THE REPUBLIC OF UGANDA

Uganda Vision 2040

GOVERNANCE AND SECURITY PROGRAMME



Annual Report

FY 2025/26

September 2026

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List of implementing MDAs

Program Administrative Coordinator: OPM

Program Technical Coordinator/Manager: Office of the President (OP)

Implementing MDAs:

i. Office of the President (Lead Agency).
ii. State House.
iii. Ministry of Finance, Planning and Economic Development.
iv. Ministry of Defence and Veteran Affairs.
v. Ministry of Internal Affairs
vi. Ministry of Justice and Constitutional Affairs
vii. Ministry of Foreign Affairs
viii. Ministry of East African Community Affairs
ix. Ministry of Public Service
x. Ministry of Gender, Labour and Social Development
xi. Ministry of Local Government
xii. Uganda Police Force
xiii. Uganda Prisons Service
xiv. National Identification and Registration Authority
xv. Directorate of Government Analytical Laboratory
xvi. Inspectorate of Government
xvii. Office of the Auditor General
xviii. Directorate of Ethics and Integrity
xix. Directorate of Public Prosecution
xx. National Citizenship and Immigration Control
xxi. Uganda Revenue Authority
xxii. Kampala Capital City Authority
xxiii. Public Procurement and Disposal of Public Assets Authority
xxiv. Electoral Commission
xxv. Judicial Service Commission
xxvi. Uganda Law Reform Commission
xxvii. Uganda Human Rights Commission
xxviii. Internal Security Organisation
xxix. External Security Organisation
xxx. Uganda Registration Services Bureau
xxxi. Financial Intelligence Authority
xxxii. Law Development Centre.
xxxiii. Office of the Prime Minister (Refugees Component)
xxxiv. Equal opportunities commission

Foreword



HON. BABIRYE MILLY BABALANDA

The Governance and Security Programme presents the Annual Performance Report for the Financial Year 2025/26, the first Performance Report under the 2nd Governance and Security Programme Strategic Plan implementing the fourth National Development plan (NDPIV). The Governance and Security Programme brings together 30 Government Agencies responsible for upholding the Rule of law, ensuring Security, maintaining Law and Order, Public Policy Governance, access to Justice, promoting Human Rights, accountability and transparency.

The GSP brings together 35 Government Agencies responsible for upholding the Rule of Law, ensuring Security, maintaining Law and Order, access to Justice, Public Policy Governance, and promoting democracy, Human Rights, accountability and transparency.

This program contributes to the NDPIV objective five, which is; to enhance good governance, security and strengthen the role of the state in development.

This report tracks the performance of the Programme in implementing the GSP strategic plan. The report shows the performance against the result targets.

We acknowledge the contribution of the Government, development partners, other stakeholders and the staff of the Programme institutions who worked to make this change happen.

On behalf of the Programme leadership, management structures and institutions, we reaffirm our joint commitment to building an integrated people centered governance and security service delivery system for economic and social transformation.

Hon. Babirye Milly Babalanda

MINISTER IN CHARGE OF THE PRESIDENCY AND CHAIRPERSON PROGRAMME LEADERSHIP COMMITTEE

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List of Abbreviations

ACD	Anti-Corruption Division
ADC	Austrian Development Cooperation
ADR	Alternative Dispute Resolution
AIDS	Acquired Immune Deficiency Syndrome
ASTU	Anti-Stock Theft Unit
BDR	Birth and Death Registration
CAO	Chief Administrative Officer
CCAS	Court Case automation system
CDO	Community Development Officer
CFPU	Child and Family Protection Unit
CID	Criminal Investigations Directorate
DCI	Directorate of Crime Intelligence
NCIC	National Citizenship and Immigration Control
DCSC	District Community Service Committee
DEI	Directorate for Ethics and Integrity
DGAL	Directorate of Government Analytical Laboratory
DLAS	Directorate of Legal Advisory Services
DNA	Deoxyribonucleic Acid
DPC	District Police Commander/ District Prisons Commander
ODPP	Office of the Directorate of Public Prosecutions
EAC	East African Community
EOC	Equal opportunities commission
FAL	Functional Adult Literacy
GBV	Gender Based Violence
GOU	Government of Uganda
GSP	Governance and Security Programme
HRBA	Human Rights Based Approach
ICT	Information Communication Technology
IEC	Information Education and Communication
IFMS	Integrated Financial Management System
IGG	Inspectorate of Government
ISO	Internal Security Organization
ISO/IEC	International Standards Organisations/International Electrotechnical Commission
JCU	Justice Centers Uganda
JLOS	Justice Law and Order Sector
JSC	Judicial Service Commission
J4C	Justice for Children
KCCA	Kampala City Council Authority
KMP	Kampala Metropolitan
LASP	Legal Aid Service Provider

LASPNET	Legal Aid Service Providers Network
LCC	Local Council Court
LCV	Local Council Five
LDC	Law Development Centre
MDAs	Ministries, Agencies and Departments
M&E	Monitoring and Evaluation
MEACCA	Ministry of East African Community Affairs
MIA	Ministry of Internal Affairs
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
DCS	Directorate of Community Service
NAPAR	National Annual Performance Assessment Review
NFP	National Focal Point (For Light Arms and Small Weapons)
NGOs	Non-Governmental Organization
NCIC	National Citizenship and Immigration Control
NIRA	National Identification and Registration Authority
OAG	Office of the Auditor General
ODPP	Office of the Director of Public Prosecutions
PDU	Procurement and Disposal Unit
PPDA	Public Procurement and Disposal of Assets
PPTA	Prevention and Prohibition of Torture Act
PPU	Policy and Planning Units
PWD	Persons with Disabilities
RCC	Regional Chain-linked Committee
RLP	Refugee Law Project
RSA	Resident State Attorney
RIA	Regulatory Impact Assessment
SALW	Small Arms and Light Weapons
SGBV	Sexual and Gender Based Violence
STA	Senior Technical Advisor
TAT	Tax Appeals Tribunal
TIA	Trial on Indictments Act
UGX	Uganda Shillings
UHRC	Uganda Human Rights Commission
U**LRC**	Uganda Law Reform Commission
ULS	Uganda Law Society
UPDF	Uganda Peoples' Defence Force
U**PF**	Uganda Police Force
UPS	Uganda Prisons Service
URSB	Uganda Registration Services Bureau
URA	Uganda Revenue Authority
VAC	Violence Against Children

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Executive Summary

The Governance and Security Programme (GSP) Annual Report for FY2025/26 presents the Programme's performance during the first year of implementation of the second GSP Implementation Action Plan 2025/26–2029/30 and the first year of NDP IV. Overall, the Programme made measurable progress in strengthening national security, justice and law enforcement, accountability, democratic governance, human rights, international cooperation and refugee protection. However, performance was uneven across the nine Programme objectives, with significant gaps remaining in governance, international cooperation, refugee resilience, gender and equity compliance, and the capacity of institutions to deliver services effectively.

The Governance and Security Programme (GSP) made important contributions to national security, access to justice, accountability, democratic governance, human rights protection, international cooperation and refugee management during FY 2025/26. The year marked the first year of implementation of the second GSP Implementation Action Plan 2025/26–2029/30 and the Fourth National Development Plan (NDP IV). Overall, the Programme registered notable results in maintaining peace and stability, reducing reported crime, strengthening justice infrastructure, enhancing accountability and improving public financial oversight. However, performance across the nine Programme objectives was uneven, with significant gaps in governance outcomes, legislative progress, gender and equity compliance, international cooperation and refugee resilience. The key challenge is therefore to consolidate the gains achieved while addressing persistent institutional and financing constraints that limit the Programme's contribution to national development.

1.1 Peace, Stability and Public Safety

Uganda sustained peace and stability during FY 2025/26, providing an enabling environment for citizens to pursue their livelihoods and for businesses and investors to operate with confidence. Public confidence in security agencies remained high, combat readiness was maintained, and response times to security threats remained low. The reported crime rate declined from 501 in FY 2023/24 to 427, indicating an improvement in the security environment.

Security capacity was strengthened through the recruitment of 21,746 personnel and the training and retraining of 55,810 personnel. The police-to-population ratio improved from 1:945 to 1:893, while sub-county policing coverage reached 93%, enhancing security presence and crime prevention. Technology-enabled surveillance also strengthened the detection and investigation of crime, with the Closed-Circuit Television (CCTV) system monitoring 7,591 incidents and supporting investigations into 1,686 criminal cases. Digitalisation of immigration services generated UGX 251.87 billion in non-tax revenue from entry permits, entry visas and student passes. Uganda Prisons enterprises generated a further UGX 45.574 billion, demonstrating the contribution of institutional productive activities to domestic revenue mobilisation. In addition, the expansion of national identification services strengthened the capacity to establish identity and support population management: 14.2 million National IDs were renewed, 8.9 million new citizens were registered, and 34.37 million Ugandans were assigned National Identification Numbers (NINs).

Despite these gains, emerging cyber threats, transnational crime, regional security dynamics and growing demands associated with migration and refugee management continue to require investment in specialised skills, infrastructure, technology and emergency response capacity. Sustaining these

investments will be essential to protecting lives and property and preserving the stability required for Uganda's socio-economic transformation.

1.2 Justice, Law and Order

Justice, law and order institutions made progress in strengthening infrastructure, forensic capacity and the delivery of protection services. The completion and occupation of JLOS Tower expanded institutional accommodation capacity, while the Soroti Regional Office reached 89% completion. Phase II of the National DNA Databank Infrastructure was completed, strengthening the technical foundation for criminal investigations. The Yumbe Prison reception centre was also established and operationalised, alongside progress in child protection infrastructure.

The Police Headquarters Phase II project reached 78% completion, providing a foundation for further improvements in institutional capacity. However, the acquisition of only one of the two targeted genetic analysers indicates that some critical equipment gaps remain despite the completion of the DNA infrastructure.

These results demonstrate progress towards strengthening the institutional foundations for justice delivery. The priority in the next implementation period is to ensure that infrastructure investments are matched by adequate equipment, staffing, operational resources and effective service-delivery systems so that they translate into improved access to justice and better outcomes for the public.

1.3 Accountability, Transparency and Anti-Corruption

Accountability institutions delivered substantial results in the investigation of corruption, recovery of public resources and oversight of public expenditure. The Inspectorate of Government investigated and concluded 1,249 corruption cases, resulting in UGX 41.9 billion in recoveries, 22 prosecutions, 1,593 administrative sanctions and UGX 17.8 billion in savings.

Public procurement oversight covered 1,945 contracts valued at approximately UGX 2.792 trillion, of which 94.34% were assessed as satisfactory. The remaining 5.66% were assessed as unsatisfactory, while 12 providers were suspended. The Auditor General achieved 98.4% of planned financial audit coverage, and 97.3% of audits received unqualified opinions.

These results demonstrate the contribution of oversight institutions to protecting public resources, strengthening compliance and promoting value for money. Nevertheless, implementation of audit recommendations stood at 59%, indicating that a significant proportion of identified weaknesses had not yet been addressed. The next phase should therefore place greater emphasis on enforcing corrective action, strengthening follow-up mechanisms and holding responsible institutions accountable for implementing audit recommendations.

1.4 Governance, Policy and Legislative Performance

Governance performance remained below the Programme's intended level. The Effective Governance performance indicator stood at 0.104 against a target of 0.385, while the Ibrahim Index of African Governance was 49.1% against a target of 60%. These results indicate that progress in governance outcomes did not match the expectations set for the reporting period.

The Programme performed more strongly in policy and Cabinet processes. Nine policies were handled or reviewed against a target of six, while all 15 targeted policy submissions were placed on the Cabinet agenda. A total of 118 Cabinet Memoranda were tabled. However, only seven of the 32 targeted Bills were placed on the Cabinet agenda, highlighting a gap between policy development and the advancement of legislation.

The results suggest that progress in policy formulation and Cabinet processes has not yet translated into commensurate improvements in broader governance indicators or legislative outputs. Strengthening coordination among institutions responsible for policy development, legal drafting and legislative processing will be important in accelerating the implementation of government priorities and improving governance outcomes.

1.5 Democratic Governance and Citizen Participation

FY 2025/26 was a significant electoral year, with the Programme supporting the electoral environment for the January 2026 Presidential Election and the associated Parliamentary and Local Government Council elections. The Democratic Index stood at 4.94, based on the 2024 measure, while a public satisfaction survey reached 5,357 respondents.

These measures provide a basis for assessing democratic governance and public engagement. However, continued challenges in civic participation, public awareness and the management of democratic processes point to the need for sustained investment in civic education, citizen engagement and institutional capacity. Strengthening public participation and responsiveness will be important in building confidence in democratic institutions and improving the relationship between citizens and the State.

1.6 Human Rights, Gender and Equity

The Programme continued to integrate human rights-based approaches into government planning, policy and programme processes. However, gender and equity compliance remained below the annual target. The FY 2025/26 National Budget Framework Paper achieved 61% compliance against a target of 70%. Although this exceeded the statutory threshold of 50%, the gap indicates that gender and equity considerations were not yet fully mainstreamed across the budget process.

Implementation also continued to face constraints associated with limited resources, restricted geographical coverage, delays in access to information, low public awareness, discrimination and marginalisation.

Closing these gaps will require stronger integration of gender and equity considerations in planning, budgeting and service delivery, alongside improved monitoring of compliance and greater attention to the needs of vulnerable and underserved populations. This is essential to ensuring that the benefits of government programmes are more equitably distributed.

1.7 International Cooperation and Regional Interests

The Programme maintained engagement in regional and international peace and security initiatives, achieving 88% of the targeted support to regional and international conflict-resolution mechanisms. This reflects continued participation in processes aimed at addressing regional instability and advancing Uganda's international interests.

However, the Bertelsmann Transformation Index international cooperation score declined to 4.78 against a target of 6.30, compared with a baseline of 5.14. This indicates that participation in international mechanisms has not yet translated into the expected performance on the broader international cooperation indicator.

The priority is to strengthen the effectiveness of international engagement by linking diplomatic and regional initiatives more directly to measurable outcomes, including regional stability, economic cooperation and the advancement of Uganda's strategic interests.

1.8 Refugee Protection and Resilience

Uganda's refugee population increased to 2,031,697 by the end of FY 2025/26, sustaining substantial demands on protection services and host-community resources. During the year, the Programme facilitated 2,904 refugee repatriations and 579 third-country resettlements as part of efforts to pursue durable solutions.

However, refugee resilience performance stood at 39% against an expected 53%, with the report identifying reductions in available funding as a major contributing factor. This shortfall highlights the vulnerability of refugee protection, self-reliance and resilience interventions to declining humanitarian and development financing.

Sustaining Uganda's refugee protection commitments will require stronger alignment between humanitarian assistance and longer-term development interventions, alongside continued engagement with development partners to mobilise predictable financing. Support to refugee-hosting communities will also remain important in maintaining service delivery and strengthening social and economic resilience.

1.9 Programme Coordination and Institutional Capacity

The Programme strengthened planning and coordination arrangements during the transition to NDP IV and the programme-based planning and budgeting approach. The National Planning Authority certified 46 NDP IV strategic plans covering 22 GSP Ministries, Departments and Agencies and 24 Missions abroad, establishing an institutional basis for implementation.

However, improved planning and coordination arrangements must translate into measurable service-delivery and development outcomes. Institutional capacity constraints, including staffing, ICT infrastructure, coordination and retooling, continue to influence implementation performance. Strengthening accountability for results and linking institutional plans, budgets and performance reporting more closely to Programme outcomes will be essential in the next implementation period.

1.10 Financial Performance

The approved GSP budget, including external financing, was UGX 9.905 trillion, compared with UGX 8.909 trillion in FY 2024/25. Actual releases amounted to approximately UGX 12.338 trillion, equivalent to 124.6% of the approved budget, largely reflecting supplementary releases. Expenditure totalled approximately UGX 12.270 trillion, representing 99.4% absorption of released funds.

The high absorption rate indicates a strong capacity to utilise funds that were released. However, the interpretation of financial performance must take account of the supplementary releases that raised funding above the original approved budget and the fact that budgeted external financing was not released. Consequently, actual financing differed significantly from the original budget framework.

The key management priority is to strengthen the alignment between approved budgets, actual releases and planned results. Greater predictability of financing, timely release of funds and closer monitoring of expenditure against outputs and outcomes will be important in improving implementation efficiency and ensuring that available resources generate the intended development benefits.

2. Strategic Priorities for the Next Implementation Period

The FY 2025/26 results point to the following priorities for strengthening Programme performance:

1. **Improve governance outcomes** by addressing the gap between planned targets and performance on the Effective Governance and Ibrahim Index of African Governance indicators.
2. **Accelerate legislative delivery** by strengthening the processes that translate policy priorities into Bills submitted to Cabinet.
3. **Consolidate peace and security gains** while addressing emerging threats and gaps in specialised technology, infrastructure and institutional capacity.
4. **Strengthen accountability for public resources** by improving implementation of audit recommendations and enforcing corrective action.
5. **Advance gender and equity compliance** towards the 70% target through stronger mainstreaming, monitoring and institutional accountability.
6. **Improve the effectiveness of international cooperation** by translating regional and international engagement into measurable outcomes.
7. **Strengthen refugee resilience and self-reliance** through more predictable financing and better integration of humanitarian and development support.
8. **Translate institutional improvements into results** by linking planning, budgeting, coordination and performance management more closely to service-delivery outcomes.
9. **Improve financing predictability and value for money** by strengthening the alignment of budgets, releases, expenditure and measurable Programme results.

3. Conclusion

The FY 2025/26 performance demonstrates that the Governance and Security Programme made important contributions to national stability, crime reduction, justice infrastructure, accountability, financial oversight and institutional coordination. These results provide a foundation for advancing Uganda's development ambitions and strengthening public confidence in government institutions.

Nevertheless, performance against targets remained uneven. Governance outcomes, legislative progress, gender and equity compliance, international cooperation and refugee resilience require particular attention, while the implementation of audit recommendations remains a significant accountability concern.

The central priority for the remaining NDP IV period is to move beyond strengthening institutional processes towards delivering more consistent, measurable and sustainable outcomes for citizens. This will require focused implementation of corrective measures, stronger institutional accountability, predictable financing and closer alignment between resources and results. Sustaining achievements while systematically addressing these gaps will be critical to maximising the Programme's contribution to national development, public service delivery and inclusive socio-economic transformation.

CHAPTER I

INTRODUCTION

1.0 Introduction

This is the first annual report under the second Governance and Security Programme Implementation Action Plan for the period 2025/26 -2029/2030.

The GSP brings together Government Agencies responsible for upholding the Rule of Law, ensuring Security, maintaining Law and Order, access to Justice, Public Policy Governance, and promoting democracy, Human Rights, accountability and transparency.

Good governance demands that processes and systems are participatory, consensus-oriented, transparent, responsive, effective, efficient, equitable and inclusive, while adherence to the rule of law is not an option. These are tenets on which the delivery of services to the people of Uganda has been anchored over the years, despite existing challenges like corruption, case backlog, congestion in prisons, slow implementation of policies, and duplication of services in some instances, among others. The Governance and Security Programme has well-aligned institutions that support Uganda's realisation of its national aspirations, regional and international obligations.

Uganda aspires to be a transformed society from a peasant to a modern and prosperous country within 30 years- Vision 2040. To achieve this, the rule of law and good governance must prevail as an enabling environment for socio-economic transformation.

1.2 Mission, Goal and objectives of the programme

The Mission of the GSP is to *"to ensure adherence to the rule of law, human rights, democracy, accountability and promote peace and security in Uganda."*

The goal of the programme is to ensure ***"a peaceful, secure Uganda adhering to the rule of law' Governance and Security Programme".***

The GSP has nine programme objectives, which include the following:

i. Strengthen the capacity of security agencies to participate in production and value addition and address security threats and emergencies;
ii. Strengthen public policy analysis and management;
iii. Enhance efficiency in the delivery of justice, law and order services;
iv. Enhance transparency, accountability and anti-money laundering systems for effective governance;
v. Strengthen citizen participation in democratic processes;
vi. Enhance compliance with and implementation of the Uganda Bill of Rights;
vii. Promote Uganda's interests at the regional and international level;
viii. Enhance the national response for coordinating refugee protection and migration management; and
ix. Strengthen the administrative, institutional, and coordination capacity for governance and security.

1.3 Summary of the expected deliverables for the NDP IV period

The performance against the key programme results to be achieved by FY2029/30, over the NDP IV are:

Indicator	FY2023/24	FY 2025/26		NDP IV
	Baseline	Target	Actual	Target
Crime rate per 100,000 persons	502	422	427	489.18
Proportion of the population with a justice need seeking redress in the formal justice system	10%	15%	**10%**	50%
Public satisfaction in governance and JLO services	59%	70%	80%	70%
Rating of Uganda in the Global Peace Index	2.3	2.4	2.42	2.2
Corruption Perception Index	26%	25	**25**	31%
Democratic Index	4.6%	5.14	**4.94**	5.5%
Governance Effectiveness Index score (Ibrahim)	52	60%	**49.1%**	64
Proportion of refugees and host community populations living below the national poverty line	32%	31%	31.5%	27%
Image of Uganda abroad– BTI Transformation Index	6	6.3	4.78	7
Effectiveness in the delivery of programme results	50			75
Public perception on respect and observance of human rights	60%	70%	73%	

1.4 Member institutions and sub programmes

The thematic sub-programmes of GSP include Security, Policy and Legislation Processes, Democratic Processes, Access to Justice, Refugee Protection & immigration Management and Anti-Corruption and Accountability.

Sub Programme: Security	
Objective 1: Strengthen the capacity of security agencies to participate in production and value addition and address security threats and emergencies	**MDAs**
Intervention 1.1. Maintain modern and formidable security sector agencies for security and emergencies	UPF, ESO, ISO, MIA, NIRA, UPS, DCIC, MODVA, KCCA, OP, DGAL
Intervention 1.2. Enhance the welfare of security sector personnel and veterans	ISO, MODVA, UPS, UPF, DCIC
Intervention 1.3. Strengthen the capacity of the security forces and agencies to contribute to national development	MODVA, UPS
Intervention1.4. Establish and operationalise the National Service Programme	OP
Intervention 1.5. Enhance regional and continental security cooperation	DCIC, OP, ISO, NIRA
Objective 2: To strengthen public policy analysis and management	**MDAs**
Intervention 2.1. Strengthen coordination of the policy and legislative-making processes	SH, OP, MoJCA, ULRC
Intervention 2.2. Enhance monitoring of policy implementation for service delivery	OP, MoKCC&MA, MoLG, MEACA, SH, MoFPED
Intervention 2.3. Enhance the administration of programme services of the Presidency	SH, OP

Sub Programme: Justice Law and Order	
Objective 3: To enhance efficiency in the delivery of justice, law and order services	**MDAs**
Intervention 3.1. Enhance capacity and coverage of rule of law institutions for socio-economic transformation	MIA, UPF, UPS, NIRA, MoLG, DGAL, MoJCA, MoGLSD, UPF, MIA, URSB, DCIC, NIRA,
Intervention 3.2. Strengthen the rule of law and governance service delivery systems	MOJCA; URSP; NIRA, MOGLSD; DCI; UPS, UPF; DGAL
Objective 6: To enhance compliance with and implementation of the Uganda Bill of Rights	**MDAs**
Intervention 6.1. Integrate HRBA in policies, legislation, plans and programmes	NPA, UHRC; EOC; MOJCA;
Intervention 6.2. Enhance the protection of human rights and promotion of equity	UHRC; MOJCA; EOC; UPF
Intervention 6.3. Enhance civic awareness of the rule of law and the Bill of Rights	UHRC
Intervention 6.4. Ensure regular reporting and effective state compliance with human rights	UHRC; UPF
Intervention 6.5. Establish a national framework for mainstreaming and integrating IMCs in government policies and programs	MoICT&NG, NPA, MoLG, MoGLSD, EOC, LGs
Sub Programme: Accountability	
Objective 4: To Strengthen Accountability, Transparency, and Anti-Money Laundering Systems for Effective Governance	**MDAs**
Intervention 4.1. Enhance public demand for accountability	KCCA, OAG, DEI, OP, IG, PPDA, MoLG
Intervention 4.2. Enhance Compliance with anti-corruption and accountability rules and regulations	OAG; PPDA; MoLG; DEI; MoFPED
Intervention 4.3. Strengthen Anti-Money Laundering (AML) Mechanisms	IG, FIA
Intervention 4.4. Strengthen prevention and detection of corruption and enforce Anti- corruption Measures	IG, PPDA, URSB, ISO, UPF, MoFPED, IAG, DEI, UPF; OP
Intervention 4.5. Strengthen the recognition and award system for outstanding civic contributions to motivate individuals and organisations.	OP
Intervention 4.6. Strengthen monitoring of Government programmes for effective service delivery	OP; SH; DEI
SubProgramme: Democratic Processes	
Objective 5: To strengthen citizen participation in democratic processes	**MDAs**
Intervention 5.1. Strengthen democracy and electoral processes	EC; MOLG; UHRC; MEACA; ISO; UPF
Sub Programme: Foreign Relations	
Objective 7: To promote Uganda's interests at regional and international level	MDAs
Strategic Intervention 7.1: Strengthen bilateral and multilateral relationships at both regional and international level	MoFA, MEACA, DCIC, ESO
Strategic Intervention 7.2: Ensure adherence to regional and international laws and commitments	MoFA, MEACA, DCIC, ESO
Strategic Intervention 7.3: Provide diplomatic, protocol and consular services both at home and abroad	MoFA, MEACA, DCIC, ESO
Sub Programme: Refugee Management	
Objective 8: Enhance the national response for coordinating refugee protection and migration management	**MDAs**
Intervention 8.1. Strengthen responses that address refugee protection and assistance	OPM, DCIC, MOFA, MoJCA
Intervention 8.2. Strengthen the Role of Non-State actors in refugee responses	OPM

Objective 9: To strengthen the administrative, legal, institutional, and coordination capacity for governance and security	MDAs
Intervention 9.1. Strengthen programme institutions for effective and efficient service delivery	All MDAs

1.5 Structure of the Report

The report is divided into 12 chapters; Chapters 2 to 10 focusing on the performance under each of the nine Program Objectives. Each of these chapters provides progress of interventions under each of the program objectives. The structure is as follow:

Chapter	Details
Chapter 1:	Programme Focus, Vision and Objectives
Chapter 2:	Objective 1 – Strengthen the capacity of security agencies to participate in production and value addition and address security threats and emergencies
Chapter 3:	Objective 2 – Strengthen public policy analysis and management
Chapter 4:	Objective 3 - Enhance efficiency in the delivery of justice, law and order services;
Chapter 5:	Objective 4 - Enhance transparency, accountability and anti-money laundering systems for effective governance
Chapter 6:	Objective 5 - Strengthen Citizen Participation in Democratic Processes
Chapter 7:	Objective 6 - Enhance compliance with and implementation of the Uganda Bill of Rights
Chapter 8:	Objective 7 - Enhance the national response for coordinating refugee protection and migration management
Chapter 9:	Objective 8 - Promote Uganda's interests at the regional and international level
Chapter 10:	Objective 9 - Strengthen the administrative, institutional, and coordination capacity for governance and security
Chapter 11:	Programme Financial Performance

CHAPTER II

OBJECTIVE 1:

TO STRENGTHEN THE CAPACITY OF SECURITY AGENCIES TO ADDRESS SECURITY THREATS AND EMERGENCIES

The security agencies have maintained peace and stability in the country over the years, through various targeted interventions. As a result, Ugandans and foreign nationals living in Uganda continue to go about their business without fear of threats within or outside the country. With peace and stability, Uganda's path to the tenfold growth strategy is on a positive trend.

The security agencies have invested in recruitment, welfare of personnel, infrastructure development, training and acquisition of equipment, which have improved the capacity, capability and morale of personnel to prevent and respond to security threats and emergencies. A total of 55,810 personnel were trained and re-trained in various courses such as basic leadership, command and specialised courses, demonstrating a continued commitment to professionalism. In addition, a total of 21,746 personnel were recruited to replenish the security agencies.

The security agencies have also invested in modernising the security forces by incorporating advanced technology, research and improved training programmes to better respond to internal and external threats. The agencies invested in more sophisticated intelligence networks, security apparatus and border control mechanisms. The Closed- Circuit Television (CCTV) system and the Intelligence Transportation Monitoring System (ITMS) have improved security agencies' ability to avert and respond to security threats and crime and to monitor vehicles and respond to traffic incidents, respectively.

The CCTV monitored 7,591 incidents and supported special investigations into 1,686 criminal cases. Deployment of security personnel and the sub-county policing model (93% sub-county coverage) have contributed to safety and reduction of criminality internally and at the border posts. The police to population ratio is now at 1: 893 from 1:945, which is an improvement although not yet ideal. There has been an improvement in the effectiveness of rehabilitation programmes, leading to a decline in recidivism.

The security agencies have embraced electronic systems for efficiency as witnessed in handling pensions, veteran affairs, and immigration, which has ensured a steady inflow of NTR to the Government. In the reporting period, the E - immigration system generated a total of Ugx.184.71Bn, Ugx.62.56Bn and Ugx.4.6Bn from Entry Permits, Entry Visas and Student Passes respectively. A total of 333,488 foreign nationals were issued entry visas, 19,793 were issued entry permits, and 14,826 were issued student passes, an increase in performance in FY 2024/2025.

The Entry permits in particular, provide an opportunity for the Government to attract both Investors and Expatriate labour that facilitates local employment, boosts the Country's economy and also knowledge transfer, which builds the capacity of the local workforce.

Similarly, the agency's engagement in productive activities such as Uganda Prisons enterprises has generated Ugx 45.574 in Non-Tax Revenue, notwithstanding revenue generated within defence enterprises that include the National Enterprise Coorpration (NEC).

Vital assets and security installation systems are being utilized to mitigate the dynamic existing and emerging security threats. Protection of Vital assets and installations is critical to sustaining the country's growth and stability pattern.

Uganda is peaceful and stable; however, the country's growth pattern and location in the volatile Great Lakes continue to expose it to issues like immigration, refugee management and dynamic security threats, including cyber threats, which have created a continuous need for investment in security infrastructure.

Outcome: Peace and stability

Peace and stability is an enabler to facilitating the country's ten-fold growth strategy. Uganda has continued to maintain a peaceful and stable environment, which has transformed tocivil reliance on security agencies to facilitate economic activities, including domestic and foreign investment, tourism, agro-industrialisation, mineral-based development and science, technology and innovation. This has been possible due to the agencies' readiness and timely response to threats and emergencies.

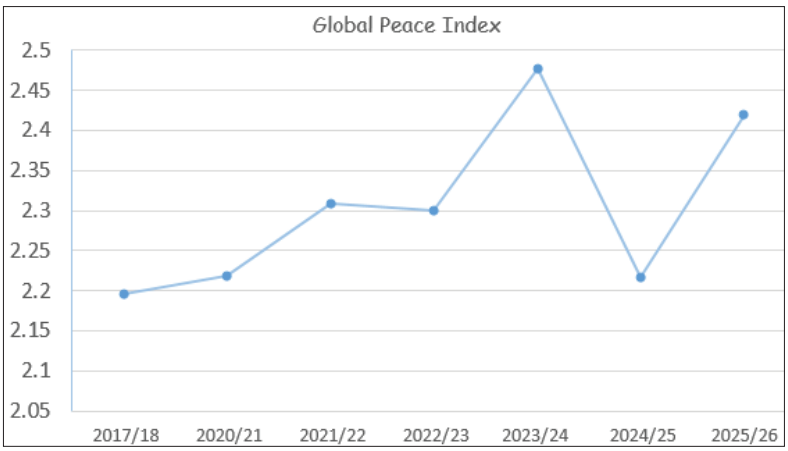


Table 1: Outcome Indicator - Peace and stability

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Public Confidence in security agencies	High	High	High	High	NGPSS report	UBOS

Intermediate Outcome 1.1.1 Efficient and effective security services

The Security agencies have maintained a high level of combat readiness that has enabled quick response to emergencies and threats. This has been possible due to targeted recruitment, training, acquisition of security equipment, logistical service support, and welfare of the security forces to enhance morale and productivity.

Table 2: Intermediate Outcome indicators - Efficient and effective security services

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Level of combat readiness	High	High	High	High	APR	MODVA
Mean Time to Respond to security threats	Low	Low	Low	Low	APR	MODVA

Strategic Intervention 2.1: Maintain modern and formidable security sector agencies, for security and emergencies

The technical capabilities of Security agencies have continued to improve, contributing significantly to the maintenance of peace and stability within the country and in the region. The capacity of security personnel has been strengthened through recruitment and training, with 21,746 personnel recruited to replenish the security agencies, while 55,810 personnel underwent training and retraining in specialised courses to enhance the effectiveness and professionalism of the security services.

The security agencies have also prioritised the protection of critical National security installations, including airports, the East African Crude Oil Pipeline (EACOP) and game parks. These efforts have created a secure environment that has contributed to increased investment in the country. In addition,

the agencies have continued to improve the working environment and welfare of their personnel through the development of modern security infrastructure. They have also strengthened research and development (R&D) components to effectively respond to emerging and prevailing Security threats.

Strategic Output 2.1.1: Technical Capability enhanced

During the period under review, security agencies continued to acquire, maintain and upgrade strategic equipment and operational capabilities to enhance their capacity to prevent, deter and respond effectively to prevailing and emerging threats within Uganda and along its borders. These efforts contributed to improvements in intelligence collection, surveillance, information dissemination and field operations, thereby strengthening crime prevention, investigation, operational readiness and the overall security response. Collectively, these interventions contributed to maintaining peace and stability and enabled the successful security of the 2026 elections and other major national events without major incidents.

Table 3: Output Indicators Output 1.1.1: Technical Capability enhanced

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Proportion of security equipment acquired	40%			47%	MoDVA
	40%	19%	42%	21%	ESO
Level of pacification in Somalia	Medium	High	High	High	MoDVA
Proportion of logistical and technical equipment acquired for communication, transport, specialized training, medical and strategic facilities.	8.50%	25%	15%	15%	ISO
No of prisons equipped and retooled with assorted safety and security equipment	266	269	267	270	UPS
No. of modern cyber and ballistics scientific analytical equipment acquired	0	0	2	0	GAL
Proportion of required police equipment (by value) acquired	57%		62%	52%	UPF
Proportion of required CCTV coverage realised	0.32		0.78	32%	UPF
Number of prisons equipped with ICT equipment and systems	15	20	10	20	UPS
Number of PMT monthly reports produced on the implementation of the ITMS project	0	12	12	12	OP

The Office of the President collaborated with other government agencies to improve and operationalise the Intelligent Transport Monitoring System (ITMS). The Office, through the Project Implementation Team (PIT) produced reports on the status of implementation of the Government Campus prepared in which a Cabinet Memorandum Addendum 1: Report of the Cabinet Sub-Committee constituted to review the funding proposal by the NSSF and explore other funding alternatives for implementation of the Government Campus at Bwebajja was submitted to the Cabinet Secretariat for vetting and issuance of a Cabinet Memo Number. Further, a report was produced by the Cabinet Sub-committee constituted to review the funding proposal by NSSF and explore other funding options. However, the Technical Committee was advised to further review the proposal's viability before it is re-submitted to Cabinet for discussion; similarly, a prefeasibility study Report for the development of the Government Office Campus was prepared by the Technical Team and discussed on 30th June 2026.

The security agencies enhanced operational, forensic, intelligence, investigations, counter-terrorism and technological capabilities through the acquisition and deployment of specialised machinery,

classified assets and ICT equipment, while additional vehicles and motorcycles strengthened field operations. CCTV infrastructure and maintenance supported the monitoring of 7,591 incidents, special investigations into 1,686 criminal cases and the impounding of 1,012 vehicles and motorcycles linked to traffic and criminal offences. The security agency responsible for custodial services also procured security equipment for all 270 prison stations to enhance security, prevent escapes, and protect inmates, staff and the general public. The Government Analytical Laboratories (GAL) trained 200 Scene of Crime Officers (85 female and 115 male) in scientific evidence management, although the absence of resources for modern cyber and ballistics analytical equipment remains a critical gap affecting scientific analysis and access to justice.

The security agency responsible for national identification significantly strengthened Uganda's identity and security ecosystem by renewing 14.2 million National Identity Cards, registering 8.9 million new citizens and 41,360 Ugandan nationals in the diaspora, and printing 6.56 million identity cards. Cumulatively, 34.37 million Ugandans, representing 74.8% of the estimated population of 45.9 million, have been assigned National Identification Numbers, strengthening identity verification, border and immigration management, law enforcement, intelligence operations, fraud prevention and access to services.

The agencies further enhanced technical capability through the acquisition and operationalisation of a MOSIP-based(this should be in full) National Security Information System, 5,665 biometric kits, 2,750 solar panels, two new and two upgraded ID personalisation machines and 62 vehicles. These investments improved digital, biometric, card production, power and field-service capabilities, ensuring more secure, efficient and continuous national identification services.

Despite these achievements, terrorism, general crime, livestock theft, cybercrime, cross-border and transnational crime, and negative political activism continue to pose significant national security threats. Addressing these challenges will require sustained investment in intelligence capabilities, modern technology, scientific and technical capacity, innovation, equipment and overall operational readiness.

Acquisition of modern cyber and ballistics scientific analytical equipment for DGAL.

There was no approved budget for acquisition of modern cyber and ballistics scientific analytical equipment for DGAL in the FY 2025/2026. This remains a key unfunded priority as it impacts on scientific analysis and reporting and impedes access to justice.

Strategic Output 1.1.2: Capacity of Security Personnel Enhanced

The security agencies have incrementally prioritised training, recruitment and discipline of security personnel as key drivers to enhancing the capacity of personnel to respond to threats within and outside the country. In the reporting period, 21,746 personnel were recruited and 55,810 trained across the agencies.

GAL PICTORIA EVIDENCE

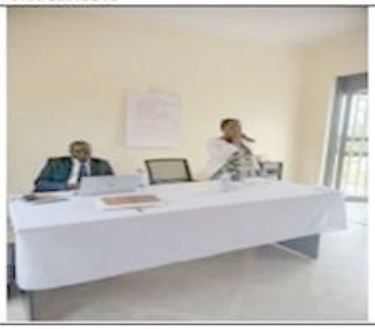
		
Group Photo for some of the SOCCOs and Forensic Scientists	Practical Training on evidence management	Forensic expert presenting to SOCCOs
		
Forensic expert addressing SOCCOS	Group Photo for some of SOCCOs and Forensic Scientists	Training on Crime scene management and evidence collection ongoing
		

Table 4: Output 1.1.2 Indicators - Capacity of Security Personnel Enhanced

Indicator			Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number recruited	of	personnel	8000	13494	11,374	21746	MODVA, UPF, UPS, KCCA
Proportion recruited	of	personnel	50%	0	100%	100%	ESO
			50%	100%	100%	0	ISO
			48%	48%	60%	73.7%	NIRA
Number trained	of	personnel	43,890	40549	41,642	55,810	MODVA, UPF, UPS, DCIC, KCCA
Proportion trained	of	personnel	55%	60%	65%	65%	ESO
			25%	% 35	56.90%	56.9%	ISO
			12%	10%	19%	38%	UPF
Police: Population Ratio			0.690278	1:940	0.665278	1:839	UPF
Staff: Prisoner ratio			01:07	01:07	01:05	01:07	UPS
Proportion of appointment, discipline and grievances submissions processed within 3 months			100%		100%	100%	MIA

A total of 21,746 security personnel were recruited this FY 2025/26 to enhance the capacity of the security agencies. These numbers are vital in addressing any security threats in the Country. The largest recruitment was registered by MoDVA/UPDF and UPF, which collectively accounted for 20,416 recruits, representing approximately 93.9% of total recruitment. This was followed by UPS with 1,238 recruits (5.7%) and NCIC with 92 recruits (0.4%), while KCCA recorded no recruitment during the reporting period. This substantial expansion of security forces has continuously improved National security, especially during the general election.

Table 5: Security personnel recruited in FY2025/26

MDA	Male	Female	Total
MoDVA/UPDF			10,464
UPF	6,468	3,484	9,952
UPS	912	326	1,238
NCIC	41	51	92
KCCA	0	0	0
Total			21,746





Vice President H.E Maj (Rtd) Jessica Alupo inspecting the Passout Parade of 1,238 Warders and Wardresses at Prisons Academy and Training School at Luzira.

The UPF also recruited 99,102(29,893F) Elections Special Police Constables to maintain law and order during the election period, and indeed the country witnessed peaceful elections. It should be noted that these were temporary personnel whose contracts ended in February 2026. However, to increase the police to population ratio and in an effort to enhance police presence in all sub-counties, UPF recruited, trained and passed out 9,952 (3,484) Probationer Police Constables (PPCs) to improve the police to population ratio from 1:945 to now 1:893. The officers have been deployed in sub-counties and specialised units to enhance the provision of policing services. However, this is still below the desired 1:500 ratio.

During the period under review, a total of 55,810 personnel were trained and re-trained in various courses such as Basic, leadership, command and specialised, demonstrating a continued investment in strengthening the competence, professionalism and operational readiness of the security forces. MoDVA/UPDF recorded the highest number of personnel trained at 32,185 (57.7%), followed by UPF with 22,129 (39.7%), UPS with 1,404 (2.5%), and NCIC with 92 (0.2%), while KCCA recorded no personnel trained. In addition, the Intelligence Services undertook specialised training to enhance personnel capabilities in intelligence collection, analysis and assessment, thereby strengthening the ability of security agencies to anticipate and respond to security threats.

Table 6: Security personnel trained

MDA	Male	Female	Total
MoDVA/UPDF			32,185
UPF	14,919	7,210	22,129
UPS	980	424	1,404
NCIC	41	51	92
KCCA	0	0	0
Total			55,810





H.E The President during the pass out ceremony of Probationer Police Constables in Police Training School, Kabalye.





LEFT: UPF Counter Terrorism officers in combined training drills with officers from other African countries. RIGHT: Officers after the SGBV management training at Police training facility in Kikandwa.



Intermediate Command and Staff course participants in the lecture at Luzira



President Yoweri Kaguta Museveni posing with cohort (04-2025/2026) of the National Defence College – Uganda (NDC-U) having successfully completed the National Security and Strategic Studies Course

Strategic Output 1.1.3: Security of vital assets and strategic installations enhanced

In FY2025/26, the security agencies continued to safeguard Uganda's vital assets and strategic installations, including EACOP, oil and gas facilities, mining areas, airports and airfields, railway infrastructure, tourism zones, diplomatic missions and government institutions, among others. Security assessments and inspections were undertaken to strengthen the protection of these critical assets, with 2,525 security assessments conducted against a target of 100, while 50 security alert inspections were carried out against a target of

160. In the oil, gas and mining sector, coverage of 40 areas was achieved against the target of 40, representing full attainment of the planned target.

Table 7: Output 1.1.3 Indicators: Security of vital assets and strategic installations enhanced

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No. of vital assets and strategic installations secured	20	N/A	20	20	MODVA
No. of security assessments conducted	90		100	2,525	MIA
No. of security alert inspections conducted	158		160	5,050	MIA
Number of required Oil & Gas, and Mining areas coverage attained.	24		40	40	UPF
Number of required railway transport coverage attained.	23		40	23	UPF

In addition, UPF provided security to 541 VIPs of various categories and over 10,000 persons at risk, including individuals and other government officials. Also, UPF secured all Diplomatic missions, Consulates, Government Ministries, Agencies and Departments and other strategic installations and assets countrywide, including covert and overt deployments at Entebbe International Airport, up-country airports /airfields, securing aircrafts, navigation equipment, man-pad risk operational areas, Oil and Gas areas and Tourism zones.

MIA conducted a training of Seven (07) Officers of Private Security Organisations in KMP Trained on Counter Terrorism Measures and Three (03) Security Assessments conducted at BOU Headquarters,

Jananh Schools

in Kabalaga- Kampala &Bombo in Luwero Districts, and Tian Tan Group Ltd Uganda at Lugogo Kampala. The training and assessments have enhanced effectiveness in emergency response.

The continued protection of critical infrastructure and strategic economic assets, particularly those linked to investment and the ten-fold growth agenda, has strengthened investor confidence, safeguarded national economic interests and contributed to a secure and stable environment necessary for sustainable economic growth and socio-economic transformation.

Strategic Output 1.1.4: Modern security infrastructure developed

The security Agencies prioritized the development of modern security infrastructure to improve the working conditions of security forces so as to execute their respective mandate more efficiently and effectively. In FY2025/26, a total of 200 units of police offices were constructed; these included Police Headquarters and the Crime Data Analysis Centre. However, some Security agencies registered no performance due to limited resources to fast-track the construction of their respective key infrastructure projects.

Table 8: Output 1.1.4 Indicators: Modern security infrastructure developed

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Percentage completion of Modern security infrastructure	0%	0%	0%	0%	ESO
Proportion of Strategic Headquarters constructed	0%	0%	35%	0%	ESO
	0%	0%	0%	0%	ISO
	0%	0%	0%	0%	NIRA
Percentage completion of the security hospital	0%	0%	0%	0%	ISO
Proportion of Strategic Security Institute (ISS-U) developed	0	0%	30%	0%	ISO
% completion of Ministry of Internal Affairs Headquarters building	0%	0%	0%	0%	MIA
No of police offices constructed and/or maintained	10		10	200	UPF
No of other police infrastructure constructed and/or maintained	2		2		UPF
Functional command Center to coordinate operations	0		1	0	KCCA





LEFT: Police Headquarters Building. RIGHT: Crime Data Analysis Center



The MODVA/UPDF joint strategic headquarters

Strategic Output 1.1.6: Increased innovation, Research & Development (IR&D)

To improve products and systems within the security sector, agencies invested in research, and innovations which led to product development, and an increased expenditure on R&D. The MoDVA saw an increased expenditure in R& D, while the ISO developed three (03) research products that included benchmarking in various institutions and NIRA was not able to meet its target of researching identity management as depicted in the table below.

Table 9: Output 1.1.6 Indicators: Increased innovation, Research & Development (IR&D)

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No. of R&D products developed	0	0	3	3	ISO
Percentage expenditure on R&D	0.167		0.167	0.169	MODVA
No. of research projects in identity management undertaken	0	0	1	0	NIRA

The UPF developed an in-house ICT call system in an effort to ensure self-reliance and enhance innovations. As a result, three (03) Call Centers; National Emergency Call centre, Mbale Regional Call Centre and Arua Regional Call centre have been migrated from the Huawei ICT System to the In-house developed police ICT System. This is in addition to the Crime Incident Tracking & Response System and Inspectorate of Vehicle (IOV) system, which were also developed in the period under review.

The MODVA, is in advanced stages of developing the Defence Research & Development Policy (R&D), which is expected to be completed in FY 2026/27 and will guide the development of dual-use technologies in Uganda. In the meantime, Luwero Industries Limited (LIL) continued to make strides in R&D, with impressive products to show, such as the Cartridge Production and Assembly of 7.62 x 39 mm and 7.62 x 54 mm ball and blank cartridges and the Low Velocity Grenades (40x 46 mm) HE Fragmentation and HE dual-purpose (anti-tank and anti-personnel). As a result, the LIL, for the first time in its history, exported 7.62 x 39mm and

7.62 x 54mm and 40 x 46mm low-velocity grenades to Europe, the region and overseas. Other products supported are weapons repair and upgrades, bulletproof vests and Helmets which are currently being used in the mission in Somalia, thus enhancing the survivability of our troops.

The NIRA, on the other hand, initiated research on identity management during the reporting period to generate evidence for strengthening identity management practices and service delivery. The study is being undertaken with support from J-PAL, and the Economic Policy Research Centre (EPRC) of Makerere University, serving as the local research partner.

Strategic Output 1.1.7: Foreign Nationals issued immigration facilities

There has been an increase in the number of refugees issued with work permits and good progress in the proportion of immigration facilities issued out of the total applications in this reporting period. The immigration facilities issued to foreign nationals are mainly legal documents such as work permits, entry visas, entry permits, passes, or dependent passes, which facilitate both short and long-term legal in the Country. As a result, Uganda's reputation remains positive on support to refugees, and the country has also witnessed tourism and investment boom and international students in Ugandan schools and Universities due to favorable immigration services.

The table below shows Proportion of immigration facilities issued out of the total applications received and Number of refugees issued with work permits by NCIC

Table 10: Output 1.1.7 indicators: Foreign Nationals issued immigration facilities

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Proportion of immigration facilities issued out of the total applications received	86%	80%	90%	77%	NCIC
Number of refugees issued with work permits	4	18	8	16	NCIC

Source: E-immigration system

In this financial year, a total of 333,488 foreign nationals were issued entry visas, 19,793 were issued entry permits, and 14,826 student passes, an increase in performance in FY 2024/2025, as depicted in the table below. The Entry permits in particular, provide an opportunity for the Government to attract both Investors and Expatriate labour that facilitates local employment, boosts the Country's economy and also knowledge transfer, which builds the capacity of the local workforce.

To ensure efficiency, the facilities are processed and issued to clients through an electronic system (E- immigration system) which is maintained annually to ensure safe and secure processes. The electronic system has also ensured a steady inflow of NTR to the Government. As a result, (A total of Ugx.184.71Bn), Ugx.62.56Bn and Ugx.4.6Bn was released from Entry Permits, Entry Visas and Student Passes, respectively, in FY2025/26.)

Table 11: Entry Visas, Entry Permits and Student Passes Issued

Financial Year	Entry Visas			Entry Permits			Students Passes		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
FY 2023/24	116,154	147,833	263,987	10,765	2205	12,970	7,825	5,903	13,728
FY 2024/25	199,042	140,418	339,460	12,768	2,236	15,004	8,780	6,758	15,538
FY 2025/26	204,407	129,081	333,488	17,085	2,708	19,793	8,287	6,539	14,826

Source: E-immigration system

Strategic Output 1.1.8: Safety of persons and security of property enhanced

Ugandans feel safer and more secure due to the targeted interventions of the security agencies. These interventions include the prevention of trafficking in persons, armoury inspections to ensure that weapons and ammunition are stored securely, reducing the risk of theft, loss, and unauthorised access. Inspections also help prevent the issuance of small arms and light weapons to unauthorised individuals or groups. The operationalisation of the sub-county policing model has also created vigilance among Ugandans to report threats, and the agencies have improved lead times for response to emergencies, incidents and threats. On trafficking in persons, Ugandans working abroad are equally more secure. The MIA supported 411 trafficked persons and increased from 301 in the last reporting period, assisted with 117 investigations of TIP, trained 50 Law enforcement Officers in Armory management and generated 12 conflict early warning reports prepared by MIA to curb crime and threats. The UPF increased operationalisations of the "model sub-county" police stations, surpassing its target of 20 this FY to 93 in this period. Public disorders were also contained at a rate of 100%. There was also an increase in the number of city divisions with a functional '999' patrol system from 38. 89% in the base year to 43% in the reporting. The Response time to fire emergencies and incidents in minutes reduced from the targeted 22 to only 15 minutes, and an impressive increase in the proportion of required policing logistical support provided increased from 25% in the base year to 52% in the reporting period. However there are still challenges with road accident fatalities, percentage of maritime policing zones with required rescue services and emergency services which need to be prioritized.

Table 12: Output 1.1.8 indicators: Safety of persons and security of property enhanced

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Victims of human trafficking supported	354	301	185	411	MIA
Number of TIP cases under investigation supported	100	-	100	117	MIA
Number of Victims of trafficking repatriated	29		30	-	MIA
% of counter terrorism activities managed	100%	100%	100%	-	MIA
No. of Law enforcement Officers trained in Armory management	100	50	100	50	MIA
No. of Armory inspections conducted	4	6	10	5	MIA
Number of conflict early warning reports prepared	12		12	12	MIA
Proportion of "model sub-county" police stations operationalised (%)	9.3	-	20	93	UPF
Proportion of public disorders contained.	70%		100%	100%	UPF
%age of city divisions with functional '999' patrol system	38.89%		39.47%	43%	UPF
Proportion of stolen animals recovered	59%		64%	104%	UPF
Number of Flight hours	329		443	1,172	UPF
% of maritime policing zones with required marine emergency and rescue services.	15%		26%	25%	UPF
Number of marine incidents handled.	84		73	61	UPF
Response time to fire emergencies and incidents in minutes	25		22	15	UPF
% of districts/divisions with required fire emergency and rescue services	19%		21%	24%	UPF
Fireman: population ratio	1:71,358		1:69,191	1:76,051	UPF
No. of inspections of Commercial Explosives Magazines & Quarries conducted	100		110	26	MIA
Turnaround time (days) for processing explosives license	30		30	30	MIA
Road Accident Fatality Rate	14		12	11	UPF
Proportion of required policing logistical support provided	25%		42%	52%	UPF

The sub- county policing model continues to progress in a phased manner. A total of 23,594 personnel were deployed in 2,037 sub counties out of the 2,190 representing a 93% sub-county coverage. Similarly, construction and commissioning of 200 sub-county police stations is on-going in various sub counties across the country where police did not have establishments. Work tools were also provided to the stations, as such, 1,280 motorcycles and 1,200 counter phones for communication were procured and distributed to the various sub-county police stations.





Commissioning of Kafu Sub-county Police Station

Prevention of trafficking in persons (TIP)

The security agencies continued to cooperate to curb trafficking in persons. The UPF enhanced border intelligence led operations which resulted in the rescue of 21 (14M & 7F) victims of trafficking enroute to India, Russia, Malaysia, Oman, Sudan and Iraq. One (01) suspect was arrested and prosecuted, while MIA conducted five (05) trainings of stakeholders (District leaders, police, CSOs, headteachers, youth leaders & women) in identification, protection and referral of victims of trafficking in Ntungamo, Bukwo ,Kalangala, Bulisa, and Mayuge. The 117 cases under investigation are accrued from the districts of Ottuke, Nebi,Tarego Kyegegwa, Kakumiro, Bukomansimbi, Rwampara, Mubende,Kaberamaido, Mitooma, Nwoya, Bukwo, Sironko, Rukungiri, Isingiro,Luuka, Nakasongola, Kayunga, and Amuru. As already mentioned, 411 victims were supported and provided with food, medical care and transport. In addition to the 411 victims, 17 others were repatriated from India, Kenya, Cambodia and Malaysia. Lastly, four (04) trainings were conducted for police community liasion officers in the application of the PTIP Act conducted in Pallisa, Kibaale Kamwenge and Kagadi with a total of 140 participants (48 females and 92 males).

Table 13: Victims of human trafficking supported

Financial Year	Male	Female	Total
FY 2022/23	28	672	700
FY 2023/24	14	340	354
FY 2024/25	21	280	301
FY 2025/26	111	300	411

Training of liaison officers in Kagadi

There is also increased public awareness on trafficking in persons. In this regard, the MIA conducted public sensitisation on the Prevention of Trafficking In Persons on 12 radio talk shows in Kitgum, Kanungu Fortportal, Big FM in Mbale City and Karubu FM in Abim district.





Radio talk show on Prevention of Trafficking in Persons in Lamwo district

Equip the security sector to handle changing dimensions of crime

The changing dimensions in crime and threats have created a constant need for the security sector agencies to be well equipped. The agencies conducted routine maintenance on acquired equipment, procured essential consumables for forensics to support investigations and acquired special machinery for the CCTV camera project. The UPF in particular, maintained, repaired and serviced 1,778 motor vehicles and equipment, 6,916 motorcycles and tricycles, 03 Aircrafts and 46 Marine vessels to enhance mobility of personnel in response to crime. Essential forensic consumables and supplies required for forensic analysis and examination reports were acquired, and the existing equipment was repaired and maintained to ensure continuous functionality and minimise disruptions to casework processing. Police Clearance Certificates (PCCs) were also issued. Police Health Centers were supplied with medicines, medical consumables and equipment to ensure access to medical services by officers, victims of crime, suspects and community members. Lastly, additional specialised equipment for the CCTV camera project maintenance and communications was installed. All these interventions have further strengthened the security agencies to handle the dimensions of crime.



Some of the newly acquired Police Marine vessels to combat crime on water bodies.

Terrorism has been contained by the security forces, leading to peace and stability in the country. This in the previous FY was possible due to joint national and regional operations and cooperation of the security forces. In the reporting period, the forces carried out joint operations, internal coordination, and information sharing for quick response to terrorist incidents across the country. There was also external coordination with sister security agencies for operations against possible terror threats and covert operations within the East African region. Other interventions undertaken to strengthen the fight against terrorism and prevent any terrorist activities included de-radicalisation activities and research on extremism in Arua, Lira and Gulu cities by the UPF. The UPF further conducted twenty-four community engagements on the prevention and countering of violent extremism, radicalisation and terrorism with Muslim leaders and communities in Wakiso, Mpigi, Masaka, Arua, Lira and Gulu.



UPF's counter-terrorism teams during overt deployments at events and vital installations

Commercial explosives. The security agencies have been actively involved inthe control of the use of commercial explosives, which pose serious danger to the community and environment when mismanaged. With increased mining, stone quarrying, construction and public/private fireworks, commercial explosives use countrywide is being controlled. The security agencies in **this regard**

conducted training in stockpile management, effectively managed the security and safety of radioactive sources at Research institutions, Industries, Health facilities & Educational Institutions and responded to more than 40 calls from different parts of the country on destruction of expired commercial explosives.

Table 14: security officers trained in stockpile management

Financial Year	Male	Female	Total
FY 2022/23	92	8	100
FY 2023/24	96	4	100
FY 2024/25	43	7	50
FY 2025/26	45	5	50

Source - UPF

Further, the MIA, through the Government Security Office conducted Twenty-six (26) Inspections of Commercial Explosives magazines & Quarries in the Districts of: Apac, Amudat, Moroto, Namayingo, Kyotera, Gulu, Kikuube, Hoima Ntungamo, Arua Vurra, Mukono, Kabale and Hoima. This was done to ensure compliance with safety regulations, curb potential misuse of explosives, and make recommendations to address risks. The Commercial Explosives Regulation Framework was also disseminated in 3 regions to raise awareness on the legal framework and promote compliance which in the end increases public safety.

In the continuing effort to ensure peace and stability, the security forces conducted various activities to control and manage small arms and light weapons. These included Armory inspections, meetings, awareness raising, and training of law enforcement. In that regard, the MIA conducted 5 Armory inspections in five (05) Districts/Units of KMP South, KMP East, CID headquarters, CII headquarters and VIPPU unit. Out of the inspections, 110 firearms (exhibits accounted for, not test-fired, not marked) were retrieved and back- loaded to classified stores Naguru. A National Steering Committee meeting on Small Arms and Light Weapons was held, attracting 20 participants. The committees strengthened national coordination in preventing the proliferation and misuse of small arms and light weapons. Additionally, four (04) awareness- raising workshops in four districts of Kiryandongo, Kitagwenda, Kyankwanzi and Butambala were conducted. (101 participants attended (32 Female and 78 male)). The workshops are intended to increase public and community engagement in the oversight of Small Arms and Light Weapons (SALW).





Awareness workshop on the dangers of illicit arms in Kitagwenda (L) and Kiryandongo(R)
The MIA also trained 50(2F, 48M) Law Enforcement Officers on Physical Security Stockpile Management (PSSM) from KMP East, FFU, VIPPU, and CT headquarters. They were introduced to the government initiatives in addressing the problem of illicit SALW and equipped with skills to undertake day to day management of firearms under their custody.



Participants during the training

Table 15: Summary of Law enforcement officers trained

Financial Year	Male	Female	Total
FY 2023/24	96	4	100
FY 2024/25	43	7	50
FY 2025/26	48	2	50

Strategic Output 1.1.9: Improved safety and security of prisons

To improve the Safety and security of prisons, the UPS conducted a number of activities, including the construction of 41 low-cost prisoner wards across the country. While these constructions are not all complete, they impacted the occupancy rate (%), from 356.0% in FY 24/25 to 349.3%, and reduced prisons' holding capacity in the reporting period. The target for Mortality rate among prisoners was nearly met, and there are functional prison medical facilities. The prisoners are also well fed and provided with the necessary hygiene and sanitary facilities. These services are expected to maintain humane conditions in prisons, which inadvertently reduce the burden of prison escapes, which could pose security threats.

Table 16: Output 1.1.9 Indicators: Improved safety and security of prisons

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Occupancy rate (%)	371.8	356.0%	360.24%	349.3%	UPS
Mortality rate among Prisoners	3.3	2.5/1,000	3.04/1,000	2.2/1,0000	UPS
Prisons holding capacity	21,126	22,419	23,016	23,437	UPS
No. of functional prisons medical facilities	171	171	171	171	UPS

Source: UPS

In an effort to impact prison capacity and occupancy rate %, Uganda Prisons Service, Engineering Gang, undertook the construction of 41 low-cost prisoner wards, which are at various stages of completion across the country. The areas where construction is taking place include Lukaya, Butuntumula, Wakyato, Kicheche, Nyarushanje, Murchison Bay, Rubirizi, Mityana, Kapeeka, Lwabenge, Yumbe, Amita, Ruimi, Nakasongola, Isimba, Ndorwa, Aber, Arocha, Maiha, and Isingiro. Out of these constructions, 11 are specifically designated as female wards, and are located at Luzira (W), Lwengo (W), Buwama (W), Kaliro (W), Kabula (W), Kasaali (W), Sembabule (W), Paidha (W), Amita (W), and Ikulwe (F). So far, ten (10) units have been completed and are located at, Luzira Women (2), Lukaya (1), Isimba (2), Isingiro (2), Kapeeka (1), Yumbe (1) and Lwabenge (1), while 15 are at the final finishing stage.



Completed Prisoners' ward at Luzira Women Prison



Completed Prisoners' ward at UG Farm Prison Isimba





Completed Prisoners' wards at Isingiro Prison



Construction of the female prisoners' ward is ongoing at Ssembabule Prison

The prisons are further being secured by fencing. Fencing is ongoing at 40 prison units, sixteen (16) have been completed at Ngogwe, Mityana, Amudat, Nakapiripirit, Makulubita, Ntwetwe, Sanga, Kiryandongo, Nakatunya, Patongo, Buwambo, while there are others ongoing, 24 of them at Murchison Bay, Mugoye, Kalangala, Ndagwe, Nagojje, Kakumiro, Butuntumula, Mwera, Iganga, Myanzi, Mitooma, Kapeeka, Bulaula, Awei, Aloi Ongom, Biiso, Buseruka, Muduuma, Budaka, Kicheche, Kisoro, Rubirizi, Ntenjeru and Kasaali prisons. This initiative aims to enhance security and congestion control within prison facilities.

Renovations and expansion of prisons have also taken place in various locations and these include the expansion of Nyabuhikye prison - female ward; Renovation of Murchison Bay Hospital, Prisons Academy and Training School, ward at Mwera Prison and administration block at Nagojje Prison is ongoing.

The Uganda Prisons Service also improved prisoners' welfare by looking after a daily average of 79,574 prisoners. These were provided with meals, medical care, utilities, cleaning and sanitation facilities and other necessities of life. A daily average of 3,914 female prisoners were provided with adequate sanitary needs & undergarments.

To further enhance security, the Prisons intelligence committees are maintained in 19 administrative regions, 270 prison units and 216 Joint Operations Committee meetings were held with other security agencies and security monitoring systems are maintained in 20 prisons.

Strategic Output 1.1.10: An updated National Identification Register

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Proportion of citizens registered into the national identification register, NIR	59.4%	62.7%	80%	75.03%	NIRA
%age of Legally Resident Aliens Registered into the NIR	70%	0%	80%	4.8%	NIRA
%age of eligible citizens issued with National ID cards	74%	86%	80%	74.8%	NIRA
%age of Legally Resident Aliens issued Alien Identification Cards	0	00%	100%	0%	NIRA
Number of changes of particulars of persons registered	2,000	1,723	2,000	61,622	NIRA

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Replacement of lost/damaged National Identification Cards	2,000	1,897	2,000	1,853	NIRA
Number of National ID Cards Renewed	-	0	8,000,000	14,500,000	NIRA

NIRA increased citizen registration coverage to 75.03%, representing a 12.33 percentage point improvement from the baseline of 59.4% and a 12.33 percentage point increase compared to FY2024/25. Although the target of 80% was not fully achieved, the performance demonstrates substantial progress in expanding national identification coverage. The improvement was largely driven by the implementation of the National ID Mass Renewal and Registration Exercise, which significantly increased enrolment across the country. The remaining gap of 4.97 percentage points suggests that continued outreach to communities and schools, urban settlements, and vulnerable populations remains necessary to achieve universal registration. Registration of legally resident aliens resumed during FY2025/26 following a delayed completion of the Alien Registration Module, resulting in 4.8% registration coverage after recording 0% performance in FY2024/25. While the result falls considerably short of the 80% target, it represents the operational commencement of alien registration under the new system. The low performance reflects that implementation began late in the financial year, limiting the time available for large-scale registration. Future performance is expected to improve as operational rollout expands, awareness increases among eligible foreign residents, and supporting administrative processes mature.

By the end of FY2025/26, 74.8% of eligible citizens (16 years and above) had been issued National Identity Cards. This represents a marginal improvement of 0.8 percentage points over the baseline of 74%. Performance remained 5.2 percentage points below the annual target of 80%, largely because card production and issuance were affected by the timing of the Mass Renewal Exercise, where millions of registrations were completed before corresponding card issuance could start.

No Alien Identification Cards were issued during FY2025/26 despite the completion of the Alien Registration Module. The 0% performance against a 100% target indicates that although registration processes commenced, card production and issuance had not yet begun within the reporting period. The completion of the Alien Registration Module establishes the foundation for future Alien card issuance once production and operational processes become fully functional.

NIRA processed 61,622 changes of particulars during FY2025/26 against a target of only 2,000, exceeding the target by over 3,000%. This exceptional performance reflects the increased demand for correction and updating of personal information during the Mass Renewal and Registration exercise. The exercise provided many citizens with the opportunity to rectify inaccuracies in their records, update demographic information, and improve the quality of the National Identification Register. The significant increase also demonstrates improved accessibility of correction services and contributes directly to enhancing the accuracy and reliability of national identity records.

In FY2025/26, NIRA replaced 1,853 lost or damaged National Identity Cards against a target of 2,000, achieving approximately 92.7% of the planned output. Performance remained slightly below target and was also marginally lower than FY2024/25 performance. The shortfall may reflect the prioritisation of Mass Renewal and new registration activities during the reporting period, which concentrated operational resources on large-scale enrollment activities. Despite the slight decline, replacement services continued to ensure continuity of identity credentials for affected citizens.

The Mass Renewal Exercise became the standout achievement of FY2025/26, with 14.583 million National Identity Cards renewed, far exceeding the annual target of 8 million. This represents an achievement of approximately 181% of the target and marks the successful nationwide implementation of one of NIRA's largest registration exercises. The exceptional performance demonstrates effective

nationwide mobilisation, expanded registration infrastructure, and strong public response to the renewal programme. The large renewal volume substantially strengthened the currency of identity records and positioned NIRA closer to maintaining an up-to-date National Identification Register.

