and gratuity denies the pensioners a decent life since they cannot meet their needs without income sources. | | | Clear pensions, gratuity and survivors' benefits backlog |
| | | | | | Pay pensions, gratuity and clear pensions & gratuity backlog cases |
| | Limited investigative infrastructure | The absence of regional investigative infrastructure limits access to police services for the vulnerable groups that cannot afford transport to existing centres.<br><br>Prevalence of terrorism and other emerging security threats results in insecurity and disruption of peace and economic activities. | Strengthen research and development to address emerging security threats | Forensic Science Centres facilitated and equipped in R&D | Establish the Regional Forensic Referral Centre |

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
|---|---|---|---|---|---|
| | | The absence of CCTV cameras limits the identification of criminals and hence makes investigations difficult. This affects the successful prosecution of cases especially those relating to violence, which affects women and girls. | | CCTV system rolled out to subsidiary cities, municipalities and highways across the country. | Roll out the National CCT surveillance project |
| | | The absence of CCTV makes identification of crimes in urban areas, highways and other crime pockets difficult. | Rollout CCTV surveillance project | | Expand the National CCTV surveillance project subsidiary cities, municipalities and highways |
| | | | | | Provide maintenance costs for the national CCTV project |
| Refugees and Migration Management | Influx of refugees | The high numbers of refugees strain the host communities that have to share the few facilities with them. The high population leads to encroachment on the environment and natural resources, as well as social services. | Strengthen refugee, migration, registration services and identification of persons security measures | Refugee, migration, registration services and identification of persons security measure strengthened | Institute security migration, registration services and identification of persons measures and deploy in all refugee camps and resettlement areas |
| | | | | | Enhance immigration operations at all gazetted borders and illegal crossings |
| | Increased trafficking in persons | The high number of human trafficking victims poses risks like loss of life. Trafficking in persons is mostly common among the vulnerable especially women, girls, youth, and children. | Strengthen prevention of trafficking in persons (TIP) | Coordination Office of Prevention in trafficking in persons (PTIP) strengthened | Restructure of the Coordination of PTIP Unit, recruit staff and equip and facilitate coordination activities |
| | | | | Victims of human trafficking supported | Conduct coordination, meetings, training, and consultations |
| | | | | Awareness of trafficking in persons created | Conducting radio/television talk shows, print media, awareness weeks |

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
|---|---|---|---|---|---|
| | | | | The capacity of UPF to curb human trafficking enhanced | Train detectives in investigation of human trafficking Support CI to identify incidents of human trafficking |
| | | | | ODPP staff trained and equipped in the prevention of human trafficking. | Training and equip ODPP in handling human trafficking crimes |
| | | | | Human trafficking crimes prosecuted | Equip ODPP staff with skills in the prosecution of human trafficking crimes |
| | Non-compliance of the NGOs to the National Standards | Several NGOs do not adhere to the operating standards which leads to illegal operations with a risk of exploiting the vulnerable, especially the poor, women, PWDs, rural population, and older persons. | Strengthen the capacity to register, monitor, inspect, coordinate and regulate the NGOs | Registration process automated | Developing NGO mobile app and USSD enabled app, integrate cashless payment models, GIS countrywide NGO mapping and maintenance of the system |
| | | | | District NGO monitoring committees (DNMCs) established | Establish, train, revive committees, meetings |
| | | | | NGOs inspected | Conducting field visits and in-depth investigation on the NGOs |
| Accountability | Corruption in public offices | Corruption deprives the public of funds that would have been utilised to provide services to the population especially for the poor and marginalised groups like women, children, older persons and PWDs. | | Amended Leadership Code Act to enforce income and asset disclosure | Enact of Leadership Code Amendment Act |
| | Increased harassment and violence at workplaces | Sexual harassment and violence create an unsafe work environment with attendant negative consequences for the | Domesticate international and regional conventions, | Labour & employment laws, regulations, guidelines reviewed | Review Labour Laws and Attendant Regulations |
| | | | | | Develop rules and guidelines for handling violence and harassment cases |

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
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| | | workers. Victims of these vices are mainly women and youth. | treaties and protocols | | |
| | Inadequate awareness of the law among communities | The majority of the population is ignorant about several laws and policies because they are not popularised. This affects the locals' ability to seek redress in case of violation of their rights. The groups most affected are women, children, older persons and PWDs. | Review, and develop appropriate policies for effective governance and security | No. of laws simplified | Simplify priority laws for effective governance<br>Scale up the simplification, translation, publication and dissemination of Anti-Corruption Laws and Policies to all stakeholders.<br>Translate and disseminate Priority policies |
| | | | Simplify, translate and disseminate laws, policies and standards | Translated laws, policies and standards | Translation of the Constitution |
| | | | | Public legal education programs carried out. | Sensitize the public about different laws through the radio and workshops<br>Simplify and translate the National Ethical Values policy into 5 languages<br>Translate Labour Laws in major languages<br>Print and disseminate Labour Policies, Laws and Regulations<br>Conduct awareness campaigns on labour laws and regulations |
| **Policy and Legislation** | Inadequate engagement of stakeholders in the legislative process | Lack of strategies for stakeholder engagement and consultations leads to unpopular legislations to which the population might not adhere. The poor and vulnerable groups are the most affected by this. | Develop appropriate infrastructure for legislation, security, justice, law and order | Capacity of MPS and Staff built in the legislative process | Establish a public consultation framework for Parliament to apply in identifying and involving all relevant stakeholders during bills analysis. |
| | Increased numbers of children in conflict with the law | The high number of children in conflict with the law poses a security risk to the communities and puts the | | | Construct, expand, upgrade and equip of 45 prisons and reception prison centres to complete the chain of Justice |

