



REPUBLIC OF UGANDA

DIRECTORATE OF PUBLIC PROSECUTIONS

Third STRATEGIC INVESTMENT PLAN (SIP III)

2012/13 – 2016/17

SEPTEMBER 2012

ACKNOWLEDGEMENTS

The development of this Strategic Investment Plan was a result of a concerted effort of numerous actors. The DPP wishes to appreciate all, especially the members of staff who participated in the process of its development. In a special way, the Directorate appreciates the commitment of the SIP Task Committee and the Consultant who steered the process and offered the requisite technical guidance up to the completion of this SIP.

Many thanks to JLOS for the financial support in developing this SIP.

It is our sincere hope that this SIP will go a long way in offering a solid foundation for the further development, as well as the more efficient and effective delivery of DPP services.

FOREWORD

The development of the DPP Strategic Investment Plan (SIP) 2012/13 – 2016/17 signifies a key milestone in the implementation of the National Development Plan of Uganda.

Article 120 of the Constitution of the Republic of Uganda creates the office of the Director of Public Prosecutions (DPP). The constitutional mandate of the DPP is to prosecute criminal cases in any court in Uganda except the court martial, and to direct police to investigate information of a criminal nature. The Directorate is an autonomous institution not subject to the direction or control of any person or authority.

The exercise of DPP's authority and mandate should always have regard to public interest, the interest of the administration of justice and the need to prevent abuse of legal process. The functions of the DPP are geared towards the reduction of crime, the pursuit of justice and advancement of socio-economic development.

This SIP is an action-based strategic approach to the implementation of the Directorate's mandate, policies, and priorities over the next five years (FY2012/13 – 2016/17). The plan sets out a broader operational framework for the DPP, cast in line with the National and Sectoral strategic directions. The priorities in this SIP have been aligned to those of the NDP (FY2010/11 – 2014/15) and the JLOS SIP III (2012/13 – 2016/17). It is an opportunity that the JLOS SIP spans over the same period as this SIP. This SIP therefore serves as a foundation for consolidating the gains DPP has registered during the implementation of the JLOS SIP II and provides the direction for enhancing the efficiency and effectiveness of the DPP to serve Ugandans better.

The DPP is conscious of the country's aspiration for "Growth, Employment and Socio-economic transformation for Prosperity", well articulated in the NDP and the President's Manifesto. We recognise that effective prosecution of criminal cases contributes to the advancement of social justice, the pursuit of justice for all and creation of a friendly and secure environment which are pertinent preconditions for the promotion of productivity and resultant socio-economic prosperity.

It is important that the plan is well understood, owned and supported by all DPP staff and the stakeholders for it to be successfully implemented to realise the anticipated results and impact.

I would like to thank all staff of the DPP who participated and contributed enormously during the formulation of this plan. In a special way, I thank the members of the SIP task force at DPP and the consultant who guided the process to its accomplishment.

For God and My Country

DIRECTOR OF PUBLIC PROSECUTIONS

ACRONYMS AND ABBREVIATIONS

AAP	African Association of Prosecutors
AAPAM	African Association of Public Administration and Management
BCM	Beneficiary Contact Monitoring
CBRS	Case Backlog Reduction Strategy
CHOGM	Commonwealth Head of Government Meeting
CID	Criminal Investigations Department
CID	Criminal Investigations Department
CSOs	Civil Society Organizations
DCC(s)	District Coordination Committee(s)
DPP	Directorate of Public Prosecutions
EAAACA	East African Association of Anti- corruption Authorities
EAAP	East African Association of Prosecutors
FGM	Female Genital Mutilation
GoU	Government of Uganda
IAP	International Association of Prosecutors
ICBMC	Institutional Case Backlog Management Committee
ICC	International Criminal Court
ICGFMG	International Consortium of Governmental Financial Management
ICT	Information and Communication Technology
IG	Inspectorate of Government
IGG	Inspector General of Government
Interpol	International Police
JLOS	Justice Law and Order Sector
LRA	Lord's Resistance Army
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MIS	Management Information Systems
MLA	Mutual Legal Assistance
MOFPED	Ministry of Finance Planning and Economic Development
NAADS	National Agricultural Advisory Services
NDP	National Development Plan
OAG	Office of the Auditor General
PEAP	Poverty Eradication Action Plan
PPU	Policy and Planning Unit
PRDP	Peace, Recovery and Development Plan
PROCAMIS	Prosecution Case Management Information System
PRSA	Principal Resident State Attorney
PSA	Principal State Attorney
PWDs	Persons with Disabilities
RSA	Resident State Attorney
RSP	Resident State Prosecutor
SA	State attorney
SIP III	Third Strategic Investment Plan
SP	State Prosecutor
SPSA	Senior Principal State Attorney
SSA	Senior State Attorney
SWAP	Sector Wide Approach

SWOT Strengths Weaknesses Opportunities and Threats
UAP Uganda Association of Prosecutors
UGX Uganda Shillings
WCD War Crimes Division

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	ii
FOREWORD.....	iii
ACRONYMS AND ABBREVIATIONS.....	iv
EXECUTIVE SUMMARY.....	viii
1.0 INTRODUCTION.....	10
1.1 OVERVIEW OF THE DIRECTORATE OF PUBLIC PROSECUTIONS.....	10
1.1.1 Background.....	10
1.1.2 Historical Development of DPP.....	10
1.1.3 Mandate and functions of DPP.....	11
1.2 Link to the National Development Plan (NDP).....	11
1.3 Link to the Justice Law and Order Sector (JLOS).....	12
1.4 Broad Policy and Legal Context of DPP.....	13
1.5 The Institutional Alignment of DPP.....	13
2.0 DPP PERFORMANCE ASSESSMENT.....	14
2.1 Coverage of DPP Services.....	14
2.2 Case Registration and Handling.....	14
2.3 Prosecution-led Investigations and Prosecutions.....	18
2.4 Legal and Institutional Strengthening of the DPP.....	20
2.5 National, Regional and International Participation.....	21
2.6 Human Resource (Staffing) Performance.....	21
2.7 Financial Performance.....	22
3.0 CONTEXTUAL ANALYSIS.....	24
3.1 External Organizational Environment.....	24
3.2 Stakeholder Analysis.....	27
3.2.1 Categorization of DPP Primary and Secondary Stakeholders.....	27
3.3 SWOT Analysis.....	28

DPP Strategic Investment Plan 2012-2017

2.3.2 Weaknesses	28
2.3.3 Opportunities	29
3.4 Problem Statement	30
3.5 DPP SIP Strategic Priorities and Issues	31
4.0 DPP STRATEGIC DIRECTION	33
4.1 Vision	33
4.2 Mission	33
4.3 Goal / Purpose.....	33
4.4 Guiding Principles / Core Values	33
4.5 Strategic Objectives	34
4.6 DESCRIPTION OF OBJECTIVES, OUTCOMES AND OUTPUTS	34
5.0 IMPLEMENTATION, MONITORING AND EVALUATION.....	42
5.1 Implementation of the Plan	42
5.2 Internal and External Success Factors.....	42
5.3 MONITORING AND EVALUATION	43
5.3.1 The Results-Based M&E tool.....	43
5.3.2 Result and Impact Evaluation.....	43
5.3.3 Data collection and Management	44
5.3.4 Reporting relationships and feedback mechanisms.....	44
6.0 FINANCING AND FINANCIAL MANAGEMENT FOR THE SIP.....	45
ANNEX 1: DETAILED DPP RESULTS FRAMEWORK	46
APPENDIX 2: DPP SIP III INDICATIVE BUDGET 2012/2013 – 2016/2017.....	52

EXECUTIVE SUMMARY

Introduction

This Strategic Plan has been developed to guide the operations of the Directorate of Public Prosecutions (DPP) over the next five years (2012/13 – 2016/17). The plan is an overall guide to planning, priority setting and implementation of the DPP mandate.

Article 120 of the Constitution of the Republic of Uganda establishes the DPP and mandates the Directorate to prosecute all criminal cases in any court in the country except in a court martial, delegate such powers where necessary, having regard to public interest, administration of justice and the need to prevent abuse of legal process. In the execution of its work, the DPP works in collaboration with a range of other actors especially in the justice system. Prosecution of crime is a challenging test because crime is dynamic, sometimes complex and ever changing. The plan is therefore a strategic approach to setting the priorities of the DPP, forecasting the costs and spurring the development of the DPP to execute its mandate more efficiently and effectively.