Table 17: Births and Deaths registered

Financial Year	Births			Deaths		
	Male	Female	Total	Male	Female	Total
FY 2023/24	320,422	333,500	653,923	24,980	12,240	24,980
FY 2024/25	244,312	254,283	498,596	18,331	19,080	37,411
FY 2025/26	277,898	267,000	544,898	13,688	14,246	27,934

A total of 544,898 births were registered during FY2025/26, representing an increase of 46,302 births compared to FY2024/25. Although performance improved from the previous year, birth registration remained below FY2023/24 levels. The recovery suggests improved service delivery and increased registration efforts, but further interventions are required to restore and surpass earlier performance levels. Male births registered slightly exceeded female births, with 277,898 male births compared to 267,000 female births, indicating relatively balanced registration across both sexes.

Death registrations declined to 27,934 during FY2025/26 after reaching 37,411 in FY2024/25. The decline of approximately 25% from the previous year suggests reduced reporting or registration of deaths rather than necessarily fewer deaths occurring. Death registration remains considerably lower than birth registration, highlighting the need for stronger collaboration with health facilities, local governments, and communities to improve reporting and registration compliance. Female deaths registered (14,246) slightly exceeded male deaths (13,688) during the reporting period.

Table 18: Citizens in the National Identification Register

Financial Year	Male	Female	Total
FY 2023/24	354,756	369,235	723,991
FY 2024/25	558,409	581,202	1,139,611
FY 2025/26	3,906,826	4,066,289	7,973,115

The National Identification Register experienced unprecedented growth during FY2025/26, with 7,973,115 citizens added to the register compared to 1,139,611 in FY2024/25. This represents nearly a seven-fold increase, driven primarily by the nationwide Mass Registration and Renewal Exercise. Female registrations (4,066,289) slightly exceeded male registrations (3,906,826), indicating broad participation across both sexes. The substantial expansion significantly strengthened national identity coverage and represents a major milestone toward achieving comprehensive registration of Uganda's population.

Strategic Output 1.1.11: NGOs Regulated

Regulate NGOs to play a key role in the delivery of development

NGOs have, over the years, offered complementary services to the citizens, especially with regard to humanitarian and social services. They have also supported knowledge creation; however, their activities need to be regulated to ensure that they deliver on their registered mandates and contribute to national development. In the reporting period, the NGO Department at the Ministry of Internal Affairs greatly improved its 2024/25 performance on inspections and on-site monitoring, but recorded lower performance on the off-site monitoring visits, as illustrated below.

Table 19: Output 1.1.11 Indicators NGOs Regulated

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No. of NGOs inspected	43	20	50	40	MIA
No. of NGOs monitored onsite	239	52	250	202	MIA
No. of NGOs monitored offsite	2305	783	2500	536	MIA
Time taken to issue NGO Certificate and/ permit	30	30	30	30	MIA

The inspections as enumerated above were undertaken in Mukono, Wakiso, Fort Portal, Bugiri, Iganga, Jinja, Luwero & Masaka districts. The inspections helped identify organisations operating outside their approved mandates, permits or conditions, enabling appropriate regulatory action. In addition, 32 NGO Sub-county Monitoring Committees and 13 District NGO Monitoring Committees were operationalised. The committees facilitate information sharing between NGOs, district authorities, sub-counties and the NGO Bureau. The Sub-county Monitoring Committees have enhanced timely monitoring of NGO activities. The monitoring activities that were undertaken on-site for compliance were conducted in Nabweru and Nansana Divisions and Wakiso, Mbale, Kamuli, Jinja, Luwero, Iganga, Kasese and Lira districts. The MIA also issued 601 NGO certificates (596 new & 5 review certificates) and 1029 NGO permits (596 new, 428 renewal & 5 review permits) within 30 days. The NGO database was also updated with 7599 NGOs.

Strategic Output 1.1.12: Early warning and response mechanisms enhanced

The security agencies have managed to maintain peace and stability through strengthening and revitalising already existing and newly established intelligence networks that facilitated collection, analysis and dissemination of timely and actionable intelligence, enhancing response to operational emergencies. Modern situation rooms and centres to support Intelligence collection and Analysis were also operationalised.

Table 20: Output 1.1.12 Indicators - Early warning and response mechanisms enhanced

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Proportion of early warning and response mechanisms established.	0.5	0.5	0.6	0.6	ISO

The MIA established 05 District Peace Committees in Masindi, Ibanda, Mityana, Kaberamaido and Mpigi. Stakeholders were trained in Conflict Prevention Management Resolution (CPMR) skills (Males 90, Females 35) from Masindi, Mpigi, Ibanda, Mityana, Kaberamaido (women, PWD, youth, elderly, security officers, religious leaders and Councillors). During this training, early warning and early response mechanisms were rolled out to the participants, and the committees are now equipped with basic skills in conflict prevention, management, and resolution. In addition, two (02) District Peace Committees were revitalised in Agago and Kasese districts, and training was offered to women, the elderly, youth, PWDs, security officers, Councillors, and religious leaders; the training was attended by 40 Male and 10 Female participants.

Table 21: District Peace Committees

Financial Year	Number established
FY 2023/24	7
FY 2024/25	3
FY 2025/26	5




District peace committee members from Kasese district

Strategic Intervention 1.2: Enhance the welfare of security personnel and veterans

The welfare of security personnel and veterans has steadily improved over the years due to consistent prioritisation by the agencies. This has increased morale, improved work ethic, and reduced turnover of personnel due to past harsh and inhumane working conditions, thus gaining public respect and attracting more recruits to the security agencies. In this reporting period, the agencies focused on the construction of housing units, healthcare, economic empowerment and reintegration of veterans into productive life. The housing progress can be reflected in the Uganda Prisons Service, whose construction has raised the stock of housing units from 6,962 housing units by the end of June 2025 to the current 8,161 units, resulting to an increase in the percentage of staff accommodated in permanent houses from 50.2% by 55.1%.

Strategic Output 1.2.1: Housing of Security personnel improved

Construction of a total of 5,049 housing units commenced in the reporting period, with the agencies reporting on the housing units being at different stages of completion. Renovations and improvements of housing units were also undertaken by the different agencies. This number of housing units also includes accommodation for border post personnel at Siguru Island and Ngomoromo borders.

Entity	Housing Units
MoDVA	633
UPS	1,528 (1,199 completed and occupied)
UPF	3,215
NCIC	0
Total	5049

The UPF is undertaking construction of 3,215 housing units: 1,200 (45% complete) units in the Kampala Metropolitan area, 2,000 (75% complete) units across various regions in sub-counties, and 15 housing units in Hoima District.





LEFT: UPF Prefabricated housing units under construction. RIGHT: UPF completed housing units in Naguru and Ntinda barracks.





LEFT: UPF's Housing units in Kasagama Subcounty, Lyantonde District. RIGHT: Housing units for officers in Mukongoro Sub-county, Kumi District under construction.

The Uganda Prisons Service staff housing infrastructure is constructing a total of 1,528 housing units across various prison facilities. Significant progress has been made, with 1,199 units already completed and occupied at Luzira, Kakumiro, Mukungwe, Kigandalo, Nakisunga, Arua, Maiha, Kigo, Nyenga, Kigumba, Kagoma, Namalu; Alebtong, Bushenyi, Buyende, Fort Portal, Giligili, Gulu, Isingiro, Ivukula, Kapchorwa, Kibaale, Kitgum, Lake Katwe, Lira, Mbale, Muduuma, Nakifuma, Ngenge, Ngoma, Paidha, Wabusaana, Buikwe, Buwambo, Ibuga, Kumi, Kauga, Kamuli, Kyazanga, Imanyiro, JinjaM, Kiboga, Mutukula, Kitala, Kakiika, Kapeeka, Sanga, Nakasongola, Iganga, Masafu, Ndorwa, Kaberamaido, and Nakatunya.



The Service reaffirms its commitment to meeting the accommodation needs of its personnel, with a continued focus on enhancing the staff accommodation and strengthening staff welfare services.

The Ministry of Defence and Veteran Affairs constructed 342 housing Units at Land Forces, with progress standing at 90%, 80 housing Units at Air Forces, progress at 33% and 211 housing Units at SFC, progress at 98%.



New 03 No. Blocks at LF HQ – Bombo





Left: New 05No housing blocks {30 units) at 401 Bde Hqs– Kyamugashe: Right: 02 blocks Storeyed Housing units (32) at 3AFW - Soroti

Strategic Output 1.2.2: Healthcare services of Security personnel enhanced

Health services for security personnel have consistently improved. All agencies registered marked improvement in performance from the last reporting period and met their targets for this financial year. The security agencies provided services that ranged from equipping medical facilities with medical supplies and drugs to providing physical fitness facilities and resources, thus enabling personnel to access prompt medical services and keep healthy physically and mentally. Personnel and their immediate families also received financial support to handle complicated medical issues. The ESO Jumbo Medical Facility registered 80% of the targeted Staff accessing medical care services this financial year.

Table 22: Output 1.2.2 Indicators - Healthcare services of Security personnel enhanced

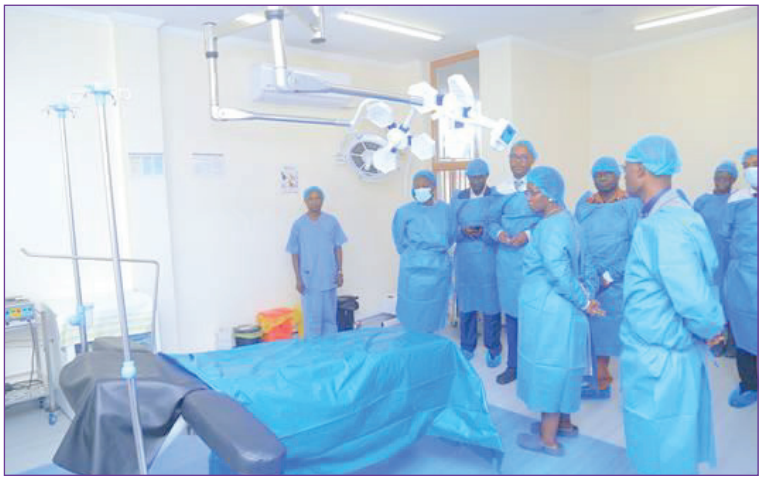
Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Percentage of UPDF health facilities compliant to health service standards	50%	60%	60%	70%	MODVA
Ratio of civilian to UPDF personnel accessing health services in the UPDF health facilities	80%	80%	80%	80%	MODVA
%Access to Medicare by personnel and families.	5%	6%	8%	8%	ISO
Proportion of police units with functional health facilities	15		18	62%	UPF
% of security personnel and families accessing medical care.	67%		80%	80%	ESO

The UPF attended to 688,303(389,838 F) patients at the 116 Police Health centres,, of whom 82,296 (43,185F) were Police officers and 101,180 (53,062F) were family members of Police officers and 504,827 (293,591F) were from the community. In addition, they oriented 186 (60F) Police officers on HIV & TB screening as a preventive measure against such diseases at police stations, renovated 02 Police Health Centers in Kamuli & Soroti to support their accreditation to offer ART services for officers, trained 592 (188F) Police officers on linkage and access to PEP for SGBV cases, equipped 05 Police ambulances with lifesaving equipment, and opened and operationalised 18 new Police health centres with direct supplies from National Medical Stores.

The UPS provided health care services to inmates and staff. Prison health services serve a population of approximately 405,923 people, including prisoners, staff and their families, and the nearby communities. In FY2025/26, a total of 9,304 inpatients and 911,625 outpatients (652,156 males and 259,469 females) were treated of various illnesses and ailments. Services are provided at the UPS National Prisons Referral

Hospital - Murchison Bay Prison Hospital, Luzira, and health care centers in all 270 prison units. HIV/AIDS and TB management is also provided for inmates, staff and the community. In this regard, 10,550 patients (8,510 males and 2,040 females) living with HIV/AIDS were served. Additionally, assorted medical equipment- Electrochemiluminescence (1), Digital high-resolution X-ray machine (1), Ultrasound scan (3), Dental Extraction forceps set (1), Dental Hand instrument set (1), Cardiopulmonary monitor (1) for staff hospital were procured

The MODVA health services include preventive, curative, rehabilitative, palliative and psychosocial care. Medical referrals, both in-country and overseas, were made for cases that could not be treated in the UPDF health facilities, mainly due to shortages of medicines, laboratory supplies, and inadequate infrastructure.



Dr. Diana Atwine inspecting the equipment installed at Prisons Staff Hospital – Luzira

A landmark achievement in the provision of specialised, tertiary health care services was the operationalisation of the UPDF National Referral Hospital. Since its launch in September 2025, the Hospital has successfully commenced outpatient and day-care services. Currently, the Hospital provides General Outpatient Services, Dialysis Services, Dental Services, Ophthalmology Services and Ear, Nose and Throat (ENT) Services. The Hospital currently attends to an average of 120 -150 patients per day. The UPDF NRH will save the Force from the accumulating medical bills incurred in private hospitals in the country and abroad.



CDF, Gen Kainerugaba (C) and officials from the Ministry of Defence and Veteran Affairs at the main building of the UPDF National Referral Hospital in Mbuya.



UK-Military Medical Team with Mrs. Edith Buturo, Under-Secretary - Finance and Administration seated 4th right and UPDF National Referral Hospital Leadership.

Strategic Output 1.2.3: Formal education to the children of security personnel enhanced

Provision of Formal education to children of security personnel continues to be an important incentive to service stability. These education services extend beyond the service personnel families to the

surrounding communities, thus boosting civil-military cooperation but, more importantly, contributing to national literacy and skill levels that support economic development. Some security agencies met their targets for the financial year, while others.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No. of children enrolled in UPDF schools	45,301	56,302	55,000	62,891	MODVA
No. of prisons staff children schools constructed and equipped	0	0	1	0	UPS
No. of police children enrolled in police schools	19,709		23,988	15,995	UPF

The MODVA reported an 11.7 % increase in learner enrollment across all UPDF educational institutions, growing from 56,302 in 2025 to 62,891 in 2026. The education services by MODVA are provided in 38 primary schools, 11 Secondary Schools and 04 Tertiary institutions. The primary Schools saw a 7.8% increase, with enrolment climbing from 32,121 to 34,619. Secondary Schools recorded an enrolment of 26,214 students, up from 22,211 in 2025, reflecting an 18% growth, the highest increase in enrolment in UPDF schools. This progress in UPDF Schools is attributed to the UPDF's commitment to education and sensitisation campaigns targeting military families.

Strategic Output 1.2.4: Economic empowerment for security personnel and their spouses Enhanced

The security agencies support security personnel and their spouses with economic incentives and business opportunities, which has positively impacted on their well-being. These incentives include duty-free shops, savings groups and loan schemes at low interest rates that allow them to acquire property and start businesses,

Table 23: Output 1.2.4 Indicator - Economic empowerment for security personnel and their spouses Enhanced

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of customers served by duty free shops	10855		11000	23,465	MODVA, UPS, UPF
Number of prisons staff benefitting from Duty Free Shop per year	10855	510	500	441	UPS
Percentage value of Support given to welfare schemes	0	30%	10%	10%	ISO
No. of security personnel spouses benefiting from the welfare initiatives	0.31		0.35		UPF

Table 24: Number of spouses benefiting from economic welfare

Entity	Male	Female	Total
MoDVA			5.697
UPS	65	121	186
UPF	244	610	854
Total			

The Internal Security Organisation capitalized its SACCO, increasing loanable funds at a low interest rate for personnel, encouraging them to participate in personal development activities that have improved welfare. Additionally, UPF Exodus SACCO provided low-interest loans to 1,083(258F) officers to engage in construction, land acquisition, agricultural and other income-generating activities. The UPF Duty-free shops sold various building materials to 2,188(180F) officers, and the institution also operates a hatchery project, which supported 5,676 police officers and their spouses with chicks to begin poultry enterprises.

The operations of the Uganda Prisons SACCO were enhanced, and its membership increased from 13,570 staff in FY2024/25 to 14,900 in FY2025/26. Its loan Portfolio is shs.11.8bn, Asset Portfolio is shs.13.3bn, and share portfolio is shs.8.3bn and savings portfolio of shs.2.6bn. UPS also operates Duty-Free Shops in 17 regional and sub-regional stores, which have benefited 2,818 staff (2,095 males, 723 females) since inception. The Prisons Service also expanded its livelihood initiatives by supporting poultry projects for staff and their spouses at Masaka and Bidibidi prisons, which benefited 165 families, as well as a Staff Canteen project at Ngoma Prisons that benefited 21 personnel.



Police officers and their spouses receiving chicks for poultry enterprises.



UPS Stocked poultry project for staff at Masaka Prisons

The Defence Forces Shop Uganda Ltd (DFSUL) as well, continued to improve the welfare of officers, militants and their families by providing quality goods and services at favourable prices. Products such as construction materials and utilities were provided to 23,465 UPDF officers, militants, MODVA staff and veterans served throughout FY 2025/26.

Strategic Output 1.2.5: Veterans seamlessly transitioned, resettled and reintegrated into productive civilian livelihoods

Supporting veterans remains a priority for the defence forces, a strategy that has kept morale and discipline among servicemen even after active service. Services provided to veterans include training on financial literacy, discipline and income generation, as well as legal and medical services. On retirement, the majority are encouraged to support government development programmes while in retirement and they have successfully done so. In the reporting period, 57,061,771,306 UGX was spent on pension, arrears, backlog, and survivors' benefits upon the death of service men.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number pension backlog cases cleared.	2244		9260	1,361	MoDVA
Number of monthly pension payroll files paid	28,692		28760	28,121	MoDVA
Percentage of veterans mobilized and skilled	100	100	100	100	ISO

Number of veterans transitioned, resettled and reintegrated

MODVA

	Activities	Target	Actual	% Performance	Amount (UGX)
A. Pension and Gratuity					
1	Pay terminal benefits for UPDF personnel retiring under batch 15	1,259	1,220	96.9%	102,911,968,583
2	Pay survivors' benefits (death gratuity) for deceased personnel	299	196	65.6%	4,691,027,770
3	Pay monthly pension to eligible pensioners	28,760	28,121	97.8%	140,250,007,534
4	Pay gratuity, accumulated leave and pension arrears to beneficiaries	2,469	3,263	132.2%	33,265,425,344
B. Backlog Cases					
5	Pay gratuity and pension arrears for backlog files	1,989	1,361	68.4%	17,539,295,215
C. Ex-Combatants and Traditional Pensioners					
6	Pay UNRF ex-combatants	11,857	4,632	39.1%	10,366,148,000
7	Pay traditional pensioners and retirees of MoDVA	58	58	100%	558,736,397
Total					309,582,608,843

To enable efficiency in managing veterans' affairs, the Pension Payroll System was rolled out and is now being run to check for inconsistencies. Other services offered to veterans include medical services to support chronic, terminal and physical mobility. Veterans are also offered free legal services under the Veterans Legal Aid Clinic, where various legal documents are processed, including letters of administration and mediations for dispute resolution. In the reporting period, five (05) Court representations and appearances were made, legal advice was rendered to 48 clients, 7 letters of administration were processed, and 20 mediations were conducted. The Internal Security Organisation (ISO) prepared its staff for retirement through four (4) trainings on financial management and income-generating activities. ISO continues to handle the medical requirements of its retired officers and their spouses.

Strategic Intervention 1.3: Strengthen the capacity of the security forces and agencies to contribute to national development

Socio-economic growth has been sustained through the participation of Security institutions in productive activities, thus contributing to National development. This has been achieved through: the Food and Feed Security Programme by the Department of Production, Military Veterans and the National Enterprise Corporation (NEC), job creation for the local in communities hosting UPDF farms, and increased agricultural and industrial output by Uganda Prisons supporting MDAs and the private Sector, and generation of Non- Tax Revenue by Prisons enterprises.

Strategic Output 1.3.1: MoDVA Engagement in productive activities enhanced

The MODVA contributes to productive activities that include the National Enterprise Corporation (NEC), and the Uganda Air Cargo Corporation (UACC), which are contributing to food security and national development.

Table 25: Output 1.3.1 Indicator: MoDVA Engagement in productive activities enhanced

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of NEC Joint Venture projects undertaken	6	6	7	7	MoDVA
Total tonnage of cargo handled by UACC	121		130	1,320	MoDVA

The NEC supplied foodstuffs and other commodities to UPDF Units through NEC AGRO Ltd. This has improved food quality, affordability and reliability. This is all possible because an elaborate and robust logistics supply system using modern technology for tracking and reporting is in place.





To secure food security, NEC is in partnership with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) aimed at scaling up Food and Animal Feed Security to avert food shortage in the short term and build resilience against future recurrence. In that regard, the project is being run at NEC Farms at Katonga in Kisozi - Gomba (1280 acres), Kyankwanzi (3200 acres) and Katuugo (640 Acres) for the production of maize, which is milled and supplied to UPDF.

For value addition, NEC AGRO, with support from MoDVA, established a 6,000 Ton grain storage, milling, and supply facility in Kigumba Town Council, Kiryandongo District. The plant has been milling approximately 70% of the MODVA grain since February 2026 although it is yet to be officially commissioned. The Facility will enhance the Ministry's food budget efficiency, stabilise food prices, and maintain harvest-season price levels throughout the year.



The grain storage, milling, and supply facility at Kigumba

NEC UZIMA Ltd also supplies bottled mineral water to all UPDF establishments and other government entities. Due to the high quality and taste, Uzima won the People's Choice Award 2025, marking three consecutive wins (2023, 2024 and 2025.



The Uganda Air Cargo Corporation(UACC) supported air transport for military government and commercial services. In the reporting period, UACC supported strategic airlift operations between Entebbe and Mogadishu (transporting personnel rotation of AUSSOM and classified cargo at Ushs 2.91bn), advanced C- check maintenance of the Hercules L-100-30 (5X-UCF) in Jordan, with completion expected by August 2026 and avionics upgrade and re-modelling will follow. Radio Licenses for 5X-UCF, procurement of critical spares and organisation of technical stores were done to ensure continuity of maintenance and regulatory compliance. Despite the success in agricultural production, challenges that include dry spells, continuous land use without crop rotation, lack of irrigation, and lack of modern equipment for harvest remain.

Strategic Output 1.3.2: Prisons production enterprises Enhanced

Uganda Prisons Service continues to engage in various productive activities for institutional sufficiency, growth of local textile industries, seed production to eliminate adulterated seed on the market and furniture production for all MDAs. These activities have remarkably contributed to national growth through non-tax revenue generated from prison enterprises amounting to billions of shillings.

Table 26: Output 1.3.2 indicators - Prisons production enterprises Enhanced

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Non-Tax Revenue generated from prisons enterprises in billions	33.734	45.450	46.426	45.574	UPS

In FY2025/26, the Uganda Prisons Service (UPS) boosted its agricultural output to support prisoner feeding, local farmers through the Parish Development Model (PDM) and generate income. Production was as follows: maize grain accounted for 25,353MT for prisoners' feeding from 13,566 acres; maize seed accounted for 1,845.01MT from 1,239 acres, valued at UGX 10.656 billion. Additionally, sunflower grain accounted for 1,030.6MT from 4,051 acres and 167.4MT of sunflower seed was produced from 1,370 acres, worth 0.271bn




Sunflower production at UG Farm Prison Aswa I

Further, soy bean grain produced 348MT worth shs. 0.835bn from 1,150 acres and 225MT of soybean seed worth shs. From 760 acres, cotton yields produced 4,051bales of cotton from 4,587acres for season 2025.




Cotton production at Ug Prison Adjumani Right: Newly acquired grain dumper for transport of maize grain to the silos

To enhance efficiency in farm production, the UPS procured 03 (20MT) grain dumpers, one 20MT seed truck, four 120HP tractors, two 10MT tractor trailers and 6 ploughs.

UPS Furniture production has generated Non-Tax Revenue worth shs 4.774bn through sales to sixty-five (65) MDAs of government and the private sector in FY2025/26. To support furniture production, industrial machinery was serviced and assorted industrial equipment was procured to enhance production capacity. The procured items include one (1) Computerised Embroidery Machine, sixty (60) Industrial Sewing Machine Motors, two (2) Leather Processing Machines, and five (5) Industrial Sash Clamps & Cutters.



Prison Industries Workshop at Luzira Upper Prison

Strategic Intervention 1.4: Establish and operationalize the National service programme

The programme aims at establishing a structured, civilian-led scheme that mobilizes youth and other eligible cohorts into time-bound service placements that advance national priorities while building employable skills, work discipline, and civic responsibility. Anchored in NDP IV and the Tenfold Growth Strategy, the programme plans to deploy participants in priority sectors to exercise the acquired skills and knowledge in areas that include civic education, ethics, safety, basic first aid, teamwork, and productivity.

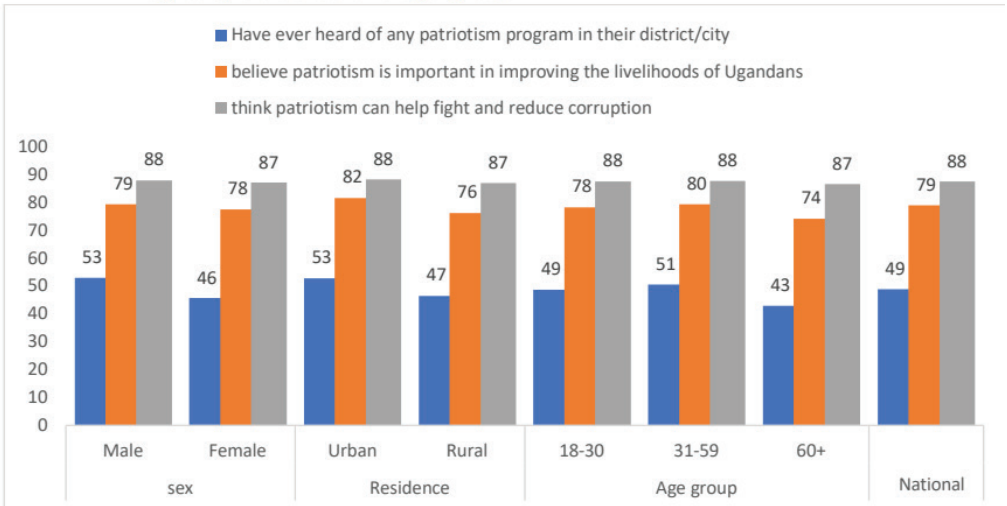
In the NGPSS 2024/25, the population aged 18 and above were asked whether they had ever heard of any patriotism program in their district or city, whether they believe patriotism is important for improving people's livelihoods, and whether they think patriotism can contribute to fighting and reducing corruption.

Overall, 49percent of the population aged 18 and above reported having heard of a patriotism program in their district or city, while 78 percent believed that patriotism is important in improving livelihoods, and 88% thought it could help fight and reduce corruption.

Disaggregation by sex reveals that a higher proportion of males (53%) compared to females (46%) have heard of patriotism programs and to believe in the positive impact of patriotism on livelihoods and corruption reduction. Similarly, urban residents reported higher awareness levels (53%) and belief in the role of patriotism in improving livelihoods (82%) compared to rural residents (47% and 76%, respectively). Belief in patriotism's role in fighting corruption was equally high in both urban and rural (88% and 87%). By age, awareness of patriotism programs was highest among those aged 31-59 years.

(51%), followed by youth aged 18-30 (49%), and lowest among those 60 years and above (43%).

Figure 3.28. Proportion of the population aged 18 and above perceptions on Patriotism, by sex, residence and age group



Strategic Output 1.4.1: Operationalize the National Service programme

In the NGPSS, 49% of population aged 18 and above reported having heard of a patriotism program in their district or city. Overall, 78% believed that patriotism is important in improving livelihoods, and 88% thought it could help fight and reduce corruption.

Further, individuals from various entities and institutions were trained, oriented, and inspired to effectively govern, promote national unity and development and implement government programs, as part of critical efforts to operationalise the National Service Programme(NSP). In that regard, the National Secretariat for Patriotism Corps (NSPC), trained over 75,634 citizens across 20 districts on patriotism, ideological orientation, and mindset transformation. The patriotism programme also reached informal groups in urban and peri-urban centres, including 40,000 ghetto youth. The National Leadership Institute (NALI) - Kyankwanzi also trained a total of 4,922 personnel from various entities, including Operation Wealth Creation, Ministry of Lands (CSCU), United Children of the Soldiers, Public Service Cohort 01 and 02, Building Tomorrow intake 08/25 and Workers Union intake 1/25, Local government leaders from Busia District as well as Uganda Development Bank(UDB) Cohort 01; UDB Cohort 02; staff from the Financial Intelligence Authority; the Cabinet, Parliamentary Caucus, PELDC and UBOS.

Despite all the above efforts, a policy and governance architecture for the NSP is lacking and as such, completion of a Cabinet Memorandum on the Establishment of the National Service Programme was fast- tracked. Once approved, the National Service Programme (NSP) governance architecture will provide clear guidance on the NSP, which is aimed at building civic unity and patriotism and youth employment in priority sectors of government.

Table 27: Output 1.4.1 Indicators - Operationalize the National Service programme

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of citizenry trained in patriotism	75000		100,000	75,634(SH)	OP, SH
Number of secondary and tertiary institutions with Patriotism clubs	400		400	555	OP, SH
Number NSP regional centres established	0	0	0	0	OP, SH
Number of sensitisation campaigns conducted on Patriotism and mindset change	20		20		OP, SH
Number of patriotic and ideologically oriented leaders/ officials trained at NALI	3000		3500		OP, SH





Pass out ceremony of Patriotism trainees at King's College Budo. Right: Commissioner Hellen Seku at one of the Patriotism sensitisation meetings.

Strategic Intervention 1.5: Enhance regional and continental security

Border security and control have been enhanced in order to ensure regional and continental security, peace, stability and socio-economic transformation. This has been possible through strategic efforts on safeguarding territorial integrity, gazetting of more immigration posts, increased deployment of personnel and equipment and regional stakeholder engagements to promote regional co-operation.

Strategic Output 1.5.1: Border Security and Control Strengthened

Cross-border engagements have been prioritised in the reporting period, and these have evidently reduced conflict, facilitated trade, strengthened cultural and social ties, enabled joint responses to shared challenges such as refugee management, climate change, and transnational crime and promoted regional stability. There was a percentage increase in the number of gazetted immigration posts from 33% in FY2023/24 to 36% in FY2025/26. The Arrival and Departure sections at Entebbe International Airport (EIA) have been expanded to cater for the increase in the volume of travellers while ensuring that all passenger details are captured electronically at both Arrival and Departure. The target number of security meetings and reports was also met, border disputes were resolved, and two (02) security systems were integrated with the National Security Information System(NSIS).

Table 28: Output 1.5.1 Indicators - Border Security and Control Strengthened

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Percentage of Border points covered	28%	08	29%	29%	ISO
Percentage of gazetted immigration border posts automated.	30%	33%	35%	37.5%	NCIC
Number of entry/exit points equipped with E-gates.	1	0	1	0	NCIC
Number of other interoperable systems integrated with DCIC Border management system	0	0	1	0	NCIC
Number of Entry Points equipped with fraud detection equipment.	7	0	1	0	NCIC
Number of border posts connected to the DCIC Command Center	0	0	5	0	NCIC
Number of Joint Cross Border Committee (JBC) meetings held	3	1	1	1	OP
Number of District Security Committee (DSC) reports produced	1,752	1752	1,752	1752	OP
Number of land disputes resolved through RDC mediations	0	0	25	30	OP
Number of cross border security engagement reports produced	8	8	8	8	OP
Number of security systems Integrated with the National Security Information System, NSIS	2	0	5	2	NIRA

The cross border meetings mentioned above were held between the Republic of Uganda and South Sudan, Uganda and the Republic of Kenya in August and September 2025, Uganda and Rwanda at Mirama Hills 29th September 2025, Uganda and DRC (Mahagi territory 24th October 2025 and Uganda South Sudan (Kajokeji County) from the 25th -28th November 2025, Uganda and DRC in February 2026, Mpondwe Kasese District, Kenya and Uganda in March 2026 at Ladwor, Kenya and one(01)

cross border security meeting between the people of Vurra, Arua district in Uganda and communities of DRC (Aru territory) to address cross border crime and the use of porous borders from the 8th -9th May 2026 in Arua City. Other meetings were held between Uganda and Kenya on the Anticipatory Action Triggers Validation on 4th June 2026 North Kenya and on 17th June 2026 in Kapenguria, Western Pokot, Kenya. These eight meetings provided a platform for Uganda and the other countries to discuss and solve some border-related issues, including insecurity, smuggling, illegal trade and the proliferation of small arms into the Country.

Other interventions included capacity building sessions for Resident District Commissioners(RDCs) on security, leadership, team building and alternative dispute resolution in 8 sub regions, of the country, these include Bunyoro Sub-Region, held at Hoima from 8th – 10th September, 2025, Rwenzori Sub-Region, Fort Portal from 29th September – 1st October 2025, Acholi sub-region from 04th – 06th November, 2025 in Gulu City and Sebei and Bukedi sub-region from 26th – 28th November, 2025, West Nile sub-region from 25th - 27th February, Lango from 10th - 13th March 2025, central sub-region excluding Masaka district and Bugisu sub-region from 23-26th June 2026.

Joint monitoring and response activities that include intelligence collection and deployment across border exits and entries were also conducted by the agencies to consolidate security and stability within the Country. NIRA's continued provision of a robust and secure national identity management system that supports reliable identification and verification of individuals and registration of foreign nationals (Aliens) residing in Uganda has helped mitigate security concerns by foreign nationals. In addition, NIRA strengthened interoperability by linking the NIR with key security institutions through the Third-Party Interface (TPI), enabling secure identity verification and information sharing for authorised agencies.

Regional security has also been bolstered through UPF's deployment of 12(3F) Individual Police Officers (IPOs) to the United Nations peacekeeping Mission for South Sudan (UNAMISS) and engagement in capacity- building training on peace and security for 9(3F) in Ethiopia and Burundi. Similarly, UPF has maintained its membership and contribution to regional and continental frameworks including the Eastern Africa Police Chiefs Cooperation Organisation (EAPCCO) and INTERPOL Regional Bureaus.

The security agencies continue to participate in the EAC Joint Sectoral Council on Military Cooperation, Interstate Security and foreign policy operations and meetings, which have strengthened regional cooperation. Some of these engagements include the review of the East Africa Standby Force, Civilian Respect for Peace Support Operations, held at Headquarters URDCC (Uganda Rapid Deployment Capability Center, Jinja, the EAC Multi-Sectoral Council on Defence Cooperation, Interstate Security and Foreign Policy Coordination and the South Western Cross-border Peace and Security Meeting and the Sectoral Council on defence Affairs.

Crosscutting issues

SDG's

The Security agencies have conducted activities aligned to the SDG's which helped track matters on peace and security at the national and international level. UPF tracked the following SDG indicators during the years 2023 – 2025 as shown below;

Indicator Code	Name of the Indicator	Disaggregation	Unit of Measure	Data Series (Year)		
				2023	2024	2025
SDG 3.6.1	deaths rate due to road traffic injuries	Male	Number	3,579	4,211	4,471
		Female		1227	933	912
		Total		4,806	5,144	5,383
		Per 100,000	Number	10.5	11.2	11.02

Indicator Code	Name of the Indicator	Disaggregation	Unit of Measure	Data Series (Year)		
				2023	2024	2025
SDG 16.1.1	Number of victims of intentional homicide per 100,000 population, by sex and age	0-17 years	Number			
		Male	Number	248	209	173
		Female	Number	138	114	148
		18+ years	Number			
		Male	Number	3381	3494	3,397
		Female	Number	599	594	550
		Per_100,000	Number			
		Male	Number	7.96	8.06	7.31
		Female	Number	1.62	1.54	1.43
SDG 16.2.2	Number of victims of human trafficking per 100,000 population	Victims	Number	868	609	654
		Population	Number	45,562,000	45,935,046	48,851,490
		Per 100,000	Number per 100,000 population	1.9	1.3	1.3
SDG 3.4.2	Suicide mortality rate	Total	Number_Per_100,000_population			0.53

NRM Manifesto

To implement the NRM Manifesto aspect of security, the security agencies have enhanced security for the people of Uganda and their property. This is evident in the sustained reduction in the annual crime rate over the years. This has been done through increased police presence at subcounty level and investment in anti- crime infrastructure. The NRM government has invested in the development of UPF's investigative capabilities like expansion of canine services to 62% of the policing districts/ divisions, enhanced forensic services including the establishment of a DNA laboratory, a toxicology laboratory, and a digital forensics unit. This has enabled operationalisation of the UPF's Integrated Ballistics Information System (IBIS) and Criminal Automated Biometric Identification System to enhance the application of scientific methods in investigations. Training capabilities of UPF have been improved through heightened refresher, induction and career courses for officers to promote professionalism and provision of training facilities.

Presidential Directives

UPF: Police management is actively implementing the sub-county policing model across the country in 2,037 sub-counties out of the 2,190, representing a 93% sub-county coverage. Efforts to implement the sub-county policing model in other sub-counties are ongoing with the current deployment of PPCs, procurement of communication equipment, fleet and the use of in-house engineering services to construct sub-county police stations and accommodation. The sub-county policing model concept entails consolidating police resources within the sub-counties and ensuring quick response to crime and provision of effective policing services to the communities.

UPF has also continued with the enhancement of officers' welfare through construction of decent accommodation units, providing medical assistance and enhancing income-generating initiatives for officers.

Under Presidential Directive 13, the Uganda Prisons Service (UPS) has made significant progress in improving staff welfare through the construction of affordable housing and the enhancement of educational and economic opportunities for officers and their families. A low-cost construction strategy, led by the UPS Engineering Gang, has resulted in the completion of 8,161 staff housing units as of June 2026, with a target of 15,000 units. Additionally, 441 staff have benefited from duty-free construction materials to build personal homes. To support officers' children, 10 primary schools operate within prison barracks, and a 1,500-capacity seed secondary school is planned for FY 2026/27 at Loro. The UPS SACCO has also played a key role, disbursing over 11.8 billion UGX in loans, with 65% allocated to education at a favourable 13% interest rate.

Further welfare initiatives under the directive include the economic empowerment of staff spouses through projects such as poultry, piggery, bakeries, and greenhouses, directly benefiting over 4,500 spouses across 236 prison units. 1,242 members of the prison community (279 staff, 613 staff children, 350 staff spouses) have also gained skills through the Presidential Skilling Initiative. Salary enhancements have been implemented. In FY2024/25, the salary of uniformed prisons officers was increased by an average of 52%. The lowest-ranked officer's salary was increased by 46%.

Gender and Equity

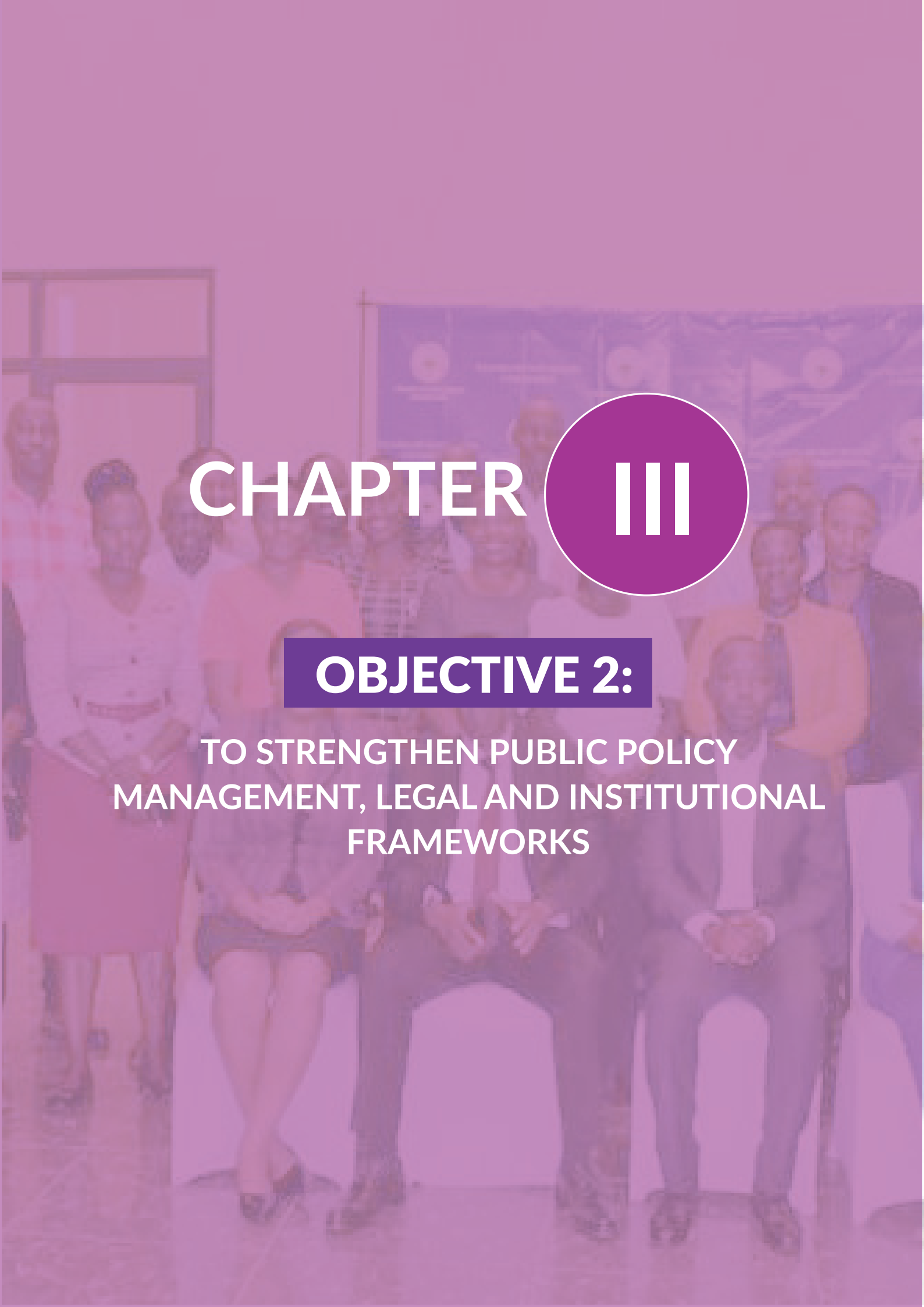
UPF in partnership with other stakeholders, has supported efforts to champion gender and equity issues in the force. These efforts include: capacity building of female officers, establishing a conducive legal and policy framework that supports female officers, and enhancing institutional capacity to fight sexual harassment and GBV within the force. These efforts improved the proportion of female officers from 17% in 2018 to 25% now. This was achieved through implementing affirmative action during recruitment, which ensures that at least 30% of the recruited officers are female. To further ensure equity in the delivery of policing services, the force has trained 30 sign language experts to assist persons with hearing impairment to access justice and developed SOPs for handling people with disabilities during operations, investigations and detention. Additionally, management has also ensured that all new and ongoing constructions of police establishments are easily accessible to persons with disabilities.

HIV/AIDS

Police personnel remain one of the most at-risk populations (MARPs) for HIV infection due to the demanding and mobile nature of their work, prolonged deployments and distant deployments from their families all increase vulnerability to risky behaviours. Additionally, the regular handling of injured individuals and the potential for occupational exposure place officers at heightened risk of HIV infection. Adherence to antiretroviral treatment (ART) is also challenged when HIV positive personnel are deployed to locations without consistent access to care and medication. In response to the above, UPF has scaled up efforts to combat HIV/AIDS by providing comprehensive care through nineteen (19) accredited ART centers across the country. Beneficiary officers have achieved viral suppression, reflecting good adherence and effective treatment outcomes. Continued efforts are being made to expand outreach, ensure uninterrupted drug supply, support adherence, and reduce stigma to achieve epidemic control within the Uganda Police Force.

The Internal Security Organisation conducted six regional HIV and TB sensitisation campaigns aimed at raising awareness on the Presidential initiative of ending HIV/AIDs by 2030 and positive living. It carried out HIV, TB screening. The Organisation (ISO) provided financial and non-financial support in the form of drugs, supplements and counselling to their staff living with HIV, T.B and cancer.

ESO provided medication and preferential treatment to staff and their families living with HIV/AIDS. It further supported HIV/AIDS awareness activities in the institution that included distribution of items branded with alert messages geared towards ending HIV/AIDS coupled with provision of free access to counselling, testing and treatment.



CHAPTER III

OBJECTIVE 2:

TO STRENGTHEN PUBLIC POLICY MANAGEMENT, LEGAL AND INSTITUTIONAL FRAMEWORKS

Uganda's public policy management, legal and institutional frameworks are critical in creating enabling environments for the attainment of socio-economic transformation. Building on previous performance, through the Governance and Security Programme (GSP), this thematic area's performance for the Financial Year (FY) 2025/26 was 0.104 against a target of 0.385 for Effective Governance and 49.1% against a set target of 60% for the Ibrahim Index of African Governance.

Efforts to strengthen public policy management include undertaking enterprise governance; development and review of appropriate legislation; building institutional and executives' capacities; enhancing public participation in law reform and review processes; simplification, translation and dissemination of laws, policies and standards; developing and reviewing policies; domestication of regional and international laws, protocols and treaties; monitoring and evaluation of public policies, programmes, inspecting compliance to legislative frameworks; and strengthening enterprise governance oversight.

Also, the subprogramme prioritised implementation of special projects under NDP IV, including the Public Sector Enterprise Governance Oversight Enhancement Project; establishing a National Technological Development Centre; developing and refurbishing State House; and developing an Integrated Information Management System for effective drafting of bills, ordinances, subsidiary legislation and by-laws.

Despite efforts to strengthen public policy management, legal and institutional frameworks, persistent challenges include inadequate capacity for policymakers across Government, which leads to delays in policymaking and implementation; limited coordination between Government agencies and departments; slow legislative processes, hence delays in critical reforms; and limited digital infrastructure, which affects e- governance and efficient service delivery.

Implementing institutions comprise State House; Office of the President; Ministry of Finance, Planning and Economic Development (OIAG); Ministry of Justice and Constitutional Affairs; Ministry of East African Affairs; Uganda Police Force; Ministry of Kampala Capital City and Metropolitan Affairs; Ministry of Foreign Affairs; Uganda Registration Services Bureau; Ministry of Local Government; National Citizenship and Immigration Control; National Identification and Registration Authority; Internal Security Organisation; Equal Opportunities Commission, Directorate of Ethics and Integrity; and Uganda Law Reform Commission.

The overall performance for FY 2025-2026 is illustrated in the table below. Outcome: Performance against the outcome indicator of Effective Governance

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Effective Governance Index	0.371	OP	0.385	0.104	Chandler Good Governance Index Report 2026	OP
Ibrahim Index of African Governance	40%	49.1%	60%	49.1%	MO- Ibrahim Foundation	Mo-Ibrahim Index
Enterprise Governance Effectiveness Index	OIAG	N/A	0.2	N/A	Annual Performance report	OIAG

Intermediate Outcome: Improved public policy, legal and institutional environment for national development

Public policy, legal and institutional environment form the foundational framework that facilitates a country's development agenda. To deliver Uganda's ambition of 10-fold economic growth as spelt out in NDP IV requires that the enabling environment, policies and laws, are aligned. This process out to be in tandem with regulatory best practices.

The GSP undertook to review policies and legislation to ensure alignment with regional and international frameworks as well as compliance with Regulatory Best Practices (RBP). Key among those policies and legislation include the following:

- Revised National Water Policy For Uganda, 2026;
- National Tax Policy, 2025;
- National Education And Training For Health Policy, 2025;
- National Tourism Policy For Uganda, 2025;
- National Petroleum Policy, 2025; And
- National Employment Policy, 2025

In the provision of overall leadership of the State to ensure the achievement of national goals, the Presidency has been central in the implementation of the 10-fold growth strategy. His Excellency, the President and the Vice President have been actively involved in the uptake of the PDM development strategy, promotion of trade and investment through mobilisation of both local and international investors, as well as mobilisation of masses, urging Ugandans to actively engage in wealth and job creation initiatives of Government.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Data Source	Responsible MDA/LG
Number of policies and laws reviewed to promote competitiveness and alignment with regional and international frameworks	6	22	2	1	MoJCA Annual Performance Report	MoJCA
Proportion of legislation on the legislative agenda that are aligned with regulatory best practices	0.884	95%	0.895	100%	MoJCA Statistical abstract	MoJCA, ULRC, MoLG
Level of citizen satisfaction with service delivery	Medium	Medium	High	Medium	OP Annual Reports	OP
Percentage of public policies compliant with regulatory best practices.	60%	69%	65%	76%	OP Annual Reports	OP
Percentage of Presidency programme targets aligned to the socio-economic transformation achieved.	N/A	N/A	90%	100%	Programme and PPU Reports	State House
National Identification and Registration Policy	0		1		NIRA Annual Report	NIRA

Strategic Intervention 2.1: Strengthen coordination of the policy and legislative-making processes

This intervention seeks to strengthen coordination of the public policy and legislative-making processes across Government to ensure coherent, evidence-based and inclusive policies, laws and regulations that advance national socio-economic transformation. Through OP, MEACA, ULRC, SH, EOC, MoJCA, MoLG, MKCCA, MoFA and DEI, the GSP focused on strengthening the whole-of-government coordination, public policy development and review, legislative processes, regulatory best practices, institutional capacity and quality assurance. These interventions enhanced alignment of Government policies and legislation with national development priorities and international commitments, while strengthening Cabinet decision-making, accountability, and effective public service delivery.

As a result, a total of 15 policies out of 15 targeted policies were placed on the Cabinet agenda for consideration as indicated in the table below. These policies intend to spur the socio-economic transformation agenda. In the review period, support was provided to ensure that 118 Cabinet Memoranda were tabled before Cabinet. In the period under review, 7 out of 32 bills were placed on the Cabinet agenda for consideration. The bills included: Local Content Development Fund for the Oil and Gas Industry Bill, 2025; the Public Funeral Management Bill, 2026; the Proposed Protection of Sovereignty Bill, 2026; National Drug and Health Products Authority Bill,2025; Food and Agricultural Regulatory Authority Bill, 2026; The Magistrates Courts (Amendment) Bill, 2025 and the Income Tax (Amendment) Bill, 2026. GSP also issued 4,361 Cabinet Extracts of Cabinet decisions to implementing Ministries, Departments and Agencies (MDAs) for implementation and follow-up.

More still, the number of policies developed/reviewed exceeded the target by 3 – a total of 9 were handled out of targeted 6 including the Revised National Water Policy for Uganda, 2026; Uganda Culture Policy, 2026; the Communication Policy, 2026; National Tax Policy, 2025; the National Migration Policy, 2025; National Education and Training for Health Policy, 2025; National Tourism Policy for Uganda, 2025; National Petroleum Policy, 2025; National Employment Policy, 2025 and National Employment Strategy

/Action Plan on Employment 2025-2030 Revised. These laws are aimed at fostering socio-economic transformation, promoting equity in the respective disciplines and fostering environmentally friendly solutions in the pursuit of National development.

In the reporting period, the Programme placed on the agenda for consideration 09 Draft Policies in the Permanent Secretaries meeting, including: the National Data Strategy; the Update on the review of the Fine Issuance System and Speed Regulation; the Status of Motor Vehicle Inspection Services; the Standing Orders for Health Workforce; implementation of Sustainable Development Goals; target setting for Science Teachers; the Public Service Pension Fund; the Dynamic National Social Registry and the Draft Training Policy in Public Service.

The capacity of 250 (38% F and 62% M) Government officials (including directors, commissioners, undersecretaries and policy analysts) were trained through 12 engagements that focused on legislative processes, writing submissions to Cabinet, policy implementation, Certificate of Financial Implication, preparing briefing notes, role of policy analysts in budgeting and planning. These aimed at enhancing capacity in public policy management across Government for better service delivery towards socio-economic transformation.

A total of 230 out of the targeted 280 submissions were made to Cabinet and reviewed for adequacy and harmony within national frameworks (including Vision 2040, NDPIV and the Tenfold Growth Strategy) and international commitments and regulatory best practices like use of evidence, inclusiveness and adequate consultations. Notably, submissions to Cabinet were affected by external factors, including the election of political leaders, which affected the business of Cabinet.

Further, 4 trainings were held to build the capacities of 250 Government officials. The trainings focused on policy implementation, preparing and developing briefing notes, legislative processes and their role in budgeting and planning. This was aimed at improving service delivery, aligning policies to budgeting frameworks, and improving decision-making across government. Similarly, the 2nd Annual Retreat of the Policy Analyst Cadre was held in November 2025 to strengthen policy analysts' ability to conduct Regulatory Impact Assessments (RIA), improve evidence-based policymaking, and close gaps in problem identification, options analysis, and report structuring, which are vital in policy management.

A total of 34 agendas for Cabinet meetings were produced and issued to members of Cabinet as well as the production and confirmation of 34 sets of Cabinet Minutes to guide decision-making. The Programme also produced and updated the Cabinet Forward Agenda FY2026/27, National Policy Research Agenda FY2026/27, and inventory of public policies, laws and regulations.

Further, GSP coordinated and held the Permanent Secretaries Forum Meetings that aimed at drawing on global-based practices to enhance coordination and improve service delivery across Uganda's public sector. These included the Fourth (4th) and Fifth (5th) Segments of the Public Service Leadership Excellence Programme. They all aimed and creating a stronger civil service to deliver on the NDPIV aspirations.

Also, a total of 4,361 out of 6,000 Cabinet extracts were issued to members. All these achievements are illustrated in the table below.

Strategic Output 2.1.1: Policies developed for national socio-economic transformation

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of Policies placed on Cabinet agenda for consideration	15	15	15	15	OP
Number of policies developed/ reviewed	4	4	6	9	OP
Number of agendas for Cabinet meetings produced and issued to members of Cabinet	52	52	52		OP
Number of government officials trained in policy management	250	250	250	250	OP
Number of submissions to cabinet reviewed for adequacy and harmony with national frameworks and international commitments	160	304	280	230	OP
Number of bills placed on the Cabinet Agenda for considerations	32	32	32	7	OP
Number of Cabinet extracts issued to members	6000	6548	6000	4,361	OP
Gender and equity compliance for policies, laws and ordinances enhanced	40%		50%		EOC
Number of monitoring reports on implementation of e-governance systems in GKMA projects	Not Available	2	4	4	MOKCC&MA
Percentage completion of development of the GKMA Coordination Strategy			0%		MOKCC&MA
No. of public Officers in the GKMA trained in policy formulation and project development	Not Available	56	80	83	MOKCC&MA
National Identification and Registration Policy developed, disseminated and implemented	0		1		NIRA & MIA

Ministry of Kampala Capital City and Metropolitan Affairs monitored the application, implementation and compliance of the Development Regulation and Information Management System, which is aimed at streamlining development applications and monitoring compliance to developments within the Greater Kampala Metropolitan Area. The Ministry also monitored the implementation of the GKMA-GIS (Geographical Information System). This was in bid to ensure that physical planning processes are adequately facilitated. This majorly looked at preparation of Physical Development Plans, uploading them on the system, storing to ensure they are readily available for other uses. The Ministry undertook training of 83 public Officers from Greater Kampala Metropolitan Area in the development of by-laws and ordinances

Strategic Output 2.1.2: Legislation developed for effective governance

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of bills reviewed and drafted	52	42	45	18	MOJCA
Number of Statutory Instruments reviewed and drafted	92	161	60	101	MOJCA
Number of LGs trained in legislative processes	25	0	30	0	MoLG. MoJCA
Number of Ordinances reviewed	10	25	10	16	MOJCA
Number of Bylaws reviewed	2	3	10	5	MoJCA
Number of regional policies, laws and regulatory frameworks reviewed and harmonised	8		10	11	MEACA

Under the Legislative Oversight Programme, the Uganda Law Reform Commission provided legal support to 9 Government Agencies in respect to; Uganda's Strategy on the Reform of Common Market Protocol Non- Compliant Laws, Protection of Sovereignty Bill, 2026, Review the Uganda Wildlife Act, Development on the National Migration Policy, Employment Policy, Development of the Regulatory Impact Assessment and Correction Policy, Development of a Regulatory Impact Assessment for Virtual Assets and Virtual Assets Service Providers and Regulatory Impact Assessment on the Establishment on the Non-individual Register.

In the review period, the Programme through MoJCA made significant progress in drafting legislative framework in line with regulatory best practices, reflecting enhanced institutional performance and responsiveness to policy and governance needs. In FY 2025/26, the Ministry recorded a decline in most legislative outputs compared to the previous financial year, with reductions in the number of Bills, Acts, Statutory Instruments, Legal Notices, and Ordinances processed. Nevertheless, the Ministry maintained a substantial level of legislative activity by producing 18 Bills some of which include the Human Resource Management Profession Bill, 2025, The National Drug and Health Products Authority Bill, 2025, Bill The supplementary (No.2) Bill, 2025, The Magistrates Courts (Amendment) Bill, 2026, The Qadhis Courts Bill, 2026, The External Trade (Amendment) Bill, 2026, The Stamp Duty (Amendment) Bill, 2026, The Tax Procedures (Amendment) Bill, 2026, The Income Tax (Amendment) Bill, 2026, The Excise Duty (Amendment) Bill, 2026, The Value Added Tax (Amendment) Bill, 2026, The Traffic and Road Safety (Amendment) Bill, 2026, The Lotteries and Gaming (Amendment) Bill, 2026, The Appropriation Bill, 2026, The Local Contents Development Fund for Oil and Gas Industry Bill, 2026, The Protection of Sovereignty Bill, 2026, 19 Acts, 101 Statutory Instruments, 21 Legal Notices, and 16 Ordinances. Overall, the Ministry continued to fulfil its mandate of supporting government through the preparation, review, and enactment of legislation.

Notably, the Qadhis Courts Bill, 2026 provides a legislative framework relevant to access to justice in matters within the jurisdiction of Qadhi courts, including matters affecting women, men and families. Gender considerations were also relevant in reviewing legislation affecting employment, access to public services, health, economic participation and justice; the Magistrates Courts (Amendment) Bill, 2026 contributes to strengthening the administration and accessibility of justice at lower court levels, which are the primary points of interaction with the justice system for many citizens, including rural and low-income populations and the National Drug and Health Products Authority Bill, 2025 also provides a regulatory framework relevant to equitable access to safe and appropriately regulated health products.

Legislative drafting supported the Government's priority growth sectors under the ATMS agenda. Under the Minerals, including Oil and Gas pillar, the Local Contents Development Fund for Oil and Gas Industry Bill, 2026 provides a framework relevant to strengthening local participation, domestic enterprise development, skills development and value retention within the oil and gas industry. The External Trade (Amendment) Bill, 2026 supports the broader enabling environment for **trade and market** access, with

potential benefits for agro-industrialisation and related productive sectors. In addition, amendments to the Income Tax, Value Added Tax, Excise Duty, Stamp Duty and Tax Procedures laws provide part of the fiscal and regulatoryframework within which investment and productive activities, including those under the ATMS priority sectors, operate.

The ULRC drafted 725 legislation of the 7th Revised Edition of Subsidiary laws, prepared a cumulative supplement to the 7th Revised Edition of the Laws of Uganda, and translated and printed the Local Council Courts Act into 20 Uganda languages. In addition, 3 Laws were reviewed (National and Tree Planting Act, Identification of Offenders Act, Cap. 127, and Public Finance and Management Act. Cap.171) and 2 study reports were produced on developing new legislation on Digital Assets key for digital transformation.

More specifically, in the review period, through GSP, MoJCA prepared 18 bills, 19 Acts, 101 STATUTORY INSTRUMENTS, 21 LEGAL notices and 16 ordinances. This performance is illustrated against past performance in the summarised table below:

Financial Year	Bills	Acts	Statutory Instruments	Legal Notices	Ordinances
FY 2023/24	44	7	92	24	15
FY 2024/25	42	51	161	34	25
FY 2025/26	18	19	101	21	16

The Anti-Corruption Act provides the legal foundation for prosecuting corruption-related offences, establishing the Anti-Corruption Court and empowering the Inspectorate of Government to investigate and prosecute cases of corruption, embezzlement, and abuse of office. In the period under review, a study was done on S.67A, which represented a targeted policy analysis effort to strengthen the anti-corruption legal framework. Its salient feature is the evidence-based review of specific provisions, enabling the identification of gaps and the development of targeted amendments. This is to ensure that the legal environment remains responsive to evolving corruption challenges through improving institutional integrity.

In the review period, efforts were made to develop legislation for digital assets. With 85% of virtual asset activity in Uganda occurring on decentralised platforms—well above the Sub-Saharan African average— the development of dedicated legislation is critical for consumer protection and financial stability. The Bank of Uganda called for a robust regulatory architecture built on six pillars: licensing and fit-and-proper standards; client-asset protection; AML/CFT compliance; cybersecurity and operational resilience; market integrity; and transparency and data reporting. Efforts to develop digital assets legislation, including the Capital Markets Authority (Amendment) Bill, which seeks to regulate virtual asset service providers, clarify custody requirements, and address tokenisation of real-world assets. This initiative will modernise the regulatory framework, providing policy clarity for a rapidly growing sector and positioning Uganda as a regional hub for virtual assets.

In the review period, efforts were made to develop guides to adoption, guardianship, custody and maintenance of children under the Children Act. The development of the guides operationalises the Children Act, which enshrines the Welfare Principle—the child's best interests as the paramount consideration. The guides are designed to provide clear, accessible procedural guidance for court applications, covering filing procedures, necessary consents, and the role of probation officers. For adoption, the guides clarify the legal requirements: adoptive parents must be at least 25 years old and at least 21 years older than the child; a couple must adopt jointly; and foster care for at least 36 months is typically required. By demystifying legal processes and promoting consistency in judicial decision-making, these guides strengthen the institutional environment for child protection and family justice.

The GSP through MEACA participated in EAC election observation missions led by the EAC Council of Ministers. The missions underscored their commitment to aligning national laws with regional standards. Observers monitor the electoral cycle guided by the EAC Treaty, the bloc's Election Observation Principles, Uganda's electoral laws, and relevant international standards. The mission's role is to observe, document, and report objectively, producing recommendations aimed at strengthening electoral processes and reinforcing democratic governance. This engagement contributes to legal alignment and institutional capacity building within the regional framework, improving the policy environment for democratic governance.

Engagement with the United Nations Commission on International Trade Law (UNCITRAL) was held during the review period and are critical for modernising Uganda's commercial legal framework. UNCITRAL Law is designed to assist States in reforming and modernising their laws on arbitral procedure to take into account international commercial arbitration needs. Advocates have called for EAC countries to adopt UNCITRAL model laws on insolvency to enable cross-border litigation and relief, define mechanisms for proceedings across the region, and allow representatives to seek relief across borders. This alignment enhances the institutional environment for trade and investment, a key driver of national development.

In the review period, GSP's ULRC developed a Succession Law Resource Book which consolidated statutory provisions, judicial precedents, and customary practices. Crucially, the accompanying user guide has been translated into six local languages, including Leb-Acholi, Leb-Lango, Dpupadhola, Swahili, Samie-Lugwe and Luganda, using a question-and-answer approach for easy comprehension. This translation initiative directly improves legal literacy and access to justice, empowering citizens to manage estates and resolve succession disputes without resorting to litigation. By closing the information gap on estate management, this activity strengthens the policy environment by making the law accessible and practical for all Ugandans.

In the review period, the Local Council Courts Act was translated into languages such as Dhopadhola and other languages, enhancing access to justice at the grassroots level where the majority of the disputes are resolved. This initiative empowers local council courts to operate with clarity and consistency, ensuring that citizens understand their rights and obligations under the law. By making legislation accessible in local languages, this activity strengthens the legal and institutional environment for decentralised governance and dispute resolution.

Regional cooperation and institutional networking meetings were held, including the Association of Law Reform Agencies in Eastern and Southern Africa (ALRAESA) Annual General Meeting, which facilitated peer learning, sharing of best practices, and coordination of law reform efforts across the region. This engagement strengthened Uganda's institutional capacity by fostering partnerships and ensuring national law reform priorities align with regional trends and standards.

The GSP compiled Compendia on land laws, commercial, civil and criminal Laws. The compilation of these compendia consolidates scattered legal provisions into accessible, single-volume reference works. The Compendium on Land Laws, for instance, brings together the Constitution (Article 237), the Land Act Cap 236, the Registration of Titles Act Cap 240, and the Mortgage Act Cap 239, alongside judicial precedents such as Zaabwe v Orient Bank [2007] UGSC. This consolidation strengthens policy analysis and management by providing policymakers, judges, and legal practitioners with coherent, readily accessible legal frameworks, promoting consistency in interpretation and application across the justice sector.

Strategic Output 2.1.3: Certainty of laws and regulations ensured

During the review period, GSP through URSB facilitated the amendment of the Copyright and Neighbouring Rights (Amendment) Bill, 2025, which was passed by Parliament during its plenary sittings of 18 March 2026. The Bill seeks to strengthen copyright protection, enhance enforcement mechanisms, and improve the rights and protection of creators, performers, and other rights holders. The URSB also finalised the Copyright and Neighbouring Rights Regulations, 2026, with the First Parliamentary

Counsel and the Uganda Law Reform Commission. This legislation are aimed at ensuring growth for socio-economic transformation in the intellectual property sphere for national development.

In the review period, GSP through URSB undertook to address policy reforms to cater for traditional knowledge protection legislation. Principles for the proposed Traditional Knowledge Protection Bill are currently pending Cabinet approval. Once approved, the Bill will provide a legal framework for the protection of Uganda's traditional knowledge and expressions of folklore, safeguarding the country's cultural heritage while ensuring that indigenous and local communities benefit from the commercial utilisation of their traditional knowledge and cultural expressions.



The URSB undertook to domesticate the Swakopmund Protocol on the Protection of Traditional Knowledge and Expressions of Folklore (Protocol) within the Framework of the African Regional Intellectual Property Organisation of 2010. Following Cabinet approval on 30 June 2025, the provisions of the Protocol will be incorporated into the proposed National Traditional Knowledge Protection Act, thereby aligning Uganda's legal framework with regional commitments.

During the reporting period, the GSP through EOC examined sixteen (16) laws, Bills, policies and subsidiary legislation to assess their compliance with the constitutional principles of equality, non-discrimination and affirmative action. The reviews focused on identifying provisions that could perpetuate discrimination, marginalisation or unequal access to opportunities and recommending measures to promote inclusivity and conformity with national, regional and international human rights standards.

In FY 2025/26, legislative and policy instruments reviewed included the Local Governments Act; Parliamentary Elections Act; the National Drug and Health Products Bill; HIV and AIDS Prevention and Control (Amendment) Bill; National Resistance Movement (NRM) Election Regulations; Early Childhood Care and Education (ECCE) Policy; Qadhi Courts Bill; and the Guidelines for the Prevention and Management of Teenage Pregnancy in School Settings in Uganda (2020).

Through these reviews, the Programme, EOC submitted technical comments and recommendations aimed at strengthening equal opportunities, eliminating discriminatory provisions, protecting vulnerable and marginalised groups, and ensuring that the proposed legal and policy frameworks are responsive to the rights and needs of women, children, persons with disabilities, older persons, ethnic minorities, refugees and other disadvantaged groups. The exercise contributed to mainstreaming equal opportunities in national legislation and policy while supporting Government's commitment to inclusive governance and sustainable development.