| Sub-Programme | Gender and Equity Issues | Justification/Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
|---|---|---|---|---|---|
| | | lives of such children in danger of mob justice. Many of the children engaged in these vices are those from poor families. | | | |
| Administration of Justice | High cost of accessing legal services | The high cost of accessing legal services excludes the poor and vulnerable from accessing justice. In addition, the JLOS services are centrally located hence far from the people in rural areas, women, youth, PWDs, and older persons. | | JLOS service delivery deconcentrated | Reduce the average distance to access JLOS Service from 18km to 15km (Including construction of regional offices) |
| | Limited policing services | The few and sparsely located police stations deny the rural population the services and opportunity to have their cases handled. | | Modern security infrastructure developed and/or maintained | Build police stations at sub-counties |
| | Limited access to labour information and services | Limited access to labour information and services constrains the poor and vulnerable from identifying employment opportunities and having their disputes handled. | | National and Regional Labour Resource Centre established | Construct and equip a National and 5 Regional Labour Resource Centre |
| | | | | Regional Industrial Court Centres established and functional | Construct and equip of 10 Regional Industrial Court Centres and Registries for Labour complaints and disputes settlement (check labour) |
| | | | | Labour Courts (including those in Cities) rehabilitated and equipped | Rehabilitate and equip District and Municipality labour Offices as quasi-courts of 1st Instance |
| | | | | | Make Legal Aid Clinics functional |

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
|---|---|---|---|---|---|
| | High cost of accessing legal services | Legal services are expensive, making them inaccessible to the poor. | Strengthen family justice | Functional legal aid clinics established | Establish Legal aid clinics in Lira, Mbale, Kamuli, Masindi, Arua, Hoima |
| | | | | Indigent persons accessing legal aid (by gender) | Provide legal aid |
| | | | | | Provide legal aid to 1,000-1,500 indigents each financial year |
| | | | | | Strengthen UPF Child and Family Protection Services |
| | Violation and abuse of human rights | Violation and abuse of human rights has negative effects on the health and dignity of the population especially the children, poor, women, youth, PWDs and children. | Promote child-friendly procedures | Hearing of complaints involving children fast-tracked. | Intensify sensitisation on drafting wills and management of estates of deceased. |
| | | | | | Undertake awareness creation and sensitization activities on human rights issues that fuel injustice in families (child neglect, property inheritance, domestic violence etc.) |
| | Promote child-friendly justice procedures | The absence of child-friendly services excludes children from accessing justice as victims, witnesses and when in conflict with the law. | | Child-friendly rooms established & equipped in all regional offices | Establish& equip child-friendly rooms in all regional offices for Administrator General's Clients |
| | | | | Child-friendly rooms established & equipped in all JLOS service points | Establish & equip child-friendly rooms in all JLOS regional offices |
| | | | | Capacity of prosecutors in child-friendly procedures enhanced | Train prosecutors in child-friendly procedures |
| | | | | Access to prosecution services for vulnerable and special needs children promoted | Hold outreach programs |

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
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| | | | | Cases involving children handled | Implement child friendly tribunal hearings and prioritize complaints involving children |
| | | | | | Advocate for light tribunal orders for child perpetrators of human rights |
| | | | | | Advocate for child friendly hearings during tribunal sessions |
| | | | | | Encourage mediation for complaints involving children as well as light sentences. |
| | | | | Illustration tools to support the prosecution of child cases in place | Distributing illustration tools. |
| | | | | Child victim emergency kits in place | Distributing child victim emergency kits. |
| | Limited capacity of Local Council (LC) officials to handle cases | The limited capacity of LC officials to handle cases undermines Administration of Justice for women, children, older persons and PWDs. Lack of adequate knowledge and application of the law to cases reported results in negative outcomes. | Strengthen transitional and informal justice processes | Transitional justice policy implemented | Train 100% of LC courts by FY 2024/25 |
| | | | | | Conduct outreaches |
| | Limited access to transitional justice services | Limited access to transitional justice leads to the depression of victims of war crimes who require support to recover from the negative effects of such crimes. This affects mainly the underprivileged, children, | | | Investigate and prosecute war crimes cases |
| | | | | | Train ODPP staff to handle war crimes cases |