The development of this SIP was highly participatory and was financially supported by JLOS. The priorities set out in this plan are aligned to those of JLOS and the National Development Plan.

Outlay of the SIP

This SIP is comprised of six sections.

Section 1 introduces the SIP, orienting to the rationale for its development to guide the priority setting and operational road map over the next five years. The section presents the background information about the DPP and the context in which the Directorate operates in terms of the mandate, the legal and policy framework as well as the link between the SIP and the National and Sectoral Development frameworks.

Section 2 presents a review of the DPP's work over the past years and assesses the gains and challenges that have been registered. This was done to make out the consolidation of the achievements and address the challenges over the SIP's implementation period.

Section 3 explores the broader context of DPP's operations, presenting an analysis of the stakeholdership, the strengths, weaknesses, opportunities and threats influencing or impacting on the Directorate's operations. A clear understanding and appreciation of these issues and factors enables the formulation of viable and effective strategies to enhance and mitigate the shortfalls, while enhancing the strengths and leveraging the opportunities available.

Section 4 articulates the Strategic Direction of the DPP for FYs2012/13 to 2016/17. In this section, the strategic priorities of the Directorate over the planning period are outlined together with associated results/outcomes, outputs, strategic interventions as well as the performance indicators for measuring results and impact.

Section 5 presents the SIP implementation arrangements, underscoring the essentials of the institutional and structural preparations that should be undertaken to lay a foundation for the successful implementation of the SIP. In the section, the Monitoring and Evaluation strategies are outlined, pitching the value of continuously monitoring and evaluating the SIP at input, output, result and impact levels. The DPP has determined to continuously ascertain and mark out its contribution to the socio-economic transformation of the country through independently pursued strategies such as own surveys and studies and a credible information management system.

Section 6 elaborates the SIP financing and financial management arrangements, outlining the ways to leverage the existing and potential sources for funding so as to optimally implement the SIP. A detailed budget is attached in Annex 2 whereas Annex 1 is the Results Matrix, casting a summary of the entire strategic direction.

1.0 INTRODUCTION

This Strategic Plan has been developed to guide the operations of the Directorate of Public Prosecutions over the next five years (2012/13 – 2016/17). The plan is meant to be an overall guide to planning, priority setting and implementation of the DPP mandate. In accordance with Article 120 of the Constitution of the Republic of Uganda, the DPP is mandated to prosecute all criminal cases in any court in the country except in a court martial, delegate such powers where necessary, having regard to public interest, administration of justice and the need to prevent abuse of legal process. Within this broad and well articulated mandate, the development of this plan is consistent with the country's national development planning context, and is coherent with the strategic priorities of the Justice Law and Order Sector (JLOS) where the Directorate is a member. The plan appreciates that the operations of the DPP are significantly influenced by both the internal institutional readiness and the external environmental factors. It therefore recognizes the existence and influence of political, economic, social, technological, legal, sectoral and environmental climates and issues within the country and in the global context on the DPP's mandate.

1.1 OVERVIEW OF THE DIRECTORATE OF PUBLIC PROSECUTIONS

1.1.1 Background

Article 120 of the Constitution of the Republic of Uganda creates the office of the Director of Public Prosecutions (DPP). The constitutional mandate of the DPP is to prosecute criminal cases in any court in Uganda except the court martial, and to direct police to investigate information of a criminal nature. The Directorate is an autonomous institution not subject to the direction or control of any person or authority. The exercise of DPP's authority and mandate should have regard to public interest, the interest of the administration of justice and the need to prevent abuse of legal process¹.

The DPP is part of the Justice Law and Order Sector (JLOS) whose mission is to ensure that all people in Uganda live in a safe and just society. The JLOS is one of the sectors created by the Sector Wide Approach (SWAP), which was initiated by the Government in 1998 to guide planning and budgeting and foster more coherence and coordination among sectoral-related Government Ministries, Departments and Agencies (MDAs) in their pursuit of national development.

1.1.2 Historical Development of DPP

In the first post-independence Uganda Constitution of 1962, the office of the DPP was created as an independent government body. However, the 1967 amendment to the Uganda Constitution subjected the DPP to the direction and control of the Attorney General in all cases. From this period, the DPP functioned as a department within the Ministry of Justice. This position continued until the promulgation of the 1995 Constitution. Under Article 120 of the 1995 Constitution, the autonomy of the DPP was restored to ensure that in the performance of his/her duties, the DPP is immune from any forms of interference. The DPP is appointed by the President who acts on the advice of the Public Service Commission with approval of Parliament.

¹ The Constitution of the Republic of Uganda 1995; (Ref. Article 120)

The recurrent and development funding of the DPP is charged on the Consolidated Fund and the Directorate has, since the adoption of the SWAP operated within the JLOS framework. To date, the Directorate continues to increase its geographical coverage of the country by opening up new offices, and deploying requisite human resources. However, its non-wage recurrent and development budgets have not been substantially increased to match the expanded needs of the institutions and the demand for DPP's services across the country.

1.1.3 Mandate and functions of DPP

Under Article 120 of the Constitution, the DPP's functions are:

- a) To direct the police to investigate any information of a criminal nature and to report to him or her expeditiously;
- b) To institute criminal proceedings against any person or authority in all courts with competent jurisdiction other than a court martial;
- c) To take over and continue any criminal proceedings instituted by any other person or authority;
- d) To discontinue at any stage before judgment is delivered, any criminal proceedings to which this article relates, instituted by himself or herself or any other person or authority; except that the Director of Public Prosecutions shall not discontinue any proceedings commenced by another person or authority except with the consent of the court.

1.2 Link to the National Development Plan (NDP)

In March 2010, Uganda launched the National Development Plan (NDP), succeeding the Poverty Eradication Action Plan (PEAP), as the overarching national development framework. The NDP stipulates the country's medium term strategic direction, development priorities and implementation strategies over the next five years, 2010/11 to 2014/15.² Within the NDP framework, the DPP is anchored in Objective 7 stated thus; "*Strengthening good governance, defence and security*"³ The NDP elaborates that this objective will be assessed based on the quality of socio-economic and political governance; economic and corporate governance; the quality of democracy and the level of security.

Uganda's vision for the next 30 years is to attain a transformation of the country into a modern and prosperous nation. The NDP recognises democracy and observance of the rule of law as major enabling pillars of this transformation and underpins the efforts to consolidate and enhance democracy and rule of law so far attained.

The NDP further recognizes the administration of Justice, Law and Order as an instrument for realizing growth and socio-economic development. Thus, the plan acknowledges JLOS as a key enabling sector for realizing increased national growth, employment and prosperity. An effective justice system facilitates individual and national productivity, mitigates social inequality and injustice, political instability, and improves the country's competitiveness index position.

² National Development Plan (2010/11 - 2014/15) pg 1

³ Ibid, pg 39

It will be noted that while the DPP directly contributes to the observance of the rule of law and administration of justice as well as democratic governance, the institution also indirectly contributes and/or gains from the other objectives of the NDP set forth as:

- a) Increasing household incomes and promoting equity
- b) Enhancing the availability and quality of gainful employment
- c) Improving stock and quality of economic infrastructure
- d) Increasing access to quality social services
- e) Promoting science, technology, innovation and ICT to enhance competitiveness
- f) Enhancing human capital development
- g) Promoting sustainable population and use of the environment and natural resources

1.3 Link to the Justice Law and Order Sector (JLOS)

As noted earlier, the Government adopted a Sector Wide Approach to planning and public service delivery processes. The DPP belongs to the Justice Law and Order Sector. The SWAP initially sought to facilitate the realization of the various reforms outlined under the PEAP now succeeded by the NDP. As a result, Sectors were formed to cover all major areas of the economy such as Health, Education, Justice Law and Order, Accountability etc. The Justice Law and Order Sector (JLOS) in Uganda is rated as a huge success and regional flag bearer in policy and strategic coordination in justice and law enforcement reforms⁴. Embedded within the national planning framework and a rights based approach, the sector-wide approach has grown from an initial local based pilot into a collaboration that draws together 17 institutions⁵ across family, land, commercial and criminal justice spheres.