In the review period, through MoLG, GSP supported 24 local governments to process their bills for ordinances and bye-laws to their Chief Administrative Officers and Town Clerks and finally the Solicitor General for approval. The local governments included Wakiso, Bukomansimbi, Zombo, Kotido, Lira City, Mbale, Buliisa, Bugiri, Kakumiro, Iganga Municipality, Kiryandongo, Kaabong, Amuria, Omoro, Kikuube, Budaka, Gulu City, Kamwenge, Mbarara City, Masaka City, Arua Central Division, Pader, Amudat and Agago.

A team from the Legal Services and Investigations Department of EOC is participating in the review of laws.

The program, through the Directorate for Ethics and Integrity, held engagements with the Inter Agency Forum (IAF) Legal Task Force to review and update the Simplified Version of Anti-Corruption Laws and the Ugandan Citizens Handbook on Anti-Corruption. Another engagement was held with the Uganda Law Reform Commission, which is legally mandated to simplify laws.

A Stakeholder Engagement on dissemination of Anti-Corruption Laws and implementation of the Zero Tolerance to Corruption Policy was conducted in Tororo District on 3rd March 2026, to the Padhola Community and in Kapchorwa District, to the District Integrity Promotion Forum (DIPF). The participants were District leaders, Religious Leaders, Uganda Police Force, the Uganda Prisons Service and Civil Society Organisations. The participants appreciated their role in the fight against corruption.

Transition to the Second-Generation NSIS

NIRA transitioned from the legacy, vendor-locked NSIS to a second-generation system built on the Modular Open-Source Identity Platform. The transition was driven by technology obsolescence, high maintenance costs, the need for vendor neutrality and digital sovereignty, consent-driven access to identity data, and the need to integrate previously missing functions such as alien registration, birth, death, adoption and renewal. The infrastructure investment accompanying MER included modern data-centre equipment, including servers, racks, firewalls and communication infrastructure, as well as enhanced storage capacity and card- personalisation equipment. The exercise acquired five data-centre racks, 80 servers and associated communication and security equipment.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of anti-corruption laws and regulations simplified	-	0	2	2	DEI
No of stakeholder engagements conducted	8		60	48	MEACA
Number of laws translated into local languages	73	2 laws were translated into local 66 languages	73	2 laws translated into 6 languages	ULRC
No. of Commercial laws and administrative reforms updated to promote competitiveness and regional integration	3		1	?????	URSB
Number of LGs compliant with relevant laws	25	10	30	14	MoLG
Level of compliance to the ROPA	20	30	40	55	NIRA

Strategic Intervention 2.2: Enhance monitoring of policy implementation for effective service delivery

This Strategic Intervention focuses on strengthening monitoring and evaluation of Government policies, programmes and decisions to enhance implementation, accountability and service delivery. Through OP, MEACA, ULRC, MoFA, MoLG and MKCCA, the Programme monitored policy implementation and Cabinet Decisions, strengthened inter-institutional coordination, and assessed compliance with established results frameworks and regulatory requirements. These interventions generated evidence on implementation progress, identified policy and service delivery gaps, and informed corrective action to accelerate implementation of national priorities, including the Tenfold Growth Strategy and socio-economic transformation agenda.

Strategic Output 2.2.1: Policy coordination strengthened

In a bid to ensure that approved policies and other legislations are effectively and efficiently implemented, the programme carried out several monitoring activities to ascertain the progress implementation of policies, draw lessons learned and make recommendations to improve policy development and implementation across the government.

In FY 2025/26, GSP monitored the implementation of 60 Cabinet Decisions covering strategic interventions in agro-industrialisation, mineral-based industrial development, infrastructure, local governance and service delivery. These included the establishment of a Pulp and Paper Industry;

irrigation schemes in the Karamoja Sub-region; post-harvest handling and agricultural extension services; agro-processing and value addition; expansion of Entebbe International Airport; the Kisoro–Kabale Road; and the Uganda Cities and Municipal Infrastructure Development Programme (UCMID). The findings established that 67% of the monitored **d**ecisions were fully implemented, while 33% were partially implemented. Accelerating implementation will require stronger inter-institutional coordination, timely financing and procurement, and enhanced stakeholder engagement to promote regional balance, unlock local economic potential, and advance the NDP IV Tenfold Growth Strategy and socio-economic transformation.

During FY 2025/26, GSP also monitored and evaluated the implementation of four (04) Public Policies, namely: the National Child Policy, the Mining and Minerals Policy, the National E-waste Management Policy, and the Intellectual Property Policy. The assessment established uneven implementation and socio-economic outcomes across the country, despite progress in legal and institutional frameworks, service delivery systems, awareness and stakeholder collaboration. Persistent constraints included inadequate financing and institutional capacity, weak coordination and enforcement, and limited commercialisation of research and innovations. Addressing these gaps is critical to ensuring equitable regional outcomes, strengthening human capital and productive sectors, and accelerating inclusive socio-economic transformation in line with NDP IV and the Tenfold Growth Strategy.

The Ministry of Local Government conducted monitoring and support supervision of the following Local Governments of; Lamwo, Gulu, Mbale, Lira, Oyam, Soroti, Tororo, Jinja, Mpigi, Masaka, Iganga, Zombo, Bugiri and Arua to assess the effectiveness of the laws, compliance at implementation, and identify gaps within already existing laws to guide further action.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of public policies monitored and evaluated	12	4	12	9	OP (MoKCC &MA)
Returns on matters arising produced	12	12	12	15	OP
Number of EAC policies fully implemented and operational	13		13	9	MEACA
Number of Cabinet Decisions monitored and evaluated	40	40	40	60	OP
Rate of compliance of implementing entities to the GKMA results framework	Not Available		50%	77.4%	MOKCC&MA
Number of LGs implementing PDM policies in line with Regulatory Best Practices	Not Available		20		MoLG

The MoKCC&MA coordinates the GKMA Urban Development Program in the nine entities of KCCA, Wakiso DLG, Mpigi DLG and their Municipal councils of Kira, Nansana, Makindye Ssabagabo, Entebbe and Mukono that fosters delivery and access to modern resilience integrated infrastructure services and jobs through road construction, drainage improvement and construction of job creation centres such as markets and incubation centres. During the year under review, the GKMA Implementing entities achieved an average compliance rate of 77.4% compared to the 50% target set having achieved the following; developed 19 detailed precinct neighbourhood plans, increased own source revenue generation and collection on by 10%, improvement fiduciary system rating in procurement, financial and accounting; trained 234 staff in project management, coordination and Environment and social safe guards, delivered 19.4 km of roads across the GKMA, completed designs ESIA and RAP studies for 69 projects (51 roads, 10 drainages, 8 markets), obtained annual performance assessment mark of 79.6% and meeting minimum conditions to access the project grant and credit. All these sub-indicators, among others, were computed to a composite rating of 77.2%, exceeding the set target of 50%

Strategic Output 2.2.2: Improved Enterprise Governance of Public Sector institutions.

The improvement of enterprise governance of public sector institutions remains critical to fulfilling NDPIV. During the period under review, the responsible office OIAG, under MoFPED did not embark on pursuing this activity at the commencement of NDPIV execution. It awaits funding at the appropriate time.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Proportion of Public Institutions deployed with Enterprise Governance framework - Risk Management Framework (RM Policy, Plan, Risk Register		N/A	20		MFPED/ OIAG
Percentage of Entities assessed with Satisfactory performance		N/A	50%		MFPED/ OIAG

Strategic Intervention 2.3: Enhance the administration of programme services of the Presidency

His Excellency the President is mandated to provide overall leadership of the State and ensure that national goals are achieved and are in line with the Constitution and Party Manifesto. The execution of this mandate is made possible through the provision of the necessary logistical and technical support to the Presidency. Over the FY, the support was provided in a timely manner and all the Presidency's programmes were undertaken.

Strategic Output 2.3.1: Technical and logistical support to the Presidency provided for socio-economic transformation

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of Presidency programmes facilitated and supported	216	1,316	230	976	State House
Number of districts mobilised	56	N/A	100	146	State House
Number of State House Sponsored students	2207	3,257	2,900	2,537	State House
Number of trade-related meetings attended	38	13	28	22	State House
Number of investments commissioned	23	09	10	11	State House

H.E the President and Vice President mobilised masses across the country in all 146 districts towards socio- economic transformation, peace and development. Critical to these drives was the nationwide PDM assessment tours in which the President urged Ugandans to fight poverty by embracing wealth creation at household levels.



President Museveni crowns Nationwide PDM tours with resounding call for Household wealth creation

In addition to mobilising masses towards socio-economic transformation, the Presidency reached out directly to support communities, individuals and groups of individuals. By the directive of H.E the President, State House paid for 2,537 students under the State House Sponsorship Scheme. This intervention contributes to improving future employability and productivity of the population, hence contributing to sustainable economic growth.

The Presidency was also at the forefront of promoting trade, tourism and investment during the period, which led to an increased number of tourists and both local and foreign investors. In this regard, H.E the President commissioned 11 investments during the period, notable among which are the Hoima City Stadium, a Cassava Starch Processing Plant in Namasagali, Kiira Vehicle Plant and the Joshua Cheptegei Hotel among others. This is an indicator of an improved investment climate, hence increasing the nation's economic activity.



President Museveni commissions a cassava starch processing plant in Namasagali district.

Strategic Output 2.3.2: Presidential Initiatives implemented

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of model villages supported with agricultural inputs and training	36	48	36	38	State House
Number of youths trained in vocational skills	25,729	8,761	17,400	16,374	State House
Number of MOUs arising out of Presidential initiatives developed and signed	3	2	3	5	OP

As part of Presidential initiatives to create employment opportunities and wealth creation among the citizens, State House supports model villages through its Poverty Alleviation Initiative by providing agricultural inputs and training to selected households in the selected model villages. In the year under review, 38 model villages of Mwanyangiri, Lwabenge, Mbulamuti, Arusiakan, Bukono, Kataka, Rushozi, Jikwa, Mungula, Lima, Nsotoko among others were supported resultantly benefiting 5,168 households. This initiative is based on 5 pillars, namely home improvement, food security, income generation, value addition and marketing, as well as savings and credit cooperatives, hence improving people's livelihoods through employment opportunities and wealth creation.

State House also undertook the youth skilling programme and trained 16,374 youths during the period. The youth were skilled in any one of the 14 trades of their choice. These vocational trades included tailoring, shoe making, carpentry, weaving, plumbing, bakery among others in the 9 Kampala centres and the19 zonal hubs of Mengo, Greater Masaka, Mubende, Busoga, Bukedi, among others.



H.E. touring the trade exhibitions made by the youths skilled at Bunyoro Skilling zonal Hub

The Programme, through the Presidential Advisory Committee on Exports and Industrial Development (PACEID) continued to strengthen Uganda'sexport competitiveness, improved coordination across government institutions,enhanced compliance with international market requirements, expanded opportunities for Ugandan producers and exporters, and positioned Uganda as a more reliable sourcing destination for agricultural and industrial products, as well as a desirable tourist destination.

This work throughout the Financial Year contributed to attracting investment into agro-industrialisation, supporting regulatory reforms, improving the country's international image the National Strategic Communications Committee (NSCC) a multi-agency committee tasked with promoting accurate, consistent and strategic government communications, and creating the institutional foundation required to sustain long-term export growth.

Furthermore, the Programme implemented a nationwide Production for Export Readiness Programme to prepare farmers, youth, producer groups, local leaders, transporters, exporters, and other actors along the export value chain to participate competitively in international markets. The programme combined export- readiness training with production assessments to identify each region's comparative advantages, production capacity, and aggregation potential, thereby ensuring that production is aligned to confirmed market demand. This was also done through partnering with the Uganda Vocational and Technical Assessment Board (UVTAB) to roll out a national skills assessment and certification programme that equips Ugandans with industry-recognised competencies in production, value addition, quality assurance, and export standards. This initiative built a skilled workforce capable of supporting Uganda's industrialisation agenda while improving the quality, consistency, and competitiveness of products destined for regional and international markets.

The Programme, through the OP, signed 05 Strategic MOUs with partners including UNICAF. Key highlights of the MOU are: sharing data regarding African and Arab countries and identifying scholarship

opportunities for the youth amongst the Afro Arab member states. Other partnerships included Egyptian Youth Council, General Federation for Youth workers of Egypt, the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders (UNAFRI), the National Youth Council of Uganda and Uganda National Students Association. There was also the unified Policy Declaration called the Kampala

10.10 Nalubaale Communiqué outlining Afro-Arab youth priorities and recommendations, as well as Arab Regional Forum on Youth, Peace and Security in Algeria as well as the Voluntary Work Society in Bahrain.

Similarly, the Programme, through the Afro – Arab Youth Council (AAYC) under the Office of the President organised the 5th Afro-Arab Youth Congress & General Council (Kampala, Uganda at Speke Resort Munyonyo, bringing together over 1,200 delegates from 45 African and Arab countries. This congress aimed to provide a high-level platform for youth, policymakers, development partners, and regional institutions to deliberate on peacebuilding, youth inclusion in governance, innovation, climate action, mental health, and employment.

Additionally, AAYC strengthened Afro-Arab youth collaboration and advanced the Council's mission of empowering young people across the region by organizing the Annual Afro-Arab Leadership Cohort in Luanda, Angola, in collaboration with the National Youth Council and Ministry of Youth of Angola and the Pan African Youth Union. This was aimed at strengthening the collaboration between youth in Africa and Arabian countries to ensure socio-economic transformation across all regions.





H.E the President and other Delegates at the AAYC Congress in October 2025 and the Secretary General Hon. Dr. Abbas Agaba

Furthermore, the programme in a bid to consolidate Ministries, Departments and Agencies (MDAs) into owned, modern, secure facilities to cut rental costs, improve inter-agency coordination, and enhance service delivery, continued with the efforts of fast-tracking the construction of the Government Campus through the Project Implementation Team (PIT) under the Office of the President. In FY 2025/26, the funding proposal by the National Social Security Fund (NSSF) was reviewed as well as other funding alternatives. This was undertaken through an established Cabinet Sub-committee which was mandated to; review the financing proposal submitted by NSSF, explore alternative financing options including the MTEF, external borrowing, and domestic borrowing; and benchmark regional practices on how the social security funds support Government development programs.

CHAPTER IV

OBJECTIVE 3:

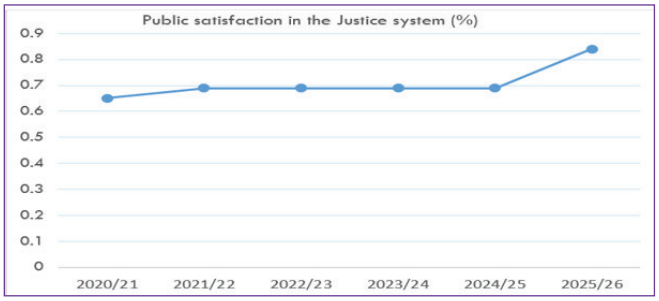
TO ENHANCE EFFICIENCY IN THE DELIVERY OF JUSTICE, LAW AND ORDER SERVICES

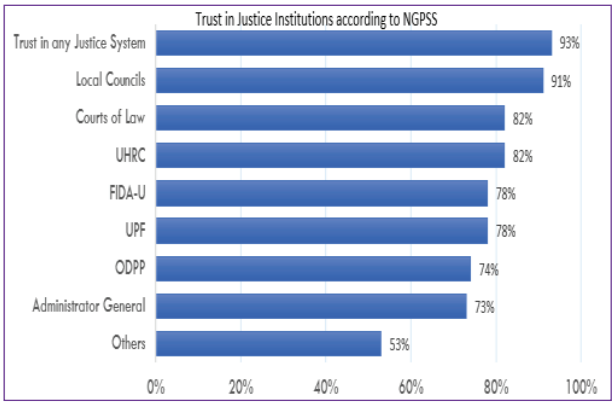
3.0 Introduction

Increased access to justice and law and order services is one of the enablers for achievement of ATMs. This required an increase in the coverage of JLOS services through the establishment of a one-stop frontline service point to strengthen commercial justice and competitiveness. This has been achieved through appropriate infrastructure for justice, law, and order developed, legal and procedural safeguards to ensure equity and rule of law/due process enforced, increased public empowerment and awareness, and transitional justice and informal justice systems strengthened. This has led to a reduction in the crime rate from 501 (FY 2023/24) to 427.

Indicator	Baseline FY2023/24	Actual FY2024/25	Target FY2025/26	Actual FY2025/26	Data Source	MDA
% of Districts with one- stop frontline JLOS service point	94%		95%	95%	APR	MoJCA
Crime rate (per 100,000 persons)	501	476	524	427	Annual Crime Report	UPF
Disposal rate of cases at Local Council Courts	25	25	30	30	MoLG Annual Report	MoLG

The NGPSS report showed that 82% of the population aged 18 and above trust in any justice system, with Local Councils (91%), Uganda Human Rights Commission (82%), and Courts of Law (82%) receiving the highest levels of public confidence.





Institutions like the Uganda Police Force (78%) and FIDA-U (78%) also recorded strong trust levels, while the Directorate of Public Prosecutions (74%) and Administrator General (73%) received slightly lower ratings.

Strategic Intervention 3.1: Enhance capacity and coverage of rule of law institutions for socio- economic transformation

Under this intervention, the programme seeks to develop appropriate infrastructure, enforce legal and procedural safeguards, create public awareness, implement transitional justice policy and strengthen LCCs.

Support shall also be given to strengthening the sub-county policing model and fast-tracking the completion of all phases of the JLOS House Project. Across the board, JLOS shall strengthen functional presence through tooling, furnishing and equipping JLOS agencies for improved service delivery. These investments will significantly contribute to reduced costs of access to services, reduction in congestion in places of detention for adults and children and enhancing the quality of life of entitled officers in police and prison. Also, JLOS will advocate for the establishment of regional juvenile rehabilitation centres and juvenile courts at such centres.

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

The geographical distribution of JLOS points is critical in providing access to all communities proportionately across institutional services and physical locations. The construction of one-stop service points as a means of addressing challenges of access to justice, targeting hard-to-reach areas and completing the chain of justice at district level was prioritised.

Table 29: Output 3.1.1 Indicator - Appropriate infrastructure for Justice, Law, and Order

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No. of prisons reception centres constructed	0	0	1	1	UPS
Number of remand homes and rehabilitation centres renovated and furnished	0		0		MGLSD
Number of genetic analyzers to improve forensic analysis in DNA and SBGV cases acquired	0	1	2	1	DGAL
National DNA Databank Infrastructure Building in place	0	0	1	0	DGAL
Number UPF Child Reception centres constructed	22	0	5	0	UPF
No. of HRBA compliant police stations constructed	11	6	12	0	UPF
No. of Regional Offices Constructed	7	7	8	8	MoJCA
Percentage of JLOS house project completed	32%		45%	75%	MoJCA

Percentage of JLOS house project completed

The Ministry is undertaking a key flagship multi-year JLOS House project in 4 phases. This was intended to improve institutional coordination and the working environment of the staff involved in Access to Justice and reduce government expenditure of UGX 30Bn per year on rent. The construction of Phase One (JLOS Tower) of the JLOS house was completed and is currently occupied by the Ministry of Justice and Constitutional Affairs, Uganda Prisons Service, Office of the Director of Public Prosecutions, Uganda Law Reform Commission, Uganda Human Rights

Commission, Judicial Service Commission, Uganda Registration Service Bureau and the Tax Appeals Tribunal. The Uganda Prison Service is also in the process of shifting and occupying its allocated office space at JLOS Tower.



JLOS House Phase I

The second phase of the Project is the construction of the Police Headquarters Building, which started in October 2023 and is currently at 78% complete. The third phase is the construction of the High Court Tower and is planned to commence in FY2026/27. The fourth phase is the construction of the parking deck is still ongoing and is at 40% completion levels.



Soroti Regional Office still under Construction

MoJCA commenced the construction of Soroti Regional Office, which now stands at 89% completion. This construction will ease access to justice, especially for the vulnerable in the Eastern Region, by providing Services such as Administration of Estates, Legal Advisory and Representation of Government in Courts of Law and at Tribunals and Commissions.

During the reporting period, UPS achieved 100% of its infrastructure target aimed at improving access to justice. The planned construction of one reception centre at Yumbe Prison was fully completed and operationalised. This has increased access to Justice and solved misalignment with other actors in the criminal justice system as well as providing a humane holding facility for prisoners.



Male Ward constructed at Yumbe Prison



Female Ward Constructed at Yumbe Prison

Remand homes and rehabilitation centers constructed and furnished.

During the FY 2025/26, construction of the Moroto Remand Home advanced significantly, with the administration block, kitchen and dining facility, four lined latrines and chain-link fence substantially completed, while the guard house reached ring-beam level, the two staff houses and girls' dormitory were roofed, and the boys' dormitory and one staff house progressed to the finishing stage as summarised below.

Table 30: Status of Moroto Remand Home

S/N	Structure	Current Status
1	Guard House	At the ring beam.
2	Admin Block	Roofed
3	4NO Lined latrines.	All excavated, built, roofed and shuttered
4	Kitchen and Dining.	Roofed.
5	Chain-link fence.	Constructed and in place.
6	Staff house-1	Roofed, plastered, ceiling works done, wiring and other completion in progress
7	Staff house -2	Roofed.
8	Boys dormitory	Roofed, plastered, ceiling works done, wiring and other completion works in progress.
9	Girls dormitory	Roofed.
10	Sickbay	Roofed.

In FY 2026/27, the allocated funds will support the completion of the boys' dormitory and one staff house to a usable state.





Above: Construction progress of the Boys' Dormitory; below: Three-in-One Staff Quarters, showing works undertaken during the reporting period





Child Reception centers

Currently, UPF has a total of 36 child reception centers established across the country at various police stations to provide shelter to children in conflict with the law and victims. However, in financial years 2024/25 and 2025/26, there was no construction of child reception centers because all efforts were directed towards the construction of housing units and subcounty police stations. The additional 14 child reception centers were set up as temporary structures to serve the purpose of child reception centers.

Genetic analysers to improve forensic analysis in DNA and SBGV cases acquired

GAL targeted to procure two genetic analysers to improve forensic analysis in DNA and SBGV cases. In the reporting period, one was acquired to strengthen forensic DNA analysis and Sexual and Gender-Based Violence (SGBV) casework.

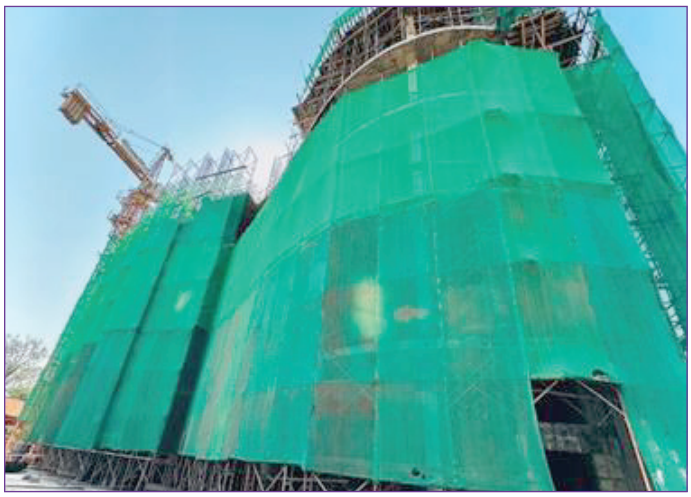
The acquisition of the genetic analyser significantly enhances forensic capacity by improving the speed, accuracy, and reliability of DNA analysis. It is expected to reduce case backlogs and turnaround times, enable more efficient processing of SGBV cases, and strengthen the scientific basis for criminal investigations and prosecution, thereby supporting timely and evidence-based justice delivery.

National DNA Databank Infrastructure Building in place

GAL successfully completed 100% of Phase II construction of the National DNA Databank Infrastructure Building, marking a significant milestone in the establishment of a critical national security facility. Phase II comprised of the construction of the ground floor and the first through fifth floors of the facility. This achievement strengthens Uganda's capacity for criminal identification, forensic investigations, and evidence- based justice delivery.

National DNA Databank Infrastructure Building (National Forensic DNA Database Infrastructure Development Project)





HRBA-compliant police stations constructed.

UPF did not construct fully compliant HRBA police stations; efforts have been concentrated on construction of housing units and subcounty police stations across the country.

Strategic Output 3.1.2: legal and procedural safeguards to ensure equity and rule of law/due process enforced.

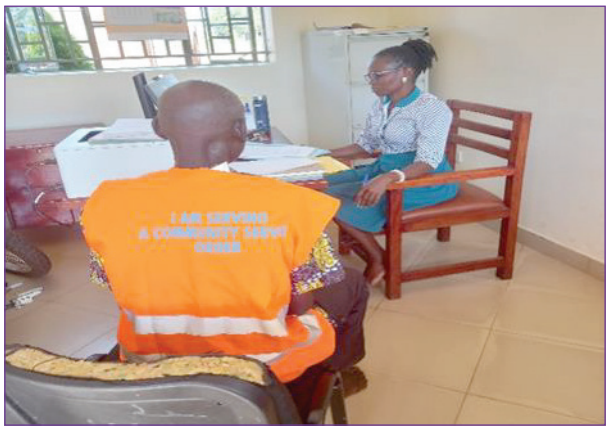
The programme prioritised reform, simplification, translation and dissemination of laws, promotion of the use of ADR and justice for children, and strengthening legal aid. The Subprogramme also seeks to ensure that poor people have equal access to the legal system by strengthening and extending the State Brief Scheme and pro bono services and ensuring that fewer cases are dismissed for lack of representation. In addition, the JLOS will focus on entrenching child-friendly and gender responsive justice delivery processes.

Table 31: Output 3.1.2 Indicators: legal and procedural safeguards to ensure equity

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No. of offenders enrolled under social reintegration	4,720	13,304	11,000	3,931	MIA
Number of suspected illegal immigrants investigated	6,200	10,229	6,800	18,700	NCIC
Numbers of illegal immigrants deported	578	394	620	1,063	NCIC
Percentage of immigration offenders produced in court within 48 hours from time of arrest	90%	100%	100%	100%	NCIC
No. of Trust Causes Registered	21	20	23	19	MoJCA
No. of land transfers effected	40	81	50	68	MoJCA
Number of commercial and illicit products verified through forensic and scientific analysis	480	578	500	1,590	DGAL
Number of forensic monitoring cases of contaminants in the environment and selected foods	360	907	460	1,183	DGAL
No. of certificates of No objection issued	3,282	3,914	3,300	4,225	MoJCA
Number of identification-related offences investigated	712	926	1,000	1,300	NIRA

The improved performance in investigations of the identification-related offences by NIRA from the planned 1,000 to 1, 300 was attributed to the additional support from the deployed CID Officers seconded to NIRA to clear case backlog. All reintegration against a target of 11,900 strives to ensure reduced recidivism through various workflows aimed at attaining behavioural change, community and family involvement in the management and supervision of offenders. Social Reintegration is premised on the principles of Restorative Justice. Performance of the interventions employed under this strategy is presented below.

Counselling



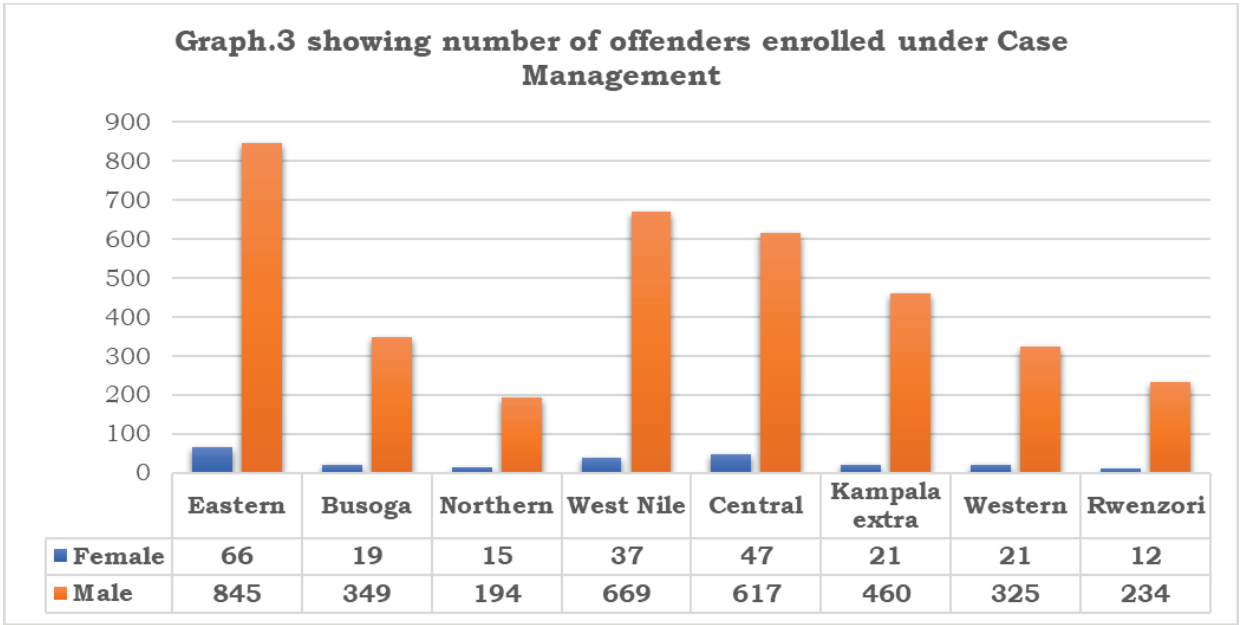


CSOs(L)Kaliro&(R)Nwoya counselling offenders individually Right: CSO/Kasese conducting group counselling Case

Offender counselling was conducted to provide psychological and social support as a means to achieve behavioural change. A total of 11745 (663F, 11082 M) offenders were counselled during the reporting period. The Department continues to call upon stakeholders such as family, local leaders, community members and placement supervisors to continue offering guidance and counselling to the offenders to address their socio-economic needs.

Management Enrollment

The department emphasises offender screening to enable the officers to understand the peculiar challenges that individual offenders encounter which make them susceptible to crime. This process culminates in rehabilitation action plans for those assessed. In the reporting period, 3931 (3693F, 238M) offenders were enrolled under Case Management, representing 87.3% of the planned target of 4500 offenders



Home Visits

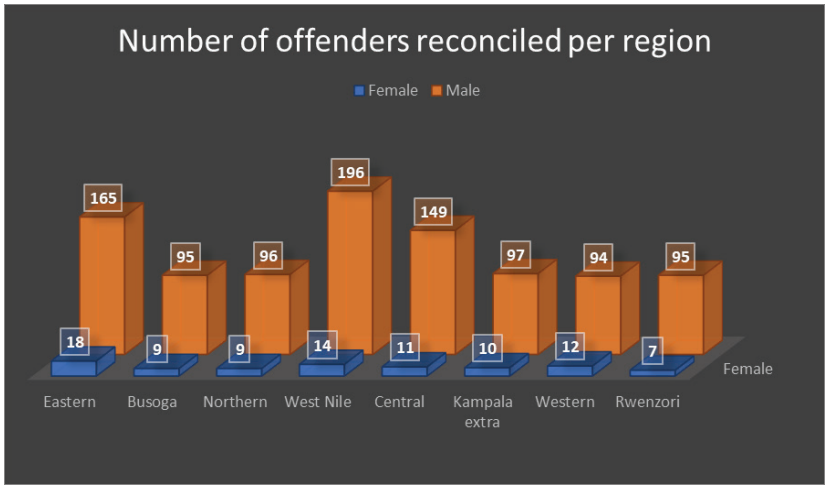
Offenders are followed up at home to; solicit family and community support in rehabilitation, assess progress of agreed actions, among other reasons. 2592 (230F, 2362M) were home visited during the reporting period against a target of 3216. There was a slight reduction in the statistics posted compared to FY2024/2025, where 2757 (232F, 2525M) were home visited. It has been observed that offenders who are home visited tend to be more compliant to the Community Service Orders. In addition, family and community involvement makes offenders more conscious of their behaviour, and this lowers their chances of re-offending.



CSOs top (L) Oyam, (R) Kiryandongo, bottom (L) Vura Madulu village, Vura parish, Moyo sub-county, Moyo, (R) Kamuli & SCSO/ Jinja during home visits in Abeabwot Village Okwir Parish Icheme Subcounty Oyam; Kiryandongo; Mireiyi Central Village,Tianyu Parish, Ofua Subcounty,Adjumani and Kamuli respectively.

Reconciliation Meetings

In order to enhance peaceful co-existence of offenders once in the community, 1077(987M, 90F) offenders were reconciled with their complainants through meetings against a target of 400. The increase in numbers is attributed to the willingness of victims to engage in dialogue due to targeted sensitisation conducted and involvement of community leaders.






Reconciliation meetings in (L) Myene Subcounty, Oyam & (R) Alebtong

Victim Support

The Department is cognizant of the effects of crime on the victims, communities and their families and strives to ensure that psychosocial support is provided to help them deal with the effects of offending. A total of 421(125F, 296M) victims were offered psychosocial support. This support has led to increased vigilance of victims on the performance of the Community Service Order by the offender and hence enhancing compliance to the sentence.

Peer Support

Two hundred twenty-three (223) (199M, 24F) peer support persons were identified, and one hundred thirty- seven (137) (16F, 121M) engaged to share their lived experiences to support other offenders while serving their sentences. They participated in placement visits, sensitisation and skills-building programmes.





Peer Support Persons (Lime green reflectors) in (L) Kitgum, (M) Adjumani and (R) Yumbe taking part in Court open day in Kitgum, home visit in Adjumani and training offenders in bar soap making in Yumbe respectively.

Offender Skilling and Climate Change

Equipping offenders with employable skills is key in reducing recidivism, based on the fact that unemployment and financial difficulties are the leading causes of crime. With this in mind, the department continues to promote skilling of offenders in the following ways;

Tree nursery beds: Out of the fifteen nursery beds established across the country, 39,006 seedlings of assorted species were raised out of which 39,006 were distributed to various institutions. The delays encountered at some sites affect performance due to weather changes.




(L) PCSO and (R)SCSO monitoring the tree nursery at the Iganga Chief Magistrate's court.




Offenders tending to and potting seedlings in (L)Tororo, (M) Ntungamo & (R) Hoima





CSOs (L & M) Iganga & (R) Zombo handing over seedlings to the teacher in charge of the environment at Bukoyo S.S., the secretary of UMSC-Iganga & a teacher at Mvugu Upper Primary School, Zombo respectively

Soap Making: As part of their sentence, 65(05F, 60M) and 40(2F, 38M) offenders from Kamuli, Kasese, Arua, Moyo, Adjumani, Yumbe and Lamwo districts were trained in liquid and/or bar soap making. Out of the 2220 litres of liquid soap and 356 bars of soap made, 2000 litres of liquid and 303 bars of soap were distributed to various institutions within those districts.





(L) Peer Support Person showing offenders how to put soap in the bar mold. Offenders learning how to make liquid soap in Yumbe (M) and Kasese (R)

Vegetable Growing: In Kyenjojo and Jinja districts, offenders participated in vegetable growing that were distributed to health centers, schools and institutions caring for vulnerable groups within the districts.



CSO/Kyenjojo & GI Magistrate giving tomatoes and cabbages to the Fountain of Peace Children Foundation & Bethel orphanage/baby's home (R).

Reusable Sanitary pads

The department has continued to prioritise keeping the girl child in schools through provision of reusable sanitary pads. These are made by offenders placed on Community Service while interesting them with skills in tailoring. This is a highly labour-intensive program and, depending on where the offenders reside, the numbers produced may be affected.

Accordingly, 3489 sets of pads were produced and 1,837 were distributed in Kamuli, Agago, Arua and Tororo districts.



5 Offenders making reusable sanitary pad (L) & (R) in Arua and Mityana, while (M) offenders preparing pads for packaging in Mityana.



Pupils of Ofua II, Ofua II Primary Schools in Rhino Refugee Settlement and Inyau Primary Schools in Imvepi in group phots after receiving reusable sanitary pads

Brick Making: Brick making did not yield much in the period under review due to low-scale use of the machines in Lobule, Imvepi, Rhino, Palorinya, Pgirinya, Bidi bidi and Palabek Refugee Settlements due to lack of constant flow of offenders. Only 723 bricks were produced by 21 male offenders in this period compared to 3,143 in the same period last financial year.

Success Story

Brian Akankwasa, a primary school teacher, was arrested and charged with theft. He borrowed a panga from his neighbour and refused to return it despite several reminders. This prompted the neighbour to report the case to the police and led to the eventual arrest of the culprit.



Brian teaching Primary 4 pupils at Kitemba Primary School in Maddudu subcounty, Mubende District

When Brian was arraigned before court, he pleaded guilty to the offence. Given the fact that he was a first-time offender and remorse, he was sentenced to ten days of Community Service at Kitemba Primary School in Madudu sub-county in Mubende District. At the school, he was assigned to teach English and science subjects in Primary Four, under the supervision of the Head Teacher, a duty that was well executed.

The school appreciated the service rendered, in form of free labour, especially because they were struggling with understaffing due to the transfer of some teachers. The school requested to be considered in the future for placement whenever such arise.

Brian has since returned to the complainant's panga and sought forgiveness and promised not to behave inappropriately going forward.

Stakeholder Trainings: Nineteen (19) stakeholder trainings targeting Placement Supervisors, DCSC members, Peer support persons, police and Local leaders were held in Arua, Koboko, Adjumani, Mbarara, Kasanda, Lamwo, Kikuube, Kibaale, Hoima, Kiboga, Bushenyi districts. A total of 846(399F, 447M) stakeholders participated.





L- Chief Magistrate Arua, addressing participants during the Supervisors' training at Ediofe Youth Training Centre in Arua city. (R) group photo of participants at Ediofe Youth Training Centre.

In addition, one training involving 40 staff of civil society Organisations across regions was held in Jinja with support from UNODC. Commissioner CS, training stakeholders from Civil Society Organisations



Commissioner CS, training stakeholders from Civil Society Organisations

Radio Talk Shows

The department continues to engage entities with free Radio and Television talk shows for slots to enhance awareness on Community Service, mainly the Uganda Police Force, Office of the Resident District Commissioner and Legal Aid Project. 330 radio and 01 Television talk

shows were conducted, representing 82% against a target of 402 programs. This figure is slightly higher than the 228 that were achieved in the same period of FY 2024/2025.

Table 32: Community Service Radio Talk Shows Attended Per Region

No	Region	Target	Actual
01	Central	72	48
02	East	72	44
03	North	60	59
04	Rwenzori	18	18
05	West	48	47
06	West Nile	36	38
07	Busoga	42	49
08	Kampala- extra	54	27
Total		402	330

Source 2025: Regional Reports

Northern region had the highest number of Radio Talk Shows, while the Central had the highest in the last FY. The increment in the number of talk shows registered is attributed to enhanced networking with relevant stakeholders.



Community Service Staff (top (L)Nebbi, (R) Dokolo, middle (L) Kapchorwa, (R) Kotido) , bottom (L) Mpigi during Radio talk shows. Bottom (R) SCSO/ Central on attending a talkshow on Salam TV

Community Sensitisation

The department continued to prioritise enhancing awareness on Community Service among communities at grassroots level through outreach programmes in liaison with other partner stakeholders in the Justice Sector. These include, but are not limited to, Police through the Community Liaison Office, Resident District Commissioner, Legal AID, and Judiciary. As a result, 604 community sensitisation meetings

were conducted with a registration of 27563 (11444F, 16119M) participants. These have enhanced community participation in the supervision and support of offenders in reintegration.



1 CSOs L- Kalangala, R- Apac sensitising communities at Mwena Landing Site - Kalangala District and Abapodyang village, Atopi parish, Apac Sub-county- Apac District. The meeting in Apac was attended by the CLO, local leaders and clan leaders among other people.



2. (L) SCSO/ Busoga & (R) CSO/Kotido sensitizing community members in Busembatya & Kotome, Kaabong respectively

Court Open Days

The department participated in 3 court open days in Kitgum, Dokolo and Kampala. The Open days provided an opportunity for the Department to sensitise, distribute information education and communication materials and exhibit offender skilling initiatives.



3. Chief Guest the Principal Judge Lady Justice Jane Frances Abodo, inspecting Community service stalls during the Court open days at (L) Kitgum High Court and (R) Dokolo Chief Magistrate's Court.



4. SCSO/Kampala Extra alongside CSOs Mukono, Wakiso and apprentices educating the public about Community Service while showcasing IEC materials and skilling proceeds

Suspected illegal immigrants investigated

A total of 18,700 suspected illegal immigrants were investigated against a target of 6,800 (275%). The number of illegal migrants investigated has increased steadily from a baseline achievement of 6,200 and this is attributed to increased presence and improved methods of work by Immigration Inspectors across the country, vigilance by the staff, sensitisation of staff on inspection and collaboration with all relevant MDAs and security agencies as a result, a total of 1,063 illegal migrants have been removed out of the country (5.8% of the total number of investigated cases

Percentage of immigration offenders produced in court within 48 hours from time of arrest
In the prosecution of immigration offenders, strict adherence to the 48-hour rule was maintained, with 100% of suspects arraigned before court within the statutory timeframe to promote equity and the rule of law.

Administration and Management of Estates

The programme through the Office of the Administrator General strengthened family justice by ensuring that all estates of deceased persons, persons of unsound mind and missing persons are properly administered in accordance with succession laws.

A total of 4,225 Certificates of No Objection (CONOs) were issued against a target of 3,300. Relatedly, 68 land transfers were effected and 19 trust causes were registered. This was against the target of 50 and 23, respectively.

Commercial and illicit products verified through forensic and scientific analysis

In the reporting period, a total of 1,590 cases were analysed and reported (analysis reports provided to clients) of commercial, consumer, and illicit products against a target of 500 cases. This ensures public and consumer safety by detecting substandard, unsafe, or counterfeit products, thereby protecting health and wellbeing, supports private sector competitiveness and growth by verifying product quality, fostering consumer confidence, and enabling fair market practices and strengthens the effective administration of justice by generating credible forensic evidence in cases of fraud, adulteration, or illegal trade, which facilitates timely prosecution and enforcement actions. Collectively, these outcomes enhance regulatory compliance, safeguard the marketplace, and reinforce trust in both public institutions and commercial systems.

Monitoring Forensic cases of contaminants in the environment and selected foods

A total of 1,183 new forensic monitoring cases were analysed and reported (analysis reports provided to clients) against a target of 460 cases, providing critical value addition by safeguarding public health and safety through the detection of hazardous substances and potential threats. The analysis also contributes to the protection of the environment by identifying pollutants and supporting enforcement

of environmental standards. These efforts enable timely interventions, inform regulatory and policy decisions, and strengthen community trust in public safety and environmental protection systems, ensuring both the wellbeing of the population and sustainable management of natural resources.

Justice For Children Strengthened.

The Justice for Children (J4C) Programme advanced a child-centred, coordinated and effective justice system that protects the rights and welfare of children in conflict with and in contact with the law. During the reporting period, the Programme strengthened inter-institutional coordination, communication and collaboration to address systemic barriers to children's access to justice. Through Regional Coordinators, technical support and strategic engagement, the Programme supported efforts to reduce unnecessary detention, promote diversion and rehabilitation, strengthen case management and legal services, and facilitate timely, fair and restorative justice outcomes. Moving forward, the Programme will prioritise diversion, reduce case delays, strengthen community-based rehabilitation and reintegration, improve data systems, and address gaps in child-friendly justice infrastructure and services.

Strategic engagements

On 13 April 2026, the Justice for Children (J4C) Steering Committee engaged the Ministry of Gender, Labour and Social Development (MGLSD) at the ministry to assess the status of Uganda's juvenile justice system. The meeting recognised progress in diversion, child-friendly justice and case management, while identifying major gaps in infrastructure, transport, staffing, funding, rehabilitation, education and reintegration. Key priorities included strengthening remand homes, improving transport and staffing, operationalising children's courts, standardising service delivery, expanding vocational and rehabilitation programmes, mobilising resources through a Cabinet Paper, and strengthening coordination among MGLSD, JLOS institutions and the Ministry of Local Government.



J4C Steering Committee Chairperson, Ms. Samali Wakooli, together with the Permanent Secretary, MGLSD, the Senior Technical Advisor, JLOS, and other members of the J4C Steering Committee, pose for a group photo following the meeting.

On 29 April 2026, the Ministry of Justice and Constitutional Affairs convened a High-Level Dialogue on Juvenile Justice in Uganda at JLOS Towers to deliberate on systemic challenges and identify strategic reforms for strengthening a child-centred, rehabilitative and community-driven justice system. The dialogue highlighted persistent challenges, including congestion and inadequate conditions in remand homes, delays in case disposal, limited diversion and non-custodial measures, inadequate rehabilitation and reintegration services, insufficient funding and transport, weak data systems, and capacity gaps

among justice actors and Local Councils. Stakeholders emphasised the need to shift from punitive and institutional approaches towards community-based prevention, diversion, rehabilitation and reintegration, supported by stronger family and community engagement.



Hon. Norbert Mao, Minister of Justice and Constitutional Affairs, poses for a group photo with participants following the high- level meeting. On his right are the representative of the Uganda Human Rights Commission (UHRC) and the Senior Technical Advisor, JLOS, while on his left are the Principal Judge, the Director of Public Prosecutions, the Commissioner General of Prisons, the Permanent Secretaries of the Ministry of Justice and Constitutional Affairs (MoJCA) and the Ministry of Gender, Labour and Social Development (MGLSD), and other participants

Key priorities include reviewing diversion guidelines and the use of plea bargaining for children, strengthening and integrating juvenile justice data systems, regionalising rehabilitation services, improving education, health, nutrition and skilling programmes, increasing financing and transport, piloting ADR, Alternative Justice Systems and restorative approaches, and strengthening coordination among JLOS institutions, including the Ministry of Gender, Labour and Social Development (MGLSD), Ministry of Local Government (MoLG), Judiciary, Office of the Director of Public Prosecutions (ODPP), Uganda Police Force (UPF), Uganda Prisons Service (UPS), Uganda Law Reform Commission (ULRC), Law Development Centre (LDC), and other relevant institutions. The dialogue reaffirmed the need for sustained political commitment, increased investment, evidence-based policy and a coordinated multi-sectoral mechanism to

Proportion of child-related cases is disposed of.

During the reporting period, Justice for Children (J4C) Programme Coordinators intensified efforts to strengthen criminal justice institutions and promote the timely resolution of child-related cases. A total of 46,582 new cases involving both children in conflict with the law and child victims were registered, including 9,117 criminal and 6431 civil matters. When combined with 30,925 ongoing cases, the cumulative caseload reached 77,507 cases. Through coordinated engagement—such as active participation in cause listing, systematic follow- up of delayed matters, advocacy for priority hearings, and escalation of systemic bottlenecks through Fig. 1. Juveniles whose cases were cause-listed and Heard at Mbale Remand Home, 12 March 2026

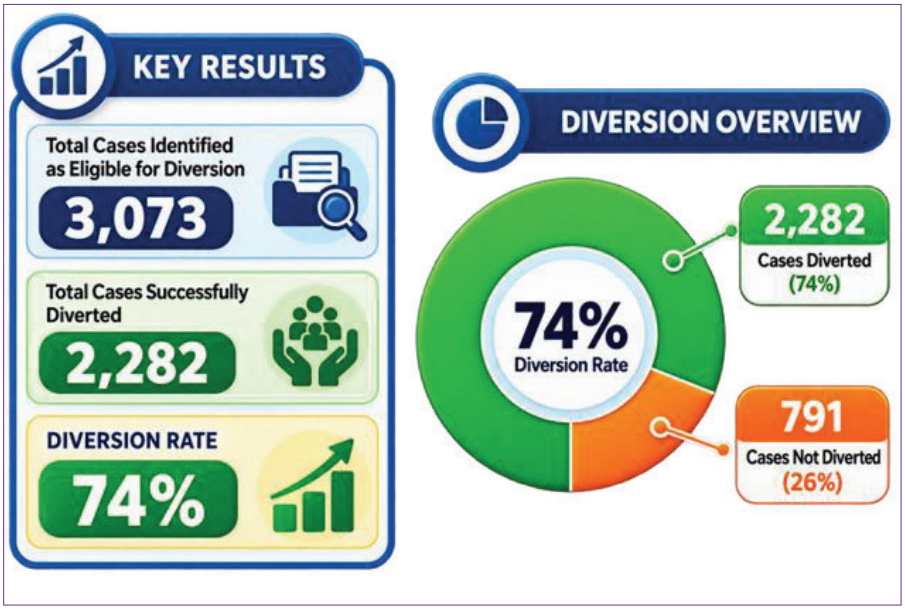




Figure 2 Lady Justice Katamba, listening to juveniles before the start of the session at Naguru Remand Home

District and Regional Chain-linked Committees (DCCs and RCCs), a total of 21,303 cases were successfully disposed of, contributing to 27% case disposal rate. Of the cases disposed of, 15,366 were heard within the mandatory statutory timelines. Several of these hearings were conducted at Naguru, Fort Portal, Mbale and Gulu Remand Homes and, in some instances, using audio-visual links. These approaches facilitated timely adjudication, minimised delays associated with transportation and production of children before court, and reflected strengthened case management and accountability mechanisms within the justice system.

Proportion of Petty Cases Diverted from the criminal justice system



The Programme strengthened the diversion of minor and petty offences from the formal court process, thereby increasing the proportion of eligible cases resolved through child-appropriate, restorative mechanisms in line with national and international child justice standards. During the reporting period, a total of 3,073cases were identified as eligible for diversion, of which 2282 were successfully diverted, resulting in a 74% diversion rate. This progress was achieved through joint routine screening of cases at the Criminal Investigations Directorate (CID), Child and Family Protection Unit (CFPU) desks and Probation and Social Welfare Officers to ensure that divertible cases were promptly identified, documented, and processed immediately upon arrest. The team maintained systematic oversight of diversion registers to ensure procedural compliance, timely case closure, and accurate reporting. These efforts were reinforced through periodic follow- ups and targeted capacity building in Kitgum, Moyo, Mbale, Mbarara, Lira, Arua, Jinja, Kabale Gulu, and Masaka regions and mentorship of justice actors to uphold institutional standards and promote consistent application of diversion guidelines.

Custodial order as a last resort

During the reporting period, a total of 3,121 orders were issued for juveniles charged with offences (2,448 males, 673 females). Of these cases, 1,532 are custodial (49.1%) and 1,589 are non-custodial (50.9%). By keeping children out of physical detention, non-custodial orders reduce overcrowding and resource pressures on remand homes, while promoting effective rehabilitation, community reintegration, and continued personal growth and development.

Success story: A Journey back home: Reuniting a child with hope and a family

On 31st March 2026, a 12-year-old juvenile, Isaac Nambale (not his real name), appeared before Nakaloke Grade One Court in Northern Division, Mbale City, under CRB 093/2026 and Case No. 047/2026 on charges of theft. After hearing, the Trial Magistrate ordered his release. However, what appeared to be the end of the case quickly revealed a deeper child protection concern.



The Probation and Social Welfare Officer, Northern Division, Mbale City, received information relating to other relatives of the juvenile, such that he is resettled since the father he was staying with is also in prison.

Unlike many children who leave court in the care of their parents or guardians, Isaac stood alone. His parents were not present in court, and when asked where he would go after release, he quietly explained that his father was in prison and that he did not know the whereabouts of his mother. The Probation and Social Welfare Officer (PSWO), together with the Regional Coordinators, supported the child up to a logical conclusion and reunification back to the community.

For the justice actors present, releasing the child without care and protection was not an option. Equally, returning him to the remand home after court had already ordered his release would have undermined the very principles of child-sensitive justice that the system seeks to uphold. The Justice for Children Programme Regional Coordinator for Mbale, together with the Trial Magistrate, the social worker from the Remand Home, and the Probation and Social Welfare Officer for Northern Division, immediately began exploring possible alternatives. During an interview with the Probation Officer, the child recalled that his grandmother lived in Budadiri, Sironko District. Although he did not know the exact location, he provided her name and gave directions to the village as best as he could.

The Probation and Social Welfare Officer contacted the Senior Probation and Social Welfare Officer (SPSWO) in Sironko District and explained the child's situation. A para-social worker from the area was brought on board to assist in tracing the grandmother's home. What followed was a remarkable example of coordination and commitment to the best interests of the child. After nearly two hours of tracing and follow-up, the SPSWO from Sironko called back with good news: the grandmother had been found and was willing to take care of the boy.

Before the journey to Sironko, the Trial Magistrate, the Justice for Children Coordinator, the remand home social worker, and the Probation and Social Welfare Officer counselled the child about his future. They encouraged him not to continue with the criminal behaviour that he said he had been exposed to through his father. They reminded him that despite the challenges he had faced, he still had an opportunity to build a better life. Quietly but firmly, the boy promised to change and become a better person.

The Probation and Social Welfare Officer later accompanied the child to Sironko, where he was formally resettled with his grandmother through the support of the SPSWO. For Isaac, the day ended not with detention or uncertainty, but with reunion, care, and a second chance. What began as a simple theft case became a powerful reminder that child justice is not only about court decisions, but also about restoring protection, dignity, and hope for vulnerable children.

Legal representation for child offenders.

To ensure consistent application of child-friendly procedures and access to legal representation for children in conflict with the law, Regional Coordinators ensured continuous legal services for children by identifying those in contact with the justice system, maintaining a robust referral network with LASP and private advocates, and coordinating legal representation throughout all stages of the legal process from police interviews to trial and reunification. During the reporting period.

In this regard, a total of 2,288(1,425 males: 864 females) suspected child offenders received legal support out of 2,481, representing 92.2% coverage. Legal services were provided through partners including the Refugee Law Project, FIDA Uganda, Free Child Uganda, the Legal Aid Clinic (LDC), Justice Centres Uganda, the Uganda Law Society, and other advocates.

This enhanced legal representation contributed to higher diversion (74%) and case disposal rates (27%), strengthened child participation in court proceedings, and increased use of restorative and non-custodial measures (50.9), supporting children's reintegration into school and their communities.

Below is a table showing the proportion of suspected child offenders that received legal support during the reporting period.

Legal Services offered to suspected child offenders				
Total identified	Total Supported	M	F	
2,481	2,288	1425	864	92.2%

Psycho-social support offered to child offenders.

To reduce reoffending among juvenile offenders and minimise secondary trauma and victimisation among victims of crime, Regional Coordinators collaborated with key actors, including the Child and Family Protection Unit, Probation and Social Welfare Officers (PSWO), Judicial Officers, and remand home staff, to provide psychosocial support at various stages of the criminal justice process during the reporting period. This support was extended to 3,451 (1,961 M: 1,490F). The intervention aimed at helping juveniles develop healthier coping mechanisms, improve decision-making, and manage the psychological impacts of crime and victimisation. As a result, children's confidence and participation in interviews, plea-taking, and court proceedings improved, enabling them to effectively communicate their wishes and testify as witnesses during the SGBV special sessions, thereby enhancing their engagement, protection, and overall outcomes within the justice system.

Capacity building of systems actors.

During the reporting period, Regional Coordinators strengthened the knowledge, skills, and accountability of justice sector actors in applying child justice standards consistently, leveraging various platforms. Key to note was the Chain-linked coordination structures, such as Tororo and Arua, Moyo, Fort Portal and Wakiso, gathering participants from Busia, Butaleja, Terego, Nebbi, Adjumani, Yumbe, Moyo, Kyenjojo, Kamwenge, Kyegegwa, Ntoroko, Bundibugyo, Nabweru, and Nansana DCCs, respectively.



Figure 4: Distribution of Diversion Case Management Materials at Kitagwenda Police Station by the Regional Coordinator, Fort Portal (March 2026)

A total of 3,300 (2,199 male, 1,101 female) criminal justice actors received targeted capacity-building support to strengthen handling of children in conflict with the law. The interventions enhanced inter-agency coordination, addressed operational challenges, and led to concrete action plans that improved juvenile justice service delivery across the circuits.

Key outcomes included 74% diversion rate, 96% legal services, 50.9% of non-custodial and 27% case disposal. Post-training mentorship, case-based coaching, and follow-up performance reviews were conducted to monitor application of skills, while documenting capacity gaps, progress, and persistent challenges.

Child offenders successfully rehabilitated and reintegrated.

In FY 2025/26, the Ministry of Gender, Labour and Social Development successfully rehabilitated and reintegrated 1,772 (1,676 males and 96 females). This number rose from the 664 children rehabilitated and reintegrated in FY 2024/25. The challenge, however, remains providing for these children as they are being resettled back to their communities.



Figure 5 Above: Probation and Social Welfare Officers, alongside Community Development Officers from Yumbe, following a capacity-building session on diversion held at Yumbe Town Hall on 27 December 2025, facilitated by the J4C Regional Coordinator for Moyo.

Chain-linked Initiatives strengthened.

The Chain-Linked Initiative is a systems-based coordination mechanism that brings together 17 justice sector institutions through DCCs and RCCs, both chaired by Senior Judicial Officers. DCCs meet monthly and report through RCCs to the JLOS/Access to Justice Secretariat to support sector coordination and performance monitoring.

During the reporting period, coordination among JLOS institutions was significantly strengthened across refugee settlements, host communities, and other regions through structured engagement at district and regional levels. A total of 155 District Chain-linked Committee (DCC) meetings and 60 subcommittee meetings were convened to address operational and thematic justice issues at the sub-national level. 22 Community outreaches were conducted to enhance access to justice, build public trust, promote early reporting and diversion, and strengthen accountability, contributing to a more responsive and effective justice system.

At the regional level, 57 Regional Chain-linked Committee (RCC) meetings were conducted, alongside related inspections of adult prisons and remand homes held across multiple High Court Circuits, enhancing oversight, harmonisation of practices, and escalation of systemic bottlenecks.





Members of the Wakiso RCC after the meeting and the Kitgum DCC during their respective meetings; below: Juveniles serving their sentences at the National Rehabilitation Centre, Kampiringisa, during a facility inspection.



Justice for Children Regional Coordinator, among other participants, during the Court Open Day at Wakiso High Court

In addition, 15 Open Days were conducted to promote community engagement and improve access to justice services, while 81 inspections of frontline justice institutions—including prisons, police stations, and remand homes— were carried out to strengthen compliance, accountability, and service delivery standards, as shown in the table below.

The table below shows the activities of the Chain Linked Initiative.

Activity	Number Conducted	Location / Coverage	Remarks
DCC Meetings	155	District level (including refugee settlements and host communities)	Strengthened sub-national coordination
Subcommittee Meetings	60	District level	Thematic and technical follow-up engagements
Community outreach	22	District-level led in Kaberamaido, Hoima, Kabale, Sembabule, Yumbe, Madi Okollo Mpigi, among other DCCs.	Enhanced community response increased public trust and strengthened accountability within the justice system.
RCC Meetings	57	High Court Circuits: Arua, Gulu, Kitgum, Patongo, Tororo, Jinja, Masaka, Mpigi, Kabale, Mbarara, Hoima, Masindi, Soroti, among others	Regional-level coordination and oversight
Open Days	15	Including Terego, Lira, Koboko, Yumbe, Moyo, and other districts	Promoted community engagement and justice service visibility
Inspections of Frontline Justice Institutions	81	Districts including Madi Okollo, Gulu, Lamwo, Gomba, Wakiso, Kabale, among others	Conducted in regional and district prisons, police stations, and remand homes

These coordination and oversight efforts were technically supported and backstopped by the Justice for Children (J4C) Programme through its Regional Coordinators, contributing to improved institutional collaboration and justice sector performance.

Summary of Indicators for NIRA

No	PIAP Output	KPI	Allocated Score	Verification means	Reported Performance	Reasons for variation
1	Enhanced identity enrolment services to citizens and aliens	Proportion of the total population registered for Identification	70	NIRA Annual Performance Report FY 2025/26; NSIS administrative records; MER performance records; FY 2025/26 Annual Performance Review.	75.03% against a target of 80%	Performance was 4.97 percentage points below target. The MER exercise materially expanded identification coverage: 7,973,115 previously unregistered citizens were enrolled. However, new-registration turnout remained below the level required to attain the 80% target because of a substantial share of MER activity related to renewal of expiring National ID cards.
2	Enhanced identity enrolment services to citizens and aliens	% of citizens above 16 years issued with National ID cards	90	NIRA Annual Performance Report FY 2025/26; NSIS/card production and issuance records; MER performance records; FY 2025/26 Annual Performance Review.	98.5% against a target of 80%	Performance exceeded the target by 18.5 percentage points. This was driven by the Mass Enrolment and Renewal exercise, strengthened card-production capacity and intensified issuance. The result reflects the exceptional scale of MER and improved last-mile issuance during FY 2025/26.
3	Enhanced identity enrolment services to citizens and aliens	% of eligible Aliens registered in the country	60	NIRA Annual Performance Report FY 2025/26; NSIS alien-registration records; DCIC/ NIRA API and interoperability records; FY 2025/26 Annual Performance Review.	4.8% against a target of 60%	Performance remained substantially below target. Alien-registration functionality was introduced under the new NSIS, and the DCIC API became available during FY 2025/26; however, interoperability with immigration and border systems was still being operationalised. The new capability therefore became effective late in the reporting period, constraining coverage.

No	PIAP Output	KPI	Allocated Score	Verification means	Reported Performance	Reasons for variation
4	Enhanced identity enrolment services to citizens and aliens	Proportion of the total population registered for Identification	90	NIRA Annual Performance Report FY 2025/26; NSIS administrative records; DPI Annual Report FY 2025/26; records on functional integrated registers and TPI access.	75.03% against a target of 80%	Performance was 4.97 percentage points below target, despite substantial expansion of the NIR through MER. The wider DPI evidence shows strengthening of the identity ecosystem: 107 functional integrated registers/entities were linked against a target of 90, increasing demand for NIR verification and authentication. Continued integration should support identification uptake, but additional continuous-registration and mop-up interventions are required to attain universal coverage.

The National Identification and Registration Authority (NIRA) played a pivotal role in strengthening democracy and electoral processes by supporting the Electoral Commission (EC) in enhancing the credibility, accuracy, and integrity of the National Voters Register. NIRA provided voter information from the National Identification Register (NIR) to facilitate the Electoral Commission's voter register clean-up and update exercise. The Electoral Commission utilised verified identity information and National Identification Numbers (NINs) from the NIR to authenticate eligible voters, eliminate duplicate and inaccurate records, and improve the reliability of the voters' register.

The National Identification and Registration Authority (NIRA), with support from UNICEF, strengthened refugee protection and assistance by enhancing access to civil registration services for children born to refugee parents in Uganda. During the reporting period, NIRA implemented a targeted birth registration campaign in the refugee-hosting districts of Madi-Okollo, Terego, Isingiro, and Kampala, aimed at ensuring that children born in Uganda to refugee parents obtained legal identity documentation and protection through birth registration. The intervention was implemented in close collaboration with the Office of the Prime Minister (OPM), which supported community engagement and mobilisation, while health facilities were engaged to integrate and provide timely birth registration services for newborns and previously unregistered children. The exercise was further enhanced through the deployment of the NIRA Customised Birth and Death Registration Truck, which facilitated village-level mobilisation and on-site registration services across the targeted settlements. As a result, **22,032 birth notifications** were recorded, and **14,777 birth certificates** were issued. These interventions strengthened the legal identity of refugee children born in Uganda, enhanced their access to essential social services and protection, supported the realisation of children's rights, and contributed to Uganda's commitment to inclusive civil registration and humanitarian assistance for refugee populations.

The National Identification and Registration Authority (NIRA) continued to strengthen legal and procedural safeguards by maintaining a secure, accurate, and inclusive National Identification Register (NIR), which serves as the authoritative source of legal identity for Uganda. During the reporting period, NIRA undertook the registration of citizens, renewal and issuance of National Identity Cards, registration of Ugandan nationals in the diaspora, and registration of eligible foreign nationals in accordance with the Registration of Persons Act and other applicable legal frameworks.

To promote equity and equal access to legal identity, NIRA implemented nationwide registration initiatives, which enabled eligible citizens to obtain National Identification Numbers (NINs). These unique

identifiers facilitate the exercise of constitutional rights, access to public services, and participation in democratic processes. The Authority further enhanced access to justice and due process by enabling courts of law and authorised security agencies to securely access and verify identity information from the National Identification Register, thereby facilitating accurate identification of individuals, supporting investigations, and strengthening the fair and efficient administration of justice. Through secure interoperability mechanisms, including the **Third-Party Interface (TPI),** NIRA also enabled authorised government institutions and regulated private entities to verify customer identities in compliance with legal and regulatory requirements.

Access to verified identity information by financial institutions, telecommunications operators, and other regulated service providers streamlined customer registration and Know Your Customer (KYC) processes, reduced identity fraud, strengthened regulatory compliance, and ensured that individuals could access essential services through transparent and legally compliant procedures.

Collectively, these interventions strengthened the integrity of Uganda's legal identity system, enhanced equitable access to justice and public services, reinforced compliance with legal and procedural requirements, and promoted the rule of law through reliable identity verification across the public and private sectors.

Strategic Output 3.1.3: Increased public empowerment and awareness

In NDP IV, JLOS prioritised strengthening information delivery and feedback mechanisms, while leveraging new technologies and media to undertake civic and public education on the law, processes and procedures.

The Subprogramme prioritised civic and public education through rolling out information desks, providing user guides, holding periodic user dialogues, open days and awareness weeks. The results tracked by the key output indicators below.

Table 33: Output 3.1.3 Indicators - Increased public empowerment and awareness

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of sensitisation campaigns conducted on commercial laws	20	42	25	39	URSB
Number of IEC materials of commercial laws printed and distributed	4356	13,000	5,000	5,050	URSB
Approved National Migration Policy in place	0	0	1	1	NCIC

NIRA intensified public awareness and sensitisation during FY 2025/26 to support the Mass Enrolment and Renewal Exercise and uptake of identification and civil registration services. The Performance Report records 56 media engagements against a planned 31, indicating performance above target.

Indicator	Annual Target	Q4 Target	Q4 Actual	Cumulative FY 2025/26 Actual	Responsible Agency
Number of awareness and sensitisation campaigns conducted on the importance of identification and civil registration through radio, print media, TV and online platforms	31	35	56	56	NIRA
Number of IEC materials on identification and civil registration printed and distributed	—	5,000	5,000	5,000	NIRA

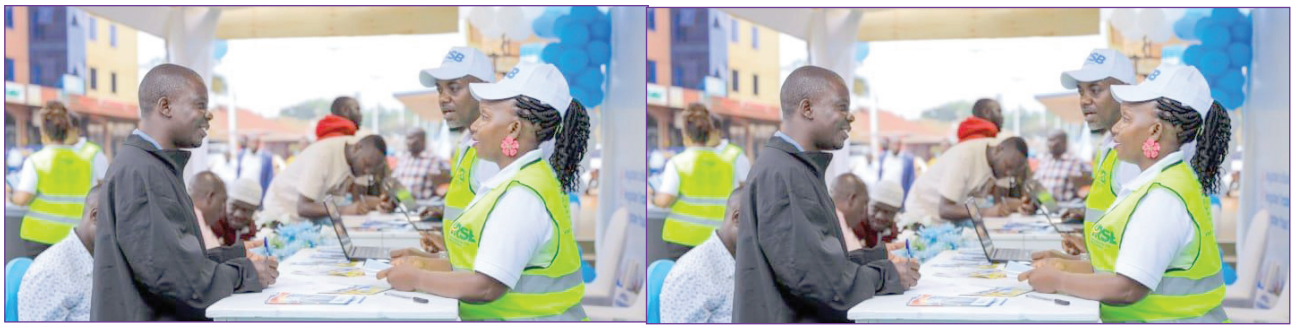
Sensitisation campaigns conducted on commercial laws

URSB conducted 39 sensitisation campaigns in FY 2025/26 against a target of 25, achieving 156% performance (an over-achievement of 14 campaigns). This strong result was driven primarily by the increased use of digital platforms, which facilitated wider and more efficient online outreach. The campaigns have strengthened public awareness of commercial laws.