| Sub-Programme | Gender and Equity Issues | Justification/Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
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| | | women, poor men, and older persons. | | | |
| | High crime rate in the communities | High levels of insecurity pose a risk to life and property within the community arising from the presence of many criminals. The victims are mainly women, children, older persons and PWDs. | Enhance crime prevention and strengthen community policing | Capacity of crime-fighting agencies built | Recruit additional police personnel<br>Enhance crime intelligence services |
| Institutional Coordination | Limited access to registration services by individuals | Lack of National identification disadvantages people from accessing some services since they are being pegged on possession of identity cards. This disproportionately affects vulnerable groups like older persons, PWDs, and the poor. | Strengthen identification and registration of persons' services | Citizens in the National Identification Register | Enroll all citizens into the National Identification Register. |
| | Case backlog | The high number of cases that take long to be resolved causes a lot of insecurity in the communities as people resort to mob justice. The victims of delayed justice are mainly the poor, women, older persons and PWDs. | Strengthen response to crime | Use of scientific evidence in crime management strengthened | Decentralise registration services to sub-national levels<br>Clear Backlog of Card Issuance |
| | | | | Improved coordination in response to crime by crime-fighting agencies | Operationalise four regional forensic laboratories |
| | Limited registration of marriage, birth and deaths | Limited availability of birth and death registration services affects planning for the | Strengthen citizenship identification, | Birth registered<br>Death registered | Register births occurring in the country<br>Register deaths occurring in the country |

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
|---|---|---|---|---|---|
| | | population with negative consequences for children especially victims of child abuse. | registration, preservation and control | | Engage and sensitise all duty bearers and stakeholders for marriage registration |
| | Increasing land disputes and evictions cases | The high number of cases of evictions arising from land disputes pose security risks to life and property with negative consequences to the communities especially the poor, women, older persons and PWDs. | Roll out alternative dispute resolution | CADER Alternative Dispute Resolution integrated into Court trial processes. Mainstream CADER Alternative dispute resolution operations. | Arbitrate and mediate land disputes |
| | High levels of corruption | Corruption affects service delivery, which has a greater negative impact on the vulnerable who fail to access services since they cannot offer bribes. | Monitoring of Government Programmes for effective service delivery | Client Charter feedback mechanisms reviewed and strengthened | Develop IEC materials, training manuals and handbooks on integrating the national ethical values and RFO P in the education institutions Train JSC staff to investigate corruption-related complaints |
| | | | Enhance the Public Demand for Accountability | Client Charter feedback mechanisms reviewed and strengthened Court Users' watch groups created | Train and equip CID to investigate corruption-related cases. |
| | | | Strengthen the prevention, detection and elimination of corruption | National Ethical Values promoted Institutions systems, procedures and practices reviewed /examined. Judicial misconduct investigated | Train and equip ODPP prosecutors to lead investigations into corruption cases |

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
|---|---|---|---|---|---|
| | | | | Judicial misconduct investigated | Develop NGO compliance guidelines, sensitization and enhancing awareness |
| | | | | | Conduct anti-corruption barraza's and public hearings |
| | | | | ODPP staff trained in handling Anti-corruption cases | Implement the UPF Anti-Corruption Strategy |
| | Limited involvement of the common person in fighting corruption | Anti-corruption Barraza will encourage the vulnerable to participate in the fight against corruption | Mainstream Anti-Corruption initiative (transparency, Accountability and Anti-Corruption-TAAC) initiative in all MDA Plans, Projects/Programmes | Anti-corruption initiatives (Barraza's and public hearings) implemented | Conduct anti-corruption barraza's and public hearings |
| | Limited awareness about voter rights and democratic processes among the vulnerable | Limited awareness about voter education and democratic processes limits citizenship engagement and participation in matters that affect them. This has negative consequences for their development. The poor are mainly affected as they are not empowered to demand their rights and services from public officials. | Strengthen citizen participation and engagement in the democratic processes | Increased participation of the population (including vulnerable persons) in civic activities | Carry out sensitisation campaigns on democracy countrywide |
| | | | | | Carry out voter education countrywide |
| | | | | National civic awareness campaigns conducted targeting the elderly, youth, PWDs, women and in hard-to-reach areas | Finalise development and approval of the National Civic Education Policy |
| | | | | | Design and implement a National Civic Education Programme |
| | | | | MPs, Local Government councillors and the Public sensitized on the concept of | Strengthen structures for effective implementation of the National Civic Education Programme |