The Justice, Law and Order Sector (JLOS) is pursuing a vision of “*Justice for All*” designed around six-point agenda components which include: i) promotion of the rule of law and due process; ii) fostering a human rights culture across JLOS institutions; iii) enhancing access to justice for all, especially the poor and the marginalized groups; iv) reducing the incidence of crime, and promoting safety of persons and security of property; v) enhancing JLOS contribution to economic development; and vi) building institutional capacity to enhance service delivery.

JLOS launched its third Sector Strategic Investment Plan (SIP III) in March 2012. This was well in time to allow participating institutions to develop, adopt and implement institutional Strategic Investment Plans fully aligned to the Sector SIP III. The Sector strategic objectives that will be focused on in the medium term have been identified as below:

- i. To strengthen policy and legal framework;
- ii. To enhance access to justice; and
- iii. To promote the observance of human rights and accountability

The DPP fits within the above stated priorities. This plan will therefore focus on those priorities and its performance will be measured against the same, as specifically applied to the DPP. The Directorate however recognises that effective and efficient service delivery in the sector is attained through fostering rightful linkages with other agencies playing related or supportive roles.

⁴ See www.jlos.go.ug

⁵ JLOS SIP III 2012/13 – 2016/17

1.4 Broad Policy and Legal Context of DPP

The broad mandate of the Directorate of Public Prosecutions of Uganda is to handle and prosecute all criminal cases in the country, delegate such powers where necessary, having regard to public interest, administration of justice and the need to prevent abuse of the legal process. The DPP has the power to order for the search, seizure, arrest and interrogation of suspects amongst others. In the execution of his or her duties, the DPP works closely with the Criminal Investigation Department of Police (CID) and the Judiciary.

The current legal and policy framework for DPP operations is enshrined in various legislations that directly or indirectly affect prosecutorial work done by the DPP.

The DPP has initiated the process of enacting an enabling law that will provide sufficient legal backing in order to operationalize the provisions of Article 120 of the Constitution.

1.5 The Institutional Alignment of DPP

The Directorate of Public Prosecutions is headed by the Director of Public Prosecutions who is the Chief Executive. The Director is assisted by two Deputies; one in charge of Prosecutions and Quality Assurance while the other is in charge of Management Support Services.

The Directorate is organised on the basis of five Departments which shoulder varied but complementary functions and responsibilities. The Departments are: Prosecutions; Inspection, Research and Quality Assurance; International Affairs and Field Operations; Finance and Administration; as well as Records, Information and Computer Services. All Departments are headed by Commissioners.

In addition, the DPP is present in most districts through the offices of the Resident State Attorneys (RSAs) and Resident State Prosecutors (RSPs), who represent the Directorate, and their mandate is to peruse files, offer legal advice and prosecute cases in their areas of jurisdiction. The objective of these field offices is to take prosecutorial services closer to the people – the users.

2.0 DPP PERFORMANCE ASSESSMENT

This section assesses the service delivery, human resource and financial performance of the DPP over the past years.

2.1 Coverage of DPP Services

The Government of Uganda under the JLOS forum has acknowledged the need to increase access to justice for all in the entire country. In 2001, the DPP had 45 stations in the 56 existing districts at the time; comprising of 26 Resident State Attorneys and 19 Resident State Prosecutors. Notwithstanding the increasing number of districts in the country, the DPP has operationalized a total of 99 offices in 76 out of 112 districts, which leaves 36 districts without DPP presence. Of the 99 offices, DPP owns only 30 office premises and the rest are either rented or shared with Local Governments and/or other JLOS institutions. It is imperative that prosecution services are extended to hard-to-reach and hard-to-stay areas, an initiative the DPP is already focusing on.

During the JLOS SIP II, the Directorate with funding support from different sources undertook construction of its own office buildings in different locations. As result, nine (9) offices in Nebbi, Amolatar, Mpigi, Rukungiri, Iganga, Kasese, Kitgum, Mubende, and Apac districts were completed. This brought to 30 the DPP offices owned country wide completed; while 11 were under construction. The said underway constructions are expected to be completed by end of June 2012, hence increasing the number of DPP owned office premises to 37.

Other construction works are ongoing in the 5 districts of Lamwo, Bundibugyo, Isingiro, Kayunga and Kanungu under the Justice Centers Programme. The DPP has also secured funds to construct office premises in Ntungamo, Kumi and Kalangala districts.

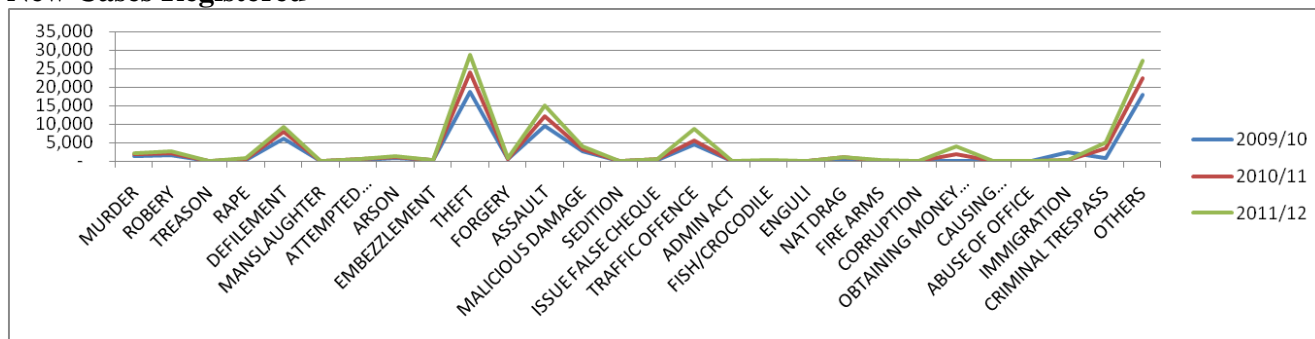
In the effort to increase DPP presence country wide and enhance its ability to conduct prosecution-led investigations, court attendance, Inspection, Research and other functions, the Directorate has increased its transport fleet to 60 vehicles and 18 motorcycles. This has enabled staff to attend to issues that require DPP attention more effectively and efficiently. The challenge now remains increasing DPP presence and on-spot supervision of hard-to-reach areas especially in Northern Uganda. This however is progressively being addressed through the various affirmative interventions targeting Northern Uganda such as the Peace, Recovery and Development Plan (PRDP).

2.2 Case Registration and Handling

There has been a consistent increase in the quantity and quality of prosecution services over the years as observed from the annual statistics and inspection reports. The number of cases registered, perused and prosecuted has also increased in tandem with the staff deployment trends. The illustrations below show the trend of DPP's performance on core prosecutorial indicators for three financial years; 2009/10, 2010/11 and 2011/12.