Number of IEC materials on commercial laws printed and distributed

URSB printed and distributed 5,050 IEC materials against a target of 5,000, recording 101% performance. URSB conducted the Customer Engagement Week across all its offices, during which staff engaged stakeholders to gather feedback on service delivery.

In FY 2025/26, URSB conducted a total of 4,379 mass public and media campaign activities on URSB services. These included 4,100 radio spot adverts aired on radio stations across the country, 83 radio talk shows conducted across the country; 43 newspaper publications, notices, opinion pieces, and stories across print media; 29 television stories and features; 4 newsletters and magazines, among other online digital stories and publications. These initiatives strengthened stakeholder engagement, enhanced public awareness of URSB services, and promoted transparency and accountability in service delivery.



URSB staff engaged with clients on business registration during Customer Engagement Week held in Jinja in December 2025.

URSB also conducted twenty-six(26) stakeholder consultation engagements on legal reforms under the Non- Individual Legal Framework between July 2025 and July 2026. These engagements included requirements gathering exercises, harmonisation workshops, consultative meetings, Regulatory Impact Assessment (RIA) workshops, validation meetings, and stakeholder consultations with key institutions, including the Ministry of Foreign Affairs, Ministry of Internal Affairs, Ministry of Lands, Housing and Urban Development, Ministry of Labour, Gender and Social Development, Ministry of Trade, Industry and Cooperatives, Ministry of Education, National Council of Sports, Bank of Uganda, Electoral Commission, Capital Markets Authority, and other stakeholders. The consultations provided technical input and stakeholder feedback, validated proposed legal reforms, addressed technical issues, and built consensus to inform the establishment of a centralised Non-Individual Register.

Additionally, URSB conducted stakeholder consultation meetings on the ratification of the Kampala Convention on Voluntary Registration of Copyright and Related Rights under the African Regional Intellectual Property Organisation (ARIPO) and on the formulation of Copyright Regulations intended to operationalise the Copyright and Neighbouring Rights (Amendment) Act, No. 8 of 2026.

Approved National Migration Policy in place

The National Migration Policy was launched on 12th March 2026 at Speke Resort, Munyonyo and the Inter-Ministerial Technical Committee on Migration and designated focal persons in all relevant MDAs was established to support the operationalisation and information dissemination of the Policy.



Launch of the National Migration Policy, 2025 on 12th March, 2026 awareness and sensitisation campaigns conducted on the importance of identification and civil registration on radio, print media, TV, and online

NIRA conducted 56 media engagements against an annual target of 31. Civil-registration communication included television and radio programming, podcasts, newspaper articles and distribution of user manuals, brochures and branded information materials. These activities complemented field mobilisation for MER and continuous registration.

Awareness Creation in Succession Laws

The programme, through MOJCA conducted awareness activities including 15 radio talk shows and 38 community barazas aimed at strengthening 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.

Region	No of Radio talks shows	Community Barazas
Central Region	2	4
Western Region	4	11
Eastern Region	4	8
Karamoja Sub region	1	0
Northern Region	4	15
Total	15	38

With regard to post-enactment advocacy and public awareness on reforms to various pieces of legislation, the Office of the Administrator General conducted 15 radio talk shows and held 38 community barazas across the different regions of the country. These engagements were aimed at sensitising the public on legal and administrative reforms, increasing awareness of services provided by the Office, and promoting access to justice and effective administration of estates. The Northern Region recorded the highest number of community barazas (15), followed by the Western Region (11) and Eastern Region (8). The Central Region conducted 4 community barazas, while Karamoja Sub-region recorded no community barazas but conducted one radio talk show.

The radio talk shows and community barazas conducted by the Office of the Administrator General enhanced public awareness and understanding of succession laws, estate administration, and related

services. The engagements provided platforms for communities to receive legal information, seek clarification on estate-related matters, and raise concerns affecting access to justice. They also enabled the Office to obtain feedback from the public, identify common challenges in estate administration, and clarify misconceptions regarding the roles and services of the Administrator General. Overall, the engagements strengthened community outreach, improved access to legal information, and promoted greater public confidence in the services of the Office.

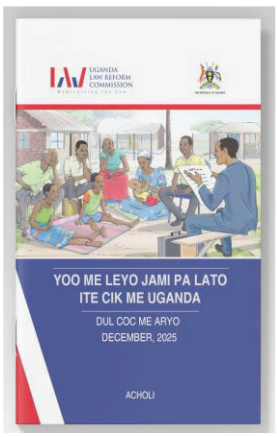




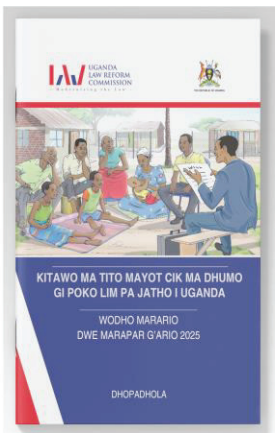
A photo of Deputy Administrator General sensitizing the public on succession matters MoJCA takes succession Law Awareness Campaign to Greater Masaka

During the reporting period, the Uganda Law Reform Commission updated the 2nd Edition of the User Guide to Succession in Uganda and translated the same into 6 Ugandan languages, which include Leb-Acholi, Leb- Lango, Lusamia-Lugwe, Luganda, Kiswahili and Dhopadhola. The Commission printed 750 copies of each guide and distributed them to stakeholders in the districts of Acholi, Lango, Busia, Buganda, and some in Bukedi, respectively.

The purpose of the User Guide to Succession is to provide readers with essential information on key aspects of succession law. It covers important topics such as: Writing a will, Administration of a deceased person's estate, Distribution of property, Rights to principal residential property, guardianship, and Offences and penalties under succession law. There is a lot of public demand for both the English version and the translated version, and the Commission will ensure that the User Guide to Succession is translated into all Ugandan languages.



Acholi



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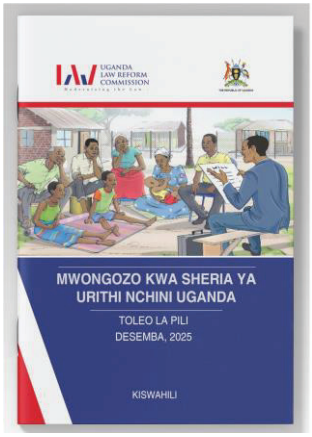
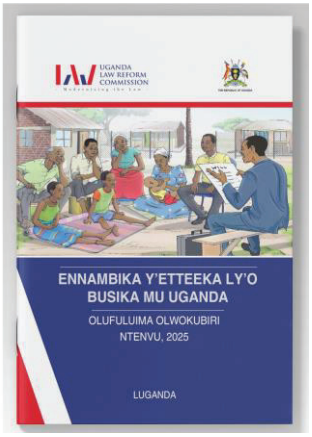


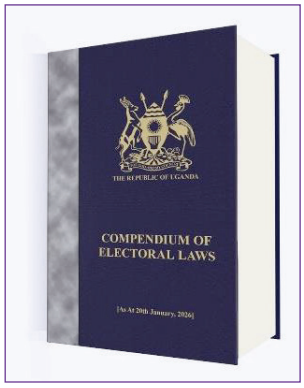
Kiswahili



Luganda

During the reporting period, the Uganda Law Reform Commission prepared the Compendium of Electoral Laws as at 20th January 2026 and printed 603 copies of the same. The Compendium has been used by the Judiciary, the Electoral Commission and other stakeholders during and after the electoral process.

During the reporting period, the Equal Opportunities Commission (EOC) conducted four Community Mobile Legal Clinics in the districts of Buikwe, Mityana, Iganga and Kikuube as part of its efforts to enhance access to justice and promote equal opportunities at the grassroots level. The clinics attracted approximately 200 participants in each district, comprising community members, local leaders, civil society Organisations, and representatives of special interest groups, reaching an estimated 800 beneficiaries. The outreach provided members of the public with an opportunity to receive legal information on the Commission's mandate, human rights, equality and non-discrimination, as well as to lodge complaints and seek legal guidance. The mobile clinics also facilitated the identification and referral of cases requiring further investigation or intervention by the Commission, increased public awareness of available redress mechanisms, and strengthened community confidence in the Commission's services by bringing justice closer to underserved and vulnerable populations.



Compendium Of Electoral Laws





District EC officer responding to participants' queries during a mobile clinic organised by the Equal Opportunities Commission (EOC) in Mityana District. Group picture taken after a mobile clinic in Iganga District organised by the Equal Opportunities Commission (EOC).

In addition to the four above, with support from development partners, the Equal Opportunities Commission (EOC) conducted mobile legal clinics in selected districts and regions across the country as part of its strategy to decentralise access to justice and bring its services closer to communities. The clinics were undertaken in Iganga District (Nawandala Sub- county, Kidaago Sub-county and Nakalama Sub-county), Mayuge District (Bukatube, Imanhiro and Baitambogwe

Sub-counties), Bugweri District, Wakiso District (Mende in Busawuli Village, Kyebando Parish, Bujuuko Village, Buloba Village and Kyengera Town Council), as well as the Albertine Region.



Counsel Sam Madaba, Senior Legal officer of the Equal Opportunities Commission interacting with community members after a mobile legal Clinic conducted by EOC in Buikwe District.

The mobile legal clinics provided an accessible platform through which communities interacted directly with officers of the Commission. During these outreach activities, the Commission registered complaints relating to discrimination, marginalisation and denial of equal opportunities, offered on-the-spot legal advice and guidance to complainants, conducted legal awareness and sensitisation on the Commission's mandate and

applicable human rights and equality laws, and referred appropriate matters for investigation, mediation or adjudication before the Equal Opportunities Tribunal. The clinics also enabled the Commission to identify emerging patterns of discrimination and barriers to equal opportunities affecting vulnerable and marginalised groups at the grassroots level.

Overall, the mobile legal clinics reached approximately 1,500 participants and resulted in the registration of 36 complaints. The initiative significantly enhanced public awareness of the Commission's mandate, strengthened community confidence in existing justice mechanisms, and improved access to justice by bringing legal services directly to underserved and remote communities.

JSC to improve: Judicial Service Commission with funding from JLOS conducted community awareness sessions through 40 live radio talk shows Kapchorwa, Manafwa, Pader, Ibanda, Kamwenge, Kayunga, Kamuli, Amolatar, Kaberamaido, Nebbi, Pakwach, Kitgum, Ntungamo, Rukungiri, Kibaale, Kagadi, Tororo, Bugiri, Kyegegwa and Kakumiro, Mpigi, Pallisa, Bukomansimbi, Bukedea, Kaliro, Buyende, Zombo, Maracha, Kanungu, Rukiga, Namutumba, Jinja, Kole, Otuke, Serere, Kumi, Lwengo and these programs informed citizens about their rights and highlighted the harm caused by corruption in the deliver of justices in the country



Legal Officer, Mr. Ivan Ndugwa on an anti-corruption radio talk show on Pallisa FM in Pallisa

Judicial Service Commission, with funding from JLOS conducted twelve (12) prisons sensitisation sessions on the mandate of the Commission, criminal trial procedure, bail, plea bargain and prisoners' rights. Prisons visited included; Isingiro Main Prison (345 inmates and 03 civil debtors; *302 male & 46 female inmates and 78 staff), Rukungiri prison (691 inmates and 10 civil debtors; 658 male & 43 female & 4 babies),Sembabule prison (116 inmates and 1 baby of 11 months; 104 males & 12 females, 43 convicts & 67 remands & 06 debtors), Masaka Main prison (1,763 inmates and 4 children; 1,656 males & 107 females with 1,444 on remand, 310 convicts, 9 civil debtors), Kitgum prison (332 Inmates with 01 Civil Debtor, 02 lodgers, 80 convicts & 66 Staff), Atopi Farm prison in Apac (303 Prisoners with 02 Civil debtors, 290 male & 13 female), Kamuli Main prison (207 inmates of these 23 are women with 1 expectant mother, 130 remands, 73 convicts and 4 debtors, Bugembe prison in Jinja (32 inmates of these 22 were convicts (16 male and 06 female), 10 male remands with 1 male civil debtor and 01 child), Kaweeri prison in Mubende with 329 inmates, 281 Remands, 45 convicts and 3 debtors) , Kyenjojo Main Prison (235 inmates, 184 on remand, 50 convicts and 01 debtor), Nebbi Prison (204 inmates 192 male, 12 female with 67 male convicts and 05 female convicts and 125 male remands and 07 female remands) Koboko Prison (286 inmates; 178 male and 15 female with 178 male and 15 female remands and 72 male and 21 female convicts.*





Sensitisation at Kamuli prison Right: JSC and justice-sector partners at Masaka Main Prison



JSC staff at Bugembe Prison, Jinja



Right: JSC team at Isingiro Prison – JSC to improve

Strategic Output 3.1.4: Transitional Justice and informal justice systems Strengthened

The JLOS programme planned to support existing TJ processes and fast-track the implementation plan for the National Transitional Justice Policy. Also, due to the high number of cases that have clogged the Magistrate and other higher courts, the programme prioritised strengthening the capacity of LCCs, strengthening the coordination desk of LCCs, and strengthening data collection and management. The results will be tracked by the key output indicators below.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of reporters demobilized.	264	80	250	321	MIA
Number of reporters and victims reintegrated	2951	3371	2500	1497	MIA
No. of Local council court members trained	5000	5,409	100	100	MoLG
Number of cases disposed of at Local Council courts	1000	705	1500	603	MoLG

Reporters demobilised.

Additionally, 321 Reporters were demobilized from Zeu Sub-county, Akaa Sub-county in Zombo District, Nakalama Sub-county in Iganga District , Amida Sub-county Kitgum District , Acholibur Sub-county in Pader District ,Unyama SC, Gulu District and Nabiryo sub-county Iganga district.)

Reporters and victims reintegrated

MIA through the Amnesty Commission held 13 dialogue and reconciliation meetings between reporters and communities in Demobilisation and Resettlement Teams for 509 reporters (349 male & 160 female) in Lagoro Subcounty, Kitgum District, Lokung Subcounty, Lamwo District, Pabbo SC, Amuru District, Bukomansimbi District, Central DRT, Kitgum Matidi Kitgum District, Palabec Gem SC Lamwo District, Lira Palwo SC Agago District In Kitgum DRT, Amuru Town Council, Amuru district, Paraa subcounty Nwoya district, Amari subcounty – Amuru district and Latanya sub-county Pader district. Dialogues have enhanced social cohesion by promoting understanding, trust, and reconciliation between reporters (former combatants) and host communities, reducing social tensions and fostering peaceful coexistence.

MIA also conducted ten (10) Community sensitisation meetings on Amnesty Commission laws and Demobilisation and Resettlement Teams in (Kamwenge TC, Kasese Municipality, Kyegagwe TC of Busei Sub- county in Iganga District, Kalulu Sub-county in Yumbe District and Lokung Sub-county in Lamwo District).

Additionally, 321 Reporters were demobilised from Zeu Sub-county, Akaa Sub-county in Zombo District, Nakalama Sub-county in Iganga District, Amida Sub-county in Kitgum District, Acholibur Sub-county in Pader District, Unyama SC, Gulu District and Nabiryo Sub-county in Iganga District.) A total of 1497 reporters and victims (30% female) reintegrated through training in Agriculture environmental management, Apiary, Metal fabrication, Tailoring, entrepreneurship, bakery, handcrafts), Linking reporters to existing opportunities in districts including Lwengo, Soroti, Koboko, Bundibugyo, Gulu, Lwengo, Iganga, Amuria, Kiryandongo, Kitgum, Serere and Yumbe Busaana Sub-county, Kayunga, Kyazanga TC, Palabek Gem, Lamwo, Bungatira Sub- county, Arapai SC, Kyazanga TC, Mbale DRT, Arua DRT, Labong Layamo SC, and Mucwini SC, Kitgum DRT.

Local council court members trained

The programme, through MoLG conducted review meetings with 20 Local Council Courts desk officers and other supportive structures from the 5 local governments of Kasese Municipality, Ibanda, Otuke, Kamuli and Moyo Districts and trained 66 Local Council Courts secretaries from the districts of Ntoroko, Ntungamo, Isingiro, Masaka, Kiruhura, Gomba, Mukono, Obongi, Bugweri, Buyende and Bundibugyo. The training strengthened the secretaries' capacity to coordinate and support Local Council Courts, improving their understanding of court procedures, coordination and service delivery.

The Ministry further conducted training of 100 local council court members from Buvuma District with support from the United Nations of Drugs and Crime (UNODC). The ministry did not train the same with support from the programme and this was attributed to the fact that preparations for the election of new office bearers was underway, hence prioritising the support structure to the same i.e. the desk officers and secretaries.





The interventions enhanced the capacity of Local Council Courts to handle community disputes more effectively and promote the use of mediation and other ADR mechanisms. This is expected to contribute to faster and more affordable dispute resolution, reduced pressure on formal courts, fewer unresolved disputes and improved access to justice at the community level. In terms of Cases disposed of at Local Council courts, the Ministry, during the period of review, managed to register a total of 603 local council court cases disposed.

ADR Mechanisms Strengthened

During FY2025/26, the Ministry of Justice and Constitutional Affairs strengthened Alternative Dispute Resolution (ADR) through the implementation of the National Alternative Dispute Resolution Policy, 2025, approved by Cabinet on 10 February 2025. The Ministry operationalised the ADR Advisory Committee and disseminated over 400 copies of the Policy to key stakeholders to promote awareness and implementation. Under the programme, MoJCA handled a total of 1,258 mediations in the Office of the Administrator General; additionally, all cases under Civil Litigation undergo mediation before being presented to the respective courts.

Strategic Intervention 3.2: Strengthen the rule of law and governance service delivery systems

Under this intervention, the programme seeks to continue to strengthen the rule of law and service delivery systems through building the capacity of institutions and duty bearers, prioritising prevention and response to crime, re- engineering business processes, as well as automation and integration of service delivery systems. Specifically, the following strategic actions will be undertaken.

Strategic Output 3.2.1: Capacity and capability of duty bearers built [All JLOS MDAs]

To enhance service delivery, it is essential to develop institutional capacity to create strategies and training plans; build the capacity of duty bearers through targeted specialised training in various disciplines; undertake continuous professional development in leadership and administrative functions; establish and strengthen customer care service desks across all institutions; and advocate for staff recruitment to address the 35% staffing gap in institutions and improve the UPF to population ratio, as well as the Warder to inmate ratio. The key output indicators include the following.

Table 34: Output 3.2.1 Indicators - Capacity and capability of duty bearers built

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of scientists trained in scientific analytical skills	5	22	20	46	GAL
Proportion of Districts supported (%)	30%		40%		NIRA
Number of engagements with duty bearers held (Cultural institutions)	164		170		NIRA
Number of law enforcement officers, Prosecutors and Judicial officers trained to enforce URSB commercial laws	100	0	130	120	URSB

Scientists trained in scientific analytical skills

GAL undertook specialised training for forty-six (46) Government Analysts against a target of 20 to enhance their technical competencies, strengthen professional capacity, and improve institutional performance. This investment in human resource development has strengthened the Laboratory's ability to deliver timely, high- quality forensic and analytical services while promoting continuous professional development and long-term institutional sustainability.

UPF also conducted a refresher training for 12(3F) forensics services officers on latent print development, enhancement and recovery of impressions evidence to strengthen the role of forensics services in crime management and 255(84F) officers on strategic planning, monitoring, evaluation and reporting by facilitators from Uganda Management Institute.



UPF forensics officers during training sessions.



Senior UPF officers during training on strategic planning, M&E and Reporting.

Proportion of Districts Supported (%)



Figure 3: Biometric Capture during the Mass Enrolment and Renewal Exercise

During FY 2025/26, NIRA continued to strengthen the decentralisation and accessibility of civil registration services across the country. A total of 133 out of 146 districts, municipalities and cities, representing 91.1%, were supported and actively registering vital events, exceeding the annual target of 85%. The Authority supported service delivery through the provision of standardised civil registration tools, including birth and death notification forms, certificates and issuance registers, complemented by technical support and registration outreaches. For administrative areas where NIRA had not yet established an independent physical presence, services continued to be provided through the respective mother districts.

Engagements with Duty Bearers Held (Cultural Institutions)

NIRA strengthened engagement with key duty bearers and stakeholders as part of efforts to improve awareness, ownership and compliance with civil registration requirements. These engagements complemented the Authority's broader stakeholder coordination and public-awareness interventions, including four CRVS Technical Working Group meetings involving UBOS, the Ministry of Health, academia, researchers, civil society organisations and other MDAs, as well as multimedia sensitisation through radio, television and routine registration activities.

Law enforcement officers, Prosecutors and Judicial officers trained to enforce URSB commercial laws

URSB trained 120 officers against a target of 130, achieving 92% performance. This contributes directly to a more efficient judiciary. The indicator supports the Tenfold Strategy's precondition of a "Strong and Efficient Judiciary," which relies on well-trained officers to resolve commercial disputes promptly and effectively.

Para-legal Training

During the reporting period, the Commission conducted three paralegal training sessions aimed at enhancing participants' knowledge and understanding of the Equal Opportunities Commission's mandate, legal framework, and complaint-handling mechanisms. The trainings were held in Jinja, Wakiso, and Kitgum districts, with each session attracting approximately 40 participants drawn from diverse stakeholder groups. These trainings strengthened the capacity of community-based paralegals to identify, prevent, and respond to issues of discrimination, marginalisation, and inequality within their respective communities.

In addition, with support from development partners, the Commission conducted two specialised paralegal training sessions on Business and Human Rights in Jinja and Hoima districts. Each training brought together approximately 40 participants and focused on promoting awareness of the intersection between business operations and human rights, as well as equipping paralegals with the knowledge and skills to advocate for responsible business conduct and protect the rights of affected communities.



Participants attending a paralegals training conducted by EOC in Kitgum .



A group Picture after a training in Business and human rights conducted by EOC.



A Group picture of participants during the training on refugee law and statelessness.



Participants during the training on Refugee law and Statelessness.

Strategic Output 3.2.2: Coordination, communication and cooperation of governance and rule of law and institutions undertaken -

Service delivery in the JLOS is hinged on the promotion of coordination, communication and cooperation as key pillars for efficiency and effectiveness. In line with the Programme Based Approach, the JLOS will strengthen national and sub-national management structures and support joint institutional initiatives for collaboration to deliver expected results.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Level of effectiveness of JLOS institutions in service delivery	68%	69%	70%	69%	MoJCA



Level of effectiveness of JLOS institutions in service delivery MoJCA paid a courtesy visit to the Judiciary to show collaboration at Hoima High Court

The Uganda Prisons Service has linked a total of 40,153 (35,662 male & 4,491 female) inmates to the criminal justice actors through Pro Bono Services and paralegal services. All prisoners eligible for production to court were delivered as and when required by the court. During the period, a total of 464,761 remand prisoners were presented before courts of law. As a result of delivering inmates to court, the remand population reduced from 47.3% recorded in FY2024/25 to 45.9% in FY2025/26. The average length of stay on remand however increased from 17.3 months to 17.5 months for capital offenders and from 2.5 months to 3.0 months for non-capital offenders.

Strategic Output 3.2.3: Crime Prevention and response Strengthened

In NDP IV, the Subprogramme prioritised reducing crime in terms of volume and incidence and strengthening offender rehabilitation to reduce the rate of re-offending. Specifically, the following were prioritised:

i. Promotion of community policing and other public engagements on crime prevention and response mechanisms;
ii. Rollout of the Sub-county Policing model;
iii. Re-tooling and equipping crime-fighting agencies;
iv. Strengthening the collection and use of scientific evidence and enhancing the capacity of specialised units such as cyber and forensic analysis;
v. Encouraging cross-border and international cooperation in crime prevention and management;
vi. Improve coordination in prevention and response to crime by crime-fighting agencies;
vii. Rehabilitation and reintegration of prisoners and child offenders back into the community; and
viii. Promotion of the use of alternatives to imprisonment, including the use of community service.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of criminal syndicates dismantled	3	33	5	44	UPF
Percentage of villages (out of 71,227) engaged in community policing programmes	9.80%	17.2%	12.90%	20%	UPF
Proportion of reported cases taken to court.	30%	37%	44%	40%	UPF

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Detective case workload ratio.	01:39	01:43	01:34	01:54	UPF
Percentage of police units equipped with SOCO kits	43.4%	35%	45.5%	37%	UPF
Number of police forensic reports issued	820	1,667	1,222	1,897	UPF
Number of crime scenes processed	3,184	41,970	3,509	44,875	UPF
%age of police Districts/Divisions with canine services.	44%	55%	49%	62%	UPF
% of terror threats detected and neutralized	100%	100%	100%	100%	UPF
No. of certificates of good conduct issued.	42,121	142,901	49,765	112,972	UPF
No. of transnational & cross-border joint operations conducted	2	4	3	4	UPF
Proportion of gazetted border points connected to the i-24/7 system.	2%	18%	5%	24%	UPF
Offenders successfully rehabilitated and reintegrated	5,299	30,550	6,000	32,617	UPS
Number of child offenders successfully rehabilitated and reintegrated	781	664	800	1,772	MGLSD

Criminal syndicates dismantled

UPF dismantled 04 criminal syndicates, including panga welding gangs and motorcycle gangs operating in the areas of Kampala Metropolitan area, Eastern Uganda, Greater Masaka, Rwenzori, Ssezibwa and North Kyoga regions involved in robberies, murders and thefts targeting cash, firearms, mobile money agents, etc. The programme, through UPF conducted intelligence-led operations in 12 police regions, resulting in the arrest of 242 suspects and profiling them on cases of terrorism, kidnapping, murder, and aggravated robbery.





Some of the suspects arrested and taken to court during intelligence operations

UPF conducted sting operations specifically in the Kampala metropolitan area, which led to the arrest of 1,869(14F) suspects taken to court. These operations led to the recovery of Narcotic Drugs (Opium, Marijuana, etc..), knives, iron bars, breaking implements, screwdrivers, vehicle vandalism tools, suspected stolen vehicles, number plates, and 12 dummy weapons.





Some of the recovered exhibits from police operations.

UPF recovered (1,156 heads of cattle out of the 1,372 reported stolen), recovered (532 Goats/Sheep out of the 451 reported stolen). Arraigned 51 suspects in court and recovered 95 firearms and 396 rounds of ammunition.

Villages (out of 71,227) engaged in community policing programmes

The programme enhanced crime prevention strategies through supporting UPF to conduct community policing programmes. UPF sensitised the public about crime prevention, public safety, crime management and criminal justice through conducting radio talk shows, TV shows, school outreaches and extended community policing ideology to villages, reaching out to over 769,726 (362,820F) participants countrywide. The improved community policing efforts consequently led to the engagement of 20% of the country's villages in community policing programmes against the planned 12.9%.



Sensitising students about crime prevention and awareness in Busoga region.



Sensitising the 'bodaboda' community in Ndejje division

UPF heightened maritime safety through increasing marine establishments from 27 to 33, enabling the handling of 128 maritime emergencies, leading to the saving of 58 lives from water bodies. Additionally, UPF strengthened the provision of fire prevention and rescue services by increasing the number of fire stations across the country from 46 to 52, responded to 1,000 fire calls and 310 emergency rescues in which 50 people were saved. Similarly, carried out fire inspections and sensitisation on safety in urban areas.



A fire & safety officer sensitising the community in Kampala Central

Detective case workload ratio.

UPF's workload remains high as seen by the detective case workload ratio of 1:54, meaning that each detective investigates an average of 54 case files annually against the recommended 1:12. This has consequently led to poor investigations and as a result, a low percentage of cases taken to court, which now stands at 40% against the targeted 44%.

Police units equipped with Scene of Crime kits.

In the period under review, UPF has equipped 37% of its units with SOCO kits against a planned 45.5%. The absence of SOCO kits in the unequipped units deters the collection of vital evidence at crime scenes.

Crime scenes processed

Professional handling of crime scenes, as a determinant to good evidence management practices that often lead to successful investigations, has led to an increase in the number of crime scenes processed from the planned 3,509 to 44,875. This good performance has also been due to the availability of trained UPF scene of crime officers deployed across all regions.

Forensic reports issued

Supported prosecution-led investigations through processing 44,857 crime scenes and issuing 1,897 (56%) forensic reports out of the 3,376 requests for forensic analysis registered.



UPF Forensics officers processing crime scenes

Ensuring the timely analysis of newly received cases directly improves service delivery by reducing turnaround time, preventing accumulation of case backlogs, and enabling faster submission of forensic reports to investigators, prosecutors, and courts. This accelerates investigations and court proceedings, enhances client satisfaction, and strengthens confidence among justice sector stakeholders. Timely reporting also minimises prolonged detention of suspects due to pending forensic results and supports survivors, particularly in sensitive cases such as sexual and gender-based violence by facilitating quicker case resolution.

GAL therefore prioritises the prompt analysis of all newly received cases to enhance efficiency, accessibility, and responsiveness of its services. Of the 4,994 cases received during the reporting period, 88.1% (4,402 cases) were analysed and reported (completed). With the timely release of funds and the consistent availability of reagents, chemicals, consumables, and other essential laboratory supplies, GAL will be able to sustain prompt reporting of all incoming cases and effectively contain the growth of case backlog, thereby further strengthening service delivery and access to justice.

Table 35: Annual Case Performance FY 2025/2026

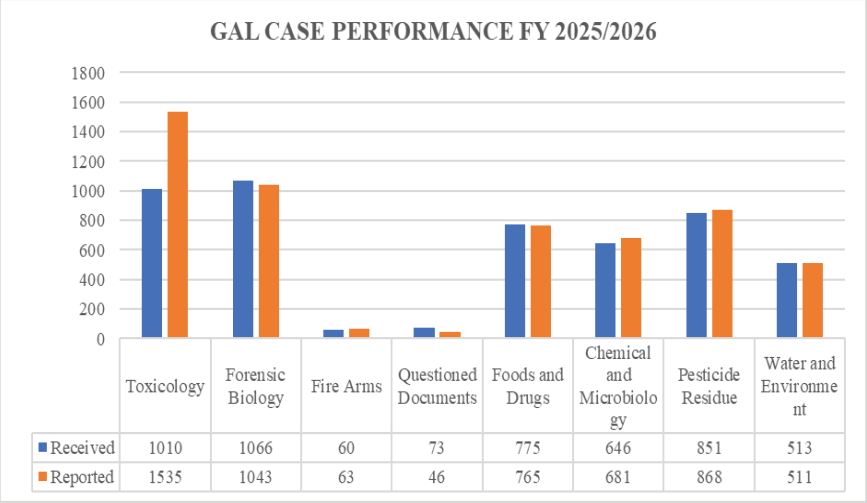
Divisions	Received Cases			Reported Cases			
	Forensic	General /Civil	Total	General /Civil	Forensic		**Total**
					New	Backlog	
Toxicology	805	205	1,010	205	783	547	1,535
Forensic biology	768	298	1,066	293	272	478	1,043
Fire Arms	47	13	60	9	43	11	63
Questioned document	37	36	73	18	6	22	46
Foods and Drugs	284	491	775	466	265	34	765
Chemical and Microbiology	0	646	646	672	0	9	681
Pesticide Residue	22	829	851	847	12	9	868
Water and Environment	24	489	513	489	22	0	511
Total	1,987	3,007	4,994	2,999	1,403	1,110	5,512
Percentage	39.8%	60.2%	100.00%	54.4%	25.5%	20.1%	100.0%

Source: GAL Registers and Databases

Key words:

- Backlog represents cases that are 90 days and above in the system
- New represents New forensic cases
- General/Civil represents non-forensic cases.
- Reported cases represent cases analysed, completed and analysis reports given to clients.
- Received cases represent samples/exhibits that have been submitted by GAL clients for analysis.

The table shows case performance per division, FY 2025/2026. The table reveals that GAL received 4,994 cases, of which 39.8% were Forensic cases and 60.2% were General/ Civil cases, and reported 5,512 cases, of which 54.4% were General cases, 25.5% were new forensic cases, and 20.1% were Backlog cases as at the end of FY 2025/2026. The graph shows the GAL FY 2025/2026 case performance.



Proportion of reported cases taken to court.

UPF took 40% of the reported cases to court in the period under review, against the targeted 44%. This performance is largely due to a high detective caseload, incomplete investigations, and other inefficiencies among stakeholders in the criminal justice system.

Crime rate trend 2021 – 2025



In the period under review, UPF enhanced its crime prevention and response strategies through increased police visibility in sub-counties, town councils and divisions, conducted targeted community policing, intelligence-led operations against criminal syndicates and acquired and maintained anti-crime infrastructure. This resulted in the reduction of the crime rate from 476 in 2024 to 427 in 2025. Similarly, reported criminal cases reduced from 218,715 in 2024 to 196,405 in 2025, representing a reduction of 10.2% which indicates an overall decline in reported crime incidents.

Overall Case Progress 2021 - 2025

Category	2021	2022	2023	2024	2025
Total Cases Reported	196,081	231,653	228,074	218,715	196,405
Cases under inquiry	70,978	136,499	94,535	90,663	77,298
Cases not proceeded with	60,095	26,749	48,632	46,302	39,816
Cases taken to court	65,008	68,405	84,907	81,750	79,291

Police Districts/Divisions with canine services.

The programme enhanced the provision of canine services by increasing coverage to 62% of the police districts/divisions. This enabled the canine unit to support criminal investigations countrywide through performing 20,978 trackings, which resulted in the arrest of 15,907 suspects, of whom 6,033 were taken to court and 7,262 exhibits recovered using canine dogs.



Canine Police Unit after tracking a suspected coffee thief with stolen coffee seeds.



A suspected banana thief arrested and exhibits recovered.

Terror threats detected and neutralised

UPF's intelligence and counter terrorism units responded to all detected terror threats and neutralised them successfully at a success rate of 100%.

Certificates of good conduct issued.

UPF carried out criminal background checks among persons of interest seeking jobs, travelling, and other clearances as requested. During the period, UPF's performance was over 200%, having issued

112,872 certificates of good conduct against the targeted 49,765. This demonstrated increasing trust in the programme's delivery of services to the public.

Transnational & cross-border joint operations conducted

UPF conducted 04 transnational & cross-border joint operations, which led to the arrest of 04 suspects on various crimes, and recovery of 05 motor vehicles reported stolen from other countries; intercepted 02 suspects (01F) with heroin destined for Italy and Dubai; both were prosecuted and remanded to Kigo prison; arrested and deported 04 suspects on INTERPOL's wanted list.

Proportion of gazetted border points connected to the i-24/7 system.

UPF has connected 24% of the gazetted border points, against the planned 5%, to the i-24/7 system. This improved performance was due to increased investment in anti-crime infrastructure and ICT systems in the management of crime.

Offenders successfully rehabilitated and reintegrated.

In FY 2025/26, the Uganda Prisons Service planned to rehabilitate and reintegrate 6,000 inmates. By the end of the year, however, a total of 32,617 offenders had participated in various rehabilitation programmes, exceeding the target due to support from NGOs such as Advance Africa, Fill the Gap, Franciscan Sisters and Family of Africa. These interventions included vocational skilling, which engaged 25,019 inmates (2,144 females) across 128 prisons. Of these, 806 inmates successfully trade-tested and were awarded certificates by the Uganda Vocational Training Assessment Board (UVTAB). Formal education at primary, secondary, and university levels enrolled 4,177 inmates (173 females), among whom 89 were pursuing a Diploma in Laws. Adult Learning and Community Education programmes benefited 3,421 learners (154 females) in 138 prisons.

Additionally, the Service successfully reintegrated a total of 1,463 inmates (470 females) into their communities. Equipped with marketable vocational skills and formal educational qualifications, the reintegrated offenders are better positioned to become self-reliant, economically productive citizens capable of contributing meaningfully to their households and communities, fostering safer, crime-free societies and strengthening the social fabric. Notably, the rate of recidivism declined from 13.4% in FY 2024/25 to 13.2% in FY 2025/26, reflecting a modest but positive downward trend.



Graduation Ceremony at Upper Prison in partnership with University of London – Degree is Law



Inmates celebrating the PLE Results at Mbarara Main Prisons

Strategic Output 3.2.4: Business Processes Re-engineered

The focus of JLOS institutions is increasing efficiency in service delivery through addressing operational bottlenecks that inhibit access to JLOS services, provision of basic tools of the trade, and strengthening customer care. Strategic focus will be placed on strengthening case management processes for efficient

service delivery, building the capacity of duty bearers, ensuring adherence to service delivery standards and client charters, and improving records management and storage.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
% of New online and administrative business processes innovations implemented	65%	70%	85%	85%	URSB

New online and administrative business processes innovations implemented

Uganda Registration Services Bureau (URSB) continue to advance its all-digital, all-online agenda by simplifying and automating its registration processes. Over the years, URSB has leveraged the Online Business Registration System (OBRS) to transform business registration from a manual, paper-based process into a fully digital service delivery platform.

Building on these reforms, URSB rolled out a new online registry (eRegistry) in FY 2025/26, introducing a Single Company Registration Form, which replaced the multiple forms previously required for company registration. The reform also established a unique identifier for every registered business, streamlining business registration, licensing, and regulatory compliance across government agencies.

The eRegistry is accessible at https://eregistry.ursb.go.ug/, and it incorporates the Insolvency and Receivership modules, the Copyright and Neighbouring Rights module, and the Non-Individual Register, providing an integrated digital platform for multiple URSB services. As a result of these digital reforms, paper-based registration forms have been eliminated, processing times have been significantly reduced, and service delivery has become more efficient, accessible, and user-friendly, enabling clients to submit registration applications online from anywhere and at any time.

Strategic Output 3.2.5: Business processes automated, and Management information systems integrated

The JLOS prioritised automation of business processes and strengthening case management systems by adopting technology that will enhance online accessibility while guaranteeing data and information security.

JLOS will also fast-track the adoption of data sharing protocols and integration of business systems to enhance inter- and intra-institutional workflows.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of regional immigration offices operationalised with e-passport system	5	0	7	0	NCIC
Number of diaspora offices/ missions abroad operationalised with e-passport system	7	0	9	0	NCIC
E-passport system capable of issuing other travel documents e.g. TMPS and C.I	0	0	1	0	NCIC
Number of prisons operating a functional PMIS	0	3	0	3	UPS
No. of systems integrated with registration systems	4	4	5	5	URSB
Level of Automation of Business Processes	85%	85%	88%	90%	URSB
Percentage integration of systems	0%	xxx	10%		MoJCA

Regional immigration offices operationalised with e-passport system

NCIC did not deploy the e-passport system to the new regional office but fully operationalised Arua Regional Immigration Office in FY2025/26. All five (05) regional E-Passport centres in Jinja, Mbale, Arua,

Gulu and Mbarara were maintained and remained functional in FY2025/26.

NCIC has further explored the use of Mobile kits to cater for areas where there is no passport centre and deploys Mobile Kits to enrol passport applicants in a bid to support automation of business processes.



A staff member of NCIC enrolling a passport applicant using the mobile kit during a passport clinic in Hoima City at RCC Gardens from 12th-13th August 2026.

Diaspora offices/missions abroad operationalised with e-passport system

NCIC targeted to extend the e-passport system to one (1) diaspora office at the Ugandan embassy of Riyadh in Saudi Arabia, in FY2025/26; however, funds for deployment of the e-passport system were not released in FY2025/26.

E-passport system capable of issuing other travel documents, e.g. TMPS and C.I

During the year under review, automation of other travel documents, including Temporary Movement Permits (TMPs) and Certificates of Identity (C.I.), was not completed due to late release of funds. However, the initiative remains a critical business process for strengthening the integrity, security and efficiency of the issuance and management of travel documents.

An inception report has been produced, and development of the system workflow is ongoing. The initiative is being fast-tracked to facilitate secure, standardised and traceable issuance of these documents, while strengthening governance and controls across the travel document lifecycle.

Prisons operating a functional PMIS

The Uganda Prisons Service has continued to pilot the Prisoners Management Information System (PMIS) in 3 prisons: Upper, Luzira Women and Murchison Bay. Enhancements to the system are ongoing, with a strategic vision to eventually scale it up to cover all 270 prison units nationwide. UPS digital transformation aligns with the national Ten-Fold Development Strategy by strengthening institutional accountability, improving justice sector efficiency, and supporting the broader goals of governance, security, and socio-economic transformation through data-driven offender management and rehabilitation.

Systems integrated with registration systems

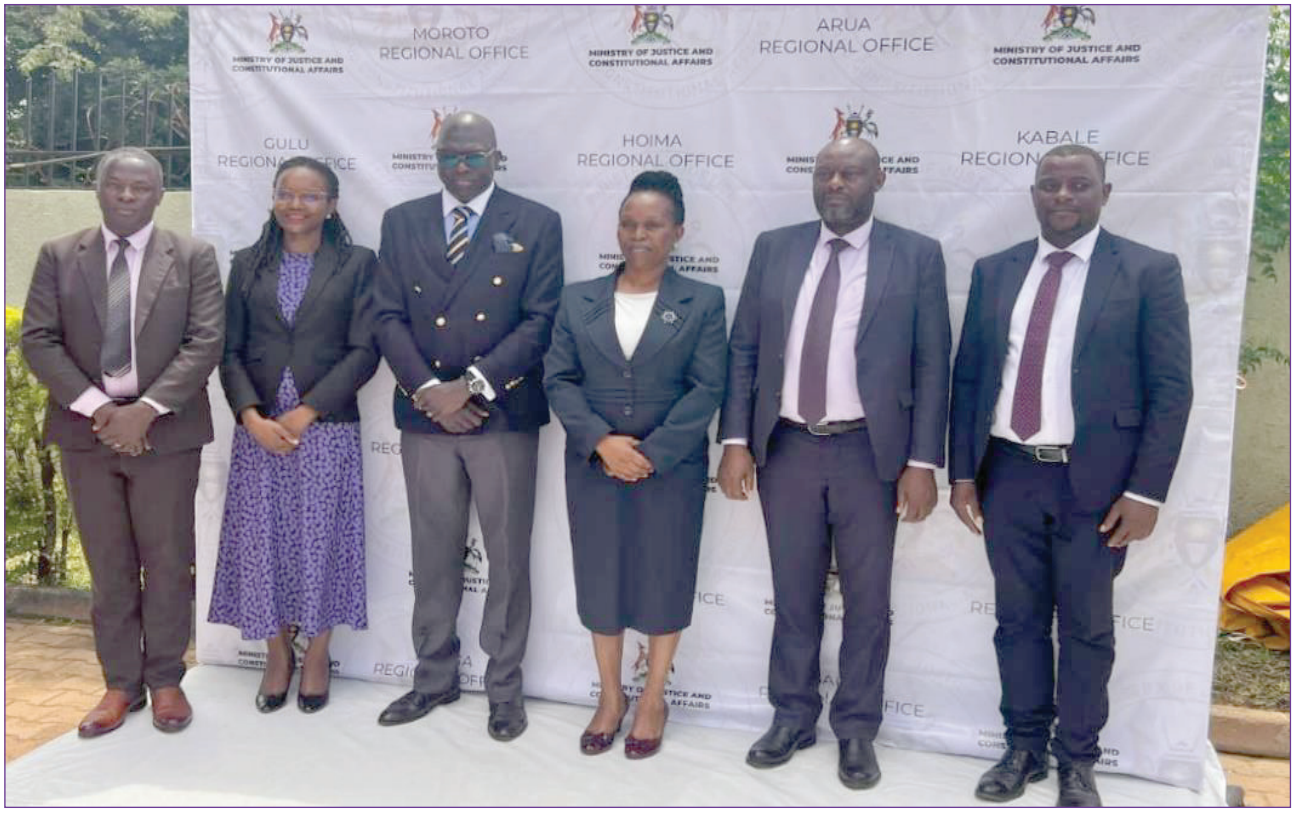
Five systems were integrated with the URSB registration system against a target of five, achieving 100% performance. Key integrations include the National Identification and Registration Authority (NIRA), Posta Uganda, Uganda Revenue Authority (URA), and Motor Vehicle Registration. These linkages have enhanced operational efficiency.

Level of Automation of Business Processes

MoJCA 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 for system users in the Directorate of Civil Litigation, Regional Offices and Local

Governments, as well as in the Office of the Administrator General. The installation of these systems provided a cloud environment link with the Headquarters and all twelve (12) regional Offices. The systems have improved efficiency and coordination of assignments and tasks within the Ministry.



The Ministry operationalised Five (5) additional Regional Offices in the sub-regions of Kigezi, Busoga, Central, Lango and Bunyoro, specifically in Kabale, Iganga, Masaka, Lira and Hoima city respectively. This has increased access to the Ministry/Attorney General's services by the public.





Commissioning of the MoJCA Iganga Regional Office by the Deputy Solicitor General: Commissioning of the MoJCA Lira Regional Office by Lady Justice Sarah Birungi accompanied by the Deputy Solicitor General

Percentage integration of 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 for system users in the Directorate of Civil Litigation, Regional Offices and Local Governments, as well as in the Office of the Administrator General. The installation of these systems provided a cloud environment link with the Headquarters and all twelve (12) regional Offices. The systems have improved efficiency and coordination of assignments and tasks within the Ministry.

Uganda Registration Services Bureau (URSB) has continued to automate its business processes through digital transformation. The Bureau achieved 85% implementation of new online and administrative business process innovations against a target of 85%, recording 100% performance.

Over the years, the Bureau implemented the Online Business Registration System (OBRS), which transformed business registration from a manual, paper-based process into a fully digital service. During FY 2025/26, URSB transitioned to the enhanced eRegistry platform, which introduced the Non-Individual Register (NIR), a centralised repository for all non-individual entities operating in Uganda, including companies, partnerships, associations, cooperatives, non-governmental organisations, and other legal entities.

The eRegistry is fully integrated with key government and service delivery systems, including the National Identification and Registration Authority (NIRA), the Uganda Revenue Authority (URA), and Posta Uganda, as well as online payment platforms such as commercial banks, mobile money, and other electronic payment systems. These integrations facilitate seamless data exchange, identity verification, tax registration, digital address verification, and end-to-end online transactions across multiple government and financial service providers.

Building on this integrated platform, URSB introduced a Single Company Registration Form during FY 2025/26, replacing the multiple forms previously required for company registration. The reform established a unique identifier for every registered business and streamlined business registration, licensing, and regulatory compliance across government agencies, thereby reducing administrative burden and improving the ease of doing business in Uganda.

Through these interventions, name reservation is completed within one hour, business name registration within 30 minutes, and company registration within four hours, enhancing the ease of doing business in Uganda. A total of 51,619 new businesses were registered in FY 2025/26, comprising 29,693 new companies and 21,926 business names.

The eRegistry also incorporates modules for Insolvency and Receivership, Copyright and Neighbouring Rights, and the Non-Individual Register, providing an integrated digital platform for multiple URSB services. This has enhanced operational efficiency, improved data integrity and interoperability, reduced processing times, and strengthened service delivery through a secure, user-friendly, and fully online registration environment.

URSB also maintains the Security Interest in Movable Property Registry (SIMPR), a web-based, 24/7 registry that enables MSMEs and individuals to use movable assets as collateral for accessing credit. The system is integrated with key government platforms, including NIRA, URA, eregistry, IPAS, GOVBILL, and the Motor Vehicle Registry (MVR), thereby streamlining the registration of security interests in motor vehicles, trailers, engineering plants, and other movable property.

This system facilitates improved access to credit by allowing businesses and individuals to leverage movable assets as collateral, thereby promoting financial inclusion and access to finance. By the end of FY 2025/26, a total of 26,120 security interest notices had been registered in the SIMPR system by lenders. Consequently,

26,212 individual borrowers and MSMEs accessed credit using movable assets as collateral. The total value of registered security interests amounted to UGX 9,707.632 billion, USD 23.013 billion, EUR 0.034 billion, AFN 0.014 billion and BYR 0.009 billion.

Furthermore, URSB automated trademark and industrial design registration through the implementation of a fully online front-office system. The Industrial Property Administration System (IPAS) was enhanced through integration with the Uganda Revenue Authority (URA) payment portal, the ARIPO Member States module, and the deployment of digital signatures to facilitate secure and efficient processing of intellectual property applications. These enhancements, aligned with Uganda's National Intellectual Property Policy and the broader digital transformation agenda, have improved operational efficiency, reduced processing costs, strengthened document security, enhanced data management, and increased

the competitiveness of Uganda's intellectual property service delivery within the region.

UPF continued with automating its business processes through developing and rolling out a case tracking system across all policing regions, rolled out the Crash data system in the 03 KMP regions, developed an e- System to manage & monitor Police medicines & supplies and rolled it out at 40 Police health centers.

The Uganda Prisons Service is transforming offender management with its Prisoners Management Information System (PMIS). Following a successful pilot phase at Luzira Upper Prison, Murchison Bay Prison, and Luzira Women Prison, data for 8,617 active prisoners have been captured. The enhancement is ongoing in 10 prison stations, 5 prison districts, and 5 prison regions.

Strategic output 3.2.6: Quality Assurance enhanced.

The programme prioritises continuous improvement to ensure quality service delivery. Institutions including MoJCA and URSB track the quality of the services rendered using various indicators as shown below.

Table 36: Output 3.2.6 Indicators - Quality Assurance enhanced

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of applicants for law chambers licenses issued with certificates of approval	1,412	1,588	1,550	1,928	MoJCA
Proportion of applicant Legal Aid Service Providers issued with certificates of approval	48	105	60	58	MoJCA
No of Universities teaching law with certificates of approval	14	15	15	24	MoJCA
No of disciplinary cases against lawyers concluded	18	44	50	74	MoJCA
% progress with the implementation of ISO	80%	82%	85%	100%	URSB

Quality assurance in the Legal Professional

The Law Council is responsible for the regulation of Advocates' Law Chambers. To exercise this mandate, it undertakes inspection of Law Chambers to determine whether they comply with required professional, operational and regulatory standards. In FY2025/26, a total of 1,928 Law Chambers were inspected, which reflected extensive regulatory coverage and strengthened supervision of legal practice. The high level of inspection promotes compliance with professional standards, improves the quality of legal services and protects clients from unqualified or non-compliant practitioners.

Proportion of applicant Legal Aid Service Providers issued with certificates of approval.

The Law Council inspects Organisations or institutions providing legal aid services to assess compliance with applicable professional and service-delivery standards. In FY2025/26, the Law Council inspected 58 Legal

Aid Service Providers, indicating that some regulatory oversight was undertaken during FY 2025/26 this has led to improved performance in disciplinary case disposal, committee activity, inspection of Law Chambers and oversight of law-teaching universities.

Universities teaching law with certificates of approval

In FY2025/26, MoJCA, through the Law Council, inspected 24 universities, demonstrating expanded oversight of institutions providing legal education. Compared with 15 universities inspected in FY 2024/25, performance increased by 60.0%. The improvement contributed to better-quality law programmes by ensuring that universities have adequate teaching staff, curricula, libraries, infrastructure and other required facilities.

Disciplinary cases

The Law Council held 33 disciplinary committee sittings and concluded 74 cases of disciplinary complaints against advocates or other regulated legal practitioners that were fully heard, determined and formally closed, which showed progress in resolving professional misconduct matters and enforcing ethical standards within the legal profession. Compared with 44 cases concluded in FY 2024/25, performance increased by 68.2%. This improvement reduced the number of pending disciplinary cases, strengthened accountability among legal practitioners and improved public confidence in the legal profession.

Progress with the implementation of ISO

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. 8,215 Legal Aid Providers were inspected, of which 7,195 were approved and issued with a certificate of approval, representing 87.58%.

In FY 2025/26, the Ministry inspected 1,928 legal aid providers and approved 1,630, translating into an 84.54% approval rate, the highest recorded over the five-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.

Financial Year	Inspected	Approved	% Approved
FY 2023/24	1,538	1,335	86.80%
FY 2024/25	1,588	1,476	92.95%
FY 2025/26	1.928	1,630	84.54%

Table 37: MoJCA legal aid service providers

Indicator	2023/24	2024/25	2025/26
Disciplinary cases concluded	40	44	74
Disciplinary Committee sittings	29	25	33
Law Chambers inspected	1,538	1,588	1,928
Law teaching Universities inspected	12	15	24
Legal Aid Service Providers Inspected	76	105	58

Data source: MoJCA Statistical Abstract and Annual Performance report

A QMS is a structured system of processes, procedures, and responsibilities that ensures the Organisation meets customer and regulatory requirements consistently and improves continually. Through the Bureau's Quality Management Unit, URSB has continued to review and improve its business processes to enhance service quality and identify areas requiring improvement. This process focuses on streamlining registration procedures, eliminating obsolete steps, and reducing delays, thereby making business registration and formalisation faster, more efficient, and client-friendly.

URSB achieved a significant milestone in streamlining and standardising its services by attaining 100% ISO Implementation against a target of 85% in 2025/26.This was achieved through the successful delivery of two certifications: ISO 9001:2015 (December 2025) and ISO/IEC 27001:2022 (June 2026) IN FY 2025/26. These certifications represent a major step in strengthening the Bureau's Quality Management System, which is client-centered and promotes standardisation, transparency, and consistency in service delivery. Consequently, it enhances operational efficiency, improves customer satisfaction, and minimises opportunities for corrupt practices. The Quality Management System continues to be actively maintained, supporting a higher-quality Business Register.

Strategic Output 3.2.7: Identification and Civil Registration services enhanced

Civil registration is continuous, universal and central to legal identity, planning, human-capital development and the integrity of the National Identification Register. During FY 2025/26, NIRA registered and certified births, deaths, adoption orders and marriages, supported districts with registration tools, conducted inspections and outreach, and strengthened stakeholder coordination.

Table 38: Output 3.2.7 Indicators

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of births registered in the year of occurrence	520,000	498,596	700,000	554,898	NIRA
Number of birth certificates issued	102,609	135,657	500,000	137,796	NIRA
Number of adoption order certificates issued	75	160	90	133	NIRA
Number of deaths registered in the year of occurrence	7,552	4,207	30,000	27,934	NIRA
Number of death certificates issued	2,000	19,043	2,500	21,108	NIRA
Number of civil marriages conducted	3216	-	3500	10,398	NIRA
Number of Marriages registered	12412		13000		NIRA
Number of single status letters issued	840		900		NIRA
Number of marriages certified	4460		5000		NIRA
Number of licenses granted to celebrate marriages	761		800		NIRA
Number of Islamic Divorce Returns	96		100		NIRA
Number of stakeholder engagements on civil registration held	1		4		NIRA
Number of applicants issued with passports in a year	350,000	224,451	400,000	191,685	NCIC
Percentage of citizenship applications granted out of applications received	80%	68.2%	90%	59.3%	NCIC

Table 39: Civil Registration Outputs

Civil registration output	Annual target	Actual by end Q4	Performance
Births registered	800,000	544,898	68.1%
Birth certificates issued	700,000	137,796	19.7%
Deaths registered	75,000	27,934	37.2%
Death certificates issued	40,000	21,108	52.8%
Adoption orders registered	100	133	133.0%

Marriages registered	35,000	10,398	29.7%
Districts supported with BDR tools	146	146	100%
CRVS TWG meetings	4	4	100%
Civil-registration stakeholder engagements	4	4	100%

Table 40: Six-Year Trend in Civil Registration Outputs, FY 2020/21–FY 2025/26

Financial Year	Births registered	Deaths registered	Marriages registered
2020/21	858,798	5,700	10,834
2021/22	1,255,712	51,341	12,491
2022/23	999,633	72,336	13,545
2023/24	635,016	25,018	15,628
2024/25	498,596	37,411	11,956
2025/26	544,898	27,934	10,398

Birth registration peaked at 1.26 million in FY 2021/22 and subsequently declined for three consecutive years to 498,596 in FY 2024/25, before recovering modestly to 544,898 in FY 2025/26. Death registration remains volatile: it rose from 5,700 in FY 2020/21 to 72,336 in FY 2022/23, but declined to 27,934 in FY 2025/26.

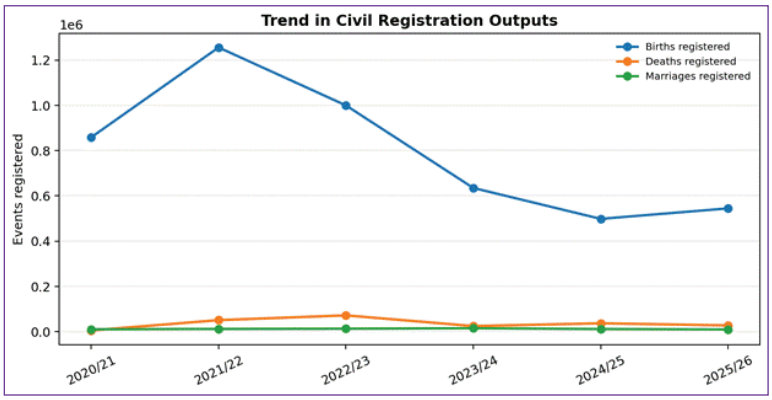


Figure: Six-Year Trend in Selected Civil Registration Outputs Applicants issued with passports in a year

Marriage registration increased to 15,628 in FY 2023/24 before falling to 11,956 in FY 2024/25 and 10,398 in FY 2025/26. These trends reinforce the need to strengthen routine notification, health- and local-government integration, public awareness, and service-linked registration so that CRVS performance becomes less dependent on episodic demand and outreach.

The program has strengthened the rule of law and governance service delivery systems through regulated identification systems. The Government identifies and issues passports to Citizens as travel documents. In the Year under review, the total number of Citizens issued passports is 191,685, which represents 47.9% of the annual target for FY2025/26. This is attributed to the Gulf War and Ebola outbreak, which crippled operations and had an effect on labour externalisation, thus reducing demand.

Travel documents empower citizens to travel for business, investment, education, and employment. Facilitating this mobility opens broader global opportunities that directly support Uganda's economic expansion.

Financial Year	Male	Female	Total
FY 2023/24	110,759	169,627	280,386
FY 2024/25	94,191	130,280	224,451
FY 2025/26	91,719	99,966	191,685

Citizenship applications granted out of applications received

Citizenship acquisition by applicants under Dual Citizenship, Registration and Naturalisation stood at 59.3% against a target of 90% for FY2025/26; the low performance is as a result of a lack of mandatory required documents for successful processing of the received applications. Granting citizenship creates an enabling environment for eligible foreign nationals residing in Uganda, empowering them to invest, attract top talent, and drive sustainable economic growth.

Strategic Output 3.2.8: Commercial and non-individual registration undertaken

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of enforcements on IP against infringement	32	8	42	42	URSB
Value of counterfeit goods/products destroyed	0.67	0.500	0.87	0.080	URSB
Number of forgery, Trademarks counterfeiting and Copyright piracy cases investigated	100	1	130	19	URSB
Time taken to register a business(hours)	4	4	4	4	URSB

Enforcements on IP against infringement

URSB carried out 42 IP enforcement actions against a target of 42, achieving 100% performance. This result was supported by effective stakeholder collaboration, particularly with the Uganda Police Force and collective management Organisations.

Value of counterfeit goods/products destroyed.

The value of counterfeit goods and products destroyed stood at UGX 0.08 billion against a target of UGX 0.87 billion, representing only 9% performance. Enforcement operations have been effectively suspended since December 2024 and now depend on external partners. Limited storage and exhibit-management capacity have further constrained operations and delayed prosecutions. This indicator is critical to the Tenfold Growth Strategy's objective of de-risking the economy and maintaining a strong investment climate, as weak IP enforcement undermines investor confidence and the growth of the knowledge economy.

Forgery, Trademarks counterfeiting and Copyright piracy cases investigated

URSB investigated 19 cases of forgery, trademark counterfeiting and copyright piracy against a target of 130, achieving 15% performance. The decline is largely attributed to the migration from a manual to a digital system, which has made documents and codes more difficult to manipulate and has reduced both the incidence of forgery and the number of complaints received. This outcome reflects progress in strengthening systems to curb such offences and supports the Strategy's goal of improving the investment climate.

Time taken to register a business (hours)

The time taken to register a business remained at 4 hours against a target of 4 hours, achieving 100% performance. This result is attributed to the continuous simplification of the registration process through automation, complemented by ongoing training and sensitisation on registration services.

The Government of Uganda, through an amendment to the Tax Procedures Code Act, mandated URSB to establish and maintain a centralised register of all non-individuals registered, incorporated, or conducting business in Uganda, in a bid to reduce informality.

This requirement obliges all legal entities to register with URSB and obtain a Unique Entity Registration Number, which will subsequently be fundamental in identification with the Uganda Revenue Authority, thus bolstering the tax base. In addition, the centralised register enhances access to reliable entity information, promotes transparency, improves regulatory oversight, and strengthens the integrity of Uganda's business environment.

On June 29, 2026, URSB rolled out the eRegistry, a centralised repository for all non-individual entities operating in Uganda, including companies, partnerships, associations, cooperatives, non-governmental organisations, and other legal entities, streamlining business registration, licensing, and regulatory compliance across government agencies.

On the value of counterfeit goods/products destroyed, URSB executed three court orders, primarily for the disposal of infringing exhibits from the Standards, Utilities, and Wildlife Court. The items, worth UGX 80 million, included STIHL spare parts for sawmill machines and compact discs without security devices. The destruction was carried out at the Kampala Capital City Authority (KCCA), Buyala Landfill site in Mpigi District. The exercise removed counterfeit and pirated goods from the market, thereby protecting consumers, promoting innovation, and supporting a conducive investment environment.

URSB also investigated nineteen (19) cases involving forgery, trademark counterfeiting, and copyright piracy. Of these, eight (8) cases were successfully concluded; two (2) resulted in acquittals, nine (9) remained ongoing before the courts, and three (3) were awaiting judgment, strengthening enforcement of intellectual property rights and legal compliance.

URSB maintained efficient business registration timelines during the reporting period. The time taken remains as follows: 1 hour for name reservation, 30 minutes for business name registration, and 4 hours for company registration. These streamlined processes continue to enhance the ease of doing business in Uganda by reducing delays and improving service delivery.

Strategic Output 3.2.9: Legal services rendered to government

The table indicates that MoJCA performed well in reviewing contracts and providing legal advice, achieving 5,597 against a target of 5,900, representing 94.9% target achievement. However, the number of cases defended for or against the Government was significantly below target, with 1,340 cases handled against a target of 7,700, representing 17.4% achievement. Compared to FY2024/25, cases defended declined slightly from 1,497 to 1,340. Overall, the Ministry demonstrated stronger performance in contract review and legal advisory services than in the defence of Government cases.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No of contracts reviewed and legal advice rendered (including advice on court award payments)	5336	4854	5900	5597	MoJCA
No. of cases for or against Government defended	6930	1497	7700	1340	MoJCA

CHAPTER V

OBJECTIVE 4:

STRENGTHEN ACCOUNTABILITY, TRANSPARENCY AND ANTI-MONEY LAUNDERING SYSTEMS FOR EFFECTIVE GOVERNANCE

The Governance and Security Programme has continued to strengthen Uganda's fight against corruption, economic and financial crime, including money laundering. During the reporting period, the GSP suppressed money laundering and corruption, registering a myriad of tactical gains in the short term as a build-up for more transformational and impact-oriented change. This has contributed to creating an enabling environment for efficient public service delivery, protecting economic activity and spurring local and foreign investment.

The stronger anti-money laundering enforcement action continues to keep Uganda off the EU money laundering blacklist and the FATF grey list. These efforts protect Uganda's fast-growing economy. In validation of Uganda's AML reforms, Uganda registered enhanced compliance with international AML/CFT/CPF standards following an upgrade on 3 FATF Recommendations. R7 on Targeted Financial Sanctions on Proliferation Financing, R28 on Other Forms of International Cooperation, and R33 on Statistics were upgraded from Non-Compliant (NC) or Partially Compliant (PC) to Compliant (C) or Largely Compliant (LC).

Suppressing corruption by holding perpetrators accountable and taking away illegal profits are at the centre of Uganda's anti-corruption agenda. Through the IG, the Programme investigated and concluded 1,249 corruption-related cases and ordered recoveries worth UGX41.9 billion; 22 prosecutions and 1,593 administrative sanctions were issued. Additionally, through the interventions of IG, UGX 17.8 billion was saved. In similar effort, the SHACU investigated an accumulative value of UGX1,451,926,192,724 of which this amount UGX1,989,354,700 was recovered.

Operationally, building on intelligence-informed efforts in detecting and responding to corruption, the Government is transitioning into AI-enabled measures, stronger institutional oversight and greater collaboration.

Enhanced compliance and due process were realised in procurements across Government. Against the premise that a substantial proportion of government resources are spent on procurement, 94.34% of procurement audits were rated satisfactory, and only 5.66% unsatisfactory. This emerged from 106 procurement and disposal audits undertaken, covering a cumulative sample of 1,945 contracts worth UGX 2,791,930,525,066/=. In terms of risk rating, 16.56% (322) contracts worth UGX201,729,074,321/= were rated high risk. Appropriate mitigation measures were recommended for implementation, including suspension of 12 providers.

Externally, the Programme enhanced citizen empowerment and partnership against corruption and financial crime. This builds on existing Government project monitoring programmes across the country that are primarily led by RDCs and members of the Inter-Agency Forum against corruption. These combined efforts have improved transparency, accountability and public trust.

The Programme audited 92% of the Government's annual budget through 98.4% of the planned financial audits. As a testament of compliance with rules and regulations by MDAs, the OAG registered 97.3% of audits with an unqualified opinion and 93% public trust in Government institutions. The implementation of OAG audit recommendations has grown to 59% up from a baseline of in FY2023/24. However, sustained

reforms must be institutionalised and an ethical culture entrenched in public service as a precondition for impacting international indices such as the Corruption Perception Index (CPI).

In recognition of the Programme's strong accountability promotion and collaborative arrangements with the supreme audit institution, Uganda was awarded the 'AFROSAI-E– Eastern Africa Association of Anti- Corruption Authorities (EAAACA) Impactful Collaboration Award' in 2026. This testament to the whole-of- government approach adopted in the fight against corruption demonstrated by the effective partnership model between Supreme Audit Institutions and Anti-Corruption Agencies to strengthen accountability systems.

Outcome: Improved transparency, accountability and public trust in service delivery

Transparency and accountability are fundamental pillars of effective governance and foster citizen trust and confidence in Government. According to the 2025 UBOS National Governance, Peace, and Security Survey, trust in public institutions grew from 79% in 2017 to 93% in 2025. As a signal of good governance and the rule of law in Uganda, the positive trajectory is consistent across all major Government institutions. This outcome is grounded in various reforms and achievements in enhancing transparency, amplifying citizen voice and participation in governance, and ensuring accountability for results.