| Sub-Programme | Gender and Equity Issues | Justification /Impact of the Gender and Equity Issues | Interventions in the NDPIII | Output in the PIAP | Corresponding Actions in the PIAP |
|---|---|---|---|---|---|
| | | | | multiparty democracy and the role of an MP | |
| | Violation and abuse of human rights | Violation and abuse of human rights poses a threat to the security of life and property. Limited awareness of human rights makes citizens vulnerable to abuse and violation. The victims are mainly women, youth, children older persons and PWDs. | Develop and Implement a National Civic Education Policy | Approval of the National Civic Education Policy fast-tracked and dissemination undertaken | Increase awareness of human rights |
| | | | | National Civic Education Programme implemented | Follow up to ensure implementation of UHRC Recommendations |
| | | The absence of awareness programmes leads to continuous ignorance of the law and abuse of human rights. | Finalize and implement the Uganda National Action Plan on Human Rights and adopt the National Action Plan on Business and Human Rights | Popularize the Uganda Bill of Rights | • Develop IEC materials on SGBV<br>• Strengthen police capacity to prevent and investigate GBV |
| | | Gender-based violence disrupts families | Strengthen efforts to combat SGBV | Due process of the law Reduced incidences of GBV | Strengthen mainstreaming and implementation of Cross-cutting issues (Gender, HIV, Environment and Human rights) in Planning and implementation |
| | | | | | Participate in building capacity of MDAs & LGs to effectively formulate HR compliant policies and laws. |
| | | | | Integrate HRBA in policies, legislation, plans and programmes | Enforce compliance with HRBA-D |

## 4.0 Programmes Gender and Equity Performance Assessment

**The Governance, Administration of Justice, and Security Programmes aim at achieving several outcomes namely;**

i.    Efficiency and effectiveness of institutions responsible for security, law, and order
ii.   Increased peace and stability
iii.  Increased safety of person and security of property
iv.   Effective governance and security
v.    Increased access to Justice
vi.   Effective and efficient JLOS business processes
vii.  Reduced corruption
viii. Increased transparency and accountability
ix.   Effective citizen participation in the governance and democratic processes
x.    Free and fair elections
xi.   Increased observance of Human Rights
xii.  Enhanced National response to refugee protection and management

These outcomes are gender and equity responsive and are measured for five (5) years of the NDP III against their respective indicators of;

i.    Reduce the percentage of backlog cases in the system from 18% to 10.4%
ii.   Increase disposal rate of cases from 60% to 75%
iii.  Increase percentage of districts with one-stop frontline JLOS service points from 67.5% to 90%
iv.   Improve Corruption Perception Index from 26 to 35
v.    Increase percentage expenditure on R&D from 0.01% to 0.1%
vi.   Increase expenditure on R&D by Security Sector from UGX 7 billion to UGX 10.3 billion
vii.  Increase Democratic index from 6.5 to 8.6
viii. Attain a 25 per cent enrolment in the National service from 0% to 25%
ix.   Increase percentage of citizens engaged in the electoral process from 80% to 90%
x.    Improve Peace Index from 2.196 to 1.72
xi.   Improve level of implementation of the Settlement Transformative Agenda from 40% to 100%

Table 3 indicates the gender and equity output performance indicators and their respective targets for the five years of the NDP III Programme implementation