2.2.1 New Cases Registered

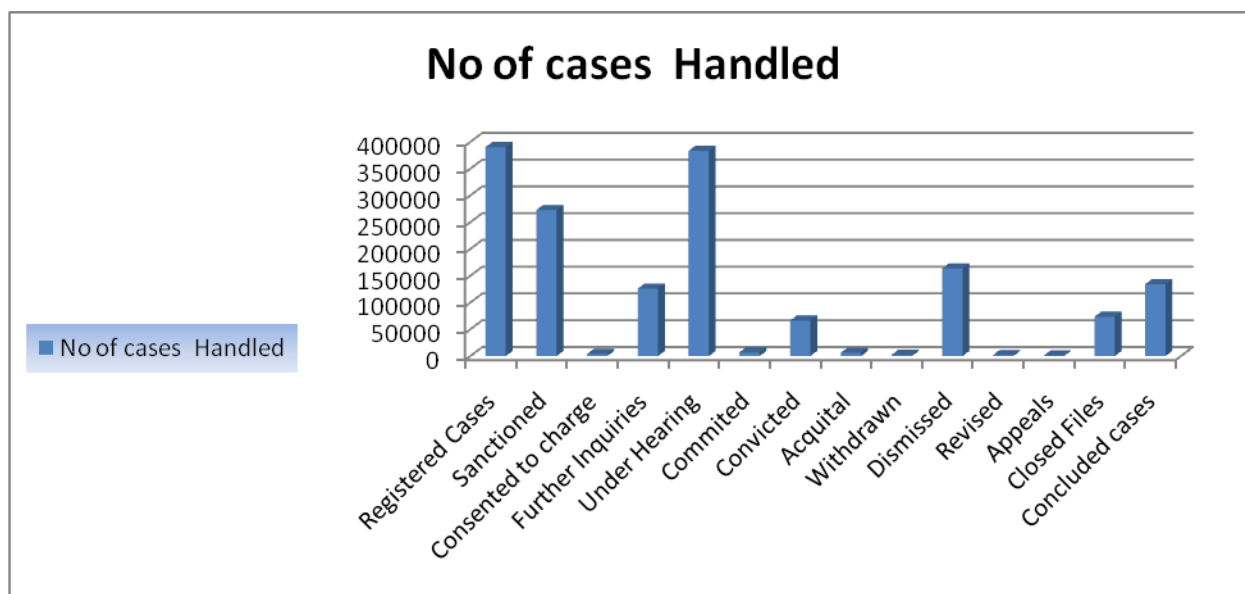
New Cases Registered



Source: DPP Database

It can be observed that over the three years, the new cases received and handled by the DPP have steadily and continuously increased. The Directorate received a total of 68,547 cases in FY2009/10; 90,066 cases in FY 2010/11 and 112,740 cases in FY 2011/12. It can be observed from the table that the highest number of cases received in each of the three years was related to theft and these cases were on a steady increase, from 18,649 in FY2009/10 to 28,761 in 2011/12. There was also a sharp increase in defilement and assault cases, which raises the critical need for criminal justice institutions to intensify crime prevention mechanisms and effectiveness.

2.2.2 Case handling (July 2009 to June 2012)

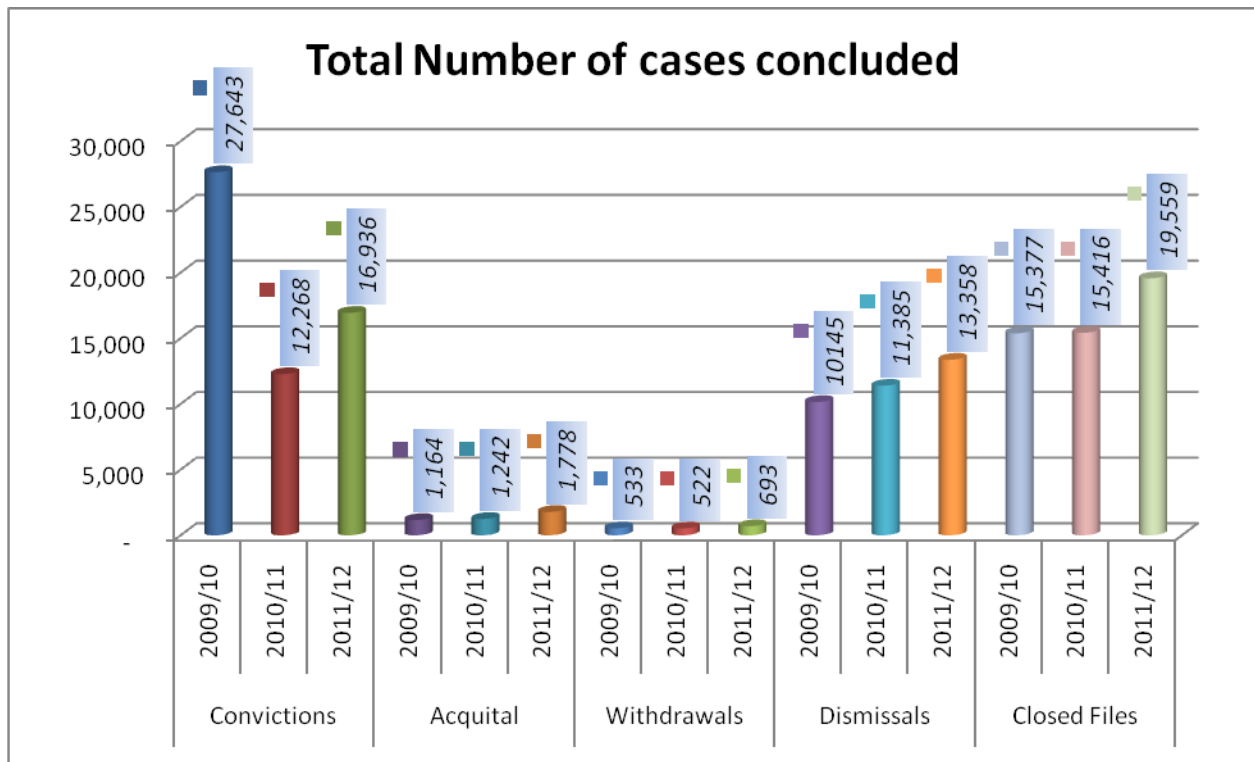


Source: DPP Database

Over the three financial years, the DPP received a total of 390,240 new cases. Of these, 272,780 (70%) cases were sanctioned. A total of 134,484 cases were concluded, representing a conclusion

performance of rate of 49.3% of sanctioned cases and 34.4% of cases received. Whereas this may seem an unimpressive performance, it should be noted that the disposal / conclusion of cases by the DPP in many cases depends on the performance of other criminal justice agencies – mainly the Police and Courts. However, the Directorate continues to be overstretched by the high number of cases compared to the limitations of especially the human and financial resources to effectively match the quite challenging case load.