During the reporting period, Uganda's anti-money laundering posture has continued to hold strong and achieved its AML/CTF/CPF target for FY2025/26. With a score of 5.72 against a target of 6.5 on the Basel AML Index (where 0 represents the least money laundering risk and 10 is the highest), Uganda's performance is above the sub-Saharan regional average of 6.14. Indeed, Uganda continues to stay off the Financial Action Task Force (FATF) grey list of countries with substantially deficient AML regimes. Through strong AML enforcement, Uganda registered an AML conviction rate of 78% against the annual target of 75%. Uganda's AML regime continues to serve as a strategic safety net for the protection of local markets and investment, while filtering out illicit financial flows.

At the macro level, perceptions and practices of corruption in Uganda remain present, albeit with a reducing trend, because of Uganda's stronger corruption prevention reforms, promotion of ethical leadership and anti-corruption enforcement efforts. Automation of critical processes such as public procurement processes and public finance management /control systems has strengthened institutions and minimised opportunities for corruption. As a result, the 2025 UBOS National Governance, Peace and Security Survey reveals a decline of prevalence of bribery from 17% in 2017 to 14%. However, despite these demonstrable improvements, macro perception of the prevalence of corruption continued to stagnate at 25% on the Corruption Perception Index. The table below illustrates the GSP performance against key indicators on progress in combating money laundering and suppressing corruption.

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Financial Action Task Force (FATF) listing	No	No	No	No	FATF Plenary report	FIA
Basel Anti-Money Laundering Index	6.83	5.71	6.5	5.72	Basel AML Annual Index	FIA
Corruption Perception Index	26	26	28	25	Transparency International	IG
Prevalence of corruption in the public sector	87		77	72	NSD & NIS Reports	IG

Strategic Intervention 4.1: Enhance public demand for accountability

Enhancing public demand for accountability is crucial for fostering transparency and ethical management of public resources. This intervention empowers citizens with information needed to question how public funds and offices are managed and compel duty bearers to be good financial stewards, acting with transparency and integrity, thereby promoting efficient and effective public services. The programme developed and implemented public awareness campaigns and programmes, and built and strengthened partnerships with both state and non-state actors.

The Programme empowered citizens to actively participate in accountability processes by cultivating an informed and active citizenry that consistently demands accountability from their leaders and institutions. As a result, the Programme has registered a fast-growing, strong demand for public accountability and aroused collective action against corruption. The empowerment has also reinforced the implementation of social accountability strategies in pursuit of a more transparent, less bureaucratic, and responsive governance system.

However, despite the progress, isolated segments of weak public demand for accountability remain. These continue to present as underlying drivers of impropriety in the management of public resources. Where citizens are disengaged, lack platforms for engagement, and do not have information to question how public offices and funds are managed, duty bearers face limited pressure to act with transparency and integrity. This paves the way for increased risk of corruption and abuse of public trust.

Intermediate Outcome 4.1: Improved compliance to accountability laws and regulations

This intermediate outcome measures the extent to which interventions under the objective are translating into improved compliance with accountability laws and regulations. Progress is assessed through audit performance, procurement integrity, and the value of public resources recovered, protected, or financial losses averted through audit and enforcement actions.

Overall, two of the three performance targets were achieved, demonstrating positive progress in strengthening accountability, financial management, and the protection of public resources. However, the performance of the procurement indicator remained below target, highlighting an area requiring further intervention.

Table 41: Intermediate Outcome 4.1 Indicators -: Improved compliance to accountability laws and regulations

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Percentage of Audited entities with an unqualified (clean) audit opinion	92%		92%	97.3%	OAG Annual report	OAG
Proportion of procurement contracts rated satisfactory	0.31		0.35	0.32	PPDA Annual Report/ E-GP system	PPDA
Aggregate nominal value of savings/recoveries/financial loss averted arising from audits and investigations by Anti-Corruption Agencies (ACAs)	Not available		300Bn	350Bn	Reports of Anti-corruption agencies	ACAs

Strategic Output 4.1.1: Increased citizen participation in governance-oversight and fight against corruption

During the reporting period, the programme enhanced the extent and quality of citizen engagement, the functionality of accountability partnerships, and institutional responsiveness. The programme expanded citizen feedback mechanisms through which the public can demand accountability. The programme performance across most indicators exceeded FY20252026 targets in relation to functional partnerships, digital citizen engagements and responsiveness to citizen feedback on accountability and corruption-related issues. This performance in digital engagements, functional partnerships, and responsiveness to citizen feedback indicates that once citizens are engaged and heard, the accountability system responds credibly, which reinforces citizens' trust and willingness to demand for accountability from those charged with the responsibility of financial stewardship of public resources. However, there is still a need to deepen downward accountability by strengthening citizen community-level engagement outside the urban and institutional setting to ensure consistency of MDA/LG reporting, which remainss a weak point that could undermine the programme objectives.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/ LG
Number of citizen focused engagements undertaken1	660	115-IG	655	145 (include outreach, radio, and TV)	KCCA (+402), IG (+86), OAG (+300), DEI ()
Number of functional partnerships	30	30	60	75	DEI
No of joint initiatives implemented with state and non-state actors.	20	47	35	40	IG
Percentage of citizen's feedback acted upon	0%		50%	68%	OAG
Percentage increase in users/viewers/visitors on all OAG online platforms	0		5%	52%	OAG
Percentage of planned collaborative activities implemented	68%		75%	77%	OAG
Number of RDC public engagements conducted	30		60		OP
OAG stakeholder satisfaction score	73.60%	Not available		Not available	OAG

Citizen-focused engagements (include outreach, radio, and TV)

The programme conducted 145 citizen-focused accountability engagements against a target of 655. These were undertaken by OAG, IG, KCCA, DEI, and the OP. These citizen engagements largely focused on enhancing citizen awareness and participation in deepening downward accountability and strengthening the fight against corruption.

Physical and Media engagements

The programme held 145 physical outreaches and over 800 media engagements with citizens to facilitate direct interactions and engagements on issues of accountability. For instance, the OAG held eight (8) citizen- focused sensitisation sessions on the audit results for the audit year ended 2025 and participated in two (2) regional CSO conventions.

In the same spirit, the programme continued to leverage mass media platforms to reach a broader spectrum of the public on matters of accountability. Through the KCCA, over 400 engagements here were held, including 210 radio and television talk shows and 192 media interviews. These engagements provided platforms for KCCA leadership and technical officers to explain issues affecting the City, including revenue mobilisation, road construction and maintenance, building control, physical planning, waste management, and trade order.



KCCA Public feedback session in Central division

In similar pursuit of enhanced public demand for accountability the Resident District Commissioner (RDC) – Secretariat conducted engagements with the citizens through barazas, radio and TV programs and locus engagements on corruption, all in the spirit of ensuring effective and efficient service delivery. Specifically, this was undertaken through barazas, locus engagements and inquiries.

Conducting 02 barazas - The Office of the President, through RDCs/RCCs, conducted two (02) citizen barazas in each of the 25 districts of West Nile and Busoga to improve awareness, participation, and uptake of government programs (e.g., PDM, Emyooga, Youth Livelihood, UWEP, DRDIP, education/ health inputs). The barazas served as structured accountability and problem-solving forums where RDCs exercised their coordination and oversight mandate, thereby bringing together Chief Administrative Officers (CAOs), sector heads, financial institutions/SACCOs, and implementing agencies at district levels to clarify eligibility, unblock access barriers, and agree on time-bound corrective actions. This continued to build citizen trust and created a feedback loop to improve service delivery and reduce leakages.

In addition, the OP conducted 27 locus engagements and investigations in collaboration with law enforcement agencies into corruption allegations involving RDCs/RCCs, their Deputies, and Assistants across different parts of the country.2 These on-site inquiries combine document reviews, interviews, and other verification exercises to inform decision-making and establish facts, recommend sanctions or exonerations, and close integrity gaps that undermine service delivery. Overall, reports from these engagements have informed decision-making. Four (04) reports on performance monitoring exercises of RDCs /RCCs and their Deputies on service delivery in 20 districts: Greater Masaka (10), Greater Mpigi (03) Bukedi (7) sub- regions. An additional 13 districts in Ankole and 6 districts in Kigezi Sub-region were covered and 9 districts in Acholi Sub-region.

Functional partnerships

In line with the whole-of-society approach against corruption and promotion of accountability, the programme established new and strengthened existing partnerships with non-state actors. For instance, 75 partnerships were established against a target of 60. By harnessing synergies, more effective and citizen- led promotion of accountability across Government has been realised. Partnerships were largely established and strengthened at the institutional level by the DEI, IG, and OAG, at both the national and sub-national levels.

The Program, through the Directorate for Ethics and Integrity (DEI), enhanced Partnerships between Government and Non-State Actors in the fight against corruption through the ACPPP, RFOs, and DIPFs. The DEI undertook to provide supervision and operational support to the Anti-Corruption Private Public Partnerships (ACPPP) regional partners in MIRAC-Bunyoro, TAC-Tororo, TAAC-Apac etc. A new IAF/ Taskforce was constituted and inaugurated to improve coordination of the ACPPP. To guide consistent and standardised partnerships, a new ACPPP Collaboration Framework has been developed, based on which all the planned sixty (60) partnerships were established with a memorandum of understanding (MoU).

The program sensitised and empowered the public on social accountability for meaningful engagement based on knowledge and understanding of legislation and Government procedures. This was done through the District Integrity Promotion Forums (DIPFs) and Integrity Committees. DEI established and strengthened the operations of the DIPFs. Follow-up and support supervision was conducted in ninety (90) District Local Governments across all sub-regions of Uganda, with the exercise aimed at refreshing and strengthening the operations of the DIPFs in those districts. In addition, capacity-building trainings were also conducted in 19 districts to mainstream work ethics and effective leadership. From these initiatives, we have been able to strengthen and rebuild a culture of integrity and accountability in the management of public affairs in the districts.

Furthermore, DEI enhanced coordination between Government and Religious Faith Organisations (RFOs), focusing on the fight against corruption and plugging moral decadence in society. DEI held

four engagements with RFOs leaders in the districts of Kitagwenda, Busia, Rakai and Masindi and empowered them on the National Ethical Values Policy of Uganda. A total of 159 Leaders were in attendance and agreed on coordinated campaigns to promote morality, peacebuilding and National Cohesion. Improvement has been registered in the coordination of the RFOs in Key segments of our population (Youth and families), which are central in the rebuilding of morals and fighting against corruption.

In addition, the Programme used these engagements to encourage non-state actors, including RFOs to monitor and promote government programs and priorities. Also, a data collection exercise for the development of a structured framework for RFOs was conducted on all RFOs in the Acholi sub-region and Mityana. This will streamline the coordination of RFO's role in Uganda's security and development undertakings based on structured social partnerships with government. Data has so far been received from 1,361 places of worship, and more is expected.



DEI team in a group photo with the Namutumba district security committee on 31st March after a meeting at the district headquarters to discuss possible immediate actions by Government to protect citizens against abuse, exploitation and manipulation after horrendous actions of a false religion that appeared in the media.

Similarly, the programme, through OAG engaged Civil Society Organisations (CSOs) to enhance public participation in the audit process. In collaboration with CSOs, the Office trained 15 CSOs on the use of the CFP and ART platforms that provide feedback on issues related to service delivery and follow up on the implementation of the audit recommendations. The programme, through OAG acted upon 68% of citizens' feedback against the target of 50%.

Arising from the citizen engagements, there has been a notable increase in the usage of OAG's online platforms, including its website and social media platforms such as X (formerly Twitter), LinkedIn, and YouTube. These platforms have become powerful tools for disseminating information, promoting stakeholder engagement, and strengthening the institution's reputation. Website users increased from 26,000 in 2024 to 38,000 as at 30th June 2026, representing a growth of 46%. Similarly, followers on X increased from 2,246 in 2024 to 3,355 as at 30th June 2026, an increase of 49%. The growing numbers of users on the OAG social media platforms demonstrate increased public interest in the work of the Auditor General and underscore the role of the OAG as a source of relevant and credible information in promoting transparency and good governance for improved service delivery. This exceptional performance, significantly above target, reflects growing public interest in the work of the Auditor General and the increasing effectiveness of OAG's digital outreach in promoting citizen engagement with audit findings.

Joint initiatives implemented with state and non-state actors.

The programme implemented 40 joint initiatives with state and non-state actors against a target of 35. These initiatives aim to strengthen citizen knowledge and participation in anti-corruption activities. Through these initiatives, institutions such as the IG receive valuable feedback from the population and strengthen critical partnerships to support the fight against corruption. Through these engagements, the IG established a collaboration with AICTION AID Uganda and TIU to organise an Anti-Corruption Caravan as part of efforts to improve Uganda's CPI score and achieve the FY 2029/30 NDP IV target of 31%. Furthermore, the IG established a partnership with iLEAD Uganda to integrate the program's values-based Leadership Curriculum with the established Integrity Ambassadors' Clubs (IACs). By integrating iLEAD's peer-led methodology, the IACs will move beyond theoretical integrity lessons to practical, values-driven leadership training.

In the same spirit, the OAG also partnered with the Civil Society Budget Advocacy Group (CSBAG) and the Anti-Corruption Coalition Uganda (ACCU) to simplify 22 audit reports, making the findings more understandable to communities and local leaders. The Auditor General also hosted students of the Basic Finance course from the UPDF College of Logistics and Engineering at Magamaga on a benchmarking study tour at Audit House. During the engagement, students were taken through the audit function and its role in strengthening public accountability in government. The students were provided with practical insights into the application of public financial management principles, as well as the public audit standards and methodologies employed in the conduct of audits within a real institutional setting. The visit is expected to strengthen their understanding of the role of the Auditor General in the accountability value chain.



The students of Basic Finance course from the UPDF College of Logistics and Engineering during a benchmarking visit to Audit House

The Programme, through OAG, also undertook a two-day visit to the Albertine region in Hoima. The purpose of the visit was to obtain updates on the implementation of audit recommendations from the Uganda National Oil Company (UNOC) and the Petroleum Authority of Uganda (PAU). The areas of focus related to progress on the Central Processing Facilities and related industrial areas, including drilling operations, infrastructure readiness, and compliance aspects, as reported in the Annual Report of the Auditor General to Parliament for the year ended 30th June 2025.





Auditor General and Member of Top Management OAG during 2-day visit to the Albertine region Planned collaborative activities implemented

To further bolster collaborations among accountability institutions, the collaboration strategy (2021-2028) between OAG, IG and PPDA has continued to be implemented, aimed at strengthening institutional coordination, enhancing technical capacity, and harnessing synergies in the fight against corruption. It provides for collaborative audits, capacity building, anti-corruption initiatives and stakeholder engagements. During the period, the institutions approved Joint Audit and Investigation guidelines, Collaboration, Information, Education and Communication (IEC) Collaboration materials, Collaboration monitoring framework, and Collaboration Plan for 2025-2026. They also undertook a collaborative audit on implementation of PDM activities in Mukono District, Nansana and Makindye Ssabagabo Municipalities for FY2024/25. They also participated in a joint verification mission to assess implementation of audit recommendations in Masaka.

The Programme supported Parliament in line with public auditing standards, with a view to holding the Executive accountable for the stewardship of government resources. In this regard, the Programme provided technical support to Parliament by preparing 580 briefs to facilitate discussion of audit reports, and by providing clarity on significant issues raised in the Auditor General's reports during 660 Public Accounts Committee (PAC) sessions. The Programme also carried out 137 verifications at the request of PAC Central, the Committee on Commissions, Statutory Authorities and State Enterprises (PAC COSASE), and PAC Local Government (PAC LG). In addition, the Programme supported the Public Accounts Committees in the preparation of 28 PAC reports.

In addition, the Programme facilitated the induction seminar for Members of the 12th Parliament of Uganda. This focused on the oversight role of the OAG in the accountability cycle, as well as on the significance of the Supreme Audit Institution–Public Accounts Committee (SAI–PAC) relationship in the accountability value chain.



The Assistant Auditor General- Audit, James Bantu, represented the Auditor General together with other panelist at the induction seminar for the Members of the 12th Parliament of Uganda at Speke Resort Munyonyo.

In recognition of the effectiveness of this collaborative model of IG, OAG and PPDA were awarded the AFROSAI-E– Eastern Africa Association of Anti-Corruption Authorities (EAAACA) Impactful Collaboration Award at the Anti-Corruption Conference 2026 in Johannesburg, South Africa, in recognition of their effective partnership, which set a new benchmark for governance excellence. The collaboration transformed how Supreme Audit Institutions and Anti-Corruption Agencies work together, moving beyond routine compliance toward innovative, impactful engagement, and the framework developed in Uganda has since shaped regional thinking on SAI–ACA collaboration across Eastern Africa, becoming a reference model for other countries strengthening their accountability systems. It also informed a 2023–2024 joint study by AFROSAI-E and EAAACA across six East African countries on how oversight institution partnerships can be effectively designed, implemented, and sustained to combat corruption.



Representatives from OAG and IG receiving the AFROSAI-E– EAAACA Impactful Collaboration Award

Strategic Intervention 4.2: Enhance Compliance to anti-corruption and accountability rules and regulations

Enhancing integrity of governance still requires strengthening adherence to accountability laws and regulations. The programme ensured that the country's legislative framework and public service apparatus uphold the highest standards of accountability and openness by coordinating Uganda's compliance and enforcing legal and regulatory provisions, including anti-corruption laws at all levels. The public sector's governing bodies were empowered by this coordination to effectively oversee management activities, which boosts institutional productivity. To achieve this goal, a multifaceted approach was used, which included knowledge enhancement actions, inspections, audits, process and practice peer reviews, and assessment.

The Programme improved the quality and impact of audits to offer a more reliable system for financial examination. Regulatory actions were made to guarantee that procurement systems and practices are transparent and provide the best value to the public. In addition, the Programme strengthened the capacity of local governments in contract management, ensuring that local entities have the requisite skills and knowledge to manage contracts effectively, increasing efficient resource utilisation and lowering the risk of corruption.

These interventions resulted in significant reductions in corruption risk, because of significant advances in audit coverage and quality. This has also improved implementation of audit recommendations by MDAs, although entity-level follow-through remains an issue that requires further attention.

In terms of Key Performance Indicators, the Programme's compliance and enforcement activities during FY2025/26 have improved as shown in the Intermediate Outcome indicator matrix below.

Intermediate Outcome 4.3: Reduced levels of corruption

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Percentage of the value of outstanding asset recovery orders executed.	13%		20%	56%	IG Performance Reports	IG
Proportion of recommendations/orders implemented.	50%	32%	53%	39%	IG Performance Reports	IG

The Programme registered improvement in the recovery of proceeds of corruption and implementation of the IG recommendations. Implementation of recommendations issued by the IG improved from 32% in FY 2024/2025 to 39% in FY2025/2026. The IG also recovered UGX7.74 billion out of an outstanding UGX13.77 billion, hence a recovery rate of 56% during the year, which is over and above the target of 20%.

Strategic Output 4.2.1: Enhanced coverage, quality and follow-up of audits

This strategic output tracks the scope, quality and follow-up of audits conducted by the Auditor General, a key instrument through which the programme can scrutinise financial management and ensure compliance with accountability regulations are adhered to. During FY2025/26, the programme registered good performance against set targets in terms of audit coverage and quality, exceeding targets. However, compliance with International Audit Standards (ISSAIs) and the implementation of audit recommendations both fell short of target as shown below.

Table 42: Output 4.2.1 Indicators: Enhanced coverage, quality and follow-up of audits

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Percentage of planned audits undertaken using the Audit Management System	Not available				OAG
Percentage level of compliance with International Audit Standards (ISSAIs)	48%		68%	60.4%	OAG
Audit Quality Score	Not available		50%	Data not available	OAG
Percentage of planned audits undertaken	76%		85%	98.4%	OAG
Percentage of the Audit Population/Universe audited	19%		10%	22.9%	OAG
Percentage of annual GoU budget audited	88%		90%	92%	OAG
Percentage reduction in the nominal value of cross-cutting audit issues	Not available		10%	Data not available	OAG

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Proportion of audit recommendations implemented	42%		45%	59% Recommendations Fully or partially implemented (41% of the recommendations were fully implemented)	OAG

The quality and coverage of financial audits improved during the reporting period, in compliance with international audit standards. Compliance with ISSAIs improved from the 48% baseline to 60.4% in FY2025/26 but is below the 68% target. This indicates continued strengthening of audit methodology and quality assurance, though further work is needed to fully align OAG's audit processes with international standards. The Audit Quality Score, a composite measure based on compliance with ISSAIs and internal QA standards, stood at 51.5% against a target of 50%, a modest but positive over-performance.

The Programme registered strong performance in audit coverage, with OAG undertaking 98.4% of planned audits against a target of 85%. Relatedly, when this coverage is viewed in terms of the audit universe/population, the Programme covered 22.9% against a target of 10% - more than double the target. This performance is attributed to deliberate efforts by OAG to clear audit backlogs of Lower Local Governments and schools.

The Shared Overall Risk Assessment for 2025 determined that OAG had a total audit population of 19,227 audits, of which 3,662 audits covering 99% of the initial approved GoU Budget were originally planned for the audit year, alongside 4 thematic area compliance audits.

In terms of audit recommendations, 33% of audit recommendations were fully implemented, against a target of 45%. A broader measure covering external audit services shows that 59% of related recommendations were fully or partially implemented against the 45% target, indicating improved responsiveness by audited entities in addressing audit findings and Auditor General recommendations overall, even though the rate of full implementation still falls short of the target. Enhanced interventions and effort are required to follow up on the implementation of the remaining unimplemented recommendations to achieve greater impact.

Overall, as at 30th June 2026, the Programme, through OAG, met its statutory obligation by submitting the Annual Report of the Auditor General to Parliament by 31st December 2025. Building on this, OAG completed a total of 3,614 audits, comprising 3,522 financial and compliance audits (including 2 international/regional audits and 271 treasury memoranda verifications), 24 Value for Money audits, 6 specialised (engineering) audits, 44 forensic investigations and special audits, 18 information systems audits, and 4 compliance audit thematic reports. The general audit performance is illustrated in the table below.

Table 43: Audit Performance for FY2025/26 as at 30th June 2026

Description	Planned Audits	Revised Planned Audits	Actual Performance as of 30th June 2026
MDA	190	161	151
Special Fund	11	15	15
Classified expenditure Audits	45	13	8
International Regional Audits	3	3	2
Commissions, Statutory Authorities and State Enterprises	67	38	85

Description	Planned Audits	Revised Planned Audits	Actual Performance as of 30th June 2026
Projects	189	189	181
Districts	156	135	135
Municipal Councils and Cities	43	41	41
City Divisions	18	20	20
Lower Local Governments (Sub-Counties, Town Councils and Municipal Divisions)	2,150	1,978	1,906
Schools/Tertiary Institutions	611	685	685
Regional Referral Hospitals	16	16	16
PSAs	15	12	6
Treasury Memoranda Verification Audits	0	319	271
Sub-Total (Financial and Compliance Audits)	3,514	3,625	3,522
VFM Audits	28	28	24
Specialized Audits	10	10	6
Forensic Investigations and Special Audits	95	70	44
Information System Audits	15	29	18
Sub-Total - Other types of audits	148	137	92
Grand Total	3,662	3,762[3]	3,614[4]

Strategic output 4.2.2 Public Procurement System regulated

The GSP continues to ensure the regulation and development of procurement functions in public institutions, in line with the laws and regulations. A fundamental focus is ensuring procurement compliance with the law and minimising the risk of abuse. However, emerging trends demonstrate the need to extend such prudential regulation beyond procurement and include the entire chain of contract management practices.

During the reporting period, 106 procurement and disposal audits were issued, covering a cumulative sample of 1,945 contracts worth UGX 2,791,930,525,066. Overall, 42 Entities (39.62%) were rated satisfactory, 58 (54.72%) moderately satisfactory and six (5.66%) unsatisfactory. Of the sampled procurements, 322 (16.56%) worth UGX 201,729,074,321 were rated high risk.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of Procurement Performance Audits conducted	234		255	324	PPDA
No of alternative systems accredited	14		12	28	PPDA
% implementation of PPDA recommendations	49%		55%	53%	PPDA
No of Stakeholders trained	3960		4000	9825	PPDA
No of contract assessments undertaken	105		50	136	PPDA
No of Suspended Providers	18		25	12	PPDA

The Programme, through the PPDA conducted various procurement performance audits as part of its statutory regulatory mandate. The findings from such audits demonstrate achievements and reveal areas for action to enable further development of the procurement function in Government. In more granular perspective, the following outputs and achievements were realised:

i. **Compliance audits:** 100 compliance audits were undertaken covering a cumulative sample of 1,093 contracts worth UGX 307,733,348,482. Of the 100 Entities audited, 22 (22%) were rated satisfactory, 74 (74%) moderately satisfactory and four (4%) unsatisfactory. Notably, 213 sampled procurements (19.49%) worth UGX 87,563,766,097, representing 28.45% of the sampled value, were rated high risk;

ii. **Bid preparatory audits:** 118 bid preparatory audits were undertaken against a combined target of 103 (114.6%) — 71 of 63 by the Central Government Department and 47 of 40 by the Regional Offices Department — reviewing the completeness, appropriateness and adequacy of procurement planning and bidding documents before bids were invited. Key pre-award corrections related to inconsistent solicitation documents, bid and performance securities above the mandated thresholds, restrictive qualification criteria, inadequate specifications and omission of ESHS provisions from bills of quantities;

iii. **Compliance inspections:** 32 compliance inspections were undertaken against a target of 100 (32%). The shortfall arose because the inspections, the majority of which targeted upcountry Entities, were significantly constrained by a shortfall in operational funds which limited travel and field logistics. The inspections revealed systemic weaknesses in procurement planning, disposal planning, compliance with reservation schemes for Special Interest Groups and staff capacity; and

iv. **Investigations:** in accordance with Section 8(e) of the PPDA Act, Cap. 205, 34 investigations were conducted — 31 by the Central Government Department against a target of 18 (172.22%), driven by increased referrals from partner anti-corruption agencies including the State House Anti-Corruption Unit, the Uganda Police Force and the Inspectorate of Government, and three by the Regional Offices Department against a target of four — with 21 reports issued.

In synopsis, the audit findings revealed that 61% of the contracts by value were completed within time. Only 52% of the procurements were subjected to open competition. Only 40% of the contracts by value were implemented according to market price. Only 26% of the contracts by value were completed within cost, and payment was made on time in 39% of the contracts.

The findings also indicate that the procurement lead time for open domestic bidding was 105 days whereas the lead time for open international bidding was 167 days.

The risk threshold of procurements was noted at a relatively low score. The audit findings also revealed that out of the 1,945 sampled procurements worth UGX 2,791,930,525,066, 322 of the sampled procurements (16.56%) worth UGX 201,729,074,321 (7.23%) were high risk, 702 procurements (36.09%) worth UGX 489,408,687,775 (17.53%) were medium risk and 531 procurements (27.30%) worth UGX 1,182,788,462,281 (42.36%) were low risk while 390 procurements (20.05%) worth UGX 918,004,300,689 (32.88%) were satisfactory as indicated in Figure 6 & 7 below. Note that the low-risk category which is 42.96% is also an indication of good performance.

A deeper analysis reveals that contract management remains a major source of public expenditure risk. To this end, weaknesses in performance securities, contract extensions, liquidated damages, insurance, contract records, supervision and performance monitoring demonstrate that procurement risks are not adequately controlled after contract award. This shifts the focus of procurement reform from the procurement process itself to the entire contract lifecycle.

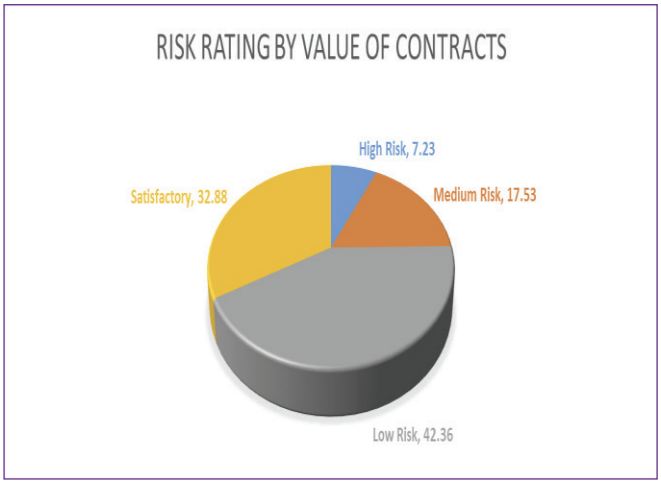


Figure 6: Performance of contracts by value under performance audits

The other noteworthy revelation is that Government MDAs continued to commit substantial resources to projects without adequate assurance of timely delivery. Infrastructure projects worth more than UGX370 billion were significantly delayed, stalled or completed late across ten entities. There were incidents of multiple challenges, including a combination of low physical progress, delayed implementation, variations, and incomplete projects, raising concerns about

the effectiveness of project preparation, financing, contract management and investment planning.

In addition, the value for money risks extended beyond set procurement prices to the quality and usefulness of outputs delivered. Cases involving non-conforming supplies, inadequate works, unjustified substitutions, excessive advances and poorly prepared technical requirements indicate that compliance with procurement procedures alone does not guarantee value for money. Greater emphasis is required on output quality, technical verification, beneficiary utilisation and post-award performance.

Delayed payment is becoming a procurement and market efficiency challenge that has negatively affected procurements worth more than UGX405 billion. This exposes Government to interest and litigation risks, while also increasing the payment-risk premium that suppliers may incorporate into future bids. Persistent payment delays can therefore increase procurement costs, reduce supplier participation and contribute directly to contract non-performance.

Further, it was found that public asset disposal is not being treated as part of the asset management cycle. The failure of entities and local governments to plan and execute timely disposal results in continued depreciation, storage and maintenance costs and increased exposure to loss and misuse. Disposal performance therefore has direct implications for public resource efficiency and should be integrated into broader public asset management and accountability systems.

Investigations in Procurement Misconduct

The PPDA conducted 42 investigations, with an average investigation lead time of 23 working days, covering procurement planning, bid evaluation, contract awards, project implementation and administrative compliance. The investigations identified both compliant procurements and significant weaknesses in procurement integrity, including irregular shortlisting, expired statutory documents, material deviations in bids, falsified experience documentation and weaknesses in procurement planning. These findings point to the need for stronger adherence to evaluation criteria, procurement planning discipline and accountability for procedural deviations.

Suspension of providers

During the year, 20 suspension investigations were completed, and the Authority suspended 12 providers from engaging in any public procurement or disposal process in accordance with Section 128 of the PPDA Act, Cap. 205. The providers suspended, and the duration of each suspension, were Cornerstone Infrastructures Limited (one year); Artnick Limited (three years); Jacklink Auctioneers Limited (one year); Mercury Engineering Company (two years); Gera Engineering Services Ltd (two years); Kabonera Traders Ltd (two years); Nerick Holdings (U) Limited (two years); Maybach Motors Ltd (one year); Timrotim Investments Limited (two years); Uptown Incorporation Limited (two years); Dita Limited (three years); and Okavango Logistics (one year).

The Board resolved not to suspend Bertllanz Engineering Limited, MMACKS Investment Limited and Victoria Insglass Limited, and cautioned Crooze FM Limited. The providers suspended were updated on the register of suspended providers, which bars them from participation in public procurement.

Accreditation for alternative procurement systems

During the year, PPDA processed 32 accreditation applications, comprising 17 new applications, 15 renewals, with 18 approved, 11 guided and three pending determination. Accreditation has improved procurement efficiency by enabling accredited entities to undertake procurement arrangements that better reflect the nature, operational requirements and uniqueness of their procurements, while remaining within the regulatory framework. This is particularly beneficial to commercially oriented and profit-making government institutions, whose specialised and market-driven procurement needs may not be adequately addressed through conventional arrangements, thereby improving responsiveness, decision-making and the timely delivery of procurement requirements.

Implementation of PPDA recommendations

During the reporting period, overall implementation of PPDA recommendations was at 76%. The Authority reviewed 1,132 recommendations, and of these, 598 recommendations (53%) were found to have been fully implemented, 246 recommendations (23%) were partially implemented, and 288 recommendations (23%) were not implemented. There was a decline of 2% on full implementation of recommendations from the 55% registered in FY2024/25. The Authority will work closely with poor-performing Entities to address their performance challenges.

A further review revealed that the key recommendations that were not implemented by the Entities were:

a) Failure by Entities to implement contracting and contract management recommendations. This has, over the years, persisted as one of the main unimplemented recommendations, and it accounted for 27% of the 534 outstanding recommendations. The specific recommendations under this category include delayed payment to providers, adherence to Environmental, Health, Safety and Security provisions, appointment of contract managers and contracts that are not completed within contractual cost. This occurred in 32 Entities.

b) Recommendations related to procurement planning made up 36 outstanding recommendations. These recommendations were mainly due to the failure of Entities to effectively conduct market assessments to come up with market prices and the failure by Entities to periodically update their procurement plans, resulting in poor procurement plan implementation and procuring outside the procurement plan.

The failure to implement most of the recommendations results from laxity on the part of the Accounting Officers and the Procurement and Disposal Units, and the failure of the user departments in MDALGs to play their roles in public procurement.

To improve procedural compliance and minimise financial loss by Procuring Entities, the PPDA issued 23 recommendations to Competent Authorities. These recommendations were mainly related to financial loss to the Government caused by Evaluation Committees, Contracts Committees and Accounting Officers. These have been referred to the Inspectorate of Government for further consideration and appropriate action.

Stakeholders Empowerment and Improvement of Procurement

During FY 2025/26, the PPDA strengthened national procurement capacity through a comprehensive programme reaching 9,825 participants across public entities, schools, providers, professional associations, universities and other stakeholders. The interventions contributed to improved compliance with procurement procedures, greater consistency in the application of standard procurement documents, enhanced professional capacity among procurement practitioners and increased awareness of procurement requirements among schools and providers.

The PPDA also advanced the National Procurement and Disposal Capacity Building Strategy, developed 17 draft training modules and supported e-GP change management and procurement business-process reforms, strengthening institutional readiness for continued improvements in the public procurement system. Stakeholder empowerment has promoted greater understanding and increased compliance with Procurement rules and procedures, and stakeholder oversight. This has reduced the risk threshold for public procurements.

Research in public procurement

In a similar effort to improve public procurement, PPDA undertook studies that strengthened the evidence base for improving procurement planning, cost management, market efficiency, integrity and value for money in public procurement. The Study on the Unit Cost of Road and Bridge Construction in Uganda was completed, resulting in a Framework for Standardised Unit Cost Rates to support realistic

cost estimation, price assessment and control of cost variations in infrastructure projects. The 5th Public Procurement Integrity Survey progressed to the approved inception stage, establishing the methodology and tools for assessing integrity, transparency and accountability in the procurement system. The Price Survey of Commonly Procured Items in PDEs harmonised specifications and collected market price data for commonly procured goods and services, providing a basis for reliable price benchmarks, improved cost estimates and detection of potential overpricing.

Contract assessments undertaken

The PPDA audited 136 contracts and projects at 38 Entities with a combined value of UGX5.9 trillion. The audits established that only 51 of the 136 contracts and projects had reached completion at the time of audit (27 within their contractual periods), 49 ongoing contracts were behind schedule and 27 were stalled, terminated, suspended or expired; delayed payment of certified obligations was the single most systemic constraint, with certified but unpaid Interim Payment Certificates exceeding UGX 139 billion; and the Regional Offices audits additionally established delayed implementation in 25 contracts across 23 Entities and stalled projects at the Ministry of Agriculture, Animal Industry and Fisheries and the Uganda Police Force.

The findings revealed a need for strengthening contract management capacities in MDAs to enhance compliance with legal rules and procedures, and contract timelines. As earlier noted, these challenges contribute to the risk exposure of the Government. Corrective interventions have been considered by PPDA and relevant MDAs.

Strategic Output 4.2.3: Adherence to accountability standards and legal frameworks increased

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Proportion of MDAs compliant with UNCAC protocols	0%	Not available	75%	Not available	DEI
Number of Reviews conducted	1	3	1	3	DEI
Number of Treasury Memoranda prepared and submitted	3		4	6	MFPED
Proportion of MDAs and Local Governments complying to PFM rules and regulations	78%		100%	100%	MFPED
Proportion of PFM Cadres across MDAs and Local Governments trained	65%		100%	70%	MFPED
%ge of MDALGs and missions abroad using the tool	0.63		0.9		MFPED
Number of policies and guidelines reviewed and updated	0		1		MFPED
Number of corruption verification requests handled	16		20		MFPED
Number of LG inspection reports produced	10		36	10	MoLG

Proportion of MDAs complaint with UNCAC protocols

Compliance of Accountability MDAs with UNCAC obligations has been maintained at a high level but with limited impact. The UNCAC obligations include prevention of corruption, promotion of integrity, criminalisation and law enforcement, anti-money laundering, asset recovery, international cooperation, and technical assistance and information exchange, and engaging in mechanisms for implementation. The UNCAC undertakings include participation in international UNCAC mechanisms and corresponding treaty bodies on implementation of the treaty, such as the Conference of State Parties (CoSP), Implementation Review Mechanism (IRM), Working Group on Asset Recovery, and Open–ended Inter-Governmental Working Group on Prevention of Corruption.

Several outcomes have been realised from Uganda's participation in the 2nd resumed 16th Session of the Implementation Review Group (IRG), the 11th Conference of the States Parties (CoSP), and the 17th Session of the Implementation Review Group under the United Nations Convention against Corruption (UNCAC), Uganda successfully completed its UNCAC peer review process, marking a significant milestone in fulfilling its obligations under the Convention and demonstrating the country's commitment to international anti- corruption standards. The Executive Summary of Uganda's Country Review Report was published on the UNODC website, enhancing transparency, accountability, and the visibility of Uganda's progress in implementing anti-corruption measures.

Uganda gained valuable insights into international best practices and innovative approaches to corruption prevention, investigation, and prosecution, which can inform ongoing domestic reforms. The engagements strengthened national capacity for the implementation of UNCAC obligations and improved understanding of review mechanisms and follow-up processes. In the same vein, Uganda was able to map opportunities for capacity building, training, and technical support for national anti-corruption institutions.

Overall, Uganda's participation not only culminated in the successful completion of its UNCAC peer review and publication of the Executive Summary of the Country Review Report, but also strengthened international cooperation, enhanced institutional capacity, and reaffirmed the country's commitment to implementing global anti-corruption standards. These engagements have enabled Uganda to contribute to global anti- corruption policy discussions and reaffirmed its commitment to transparency, integrity, accountability, and good governance.

Number of Reviews conducted

The program, through DEI coordinated Uganda's compliance with its obligations under the United Nations Convention Against Corruption (UNCAC). Uganda successfully completed its UNCAC peer review process, with the Executive Summary of Uganda's Country Review Report published on the UNODC website. The Country also contributed to global anti-corruption policy discussions and reaffirmed its commitment to transparency, integrity, accountability, and good governance to the international community. Uganda was duly represented at the planned international technical and policy review meetings.

Uganda's engagement in the international mechanisms has contributed to increased adoption of more effective corruption control models and better practices from other countries. These include linking the beneficial ownership registry to asset recovery processes, institutionalising corruption risk assessments across MDAs, strengthening asset recovery practices and procedures, adopting a whole-of-society approach to corruption control, strengthening the whistleblower protection regime, leveraging digital tools in corruption detection and response, refocusing anti-corruption and anti-money laundering to cryptocurrencies, and institutional strengthening. These practices have been documented and integrated in the 7th National Anti- Corruption Strategy and the second National Strategy on Anti-Money Laundering/ Countering Terrorism Financing/Countering Proliferation Financing.



Team Uganda at the Conference of the States Parties led by the Hon. Minister of State for Ethics and Integrity and the Permanent Secretary.

Treasury Memoranda prepared and submitted.

For the reporting period, six volumes of treasury memoranda for FY2023/24 were finalised and these included;

(i) Public Accounts Committee Treasury Memorandum for Central Government
(ii) Public Accounts Committee Treasury Memorandum for Local Government
(iii) Committee on Commissions, Statutory Authorities and State Enterprises
(iv) Treasury Operations and Consolidated Financial Statements
(v) Treasury Memorandum on Public Universities and Referral Hospitals, and
(vi) Missions Abroad

MDAs and Local Governments complying to PFM rules and regulations

The Ministry developed a standardised vote assessment tool that uses measurable key performance indicators drawn from the Public Financial Management Act (PFMA) Cap. 171 and the PFM Regulations 2016. The rationale is to assess the performance of all votes operating on the IFMS across key PFM dimensions quarterly, providing a structured framework for strengthening accountability, compliance and operational efficiency, and aligning Ministries, Agencies and Local Governments around common Public Financial Management objectives, with implementation taking effect in FY2026/2027.

The Consolidated Financial Statements were prepared in accordance with the modified accrual basis of accounting as per the Financial Reporting Guide (FRG) 2024. The FRG 2024 was complemented by guidance communicated to Accounting Officers through the Financial Reporting Templates and other circulars on financial reporting matters issued by the Accountant General from time to time. Consequently, the Ministry of Finance coordinated the following;

I) Coordinated the audit of the semi-annual financial statements of the Petroleum Fund for the period ended 31st December 2025. The Fund closed with a net worth of Shs. 212,533,031,221 (Two hundred twelve billion, five hundred thirty-three million, thirty-one thousand two hundred twenty-one shillings only). Subsequently, an engagement meeting was held to kick-start the annual audit for FY25/26
II) Analysed and reconciled all Treasury revenue collection accounts, including the monthly URA collections, with respective MDA's. As at 30th June 2025, the Uganda Consolidated Fund position stood at a surplus of UGX 1,550 billion, taking into account invoices pending payment.

III) Reconciled the Petroleum Fund revenues with URA remittances. Resultantly the PF bank account closed with a balance of UGX 282,639,366,952 while the USD account closed with a balance of USD 12,951,936 as at 30th June 2026. Semi-annual Petroleum Fund financial statements for the FY2025/26 were prepared and submitted the Office of the Auditor General

Government continued to enforce implementation of the Asset Management Framework and Guidelines (AMFG) to provide Accounting Officers with comprehensive guidance on managing government assets in an effective, efficient, and transparent manner to deliver public services. During the financial year, as part of the transition to accrual-based financial reporting, historical data of tangible assets relating to 272 votes was validated. Validation of historical data for the remaining 27 votes is ongoing and expected to be completed in FY2026/2027. This is aimed at ensuring accurate fixed asset registers across government and also facilitate better asset lifecycle management by ensuring efficient allocation of resources and reducing the risk of asset duplication, loss, and/ or underutilisation. This reform will further strengthen the quality of asset management information available for fiscal planning, financial reporting, and informed decision- making.

PFM Cadres across MDAs and Local Governments trained

During FY2025/26, the vote worked with Public Service to strengthen PFM cadre management, deployment, career development and professional standards. Resultantly, Accountant General Office reviewed and standardized Organisational arrangements and staffing requirements for accounting functions across Government. The overall direction was to progressively reposition PFM cadre from predominantly transaction-processing and compliance functions towards a professional, technology-enabled and analytically capable workforce.

The following training took place in FY2025/26;

I) Trained five (5) staff in Level 3 of the Performance Audit with the Institute of Internal Auditors Uganda,

II) Eight (08) Internal Auditors in risk-based auditing and Enterprise Risk Management integration.

During the reporting period, the Ministry of Local Government conducted inspections and compliance assessments in various Local Governments, including Isingiro, Ibanda, Kabale, Kamwenge, Kiruhura and Ntungamo District Local Governments. The inspections focused on assessing the functionality and performance of Local Government systems, compliance with relevant Government policies, laws, regulations and guidelines, as well as the management and accountability of public resources.

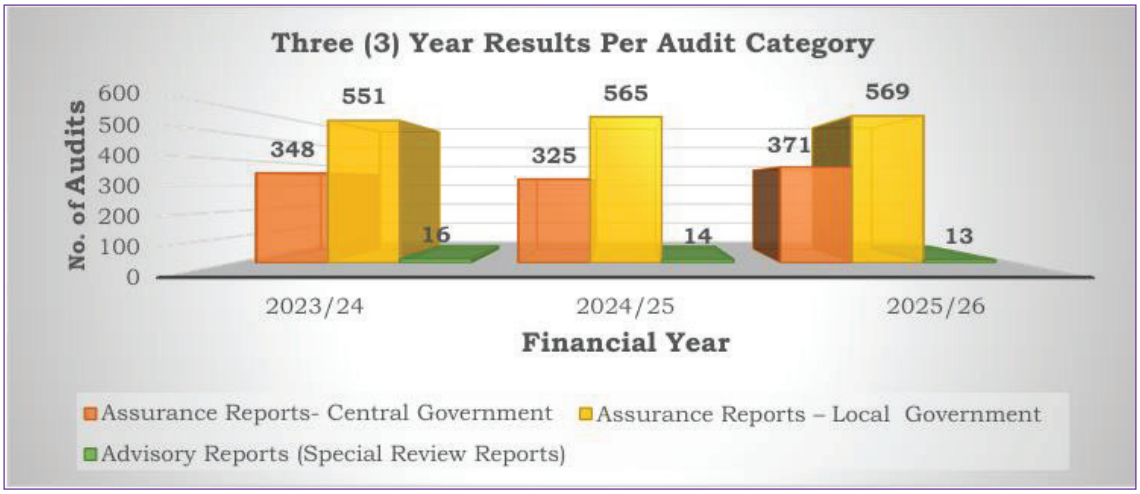
The inspection exercise involved reviewing relevant records, reports and accountability documentation, assessing the implementation of Government programmes and activities, and identifying gaps affecting effective service delivery and Local Government performance. Where applicable, online verification and review of accountability information submitted by the District Local Governments was also undertaken to strengthen oversight, transparency, and accountability.

Following the inspections, inspection reports were prepared and produced, documenting the key findings, areas of compliance, implementation gaps, challenges, and emerging issues. The reports further provided specific recommendations and proposed corrective measures to address the identified gaps and strengthen institutional performance, financial accountability, compliance, and service delivery at the Local Government level.

The inspection findings will inform follow-up actions, technical support, policy interventions and further monitoring by the Ministry of Local Government, with the aim of strengthening Local Government systems, promoting accountability and improving the delivery of services to communities.

Performance Coverage of Annual Internal Audit Workplans across Votes

Over FY 2025/2026, OIAG planned One Thousand One Hundred Forty-Eight (1,148) Quarterly Internal Audits for the year across 287 Votes, out of which Nine Hundred Forty (940) Quarterly Internal Audits were accomplished, representing an 82% performance level up from 76.99% in FY 2024/2025, representing an increase of 5.01 percentage points. On the other hand, Advisory and Special Review Engagements undertaken decreased from 14 in FY 2024/25 to 13 in FY 2025/26, representing a 7% decline.

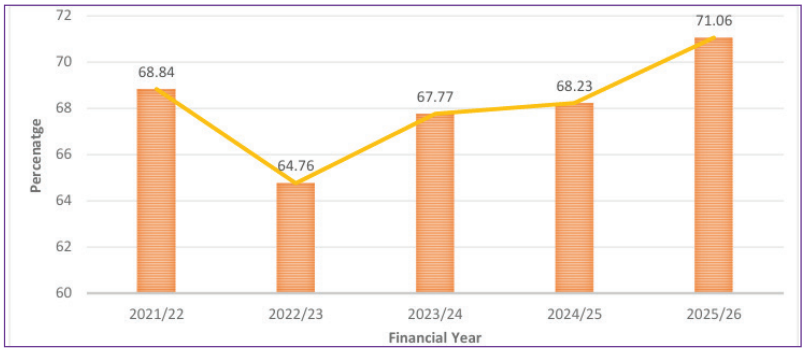


Internal Audit Indicators Performance

At the Vote level, the Office of the Internal Auditor General Issues Reports upon the completion of audit engagements quarterly, and an Annual Consolidated Internal Audit Report is issued within three months after the end of the Financial Year. These reports contain Corrective Actions (Recommendations) aimed at improving accountability and service delivery across Government. The Office tracks the implementation of the Corrective Actions using Internal Audit Indicators for both Central and Local Government Votes.

Until audit issues are resolved, OIAG keeps management informed on their implementation status. OIAG reports on the implementation status of Corrective Actions (Indicators) on an annual basis through the Annual Consolidated Internal Audit Report. The indicators are designed to contribute to a culture of ownership. Annual Consolidated Internal Audit Report FY2025/26 4 Mission: To enhance and protect Organisational Value by providing risk-based and Objective Assurance, Advice and insight, and accountability by providing an assessment of implementation progress and heightening sensitivity to unmitigated risks and long overdue issues.

In terms of trend analysis of ongoing follow-up, overall, there was an increase in the Corrective Actions implemented in FY 2025/26 which stood at 71.06% compared to 68.23% in FY 2024/25 and hence an increase of 4.15%. Five-Year Trend Analysis



Central Government and Local Government FY 2024/25 State of Corrective Actions addressed in FY 2025/26

Sector Category	Implemented (a)	Being Implemented (b)	SubTotal (a+b)	Not Implemented (c)	Total (a+b+c)
Central Government	9.64%	62.68%	72.32%	27.68%	100%
Local Government	9.99%	59.79%	69.78%	30.22%	100%
Combined	9.82%	61.24%	71.06%	28.95%	100%

A. Central Government FY 2024/25 Corrective Actions Implemented in FY 2025/26

The Internal Audit Indicators for the implementation of the Corrective Actions in Central Government Votes for FY 2024/25 implemented in 2025/2026 stand at 72.32% compared to 69.36% the previous year, hence a percentage increase of 4.27%.

Central Government FY 2024/25 Corrective Actions Implemented in FY 2025/26

No	Indicators	Corrective Actions addressed in FY2024/25 (A)	Corrective Actions addressed in FY2025/26 (B)	Weight (C)	Score (AxC)	Score (BxC)
1	Accountability of funds	88.89%	100%	10	8.88	10.00
2	Assets management	61.00%	68.93%	10	6.10	6.89
3	Budget performance	70.00%	71.43%	10	7.00	7.14
4	Compliance	72.97%	67.36%	10	7.30	6.74
5	Digitalisation	79.49%	68.00%	10	7.95	6.80
6	Financial Reporting	66.67%	72.73%	10	6.66	7.27
7	Human Capital Management	67.05%	67.33%	10	6.70	6.73
8	Internal controls	68.62%	69.44%	10	6.87	6.94
9	Procurement and contract Management	66.70%	69.23%	10	6.70	6.92
10	Revenue Management	66.67%	68.75%	10	6.67	6.88
	Total	**69.36%**	**72.32%**		**69.36**	**72.32**

Table 44: Central Government Trend Analysis of Internal Audit Indicators FY 2021/22 to FY 2025/26

No	Indicator	2025/26	2024/25	2023/24	2022/23	2021/22
1	Accountability of Funds	10.00	8.88	9.37	8.24	7.1
2	Assets Management	6.89	6.10	6.90	7.67	6.96
3	Budget Performance	7.14	7.00	4.37	6.67	6.82
4	Compliance	6.74	7.30	6.54	6.03	5.88
5	Digitalisation	6.80	7.95	6.03	6.28	7.8
6	Financial Reporting	7.27	6.66	7.61	4.51	6.53
7	Human Capital Management	6.73	6.70	6.88	7.12	8.3
8	Internal Controls	6.94	6.87	6.34	5.98	6.73
9	Procurement and Contract Management	6.92	6.70	6.50	5.64	7.03
10	Revenue Management	6.88	6.67	7.69	6.82	6.2
	Total	**72.32**	**69.36**	**68.23**	**64.96**	**69.35**

Table 45: Central Government Implementation of Internal Audit Corrective Actions for FY 2024/2025

Implementation Status of Internal Audit Corrective Actions for FY 2024/2025 as implemented in FY 2025/2026	
Implemented	9.64%
Being Implemented	62.68%
Not Implemented	27.68%
Total	**100%**

B. Local Government FY 2024/25 Corrective Actions Implemented in FY 2025/26

The Corrective Actions for Local Government for FY 2024/2025 implemented in FY 2025/2026 moved from 66.37% to 69.78% from the previous period and hence an increase in performance of 5.14%.

Table 46: Local Government FY 2024/25 Corrective Actions addressed in FY 2025/26

No	Indicators	Corrective Actions addressed in FY2024/25 (A)	Corrective Actions addressed in FY2025/26 (B)	Weight (C)	Score (AxC)	Score (BxC)
1	Accountability of Funds	77.52%	98.08%	10	7.75	9.81
2	Assets Management	58.25%	62.50%	10	5.90	6.25
3	Budget Performance	75.00%	66.67%	10	7.50	6.67
4	Compliance	60.00%	75.76%	10	6.00	7.58
5	Digitalisation	100%	100.00%	10	10	10.00
6	Financial Reporting	87.50%	80.95%	10	8.75	8.10
7	Human Capital Management	58.97%	58.18%	10	5.90	5.82
8	Internal Controls	63.38%	58.54%	10	6.34	5.85
9	Procurement and Contract Management	71.21%	52.38%	10	7.12	5.24
10	Revenue Management	60.42%	44.74%	10	6.05	4.47
	Total	**66.37%**	**69.78%**		***66.37***	***69.78***

Table 47: Local Government Five-Year Trend Analysis of Corrective Actions

Financial Year	2021/22	2022/23	2023/24	2024/25	2025/26
Implemented Corrective Actions	68.64	64.76	67.32	66.37%	69.78%
Not Implemented	31.36	35.24	32.68	33.63%	30.22%
Total					

Table 48: Local Government Implementation of Internal Audit Corrective Actions for FY 2024/2025 implemented in FY 2025/2026

Implementation Status of Internal Audit Corrective Actions for FY 2024/2025 as implemented in FY 2025/2026	
Implemented	9.99%
Being Implemented	59.79%
Not Implemented	30.22%
Total	**100%**

Internal Audit Ratings of All Votes

A summary definition of the overall conclusions on assurance engagements is indicated below. The results of the advisory engagements are not rated.

Table 49: Internal Audit Ratings of all Votes

Audit Report Ratings Definitions	
	A Satisfactory rating implies Governance, Risk Management, and Control Processes are adequate and effective to provide reasonable assurance regarding the achievement of control and/or business/ process objectives under review. Minor opportunities for improvement may exist.
	A Needs Improvement rating implies deficiencies exist in Governance, Risk Management, and Control Processes, such that reasonable assurance regarding the achievement of objectives under review may be at risk.
	An Unsatisfactory rating implies significant or pervasive deficiencies exist in Governance, Risk Management, and Control Processes, such that reasonable assurance regarding the achievement of objectives under review cannot be provided.

Summary of Ratings

The Public Finance Management Act (PFMA), CAP. 171 Section 45(2) (c) mandates the Internal Auditor General to review and consolidate Audit Reports from the Votes and Externally Financed Projects. Accordingly, the Ratings based on the Review and Consolidation of Internal Audit Reports submitted to the Internal Auditor General for FY 2025/26 are summarised below.

Table 50: General Summary of Vote Audit Ratings

Ratings	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Satisfactory	29	0	0	7	0
Needs Improvement	237	209	239	213	148
Unsatisfactory	18	65	41	50	123
Nil Reports /Not Rated	16	26	19	19	16

Figure: General Summary of Vote Audit Ratings

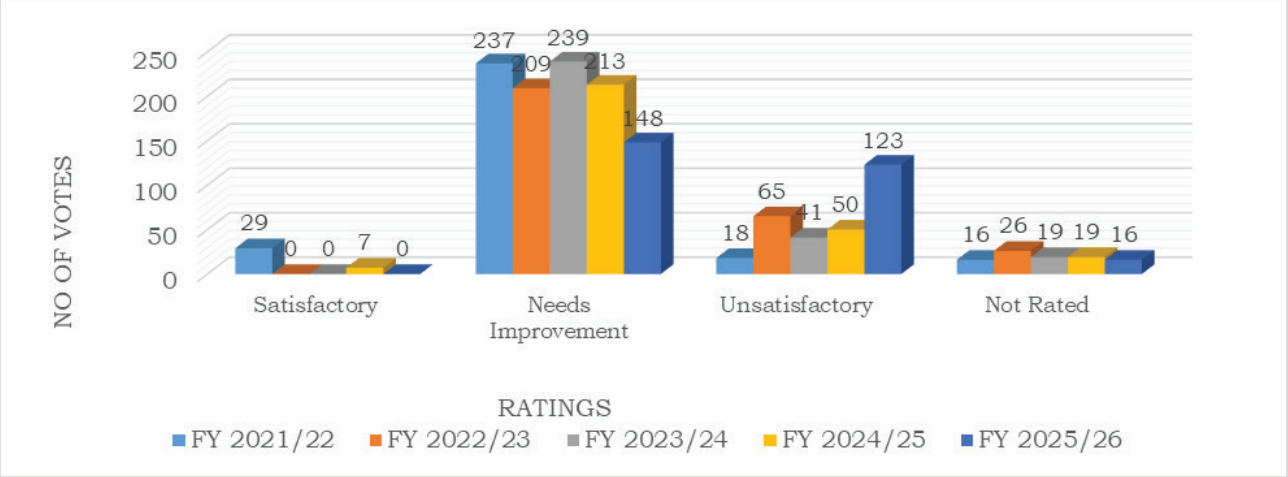


Table 51: Internal Audit Ratings for Central Government

Ratings	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Satisfactory	11	0	0	5	0
Needs Improvement	103	98	91	90	67
Unsatisfactory	3	14	23	13	40
Nil Reports (Not Rated)	10	12	9	5	4

Figure: Internal Audit Ratings for Central Government

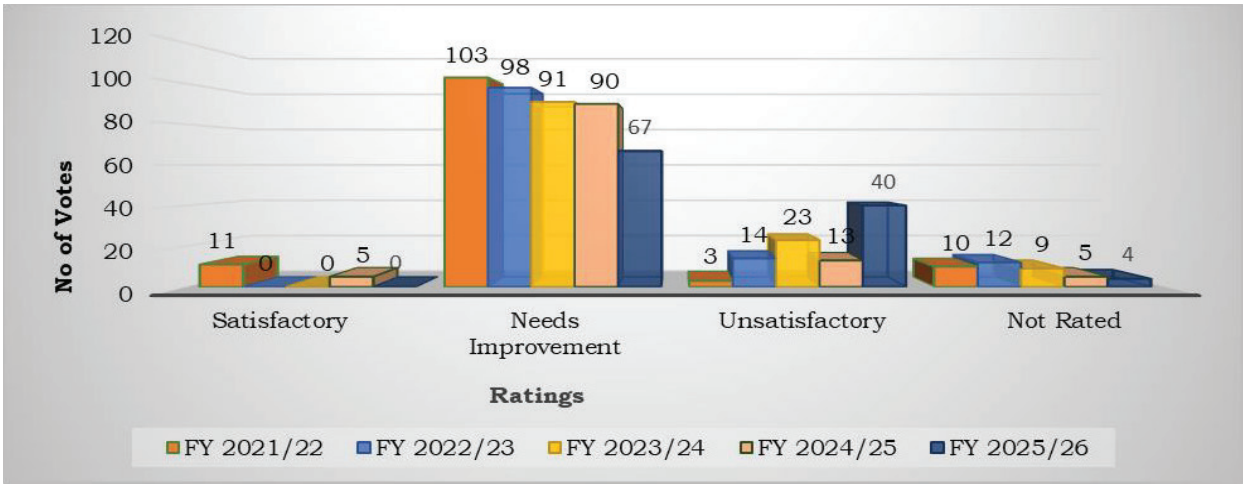
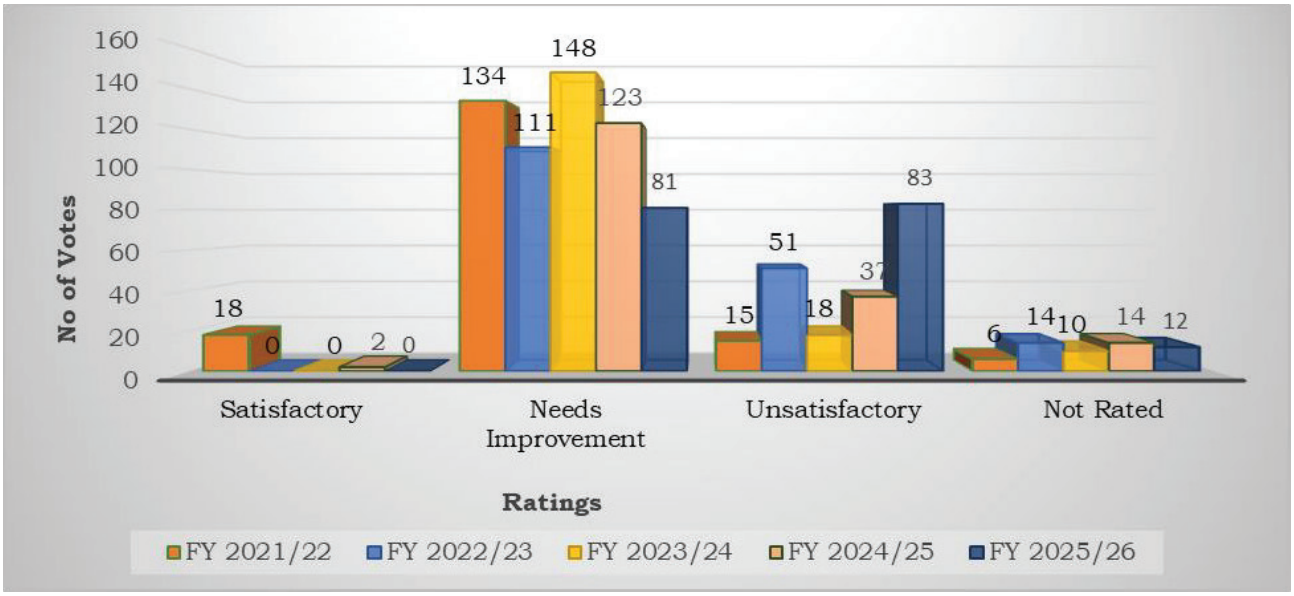


Table : Internal Audit Ratings for Local Government

Ratings	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Satisfactory	18	0	0	2	0
Needs Improvement	134	111	148	123	81
Unsatisfactory	15	51	18	37	83
Nil Reports (Not Rated)	06	14	10	14	12

Figure: Internal Audit Ratings for Local Government



Championing Enterprise Risk Management (ERM) Across Government

OIAG also made significant strides in embedding Enterprise Risk Management across the Government of Uganda. The most notable achievement was the comprehensive completion of risk assessments for all 18 Programmes under the Fourth National Development Plan (NDP IV). This foundational work led to the development of a Consolidated NDP IV Risk Register, which will serve as a critical tool for identifying, assessing, and mitigating risks at the highest strategic level, thereby safeguarding the nation's development objectives. The draft national risk management framework has also been finalised, paving the way for validation and approval processes. The draft National Risk Management Framework component documents comprise of; Draft National Public Sector Risk Management Strategy, Draft National Public Sector Risk Management Policy, Draft National Public Sector Risk Management Framework Guidelines, Draft National Risk Appetite Framework Guidelines, Draft Vision 2040 Risk Register, NDP IV Level Draft Risk Register. The OIAG also embarked on customising the national framework through the development of model Risk Management Frameworks in order to customise and adopt the National Risk Management Framework to the Vote-specific context to facilitate alignment with the legal requirement for Accounting Officers to ensure effective systems of risk management and internal control. To this end, the OIAG successfully provided foundational ERM support to 100 District Local Governments, ensuring that every district now has a zero- draft risk management framework (Risk Management Policy, Risk Management Strategy/Plan, Risk Assessment Report, Risk Registers and supportive tools) and a first-draft risk management policy, paving the way for the validation exercise across the respective district local governments. The Office has also embarked on developing draft frameworks for MDAs as we await the approval process of the National Risk Management framework to conclude. The Department also developed sector-specific draft risk management frameworks for eight key high-risk Ministries and entities, including the Ministry of Health and the Ministry of Works and Transport. Notably, the framework for the China-Uganda Friendship Referral Hospital was fully approved by its Board and is being operationalised, serving as a model for other entities in general and Referral Hospitals in particular. This effort was complemented by the direct and indirect training of 540 individuals in ERM principles, significantly exceeding the annual target of 500, thereby building a critical mass of risk management champions across the public sector. This widespread outreach is a monumental step towards institutionalising a culture of risk management across all government levels. A Draft National Insurance Sector Management Reforms Framework is being developed as an advisory intended to leverage the potential of the insurance sector as a source of mitigants to risks affecting relevant government priority objectives.

Promoting Improvement of Internal Controls and Governance Structures

Despite significant foundational challenges, OIAG made critical progress in shaping national governance and oversight architecture. The most impactful achievement was the development of a Draft National Public Sector Internal Audit Policy, which mandates outcomes-based auditing. This represents a paradigm shift from compliance-focused audits to those that measure the effectiveness and impact of public spending, and positions OIAG as a key driver of public sector reform. The Office also laid the groundwork for future reforms by developing a Draft National State Enterprises Ownership and Governance Reforms Framework and a Draft National Internal Oversight and Advisory Services Framework all aimed at improving governance structures. Furthermore, the delivery of training on the Integrity Scorecard for members of the Anti-Corruption Inter-Agency Forum demonstrates FRAD's commitment towards strengthening a holistic integrity ecosystem.

Strategic Intervention 4.3: Strengthen Anti-Money Laundering Mechanisms

The Programme continues to protect Uganda's economy against financial and economic crimes propagated domestically and from foreign aspects. During FY2025/26, the Programme implemented a range of strategic interventions that contributed to strengthening Uganda's AML/CFT/CPF framework and enhancing the country's resilience against financial crime. Notable achievements included keeping

Uganda off the Financial Action Task Force (FATF) grey list through sustained implementation of strategic reforms, attaining a money laundering conviction rate of 78% against the annual target of 75%, and maintaining a relatively low-risk profile on the Basel Anti-Money Laundering Index at 5.72. These achievements demonstrate progress in safeguarding the financial system and supporting law enforcement efforts to investigate and prosecute financial crimes.

Despite these gains, challenges remain, particularly the limited prioritisation of AML/CFT/CPF strategic actions by some stakeholders and inadequate capacity among law enforcement agencies and competent authorities to investigate and prosecute complex ML/TF/PF offences.... To address these challenges, the program will continue to strengthen institutional capacity through targeted training programmes and stakeholder engagement.

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Conviction Rate of money laundering cases	75%	50%	75%	78%	Annual Performance report	FIA

Strategic Output 4.3.1: Enhanced detection and prevention of money laundering, terrorism and proliferation financing

The enhanced detection and prevention of money laundering, terrorism financing, and proliferation financing remains a key strategic output under the Programme aimed at protecting Uganda's financial system and broader economy from illicit financial activities. Effective detection and prevention mechanisms are essential in safeguarding financial institutions, supporting national security objectives, promoting investor confidence, and ensuring compliance with international AML/CFT/CPF standards. The GSP program therefore continues to strengthen intelligence gathering, compliance supervision, risk assessment, and inter-agency collaboration to mitigate emerging financial crime risks.