Table 3: Selected Gender and Equity Output Performance Indicators

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Security | Strengthen the capacity of security agencies to address emerging security threats | Strengthen capacity to handle emerging sophisticated crimes such as cyber-crimes | Security personnel recruited, trained and equipped | No. of specialised training conducted for career development (Criminal Law, Management, Patriotism, Fire Fighting, Mechanical, Defensive Driving, CT & use of IBIS) | - | 1,150 | 1,352 | 1,350 | 1,270 | 1,269 |
| | | | | % of FIA staff trained to effectively and efficiently address emerging ML/TF/PF trends and techniques and methods | - | 30 | 50 | 70 | 85 | 95 |
| | | | | No. of immigration border patrol force recruited and trained | - | | 400 | | | |
| | | | | No. of scientists trained in digital forensics to match emerging trends and sophisticated digital and fraud crimes | - | 2 | 4 | 4 | 4 | 4 |
| | | | Prosecutors trained and equipped in handling sophisticated crimes | No. of ODPP staff trained and equipped in handling sophisticated crimes | - | 150 | 150 | 150 | 150 | 150 |
| | | | Opened/Increased Foreign and strategic stations | No. of foreign and strategic stations opened | | 32 | 42 | 47 | 52 | 56 |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | Enhance the welfare and housing of security sector personnel | Improved security staff welfare | No. of police officers accessing welfare schemes | 6,000 | 15,000 | 21,000 | 30,000 | 38,000 | 43,000 |
| | | | | Percentage of enhanced salary | - | 0 | 84.6 | 32.3 | 15.1 | 7.9 |
| | | | | Percentage value of support extended to welfare schemes (%) | - | 20 | 20 | 20 | 20 | 20 |
| | | | | No. of Prisons health facilities established, upgraded and equipped | - | 1 | 29 | 30 | 29 | 30 |
| | | | | Jumbo Medical Facility constructed | - | 0 | 1 | 1 | 1 | 1 |
| | | | | % of security personnel and families accessing medical care | - | 70% | 80% | 85% | 90% | 100% |
| | | | | No. of medical equipment acquired | - | 01 | 05 | 03 | 01 | 01 |
| | | | | No. of prisons staff houses constructed/renovated | - | 640 | 600 | 600 | 600 | 600 |
| | | | | No. of immigration border posts with staff accommodation | - | 8 | 20 | 25 | 10 | |
| | | | | Amount of salary enhancement to immigration staff | - | | 988 | 988 | 988 | 988 |
| | | | | % of entitled police personnel provided | - | 24% | 30% | 36% | 42% | 50% |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | | | with decent accommodation | | | | | | |
| | | | | Proportion of police medical requirements met | - | 50% | 60% | 70% | 80% | 90% |
| | | Seamlessly transition, resettle and reintegrate veterans into productive civilian | Veterans integrated and resettled into productive civilian livelihoods | Percentage of veterans mobilised and skilled | - | 100 | 90 | 120 | 150 | 130 |
| | | | | % of veterans integrated into productive activities | - | 0 | 50 | 70 | 100 | 100 |
| | | | | No. of military veterans regional entrepreneur and vocational training institutes | - | 1 | 2 | 2 | | |
| | | | | No. of military veterans Associations/SACCOs supported to engage in productive activities | - | 70 | 30 | 15 | 15 | 15 |
| | | | | % of retiring police personnel prepared for life in retirement | - | 100 | 100 | 100 | 100 | 100 |
| | | | | Proportion of district retired police officers coordination offices established and operational | - | | 50% | 70% | 90% | 100% |
| | | | | Proportion of registered retired police officers accessing welfare schemes | - | | 10% | 20% | 30% | 40% |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | | | National Veterans' Association established | - | 01 | 01 | 01 | 01 | 01 |
| | | | | No. of servicemen returned to their communities | - | 700 | 500 | 400 | 500 | 400 |
| | | | | Amount of money required to pay the pensions and gratuity backlog cases, % | - | 90 | 90 | | | |
| | | | | Amount of pensions, gratuity and backlog cases | - | 0.836 | 3.2 | 2.246 | 3.24 | 4.52 |
| | | | | Proportion of pensions and gratuity backlog cases, % | 90 | 70 | 55 | 40 | 25 | 10 |
| | | Strengthen research development to address emerging security threats | Forensic Science Centres facilitated and equipped in R&D | Level of the establishment of the Regional Forensic Referral Centre project | - | 0 | 40 | 70 | 100 | |
| | | Rollout CCTV surveillance project | CCTV surveillance project rolled out | % of completion of CCTV project in KCCA | - | 40 | 100 | | | |
| | | | CCTV system operational | % of the CCTV system in proper running condition | - | 100 | 100 | 100 | 100 | 100 |
| | | Strengthen identification and registration of persons' services | Citizens in the National Identification Register | % of citizens enrolled onto the National Identification Register | 72.2 | 63 | 75 | 90 | 95 | 100 |
| | | | Aliens registered in the country | % of Aliens registered in the country | 0 | 40 | 65 | 80 | 92 | 100 |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | | Eligible Citizens with National IDs | % of citizens eligible for National Identification Cards issued with National IDs (backlog of card issuance cleared) | 88.2 | 100 | 100 | 100 | 100 | 100 |
| | | | Registration services Decentralised to sub-national levels | No of administrative units at sub-national levels with ID registration Services | - | - | 2,506 | 2,600 | 2,700 | 2,800 |
| | | Strengthen prevention of trafficking in persons(TIP) | Transnational organised crime countered | Level of trans-national organised crime | Medium | Medium | High | High | High | High |
| | | | Coordination Office of Prevention in trafficking in persons (PTIP) strengthened | Reviewed structure in place | | | 1 | | | |
| | | | Victims of human trafficking supported | No. of victims of human trafficking supported | | 160 | 165 | 170 | 180 | 185 |
| | | | Awareness of trafficking in persons created | No. of national awareness campaigns conducted | | 10 | 26 | 26 | 30 | 34 |
| | | | Capacity of UPF to curb human trafficking enhanced | No. of detectives trained | | | | | | |
| | | | A data collection & information management system on TIP established and maintained | A system in place | | | 1 | | | |
| | | | ODPP staff trained and Equipped in the | No. of ODPP staff trained and equipped in | | 40 | 100 | 150 | 200 | 250 |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security | | prevention of human trafficking | the prevention of human trafficking | | | | | | |
| | | Strengthen the capacity to register, monitor, inspect, coordinate and regulate the NGOs | Registration process automated | Automated NGO registration system in place | | | | | | |
| | | | District NGO Monitoring Committees(DNMCs) established | No. of established & revived committees, No. of meetings train conducted | | | 10 | 10 | 10 | 10 |
| | | | NGOs inspected | No. of NGOs inspected | | | 6 | 10 | 14 | 20 |
| | | International and regional conventions, treaties and protocols | Leadership Code Act amended to enforce income and asset disclosure | Amended Leadership Code Act to enforce income and asset disclosure | | 1 | 1 | 1 | | |
| | | Review, and develop appropriate policies for effective governance and security | Labour & employment laws, regulations, guidelines reviewed | No. of laws, regulations and guidelines reviewed | | 1 | 1 | 1 | 1 | 1 |