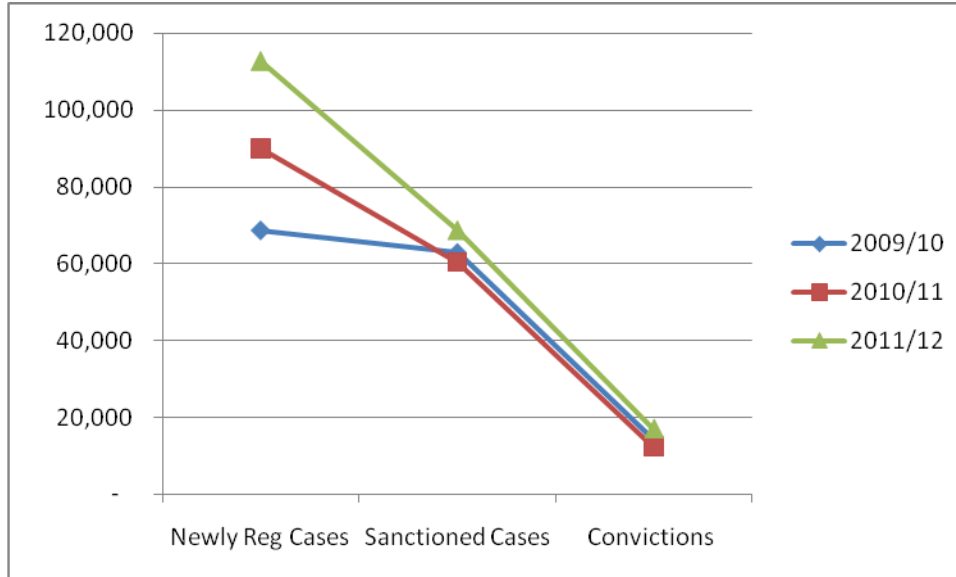
2.2.3 Cases Concluded



Source: DPP Database

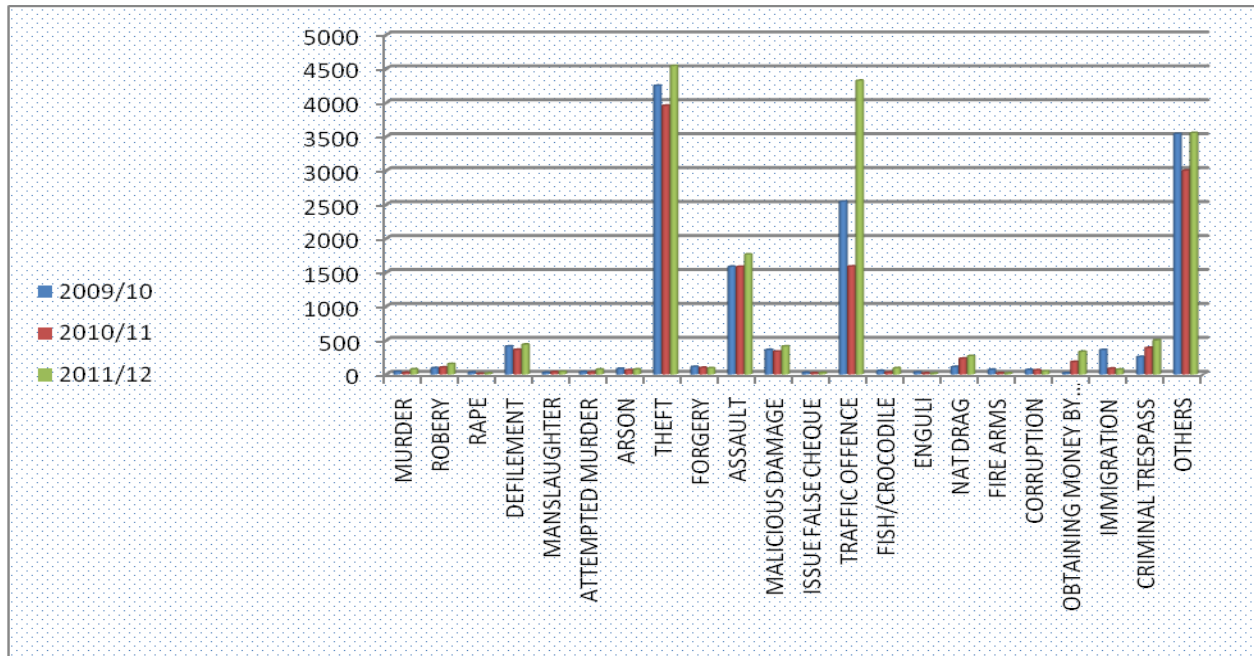
It is noted that the FY2009/10 recorded the highest number of convictions at 27,643, and there was a fluctuation of convictions to 12,268 in FY2010/11 and 16,936 in FY2011/12. There is a notable increase in Closed files (no merit cases) from 15,377 in FY2009/10 to 19,559 in FY2011/12. Considered against cases sanctioned for charge, there is need to enhance the prosecution efficiency of the Directorate and the investigative capacity of the Police for cases to sustain in courts. It can be observed that case dismissal remains high although the acquittals and withdrawals are considerably low.

2.2.3 Convictions Secured



Source: DPP Database

Convictions secured per case category



Source: DPP Database

The DPP registered a conviction rate of 55.5% in FY2009/10, 49.3% in FY2010/11 and 52.8% in FY2011/12. This means the average conviction rate was 52.5, which is generally a fair performance. The conviction rate is determined considering the cases committed to court for trial. Whereas the conviction rate shows fair results, the DPP acknowledges that convictions against cases sanctioned

generally remains poor, at 22.5% in FY2009/10, 20.3 in FY2010/11 and 24.7 in FY2011/12. The highest convictions were registered in theft and traffic offences, matching the trend of new case registrations. There is however a notable mismatch in convictions secured for rape and defilement cases to the extent that the convictions registered were very low compared to the cases received and sanctioned. There is need to intensify coordination with mainly the Police to increase the efficiency of case handling – especially at the investigation and perusal stages which are very critical for effective prosecution.

Overall, the performance trend of DPP in case handling shows a marked improvement in the efficiency in DPP's service delivery. There was a general improvement on most case handling performance indicators – increase in number of convictions, completed cases and reduced appeals, and revisions. This improvement is partly a result of improved capacity of DPP through increased staffing and staff training, enhanced specialisation and institutional streamlining in case handling, wider geographical coverage of DPP offices and services, increased public support and appreciation of DPP services, and networking and coordination between DPP and other justice delivery institutions. However, capacity improvement is still needed in criminal investigations and preservation of evidence to sustain cases in court, increase convictions and resultantly deter crime. There is also need to continuously increase staffing and improve staff working conditions and capacity to handle the ever increasing and challenging cases.

2.3 Prosecution-led Investigations and Prosecutions

In order to improve the quality and speed of investigations and prosecutions, the DPP applies prosecution-led investigations where specified investigations and prosecutions are led by State Attorneys, Investigators, Auditors, Handwriting and other experts. This approach has been used in the investigations of serious, sensitive and complicated cases such as Global Fund, NAADS, CHOGM, war crimes and terrorism and child sacrifice.

2.3.1 The Fraud Section

The Fraud Section was started in 2004 as a Unit. It was set up with a view of improving the management of investigations and prosecutions in fraud and corruption cases. The main goal was to have all serious fraud and high profile corruption cases properly concluded at all levels, namely, investigations, prosecution and adjudication. The Section works closely with the Fraud Squad of the CID. It focuses on high profile corruption cases and ensures that investigations and prosecutions are handled in a speedy and appropriate manner. Through the Section, the DPP identifies and implements measures to improve fraud and corruption investigations and prosecutions; develops improvements in the management of witnesses for successful prosecutions; and supports appropriate administrative actions in the fight against corruption.

The Section has Units responsible for financial institutions, government institutions, money laundering, asset recovery, and witness protection. The Section works closely with other stakeholders to manage fraud and corruption cases. Great success has been achieved through the effort of this Section.

In the Global Fund cases, so far UGX 2,884,582,349 has been recovered. 7 cases have been concluded with convictions in the courts. Court fines worth UGX 28,500,000 were secured following the convictions. A number of other cases are on trial or under investigations.

Under CHOGM cases, 1 case was concluded with a conviction. A number of other cases are under investigations. Under NAADS cases, UGX 1.4 billion has been recovered. 4 cases have been concluded in the courts with convictions. UGX 23.4 million was paid in fines following the convictions. Compensation orders amounting to UGX 11,714,000 are so far secured and paid following the convictions. 6 convicts were barred from holding public offices for 10 years following the convictions. A number of other cases are under investigations and on trial.

2.3.2 The Case Backlog and the Quick-Wins Programme

DPP as a member of the JLOS has been involved in the implementation of the Case Backlog Reduction Strategy (CBRS) since the coming into effect of the JLOS SIP II from FY2006/07. During the last year of the SIP II, the sector adopted the quick-wins programme which was meant to facilitate quick disposal of cases to reduce growth of case backlog. In an effort to increase access to justice across the country, the Court of Appeal under the quick-wins program held sessions outside Kampala for the first time. Sessions were held in Gulu, Mbale and Mbarara. Performance was also recorded in the Supreme Court, High Court and Magistrate's Courts that held sessions in various areas in the country. The DPP has effectively matched this court circuiting for case backlog reduction. The above arrangements have been facilitated by the Institutional Case Backlog Management Program (ICBMP).

Under the CBRS, the DPP introduced the 'weeding-out' initiative to clean up the case backlog of old cases. A task force was set up and, based on the demand raised by the RSAs, this task force makes outreaches to DPP stations to review old case files. The task force has visited a total of 24 stations, reviewed 1902 cases out of which 1645 cases were withdrawn, Nolles were entered in 96 cases and in 137 cases charges were reduced. For cases meriting trials, the judiciary organised quick win sessions in both Magistrates and High Court in which the DPP participated and had a total of 3294 cases prosecuted.

However, there still exist human resource constraints among other challenges whereby in some instances, a prosecutor handles more than 40 defended cases cause listed in a one month session.

2.3.3 The War Crimes and Anti-terrorism Section

The War Crimes and Anti-terrorism Section of the Directorate was established in 2008, as a response to the conditions set under the Juba Peace Accord, the creation of the War Crimes Division (WCD) of the High Court and the increased threat of terrorism in the country.

Since the creation of the Section, it has so far handled two major cases; one of international crimes arising from atrocities committed during the LRA conflict and another of transnational terrorism, arising from the terrorist attacks in Kampala on 11/07/2010. Both cases have been stayed pending the outcome of related constitutional petitions. These cases are still active and require a lot of expertise and skill to handle. Suffice to note that the Section has already achieved two convictions in the terrorism cases. Two successful extraditions were also undertaken in 2011. The Section is currently handling five other cases of terrorism, which are all committed to the High Court, pending hearing. It

is also supervising other investigations in the Northern Uganda and the cases are still at early stages of investigations.

There is strong collaboration between the Section and the Department of International Affairs, especially in regards to extraditions and other transnational issues. Successful collaboration with Tanzania and Kenya in anti-terrorism investigations and collection of evidence has also been fostered. Nationally, the Section has collaborated with the Ministry of Justice and Constitutional Affairs, Ministry of Foreign Affairs and other relevant institutions in the execution of its mandate.