In FY2025/26, significant progress was recorded in delivering this strategic output. The program, through the Financial Intelligence Authority, conducted 29 risk-based inspections against a target of 14, strengthening compliance monitoring among accountable persons. Collaboration with security and law enforcement agencies resulted in the dissemination of 247 intelligence reports against a target of 80, providing critical support to investigations and prosecutions of ML/TF/PF cases. Additionally, four risk assessments and typology studies were undertaken to enhance understanding of emerging money laundering trends and vulnerabilities, while compliance with international standards improved, with 31 of the 40 FATF Recommendations rated Compliant or Largely Compliant. The Authority further supported national development priorities by conducting 14 due diligence assessments that enabled the Government to identify credible investors for strategic projects.

However, the achievement of this output continues to be constrained by insufficient budgetary resources, which limit investments in ICT systems, operational assets, staff capacity development, public awareness campaigns, supervision of high-risk sectors, and execution of post-FATF strategic action plans. To mitigate these constraints, the program will prioritise high-impact interventions through a risk-based approach while intensifying efforts to mobilise additional resources. This will ensure sustained effectiveness in detecting and preventing financial crimes and further strengthen Uganda's compliance with global AML/CFT/CPF obligations.

The table below illustrates the performance of the Authority on the PIAP indicators.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No. of risk-based onsite inspections conducted	17	26	14	29	FIA
No. of financial intelligence reports disseminated	69	278	80	247	FIA
No. of risk assessments and typology studies undertaken	2	2	4	4	FIA
No. of the 40 FATF Technical Compliance recommendations rated C/LC	25	29	30	31	FIA
No. of targeted members of the public sensitised on matters related to ML/TF/PF	1821	1900	2000	4422	FIA
No. of stakeholders in the AML/CFT/CPF value chain trained	322	3577	345	3339	FIA
No. of Financial Due Diligence reports produced	33	22	40	14	FIA

Risk-based onsite inspections

The Programme, through the FIA conducted 29 on-site inspections to, among others, ascertain compliance with the AML Act, regulations and guidelines, and the adequacy of internal controls. Corrective actions were devised, and reports on these were prepared and shared with the respective Accountable Persons. The accountable persons inspected were from various sectors, including the financial sector and Designated Non- Financial Businesses and Professionals (DNFBPs).

Financial Due Diligence and Analysis

During the period, the Authority processed eighteen (18) Financial Due Diligence (FDD) requests, including two (2) carried over from the previous FY, with a combined estimated investment value exceeding USD 77.2 billion. Of these, fourteen (14) reports were completed, while four (4) were still at the information-gathering phase as at the end of the reporting period. This emerged from the 2018 Ugandan Cabinet decision to expand the FIA's mandate to include conducting financial due diligence on investors seeking to partner with the Government of Uganda on various projects.

Analysis revealed that these companies employed a range of legal and financial instruments such as standby letters of credit, letters of readiness, willingness and acceptance, and pre-financing agreements to strengthen their proposals.

The trend observed from the conduct of FDD has revealed that the majority of the companies (prospective investors) are not credible investors. Arising from the exercise, the Authority prepares and submits the resulting FDD reports to the respective requesting MDAs for their consideration, thereby providing independent intelligence on the integrity, financial standing, and background of prospective investment partners with a view to attract credible investments, and save the Government of Uganda from losing reputation and colossal sums of money resulting from partnering with fraudulent entities and individuals.

Dissemination of Financial intelligence

The Program, through the FIA disseminated two hundred forty-seven (247) Intelligence reports to Law Enforcement Agencies (LEAs) and Competent Authorities (CAs) to aid investigation and prosecution of ML/TF/PF cases. These included suspected offences of money laundering, terrorism financing, Fraud, corruption, and tax evasion. Of the total intelligence reports disseminated, 31 related to terrorism financing, significantly indicating a terrorism threat. Additionally, 27 were spontaneous disclosures to

foreign/other Financial Intelligence Units, demonstrating commitment to global efforts in AML/CFT/CPF, as per the FATF standards. The table below indicates a breakdown of the reports disseminated to various LEAs and CAs.

Table 52: Intelligence reports disseminated to LEAs and CAs in FY 2025/26

No	LEA	Disseminations	Suspected Offense
1.	CID	56	Fraud /ML
2.	CT	09	TF
3.	IG	16	Corruption
4.	Other*	21	TF
5.	ODPP	07	Fraud
6.	URA	96	Tax Evasion /ML
7.	ESO	02	ML
8.	Other FIUs	32	Fraud /ML
9	NGO Bureau	1	Fraud
10	BOU	1	Fraud
11.	ISC	2	Corruption
12.	Interpol	2	ML/TF
13.	SHACU	1	Corruption
14.	DIS	1	ML/TF
	Total	247	

* Relates to disseminations to other Domestic Security Organisations

Risk assessments and typology studies

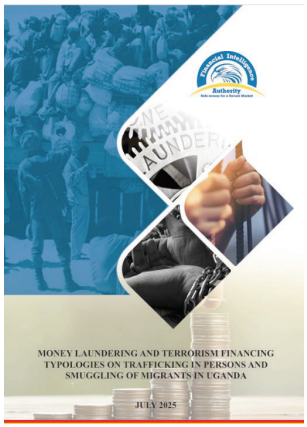
FATF Recommendation 29 advises Financial Intelligence Units to carry out strategic analysis using available and obtainable information, including data that may be provided by other Competent Authorities, to identify money laundering and terrorist financing-related trends and patterns. As such, the Programme (through FIA) undertook risk assessments and typology studies to better understand the dynamic money laundering and terrorist financing-related risks, emerging vulnerabilities, and trends and methods used by criminals to launder proceeds of crime in order to facilitate enhanced identification of proceeds of crime. In FY 2025/26, the FIA inter alia undertook the following trend analysis actions:

i. Conducted an ML/TF Risk Assessment on Designated Non-Financial Businesses and Professions (DNFBPs). The ML/TF Risk Assessment on DNFBPs provided an overall risk landscape of the DNFBP sector in Uganda. This report was then submitted to ESAAMLG as part of the documentation for Uganda's request for re-rating on Recommendation 28.

ii. Disseminated ML/TF Typology linked to Trafficking in Persons and Smuggling of Migrants. Key findings and typologies were presented to members of the Coalition for the Prevention of Trafficking in Persons (COPTIP), highlighting critical vulnerabilities and risk patterns. Copies of the report were also distributed to relevant stakeholders to facilitate informed discussions and follow-up actions.



Participants at the dissemination of the ML/TF Typology linked to trafficking in person and smuggling of migrants



A copy of ML/TF Typology on trafficking in persons and smuggling of migrants.

A copy of ML/TF Typology on trafficking in persons and smuggling of migrants.

The Programme also concluded two typology studies, namely the ML/TF/PF Typology study on Cyber Crime in Uganda and the ML/TF/PF Typology Study on Tax Evasion using Personal Bank Accounts. Together, these studies provide valuable knowledge to supervisory bodies, reporting entities, and law enforcement agencies in identifying, detecting, and mitigating money laundering risks associated with cybercrime and tax evasion.

Compliance with FATF technical compliance recommendations During the period under review, Uganda registered enhanced compliance with international AML/CFT/CPF standards following an upgrade on 3 FATF Recommendations. R7 on Targeted Financial Sanctions on Proliferation Financing, R28 on Other Forms of International Cooperation, and R33 on Statistics were upgraded from Non-Compliant (NC) or Partially Compliant (PC) to Compliant (C) or Largely Compliant (LC).

As a result, Uganda is LC/C on 31 of the 40 FATF Technical Compliance Recommendations. All the pending 9 (PC/NC) require legal reforms, which reform processes have since commenced, demonstrating Uganda's commitment to strengthening the country's standing within the global AML/CFT framework. The table below indicates the status of technical compliance for Uganda as at 30th June 2026.

Table 53: Status of Technical compliance for Uganda as at June 2026

Rating	Compliant (C)			Largely Compliant (LC)			Partially Compliant (PC)		Non-Compliant (NC)
Rec.	R.3 R.9 R.13 R.18 R.21 R.32	R.5 R.11 R.16 R.19 R.27 R.36	R.6 R.12 R.17 R.20 R.29 R.7 R.33	R. 1 R.10 R.23 R.31	R. 2 R.14 R.24 R.34	R. 4 R.22 R.26 R.35	R . 1 5 R . 3 7 R . 4 0 R.28	R.8 R.30 R.38	R.25 R.39
Ratings Scored	19 - Cs			12 - LCs			7 – PCs		2 - NCs

Strengthened International Cooperation

Uganda maintained an active membership in the pertinent regional and international bodies (ESAAMLG, FATF and EGMONT), with a view to access global best practices, enhance technical capacity, strengthen international cooperation, influence emerging standards, and ensure alignment with international obligations and regulatory standards. In that regard, Uganda participated at three FATF Plenaries, 2 ESAAMLG Taskforce Meetings and two Egmont Plenaries, enhancing international coordination in AML/ CFT/CPF.



The Ugandan Delegation at the 50th ESAAMLG Taskforce of Senior Officials Meeting in Ethiopia.



Some members of the Uganda Delegation during a plenary session

During these deliberations, the FIA Uganda and the Nigerian Financial Intelligence Unit signed a memorandum of understanding to foster collaborative initiatives, build cross-border partnerships and enhancing its AML/CFT/CPF regime by advancing international cooperation in Anti-Money Laundering and Counter-Terrorist Financing.

Enforcement of beneficial ownership requirements

Uganda Registration Services Bureau (URSB) continued to enforce the beneficial ownership form for companies and partnerships in a bid to strengthen transparency and accountability in the management of legal entities. This initiative is cardinal in the implementation of Financial Action Task Force (FATF) recommendations on combating money laundering and the financing of terrorism and proliferation of weapons of mass destruction.

These efforts continue to enhance the detection and prevention of money laundering and terrorism financing. The information on beneficial owners is maintained confidentially in accordance with the provisions of the Data Protection and Privacy Act, ensuring the security and privacy of sensitive data.

In addition, the URSB participated in two international engagements to improve global beneficial ownership transparency and fight financial crime. The meeting included the Financial Action Task Force (FATF) Plenary and Working Group Hybrid Meeting in June 2026 in Paris, and the inaugural meeting of the Corporate Registers Forum (CRF) Beneficial Ownership Global Community of Practice (BO GCoP) held virtually on 17 June 2026. The engagements facilitated knowledge sharing on international best practices for verifying beneficial ownership information in line with FATF standards, with the aim of strengthening effective approaches across jurisdictions.

Sensitisation of Targeted members of the public on matters related to ML/TF/PF

During the period under review, the GSP (through FIA) sensitised over 4,422 members of the public on the Mandate and Functions of the Authority, and AML/CFT/CPF matters through targeted awareness and outreach initiatives, promoting greater public understanding of financial crime risks and prevention

measures. The achievement was enabled by leveraging inter-agency partnerships and collaborations on AML/CFT/CPF related public awareness initiatives through arrangements such as IG, Directorate of Ethics & Integrity, 30th Annual ICPAU Seminar and the UIBFS. These included:

i. Journalists: 290 members of the press, including news writers/reporters, scheduled Radio/TV program hosts, Programme presenters, editors, commercial officers, and SACCO leaders, were sensitised on AML/CFT matters,

ii. Local government leaders: The Programme leveraged inter-programme collaboration and utilised partnership with the Ministry of Finance, Planning and Economic Development (MoFPED) to participate in the countrywide Local Government Budget Consultative workshops in the four regions under the Eastern, Central, Northern, and Western Clusters. The theme of discussion was "The Role of Local Governments in the prevention and fight against ML and TF".

iii. Accounting Professionals under their ICPAU umbrella body: The Programme strategically engaged over 2000 accountants during their 30th annual ICPAU seminar in fostering compliance with the AMLA and FATF standards, maintaining accurate AML/CFT statistics, Client acceptance, and Know Your Customer, and vigilance to red flag indicators.

In addition to the targeted engagements above, training of stakeholders in the AML/CFT/CPF value chain was sustained during the reporting period. The Programme, through FIA conducted a total of 40 trainings for various Accountable Persons, Supervisory Bodies and Law Enforcement Agencies to build their capacity and enhance their understanding of matters relating to Money Laundering, Terrorism Financing and Proliferation Financing, where over 3,339 participants (1,785 male and 1,554 female) were trained on their obligations and ML/TF/PF crimes, hence strengthening the capacity of reporting entities and enabling the effective investigation and prosecution of financial crime.

Introduction of Financial Investigations Curriculum

In order to facilitate the further strengthening of the Anti-Money Laundering Mechanisms, the Governance and Security Program, through the Financial Intelligence Authority, developed and launched the Financial Investigations Manual and Training Guide, providing a standardised framework to strengthen financial investigations and enhance Uganda's capacity to detect, investigate, and prosecute financial crimes.



UPF and FIA senior management during the launch of Financial Investigation tools.

Consequently, the Police leadership, as part of the ongoing institutional transformation agenda, has prioritised improving the quality of investigations, particularly in areas such as financial and economic crimes, to ensure the collection of credible, reliable, and admissible evidence. Financial investigations primarily focus on tracing the flow of funds by establishing their origin, ownership, movement, and ultimate destination. This process enables investigators to identify and link financial transactions to criminal activity, thereby strengthening cases and supporting successful prosecution.

Amendment and Enactment of Laws

Considering the continued need to enhance the legal and regulatory framework to deter ML/TF/PF, the Programme realised legislative progress in the development of regulatory laws for virtual assets and regulations under the Anti-Terrorism Act.

Cabinet considered and approved the development of the ML/TF Risk Assessments on Virtual Assets (VAs) and Virtual Asset Service Providers (VASPs) legal framework. One of the key recommendations of the 2025 Virtual Assets Typology report was the development of a legislative framework for Virtual Assets (VAs) and VASPs. A Regulatory Impact Assessment (RIA) was drafted, which preceded the development of principlesand a bill on Virtual Assets (VAs) and Virtual Asset Service Providers (VASPs). This RIA report is an important milestone in the formulation of a legislative process for the regulation of VAs and VASPs, a critical step in enhancing Uganda's compliance with FATF Recommendation 15 and strengthening preparedness for the 2028 Mutual Evaluation.

In addition, the amended Anti-Terrorism Regulations, 2025 were gazetted on 3rd October, 2025 under the Uganda Gazette No. 79, Volume CXVIII, Statutory Instrument, 2025 No. 75. The Regulations were developed through a consultative process spearheaded by the FIA and the Ministry of Internal Affairs, and with technical assistance from First Parliamentary Counsel.

These amendments ensure Uganda's compliance with FATF Rec 7, which requires the operationalisation of United Nations Security Council Resolutions (UNSCR) 1373, 1267, and 1718, dealing with the immediate freezing or seizure of funds and other assets linked to individuals or entities involved in terrorism financing or proliferation of weapons of mass destruction. In effect, the amendment regulations provide for; a clear legal framework for the implementation of targeted financial sanctions, procedures for the identification and freezing of assets, set timelines for enforcement, and provide mechanisms for appeals and delisting in accordance with the criteria established under the relevant UNSCRs.

Management of National AML/CFT/CPF Statistics

In line with the execution of its Mandate as a Central Agency for National AML/CFT/CPF Statistics, FIA finalised the development of the web-based National AML/CFT/CPF Statistics Collection Tool with a view to foster enhanced quality, consistency, accessibility, and comprehensiveness of AML/CFT/CPF statistical data collected from Competent Authorities. This is visually illustrated below as a novel benchmark for accountability institutions in Uganda.



The National AML/CFT Statistics Management System is part of the strategic reforms of the Programme aimed at ensuring timely tracking of performance, drawing accurate data that feeds into decision-making. Evidence-based decision- making remains a critical ingredient for effective action against financial and economic crime in Uganda.

Strategic Intervention 4.4: Strengthen prevention and detection of corruption and enforce Anti- corruption Measures

Uganda has a broad anti-corruption and accountability policy and legal framework anchored on the Zero Tolerance for Corruption Policy 2018 and the National Ethics and Values Policy 2013. These continue to be progressively adapted to match the evolving nature and sophistication of corruption, with a focus on asset recovery and management, witness protection, and regulation of businesses dealing in virtual financial assets.

During the reporting period, corruption prevention and detection were further strengthened through implementation of various interventions targeted at institutional strengthening, citizen mobilisation and partnership, and promotion of ethical leadership. Key reforms such as automation of critical business processes and functions such as procurement, management and control of public finance, recruitment, and more stringent performance appraisal of accounting officers have strengthened institutions and minimised opportunities for corruption. As a result, the 2025 UBOS National Governance, Peace and Security Survey reveals a decline in the prevalence of bribery from 17% in 2017 to 14%. UBOS found that between 2017 and 2025, there was a 5.7% decline in the proportion of the population that perceived corruption as a concern. This correlates with the increase in public trust in Government institutions from 79% in 2017 to 93% in 2025. These outcomes are directly correlated with gains made in the fight against corruption and enhanced social accountability.

Strategic Output 4.4.1: Prevention, enforcement and prosecution of corruption cases improved

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No of anti-corruption research studies or surveys conducted	2		1		IG
Number of the IG Anti-corruption business processes digitised.	0		2	01	IG
Number of corruption cases investigated	1101	205(SH) 149(UPF)	1146	160(SH) 34(PPDA) 114(UPF)	PPDA, URSB, State House, ISO, IG and UPF
No.of random targeted inspections conducted.	1267		1300		IG
Number of votes in which integrity scorecard assessments were conducted			60		MFPED/IAG
Proportion of service delivery issues resolved due to RDCs interventions	50%		55%		OP
Proportion of existing forensic and special audit requests undertaken	Not available		50%	77.8%	OAG
Case disposal rate at the leadership code Tribunal	0.78	0.75	0.82	0.65	DEI (LCT)
No of MDAs and LGs trained on National Ethical Values	13	30	33	33	DEI
Percentage of reported public complaints relating to corruption investigated		56%	44%	67%	UPF

Anti-corruption research studies or surveys conducted

The IG did not conduct any research studies during the financial year; however, dissemination engagements were conducted for research findings on the "Cost and extent of Corruption in recruitment by DSCs in Uganda" to stakeholders in MDA/LGs. As such, these findings were disseminated in 42 District Local Governments. A total of 1300 Senior LG Officials were engaged.

IG Anti-corruption business processes digitised.

The IG was onboarded onto the Government EDRMS/EDOCS to automate the registry function. As a result of this, by the end of the financial year, over one million manual records had been digitised and integrated into the EDRMS/EDOCS. Additionally, the IG's case management system (CMS+) was upgraded and customised to integrate with the EDRMS/EDOCS to enable file attachment.

Corruption cases investigated

The program, through the IG, investigated and concluded 1249 corruption-related cases, of which 36 were high-profile in nature. This was against an Institutional target of 942, hence an achievement of 132%.

From these investigations, the IG was able to order recoveries worth UGX 41.9 billion; 22 prosecutions and 1593 administrative sanctions were issued. Additionally, through the interventions of the IG, UGX 17.8 billion was saved from misappropriation.

The State House Anti-Corruption Unit (SH-ACU) is one of H.E. the President's strategic interventions to augment the Government's commitment in the fight against corruption. In the year under review, the Unit concluded investigations in 160 case files, which were subsequently submitted to the Directorate of Public Prosecutions (DPP) for legal review and appropriate action. As a result of the Unit's investigative efforts, 32 accused persons were convicted during the period.

The cases investigated involved a cumulative value of UGX 1,451,926,192,724 (One trillion four hundred fifty-one billion nine hundred twenty- six million one hundred ninety-two thousand seven hundred twenty-four Uganda shillings). Of this amount, UGX 1,989,354,700 (One billion nine hundred eighty-nine million three hundred fifty-four thousand seven hundred Uganda shillings) was recovered. While there is tangible progress in the anti-graft fight, entrenched corruption networks remain a significant threat to service delivery, public confidence, and national development.

The ACU team is checking service delivery in Masindi district, where government funds had been reported misused.



Random targeted inspections were conducted.

A total of 126 random spot checks were conducted to detect underlying corruption and investigations in MDALGs. From these, the IG was able to generate 30 investigation cases.

Votes in which integrity scorecard assessments were conducted Service delivery issues resolved due to RDCs interventions

Existing forensic and special audit requests undertaken

The Programme, through OAG, planned to undertake 70 forensic investigations and special audits during the year. As at 30th June, 44 forensic investigations and special audits had been completed, representing 77.8% of existing requests undertaken, against a target of 88%. The shortfall is attributed to human resource gaps, the intensive nature of these audits, and competing audit priorities.

Case disposal rate at the Leadership Code Tribunal

Furthermore, the Leadership Code Tribunal (LCT) adjudicated Cases in breach of the leadership code of conduct. LCT received a total of forty-eight (48) cases filed by the IG, of which thirty-one (31) cases were concluded with no witnesses summoned. It is important to note that the Tribunal Members resumed work in Quarter 3 (7th January 2026) after being sworn in on 6th January 2026.

MDAs and LGs trained on National Ethical Values

The program, through DEI, integrated and popularised National Ethical Values in state and non-state institutions. The reports cover capacity building of Head teachers and other Senior school managers on integration of the national values in the teaching-learning process. Capacity building workshops were conducted in 15 districts covering 320 schools and over 1,600 school administrators and managers. With these trainings, the school managers have been equipped with knowledge and skills to integrate ethical values within the school environment and to deter and detect unethical conduct such as bribery, corruption, drug abuse, and sexual immorality.

In addition, we have also been able to engage cultural leaders to reach out to the community through the structure of cultural institutions. A total of 4 cultural institutions in Bama Saba of Mbale, Tieng Dhola of Tororo, Sabaruli of Nakasongola, and Kuman Cultural Institution in Kaberimaido.

Reported Public complaints relating to corruption investigated

UPF investigated 114 public complaints relating to corruption out of 2,852 complaints registered in the period under review. The cases investigated include: bribery, neglect of duty, extortion, abuse of office and other corrupt tendencies committed by police officers.

Strategic Output 4.4.2: Asset Recovery Framework strengthened

The programme did not attain the targeted 30% of MDAs &LGs mainstreaming Anti-Corruption initiatives but was able to sensitise 0.4% of MDAs & LGs on TAAC Strategy against a target of 10% as summarised in the table below.

The IG developed the TAAC mainstreaming strategy and, as a result, engaged with heads of Ministries, Departments, Agencies and Local Governments (MDALGs) to enlist their support in mainstreaming Transparency, Accountability and Anti-Corruption (TAAC) in all the government plans, projects or programmes as a strategy to eliminate corruption.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
%. of MDAs & LGs sensitised on TAAC Strategy.	0%		10%	0.4%	IG
Percentage of MDAs &LGs mainstreaming Anti-Corruption initiatives.	10%		30%	0%	IG

TAAC mainstreaming engagements were also held with stakeholders in the MDAs/LGs of Kira Municipal Council, Nansana Municipality, Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Arua City, and Wakiso , Bukedea, Ngore, Kagadi, Arua, Zombo and Nebbi Districts. The IG will strengthen efforts to scale up this initiative in the ensuing financial year so as to improve performance from 0.4% to at least 30% by the end of the second year of the NDP IV.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Value of assets recovered.	5Bn.		10Bn.		IG, DEI

Value of assets recovered.

As part of strengthening enforcement of the asset recovery framework, the IG followed up with the court, and IG issued orders and, as a result, recovered UGX 7.7 billion during the financial year. This was against a target of UGX 10 billion.

URSB has continued to implement the Anti-Corruption Strategy (2020–2025), which is anchored in the National Zero Tolerance to Corruption Policy (2018). By the end of FY 2025/26, URSB had conducted nine compliance inspections/spot checks and investigations on its services. In addition, URSB, in collaboration with the territorial commands, received forty (40) complaints related to alleged forgery, copyright piracy, and trademark counterfeiting.

The Program, through DEI, strengthened the Anti-Corruption legal framework, and the Assets' recovery rules and regulations are in place. The IAF Legal Task Force developed the draft Anti-Corruption (Confiscation and Recovery Orders) Rules 2026, under section 73 of the Anti-Corruption Act, Cap. 116. The draft Rules were submitted to the Chief Justice, who is empowered to make the Rules, and gave written authority to the IAF Legal Task Force to develop proposals for the Rules.

Strategic Intervention 4.5: Strengthen the recognition and award system for outstanding civic contributions to motivate individuals and Organisations

The Programme in the period under review continued to recognise leadership excellence and ethical standards in service delivery as a way of reinforcing a culture of integrity and high performance. This enabled the motivation of public officers through positive incentives and setting clear role model behaviours that cascade across MDAs and local governments.

The intervention strengthened accountability and professionalism, deterred misconduct, improved staff morale and retention, and built citizen trust by highlighting tangible service improvements. Aligned to NDP IV and Ten-Fold Growth enablers, such recognition linked ethics to results, encouraged innovation and cross-agency collaboration, and drove sustainable improvements in efficiency, quality, and value for money.

Strategic Output 4.51: Leadership excellences and ethical standards in service delivery recognised

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of investiture ceremonies conducted	6	6	6	8	OP
Number of personnel awarded medals and honours	350		350	322	OP
Number of award and recognition popularisation campaigns conducted	6	6	6	6	OP

Investiture ceremonies conducted

The Office supported H.E. the President, under the National Awards and Honours Act, Cap. 173, to confer medals and honours at six national investiture ceremonies—Independence Day (09 Oct 2025, Kololo), Liberation Day (26 Jan 2026, Kololo), Tarehe Sita (6 Feb 2026, Kabale), International Women's Day (08 Mar 2026, Kololo), International Labour Day (01 May 2026, Nkoyoyo Boarding PS Grounds, Matale–Buikwe), and Heroes Day (09 Jun 2026) and 02 special investiture ceremonies. The conduct of these ceremonies formally recognised outstanding Ugandans whose service advances peace, development, and nation-building. The ceremonies reinforced constitutional values and collective memory, promoted unity across regions, elevated role models for youth and public servants, incentivised integrity and excellence in service delivery, spotlighted contributions of women and workers to inclusive growth, and strengthened public trust by linking national celebration with merit-based recognition.

Personnel awarded medals and honours

Through the eight (08) investiture ceremonies held in FY 2025/26, a total of 236 (167 males and 69 females) individuals were awarded medals and honours. These included, among others, the two (02) special investiture ceremonies where the **Most Excellent Order of the Pearl of Africa (Grand Master)** medal, Uganda's highest civilian honour, was awarded to members of the Aga Khan family in recognition of their extensive contributions to social, health, and economic development in Uganda. Similarly, other civilians, military personnel, UPF and UPS officers and men were also awarded medals as a sign on honour for their distinguished and exceptional work they have done for Uganda. The following categories of medals were given out: Order of the Pearl of Africa - the highest civilian honour, typically awarded to visiting or in-office heads of state and government; Order of the Source of the Nile - awarded to high-ranking international and domestic dignitaries; Order of Katonga; the Kabalega Star; Nalubaale Medal; Luwero Triangle Medal; and Golden / Diamond Jubilee Medals. To facilitate the above, the following were undertaken;

Award and recognition popularisation campaigns conducted

Produced 06 reports on due diligence conducted on the proposed nominees that were awarded for Independence Day, Victory Day, Tarehe Sita, Women's Day, Labour Day and Heroes Day Investiture ceremonies. The exercises were aimed at verifying the proposed individuals and ascertaining the information delivered at the Office to rule out any impersonators and give credit to the vetting process. This was done to raise public awareness of fair, merit-based nomination processes; increase high-quality, inclusive nominations across regions and sectors; embed a culture of service, integrity, and excellence by showcasing role models; strengthen unity by celebrating diverse contributors; enhance transparency through clear communication and verification.



General Muhoozi Kaneirugaba being awarded a medal for leading anti-Al-Shabaab operations at the 45th Tarehe Sita Anniversary Celebrations.

Strategic Intervention 4.6: Strengthen monitoring of Government programmes for effective service delivery

During the period under review, the programme intensified oversight of government initiatives to ensure effective service delivery and attainment of intended results. Strengthened, data-driven monitoring enabled timely detection and resolution of accountability gaps and corruption risks that hindered implementation. The programme prioritised stakeholder capacity building and reinforced a comprehensive monitoring and evaluation framework by standardising indicators, improving data quality and use, and institutionalising follow-ups to translate findings into corrective actions and sustained performance gains.

Strategic Output 4.6.1: Monitoring of Government programmes strengthened

As part of Government's efforts to ensure effectiveness in policy and programme implementation, the GSP undertakes monitoring and inspection of ongoing programmes and projects.

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of monitoring exercises conducted on government service delivery programs and projects	4	4	4	4	OP
Number of health service facilities monitored	160	122	120	90	State House
Number of Public Infrastructure works inspected	16	18	16	36	State House
Number of IAF joint Inspections conducted	2	1	2	0	DEI

Monitoring exercises conducted on government service delivery programs and projects

The Programme, through the Office of the President, continued to oversee the implementation of government programs and projects across the country. Through Operation Wealth Creation (OWC), the Office undertook the following exercises;

Produced four (04) reports on the implementation of the Parish Development Model (PDM) in West Nile and Acholi; Bunyoro, Kigezi, Bugisu, and Rwenzori; Eastern Uganda, including the Busoga, Bukedi, Bugisu, Sebei, Teso, and Karamoja Sub-regions. The focus was on profiling PDM beneficiaries, studying the PDM-selected enterprises, and assessing the PDM disbursements for the year FY 2025/26.

Produced four (04) reports on the value chain of the selected commodities to foster export promotion and transition from subsistence to commercial agriculture in the areas of Abim; Nabilatuk, and Nakapiripiriti i.e. oilseeds (Groundnuts, soya and simsim), Cassava, Maize, Beans, Sunflower, Rice cultivation and Sunflower farming; cocoa, cotton, tea, maize and beans. Similarly, the Office also undertook an extensive multi- stakeholder engagement across the 15 sugarcane factories in Uganda to assess the general performance of the sugar cane sub - sector and its contribution to Uganda's GDP, employment and wealth creation.

Health service facilities monitored

The State House Health Monitoring Unit (SH-HMU), with the core functions of monitoring Health Service Delivery, Medicines and Health Supplies Management Chain, continued to monitor and support the national health care system to make it efficient, responsive and accountable in order to provide quality health



Health Monitoring Unit team carrying out community dialogue at a health centre in Namisndwa district.

care services to the Ugandan population. In FY 25/26, the HMU inspected 90 health facilities for effective service delivery in 11 districts. These exercises examined the status of the health system in public health facilities.

Public Infrastructure works inspected.

Additionally, the State House Infrastructure Monitoring Unit (SH-IMU) continued to play a critical role in promoting value for money in government infrastructure projects. It ensures that public infrastructure works and services meet acceptable quality standards, adhere to specifications, and comply with sound engineering principles, practices, and technical management policies. In the period under review, 36 public infrastructure projects and works, including the Busega–Mpigi Expressway, Najjanankumbi–Busabala Road, Lubowa International Specialised Hospital, Karuma and Isimba Hydropower Plants, Hoima City Stadium, Akii-Bua Olympic Stadium, the Rwenkunya–Masindi Port–Apac Road, Kampala–Jinja Road, the Mpoma Satellite project, the Security Printing Factory, Katonga Bridge, and construction works at Nakasero and Entebbe State Houses, among others, were inspected.

IAF joint Inspections conducted

The program, through the Directorate for Ethics and Integrity (DEI) monitored implementation of the Zero Tolerance to Corruption Policy (ZTCP). Whereas the key activity of Joint Inspections was not conducted in the financial year, the Inter Agency Forum (IAF), through the Technical Working Group (TWG), sat to review the Action Plan to eliminate corruption as guided by Cabinet. The Action Plan focuses only on what is considered radical measures. This is still a work in progress.

Furthermore, DEI embarked on the process to develop the National Anti-Corruption Strategies (NACs), which are the implementing tool for the Zero Tolerance to Corruption Policy (ZTCP). A task force was formed consisting of representatives from the GSP secretariat and Civil Society Organisations. Consultation of key National leaders was conducted across the country, and a draft of the NACs is now in place.



A team from DEI and NPA is conducting consultations on how best to tackle corruption in Lira City

NRM Manifesto

Since the launch of livestock payments for war debt claimants and/beneficiaries in Acholi, Lango and Teso sub-regions by H.E the President of Uganda on 26th March 2022, the Ministry of Justice and Constitutional Affairs received UGX 239.494Bn out of the approved Budget of UGX 280Bn. Out of the released budget of UGX 239.494Bn, UGX 158.315Bn was paid to 28,281 claimants /beneficiaries from the Sub-regions of Acholi, Lango, and Teso as at 30th June 2025. And so far, 8,754 war debt claimants have been fully paid with UGX 28.013Bn and 19,527 have been partially paid with UGX 130.303Bn By Region UGX 43.666Bn was paid to 4,836 Claimants from 8 districts of Acholi Sub Region, UGX 48.736Bn was paid to 12,389 claimants form 9 districts of Lango Sub Region and UGX 65.912Bn was paid to 11,056 claimants from 12 districts of Teso Sub Region. However, the planned Budget of UGX 80Bn for FY2025/26 was released, and the Cabinet under Cabinet Minute No. 406 (CT 2025) directed that funds be transferred to the Office of Prime Minister.

Directive 15: Gradual Elimination of Indebtedness to Veterans, Kasimo for Civilians and Cattle Compensation in Lango, Acholi, Teso, West Nile, Parts of Karamoja and Sebei

In the reporting period, the Ministry of Justice implemented Directive 15 with improved performance from 0% in 2021 to 50%. A total of UGX 158.32 billion has been paid to 28,281 claimants in Acholi, Lango, and Teso, while Cabinet authorised UGX 80 billion in FY 2025/26 to support cattle compensation and restocking. Operational guidelines have been approved and implementation strengthened through Local Government coordination, PDMIS alignment, Wendi wallet onboarding, and beneficiary registration. Under the restocking programme, 11,504 beneficiaries have been approved, and 559 households have already received payments.

CHAPTER VI

OBJECTIVE 5:

TO STRENGTHEN CITIZEN PARTICIPATION IN DEMOCRATIC PROCESSES

5.0 Introduction

Uganda continues to promote good governance through constitutional democracy, equal representation, equity, tolerance, constructive dialogue, transparent and accountable processes and institutions. Government commitment to democracy is evident through the regular, periodic free and fair elections, civic and voter education, participation of citizens, including the marginalised groups in decision processes right from village councils to the district level, Parliament and Cabinet, and the existence of an independent National Electoral Commission. Democratic governance will contribute to the realisation of the Fourth National Development Plan (NDP IV) through institutional accountability, citizen participation, improved civic education and upholding the rule of law at all levels, which are necessary for sustainable wealth creation and industrialisation.

The overall outcome for this thematic area over the five years of NDP IV duration is to conduct regular, free and fair Elections. Uganda's commitment to conducting regular, free and fair elections is assessed using the following two core indicators: increasing the democratic index from 4.6% to 5.5% and increasing public satisfaction with the quality of elections to 85%. Together, these indicators provide a comprehensive measure of credibility, citizen trust, inclusiveness, transparency, and the overall effectiveness of the electoral process. This will be achieved through the successful strengthening of democracy and electoral processes.

This Chapter presents the performance of the thematic area on strengthening citizen participation in democratic processes within the broader Governance and Security Programme during FY2025/26. Through the Programme, Uganda successfully delivered the 2025/2026 General Elections roadmap that culminated in the successful conduct of free, fair and transparent General Elections encompassing the Presidential, General Parliamentary, and Local Government Council elections countrywide. In addition, the Programme implemented key interventions aimed at strengthening Uganda's democratic governance, including election administration, voter registration and verification, civic and voter education, political party support, stakeholder consultations, electoral dispute management and provision of security for a conducive electoral environment. The General Elections provided a critical opportunity to assess the effectiveness of electoral systems, citizen participation, and institutional readiness across all levels of governance. Overall, this report also highlights achievements, identifies challenges encountered, and outlines lessons learned to inform continuous improvement and alignment with national democratic development priorities.

Notably, during FY2025/2026, the Programme commenced construction of the EC Headquarters at Lubowa- Lweza. The Headquarters grounds were used for the nomination of Presidential candidates and as the National Tally Centre for the 2025/2026 Presidential Elections held in January 2026. The grounds continue to offer office space for some meeting venues and information technology service spaces of the Commission. This report provides an analysis of the key performance indicators under NDP IV during FY 2025/2026, comparing actual performance against set targets. These indicators offer a clear picture of how the General Elections were managed and how citizens engaged with the democratic processes.

Table 54: Indicating Performance against DEmocratic Governance Outcome Indicators

Outcome Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Democratic Index	4.94	4.94	5.1	4.94	Democratic Index Reports	EC (EIU Report)
Public satisfaction with quality of elections	No Data	N/A	85%	80%	Post-Election Evaluation 2025/26 (New Survey by EC)	EC

These two indicators are assessed as composite measures generated by independent external bodies. The Democratic Index is compiled by the Economist Intelligence Unit (EIU). It aggregates performance across five dimensions: electoral processes and pluralism, civil liberties, functioning of government, political participation, and political culture. Uganda had a score of 4.94 (2024), while public satisfaction is measured through an independent public perception survey conducted by an external consultant. For FY 2025/2026, the assessment was based on responses from 5,357 Ugandans who participated in an online survey.

In addition to the above, the indicators for tracking progress at the intermediate level include increasing the percentage of citizen participation in electoral processes from 71% to 85%, and increasing voter turnout from 60% to 72%. The performance below shows the extent to which Ugandans were meaningfully engaged in the electoral processes, ranging from voter registration and voter verification to polling, results management, and post-election feedback mechanisms.

Table 55: Democratic Processes Intermediate Outcome Indicators`

Intermediate Outcome Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Percentage of citizens participating in electoral processes	71%	74%	85%	86%	Election Report	EC
Voter turnout (disaggregated by elective positions)	60%	49	72%	52.5%	Election Report	EC

The Programme registered incremental progress in both citizen participation and voter turnout, demonstrating improvements in electoral engagement prior to and during the 2025/2026 General Elections. In an effort to increase citizen participation in electoral processes, the Programme designed and implemented voter education programmes covering all the electoral processes. However, performance in citizen participation in electoral processes was slightly above the annual targets, while voter turnout remained below the annual targets, signalling the need for more focused civic and voter education to enhance trust and participation in electoral processes, which will in turn improve voter turnout.

Notably, during the General Elections, which were conducted in January 2026, the national voter turnout was 52.5%, down from 59.4% in 2021 and 60% in the 2023/24 by-elections. Participation in local government elections and by-elections was even lower than in the General Elections. This trend continues to raise concerns about inclusiveness, citizen engagement, and the perceived value of electoral processes.

5.1 : Strengthen democracy and electoral processes

Legitimate electoral processes and public confidence in democratic governance depend on both actual and perceived integrity of an election. Under NDP IV, democracy and electoral processes will be strengthened through: management of elections and related improvements, securing electoral processes, conduct of civic awareness and voter education, and enhanced democratisation across the East African Community.

5.1.1 Management of elections improved

Quality election management is vital in democracy. Excellence in election delivery and strengthened inter- agency cooperation enable electoral institutions to respond to emerging challenges while reinforcing electoral integrity. The Governance and Security Programme institutions collaboratively, successfully and professionally managed the electoral processes during the organisation and conduct of the 2025/2026 General elections. Prior to the Elections, the Programme successfully implemented

the 2025/26 General Election Roadmap. The Presidential and General Parliamentary elections were held on 15th January 2026, with other categories of elections concluded by March 2026. Further, preparations for the Elections for Administrative Units and Women Council/Committees commenced in June 2026. Other key milestones include: demarcation of electoral areas and reorganisation of polling stations; general update of the National Voters Register; conduct of civic and voter education, display of the National Voters Register and Registers for Special Interest Groups (SIGs); Election of Special Interest Groups and Committees from village to National level.

The indicators for tracking progress under this output include: increasing the percentage of eligible voters captured in the National Voters Register with correct particulars from 96% to 100%; filling election positions within the provisions of the law from 98% to 100%; review, update and/or demarcation of administrative units from 98% to 100%; reorganisation of polling stations and aligning them to administrative units, the targeted improvement is from 34,684 polling stations to 42,000 polling stations. The performance for the reporting period is indicated in the table below.

Table 56: Table 3: Indicating performance against output indicators

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Percentage of eligible voters captured in the National Voters Register with correct particulars	96%	96%	100%	96.4%	EC
Proportion of elective positions filled within the provisions of the law	98%	100%	100%	100%	EC
Proportion of Administrative Units reviewed, updated and/ or demarcated	98%	100%	100%	100%	EC, MoLG
Number of polling stations reorganised and aligned to Administrative Units	34,684	38,315	42,000	50,739	EC

During FY2025/26, EC captured 96.4% of the eligible voters in the National Voters Register with correct particulars against a target of 100%. This performance was attributed to the fact that some of the eligible voters were not yet registered with NIRA by the time of the update of the voters register, and other voters had not updated their voter registration details.

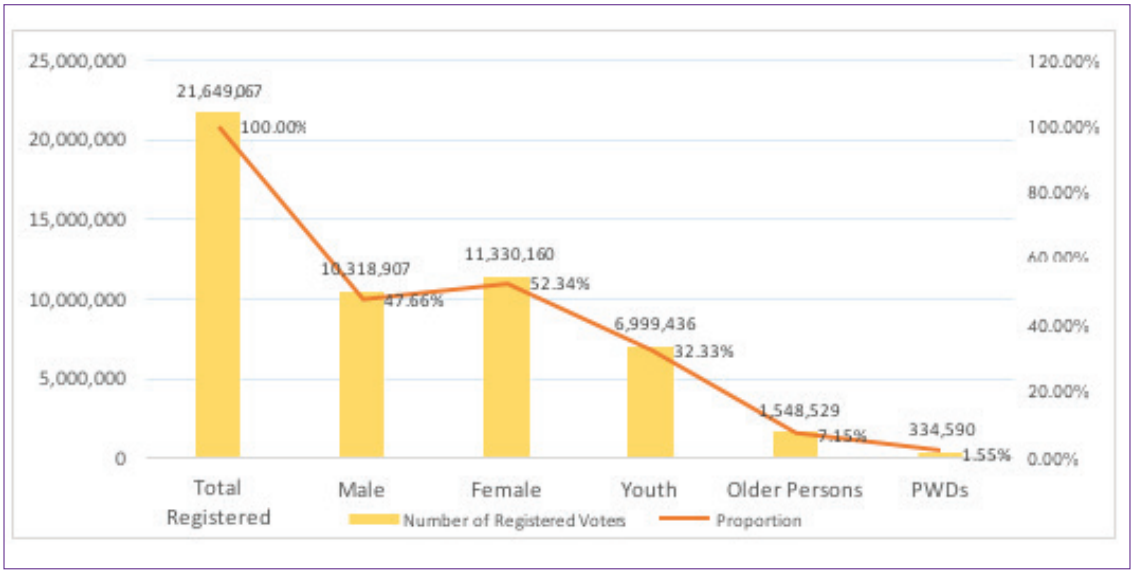
In addition to the above, the Programme commendably registered 100% performance in filing all the elective positions during the 2025/2026 General Elections and subsequent elections. This was attributed to adequate preparations, availability of resources and the peaceful environment nationally. In addition to the above, the Programme performance was 100% in the review, update and demarcation of electoral areas in readiness for the General Elections. Relatedly, the Programme reviewed, verified and updated Administrative Units data in 14,574 Local Governments (including Districts/Cities, Municipalities/City Divisions, and Sunbcounty/Town/Municipal Division).

Furthermore, 50,739 polling stations were reorganised and aligned to the existing Administrative Units against the planned target of 42,000 polling stations. This variance resulted from the splitting of polling stations, a deliberate decision taken to enhance efficiency and improve voter experience. The Programme reduced the optimum number of voters per polling station from 900 to 600, which eased congestion, improved speed and accuracy of voter verification using Biometric Voter Verification Kits (BVVKs), and ensured that manageable numbers of voters were allocated per polling station, which enabled easy accessibility and adequate space at polling stations.

During the period under review, the Programme compiled, updated and maintained the National Voters Register and Registers for Special Interest Groups (SIGs). Voter information from the National Identification Register (NIR) was utilised for voter register clean-up and update exercise. NIRA

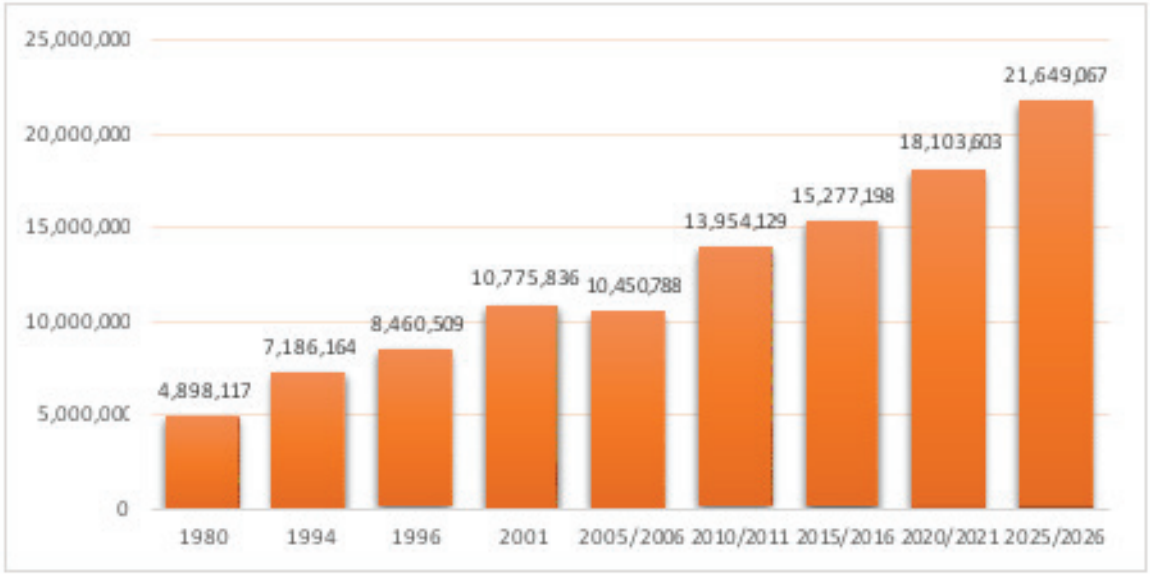
undertook a nationwide 53-day project-mode registration exercise, which significantly expanded the National Identification Register by registering eligible citizens and updating their demographic and biometric information. This exercise ensured that citizens eligible to vote were enrolled in the NIR. The verified identity information and National Identification Numbers (NINs) from the NIR were utilised to authenticate eligible voters, eliminate duplicate and inaccurate records, and improve the reliability of the voters' register. The use of the NIN as the unique identifier strengthened voter verification, minimised the risk of electoral fraud, promoted transparency, and enhanced public confidence in the electoral process. The Programme successfully registered a total of 3,577,888 new voters, while a total of 748,722 transfer applications were received and processed. Relatedly, the Programme compiled the Special Interest Group Registers comprising the Youth, PwDs and Older Persons. As a result of the compilation, update and maintenance of the National Voters Register, a total of 21,649,067 particulars of voters were confirmed on the Voters Register. The composition of the updated Voters Register is shown in the Figure 1:

Figure 1: The National Voters Register for the 2025/2026 General Elections, Disaggregated by Category.



Since 1980, the number of voters has gradually increased as summarized in Figure below:

Figure 2: Registered Voters for Elections in Uganda since 1980 – 2026



Registered voter numbers rise as the population expands and more citizens reach 18 years of age.

In addition to the above, the Programme clearly defined areas of representation and polling places, demarcated areas of representation and polling places in preparation for the 2025/2026 General Elections and the Local Government Elections. The respective demarcated areas of representation and polling places include: Parliamentary Constituencies for directly elected members of Parliament which remained at three hundred fifty-three (353) as it was during the 2020/21 General Elections; Local Government electoral areas with women councilors constituting a 1/3 of the council; electoral areas in the new Town Councils/Sub Counties. However, comparative statistics for 2021 and 2026 Elections indicated that the number of elective positions for directly elected councillors generally decreased across all Local Government levels. However, women council seats increased at the district/city and sub-county/town/municipal division levels, while at the municipality/city division level, the number of Electoral Areas decreased as shown in the table below.

Table 57: Comparative Statistics on Number of Electoral Areas Demarcated For 2020/2021 and 2025/2026 General Local Government Council Elections.

Local Government Level	Directly Elected Councillors		Women Councillors	
	2020/2021	2025/2026	2020/2021	2025/2026
District/City	2,211	2,241	1,514	1,736
Municipality/City Division	1,161	626	778	888
Subcounty/Town/Municipal Division	10,690	10,440	12,222	12,212
TOTAL	14,062	13,307	14,514	14,836

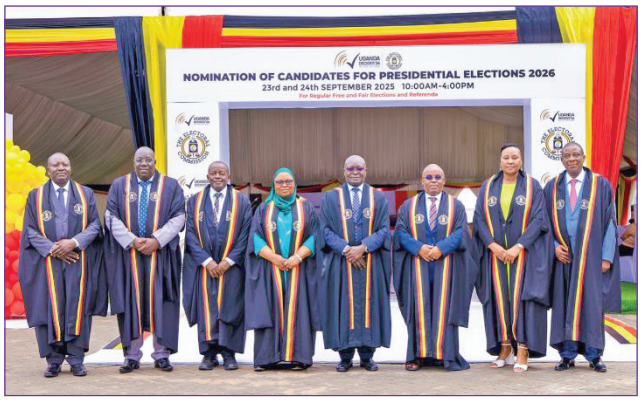
The Local Government Councils exist at District/City, Municipality/City Division, and Subcounty/Town/Municipal Division. The table below highlights the trend of Local Government Elective Offices since 2001/02 General Elections.

Table 58: Trend of Local Government Council Elective Offices from 2001/2002 to 2025/2026 General Elections

No	Category Of Elective Positions	Number Of Elective Offices	
		2020/21	**2025/26**
1.	District/City Chairperson	146	146
2.	District/City Directly Elected Councillors	2,211	2,241
3.	District/City Women Councillors forming ⅓of Councils	1,514	1,736
4.	District/City Councillors Representing Special Interest Groups (Youth, PwDs, Older Persons)	1,168	1,168
5.	Municipality/City Division Chairperson	56	56
6.	Municipality/City Division Directly Elected Councillors	1,161	626
7.	Municipality/City Division Women Councillors forming ⅓of Councils	778	888
8.	Municipality/City Councillors Representing Special Interest Groups (Youth, PwDs, Older Persons)	336	336
9.	Subcounty/ Town/Municipal Division Chairperson	2,211	2,165
10.	Subcounty/ Town/Municipal Division Directly Elected Councillors	10,690	10,440
11.	Subcounty/ Town/Municipal Division Women Councillors forming ⅓ of Councils	12,222	12,212
12.	Subcounty/Town/Municipal Division Councillors Representing Special Interest Groups (Youth, PwDs, Older Persons)	12,942	12,990
	Total	**45,435**	**45,004**

There was a decline in the number of elective offices because of the upward revision of population quotas and the use of the 2014 population census figures to determine the population quotas for Local Government level that reduced the number of councilors particularly in municipalities and town councils.

During the period under review, the Programme ensured that aspirants at the Presidential, Parliamentary and Local Government levels were vetted through nominations; this ensured that all aspirants who were approved to contest met the strict legal criteria set by the Constitution and electoral laws. This process filtered unqualified individuals from contesting before the ballots were printed, which prevented election petitions on the ground of lack of qualifications and made the ballot paper manageable for voters. The data gave the Programme certainty on the exact on number of candidates to be included on ballot papers and informed planning, reducing confusion, especially in local government elections where dozens of council positions are contested simultaneously. The Programme conducted the nomination of candidates, including: Presidential candidates, under which only eight (8) from different parties satisfied the requirements; Directly Elected MPs and District Woman MPs), Special Interest Groups Representatives to Parliament (workers, persons with disabilities, youth, and older persons), 2,735 candidates; and Local Government Council candidates, and Special Interest Group candidates' nomination. Overall, the nomination exercise of Local Government Councils attracted a large number of aspirants, including candidates sponsored by political parties and organisations, as well as independent candidates.





Left: Members of the Commission at the National Center at Lweza-Lubowa. Right: A Presidential Candidate receiving his Security details from the Chairperson Electoral Commission and Members of the Commission at the National Nomination Grounds Lweza-Lubowa.




Left: A presidential candidate undergoing verification during nomination. Right: Nomination of a candidate for Special Interest Groups for Older Persons Representative to Parliament at EC Headquarters.

During FY2025/2026, following the nomination exercise, the Programme observed an overall slight decline in the number of candidates nominated for the 2025/2026 General Parliamentary Elections compared to 2015/16 and 2020/21 General Elections. The information in the table below highlights the number of Parliamentary nominees from 2015/16 General Parliamentary Elections to 2020/2021 and 2025/2026.

Table 59: Trends in Nominations for 2025/2026 General Parliamentary Elections since 2015/2016

NO	Elective Position	2015/16	2020/21	2025/26
1.	Directly Elected Members of Parliament	1,337	2,043	2,006
2.	District/ City Woman Representatives	406	653	633
3.	UPDF Representatives	30	21	25
4.	PwDs Representatives	14	17	10
5.	Workers Representatives	11	20	26
6.	Youth Representatives to Parliament	18	36	29
7.	Older Persons Representatives	0	11	6
	Total	1,816	2,801	2,735

In addition to the above, the Programme strengthened coordination among political actors, security agencies, media and other stakeholders, while supporting peaceful and inclusive campaigns. This was achieved through a series of engagements conducted prior to the rollout of campaign programmes with candidates' representatives to harmonise campaign programmes after every nomination. This promoted orderly, coordinated and fair participation by all candidates in the campaigns. The engagements also provided a clear and structured framework for campaign activities, helping candidates and stakeholders plan effectively, adhere to the electoral calendar and guidelines.



The Commission meeting with agents of Presidential candidates, leaders of Political Parties and Security during harmonization of campaign programs.

During FY2025/26, the Programme continued to embrace technology and innovations in election management, this is evident through the deployment of the Biometric Voter Verification Kits to strengthen voter verification and identification in the 2025/2026 General Elections. The use of Biometric Voter Verification System (BVVS) was first introduced during the 2015/2016 General Elections and it continues to play a significant role in strengthening voter verification and identification, and reinforcing confidence in the integrity of the polling process. The BVVKS were deployed in the General Election to ensure one man one vote. Although technical challenges affected its application in some parts of the Country during Presidential and Parliamentary elections, the Programme responded promptly by implementing legally provided contingency measures to ensure that eligible voters were able to exercise their constitutional right to vote without undue interruption. The BVVKS was successfully utilized across the Country during Local Government Council elections to a tune of 99.9% rate, the experience during the General Elections provided valuable lessons that continue to inform ongoing improvements in electoral technology, system resilience, and operational preparedness for future elections.



The Electoral Commission engaging members of the 11th Parliament during a live demonstration of the Biometric Voter Verification Kit (BVVK), conducted through a mock polling station to illustrate how the technology will be applied in the upcoming elections.

During the period under review, the Programme enhanced integrity and transparency during the elections through the accreditation of observers comprising individuals, groups, international organisations, CSO's, journalists and institutions. Observers and monitors were given free access to election sites, and they performed their duties nationwide. Following the elections, reports and recommendations were made by the observers to Government for consideration.



Chairperson Electoral Commission with a team of accredited Joint African Union, COMESA and IGAD Observation led by HE Jonathan GoodLuck former President of Nigeria.

During the period under review, the Programme complied with all legal timelines during the conduct of Presidential, General Parliamentary and Local Government Council Elections which were held within the statutory period of the first thirty (30) days of the last one hundred twenty-two (122) days before the expiration of the term of office for the President, Parliament and Local Government Councils as the case may be. Prior to polling, the EC procured ballot papers incorporating security features and a machine-readable QR code, enabling the BVVK machine to positively verify the voter before issuing ballot paper and thereby strengthening the integrity of the voting process and upholding the principle of one person, one vote. The Presidential ballot papers were received by the Programme and representatives of presidential candidates, political parties, accredited observers and members of the media ahead of the 2026 General Election in line with the Programme commitment to transparency and accountability.



Members of the Commission conducting a verification of a consignment of Presidential Ballot Papers for 2025/2026 General Election upon arrival at Entebbe International Airport.

Furthermore, the Programme complied with climate change requirements by ensuring that election materials used such as ballot boxes, lids, basins, and other durable items were reusable across multiple electoral cycles. This reduced procurement costs, minimised waste, and supported environmental conservation. In addition, all election materials made from polythene or plastic were procured within the legally acceptable micron specifications, in line with the National Environment Management Authority (NEMA) guidelines. This ensured environmental safety and reduced non-biodegradable waste. Further, materials used during elections were handled and disposed of in accordance with national environmental laws and waste management protocols which ensured safe and compliant destruction or recycling.

In addition to the above, the Programme ensured that polling for the 2025/26 General Elections (President and Members of Parliament (Directly elected and District Woman Representative to Parliament)) commenced at 7:00am on 15th January 2026 and closed at 4:00pm. However, during the Presidential and Parliamentary elections subject to Section 49(1) of the Electoral Commission Act, the Commission extended voting by one hour in polling stations that experienced technical glitches in the use of BVVK.

With the verification of election materials and preparation of polling stations. Voters were identified before being issued with ballot papers and casting their votes in secrecy. Polling officials managed the exercise, while candidates' agents, accredited observers monitored the process and security personnel-maintained law and order. The Programme successfully filled elective positions at both the Parliamentary and Local Government Council levels during the 2025/2026 electoral cycle. The gender distribution of elected leaders demonstrates a positive trend toward gender parity in Uganda's political representation. At Parliamentary level out of the total 529 elected Members of Parliament: 341 Male

(64%) 188 Female MPs (36%) while at the Local Government Council Level 22,997 are Male (51%) while 22,006 are Female (49%) hence a significant improvement in gender parity, especially at the local Government Councils. On the other hand, the results for the Presidential elections were transmitted to the National Election Results Tally Centre at the Electoral Commission Grounds in Lubowa and declared by the Chairperson of Electoral Commission) on 17th January 2026 within 48 hours at the National Tally Centre in accordance with the law. Notably, the NRM party emerged the winner in the Presidential Elections with 7,946,772 votes which translated to 71.65% valid votes cast for its candidate.



A voter casting his ballot

During the General Elections, the Programme noted the lowest voter turnout compared to the General Elections held from 1996 to 2026. The table below presents the voter turnout for Presidential Elections from 1996.

Table 60: Summary of voter turnout for Presidential Elections Statistics Since 1996

Election Year	Registered Voters (Million)	Voter turnout	Invalid Vote
1996	8.49	72.58	3.18%
2001	8.13	69.20%	2.50%
2006	10.78	69.19%	4.09%
2011	13.95	59.29%	4.04%
2016	15.28	67.61%	4.62%
2021	18.10	59.35%	3.66%
2026	21.65	52.50%	2.41%

More to the above, the Programme successfully filled all the Local Government Councils elective positions in accordance with the law. A total of 25 out of 26 registered political parties and organisations participated in the 2025/2026 General Elections for District/City Chairperson, Municipality/City Division Council Elections and Subcounty/Town/Municipal Division Council Elections. The elections for the Special Interest Groups (Youth, PwDs, Older Persons, and Non-Unionized Workers Delegates) were conducted progressively from lower councils to national level, filling a total of 1,624,929.

In addition to the above, following the 2025/26 General Elections, the Programme successfully organised and managed two by-elections, including the Local Government Council V Chairperson for Kikuube District and Woman Member of Parliament for Kalangala District by-elections on 18th June and 24th June 2026 respectively.

During FY2025/26, the Programme successfully handled three hundred seventy-two (372) post-nomination complaints and fifty-two (52) applications for recount of votes. While the Presidential Election Petition No. 1 of 2026, which sought to annul the Presidential Elections, among other remedies was withdrawn with leave of Court. Consequently, the Supreme Court confirmed President Yoweri Museveni Tibuhaburwa Kaguta as the duly elected President. Relatedly, a total of one hundred fifty-seven (157) Parliamentary Election Petitions and 189 Local Government Election Petitions were filed in the High Court held at various regions/districts across the country. At the end of FY2025/26, all these petitions were still pending and were yet to be determined by the Courts.

During the reporting period, the Programme strengthened protection of human rights during the electoral processes through the establishment and operationalisation of an Electoral Situation Room. The Electoral Situation Room was utilised as a centralised coordination, monitoring and information management as a mechanism for tracking, documenting and responding to human rights issues arising throughout the electoral cycle. The Room functioned as an early warning and rapid response mechanism, enabling real-time monitoring of electoral-related incidents, analysis of emerging human rights trends, and timely engagement with relevant duty bearers to prevent and respond to violations. Public access to the Situation Room was enhanced through the establishment of a dedicated toll-free line through which members of the public reported human rights violations, electoral-related incidents and other complaints for verification, referral and appropriate action. Overall, the Situation Room significantly reinforced the Programme's oversight role and contributed to promoting accountability, transparency and the protection of civil and political rights,



Photo of the functional Situation Room during the electoral period

Additionally, the Programme strengthened communication, collaboration and coordination between political parties, organisations, elders, religious leaders, cultural leaders and civic organisations through national and regional dialogues on elections. The dialogue enhanced stakeholders' understanding of their respective duties and responsibilities in promoting peaceful, inclusive and rights-based elections. They appreciated key human rights challenges affecting electoral hotspots and they formulated practical recommendations for implementation at district and regional levels. The participants identified several emerging concerns that threatened peaceful, inclusive and rights-based elections. These included the increasing monetisation of politics and voter bribery; low voter registration verification and voter apathy; inadequate civic and voter education; intimidation within and between political parties; violations of campaign timelines and designated venues; and the propagation of hate speech

and tribalism. Additional concerns included the exclusion of elders, religious and cultural leaders from electoral consultations; unbalanced media coverage; misuse of digital technologies; political interference affecting the neutrality of security agencies; potentially inappropriate donor influence on some civil society organisations; and candidates' unwillingness to accept electoral outcomes, which heightened the risk of post-election unrest. To address the highlighted concerns, it was recommended that there is need for adequate funding for the Programme to undertake comprehensive civic and voter education using diverse approaches; professional, impartial and consistent enforcement of electoral laws and campaign guidelines by security agencies; and stronger collaboration between all MDA's and district stakeholders, particularly elders, religious and cultural leaders. The stakeholders also called for balanced and responsible media reporting, meaningful engagement of young people and their leaders in electoral dialogues, and timely investigation and resolution of election-related complaints by justice institutions to maintain public confidence, prevent violence and promote free, fair and peaceful elections.

Furthermore, as part of the pre-election interventions, the Programme further strengthened collaboration with key electoral stakeholders through a Joint Press Conference. This strengthened **coordination among key electoral stakeholders, fostering a shared commitment to peaceful, credible and rights-based elections. The press conference also reinforced collective accountability for safeguarding human rights and increased public awareness of the roles and responsibilities of election stakeholders in promoting free, fair and peaceful elections. The stakeholders reaffirmed their commitment to protecting human rights throughout the electoral processes/period.**



Photo of the Chairperson of UHRC with other stakeholders during the Joint Press Conference.

The Programme played a central role in monitoring human rights compliance throughout the electoral processes. Overall, strong performance was achieved in strengthening election management through effective monitoring mechanisms and stakeholder coordination. The training of duty bearers on monitoring and human rights compliance during electoral processes enhanced preparedness for peaceful and rights- based elections. Further, monitoring of electoral processes revealed that Uganda was peaceful and citizens' exercise their political rights, including the rights to participate, vote, and freely express political choices. Electoral procedures were largely complied with, with no major incidents of violence, intimidation, or human rights violations recorded. However, concerns were identified related to low voter participation, limited voter sensitization, isolated electoral irregularities, and the need to strengthen transparency and accountability mechanisms for inclusive and credible electoral processes.

5.1.2 Democratic institutions strengthened

To strengthen internal democracy, build institutional capacity, and enhance political party governance the Programme continues to facilitate multiparty democracy through facilitation of political parties/ organisations, facilitation of the National Consultative Forum (NCF) activities and registration of Political Parties/Organisations in Uganda in accordance with the Constitution and the Political Parties and Organisations Act, Cap.178.

Table 61: National Consultative Forum (NCF) engagements facilitated

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of National Consultative Forum (NCF) engagements facilitated	13	Update	13	18	EC

During the reporting period, the Programme supported six political parties with representation in Parliament, ensuring their effective participation in the country's democratic processes. The support included the provision of UGX 45 billion and facilitation of observation and meetings through the National Consultative Council (NCF). NCF conducted eighteen (18) working committees and four (4) plenary meetings.

5.1.3 Civic Awareness and Voter Education conducted

Civic and voter education play a very critical role in promoting citizen participation in electoral processes. During FY2025/26, the Programme, accredited Civil Society Organisations which, complemented Government efforts in the conduct of civic awareness, human rights and voter education programmes, which empowered citizens and stakeholders with knowledge on their rights, the importance of participating in the electoral process and making informed decisions during the electoral process.

Table 62: Indicating the performance in civic awareness and voter education

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of civic awareness engagements undertaken	6745		6800		UHRC
Number of Stakeholders in the electoral processes engaged (millions)	1.413	Update	8.048	9.522	EC

The number of stakeholders engaged in the electoral processes totalled 9.5 million Ugandans, which surpassed the targeted 8.048 million. These included candidates, newly registered voters, political and technical leaders, ad hoc and regular staff of the Electoral Commission, employees in various MDAs, and Local governments, Security agencies, media houses and their staff, social media teams, among others. The above performance is attributed to the efforts of the Electoral Commission, UHRC and 52 CSOs which were accredited to complement Government efforts in voter education nationwide.



Induction of Global Election Observation Mission (GEOM) an accredited local CSO to supplement the Commission's efforts in providing voter education to the communities.

The Programme also conducted stakeholder engagement, publicity, voter/civic education and outreach nationwide, which empowered citizens and stakeholders, enhanced transparency, strengthened public confidence in the electoral process, and fostered coordinated efforts towards the conduct of free, fair, peaceful, and credible elections. The engagements included high-level meetings and dialogues held in preparation for the 2026 General Elections, these resulted into strengthened collaboration amongst key actors and duty bearers in the areas of election security management, protection of fundamental freedoms, handling of election-related complaints, prevention of electoral violence, and maintenance of law, order, peace and unity. Stakeholders committed to adhering to constitutional standards, lawful conduct, impartial administration of the electoral process, and proactive public communication to mitigate tensions during elections. Programme engagements enhanced institutional coordination and collaboration, reinforced accountability, and contributed to creating a conducive environment for peaceful, transparent, and credible election.



From L-R, IGP, Chairperson UHRC and Chairperson EC after a meeting to deliberate on a peaceful election



The Programme engaging the faith leaders under their umbrella, the Inter-Religious Council of Uganda for the peaceful presidential and parliamentary elections.