| | | | No. of laws simplified | No. of laws, policies and standards simplified | 0 | 1 | 2 | 2 | 3 | 3 |
| | | | | No. of policies and standards translated | - | 2 | 2 | 2 | 2 | 2 |
| | | | | No. of priority laws translated and disseminated | - | 2 | 4 | 4 | 4 | 4 |
| | | | | No. of languages into which the Constitution is translated | - | 2 | 2 | 2 | 2 | 2 |
| | | | | No. of laws transcribed | - | 1 | 1 | 1 | 1 | 1 |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | | | into brail | | | | | | |
| Policy and Legislation | | Develop appropriate infrastructure for legislation, security, justice, law and order | Capacity of MPS and staff built in the legislative process | No. of MPs and staff trained in legislative scrutiny | - | 0 | 50 | 150 | 150 | 50 |
| Administration of Justice | | | JLOS service delivery DE concentrated | Percentage of districts with a complete chain of JLOS service | - | 72.8 | 74 | 76 | 78 | 80 |
| | | | | Average distance to access JLOS service points (KM) | - | 18 | 18 | 17 | 16 | 15 |
| | | | | Construction, expansion, upgrading and equipping of 45 prisons and reception prison centres to complete the chain of Justice | - | 5 | 9 | 10 | 10 | 11 |
| | | | | No. of one-stop business registration services points (URSB) | - | 44 | 49 | 54 | 59 | 64 |
| | Strengthen people centered delivery of justice | Strengthen family justice | Functional legal aid clinics established | No. of functional legal aid clinics | 14 | 21 | 21 | 21 | 21 | 21 |
| | | | | Legal aid clinics to be established in Lira, Mbale, Kamuli, Masindi, Arua, Hoima | 5 | 5 | 6 | 7 | 8 | 9 |
| | | | | No. of indigent persons accessing legal aid (by gender) | 42,775 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | Promote child-friendly justice procedures | Legal aid service providers regulated | Percentage of legal aid service providers meeting service standards | 95 | 95 | 96 | 96 | 97 | 97 |
| | | | Child-friendly rooms established & equipped in all regional offices | No. of child-friendly rooms established & equipped for Administrator General's office | - | 1 | 6 | 2 | 2 | 1 |
| | | | | Establish & equip child friendly rooms in all JLOS regional offices | 0 | 1 | 6 | 2 | 2 | 1 |
| | | | | Provide child friendly services at police stations | | | | | | |
| | | | Capacity of prosecutors in child-friendly procedures enhanced | No. of prosecutors trained in child-friendly procedures | | 200 | 200 | 200 | 200 | 200 |
| | | | Access to prosecution services for vulnerable and special needs children promoted | No. of outreaches carried out | 4 | 4 | 4 | 4 | 4 | 4 |
| | | | No. of child victim emergency kits procured | No. of child victim emergency kits procured | | 200 | 200 | 200 | 200 | 200 |
| | | | Cases involving children handled. | % of complaints involving children disposal | | 0 | 5 | 10 | 15 | 20 |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | Strengthen transitional justice and informal justice processes | LC courts legally constituted | Percentage of LC courts legally constituted | - | | | | | |
| | | | | Percentage of LC courts trained (cumulative) | 30 | 20% | 40% | 60% | 80% | 100% |
| | | Enhance crime prevention and strengthen community policing | Capacity of crime fighting agencies built | Police to population ratio | 1:754 | 1:675 | 1:765 | 1:700 | 1:650 | 1:612 |
| | | | Offender rehabilitation strengthened | No. of inmates undergoing rehabilitation programmes | 22,058 | 54,000 | 55,000 | 56,000 | 57,000 | 58,000 |
| | | | | No. of offenders enrolled under social reintegration | - | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| | | Strengthen response to crime | Use of scientific evidence in crime management strengthened | No. of cases handled using scientific evidence | - | 12 | 16 | 19 | 25 | 25 |
| | | Strengthen citizenship identification, registration, preservation and control | Births registered | % of births registered in the year of occurrence | - | 15 | 50 | 65 | 70 | 85 |
| | | | | % of all births registered issued with birth certificate | - | 80 | 80 | 80 | 80 | 80 |
| | | | Deaths registered | % of deaths registered in the year of occurrence | - | 1 | 10 | 40 | 50 | 70 |
| | | | | % of all deaths registered issued with death certificate | - | 80 | 80 | 80 | 80 | 80 |
| | | | Improved case | No. of Prison Units | - | 13 | 150 | 153 | 160 | 166 |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| **Institutional Coordination** | Information management systems automated and integrated | Strengthen case management systems | management systems | Implementing Prisons Management Information Systems | | | | | | |
| | | | Improved Forensic Case management system and digitation of laboratory records/ registry | Laboratory Information Management System implemented and maintained | - | 0 | 0 | 1 | 1 | 1 |
| | Strengthen transparency, accountability and anti-corruption systems | Strengthen the oversight role of Parliament over the Executive | Anti-corruption initiatives (barrazas and public hearings) implemented | No. of anti-corruption initiatives implemented | | | 52 | 52 | 52 | 52 |
| | | | Public engagement and participation strategy developed | Public engagement and participation strategy developed | 0 | 1 | 1 | 1 | 1 | 1 |
| | | Enhance the public demand for accountability | Members of Parliament, Local Government councillors and the public sensitised on the concept of multiparty democracy and the role of a Member of Parliament | Percentage of population sensitised | 70 | 70 | 70 | 75 | 85 | 95 |
| | | | National ethical values promoted | No. of people trained on ethical values | - | 10 | 20 | 20 | 20 | 30 |
| | Strengthen citizen participation and engagement in | Increase participation of the population (including | Increased participation of the population (including vulnerable persons) in civic | Voter turn out | 69 | 75 | 75 | 75 | 70 | 75 |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | the democratic processes | vulnerable persons) in civic | activities | | | | | | | |
| | | National civic awareness campaigns conducted targeting the elderly, youth, PWDs, women and in hard-to-reach areas | | No. of civic programs developed and undertaken | | 10 | 10 | 10 | 10 | 10 |
| | | | | Proportion of the population participating in civic activities (by sex, age, vulnerability, and location) | | 40 | 50 | 60 | 75 | 85 |
| | | Strengthen the representative role of MPs, Local Government councilors and the public | Members of Parliament, Local Government councilors and the public sensitised on the concept of multiparty democracy and the role of an MP | Percentage of population sensitised | | 70 | 70 | 75 | 85 | 95 |
| | | | | No. of awareness and sensitisation meetings for the public conducted | | 10 | 20 | 55 | 60 | 40 |
| | Strengthen Compliance with Uganda Bill of Rights | Translate and disseminate the bill of rights in local languages | Human rights complaints reduced | No. of human rights complaints reported by type, gender, age, etc. | - | 500 | 700 | 750 | 600 | 500 |
| | | | | Proportion of human rights complaints disposed of (% of total) | - | 30 | 40 | 50 | 60 | 70 |
| | | | Increased awareness of human rights | No. of UHRC recommendations implemented | - | 25 | 40 | 60 | 60 | 60 |
| | | Strengthen efforts to combat SGBV | Reduced incidences of GBV | GBV prevalence | 56 | 50 | 45 | 40 | 35 | 30 |