A number of challenges face the War Crimes and Anti-terrorism Section, including; lack of adequate equipment and facilitation, lack of extradition agreements with a number of countries including neighbouring ones; absence of Mutual and Legal Assistance legislation; limited research sources and materials, little precedent within Uganda for the cases that the Section handles, lack of public awareness on the work handled and limited technical capacity of the staff in the Section.

2.4 Legal and Institutional Strengthening of the DPP

The Directorate is represented at various sector organs/management structures and working groups such as the Leadership, Steering and Technical Committees, the budget, criminal, land, and commercial working groups as well as the PPU Forum of JLOS and other institutions with which DPP has direct working linkages such as the Judiciary, Police, the Inspectorate of Government (IG) etc.

At the district level, the Resident State Attorneys/Prosecutors are integrated and are actively involved in the operations of the chain-linked initiatives.

The DPP plays a critical role in law formulation and legal framework strengthening processes. The Directorate may, in certain circumstances initiate law formulation and amendment processes by proposing such a necessity to the relevant Government institutions, and in other circumstances, participates in the drafting of laws and policies if they have a direct bearing on the Directorate's mandate.

The Research and Quality Assurance Department has been instrumental and continues to lead efforts in legal reform, taking cognisance of the ever changing crime world. During the period under review, with significant contribution from the DPP, the following laws were enacted, amended or considered for amendment:-

The Penal Code (amendment) Act, No. 8 of 2007; the Magistrates Courts Act; the International Criminal Court (ICC) Act No.11 of 2010; Amendment of the Prevention of Corruption Law; the Law on Transfer of Convicted Offenders, The Whistle Blowers Protection Act, 2010; the Anti-corruption Act, No.6 of 2009, and Regulations; the various amendments of Electoral Laws such as the Electoral Commission Act, No. 15 of 2010, Presidential Elections Act, No. 14 of 2010, Parliamentary Elections Act, No. 12 of 2010,; Cybercrime Laws such as the Computer Misuse Act, 2011; Electronic Signatures Act No. 7 of 2011; Domestic Violence Act, No. 3 of 2010 and Regulations (2011); Electronic Transactions Act, No. 8 of 2011, the Prohibition of Female Genital Mutilation Act No. 5 of 2010; Prevention in Trafficking in Persons Act No.7 of 2009; and the Armed Robbery (Amendment) Act.

Work has also been done for the formulation and/or amendment of the following laws and regulations:

The DPP Bill; Sentencing Reform Bill; Anti-Money Laundering Bill No.13 of 2009; Witness Protection and Compensation of Victims of Crime Bill; Extradition Act; proposed Mutual Legal Assistance legislation; Terrorism (Amendment) Act; Domestic Violence Regulations; Asset Forfeiture Bill; and War Crimes (Regulations); the High Court (Anti-Corruption Division) practice directions, Legal Notice No. 9 of 2009; the High Court (International Crimes Division) Practice Directions, Legal Notice No. 10 of 2010; and Sentencing Guidelines.

Apart from the above proposed Bills, there are policies that were developed, arising mainly from the various legal reforms undertaken. These policies have influence on the operations of the Directorate and they include: Prosecution Policy; Communication and Publicity Policy; Anti-corruption Policy; Quality Assurance Policy; Complaints Policy; Victims' Rights Policy; Suspects' Rights Policy; Policy on Gender; Access to Juvenile Justice Policy; Policy on HIV/AIDS; Monitoring and Evaluation Policy; and the JLOS Case Backlog Roll-out Policy. Additionally, there are other proposed policies which will be developed to augment the prosecutorial work. These policies among others include; The Environment Policy, Information Communication and Technology (ICT) Policy; Transport Management Policy; Disability (Speech, Hearing, Sight and Physical Disability-Impairment) Policy; and Training Policy.

One of the mainstays for prudent prosecution process is a sound legal and policy framework that provides mechanisms for planning, budgeting, performance reporting, monitoring and evaluation of prosecutions services and outcomes. To achieve this, DPP devised a mission which is "to handle and prosecute criminal cases to reduce crime in the country". This mission is guided by the prosecution policy in place, which is the policy framework that guides the delivery of criminal prosecution services. These policies provide for rules, guidelines, and standards centered on having improved delivery of criminal prosecution services.

2.5 National, Regional and International Participation

During the 5th year of the JLOS SIP II, the Directorate conducted a series of engagements and initiatives in Uganda and within the regional block geared at improving service delivery. As a result, the Uganda Association of Prosecutors (UAP) was formed to spearhead the interests of Prosecutors in Uganda. In the same vein, the Directorate together with the other four members of the East African block launched, in 2010, the East African Association of Prosecutors (EAAP) with the aim of strengthening partnership for combating crime and carrying out investigations in the region. In spite of lack of enabling legislations, the DPP has administratively been able to expedite Mutual Legal and Technical Assistance in handling cross-border crime and sharing knowledge and experiences.

The DPP has also fostered and continues to strengthen mutual assistance linkages with a range of other regional and international agencies, bodies and platforms. These include; The African Association of Prosecutors (AAF); International Association of Prosecutors (IAP); International Association of Anticorruption Authorities; East African Association of Anticorruption Authorities (EAAACA); International Criminal Court; African Association of Public Administration and Management (AAPAM); International Consortium of Governmental Financial Management (ICGFMG).

2.6 Human Resource (Staffing) Performance

The number of staff employed by the Directorate has increased from 330 in 2006/07 to 456 as at December 2011, making 77% staff in position over the entire establishment. Over the years, the

Directorate has recruited staff, but there is still a critical shortage as elaborated in the table below. This has negatively impacted on prosecution effectiveness.

STAFFING AT THE DIRECTORATE OF PUBLIC PROSECUTION				
YEAR	APPROVED STAFF (EST)	STAFF IN POSITION	VACANT POSTS	% FILLED
2006/7	596	330	266	55.4
2007/8	592	388	204	65.5
2008/9	592	392	200	66.2
2009/10	592	415	177	70.1
2010/11	592	421	171	71.1
2011/12	592	456	136	77.0

In collaboration with the Ministry of Public Service and the Public Service Commission, the Directorate has been able to recruit and promote more professional and other support staff over the period in line with the existing establishment. It is anticipated that when the current restructuring process is concluded, Government will provide the additional wage bill to enable the filling up of the vacant posts. It should also be noted that the operational facilitation for DPP has not been adequate, directly and negatively impacting on staff attitudes, commitment and performance. In addition, despite the noticeable improvement in the staffing of the Directorate, there is still a critical shortage of staff for the core prosecutorial services. The need for increased staffing is also owing to the scope of operations and area off jurisdiction of the DPP, as well as the ever widening geographical demand of DPP services which makes the existing professional staff number greatly inadequate. This, in turn, influences the technical performance of the Directorate.

The Directorate oversaw the establishment of new Sections and Units in support of initiatives in the criminal justice services delivery. Noticeably, the Anti-corruption Section, the War Crimes and Anti-terrorism Section were established to service the two new Divisions of the High Court. The Policy and Planning Unit was also established to enhance the planning, coordination, monitoring and evaluation functions in the Directorate.

DPP is cognizant of the increasing sophistication of crime in the country, and despite the increased recruitment of State Attorneys, the case load Per Prosecutor has still remained high. DPP therefore intends to trade off 42 vacant posts for State Prosecutors so as to create vacancies for 04 Senior Principal State Attorneys, 05 Principal State Attorneys and 14 Senior State Attorneys for increased supervision, performance and effectiveness. As already mentioned, it is also imperative that the DPP concludes the restructuring exercise and consequently matches its staffing levels to serve all courts in the country.

2.7 Financial Performance

Over the years, the DPP's financial performance has relatively improved, although still inadequate to optimally finance the operations of the Directorate. The introduction of the SWAP fairly boosted the development budget of DPP and has seen reasonable milestones attained in the expansion of the Directorate. The financial performance data presented below coincides with the beginning of the JLOS SIP II implementation in FY2006/07, and reveals a steady but fair increase in DPP's total funding.