In addition to the above, the Programme carried out phased voter education according to the electoral activities/milestones. Some of the priority areas focused on continuous voter education programmes, campaigns on registration of voters and pre-general election interventions. The interventions included regular press conferences, press briefs, the use of community radios, voter education through electronic media, electronic billboards, national, regional and district stakeholders' workshops, voter education outreaches, social media, short messaging Services (SMS), newspaper inserts and supplements, voter education by outsourced firms, outdoor broadcasting, exhibitions during national events, training of trainers before each election milestone, and regularly updating the Commission website and social media handles (Facebook, Twitter, Instagram, WhatsApp, TikTok). This equipped the citizenry, including the youth, with information on the importance of participating in the election activities, voting procedures, designated dates for all election activities and the implications of participation and non-participation in the electoral processes.

In addition to the above, social media emerged as a significant platform in the voter education initiatives, enabling the rapid and wide dissemination of electoral information to the public. The presence of Programme institutions on Twitter, Instagram, TikTok and WhatsApp provided an alternative avenue of engagement with the online community/users. The interactive nature of social media allowed for public engagement, clarification of questions, and timely responses to emerging concerns during the electoral cycle. By embracing digital communication platforms, the Programme enhanced accessibility to electoral information, promoted informed voter participation, and contributed to efforts aimed at addressing misinformation and strengthening public confidence in Uganda's electoral processes.

Furthermore, the Programme designed and implemented a special public sensitisation campaign on the use of the Biometric Voter Verification Kits (BVVKs) during polling, as a measure to improve the management and conduct of elections through the biometric authentication of voter identity. The public demonstrations were conducted on national television and in public squares at the national level (EC Head Office) and at regional and city/district. The participants included media personnel; election officials; candidates and representatives of political parties and organisations; public officials; voters; and election observers. These hands-on exercises and role-play scenarios and discussions enabled stakeholders to appreciate technology and enhance collective preparedness.

5.1.4 : Democratization across the EAC enhanced

Uganda plays a critical role in strengthening Governance and democratisation across the EAC. During FY2025/2026, the Programme, through MEACA participated in engagements on democracy and good governance, public awareness engagements and regional forums.

Table 63: Indicating Performance against Output 5.1.4 Targets

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of fora engagements on democracy and good governance	4	n/a	4	4	MEACA
Number of EACA public awareness and participation	4	n/a	6	5	MEACA
Level of participation in EAC democratization and good governance	4	n/a	4	4	MEACA

During the reporting period, the Programme coordinated and participated in democracy and governance-related regional engagements. These meetings addressed several issues, including: cooperation in defence, interstate security and foreign policy coordination; the cross-border trade, the execution of EACJ decisions by national courts; and the contentious issue of litigating human rights cases before the EACJ. The Programme also coordinated the Defence Experts Working Group to develop Civil-Military Cooperation Guidelines and CIMIC guidelines were developed; these provide a regionally agreed framework that enhances regional coordination in security operations.

Relatedly, the Programme, Coordinated the 41st Sectoral Council in Cooperation in Defence and the key outcomes included consideration of the After-Action Review (AAR) meeting for the 5th EAC Armed Forces Civil Military Cooperation (CIMIC) week activities; Concept Development Conference (CDC) for the 14th EAC Armed Forces Command Post Exercise USHIRIKIANO IMARA 2026; report of the meeting of the Commandants of EAC Partner States' Armed Forces Senior Command and Staff colleges; draft Defence Sector Calendar of activities for the period January to June 2026; report of the meeting of CMIs/DMIs/HDI/CDIS/CDIs/MIC; and status of implementation of previous decisions of the Sectoral Council. Further, the Programme conducted public awareness and EAC sensitization engagements with focus on: operationalization of the EAC early warning mechanism at Mpondwe One Stop Border Post, stakeholders sensitization on the regional and inter-agency coordination framework illustrating agreed communication and information-sharing protocols, action plan outlining key policy recommendations, institutional and technical support; strengthening the role of women and youth in cross-border peace, security, and regional integration at in border districts in collaboration with FEMWISE-Uganda chapter with Kisoro district local government, this engagement enhanced the knowledge of women and youths' understanding of cross-border peace, security, and regional integration processes. The Programme also conducted awareness programmes with focus on the pillars of EAC integration, highlighting milestones, achievements, opportunities and the way forward. Relatedly, stakeholder engagements were conducted with a focus on the EAC transboundary framework on cross-border peace and security at Oraba Border and this aimed at increasing the understanding of the EAC Transboundary Security Framework while fostering collaboration and active stakeholder participation in strengthening peace, security, and regional integration in border communities, and a consultative engagement on the national implementation strategy of the high-level peace-caravan resolutions with stakeholders of the districts in Karamoja sub-region. This increased awareness of the EAC Peace Caravan on the peaceful coexistence of the Ateker Communities.

In addition to the above, the Programme Coordinated and participated in several regional forums which enhanced EAC democratisation, good governance, development and strengthened regional

cooperation. This engagements resulted to the approval of the new financing formular for EAC, and during the Uganda-Kenya Bilateral Summit Eight (8) MOUs were agreed upon in the agreed areas of cooperation between Uganda and Kenya were signed by responsible Ministers and consideration of Extension of the Standard Gauge Railway from Naivasha to Malaba and into Uganda, as well as the dualling of the Nairobi-Nakuru-Mau Summit road, which is also expected to reach Malaba and continue into Uganda; Resolution of non-tariff barriers that disrupt the flow of goods and undermine the goals of regional integration under the East African Community (EAC); and the opening of a steel factory in Tororo.

5.1.5 : Electoral processes secured

During the period under review, the Programme played a pertinent role in creating a conducive environment for free, fair, and peaceful elections, while also safeguarding the rights and safety of all citizens involved in the electoral process. All electoral processes and activities were secured and policed before, during and after the General Elections and Local Government Elections of 2025/2026, including party primaries, nominations, campaigns, polling, and election activities for Presidential, Parliamentary, Local Government, Women, Youths, and Persons with Disabilities.

Table 64: Indicating No. of UPF personnel deployment to secure elections

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of Police/security personnel deployed to secure election premises, materials, campaigns, candidates and officials before, during and after elections	5,750	n/a	38,750	144,892	UPF

During FY2025/26, Programme performance in the deployment of police or security personnel was above the targeted 38,750 because of an increase in the number of polling stations from 38,315 to 50,739, requiring the deployment of an additional 99,886 (29,893F) Special Police Constables and equipment to support the regular Forces in securing the General Elections and Local Government Elections and maintenance of law and order during the electoral processes. Security was provided during voter registration updates, nominations, campaigns, voting and subsequent electoral activities. Relatedly, the Programme investigated 709 political/elections related crimes out of which 219 cases were taken to court for prosecution.



Police Public Order equipment deployed in Kampala to support election security.



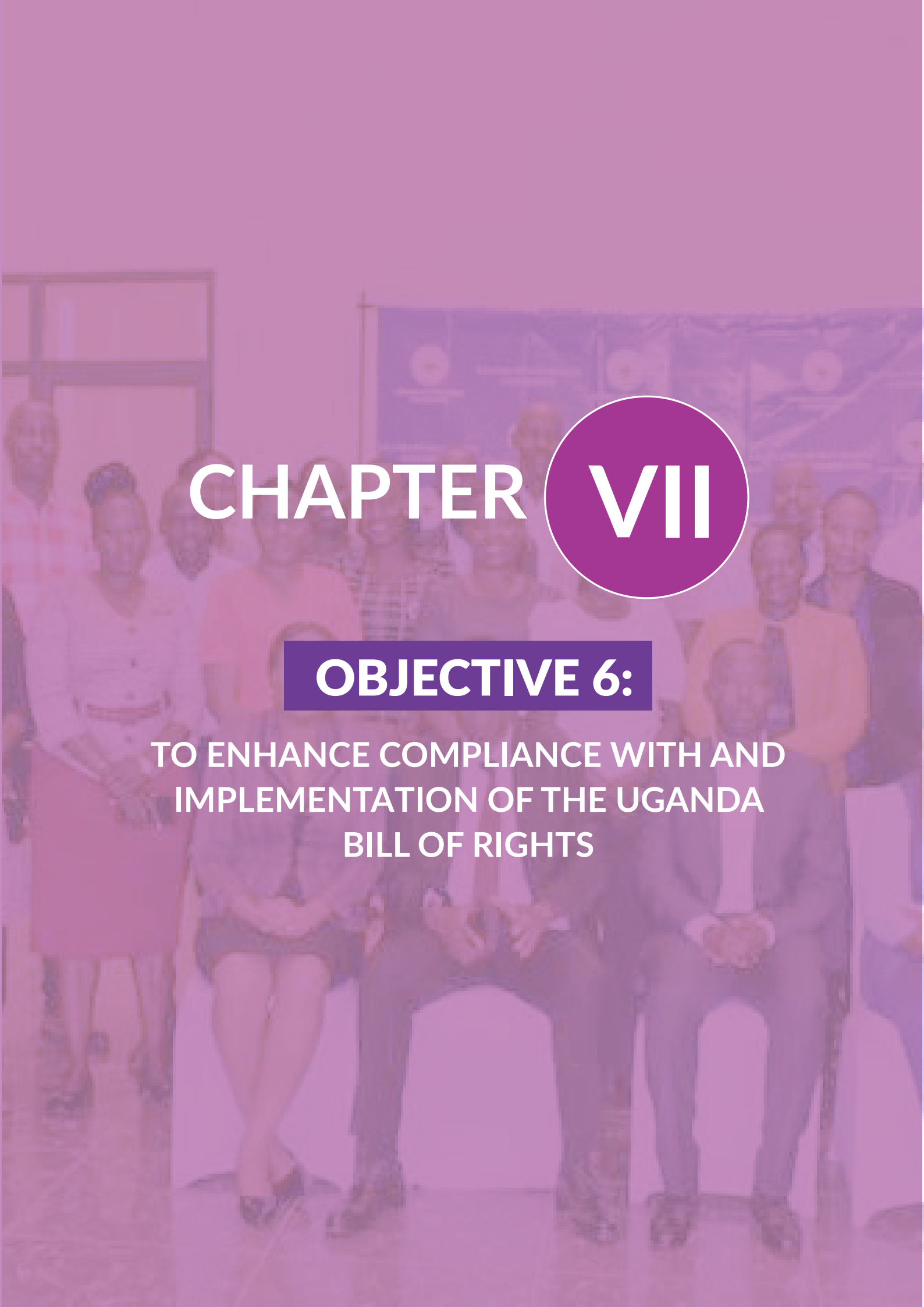
Director of Operations UPF briefing territorial commanders at the UPF HQ Naguru before elections.



Polling Constables on duty in Wakiso District at a polling station.

1.1.7 Emerging issues and lessons learned

Declining voter turnout trends, demand concerted efforts and coordinated multi-stakeholder action involving all stakeholders, including the GSP institutions, political parties, civil society, media, and development partners, among others. This will promote a more inclusive, credible, and participatory electoral environment, thereby strengthening the foundations of democratic governance, citizen participation and engagement in democratic processes. Commercialisation of politics undermines democracy and contributes to electoral malpractices and violence during electoral processes. The highly transactional nature of politics has shaped voter expectations, with some voters anticipating monetary or material incentives before voting. In the absence of such incentives, many chose not to participate, weakening civic duty and fueling disengagement.



CHAPTER VII

OBJECTIVE 6:

TO ENHANCE COMPLIANCE WITH AND IMPLEMENTATION OF THE UGANDA BILL OF RIGHTS

Uganda has strengthened the implementation of the Bill of Rights through a comprehensive legal and institutional framework aimed at advancing human rights, equality, non-discrimination and equal opportunities. Human Rights-Based Approaches (HRBA) have been mainstreamed into the National Development Plan IV, and gender and equity considerations integrated into national planning and budgeting. Progress has also been registered in reducing cases of torture involving security agencies.

Despite these gains, implementation remains constrained by inadequate financial and human resources, limited geographical coverage, delays in accessing information, low awareness of rights and obligations, and persistent discrimination and marginalisation. These challenges particularly affect the capacity of the Uganda Human Rights Commission and EOC to provide timely redress, undertake monitoring and inspection of detention facilities and extend civic education awareness programs nationwide. Addressing these constraints is critical to translating constitutional guarantees into measurable and tangible improvements in the enjoyment of human rights by all persons in Uganda.

Table 65: Increased observance of human rights

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Public perception on respect and observance of human rights	0%	0%	20%		UBOS-Survey	UBOS

Table 66: Intermediate outcome: Increased compliance to HRBA Principles

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Level of compliance of NDP IV Programmes to HRBA principles	N/A	N/A	50%	TBC	UHRC Annual report	UHRC
Percentage of National Budget compliance to gender and equity	67%	59%	70%	61%	Gender and Equity Assessment Report for the National Budget Framework Paper.	EOC

In regard to the percentage of National Budget compliance with gender and equity as shown in the table above, the National Budget Framework Paper (NBFP) for FY 2025/26 achieved a 61% gender and equity compliance score, 9% below the revised target of 70%. The shortfall was mainly attributed to gaps in disaggregated data, weak alignment of some budget allocations with gender and equity priorities, and delays in accessing detailed budget information. Nevertheless, the score exceeded the 50% statutory threshold, leading to the Commission's issuance of a Certificate of Compliance.

Table 3.2. Perception on respect of Human Rights among Persons aged 18 and above by selected background characteristics

Characteristic	Not at all	Rarely Respected	Often Respected	Always Respected	Overall respect of human rights
Sex					
Male	10.9	19.9	33.4	35.9	69.3
Female	6.4	16.9	34.9	41.8	76.7
Residence					
Urban	9.3	22.1	32.7	35.9	68.6
Rural	7.8	15.8	35.2	41.3	76.5
Age-Group					
18-30	7.1	19.4	36.2	37.3	73.5
31-59	9.4	18.3	33.3	39.1	72.4
60+	7.7	15.2	32.6	44.5	77.1
Sub region					
Kampala	10.6	26.1	34.1	29.2	63.3
Buganda South	13.3	27.2	20.3	39.2	59.5
Buganda North	10.5	20.0	27.0	42.5	69.5
Busoga	15.2	22.8	27.5	34.6	62.1
Bukedi	10.8	15.6	40.0	33.6	73.6
Elgon	5.1	18.9	43.9	32.2	76.1
Teso	2.2	20.4	57.8	19.7	77.5
Karamoja	3.0	23.4	44.1	29.5	73.6
Lango	2.3	18.8	55.5	23.4	78.9
Acholi	5.0	21.9	43.5	29.6	73.1
West Nile	17.5	19.3	26.2	37.0	63.2
Bunyoro	3.5	12.5	39.2	44.8	84
Tooro	1.5	8.6	42.9	46.9	89.8
Ankole	6.4	6.8	26.2	60.6	86.8
Kigezi	6.1	6.1	34.4	53.5	87.9

Strategic Intervention 6.1: Integrate HRBA in policies, legislation, plans and programmes

This intervention seeks to institutionalise the Human Rights-Based Approach (HRBA) across Ministries, Departments, Agencies (MDAs), Local Governments, and Justice, Law and Order Sector (JLOS) institutions to strengthen rights-centred service delivery and accountability mechanisms.

Strategic Output 6.1.1: HRBA Mainstreamed

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Proportion of MDAs and LGs plans and budgets compliant with HRBA	N/A	0%	20%	TBC	UHRC Annual report	UHRC
%ge of municipalities, districts, cities implementing HRBA in PDM and EMYOGA	N/A	0%	30%	TBC	UHRC Annual Report	UHRC
Percentage of MDAs and LGs trained in gender and equity mainstreaming	67%	67%	70%	70%	Assessment report on compliance of Gender and Equity in Uganda	EOC

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Number of prisons adhering to service delivery standards	266	269	266	270	UPS Annual Report	UPS

The institutions have made significant progress in mainstreaming Human Rights-Based Approaches (HRBA), gender, and equity considerations into their budgets and plans. In addition, HRBA has been integrated through targeted capacity-building initiatives, including the incorporation of human rights modules into the training of security officers, the development and implementation of institutional policies and guidelines, and infrastructural development, among other interventions.

As a result of mainstreaming the Human Rights-Based Approach (HRBA), duty bearers demonstrated increased appreciation and understanding of the relevance of applying HRBA principles in the delivery of services to refugees and host communities.

The intervention further strengthened duty bearers' understanding of their roles and responsibilities in protecting and promoting the rights of refugees and host communities. It also reinforced awareness of professional codes of conduct and the importance of upholding ethical and human rights standards in the execution of their duties. Additionally, duty bearers developed practical approaches for effectively integrating human rights principles into their daily work, thereby contributing to more accountable, responsive, inclusive, and rights-respecting service delivery for both refugees and host communities.

UHRC conducted 8 trainings/ capacity building for duty bearers comprising JLOS stakeholders, including Prison officers, police personnel, JLOS Actors, and Refugee Welfare Council (leaders), on the Human Rights- Based Approach to improve service delivery among refugees and host community members. A total of 826 (586 male, 240 female) participants were drawn from the districts of Adjumani, Lamwo, Arua and Koboko, and attended the training and acquired skills on HRBA.

Furthermore, under the strategic intervention of integrating a Human Rights-Based Approach (HRBA) into policies, legislation, plans and programmes, the Equal Opportunities Commission continued to strengthen the capacity of Ministries, Departments and Agencies (MDAs) and Local Governments (LGs) on gender and equity mainstreaming. The intervention is aimed at equipping institutions with the knowledge and practical skills necessary to identify and address gender and equity concerns in the formulation, implementation, monitoring and evaluation of policies, plans, programmes and budgets.

During Financial Year 2024/25, the Commission set a target of 67 per cent of MDAs and LGs to be trained on gender and equity mainstreaming. The target was fully achieved, with 67 per cent of the targeted MDAs and LGs receiving training. The achievement demonstrates the Commission's continued efforts to enhance institutional capacity to mainstream gender and equity considerations within government planning and service delivery processes.

In Financial Year 2025/26, the Commission increased the target to 70 per cent, reflecting its commitment to progressively expanding institutional capacity for gender and equity mainstreaming. The Commission again achieved the set target of 70 per cent, indicating sustained performance and an improvement in the proportion of MDAs and LGs reached through the capacity-building interventions. The achievement further demonstrates the Commission's contribution towards ensuring that government policies, legislation, plans and programmes are responsive to the principles of equality, non-discrimination, inclusion and equitable access to opportunities and services.

Overall, the achievement of both annual targets reflects the Commission's consistent performance in strengthening the capacity of MDAs and LGs to integrate gender and equity considerations into their institutional processes. The increase from 67 per cent in FY 2024/25 to 70 per cent in FY 2025/26 represents a 3 percentage-point improvement, signalling continued progress towards institutionalising gender and equity mainstreaming across government structures.



JLOS Actors pose for a group photo with UHRC staff led by Director DRED, Mr. Kamadi Byonabye during training of JLOS Actors in Adjumani district

Additionally, UHRC conducted six (6) Human Rights-Based Approach (HRBA) review meetings with Local Governments in the regional offices of Jinja, Soroti, Mbarara, Masaka,

Fort Portal, and Kampala. The engagements assessed the extent to which HRBA principles were integrated into local government development planning, budgeting, and service delivery processes. As a result, participating Local Governments demonstrated increased awareness of the need to mainstream human rights considerations into development planning, resource allocation, and service delivery, thereby contributing to more inclusive, accountable, and rights-responsive local development interventions.

The UPS has eliminated the bucket system in 8 prisons, including Buwama, Nyarushanje, Rukungiri, Apac, Kiryandongo, Kiboga, Aswa II, and Aswa III. Out of the 270 prisons across the country, the bucket system is now only in 35 prison units, representing 13.0% of the total prisons. Construction of water-borne toilets is still ongoing in different stations, including Aloi-Ongom, Arocha, Aber, Ssembabule, among others.

Strategic Output 6.1.2: The National Action Plan on Human Rights developed and implemented

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Number of MDAs implementing the National Action Plan on human rights					MoJCA Annual Report	UHRC
Level of functionality of the Human Rights desk					MoJCA Annual Report	MoJCA

Strategic Intervention 6.2: Enhance protection of human rights and promotion of equity

Under the Governance and Security Programme (GSP), efforts to enhance the protection of human rights and promotion of equity focused on strengthening access to justice, effective redress, and accountability mechanisms. Interventions in complaints management, investigations, mediation, Tribunal adjudication, and access to information strengthened the responsiveness and effectiveness of the human rights protection system. Collectively, these efforts improved access to remedies for rights holders, reinforced accountability among duty bearers, and contributed to greater public confidence in justice, human rights, and rule-of-law institutions.

Strategic Output 6.2.1: Human Rights Complaints disposed

In fulfilment of its constitutional mandate to promote and protect human rights, the Uganda Human Rights Commission (UHRC), strengthened access to justice and redress through the disposal of human rights complaints. Complaints were disposed of through investigation, Alternative Dispute Resolution (ADR), and Tribunal sessions, enabling the Commission to provide appropriate remedies, promote accountability for human rights violations, and strengthen public access to effective human rights protection mechanisms.

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Disposal rate of human rights complaints	12.39%	17%	15%	48.7%	UHRC Annual Report.	UHRC
Proportion of Police stations that meet human rights standards.	0.26		0.38		Annual Police Crime Report	UPF
% of reported human rights complaints against police officers investigated.	0.79		0.82	TBC	Annual Police Crime Report	UPF

Through its Regional Offices, UHRC received a total of 3,373 complaints from individuals seeking redress for alleged human rights violations. Of these, 229 complaints (6.8%) met the criteria for formal registration and further processing by the Commission, while 3,144 complaints (93.2%) were referred to relevant institutions and mechanisms for appropriate action.

Table 67: Complaints received, registered and referred by UHRC

Regional office	Received			Registered			Referred		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Arua	162	93	255	23	18	41	139	75	214
Fort portal	120	71	191	2	0	2	118	71	189
Gulu	263	303	566	17	27	44	247	275	522
Hoima	247	104	351	4	1	5	243	103	346
Jinja	160	65	225	13	1	14	147	64	211
Kabale	71	56	127	15	3	18	56	53	109
Kampala	244	135	379	13	7	20	231	128	359
Lira	135	67	202	15	9	24	120	58	178
Masaka	198	117	315	11	8	19	188	108	296
Mbarara	219	151	370	10	6	16	209	145	354
Moroto	44	45	89	0	1	1	44	44	88
Soroti	182	121	303	17	8	25	165	113	278
Total	2045	1328	3373	140	89	229	1907	1237	3144

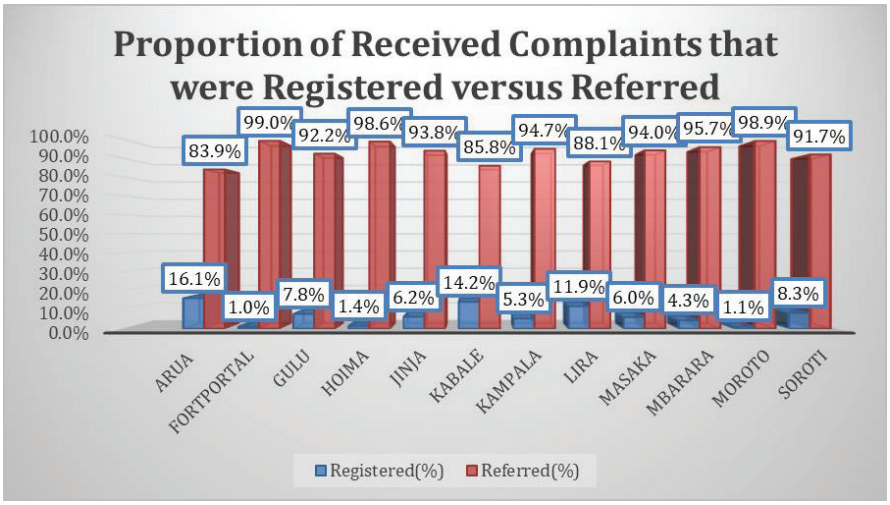


Figure 1: Proportion of Received Complaints that were registered versus Referred

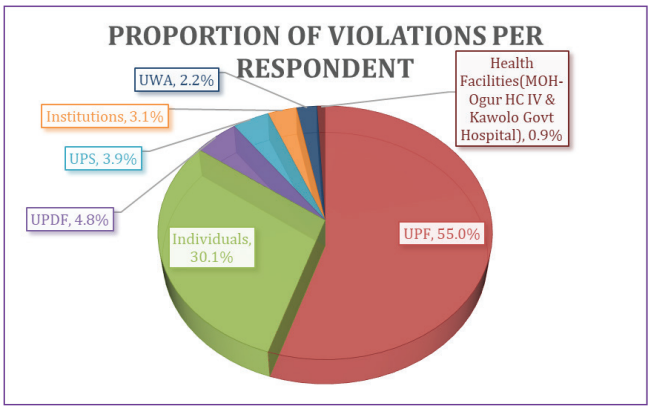
Table 68: Nature of Violation Reported by Regional Offices

Violation s	Arua	Fort portal	Kam pala	Gulu	Hoima	Jinja	Kab- ale	Mbar- ara	Masaka	Mor- oto	Soro ti	Lira	Total
Torture	7	1	8	10	2	8	4	5	5	0	12	8	70
Liberty	24	1	7	7	1	5	9	3	5	0	4	7	73
Mainten- ance	6	0	3	21	1	1	3	4	7	1	6	6	59
Property	1	0	0	0	0	0	2	0	1	0	0	0	4
Education	2	0	0	4	0	0	0	2	0	0	0	0	8
Life	0	0	2	1	1	0	0	0	1	0	3	3	11
Access to child	1	0	0	1	0	0	0	2	0	0	0	0	4
Total	41	2	20	44	5	14	18	16	19	1	25	24	229

Of the 229 complaints registered during the financial year, violations relating to the right to liberty (31.9%) and freedom from torture (30.6%) accounted for the majority (62.5%), followed by maintenance-related violations at 25.8%. Complaints concerning the right to life, education, property, and access to children constituted smaller proportions. Overall, the registered alleged complaints were predominantly on civil and political rights, particularly liberty and freedom from torture.

Table 69: Respondents of alleged Human Rights violations

Respondents	Ar ua	Kam pala	FortP ortal	G ul u	Hoi ma	Ji nj a	Kab ale	Mbar ara	Mas aka	Mor oto	Sor oti	Li r a	To tal
UPF	29	9	2	14	2	12	17	7	9	0	11	14	126
Individual s	10	3	0	26	1	1	1	5	8	1	6	7	69
UPDF	1	5	0	3	1	0	0	0	1	0	0	0	11
UPS	0	1	0	1	1	1	0	1	0	0	2	2	9
Institutions	1	1	0	0	0	0	0	3	1	0	1	0	7
UWA	0	0	0	0	0	0	0	0	0	0	5	0	5
Health Facilities(MOH-	0	1	0	0	0	0	0	0	0	0	0	1	2
Total	41	20	2	44	5	14	18	16	19	1	25	24	229



Out of 229 complaints registered in the FY, the majority were lodged against the Uganda Police Force (UPF), accounting for 55.0% (126 complaints). Complaints against individuals constituted 30.1% (69 complaints), while the Uganda People's Defence Force (UPDF) accounted for 4.8% (11 complaints). Smaller proportions were recorded against the Uganda Prisons Service and other institutions.

The Uganda Human Rights Commission, through its 12 regional offices, investigated a total of 959 registered complaints during the financial year. Of these, 531 (55.4%) were fully investigated, while 428 (44.6%) remained partially investigated. Although more than half of the investigations were completed, the sizeable proportion of partially investigated cases highlights persistent operational and capacity constraints affecting timely case resolution.

Table 70: Complaints investigated by UHRC in FY 2025/26

Regional office	Fully investigated	Partially investigated	Total	Completion rates (%)
Arua	18	1	19	94.7%
Fort portal	8	12	20	40.0%
Gulu	36	33	69	52.2%
Hoima	12	12	24	50.0%
Jinja	20	19	39	51.3%
Kabale	28	38	66	42.4%
Kampala	170	116	286	59.4%
Lira	18	22	40	45.0%
Masaka	30	21	51	58.8%
Mbarara	81	73	154	52.6%
Moroto	66	36	102	64.7%
Soroti	44	45	89	49.4%
Total	531	428	959	55.7%

Additionally, the UHRC successfully resolved 54 child maintenance complaints through mediation/ Alternative Dispute Resolution (ADR), culminating in the signing of Memoranda of Understanding (MoUs) between the parties. This mediation process facilitated the timely and amicable resolution of disputes, promoting the restoration of the rights and welfare of affected children. As a result, complainants received practical, mutually agreed-upon remedies, contributing to increased satisfaction with the accessibility, efficiency, and effectiveness of justice services.

As at 30th June 2026, UHRC had a caseload of 642 complaints, a reduction from 1,193 reported as of 30th June 2025, reflecting UHRC's enhanced adjudication efficiency and timely resolution of cases. This decrease in caseload demonstrates improved access to remedies for complainants, faster case processing, and strengthened public confidence in UHRC's ability to provide effective redress for Human Rights violations. During the reporting period, UHRC awarded compensation in 22 complaints



totalling UGX 387,100,000. Of this, UGX 178,100,000 was awarded against the Uganda Police Force (UPF) for violations of the right to life, torture, and personal liberty; UGX 90,000,000 against the Uganda People's Defence Force (UPDF) for life and torture violations; and UGX 25,000,000 against the Uganda Prisons Service (UPS) for torture-related cases.

During the reporting period, UHRC received a total of 1,718 calls through its toll-free lines, of which 1,285 (74.8%) were from males and 434 (25.2%) from females. Callers primarily sought to register or follow up on complaints and to obtain information on human rights and UHRC's services. Overall, 553 calls (32.2%) were for complaint registration or referral, 565 (32.9%) were for follow-up of complaints, and 630 (36.7%) were for knowledge acquisition and rights-related information.

Table 71: Use of Toll Free Lines in UHRC regional Offices

Regional Office	Number of callers	Sex of Callers		Reason(s) for calling		
		Male	Female	Register /refer Complaint(s)	Follow-up of Complaint(s)	Knowledge acquisition
Kampala	156	107	49	85	48	23
Arua	87	57	31	52	30	6
Fort Portal	70	65	5	36	30	4
Gulu	225	175	50	73	119	33
Hoima	141	103	38	0	24	117
Jinja	90	72	18	1	3	86
Kabale	165	91	74	0	6	159
Kampala	281	201	80	160	89	32
Lira	196	174	22	64	118	14
Masaka	202	148	54	0	56	146
Mbarara	141	102	39	126	15	0
Moroto	53	45	8	6	43	4
Soroti	67	52	15	35	32	29
Total	1718	1285	434	553	565	630

Furthermore, the capacity of staff to effectively manage and resolve human rights complaints was strengthened, contributing to improved case management, efficiency, and responsiveness in addressing human rights concerns. This was achieved through a two-day capacity-building workshop on complaints management, which brought together 27 staff, comprising investigators from the 12 regional offices and Human Rights Officers from 10 field offices. The training enhanced staff knowledge and skills in complaints handling, investigation, documentation, and case management.



Photography of UHRC Staff after the training in effective Complaints Management

Strategic Output 6.2.2: Equity Complaints disposed

The Equal Opportunities Commission focuses on the timely and effective disposal of complaints relating to discrimination, marginalisation and unequal treatment. The output contributes to the Commission's mandate of providing redress to persons whose rights to equality and equal opportunities have been violated. Through receipt, investigation, mediation and determination of complaints, the Commission seeks to ensure access to justice, strengthen accountability of duty-bearers and promote compliance with the constitutional principles of equality, non-discrimination and equal opportunities..

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Disposal rate of	50%		55%		Annual report on	EOC
gender, equality					the state of equal	
and equity					opportunities in	
complaints					Uganda.	

In line with its mandate to promote equal opportunities and enhance access to social justice, the Equal Opportunities Commission planned to receive, register, assess, investigate, and resolve complaints arising from discrimination, exclusion, and marginalisation. The intervention sought to provide timely and effective redress through legally established mechanisms, including adjudication by the Equal Opportunities Tribunal, referrals to competent institutions, and alternative dispute resolution approaches such as mediation and conciliation. The performance and achievements under this intervention are presented below.

Region	Male	Female	N/A	Total
Central	175	141	41	357
Western	80	64	19	163
Eastern	48	39	12	99
Nothern	14	12	3	29
Total	317	256	75	648

Classification By Rights

Rights	No. Of Complaints
Economic Rights	99
Family Rights	35
Employment Rights	93
Education Rights	15
Disability Rights	6
Other Rights	63
Land Rights	180
Property Rights	157
Total	648

Following the receipt, assessment, and investigation of complaints, each case was reviewed to determine its acceptability in accordance with the Commission's mandate to eliminate discrimination and marginalisation and promote equal opportunities for all. Complaints found to be outside the Commission's mandate were referred to the relevant institutions for appropriate action, while acceptable complaints were handled through the Equal Opportunities Commission Tribunal and Alternative Dispute Resolution mechanisms. The status of complaints handled by the Commission is presented below.

S/N	Complaint status	Resolution mechanism	Total No. of complaints
1	Concluded	ADR	148
		Referred	53
		Tribunal	92
	Total Concluded		292
2	Under investigation		117

Furthermore, and in the exercise of its investigative mandate under the Equal Opportunities Commission Act and in a bid to dispose off equity complaints, the Commission (EOC) conducted a number of public inquiries into allegations of discrimination, marginalisation and denial of equal opportunities affecting vulnerable and marginalised communities. These inquiries provided an avenue for affected persons and communities to present evidence and enabled the Commission to receive testimony from complainants, respondents, expert witnesses, local leaders and other stakeholders before making its determinations.

Among the notable public inquiries undertaken was an inquiry in Iganga District involving complaints against the Uganda Muslim Supreme Council and Iganga District Local Government, where the Commission examined allegations of discriminatory practices and unequal treatment affecting members of the local community. The Commission also conducted a public inquiry in Kapchorwa District following a complaint by members of the Benet Community against the Uganda Wildlife Authority, which raised issues relating to historical marginalisation, access to land and natural resources, and the enjoyment of constitutionally guaranteed rights. In addition, the Commission held a public inquiry in Bussi Island, Wakiso District, to investigate complaints concerning discrimination and unequal access to public services and opportunities affecting residents of the island community.

These public inquiries enabled EOC to establish the facts through transparent and participatory proceedings, assess compliance with the constitutional principles of equality and non-discrimination, and issue reasoned decisions together with appropriate recommendations and directives. The inquiries not only facilitated redress for affected communities but also promoted accountability among duty bearers, informed policy and administrative reforms, and contributed to the development of equality and non-discrimination jurisprudence in Uganda.





Team from the Commission going to hard-to-reach areas (Bussi Island Wakiso) for a Public Inquiry.
EOC team at Bussi Island to Conduct a Public Inquiry.



A team from the Commission comprising Hon. Denise T, Member of the Commission (The Lady) and Counsel Madaba Sam (in red tie) during a Public Inquiry in Iganga District.

Strategic Intervention 6.3: Enhance civic awareness on the rule of law and the Bill of Rights

Under the Governance and Security Programme, targeted interventions were undertaken to strengthen citizens' knowledge and understanding of the rule of law, the Bill of Rights, and civic responsibilities. These efforts contributed to increased awareness of human rights and civic duties, strengthened social accountability, and promoted informed and meaningful citizen participation in governance processes.

Strategic Output 6.3.1: Civic education on the rule of law and human rights undertaken

Civic education initiatives were undertaken to strengthen citizens' understanding of the rule of law, human rights, and civic responsibilities. The interventions enhanced awareness of rights and obligations, promoted responsible citizenship and social accountability, and empowered communities to meaningfully participate in governance and demand accountability from duty bearers.

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Number of local languages the bill of rights is translated into	8	08	10	6	UHRC Annual Report	UHRC
Number of copies of the translated bill of rights disseminated	0	8,831	200,000	11,578	UHRC Annual Report	UHRC
Number of citizens sensitised of the bill of rights	130,122	24,822	200,000	27,834	UHRC Annual Report	UHRC

Civic education on the rule of law and human rights was advanced through a range of targeted interventions and outreach mechanisms, as outlined below.

a) Translation of the Bill of right into local launguages

Access to human rights information was expanded through the dissemination of 11,578 translated copies of the Bill of Rights to diverse linguistic communities in Uganda. UHRC translated the Bill of Rights into 6 local languages, reprinted and disseminated copies to the public. These include: Runyankore (746), Rukiga (744), Rutooro (744), Runyoro (747), Lusoga (747), Luganda (761), Kirundi (719), Lubwisi (712), Edeb Nyangi (712), Ndo/Kebutu (712), and Lendu (712). The initiative strengthened inclusive civic education by making constitutional and human rights information more accessible to local-language speakers, including refugee and hard-to-reach communities. This contributed to increased public awareness of fundamental rights and enhanced citizens' capacity to understand, claim, and protect their rights.

b) Research on the land conflicts in Buganda sub region.

Evidence to strengthen civic awareness, accountability, and understanding of rights related to land governance was generated through research on persistent land conflicts in the Buganda Sub-region. UHRC conducted contextualisation meeting with 20 participants (9 male and 11 female) and identified key drivers of land conflicts, information gaps, and priority areas for research and policy engagement. Subsequently, quantitative and qualitative data were collected across 26 districts in the sub-region to examine the nature, causes, and experiences of land conflicts. Data analysis and report writing are ongoing. The findings will provide an evidence base for civic education, policy dialogue, and targeted interventions to strengthen awareness of land rights, the rule of law, and access to justice, while informing more responsive governance and community-level interventions.





Figure 6: UHRC Research teams Led by Hon. Simeo Nsubuga and Hon. Shifrah Lukwago (members of UHRC) at the Buganda land board head office and Ministry of Lands, Housing and Urban Development during the data collection for the research on land conflicts in Buganda.

C) Training of Human Rights and Peace Clubs in schools

UHRC conducted targeted human rights sensitisation sessions for school administrators, teachers, and members of Human Rights and Peace Clubs, equipping them with knowledge and practical skills to promote human rights, peaceful coexistence, and civic responsibility within school communities. As a result, participants enhanced their understanding of human rights principles and strengthened their capacity to integrate human rights and peacebuilding practices into school activities, contributing to more inclusive, respectful, and peaceful learning environments.

Regional Offices	Participants				Age group				No of districts	No of school HRPCs
	Total	Male	Female	PWDs	*0-17*	*18-30*	*31-59*	*60+*		
Fortportal	300	163	137	0	189	100	11	0	3	3
Gulu	677	267	410	0	334	336	7	0	4	6
Hoima	306	157	149	0	196	106	4	0	1	4
Jinja	316	110	206	0	181	126	9	0	1	3
Kampala	422	214	208	0	300	116	6	0	4	4
Lira	1032	501	531	64	632	635	9	0	5	5
Moroto	1008	456	552	0	417	542	46	3	1	3
Soroti	353	107	247	4	246	115	4	0	3	6
Kabale	150	40	110	0	64	86	0	0	3	3
Masaka	917	379	538	0	656	206	2	0	3	3
Arua	279	167	112	0	95	173	11	0	3	3
Mbarara	403	292	111	0	283	113	7	0	3	3
Total	**6163**	**2853**	**3311**	**68**	**3593**	**2654**	**116**	**3**	**34**	**46**

Through its 12 regional offices, UHRC trained 46 Human Rights and Peace Clubs in 46 districts, reaching 6,163 participants, including 2,853 males and 3,311 females. The trainings strengthened participants' knowledge and skills in human rights promotion, peacebuilding, conflict prevention and peaceful coexistence, while enhancing the capacity of the clubs to raise human rights awareness, promote peaceful communities, and support conflict prevention and resolution in their schools.



UHRC Officials take a group photo with Members of HRPC of Tubur SS in Soroti City.

d) Media civic sensitisation programs (radio talk shows)

The Uganda Human Rights Commission continued to utilize radio talk shows as a key conventional civic education mechanism to increase public awareness of human rights and expand access to Commission services. During the reporting period, UHRC conducted 34 radio talk shows across six regional offices, generating 153 live listener interactions, comprising 122 male (79.7%) and 31 female (20.3%) callers.

The radio programmes provided an interactive platform for discussing a wide range of human rights issues, including UHRC's mandate, complaint handling procedures, the rights of vulnerable groups, prevention of torture, child protection, access to justice, and the responsibilities of both rights holders and duty bearers. The live call-in sessions enabled members of the public to seek clarification on human rights concerns, receive guidance on available remedies, and obtain referrals for complaint resolution where appropriate.

Strategic Intervention 6.4: Ensure regular reporting and effective state compliance with human rights

Under this intervention, UHRC strengthens its oversight and accountability role by systematically monitoring, assessing, and reporting on the State's compliance with national, regional, and international Human Rights obligations. The intervention focuses on producing timely statutory and treaty reports, reviewing legislation and policies for alignment with Human Rights standards, conducting election and institutional monitoring, and tracking emerging Human Rights concerns.

Through structured engagement with government institutions, Parliament, law enforcement agencies, civil society, and international mechanisms, UHRC promotes corrective action, policy reform, transparency and accountability in Governance. This will improve state responsiveness to Human Rights recommendations, strengthen compliance with the Bill of Rights and international commitments, and enhance transparency in governance, ultimately contributing to better protection of fundamental rights across all sectors.

Strategic Output 6.4.1: State compliance to the Bill of Rights monitored

The monitoring of compliance with the Bill of Rights resulted in increased identification and documentation of human rights compliance gaps, enabling UHRC to provide evidence-based recommendations to relevant duty bearers. The process strengthened accountability and supported efforts to ensure that constitutional rights and fundamental freedoms are respected, protected, and fulfilled.

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Proportion of human rights recommendations implemented	50%	60.6%	55%	48.7%	UHRC Annual Report	UHRC

a) Timely Production of Annual State of Human Rights Report

The Commission prepared, presented, and disseminated the 28th Annual State of Human Rights Report. The launch attracted 139 participants (68 male and 71 female) drawn from Parliament, JLOS institutions, the Judiciary, security agencies, Government MDAs, diplomatic missions, development partners, civil society Organisations, academia, media and the public. Following the launch, 27 hard copies and digital versions of the Report were disseminated to key stakeholders to support policy dialogue, advocacy, programming, monitoring of human rights trends and follow-up on the implementation of UHRC recommendations.

In order to fulfil its constitutional mandate, UHRC prepared, presented, and disseminated the 28th Annual State of Human Rights Report, providing evidence on the human rights situation in Uganda and highlighting key emerging issues and recommendations. The report was launched with 139 participants,

comprising 68 males and 71 females, drawn from Parliament, JLOS institutions, the Judiciary, security agencies, Government MDAs, diplomatic missions, development partners, civil society Organisations, academia, the media, and the general public. Following the launch, 1,577 copies of the main report and 11 copies of the braille were disseminated to key stakeholders to inform policy dialogue, advocacy, programming, monitoring of human rights trends, and follow-up on the implementation of UHRC recommendations.



Figure 11: Launch of the 28th Annual State of Human Rights Report

b) Review of bills before parliament

Uganda Human Rights Commission is constitutionally mandated under Article 52 of the 1995 Constitution of the Republic of Uganda to monitor government's compliance with international treaty and conventional obligations on Human Rights. This involves review and analysis of bills, laws and policies in order to ensure that they are in line with Human Rights standards and not in conflict with other existing laws.

In fulfilment of its constitutional mandate, UHRC convened a consultative review meeting attended by 37 participants (23 female and 14 male) and assessed the human rights implications of the Bill and promoted a rights-based legislative framework. The review of the National Drug and Health Products Authority Bill, 2025 resulted in the identification of key human rights concerns and potential areas of inconsistency with constitutional, statutory, and international human rights standards. Following the review, UHRC is preparing a position paper highlighting the human rights concerns identified in the Bill and proposing recommendations to strengthen its compliance with national and international human rights standards, thereby contributing to legislation that effectively protects and promotes the rights of all persons.

c) Monitor the Implementation of Human Rights Recommendations

To strengthen national accountability for the implementation of human rights recommendations and generate evidence to inform policy dialogue, institutional reforms, and continued monitoring of human rights compliance, UHRC undertook follow-up engagements with key Government institutions on the implementation of recommendations contained in the 27th Annual State of Human Rights Report. The engagements resulted in feedback and evidence of progress in addressing identified human rights concerns.

Notably, the Uganda Prisons Service (UPS) reported significant progress in addressing challenges related to prison overcrowding, access to justice, complaints management, and detention management, including the expansion of prison reception centres. These developments demonstrate the contribution of follow-up and monitoring of detention facilities to strengthen institutional accountability and advance the implementation of human rights recommendations at the national level.

d) Monitoring Business and Human Rights

Pursuant to its constitutional mandate under Article 52(1)(a) of the Constitution, the Uganda Human Rights Commission (UHRC) conducted monitoring visits to selected businesses in the extractive and agricultural sectors to assess compliance with labor, environmental and Human Rights standards. UHRC monitored oil and gas operations in Hoima, sugarcane plantations in Hoima and Jinja, gold mining sites in Namayingo, Budde Mining, two stone quarries (Great Wall Stone Quarry Company and King Long Co. Ltd) and Wagagai Flower Farm in Wakiso District. The monitoring also served to follow up on recommendations issued during previous inspections.

The monitoring identified several Human Rights concerns across the sectors, including child labour and use of mercury in artisanal gold mining, environmental degradation, unsafe working conditions, inadequate occupational safety measures, low awareness of labour rights, absence of Human Rights compliance policies in some businesses, lack of written employment contracts, low wages, inadequate provision of personal protective equipment, limited community participation in project decision-making, and weak labour inspection arising from inadequate funding. UHRC also observed that some companies had limited knowledge of the UN Guiding Principles on Business and Human Rights and lacked effective grievance redress mechanisms.

Following engagement with businesses and relevant duty bearers, positive improvements were registered. Some companies provided personal protective equipment to workers, established workers' representative committees to strengthen dialogue between management and employees, returned original National Identity Cards that had been retained from workers, resolved delayed wage disputes following UHRC intervention, and committed to addressing compensation grievances raised by project-affected persons. The monitoring also strengthened collaboration between communities, local governments and businesses, contributing to improved corporate accountability and compliance with labour, environmental and Human Rights standards. Despite these gains, UHRC encountered challenges including inadequate funding for labour inspections, language barriers in some foreign-owned companies, limited cooperation from some business entities, and restricted access to certain premises. These findings underscore the need for regular Business and Human Rights monitoring, stronger collaboration with District Labour Officers, and enhanced awareness among businesses of their Human Rights obligations.

e) Conduct Regular and Unannounced Visits to Places of Detention

Under Article 52 (1) of the Constitution of the Republic of Uganda, 1995, UHRC is mandated to visit jails, prisons, and related facilities to assess the inmates' conditions and make recommendations to the relevant government organs. Following the above mandate, UHRC inspected a total of 337 detention facilities as shown in the table below.

Table 72: Place of detentions inspected by UHRC

Regional office	Police station	Police Post	Prison	Remand home	Military detention	Total
Arua	17	7	8	2	0	34
Fort Portal	6	4	1	1	0	12
Gulu	22	0	8	1	0	31
Hoima	11	0	6	1	0	18
Jinja	11	1	2	0	0	14
Kabale	24	1	7	1	0	33
Kampala	25	6	21	0	0	52
Lira	14	1	4	0	0	19
Masaka	10	2	5	0	0	17
Mbarara	19	3	2	0	0	24
Moroto	30	1	12	0	2	45

Regional office	Police station	Police Post	Prison	Remand home	Military detention	Total
Soroti	12	0	8	1	0	21
Head Office	0	0	17	0	0	17
Total	**201**	**26**	**101**	**7**	**2**	**337**





Figure 21: Hon Apitta Lamex Omara speaking to Officials and inmates at UG Prison Gulu during the oversight visit at UHRC Gulu RegionalFigure 5: UHRC Lira Regional Office staff addressing Inmates at Amolatar Prison during Inspections

Findings

i. Staff and Human Resource; Inspections revealed that inadequate staffing remains a systemic challenge across detention facilities, particularly police stations and posts, prisons, and remand homes, resulting in limited supervision, investigations, rehabilitation, and service delivery. Female officers were also significantly underrepresented, affecting the effective management of female detainees. Although salaries were generally paid on time, staff welfare remained constrained by inadequate accommodation, limited transport, insufficient operational facilitation, and shortages of essential office equipment and stationery.

ii. The inspections further established that while most prisons maintained separate accommodation for male and female inmates, many police stations and police posts lacked separate detention facilities for women and juveniles, exposing vulnerable groups to increased protection risks. Remand homes generally experienced less congestion but continued to face infrastructure limitations affecting proper segregation and rehabilitation.

iii. Food, Water and Sanitation: Provision of food, water, and sanitation services varied significantly across detention facilities. Prisons generally provided three meals daily, including supplementary diets for vulnerable inmates, while most police stations provided only one meal and police posts largely lacked government-funded feeding arrangements. Water was generally accessible through various sources, although seasonal shortages were reported, particularly in police facilities. Sanitation conditions were comparatively better in prisons, while several police stations continued to face challenges related to inadequate toilet facilities, bedding, bathing facilities, and hygiene supplies.



Figure 12: A Water borne toilet system installed in the wards of inmates at Loro Prison. Left: the Exterior of West Ward in the background at Loro Prison

iv. Health Services: Access to healthcare was generally comprehensive in prison facilities. Most prisons had health centres or referral arrangements that facilitated routine medical care, HIV treatment, maternal healthcare, and specialised referrals. In contrast, police stations and posts largely relied on nearby public health facilities, with distance and limited transport posing challenges to timely access, particularly during emergencies. Across detention facilities, shortages of specialised services, diagnostic capacity, transport, and referral support continued to affect the effective delivery of healthcare.

v. Access to Justice: Delayed access to justice remained one of the most significant human rights concerns across detention facilities. Prisons experienced high remand populations, with prolonged remand resulting from delayed investigations, shortages of State Attorneys, irregular court sittings and judicial case backlogs. For example, Ndorwa Main Prison reported 126 inmates on prolonged remand and four capital offenders awaiting trial, while Kisoro Prison had 18 capital offenders pending trial. Police detention facilities continued to record violations of the constitutional 48-hour rule, with suspects remaining in custody beyond the legally prescribed period because of delayed investigations, limited transport, inadequate prosecution services and long distances to courts. These delays contributed significantly to prison congestion and undermined detainees' constitutional right to a fair and timely hearing.

vii. Transport and infrastructure constraints remained prevalent across detention facilities, with police stations facing the most significant challenges due to inadequate vehicles, fuel, and maintenance resources. Although prisons generally had better infrastructure, shortages of dedicated vehicles for court and hospital transfers persisted. Notwithstanding ongoing investments in construction and rehabilitation, several police stations and posts continued to operate in rented, temporary, or dilapidated premises with inadequate space, ventilation, and detention capacity.

viii. Human rights monitoring mechanisms were stronger in prisons than in police detention facilities. All prisons inspected had functional Human Rights Committees comprising inmates and staff, which promoted human rights awareness, facilitated grievance handling, and strengthened dialogue between inmates and authorities. Police stations generally lacked formal human rights committees and relied mainly on supervisory mechanisms and detention registers. However, UHRC's routine inspections strengthened awareness of constitutional rights and enhanced accountability across detention facilities.

Positive Developments: The inspections documented several positive developments across detention facilities. Prisons recorded notable improvements in construction and renovation of wards, staff accommodation, kitchens, administrative buildings and health facilities, while police facilities benefited from the construction of new station buildings, uniports and the rehabilitation of existing infrastructure.

Rehabilitation programmes, vocational training, education, HIV treatment and counselling services continued to expand within prisons.



Figure 13: On the Left, Staff quarters under renovation at Buikwe police station. The old asbestos roof had been replaced by corrugated iron sheets; on the right, newly constructed Pit latrines at Uganda Government Prison Maiha in Masindi District.

Improved detention record management, increased deployment of female officers in some facilities, gradual replacement of bucket sanitation systems with waterborne facilities, strengthened Human Rights Committees and enhanced collaboration between detention authorities and the Uganda Human Rights Commission demonstrated continued institutional commitment towards improving detention conditions despite persistent financial and logistical constraints



Figure 14: Newly constructed twin male ward at Uganda Government Prison Isimba in Masindi District.



Figure 15: Recently renovated structures housing Rukiga Central police station in old colonial structures



Figure 16: On left; UHRC staff tasting the food at Patongo Prison farm under the supervision of the O/C prison: On the right; New waiting lounge for visitors built at Paidha Prison in Arua

Outcomes of the Inspections

The inspections generated important institutional and human rights outcomes throughout the reporting period.

i. Strengthened accountability of detention authorities: Regular inspections enhanced oversight of prisons, police stations and remand homes by identifying non-compliance with constitutional and international human rights standards and requiring responsible authorities to implement corrective measures.
ii. Improved compliance with detention standards: Several facilities undertook corrective actions following inspection findings, including improvements in detention registers, sanitation, and segregation of detainees, infrastructure maintenance and protection of vulnerable groups.
iii. Enhanced protection of persons deprived of liberty: Inspection interventions directly resulted in the release of unlawfully detained persons, correction of detention procedures and strengthened protection against arbitrary detention and prolonged custody.
iv. Improved access to justice: Engagement with police, prosecution authorities and the Judiciary contributed to commitments to reduce case backlogs, organise special court sessions and strengthen coordination aimed at reducing prolonged remand and detention beyond the constitutional 48-hour limit.
v. Evidence-based policy and institutional reforms: Inspection findings informed policy dialogue and resource allocation by highlighting priority needs in staffing, infrastructure, transport, feeding, health services and justice administration, thereby supporting institutional reforms across detention facilities.
vi. Improved conditions of detention: The inspections contributed to gradual improvements in sanitation, infrastructure development, rehabilitation services, healthcare, welfare of vulnerable groups and general living conditions within places of detention.
vii. Strengthened collaboration among justice sector institutions: The inspections promoted closer collaboration between the Uganda Human Rights Commission, Uganda Police Force, Uganda Prisons Service, Judiciary, Ministry of Gender, Labour and Social Development, Office of the Director of Public Prosecutions and local governments in addressing systemic detention challenges.
viii. Enhanced public confidence in independent oversight: Continuous monitoring and reporting reinforced public confidence that places of detention remain subject to independent human rights oversight and accountability.

Strategic Intervention 6.5: Establish a national framework for mainstreaming and integrating IMC's in government policies and programs

This intervention focuses on promoting the effective inclusion and participation of Indigenous Minority Communities (IMCs) in national and local planning and development processes. Under this output, the Equal Opportunities Commission undertakes interventions aimed at identifying and addressing barriers that limit the participation of IMCs in development, strengthening their engagement with duty-bearers, and ensuring that their specific needs and priorities are reflected in policies, plans and programmes.

Strategic Output 6.5.1: Indigenous Minority Communities (IMC's) integrated into national and local planning and development processes

This contributes to the Commission's mandate of addressing marginalisation and promoting equal opportunities, equitable participation, and balanced development for all communities.

Indicator	*Baseline FY2023/24*	*Performance FY 2024/25*	*Target FY2025/26*	*Performance FY2025/26*	*Data Source*	*MDA*
Proportion of activities implemented under the National Action Plan for Indigenous Minority Communities (IMC's)			*30*		*Annual Reports*	*MoICT&NG, EOC, NPA*

In furtherance of its constitutional and statutory mandate to eliminate discrimination, marginalisation and inequalities, the Equal Opportunities Commission received and investigated several complaints from ethnic minority communities alleging violations of their rights and unequal treatment. Among the communities that petitioned the Commission were the Nubians, Kebu and Lendu, together with other minority groups. Pursuant to its investigative powers, the Commission conducted extensive public inquiries in the affected areas, receiving oral and documentary evidence from complainants, respondents, community leaders, experts, government institutions and other stakeholders. Upon considering the evidence presented, the Commission determined the matters through reasoned judgments, making findings on the status, rights and protection of the respective communities, and issuing recommendations and directives aimed at addressing historical discrimination, promoting inclusion, safeguarding cultural identity and ensuring compliance with the constitutional principles of equality and non-discrimination. These decisions have significantly contributed to the development of Uganda's equality and non-discrimination jurisprudence, while providing important guidance to public institutions on the protection and promotion of the rights of ethnic minority and marginalised communities.



Hon. Denise Tusiime, Member of the Commission, reads the decision in one of the cases from the ethnic minority groups.



The interpreter for the session taking oath before interpreting for the ethnic minorities (nubians case)



CHAPTER VIII

OBJECTIVE 7:

TO PROMOTE UGANDA'S INTERESTS AT REGIONAL AND INTERNATIONAL LEVEL

7.1 Introduction

This Objective presents the Foreign Relations thematic area contribution to the Governance and Security Programme during FY 2025/26. The thematic area focuses on building strategic partnerships, protecting national sovereignty, promoting peace and security, and protecting Uganda's image on the global stage through three interventions, including: strengthening bilateral and multilateral relationships at both regional and international level; ensuring adherence to regional and international laws and commitments; and providing diplomatic, protocol and consular services both at home and abroad.

Implementation of the Foreign Relations thematic area involved a range of Government institutions, including the Ministry of Foreign Affairs, Ministry of East African Community Affairs, Ministry of Internal Affairs, Ministry of Justice and Constitutional Affairs, Ministry of Defence and Veteran Affairs, State House, External Security Organisation and Uganda's Missions Abroad.

Outcome: Good Image of Uganda abroad

The performance assessment for this thematic area is based on the outcome and intermediate outcome indicators defined in the Governance and Security Programme results framework. The indicators provide a measure of progress towards the overall outcome of Good Image of Uganda Abroad and the intermediate outcomes of Improved Regional and International Peace and Security and Strengthened Bilateral and Multilateral Partnerships.

The results matrix presents the FY2023/24 baseline, FY2024/25 performance, FY2025/26 target, actual performance achieved during FY2025/26, variance from the annual target, and the corresponding level of achievement.

Table 73: Outcome Indictors for Foriegn Relations

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
BTI Transformation Index on International Cooperation (score/10)	6.0	4.8	6.3	4.78	Bertelsmann Stiftung BTI transformation Index	MoFA

Uganda's image abroad is measured through the Bertelsmann Stiftung Transformation Index (BTI) on International Cooperation. The BTI report for 2026 recorded a score of 4.78 against a target of 6. 30. The result was below the annual target by 1.52 points and slightly below the baseline of 5.14. This could be partly attributed to the political situation before, during and after the 2026 general elections.

Intermediate outcome: improved regional and international peace and security

During FY2025/26, Uganda maintained active diplomatic engagements in regional, continental and international peace and security processes. These engagements provided platforms for Uganda to contribute to conflict prevention, dialogue, mediation, peacebuilding and regional stability as indicated in the table below.

Table 74: Intermediate outcome: improved regional and international peace and security

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Percentage of regional and international conflicts resolution mechanisms supported	85.7	88%	88%	88%	Annual Performance Reports	MoFA/ MEACA /SH/ ESO/ Mission

Internationally and regionally, various conflicts arose within the reporting period that required Uganda's intervention. Uganda supported 88% of the regional and international conflict resolution mechanisms,

including processes under the African Union (AU), IGAD, ICGLR, EAC and bilateral security arrangements. For instance, Uganda supported conflict-resolution processes concerning the Democratic Republic of Congo and the Great Lakes Region, Sudan and South Sudan, contributing to dialogue, mediation and efforts to promote peaceful resolution of conflicts. These engagements strengthened regional and international peace and security architecture and contributed to conflict prevention, peacebuilding and regional stability.



Uganda Hosts High-Level Ministerial Meeting to Advance Peace and Security in the Democratic Republic of the Congo and the Great Lakes Region

Intermediate Outcome 7.1.2: Strengthened bilateral and multilateral relationships at both regional and international level

The Governance and Security Programme continued to strengthen bilateral and multilateral relationships at both the regional and international levels through sustained diplomatic engagements, participation in regional and international peace and security processes, and negotiation and implementation of cooperation frameworks. This contributed to Uganda's ability to advance its national interests, strengthen strategic partnerships, support regional stability and participate effectively in regional and international decision- making processes, as indicated in the table below:

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Number of peace and security initiatives at regional and international level handled	14	48	16	45	Annual Performance Reports	MoFA/MEACA/ESO/Mission/ State House

The Programme recorded a strong performance in strengthening Uganda's bilateral and multilateral relationships. Regional and international peace and security initiatives handled were 48 in FY2024/25 45 in FY2025/26 against a target of 16, representing a substantial achievement. The performance reflects sustained diplomatic engagement in peace and security processes and strengthened Uganda's participation in regional and international cooperation mechanisms. Overall, Uganda made a significant contribution to advancing its interests and strengthening regional and international partnerships, while continued focus is required to translate increased engagement into tangible peace, security and partnership outcomes.

Strategic Intervention 7.1: Strengthen bilateral and multilateral relationships at both regional and international levels

The intervention seeks to strengthen Uganda's bilateral and multilateral relationships and enhance its participation in regional and international processes to advance national interests, promote peace and security, strengthen strategic partnerships and contribute to regional and international stability.

Intermediate Outcome 7.1.2: Strengthened bilateral and multilateral relationships at both regional and international level

The intervention aimed to strengthen Uganda's bilateral and multilateral relationships and enhance the country's participation in regional and international processes in order to advance national interests, promote peace and security, strengthen strategic partnerships and contribute to regional and international stability.

Table 75: Intermediate Outcome 7.1.2

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Number of peace and security initiatives at regional and international level handled	14	48	16	55	Annual Performance Reports	MoFA/MEACA/ESO/Mission/ State House

During FY 2025/26, Uganda significantly scaled up its diplomatic and security engagements, handling a total of 55 peace and security initiatives at regional and international levels against an annual target of 16, achieving a remarkable 343.75% performance rate. This substantial increase highlights Uganda's proactive stance and expanding leadership in mediation, conflict prevention, and peacebuilding processes across regional, continental, and international arenas.

Strategic Output 7.1.1: Peace and security initiatives at regional and international level supported

During FY2025/26, Uganda maintained active engagement in regional, continental and international peace and security processes. The engagements provided platforms for Uganda to contribute to conflict prevention, dialogue, mediation, peacebuilding and regional stability.

Uganda participated in 58 regional and international peace and security engagements, including processes under the African Union (AU), IGAD, ICGLR and bilateral security arrangements. Uganda also participated in regional peace and security cooperation frameworks, including mechanisms associated with the EAC and ICGLR, and maintained engagement in international peace and security frameworks.

Uganda supported conflict-resolution processes concerning the Democratic Republic of Congo and the Great Lakes Region, Sudan and South Sudan, contributing to dialogue, mediation and efforts to promote peaceful resolution of conflicts. These engagements strengthened Uganda's participation in the regional and international peace and security architecture and contributed to conflict prevention, peacebuilding and regional stability.

Table 76: Output 7.1.1 Indicators-: Peace and security initiatives

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of regional and international peace and security engagements participated in.	10	N/A	12	58	MoFA
	6	N/A	6		MEACA
	16	N/A	15	10	State House
	6	N/A	6		MIA
Number of regional Integration Centres supported	2	N/A	3		MEACA

The Programme recorded 45 peace and security initiatives handled against a target of 40, representing **112.5** percent achievement. In addition, Uganda participated in 58 regional and international peace and security engagements, substantially exceeding the aggregate target reported by the implementing entities. Uganda also participated in 8 regional peace and security cooperation frameworks against a target of 7, while participation in international peace and security cooperation frameworks reached 40 against a target of 40.



H.E the President hosting the President of Gabon at State House Entebbe. MoFA, MEACA

Strategic Output 7.1.2: Cooperation frameworks at regional and international level negotiated, signed and implemented

During FY2025/26, the Governance and Security Programme strengthened Uganda's bilateral and multilateral cooperation through the negotiation, conclusion, review and implementation of cooperation frameworks with regional, continental and international partners. The engagements were aligned to Uganda's foreign policy priorities and the national development objectives under NDP IV, with particular emphasis on peace and security, economic diplomacy, trade and investment, labour mobility, skills development, technology transfer and institutional cooperation.

Table 77: Output 7.1.2 Indicator- Cooperation frameworks at regional and international level

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of regional and international organisations subscribed to	8	8	8	8	MoFA
	3		3		MEACA
Number of regional peace and security cooperation frameworks participated in	7	10	7	8	MoFA
	2		2		MEACA
Number of International peace and security cooperation frameworks participated in	4	N/A	4	40	MoFA
Number of negotiations undertaken	4	4	4	42	MoFA
	4		4		MEACA

During FY 2025/26, Uganda sustained robust regional and international engagement, maintaining active participation in eight regional and international Organisations alongside structured frameworks under MEACA. The Ministry participated in eight regional peace and security cooperation frameworks, exceeding the annual target of seven by 14.3%. Furthermore, Uganda expanded its multilateral reach through participation in 40 international peace and security frameworks and undertook 42 high-level negotiations. These diplomatic efforts culminated in the conclusion of 36 cooperation instruments spanning political cooperation, security, trade and investment, labour migration, visa facilitation, technology transfer, and technical cooperation.

Strategic Output 7.1.3: Bilateral and multilateral engagements undertaken

The output focused on strengthening bilateral and multilateral relations through high-level diplomatic engagements, consultations, negotiations, international meetings and structured engagement with Ugandan citizens in the diaspora.

Table 78: Output 7.1.3 Indicators: Bilateral and multilateral engagements undertaken

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of bilateral and multilateral engagements undertaken	20	42	20	27	MoFA
	8		8		MEACA
Number of border points re-affirmed and inspections undertaken	9	8	9	9	MoFA

During FY2025/26, the Governance and Security Programme recorded strong performance in bilateral and multilateral engagement, with MoFA undertaking 27 engagements against a target of 20 (135%). Key engagements included the Uganda–Somalia Joint Permanent Commission, consultations with Saudi Arabia, the Kenya–Uganda Summit and the Uganda–Russia Intergovernmental Commission. Government also facilitated 47 high-level incoming and outgoing visits and undertook six diaspora engagements, strengthening diplomatic relations and engagement with Ugandans abroad.The Programme also reaffirmed and inspected nine border points against a target of nine (100%), supporting territorial integrity, good- neighbourliness and cross-border cooperation.

Overall, the output performed strongly, expanding platforms for advancing Uganda's political, security, economic and development interests. At Programme level, however, future assessment should focus increasingly on the tangible results of these engagements, including implementation of bilateral commitments, improved market access, investment and technology transfer, stronger security cooperation, resolution of cross-border issues and mobilisation of diaspora resources for national development.



President Museveni addressing a joint press conference with President William Ruto (seated Right) at Nairobi State House in Kenya

Strategic Output 7.1.4: External intelligence collection strengthened

During FY2025/26, the Governance and Security Programme maintained 93 foreign missions, field stations and strategic areas of interest supported, meeting the annual target and maintaining the FY2024/25 performance level. External intelligence collection strengthened Government's situational awareness of regional and international political, security, economic and diplomatic developments relevant to Uganda's national interests.

Table 79: Output 7.1.4 Indicator: External intelligence collection strengthened

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of foreign missions, field stations and strategic areas of interest supported.	87	93	93	93	ESO

ESO continued to support intelligence cooperation through participation in regional and international mechanisms, including CISSA, ICGLR and the Joint Intelligence Committee (JIC–Nairobi), while maintaining deployed officers in foreign missions, field stations and other strategic areas of interest. These efforts contributed to early identification of external risks, evidence-informed foreign policy engagement and timely assessment of emerging opportunities and threats.