| Sub-Programme | Objective | Interventions | Outputs | Indicators | Baseline | Targets (Financial Year) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | Integrate HRBA in policies, legislature, plans and programs | HRBA mainstreamed in policy, legislation, plans and Programmes | Human Rights Based Programme | 8 | 10 | 12 | 14 | 16 | 18 |
| | | | | No. of MDAs with Human Rights desk | 6 | 8 | 10 | 12 | 14 | 16 |
| | | | | No. of districts with Human Rights Committees | | 100 | 115 | 120 | 130 | 135 |
| | Enhance refugee protection and migration management | Coordinate the response that address refugee and protection assistance | Refugees and Asylum seekers settled | No. of refugees received and settled with documentation ('000s) | 60 | 70 | 80 | 90 | 95 | 100 |
| | | | | No. of vetting reports on refugees and asylum seekers | | 120 | 120 | 120 | 120 | 120 |

## 5.0 Emerging Issues

During the dialogue held with stakeholders in the Governance, Administration of Justice, and Security Programmes, the following were the emerging issues for consideration during the midterm review of the National Development Plan (NDPIII) 2020/21 to 2024/25 and NDPIV.

### 1.  Governance

It was noted that:

- Citizens have limited access to registration services. The Police have a duty to register lost and found children (those below five years), but they normally experience problems with the National Identification and Registration Authority (NIRA) Act and system as it is difficult to input information for children without parents' names. There could be an action to amend the NIRA Act to cater for such peculiar cases.
- Registration of children should be made easier as the online forms are quite cumbersome and difficult for the ordinary person in the village to comprehend.
- Building more prisons for the juvenile without addressing the factors that lead them into conflict with the law is not helpful. It is important to first address the factors forcing these children into crime, one of which is lack of employment and poverty.
- There is a need to address the custody of juvenile offenders - sometimes the girls and boys are placed together in a room. There is need to address their unique needs like availing them with pads, new panties and underwear among others.
- The current wave of pregnancy among teenagers is a fundamental security issue and in future might be breed destitutes that might lead to increased crime. This matter should be addressed in its infancy.
- Ugandans cross to Kenya where female genital mutilation (FGM) is still. This should be handled through strengthening our partnerships with partner states in dealing with human trafficking.
- Trafficking of girls from areas like Karamoja to serve as maids should be handled. Perhaps consider institutionalising domestic workers so that there is an avenue through which they can demand for their rights. This would protect both the rights of the maids and the employers.
- The time children go to school should be addressed. Some are required to be in school as early as 5:00am and go back home late, which is affecting their performance and posing a security threat to them.