DPPs FINANCIAL OUTTURN FOR FYs 2006/07 TO 2011/12

F/Y	Recurr't wage (shs.'000)	Non wage (shs.'000)	GOU Devel't (shs.'000)	SWAP Devt (shs.'000)	Total Funding (shs.'000)
2006/07	2,570,000	1,491,279	304,000	1,337,000	5,702,279
2007/08	3,349,440	2,610,000	304,000	1,453,000	7,716,440
2008/09	3,317,000	4,011,000	293,000	1,453,000	9,074,000
2009/10	3,428,000	5,625,000	325,000	3,018,000	12,396,000
2010/11	3,959,000	5,073,000	1,380,000	3,803,300	14,215,300
2011/12	4,258,000	7,590,391	275,000	2,923,787	15,047,178

Source: Directorate of Public Prosecutions

It is noted from the table that over the years, the funding of DPP has marginally increased, especially boosted through the support obtained from the SWAP (JLOS development budget). Despite this progressive increment, the funding for the Directorate remains below the required levels to enable the DPP operate at optimal capacity. Considering its mandate and the relationship with its sister institutions such as the Police and Judiciary which have tremendously shown presence in almost all districts across the country, the financial allocation is far below that required by the DPP to implement the institution's mandate. The Directorate therefore calls for increased funding.

Under the JLOS/SWAP development funding, the DPP's development budget has been significantly enhanced, but additional support is needed both from the Government and Development Partner contributions. There is need to increase the GoU MTEF ceiling towards institutional capacity strengthening, the development budget mainly for the expansion and/or increase of DPP stations, as well as focus strongly on enhancing staff remuneration and other motivation mechanisms. These measures will increase the operational efficiency and effectiveness of the Directorate.

3.0 CONTEXTUAL ANALYSIS

This section presents the wider context in which the DPP operates. It highlights the political, economic, social and technological environment in which the crimes being prosecuted by the DPP take place.

3.1 External Organizational Environment

Besides the internal organizational operational context, the DPP operates in an environment affected by political, legal, economic, social, technological, sectoral and environmental factors. These are principally factors that the DPP may have no control over and include but may not be limited to the following;

3.1.1 Political factors

- The governance system in Uganda is republican, multiparty and decentralized, with regular elections determining the course of the country's political and administrative leadership. The country has just emerged out of the general elections, the second multi-party election since 2005 when multi-partyism was restored, and will be holding another general election in 2016, a year to the end of this SIP. The election could dawn a change in political leadership which in many cases, usually determines political priorities, the country's general planning, funding and priority framework. The DPP operates within this broader political and public administrative context and, must be conscious of, or at the best, prepare for such possible political changes.
- The decentralization system, particularly the creation of new districts constantly creates enormous demand and new challenges for expansion of the DPP and moving DPP services closer to the people. In most cases, judicial services extend to where districts are created. The strategic priority in the plan is to have DPP cover all counties in the country.
- A system of checks and balances among the three arms of government is partly achieved through Parliament's oversight role – mainly through Parliamentary Committees. The DPP routinely prepares performance reports and policy statements which are subject to discussion by Parliament and this also conforms to accountability requirements and standards.
- Political integration within the East African Community is being fast tracked and once realized, will impact on the sort of linkages DPP has with other EAC countries.
- The real effect of terrorism has become felt and tasted both within the country, in the region and internationally in the last decade. The terrorism crime poses new challenges for DPP to enhance capacity, knowledge and skills to prosecute such crimes of terror.
- The world has fast globalized. With international prosecutorial bodies such as the International Criminal Court (ICC) and related UN bodies, DPP must operate with the knowledge of these developments and where necessary foster strategic linkages with such international institutions and frameworks to match the demand and improve quality of service.

3.1.2 Economic factors

- Uganda's economy is liberalized and predominantly agricultural although with a growing services sector. While there has been a reported economic growth rate of 3.2% in FY2011/12 with about 23% of the population still living below the poverty line in 2011/12, the disparity between those who have and the poor is wide, creating a high potential for crime. These trends therefore have a direct implication on the rate of crime, prevalence of distinct economic crimes and people accessibility to justice.
- The recent discovery of oil is a development that has economic, social, political, and environmental implications part of these being a direct and indirect correlation to crime and an opportunity for DPP and other JLOS institutions to leverage increased funding to effectively fulfill their mandates.
- The planning and budgetary framework rooted in the NDP pursues a two-pronged approach: economic growth and poverty eradication. This is fundamental in aiding DPP strategic targeting and setting planning priorities.
- Non-accountability and misuse of public resources have been central concerns on public sector management; simultaneously instigating public, civil society and donor anger and unprecedented responses. Whereas cases of corruption are principally investigated and prosecuted by the Inspectorate of Government, there is need for more enhanced strategic positioning, coordination and complementarity to effectively reduce corruption crime in the country. Sometimes, the capacity of the IG is overstretched, much like that of DPP.
- There are increasing disparities in economic growth, income and other opportunities based on region, rural/urban setting, and social considerations. Problems of unemployment persist and for those in employment, there wide ranging outcry on over poor remuneration. These trends, in part abet crime.
- Although Uganda's economy has remained relatively stable amidst the global economic recession, the impact of this depression has been inevitable, with the country registering her worst economic performance in 25 years, at 3.2%. A continued slowed economic performance has a negative impact across the board, with the funding of Government agencies likely to reduce.

3.1.3 Social factors

- Uganda is one of the countries with the highest population growth rate, reported at 3.2% in 2010; with mostly dependant youth comprising the majority. The biggest population is rural but with increasing rural-urban migration, high illiteracy levels, making citizens vulnerable to disempowerment hence crime prone.
- The government has since introduced social recovery programmes such as Universal Primary and Secondary Education and other programmes such as free medical care, immunization for all children, improved health care and provision of safe water; and special attention to the fast recovery of Northern Uganda mainly through PRDP; initiatives which should help empower the population in the long run.
- The increase in crimes such as sexual offenses, human trafficking, ritual murders and domestic violence has had a direct impact on the health and social wellbeing of children and other vulnerable groups. Such offenses have for example led to rampant child deaths, children dropping out of school with many others ending on the street.

- There is remarkable willingness by the public to report crime and to combat it, although sometimes, this public response slants to mob justice.
- While strides have been made towards gender balance, significant forms of domestic violence persist in a number of forms.
- The existence of a range of actors from NGOs and other CSOs, the private sector and media is an opportunity for strategic alliances especially for awareness raising and education.
- The deterioration of moral values is a major concern and has dire implications for the work of DPP. Cultural and Religious practices and leadership issues have also deteriorated hence leading to reduction of the general moral fibre of the society.

3.1.4 Technological factors

- There is rising concern on white collar crime using a range of existing and emerging technologies.
- The pace of technological advances and ICT coverage has sharply increased globally and is deepening in Uganda.
- Government policy orientation on private sector led growth has expanded the ICT sector and its areas of interface with government programmes generating opportunities but also risks like the use of new technologies to commit crime.

3.1.5 Legal factors

- The Constitution of Uganda under Article 120 provides for the establishment of the Director of Public Prosecutions and this gives an unrivaled foundation for the operations of DPP.
- A range of laws exist on the basis of which DPP prosecutes various crimes. A number of laws have been enacted to take care of emerging crimes as highlighted above.
- The DPP has commenced work on developing an enabling law to strengthen the DPP operations and effectiveness.

3.1.6 Sectoral factors

- The DPP belongs to the JLOS which has bolstered coordination, coherence, joint planning and budgeting within and across sectors. The sector is a forum for institutions which play complimentary roles and offers opportunities for collaboration which has led to the formulation of shared strategic investment plans. Through the sectoral collaboration, DPP is enabled to pursue complimentary priorities to other JLOS MDAs.

3.1.7 Environmental factors

- The degradation of the environment, destruction of the ecological system and the ozone layer has led to extreme climatic changes. Encroachment on gazzetted public natural resources such as forests and land is also persistent. These realities increase the demand of DPP to prosecute environment-related crimes abated by rather greedy individuals/institutions.

3.1.8 Cross-cutting factors

The thrust of JLOS in the previous plans since the JLOS SIP I in 2000, has been to build institutions, and response mechanisms that enhance access for all, particularly the poor and vulnerable groups such as children, women, persons living with disability, and other disadvantaged groups. However, the gains and benefits of these groups in JLOS’s service delivery framework to children remained fragmented at institutional level. A number of promising initiatives have been limited in scope. A lot of focus has been put on children in conflict with the law and little has been directed to other equally important claims of children in the justice system. There is need to refocus on areas of management of estates, custody, guardianship, protection of victims of crime and related services.