Overall, the output achieved the planned target and strengthened Uganda's external intelligence coverage. At Programme level, future performance assessment should increasingly demonstrate the decision-making and security results arising from intelligence collected, including early warning, risk mitigation, prevention of external threats and improved preparedness for emerging regional and international developments.

Strategic Output 7.1.5: Enhanced EAC awareness

During FY2025/26, efforts to enhance EAC awareness focused on strengthening understanding of East African integration, regional cooperation, trade, mobility, peace and security and the opportunities associated with deeper regional integration. The awareness interventions supported dissemination of information on the EAC integration agenda and Uganda's participation in regional processes. They contributed to strengthening understanding among relevant stakeholders of the benefits, opportunities and obligations associated with regional integration.

The output therefore contributed to greater awareness of the EAC integration agenda and Uganda's role in strengthening regional cooperation and integration.

Table 80: Output 7.1.5 Indicators: Enhanced EAC awareness

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No of public awareness engagements implemented	15		20		MEACA

Strategic Intervention 7.2: Ensure adherence to regional and international laws and commitments

During FY2025/26, the intervention strengthened Uganda's compliance with regional and international laws, treaties, conventions and other international commitments through coordinated legal and diplomatic engagements, human rights reporting, treaty negotiations and participation in international accountability mechanisms.

The intervention supported Government to meet its international obligations, strengthen participation in regional and international legal processes, and safeguard Uganda's national interests within the international legal framework. Particular emphasis was placed on coordination of international legal commitments, human rights obligations, treaty-related engagements and negotiation of legal instruments. This made a strong contribution to Uganda's adherence to international obligations and accountability mechanisms.

Strategic Output 7.2.1: Engagements on regional and international laws and commitments coordinated

During FY2025/26, Uganda strengthened coordination of engagements relating to regional and international laws and commitments. The engagements covered extradition treaties, human rights obligations, international legal instruments and other treaty-related commitments.

Uganda coordinated 102 engagements on regional and international laws and commitments, including engagements relating to extradition treaties, human rights reporting and international legal instruments. The coordination strengthened Government participation in international legal processes and supported implementation and monitoring of Uganda's obligations.

In addition, four human rights reports were prepared and submitted against a target of two. The reporting included treaty-related obligations concerning the Rights of the Child and other international human rights commitments. Uganda also prepared responses to treaty bodies, mandate holders and other international mechanisms.

Table 81: Output 7.2.1 Indicators - Engagements on regional and international laws

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of engagements on regional and international laws and commitments coordinated	11832	N/A	12662	102	MoFA
Number of reports on the state of human rights to various regional and international human rights authorities	2	4	2	4	MoFA
Number of engagements on regional and international Decisions/Directives and commitments coordinated	11		20		MEACA

Strategic Output 7.2.2: Regional and international laws negotiated and reported

During FY2025/26, Uganda undertook negotiations and reporting related to its regional and international legal obligations. The work included negotiation of international cooperation arrangements, preparation of treaty reports and responses to international monitoring and accountability mechanisms.

Table 82: Output 7.2.2 Indicators - Regional and international laws negotiated and reported

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of Regional and international frameworks negotiated	64		64		MOJCA

Performance under Strategic Output 7.2.2 was strong. Uganda prepared and submitted four human rights reports, exceeding the annual target of two. The reporting strengthened engagement with international treaty-monitoring mechanisms and supported fulfilment of Uganda's international human rights obligations. A total of 42 negotiations were undertaken, compared with a target of 40. The negotiations supported Uganda's engagement with regional and international partners and contributed to the advancement of national interests through structured legal and diplomatic arrangements.

Overall, Strategic Intervention 7.2 strengthened Uganda's participation in international legal and human rights mechanisms, fulfilment of reporting obligations and coordination of regional and international commitments, contributing to adherence to international obligations and protection of Uganda's interests within the regional and international legal framework.

Strategic Intervention 7.3: Provide diplomatic, protocol and consular services both at home and abroad

The strategic intervention focused on strengthening the delivery of diplomatic, protocol and consular services as part of Government's efforts to maintain effective international representation, facilitate official engagements, protect Ugandans abroad and promote Uganda's interests and image internationally.

Strategic Output 7.3.1: Engagements on diplomatic, and protocol services undertaken

During FY2025/26, Government provided diplomatic and protocol services to facilitate national functions, official engagements and high-level visits. Protocol arrangements supported the effective conduct of incoming and outgoing visits by high-level dignitaries and the organisation of national and international functions.

Government strengthened diplomatic and protocol support during FY2025/26, facilitating 47 high-level incoming and outgoing visits involving Heads of State, Vice Presidents and other senior dignitaries. Protocol services were also provided for 18 major national and international functions, including International Youth Day, Africa Industrialisation Week and the National Thanksgiving Service. In addition, 3,056 diplomatic immunity and privilege requests were processed, supporting the effective functioning of the diplomatic corps in accordance with Uganda's international obligations and applicable diplomatic protocols.

Table 83: Output 7.3.1 Indicators - Engagements on diplomatic, and protocol services

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of incoming and outgoing visits of high-level dignitaries provided with protocol services	13	17	35	47	MoFA
Number of National Functions/ Ceremonies facilitated with protocol services	10	16	13	18	MoFA/Missions Abroad
Number of diplomatic immunities and privileges to the diplomatic corps provided	407	2022	2250	3056	MoFA

Government facilitated 47 high-level incoming and outgoing visits against a target of 35, representing 134.3% achievement. Protocol services were also provided for 18 national and international functions against a target of 13 (138.5%), while 3,056 diplomatic immunities and privileges were processed against a target of 2,250, representing 135.8% achievement. These results demonstrate strengthened capacity to facilitate high-level diplomatic engagements and support the effective functioning of the diplomatic corps. Performance was above target, demonstrating strong delivery of protocol and diplomatic support. The results contributed to effective international representation and strengthened Uganda's diplomatic engagement.

Strategic Output 7.3.2: Ugandans and Foreigners provided with consular services

During FY2025/26, Government strengthened the provision of consular services to Ugandan citizens and foreign nationals both within Uganda and through Uganda's Missions Abroad. The services supported documentation, visa processing, citizen protection, welfare assistance and response to Ugandans requiring assistance abroad.

Table 84: Output 7.3.2 Indicators - Ugandans and Foreigners provided with consular services

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/ LG
Number of Ugandans and foreigners provided with consular services	5,270	25,010	17,644	25,000	MoFA/Missions Abroad
Number of engagements with Ugandans in the Diaspora organised and/or participated in	6	20	8	22	MoFA/Missions Abroad
Number of External intelligence reports prepared and submitted	365	365	365	365	ESO

Consular services remained an important area of citizen-centred service delivery. Government reported 25,000 Ugandans and foreigners provided with consular services against a target of 17,644, the services covered documentation, certification and authentication, visa processing, travel-related documentation and other consular assistance.

Government also responded to 523 cases involving Ugandans in distress and facilitated 96 repatriations, demonstrating continued attention to citizen protection and welfare abroad. In addition, 22 diaspora engagements were undertaken against a target of eight, indicating strong engagement with Ugandans abroad. ESO supported diaspora-related activities, including monitoring of exported labour, labour-exporting companies, emigration and immigration.

Assessment: Performance was mixed. While the volume of general consular services was below target, the response to distress cases, repatriation and diaspora engagement demonstrated continued Government commitment to citizen protection and diaspora mobilisation.

Strategic Output 7.3.3: Engagements on promotion and protection of Uganda's image abroad undertaken

During FY2025/26, Government undertook public diplomacy and diaspora engagement activities aimed at promoting Uganda's image, communicating national interests and strengthening engagement with Ugandans abroad and international stakeholders.

Table 85: Output 7.3.3 Indicators - Engagements on promotion and protection of Uganda's image abroad

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of engagements on promotion and protection of Uganda's image abroad undertaken	35	N/A	40	(22+)	MoFA
	4	N/A	6		MEACA

During FY2025/26, the Programme undertook 22 engagements to promote and protect Uganda's image abroad against a target of 40, achieving 55.0 percent. The engagements supported public diplomacy, diaspora outreach and communication of Uganda's national interests through regional and international platforms. The performance indicates below-target implementation in terms of the volume of image- promotion engagements. However, the quantitative shortfall should be considered alongside the strategic importance, reach and outcomes of the engagements undertaken.

7.8 Cross-Cutting Issues and Policy Alignment

Implementation of Objective 7: To Promote Uganda's Interests at Regional and International Level under the Governance and Security Programme contributed to national, regional and global commitments through diplomacy, peace and security cooperation, international legal obligations, economic and commercial diplomacy, regional integration, consular protection and international partnerships.

The implementation was aligned to the Fourth National Development Plan (NDP IV), the National Resistance Movement Manifesto 2021–2026, the Sustainable Development Goals (SDGs), regional integration commitments and relevant Presidential Directives. The interventions also mainstreamed cross-cutting priorities including gender and equity, human rights, climate change, accountability, anti-corruption and risk management.

Contribution to the Sustainable Development Goals

Objective 7 made a direct contribution to SDG 16: Peace, Justice and Strong Institutions through Uganda's participation in regional and international peace and security processes, conflict-resolution mechanisms, international legal and human rights frameworks, and diplomatic cooperation.

Uganda continued to participate in peace and security processes through the United Nations (UN), African Union (AU), East African Community (EAC), Intergovernmental Authority on Development (IGAD) and International Conference on the Great Lakes Region (ICGLR). These engagements supported conflict prevention, dialogue, mediation, peacebuilding and regional stability, including processes relating to the Democratic Republic of Congo, Sudan and South Sudan.

The objective also contributed to SDG 17: Partnerships for the Goals through bilateral and multilateral engagements, cooperation frameworks, participation in international organisations and regional integration initiatives. Other indirect contributions included SDG 8 on decent work and economic growth, through economic and commercial diplomacy; SDG 10 on reduced inequalities, through protection and assistance to Ugandans abroad; and SDG 5 on gender equality, through participation in regional and international mechanisms addressing gender and human rights.

Contribution to the NRM Manifesto 2021–2026

Uganda made substantial progress in implementing the NRM Manifesto 2021–2026 commitments relating to job creation and wealth generation, market access, economic diplomacy, regional integration and political cooperation. Through the Ministry of Foreign Affairs and other relevant Government institutions, Uganda leveraged bilateral, regional and continental partnerships to expand market opportunities, attract investment, remove trade barriers, strengthen regional integration and promote Uganda's products and interests abroad.

Seven commitments under the relevant thematic areas were assessed. One commitment was achieved, four were on track and two were partially implemented, giving an overall assessment of 71 percent of commitments either achieved or on track.

Table: Uganda's Performance Against NRM Manifesto Commitments – Foreign Affairs Contribution, FY2021/22–FY2025/26

Thematic Area	Manifesto Commitment	Key National Results
TA 1: Creating Jobs and Wealth for All Ugandans	Operationalise AfCFTA and create larger markets for Ugandan products	Uganda leveraged EAC, COMESA and AfCFTA membership to expand market access and attract investment. Uganda developed its AfCFTA Strategy in 2024, identified priority sectors and supported Ugandan enterprises to participate in continental trade.
	Address TBT, SPS and other barriers to access lucrative markets	Uganda negotiated removal of NTBs, including securing release of 57 of 62 trucks carrying Ugandan goods that had been impounded in South Sudan. NTB issues with Kenya were also addressed, while 78 diplomats were retooled on SPS/TBT requirements.
	Scale up commercial diplomacy to market Uganda's products, tourism and investment potential	Ugandan enterprises were linked to international markets in Algeria, Serbia, Japan and the United States. Quota-free market access for selected Ugandan products was secured in Serbia, while international trade and investment engagements generated investment leads and strategic partnerships.
TA 5: Achieving Economic and Political Integration	Promote African market integration, political integration and strategic security	Uganda actively participated in AfCFTA implementation, regional integration and continental institutions. Uganda assumed the Chairmanship of NAM and secured representation on international bodies including UNESCO and UNIDO.
	Strengthen socio-cultural linkages among African peoples	Uganda supported cultural exchanges, diaspora engagements, tourism and sports diplomacy, including the Ateker Leaders' Council, Uganda-Kenya Coast Tourism Conference, cultural nights and education partnerships.
	Strengthen regional blocs as building blocks for continental integration	Uganda continued to strengthen engagement through EAC, IGAD, COMESA and ICGLR, including participation in regional trade, peace and security and integration mechanisms. However, REC-to-REC harmonisation remains incomplete.
	Fast-track implementation of AfCFTA provisions	Uganda established a national AfCFTA implementation mechanism, strengthened the NTB Early Warning System, supported SME capacity building and participated in negotiations on rules of origin, digital trade and other AfCFTA protocols.

Presidential Directives

During FY2025/26, implementation under Objective 7 contributed to Presidential Directives relating to anti- corruption, policy compliance and youth skilling and employment.

Presidential Directive	National Priority	Contribution during FY2025/26
Directive 5: Zero Tolerance to Corruption	Strengthen transparency and accountability in Government	Strengthened internal controls, budget monitoring, programme working arrangements and accountability mechanisms across foreign missions and Government operations.
Directive 6: Ensuring Government Policy is Not Violated	Ensure compliance with Government policy	Strengthened coordination across Government institutions on foreign policy matters and supported development and implementation of Uganda's foreign policy framework.

Presidential Directive	National Priority	Contribution during FY2025/26
Directive 21: Skilling the Youth and Job Creation	Increase youth skills and employment opportunities	Supported access to international scholarships and overseas employment opportunities, creating avenues for skills development, knowledge transfer and employment for Ugandans.

Contribution to the Parish Development Model

Objective 7 contributed indirectly to the Parish Development Model (PDM), particularly through international market access, economic diplomacy and diaspora mobilisation.

Pillar 1: Production, Storage, Processing and Marketing

Uganda used diplomatic and international cooperation platforms to expand market opportunities for Ugandan products. Government participated in regional and international trade exhibitions and fairs and undertook market-access engagements targeting agricultural and agro-industrial products, including coffee, horticulture and processed products.

Market-access negotiations and business-to-business engagements supported efforts to connect Ugandan producers and exporters to international markets. These interventions complemented domestic production and value-addition efforts under PDM by creating opportunities for market expansion, export growth and private-sector participation.

Pillar 5: Mindset Change and Diaspora Mobilisation

Uganda continued to engage its diaspora as a development resource through diaspora outreach, conventions, skills mapping and investment mobilisation. The diaspora engagements provided platforms for promoting investment, knowledge transfer, skills development and stronger linkages between Ugandans abroad and national development priorities.





The Uganda delegation led by Rt. Hon Nakadama Rukia, 3rd Deputy Prime Minister participated in this year's BIOFACH Expo; February 10-13, 2026

Gender and Equity

Gender and equity considerations were integrated into implementation of Objective 7 through inclusive diplomatic engagement, equitable access to services and protection of vulnerable persons. Consular interventions were undertaken without discrimination, while international engagements supported Uganda's commitments relating to women's rights, children and other vulnerable groups.

Gender and equity considerations were also reflected in human rights reporting and Uganda's participation in regional and international mechanisms addressing equality, inclusion and protection of vulnerable populations.

Human Rights-Based Approach

A Human Rights-Based Approach (HRBA) was applied particularly in diplomatic and consular service delivery. Government interventions relating to citizen protection, distress cases, repatriation, legal assistance and human rights reporting emphasised non-discrimination, dignity, protection, accountability and access to appropriate support.

The preparation and submission of human rights reports and responses to international treaty bodies further strengthened Uganda's participation in international human rights accountability mechanisms.

7. HIV/AIDS

Cross-Cutting Issue	National Contribution	Result/Contribution
HIV/AIDS	Mainstreamed HIV/AIDS prevention, awareness and workplace wellness measures within Government operations and Missions Abroad.	Increased awareness, promoted healthy workplaces and supported the welfare and productivity of Government personnel.
HIV/AIDS and vulnerable populations	Integrated protection, non-discrimination and welfare considerations into citizen-centred consular and diplomatic services.	Strengthened support to vulnerable Ugandans and promoted access to appropriate assistance without discrimination.
HIV/AIDS institutional response	Supported sensitisation, prevention and health-conscious workplace practices.	Contributed to a healthy workforce and continuity of Government service delivery.

Transparency, Accountability and Anti-Corruption

Transparency and accountability were promoted through strengthened internal controls, budget monitoring, audit processes, procurement compliance and financial management mechanisms. These measures supported responsible use of public resources across Headquarters and Uganda's Missions Abroad.

Programme and budget coordination mechanisms also supported monitoring of implementation and strengthened accountability for delivery of planned outputs.

Climate Change and Environmental Sustainability

Climate change considerations were advanced through Uganda's participation in regional and international environmental cooperation and negotiations. Diplomatic and economic cooperation provided opportunities for engagement on climate resilience, sustainable production, green technologies and environmental protection.

International cooperation also provided platforms for mobilising technical knowledge, partnerships and investment relevant to Uganda's climate and environmental priorities.

Risk Management and Emerging Issues

Implementation of Objective 7 took place within an increasingly complex regional and international environment characterised by geopolitical tensions, regional conflicts, economic uncertainty, migration pressures and emerging security threats.

The major emerging issues included:

Regional and global security volatility, particularly in the Great Lakes Region and the Horn of Africa; Increasing demand for citizen protection and emergency consular assistance;

Growing importance of economic and commercial diplomacy in attracting investment and expanding export markets;

Increasing competition and opportunities arising from a multipolar international system; Growing demand for digitalisation of diplomatic and consular services; and

The need for stronger whole-of-Government coordination in addressing complex international issues.

These developments underscored the importance of strengthening diplomatic preparedness, strategic information and intelligence, crisis response mechanisms, digital service delivery and coordination among Government institutions.

Key Lessons Learned

Implementation during FY2025/26 generated several lessons relevant to future implementation of Objective 7:

Whole-of-Government coordination is critical. Effective advancement of Uganda's international interests requires coordinated action among foreign affairs, security, trade, investment, migration and other relevant Government institutions.

Diplomatic engagement needs to be increasingly results-oriented. Bilateral and multilateral engagements should continue to focus on measurable national benefits, including peace and security, market access, investment, technology transfer and employment.

Citizen-centred diplomacy remains essential. The high demand for consular services, distress assistance and repatriation demonstrates the need to continuously strengthen Uganda's capacity to protect citizens abroad. Digitalisation can improve diplomatic and consular service delivery. Continued investment in digital systems for consular services, document authentication, visa processing, information management and reporting can improve efficiency, transparency and responsiveness.

Proactive engagement is important in a changing geopolitical environment. Emerging conflicts and shifting global alliances require strengthened strategic analysis, early warning, intelligence coordination and preventive diplomacy.

Diaspora engagement provides a development opportunity. Structured engagement with Ugandans abroad can support investment, skills transfer, employment, innovation and mobilisation of resources for national development.

Overall Assessment

Overall, implementation of Objective 7 during FY2025/26 contributed to Uganda's national development priorities through diplomatic engagement, peace and security cooperation, international legal and human rights commitments, regional integration, economic diplomacy, consular protection and international partnerships.

The results demonstrate particularly strong performance in regional and international peace and security engagements, bilateral and multilateral diplomacy, consular service delivery, protocol services and fulfilment of international legal and human rights obligations. These interventions strengthened Uganda's participation in regional and international processes and supported the advancement of national interests.

CHAPTER IX

OBJECTIVE 8:

TO ENHANCE THE NATIONAL RESPONSE FOR COORDINATING REFUGEE PROTECTION AND MANAGEMENT

Introduction

The annual performance for Financial Year 2025/26 under Objective 8 of the Governance and Security Programme (GSP) focuses on the thematic area of "Enhancing the National Response to Refugee Protection and Management."

Implementation of the thematic area is collaborative across multiple GSP partner institutions, including the Office of the Prime Minister (OPM), Ministry of Internal Affairs (MIA), National Citizenship and Immigration Control (NCIC), National Identification and Registration Authority (NIRA), Ministry of Local Government (MoLG), Ministry of East African Affairs (MEACA), Uganda Police Force (UPF), Internal Security Organisation (ISO), Ministry of Justice and Constitutional Affairs (MoJCA), and Kampala Capital City Authority (KCCA). These institutions contribute to an integrated national framework for refugee protection, management, and migration governance.

The thematic area focuses on the reception and admission of refugees, their settlement, protection, and access to their rights and services, with support from Government institutions and other relevant actors.

Uganda continues to receive refugees, and the number has increased from over 1.9 million refugees at the beginning of the Financial Year 2025/26 to 2,031,697 at the end of the year. The refugees are settled within 13 refugee settlements found in 12 District Local Governments, while a considerable 8% of the refugee population stay within urban areas. Over 172 refugee partners, mainly NGOs, support refugees across these settlements. A total of 2,904 refugees have been repatriated back home, while 579 resettled to 3rd countries. Despite Uganda maintaining a progressive open-door policy, there has been declining international funding towards the global refugee response, affecting service delivery for refugees across the globe. Uganda also received support from the World Bank through the Development Response to Displacement Impact Project (DRDIP) to support development interventions within the refugee-affected districts that will be executed from next year.

Outcome: Effective delivery of service to refugees and host communities

The outcome seeks to ensure that refugees and host communities have equitable and effective access to essential services within refugee settlements. To achieve this, refugees and host communities continue to receive co-shared services provided by Government, with support from development and humanitarian partners. This approach promotes inclusive service delivery, strengthens coordination among service providers, and contributes to the well-being, protection, self-reliance, and resilience of both refugee and host communities

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
% of refugees and host communities demonstrating resilience	28%	32%	53%	39%	Surveys. Refugee Services Monitoring System	OPM, UBOS

Resilience declined from the expected 53% to 39%, mainly due to funding cuts for interventions (mainly livelihood support) that facilitate resilience by the international community.

Intermediate Outcome: Settlement Transformation Agenda (STA) implemented.

The Settlement Transformative Agenda (STA) is an overarching refugee response framework that integrates humanitarian and development interventions to guide the delivery of integrated services to refugees and host communities. It seeks to promote refugee self-reliance, local settlement, and social development in refugee-hosting areas as durable solutions, while safeguarding national and local interests.

The STA is anchored on six pillars: (i) governance and rule of law; (ii) peaceful coexistence; (iii) environmental protection; (iv) sustainable livelihoods; (v) community infrastructure and access to social services, including health, education and WASH; and (vi) land management.

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
% of the refugee population with sustained access to integrated services.	80%	72%	80%	81%	OPM/ UNHCR Refugee Data	OPM
% increase in the host population accessing integrated services	12%	8%	5%	4%	Survey Report	OPM

While the percentage of refugees with sustained access to integrated services increased from 72% in 24/25 to 81% in the reporting period, meeting the target, the increase among host communities fell short of the 5% target, reaching only 4%. This shortfall is mainly attributed to declining funding levels, which constrained the provision, expansion, and maintenance of existing services, particularly in host communities.

Strategic Intervention 8.1 Strengthen responses that address refugee protection and assistance

This intervention is grounded in the Pan-African philosophy of Ubuntu and Uganda's Open-Door Policy, underpinned by national and international legal frameworks, to strengthen refugee reception, settlement, coordinated systems for refugee protection, assistance and durable solutions, while promoting access to rights and essential services, peaceful coexistence, self-reliance, and the resilience and development of host communities within Uganda's inclusive, settlement-based refugee model.

Strategic Output 8.1.1: Refugees received and settled

Uganda continues to receive refugees and facilitate their settlement in designated refugee settlements, while also allowing those who choose to reside in urban areas to do so. As of 30 June 2026, Uganda hosted 2,031,697 refugees (1,038,192 female and 993,505 male) from more than 34 countries, including 173,074 urban refugees, residing across 13 refugee settlements and urban areas, with the majority originating from South Sudan, the Democratic Republic of the Congo (DRC), and Sudan

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of refugees received (prima facie)	41,340	41,756	30,000	64,715	OPM
Total number of refugees settled	1,740,000	179,416	150,000	104,104	OPM
Number of Asylum seekers' applications assessed (granted, rejected and revoked by REC)	18,926	24,420	20,000	16,235	OPM
Number of Refugee Conventional Travel Document issued to refugees	1,615	6,052	2,000	5,724	DCIC
Quarterly forums held with MDAs engaged in refugee response	0	4	4	4	OPM

By FY 2023/24, which serves as the baseline period, Government had settled a total of 1,740,000 refugees. During FY 2024/25, an additional 179,416 refugees were settled, followed by 104,104 (47,510 male and 49,313 female) refugees in FY 2025/26, bringing the cumulative total to 2,031,697 refugees (1,038,192 female and 993,505 male) refugees as of the reporting period.

The total number of refugees settled comprises those recognised through prima facie recognition, Refugee Eligibility Committee (REC) decisions, and newborns. During the reporting period (FY 2025/26), 104,104 (47,510 male and 49,313 female) refugees were settled, comprising 64,715 refugees recognised on a prima facie basis, 16,235 (8,443 male and 7,792 female) refugees recognised through REC decisions, and the remaining number accounted for by newborns.

The number of refugees received and settled during the reporting period was lower than in the previous financial year, largely due to the Government's suspension of automatic group recognition (prima facie registration).

Figures showing refugee and asylum seeker statistics in Uganda as of June 30th, 2026

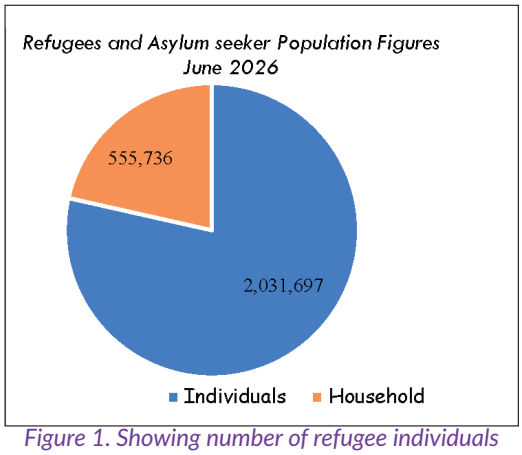


Figure 1. Showing number of refugee individuals and household as of 30th June 2026.

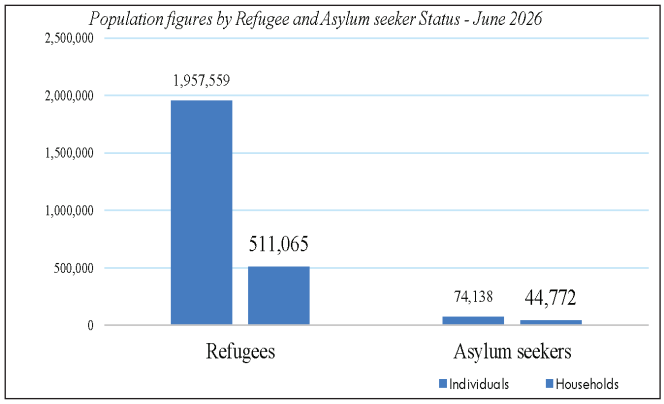


Figure 2. Showing number of refugee individuals and household as of 30th June 2026.

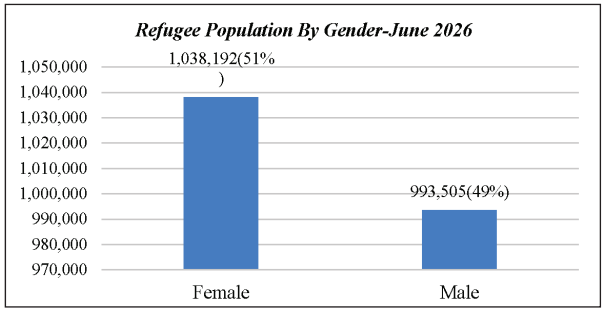


Figure 3. Showing refugee population disaggregated by gender as of 30th June 2026.

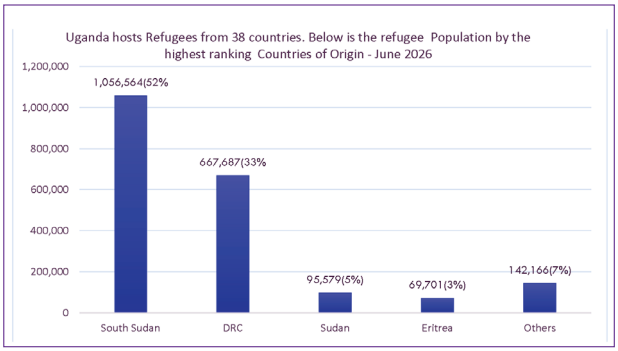


Figure 4. Showing number and percentage of refugee population by top countries of origin as of 30th June 2026.

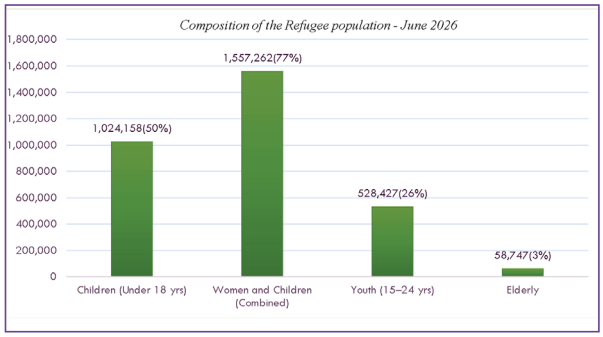


Figure 5. Showing refugee population disaggregated by demographics as of 30th June 2026.

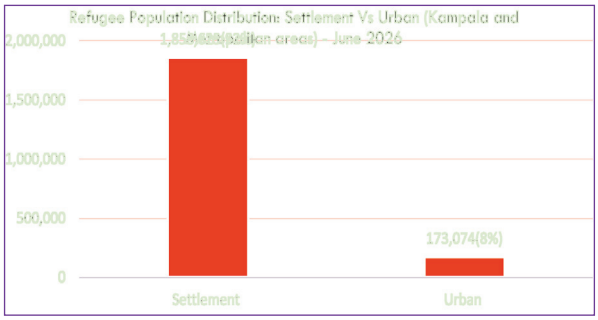


Figure 6. Showing refugee population distribution by settlement patterns: refugee settlements and urban as of 30th June 2026.

Photos showing activities undertaken during the Financial Year 2025/2026 relating to refugees received and settled are as follows:



Showing a section of new asylum seekers being received at Nyakabande Transit Center in Kisoro District



Showing new arrivals at Nyabande Tranist Center in Kisoro District being prepared for relocation to the Nakivale Refugee Settlement in Isingiro District



A photo showing the Refugee Eligibility Committee (REC) members conducting a REC session at the OPM/Department of Refugees Headquarters in Kampala

To enhance the security of refugees and host communities, UPF provided security in 13 refugee settlements located in 12 refugee hosting districts, in addition to the transit centers located in the entry districts. Further, the UPF Conducted GBV/VAC Prevention and Response training for Police Officers and stakeholders in Refugee settlements and Host communities, built the capacity of police officers and UNHCR stakeholders on refugee matters and laws, conducted community policing in refugee settlement areas and conducted security inspections in all the refugee settlements.

Strategic Output 8.1.2: Refugee solutions and management strengthened

Uganda's refugee management framework recognises the three globally established durable solutions for refugees: voluntary repatriation, local integration, and third-country resettlement. These solutions provide pathways for refugees to achieve sustainable and dignified outcomes, depending on prevailing conditions in countries of origin, countries of asylum, and third countries.

During the reporting period, the Government, in collaboration with stakeholders, continued to prioritise and advance these solutions as part of its broader efforts to strengthen refugee management and promote self- reliance and sustainable inclusion.

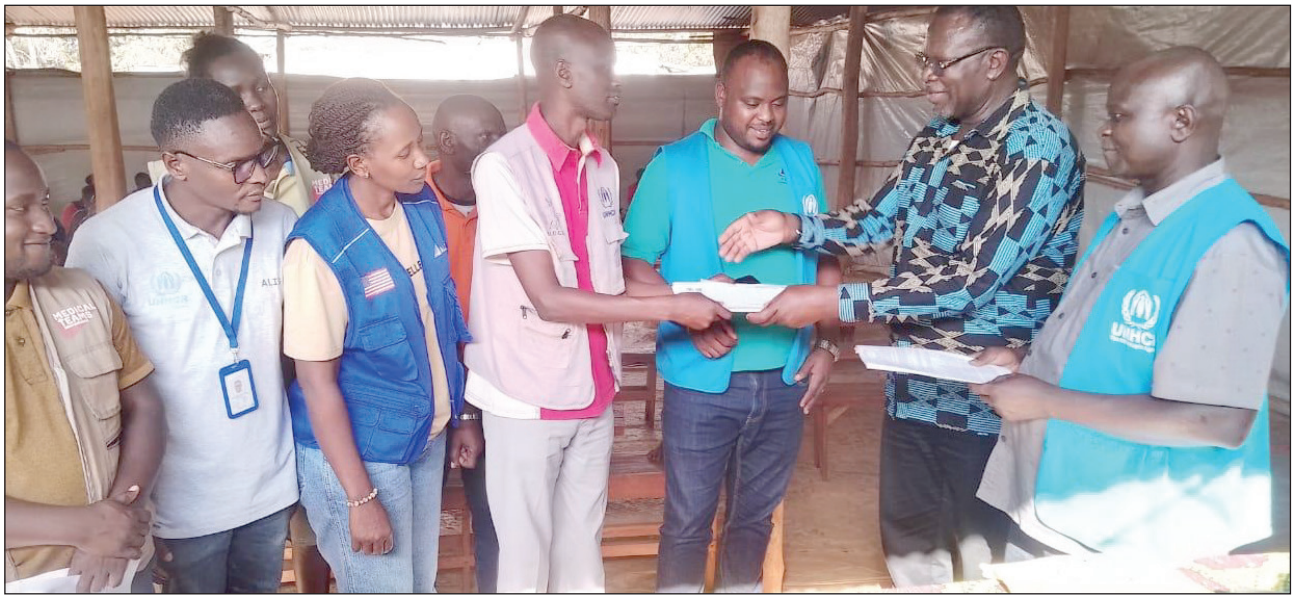
Table 86: Output 8.1.2 Indicators: Refugee solutions and management strengthened

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
No. of refugees repatriated	1,475	1,200	1,000	2,904	OPM, MoFA
No. of refugees resettled	11,087	9,199	10,000	579	OPM
% of Global Refugee Forum pledge commitments tracked	0	0	20%	60%	OPM
Percentage of project(s) implementation	0	0	20%	3%	OPM
Percentage of African Humanitarian agency premises completed	0	0	50%	0%	MoJCA

More refugees, particularly Burundian refugees, expressed interest in voluntary repatriation and were successfully repatriated during the reporting period. However, the number of refugees resettled to third countries declined, largely due to changes in migration and refugee admission policies in key resettlement countries, including the United States, which have resulted in fewer opportunities for refugee resettlement.

The Government of Uganda committed five core pledges at the Global Refugee Forum 2023, including resilience, climate action, localising responses, durable solutions, and transition management. These haveaccordingly been tracked.

Baseline data for the Global Refugee Forum (GRF) pledges, implementation of related projects, and completion of the African Humanitarian Agency premises were zero. During the reporting period, progress was tracked for the respective GRF commitments and projects, except for the African Humanitarian Agency premises, whose implementation had not yet commenced.



The Regional Desk Officer, Mr. Titus Jogo, hands over Burundian refugees to Government of Burundi officials at Kinazi Transit Center, Muyinga, Burundi



Refugees line up at the Immigration desk at Entebbe International airport before being flown out

Strategic Intervention 8.2 Strengthen the Role of Non-State actors in refugee responses.

This strategic intervention seeks to strengthen the contribution of non-state actors to Uganda's refugee response through enhanced partnerships, accountability, and participation in national coordination mechanisms. It aims to leverage the technical, financial, and operational capacities of partners to advance refugee protection in refugee-hosting areas, while contributing to NDP IV objectives as well as reducing duplication, improving resource allocation, and enhancing effective delivery of refugee response interventions.

Strategic Output 8.2.1: Refugee Response Non-State Actors coordinated, and their services aligned to national priorities.

This output focuses on establishing effective coordination and planning mechanisms to ensure that interventions by non-state actors are consistent with national policies, sector priorities, and identified needs. It will promote complementarity among partners, strengthen information sharing and reporting, and improve the equitable and efficient allocation of resources across refugee-hosting areas.

Table 87: Output 8.2.1 Indicators Refugee Response Non-State Actors coordinated

Indicator	Baseline FY2023/24	Performance FY2024/25	Target FY2025/26	Performance FY2025/26	Responsible MDA/LG
Number of Refugee partners coordinated and monitored	180	327	200	172	OPM
% of international partners offering refugee services through local partners	5%	9%	10%	81%	OPM
% of school-going refugees accessing education	83%	80%	85%	92%	OPM
% of refugees accessing health services	90%	94%	95%	94.2%	OPM
# of litres of water per person per day	17	16.5	17	15	OPM
Cumulative # of hectares established, restored, or maintained and protected from degradation	5,664 ha	4,057.01 ha	6,164 ha	8,162.01	OPM
# of refugees supported with livelihood interventions	340,000	223,000	300,000	281,906	OPM
# of DLGs supported to integrate refugees into DDPs	0	13	13	13	OPM

The reduction in international funding has resulted in a decline in the number of partners. The international partners are increasingly embracing localisation, including channelling funding and implementation responsibilities through local organisations as a sustainability and capacity-strengthening measure. This transition has affected the scale and modalities of service delivery and consequently necessitated downward revisions in some targets.

Targets for health and education services have largely been maintained, given the continued prioritisation of these sectors by government and development partners and their critical importance to both refugees and host communities. However, targets for water and livelihoods have been reduced due to funding constraints, including limited resources for maintaining water infrastructure and sustaining livelihood interventions.

In addition, all refugee-hosting Local Governments have been supported to integrate refugee-related priorities into their respective District Development Plans (DDPs).

Implementation of SDGs:

Uganda continues to make significant strides in advancing Sustainable Development Goal 10 (Reduced Inequalities) by directly contributing to SDG Target 10.7, which promotes orderly, safe, regular, and responsible migration through robust policy framework implementation. Indicator 10.7.4 tracks the

proportion of the population who are refugees by country of origin—the country has achieved notable success in managing its refugee response.

The proportion of the population who are refugees, by country of origin (Indicator 10.7.4)							
		2021	2022	2023	2024	2025	2026
P r o p o rt i	South Sudan	958,970 (60.9%)	854,268 (57.1%)	923,658 (57.0%)	975,079 (54.0%)	1,033,072 (52.4%)	1,056,564 (52%)
	DR Congo	456,574 (29.0%)	479,363 (32.0%)	502,738 (31.0%)	561,880 (31.0%)	649,072 (32.9%)	667,687 (33%)
	Others(34 Nationalities)	158,704 (10.1%)	162,057 (10.9%)	188,766 (12.0%)	259,650 (15.0%)	289,261 (14.7%)	307,446 (15%)
o							
n							
		1,574,248	1,495,688	1,615,162	1,796,609	1,971,983	2,031,697
Population							

Other Nationalities consists of individuals from over 34 countries, constituting less than 1% of the overall refugee population. The countries represented in this category include Somalia, Burundi, Eritrea, Rwanda, Ethiopia, Sudan, Pakistan, Kenya, Turkey, Afghanistan, Yemen, Syrian, Congo Republic of the Brazzaville, Central African Republic, United Republic of Tanzania, Egypt, Cameroon, Chad, Senegal, Mali, Sierra Leone, Iran, Palestine, Zimbabwe, Côte d'Ivoir, Guinea, India, Liberia, Malawi, Nigeria and Uzbekistan, etc.

Performance of the NRM Manifesto:

Uganda's comprehensive refugee response significantly advances the National Resistance Movement (NRM) Manifesto priority areas by creating an inclusive policy environment that integrates over 2 million refugees into National Development Plans and local frameworks. Through the coordination of the Office of the Prime Minister (OPM), the government guarantees refugees foundational rights—such as freedom of movement, property ownership, and direct access to national healthcare and education—while ensuring humanitarian NGOs are properly licensed by the National NGO Bureau. This structured approach directly supports the manifesto's commitments to upholding justice, equity, and human development across both displaced populations and their host communities.

The refugee program has emerged as a major employment driver, securing jobs for over 100,000 Ugandan professionals, while the OPM coordinates over 70 livelihood partners under the Settlement Transformation

Agenda to bolster food security and self-reliance. Ultimately, the long-term, harmonious coexistence between nationals and refugees stands as a testament to the sustained peace and security ushered in by the NRM, positioning Uganda as a secure regional haven.

Performance against the Presidential Directives:

To address severe environmental degradation and tree loss caused by both refugees and nationals in affected areas, the Office of the Prime Minister has successfully partnered with UNHCR, the National Forestry Authority, and key partners to bypass traditional agency silos and implement comprehensive restoration initiatives. These collaborative efforts bring together forestry, environmental, and energy promoters to actively execute targeted, field-level projects across both settlements and host communities. Key ongoing interventions driving this response include the Charcoal Value Chain Project, sustainable energy-efficient solution programs, Climate Resilient Women Economic Empowerment, the Refugee Reforestation Project, and overarching climate-smart development frameworks.

Progress on Implementation of PDM:

The Parish Development Model (PDM) approach is currently restricted exclusively to Ugandan citizens, meaning that refugees are completely excluded as beneficiaries despite residing directly within the host communities where the program is being rolled out.

Key emerging issue and lessons learned

Severe financial vulnerabilities have emerged within Uganda's refugee response as a combined decline in domestic government allocations and unexpected donor budget cuts forced the de-prioritisation of critical humanitarian services. Because core protection operations rely almost exclusively on short-term, single-year donor funding streams, sudden contractions in international aid have introduced severe operational continuity risks and led to irregular Refugee Eligibility Committee (REC) sessions that limit long-term impact. Moving forward, the Office of the Prime Minister (OPM) recognises a critical need to transition toward diversified, multi-year joint programming and public-private partnerships to buffer against volatile funding environments. Furthermore, stabilising the response will require the state to increase direct financial support to its designated refugee agency and establish fixed, predictable schedules for individual status determination sessions to prevent legal backlogs and maximise institutional efficiency.

Conclusion

To build a resilient and accountable refugee response while cementing government leadership, Uganda must prioritise increasing state budget allocations to the Office of the Prime Minister (OPM) and aggressively deepen its collaboration with development partners. Strengthening ties with international financial institutions like the World Bank will be vital to securing the predictable, long-term financing needed to sustain essential public services. Ultimately, unlocking these strategic funding streams will protect vital core infrastructure, enhance daily service delivery, and expand education, health, and livelihood programs to ensure that both refugees and their host communities can thrive together.

CHAPTER X

OBJECTIVE 9:

STRENGTHEN THE ADMINISTRATIVE, LEGAL, INSTITUTIONAL AND COORDINATION CAPACITY FOR GOVERNANCE AND SECURITY

9.1 Introduction

The Governance and Security Programme seeks to enhance its efficiency and effectiveness by increasing the percentage of Programme Outcomes achieved (%) from xx% in NDP III to yy% in NDP IV. The reporting period, FY 2025/26, marked the first year of the implementation of the Fourth National Development Plan (NDP IV).

The programme-based approach aims to coordinate government activities to align public spending with national development goals, focusing on common results and outcomes. This system, which replaced the sector- wide approach, provides a framework for better synergy across ministries, agencies, and local governments to reduce duplication and improve service delivery. Key coordination mechanisms include programme working groups, strengthened national development plan (NDP) frameworks, and the use of shared financial management systems.

The Office of the President plays the oversight and coordination role both at the leadership, steering committee and Technical levels. The programme- based approach continued to provide the framework for coordinating Government activities and aligning public spending with national development priorities. During the year, efforts focused on improving coordination among Ministries, Departments, Agencies and Local Governments to support effective implementation of Government programmes.

To support implementation, Programme Working Groups, Technical Committees and other coordination platforms were strengthened. These structures provided a platform for joint planning, information sharing, technical guidance and monitoring of implementation. They also supported follow-up on agreed actions and helped address issues affecting the implementation of programme activities.

The Programme conducted its 4th Annual GSP Review in the month of October under the theme: ..... organised by the Office of the President with support from the Governance and Security.

Outcome: Enhanced programme efficiency and effectiveness

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source	MDA
Percentage of Programme Outcomes achieved (%)	50		65		GSP Annual Report	GSP Sec/OPM

9.2 : Strengthen programme institutions for effective and efficient service delivery

Strengthening institutions ensures effective and efficient service delivery by streamlining administrative processes, aligning resources with strategic goals, and enforcing transparency and accountability towards Tenfold Growth Strategy

The intermediate Outcome is enhanced institutional capacity, coordination and collaboration

Indicator	Baseline FY2023/24	Performance FY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source
Programme Government Annual Performance Report Rating (%)	40		50		National Annual Performance Report
Programme Compliance Score by NPA.	66.7		75		Certificate of Compliance report
Programme Gender and Equity budgeting compliance score	0		50		Annual report on state of Equals Opportunity

9.2.1 Programme Coordination

Strengthening the 3Cs of Coordination, Communication within the programme is critical in building synergy and improving effectiveness of the programme. During the reporting period, the Governance and Security Programme continued to strengthen coordination and communication among its structures at

different levels. This was done through a number of meetings and engagements to improve collaboration and information sharing within the programme.

The programme planned to conduct PWG meetings at various levels, review project submissions from MDAs within a quarter, conduct inter-programme engagements; joint M&E; joint programme capacity-building initiatives; functions organised and National Organisation committee meetings as shown below.

Programme Level coordination indicators

Indicator	Baseline FY2023/24	PerformanceFY 2024/25	Target FY2025/26	Performance FY2025/26
Number of PWG meetings conducted	20		30	25
Proportion of project submissions reviewed within a quarter (%)			100%	100%
Number of inter programme engagements conducted			4	0
Number of joint M&E conducted			4	0
Number of joint programe capacity building initiatives undertaken			4	1
Number of number functions organised	3		3	
Number of National Organisation committee meetings held	15		15	

Programme meetings were held at various level of the programme i.e. Leadership, Steering Committee, Technical, Sub-programme, as well as meetings of the Chairpersons of the Sub-programmes as follows.

GSP Coordination meetings held

Programme Level	No. of Meetings
Leadership	1
Steering	2
Technical Committee	4
Sub Programs	7
Sub Programme Chairpersons	8
Total	

Other key

The Programme prepared various plans and progress reports, including the following: -

i. Prepared the GSP Annual Performance Report for FY 2024/25;
ii. Prepared the GSP Semi-Annual Performance Report FY 2025/26;
iii. Programme Budget Framework Paper FY 20
iv. Reviewed project concepts, profiles and proposals for various MDAs
v. Discussed the GSP Annual Review

To enhance coordination, the Secretariat conducted bilateral meetings with a number of institutions, including;

i. Ministry of Foreign Affairs
ii. Ministry of Defence and Veteran Affairs
iii. Directorate of Ethics and Integrity
iv. Financial Intelligence Authority
v. Electoral Commission

9.2.2 Strategic plans developed and implemented

Strategic plans are critical in setting long-term priorities, allocating resources to competing priorities, and aligning daily operations with a shared NDP IV and GSP visions. It is therefore required that all MDAs have in place certified development plans that are aligned to the GSP PIAP.

At the time of reporting, a total of 46 NDP IV strategic plans for 22 of the GSP MDAs and 24 Missions abroad had been certified by the National Planning Authority. Two MDAs and 13 Missions abroad had their plans reviewed, with comments sent to the MDAs for further improvement, while 2 missions were still engaging with NPA.

9.2.3 Institutions Retooled and Equipped

To enhance service delivery, various institutions continued to strengthen their operational capacity by improving the facilities, equipment and resources required to effectively carry out their mandate. The support focused on key areas such as transport, Information and Communication Technology (ICT), and office furniture. These interventions were intended to improve the working environment, facilitate the movement of staff and support day-to-day operations. The programme tracks the percentage of planned retooling outputs achieved and % of the retooling budget implemented, and performance was as summarised in the table below.

Table 88: Performance against Retooling indicators

Indicator	Baseline FY2023/24	PerformanceFY 2024/25	Target FY2025/26	Performance FY2025/26	Data Source
% of planned retooling outputs achieved	N/A	N/A	100%		
% of retooling budget implemented	N/A	N/A	100%		

In terms of enhancing transport, the following institutions procured vehicles to support service delivery and facilitate the implementation of their activities:

Table 89: Summary of transport equipment acquired by MDAs

Institution	Description
UPF	Procured 200 single-cabin pickups, 95 double-cabin pickups, 30 troop carriers, 42 RCVs, 10 Station Wagons, 02 Ambulances, 67 saloon cars, 2 fire tenders, 05 All-Terrain Vehicles, 04 Cesspool trucks, 02 Garbage trucks and 02 Car Carriers for police operations.
NIRA	Procured 64 vehicles, comprising 26 pickups, 7 station wagons, 1 minivan and motorcycles
GAL	Procured 3 double-cabin vehicles, 3 motorcycles
MoJCA	Motor vehicles, motorcycles
URSB	Procured 2 motor vehicles

To improve ICT capacity and support effective service delivery, various institutions acquired ICT equipment during the reporting period. The institutions included:

Table 90: Summary of ICT equipment acquired by MDAs

Institution	Description
ULRC	6 all-in-One desktops, 2 Adobe Creative Cloud Pro software licenses for one year, UPS Batteries and Windows 11 licenses, and Upgraded Telephony Infrastructure to Voice over IP (VoIP)
GAL	20 all-in-one desktop computers, 15 laptops, external hard disks, scanners, multifunction printers, intercom handsets, tablets, flash drives, extension cables with surge protection, macro-UPS, a shredder, a 75-inch display screen, heavy-duty printer and photocopier and CCTV surveillance systems
NIRA	5,665 new biometric registration kits, 2,750 solar power units, 22 million next-generation National Identity Cards
MoJCA	laptops, desktop computers, printers, photocopiers, scanners, solar power systems, 15 teleconferencing facilities, including Private Branch Exchange (PBX) systems, an Online Library Management System was procured, installed, and computerised
URSB	47 laptops, 1 space optimiser
ULRC	Multidomain SSL Certificate on the Commission website for a period of one year, ICT Infrastructure Migration and Setup Services in the ULRC offices at JLOS Towers, Naguru, 6 All-in-One Desktops, 2 Adobe Creative Cloud Pro software licenses for One Year, purchased UPS Batteries and Windows 11 Licenses and upgraded Telephony Infrastructure to Voice over IP (VoIP)

9.2.4 : Construction of Office premises undertaken

Various MDAs were at different stages of their ongoing construction projects as summarised below.

Table 91: Projects Considered by the programme at various stages

MDA	Project	Stage
ISO	Construction of the New Internal Security Organisation (ISO) Headquarters in Entebbe	Feasibility
MIA	Housing Units for Uganda Police Force, Uganda Prison Service, and the Directorate of Citizenship and Immigration	
UPF	Establishment of a Police General Hospital	Profile
UPF	Police Training School and Colleges Infrastructure Project	Profile
MoDVA	Construction of a 20MWNakasongola Solar Power PV Power Plant	Pre-Feasibility
NCIC	Automation of Immigration and Citizenship Control Services	Pre-Feasibility
MoFA	Infrastructure Development of Missions Abroad	concept
UPF	Electronic Policing Information System (ePIS) Project	Pre-Feasibility
UPS	Prisons Infrastructure Upgrade and Development project- Phase I	Feasibility

9.3 Programme Implementation constraints

The implementation of the Governance and Security Programme continues to face several challenges that affect the timely and effective delivery of planned activities;

Sub-programme	Constraint	Mitigation
General	i. Limited resources for delivery. Government operating costs are rising rapidly, with wages, administration and recurrent expenses taking up more of the national budget and leaving fewer resources for service delivery and development investments. Increasing supplementary budgets beyond legal limits are further straining already limited public resources. ii. Limited technical capacity: staffing gaps and limited technical capacity in some institutions affects the implementation and follow-up of the programme activities. Continued capacity building and strengthening of staffing in critical areas would help address this challenge.	
Security	i. Infrastructure deficits across the agencies persist. ii. Ever-changing dimensions of crime iii. Inadequate technical capacity for security agencies to match the ever-changing technology iv. Limited funding for planned activities and budget cuts.	i. Enhancing community service ii. Promoting alternative dispute resolution iii. Capacity building (training, recruitment, retooling and research)
Policy and legislative Services	i. Inadequate capacity for policymaking across Government, leading to delays in public policymaking; ii. Disconnect in policy making and implementation; iii. Inadequate enterprise governance frameworks in support of institutional leaders to provide oversight and discharge their obligations	i. Capacity building of Structures and skilling of staff ii. Provide robust enterprise governance frameworks and tools that support good governance of public sector institutions iii. Enhance inter-programme collaboration and coordination.
	iv. Limited coordination between Government agencies and departments. v. The legislative process is slow hence delays in critical reforms. vi. Limited digital infrastructure affects e-governance and efficient service delivery.	iv. Streamline legislative procedures to expedite the passage of reforms. v. Invest in digital infrastructure to support e- governance and service delivery.
JLOS	i. Inadequate physical infrastructure to provide JLOS services at both regional and district levels. This is made worse by a mismatch in resource and capacity provisions in the judiciary verses other chain of justice institutions ii. Inadequate staffing in all JLOS institutions iii. Limited access to justice by vulnerable groups, especially PWDs and Children iv. High case backlog, which makes justice expensive for the recipients of services. v. Congestion in prisons increases the cost of maintaining prisoners vi. Limited automation and integration of business systems within the JLOS institutions	i. Infrastructure development at various levels of JLOS service delivery ii. Recruitment and training of JLOS staff iii. Strengthen legal aid services for vulnerable groups iv. Strengthen case management through business case process re-engineering v. Implementation of ADR, and community service

Sub-programme	Constraint	Mitigation
		vi. Strengthen offender rehabilitation and integration programmes in remand homes. vii. Enhance inter-programme collaboration and coordination.
Accountability subprogramme	i. Decline in moral values among citizens, leading to an acceptance of corruption as a societal norm; ii. Inadequate legal framework for combating corruption, whistleblower and witness protection laws were lacking; iii. Limited research and surveys are conducted on corruption to inform policies and strategies. iv. There is no centralised database on corruption in Uganda v. Weak institutional internal anti-corruption oversight mechanisms	i. Strengthen and sustain integrity in the public finance management system (and the general public) to deter corruption and secure government outcomes. ii. Development and mainstreaming TAAC across Government to harness collective action against public corruption. iii. Mobilising public support and collective action against corruption through inter alia enhanced whistleblowing mechanisms, lifestyle audits, asset recovery and effective prosecutions. iv. Strengthening anti-corruption and oversight institutional capacities and stakeholder coordination to enhance enforcement.
Democratic Processes	i. Low civic awareness and democratic participation. Uganda's democratic performance and civic awareness remain a concern, with low understanding of citizens' rights, responsibilities and accountability mechanisms. ii. Political commercialisation, electoral malpractice and limited national re-orientation are contributed to a decline in civic participation and public trust. The 2026 general elections further underscored the need to strengthen civic engagement, democratic participation and public trust in governance institutions.	
Refugee Coordination and Migration Management sub programme	i. Government funding is less than 1%, and international community support is less than 50% of the refugee-related requirements. ii. Increasing conflicts in the Great Lake region and the Horn of Africa iii. Limited manpower capacity to effectively respond to emerging issues in refugee response	It is essential to boost funding from the Government of Uganda's budget for the refugee response, coupled with advocating for shared responsibility from the international community

Sub-programme	Constraint	Mitigation
Foreign relations sub programme	i. Geopolitical and global dynamics affects Uganda's political and socio-economic environment; ii. Delayed domestication of regional and international directives, decisions and protocols; and iii. Inadequate budget allocations resulting in non- payment of subscription fees and low participation of key MDAs in regional and international engagements. iv. Increasing cases of distressed Ugandans abroad. v. Lack of a sanctions regime in the EAC promotes irregular conduct among Partner States vi. There is competition between absolute national sovereignty and regional interests	i. Engage in bilateral and multilateral discussions at regional and international levels to develop common positions on emerging geopolitical and global dynamics; ii. Constant/regular follow-up with the concerned institutions on domestication of regional and international directives, decisions and protocols; iii. Prioritisation of budget allocation for subscription fees and participation of key MDAs in regional and international engagements at Programme level; iv. Undertake robust economic intelligence to identify strategic collaborators in various partner states; v. Enhance MEACA to MEACA and Peer to Peer engagements. vi. Development of a sanctions regime. vii. Deepening regional integration

CHAPTER XI

FINANCIAL PERFORMANCE FY2025/26

10.1 Overall Performance

In FY2025/26, the programme was allocated a total approved budget of UGX. 9.905Trillion including external financing compared to 8.909Trillion in FY2024/25. Of this, wages accounted for 25.4% (UGX.2.512 trillion), Non-Wage accounted for 48.4% (UGX 4.796 trillion), GoU Capital Development accounted for23.5% (UGX.2.332Trillion). The external finance was UGX.264.5Bn i.e. 2.7%.

Table 92: Budget Performance for FY 2025/26 compared with FY 2024/25

	FY 2024/45		FY 2025/26		% Change	
Category	Approved Budget	Release	Approved Budget	Release	Approved Budget	Release
Wage	2,329.50	2,382.96	2,511.87	2,515.06	7.8%	5.5%
Non-Wage	3,916.64	4,864.47	4,796.43	6,525.02	22.5%	34.1%
GoU	2,409.41	2,478.43	2,332.28	3,297.90	-3.2%	33.1%
Ext Finance	253.25	12.635	264.466	0	4.4%	-100.0%
Total	8,908.80	9,738.49	9,905.04	12,337.97	11.2%	26.7%

In terms of releases, the programme received a total of UGX.12.338Trillions compared to UGX.9.738.494Trillions in the last financial year. This translates to an outturn of 124.6% of the approved budget due to supplementary releases amounting to UGX.2,433 Trillion provided to some institutions. However, the budgeted funds for external finance were not released.

Of the released funds, 12,269.7Trillion was spent which translates to an absorption rate of 99.4% of the release. The expenditure included wage of UGX. 2,496.14Bn (99.2%), non-wage of 6,512.11Bn (99.8%) and GoU capital of UGX.3,261.45Bn (98.9%).

Table 93: Overall Budget Outturn by Category

Category	Approved Budget	Release	Expenditure	*% outturn*	*% Spent*
Wage	2,511.87	2,515.06	2,496.14	100.1%	99.2%
Non-Wage	4,796.43	6,525.02	6,512.11	136.0%	99.8%
GoU	2,332.28	3,297.90	3,261.45	141.4%	98.9%
Ext Finance	264.466	0	0	0.0%	0.0%
Total	9,905.04	12,337.97	12,269.70	124.6%	99.4%

10.2 Wage Budget Performance

Regarding the wage budget, the programme had an approved budget of UGX.2,515.87bn in the reporting period, of which UGX. 2,515.06bn was received. This represents that wage budget performance was at 99.2%, while the absorption of the release was at 99.8% of the release.

Notably, some institutions received supplementary wage releases, including State House (UGX.4.280Bn), MoDVA (UGX.15.750Bn), ESO (UGX.1.661Bn), MEACA and MKCCA. However, some MDAs, including DEI and OPM, utilised less than 80% of the released funds. The breakdown per MDA is presented below.

Table 94: Wage absorption rate for FY2025/26

Vote	MDA	Approved Budget	Release	Expenditure	*% outturn*	*% Spent*
001	OP	31.384	31.384	29.281	100.0%	93.3%
002	SH	37.748	42.028	42.028	111.3%	100.0%
003	OPM	0.429	0.429	0.337	100.0%	78.5%
004	MoDVA	1,391.505	1,407.255	1,407.255	101.1%	100.0%
006	MOFA	14.118	14.118	14.116	100.0%	100.0%
007	MoJCA	16.570	16.570	13.939	100.0%	84.1%
008	MoFPED	-	-	-	0.0%	0.0%
009	MIA	3.221	3.221	3.221	100.0%	100.0%
011	MoLG	0.283	0.283	0.280	100.0%	98.8%
021	MEACA	1.572	1.848	1.750	117.6%	94.7%
023	MKCCA	0.322	0.437	0.425	136.0%	97.2%
102	EC	38.391	38.391	33.477	100.0%	87.2%
103	IG	23.842	23.842	22.590	100.0%	94.7%
105	ULRC	3.417	3.417	2.771	100.0%	81.1%
106	UHRC	11.021	11.021	9.877	100.0%	89.6%
112	DEI	3.750	3.750	2.833	100.0%	75.6%
119	URSB	7.076	7.076	7.007	100.0%	99.0%
120	NCIC	6.855	6.855	5.826	100.0%	85.0%
124	EOC	-	-	-	0.0%	0.0%
129	FIA	12.378	12.378	12.378	100.0%	100.0%
131	OAG	48.525	36.394	34.595	75.0%	95.1%
135	DGAL	3.666	3.666	3.189	100.0%	87.0%
137	NIRA	20.364	20.364	20.355	100.0%	100.0%
144	UPF	522.481	516.642	516.582	98.9%	100.0%
145	UPS	149.044	149.044	149.043	100.0%	100.0%
153	PPDA	13.647	13.647	13.642	100.0%	100.0%
158	ISO	82.002	82.002	82.002	100.0%	100.0%
159	ESO	27.043	28.704	28.704	106.1%	100.0%
501-538	Missions	41.214	40.295	38.634	97.8%	95.9%
Total		2,511.867	2,515.061	2,496.137	100.1%	99.2%

10.2 Non-Wage Budget Performance

Regarding non-wage budget, the programme had an approved budget of UGX.4,796.427bn in the reporting period. However, UGX.6,525.016Bn, was received which represents budget performance was at 136% of the approved budget while the absorption of the release was at 99.8% of the release.

Some institutions received supplementary wage releases including State House (865.703Bn), MoDVA (449.65Bn), EC (194.683Bn), UPF (144.834Bn), NIRA (42.362Bn), ISO (32.51Bn), OP (12.623Bn) and MOFA (5.551Bn). The majority of the MDAs were able to absorb over 99.8% of the disbursed resources as shown in the table below.

Table 95: Non-Wage Budget Performance per sub programme for FY 2025/26

Vote	MDA	Approved Budget	Release	Expenditure	*% outturn*	*% Spent*
001	OP	279.940	292.563	289.690	104.5%	99.0%
002	SH	443.113	1,308.815	1,308.815	295.4%	100.0%
003	OPM	1.869	1.757	1.701	94.0%	96.8%
004	MoDVA	1,509.263	1,958.913	1,958.740	129.8%	100.0%
006	MOFA	26.034	31.585	31.516	121.3%	99.8%
007	MoJCA	87.310	87.806	87.294	100.6%	99.4%
008	MoFPED	3.440	3.440	3.435	100.0%	99.8%
009	MIA	46.761	46.761	46.730	100.0%	99.9%
011	MoLG	0.190	0.190	0.188	100.0%	99.4%
021	MEACA	37.902	37.821	36.770	99.8%	97.2%
023	MKCCA	0.496	0.496	0.496	100.0%	100.0%
102	EC	549.249	743.932	717.239	135.4%	96.4%
103	IG	33.033	33.033	32.326	100.0%	97.9%
105	ULRC	12.559	12.559	11.096	100.0%	88.3%
106	UHRC	15.185	15.185	15.160	100.0%	99.8%
112	DEI	10.042	10.042	9.705	100.0%	96.6%
119	URSB	35.918	35.918	35.624	100.0%	99.2%
120	NCIC	163.196	163.196	162.546	100.0%	99.6%
124	EOC	1.217	1.217	1.215	100.0%	99.8%
129	FIA	32.377	32.377	32.377	100.0%	100.0%
131	OAG	59.508	47.235	39.437	79.4%	83.5%
135	DGAL	13.861	13.861	13.095	100.0%	94.5%
137	NIRA	220.319	262.681	262.565	119.2%	100.0%
144	UPF	409.278	554.112	554.000	135.4%	100.0%
145	UPS	320.812	320.812	355.873	100.0%	110.9%
153	PPDA	10.892	10.301	10.294	94.6%	99.9%
158	ISO	156.756	189.266	189.266	120.7%	100.0%
159	ESO	87.489	87.489	87.489	100.0%	100.0%
501-538	Missions	228.418	221.653	217.434	97.0%	98.1%
Total		4,796.427	6,525.016	6,512.114	136.0%	99.8%

10.3 GoU Development Budget Performance

Further, the total revised GoU Development budget for the reporting period was UGX. 2,332.275Bn of which UGX. 3,297.896Bn was released. This represents an outturn of 102.9% of the revised budget. A total of UGX. 3,261.451Bn (141.4%) of the released funds was expended. The breakdown per MDA is presented below.

A number of institutions including EC, MoDVA, UPF, NIRA, ISO and missions abroad among others received supplementary releases. The majority of the MDAs were able to absorb over 99% of the disbursed resources as shown in the table below.

Table 96: GoU Budget Performance per MDA for FY 2025/26

Vote	MDA	Approved Budget	Release	Expenditure	*% outturn*	*% Spent*
001	OP	20.124	20.524	20.149	102.0%	98.2%
002	SH	27.722	27.722	27.722	100.0%	100.0%
003	OPM	-	-	-	0.0%	0.0%
004	MoDVA	1,773.086	2,178.052	2,178.052	122.8%	100.0%
006	MOFA	3.553	3.221	3.149	90.7%	97.7%
007	MoJCA	16.636	12.985	12.984	78.1%	100.0%
008	MoFPED	-	-	-	0.0%	0.0%
009	MIA	0.691	0.276	0.276	40.0%	100.0%
011	MoLG	-	-	-	0.0%	0.0%
021	MEACA	0.093	0.037	0.036	40.0%	96.1%
023	MKCCA	-	-	-	0.0%	0.0%
102	EC	3.348	335.111	329.893	10009.3%	98.4%
103	IG	22.797	22.797	21.713	100.0%	95.2%
105	ULRC	0.378	0.378	0.370	100.0%	98.0%
106	UHRC	6.766	6.766	6.733	100.0%	99.5%
112	DEI	0.065	0.026	-	40.0%	0.0%
119	URSB	3.900	1.676	1.646	43.0%	98.2%
120	NCIC	20.542	8.217	8.087	40.0%	98.4%
124	EOC	-	-	-	0.0%	0.0%
129	FIA	1.476	1.476	1.476	100.0%	100.0%
131	OAG	1.566	6.322	-	403.8%	0.0%
135	DGAL	22.735	22.735	22.734	100.0%	100.0%
137	NIRA	13.895	22.124	22.122	159.2%	100.0%
144	UPF	266.268	487.029	487.009	182.9%	100.0%
145	UPS	58.707	54.306	57.953	92.5%	106.7%
153	PPDA	1.295	0.518	0.511	40.0%	98.5%
158	ISO	10.241	19.787	19.787	193.2%	100.0%
159	ESO	0.702	0.702	0.702	100.0%	100.0%
501-538	Missions	55.690	65.110	38.347	116.9%	58.9%
Total		2,332.275	3,297.896	3,261.451	141.4%	98.9%



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GOVERNANCE AND SECURITY PROGRAMME (GSP)