- There is a need for a national parenting dialogue to support parents and strengthen the family. Many children are missing out on opportunities to be parented.
- The Administrator General develops several legislations but most of their actions are not captured in the programme yet they greatly affect gender and equity.

## 2. Administration of Justice
- Addressing welfare in prisons and other detention centres is very pertinent and the conditions in these facilities keep degenerating.
- Accommodation especially for the officers in Prisons, Army and Police should be handled urgently. This calls for increased financing from MFPED.
- The absence of a more child-friendly justice system should be addressed.
- Confidentiality in courts of law is a big issue and should not be lumped with others. It needs stand-alone actions.
- The magistrates in Karamoja ask victims of FGM to show openly show their organs as they narrate their ordeal to prove they are victims. In these courts, children below 18 years are not allowed to narrate their FGM experiences. This is done by their parents, which might compromise the justice administered.
- Issues of sexual offences need a special court that is very sensitive to gender aspects.
- The Uganda Police Force (UPF) has a gender policy that borrows largely from the National Gender Policy but there is about only 17% female representation in the force. Some issues affect police officers by virtue of them being female or male, these need to be highlighted.
- The Whistle-Blowers Act should be strengthened by sensitising the public and enhancing community neighbourhood watch. This could help reduce the crime incidents.
- Negative perceptions on land fragmentation and inheritance should be addressed since they are responsible for many crime occurrences. Young people want to kill their parents for not giving them "their portions of land". Some sell their parents' land which leads to more conflicts.
- Child rights and legislation should be popularised among the communities.
- The labour officers should be required to have a certificate in Administrative Law or employ lawyers in these positions.

## 3. Security

- There is a need for health personnel at every prison to take charge of the various health complications, among them the highly communicable and transmittable diseases. Also, women's issues should be attended to.
- How are children of prisoners handled - are they also prisoners? Are there facilities for the children in prison? There is need for interventions like daycare centres for babies of prisoners.
- There is a need for social protection systems that track every Uganda as they go through vulnerabilities – the issue of data is very important, we do not know how many children, elderly, and persons with disabilities there are in the country.
- Every sector must have data, and it should be input in a single registry system. We need interlinked systems to track people from childhood to death.
- There is a need for integration talks for communities that host refugees. The refugees have peculiar activities that need addressing, so the hosts should be sensitised about the laws governing refugees. For instance, countries have different laws regarding the age of legal consent for girls to get married – in DR Congo and South Sudan, it's 16 years, while for Uganda it's 18 years. So which law takes precedence in cases where a 16-year-old refugee is wedded off in Uganda. This creates problems in terms of law enforcement. Most refugees are women and children, so there is need to prevent them from getting into conflict with their hosts.
- Disability among all security personnel in the line of duty should also be put into consideration – not only military personnel. Even those guarding prisoners are often injured in the line of duty.
- There have been challenges in handling young suspects, many police stations do not have juvenile detention facilities. There is a need to budget for temporary shelters for victims of these crimes and child offenders.
- The current rehabilitation centres are just reception centres – they hardly conduct any rehabilitation – they just keep the children there for reference. These facilities should be turned into real rehabilitation centres – maybe include a vocational or primary school. Most of the drivers of these crimes is poverty, so there is need to skill the young people.
- There are increased cases of FGM but they are seldom reported at the police station but to the non-governmental organisations (NGOs). The NGOs should be enlightened that they must report these cases to the police otherwise they will also be taken as accomplices. It was also noted that, sometimes, the FGM victims are accosted at police stations.

# References

1.  Equal Opportunity Commission: Compendium for Vote Specific Gender and Equity Issues
2.  Gender and Equity Compact for the Ministry of Public Service and Public Service Commission 2016/2017-2019/2020
3.  Gender and Equity Compact for the Public Management Sector
4.  Governance and Security Programme Implementation Action Plan (PIAP)
5.  Issues Paper on Proposed Sector-Specific Gender and Equity Issues for Consideration under the NDP III (2020/21 – 2024/25)
6.  Ministry of Finance, Planning & Economic Development, Guidelines for Gender Mainstreaming
7.  NDP III Gender and Equity Commitments
8.  Parliamentary Commission Annual Performance Report for the FY2018/19
9.  Results and Reporting Framework for the Third National Development Plan (NDP III), 2020/21 – 2024/25)
10. The NDP III 2020/2021 to 2024/2025.