Similarly, training and skills development for all officers handling cases involving children is crucial.

There is still need to identify and deepen interventions that leverage the potential of vulnerable and marginalized groups such as persons with disability, orphans and other vulnerable children, the disadvantaged women and persons living with HIV/AIDS.

3.2 Stakeholder Analysis

A stakeholder, within this context is any person, group, or organization that can place a claim on the DPP’s resources, attention or output or is affected by its output. The analysis is done to strategically map partners for collaboration, complimentary and comparative advantage. There are internal stakeholders who drive the mandate of DPP as well as external stakeholders whose actions or inactions affect the work of DPP directly or otherwise or who are affected directly or otherwise by the work of the DPP. A critical analysis identifies the following as key stakeholders of DPP:

3.2.1 Categorization of DPP Primary and Secondary Stakeholders

<u>Internal Stakeholders</u>	<u>Government Secondary stakeholders</u>	<u>Secondary Private Sector</u>	<u>International secondary Stakeholders</u>	<u>Service users</u>
Staff <u>Case parties</u> <ul style="list-style-type: none"> • Accused persons • Witnesses <u>Primary Government Stakeholders</u> <ul style="list-style-type: none"> • Police (CID) • Judiciary 	<ul style="list-style-type: none"> • Other JLOS members (other sections/ departments of Police; Prisons; Government Analytical Laboratory • MOFED • Parliament • IGG • OAG • General public 	<ul style="list-style-type: none"> • Private investigators • Other Prosecutors • Investors • Service providers • Human rights advocates / NSA/ CSOs 	<ul style="list-style-type: none"> • ICC • InterPol • International Human Rights Organisations • International Association of Prosecutors • East African Association of Prosecutors • African Association of Prosecutors 	<ul style="list-style-type: none"> • General public • Victims

			(AAP) <ul style="list-style-type: none"> East African Association of Anticorruption Authorities (EAAACA) 	
--	--	--	--	--

The DPP by its nature and mandate is a multi-stakeholder agency that impacts on or is impacted by a multiplicity of stakeholders. It is imperative that strong relationships are harnessed with the specific stakeholders to facilitate effective and efficient service delivery.

3.3 SWOT Analysis

This analysis of strengths, weaknesses, opportunities and threats is vital in guiding the DPP to appreciate its internal and external positioning, with a view of harnessing the strengths and opportunities and mitigating the weaknesses and threats.

2.3.1 STRENGTHS	
Strengths	Implications and Strategies to Enhance
Qualified, skilled and experienced staff	Retention of quality staff is key to sustainable delivery of quality services. There is need to Increase staff emoluments and provide a range of other benefits.
Staff are committed to DPP work	Strategic measures to sustain the commitment must be in place
Some infrastructure i.e. buildings, office space and other structures	Maintain what is in place and acquire what is needed but currently unavailable
Leadership is focused and committed	Need to sustain the commitment of DPP leadership and to develop it further
Independence of the DPP is enshrined in the constitution and largely respected	Formulate an enabling law
Adequate laws exist	Link with the Law Reform Commission to plug legal loopholes
There has been consistent increase in staffing	Sustain the trend but keeping quality, motivation and development of staff high
There is remarkable commitment to keep professionalism at DPP high	Need to enhance the commitment to professionalism
2.3.2 Weaknesses	
Weaknesses	Implications and Strategies to Mitigate
Low morale due to inadequate staff remuneration and other incentives	Underpins need to prioritize staff motivation: remuneration, welfare and other motivational incentives
High staff turnover	Institute sustainable measures to make DPP attractive to staff and prospective staff
Inadequate facilitation	Properly plan for and mobilise resources for infrastructural development
Lack of enabling law	Initiate the process of formulating an enabling law to operationalize Article 120 of Constitution
Weak record management	Prioritise the strengthening of the records management system

Inadequate supervision	Strengthen routine supervision especially of regional offices
Inadequate organizational structure – gaps between top and lower management	Undertake a systems and institutional review process with a view of progressively harmonising structural disparities
Weak case management – uneven distribution of work	Maintain the focus on case management system, rational load distribution and enhancing institutional capacity to reduce case back logs
Inadequate office space (environment)	Maintain focus on acquisition of own office space to mitigate high cost of renting and uncertainty
Slow pace of adaptation to ICT	Map the range of ICT applicable to DPP work and adopt use to maximise advantages and match the trends
Weak internal communication	Need to develop and implement communication strategy
Limited focus on the vulnerable and marginalised groups	Mainstream issues of the vulnerable and marginalised groups into the planning, implementation and monitoring framework of the DPP.
2.3.3 Opportunities	
	Implications and Strategies to Harness
JLOS support	Need to sustain sectoral membership, collaboration with JLOS MDAs and complimentary planning
Strategic partners –Parliament, Donors, sister agencies	Need to keep the inter-institutional relationships alight
Increased training institutions (legal)	Present an opportunity to enhance DPP staff capacity, professional and career development
Public displeasure with crime	Adopt strategies to mobilise public to report crime and embrace providing witness in criminal cases
Improved public awareness	Need to enhance the awareness, sustain it and even scale it up
Media availability	Need to tap on media as strategic ally for awareness raising, education and mobilisation
International and regional legal trends	Offer opportunity for networking, institutional capacity enhancement and collaboration
International legal and institutional frameworks	Opportunity for global combating of crime
Political will	Need to enhance the will by proper prioritization
Funding (Opportunity for improved funding)	Strategic positioning and prioritization are key to tapping the funding
Improvements in technology (ICT)	Adopt technological innovations at DPP to match trend of global technological developments and demands. Map technological platforms relevant to DPP and progressively embrace them
Increased demand for prosecutions services	Progressively, scale up DPP’s services; move DPP offices closer to the people
Improved national security	Work closely with relevant institutions and stakeholders to sustain the security
Respect for rule of law	Promote efficiency and effectiveness in crime prosecution to enhance and sustain rule of law through
2.3.4 Threats	
Mob justice is increasing	Enhance public awareness

Reduced public confidence in the criminal justice process	Enhance prosecutorial efficiency and effectiveness. Collaborate with Police – CID to improve investigational credibility and increase public confidence and improve public image of DPP
Political interference in the prosecution process	Stick to constitutional order of DPP autonomy and uphold it
Limited public understanding of justice delivery processes hence the slant to mob justice	Enhance prosecutorial efficiency and effectiveness. Collaborate with Police – CID to improve investigational credibility and increase public confidence and improve public image of DPP
Weaknesses of sister institutions – chain link	Strategic strengthening within the JLOS framework is key
Sophistication of crime trends (technological)	Research, innovate and adapt to technological advancements and challenges
Inadequate public awareness of DPP role	Invest in image building and public education
Absence of laws on witness protection	Initiate relevant law
Better employment terms outside DPP	Make DPP an equal opportunity employer
Legislative weaknesses in passing laws and delays in enactment of some important laws	Effectively collaborate with relevant government departments to expedite law reforms and legislation
Budget cuts	Continuous lobbying and advocacy
Inadequate funding	Strengthen and diversify resource remobilisation efforts and sources while rationalising the utilisation of available resources

As highlighted above, the improvement in the work of DPP will greatly depend on enhancing and harnessing the strengths and opportunities, while addressing the internal weaknesses and mitigating the external threats.

3.4 Problem Statement

The DPP has registered numerous achievements in the areas of directing and guiding criminal investigations, prosecution of criminal cases, and undertaking various organizational development and strategic measures to propel DPP's growth and effective and efficient execution of her mandate. Since the realignment of the Directorate, significant effort has been dedicated to institutional growth and development, to match the capacity of the DPP with service demand and desired quality.

This progression has however been inhibited by a number of challenges:

Although under powers conferred by Article 120 of the Constitution, the DPP is fully independent in the exercise of his or her functions, these powers have not been fully operationalised by an enabling law.

Over the years, DPP has depended on budgetary appropriations from the MOFPED, but these appropriations have always been inadequate to proportionately match the DPP's mandate and crosscutting functions, as well as the magnitude of public demand of DPP services. Persistent budget shortfalls have significantly affected DPP's effectiveness and efficiency. Limited financing directly affects the remuneration of DPP staff where the remuneration is not commensurate to the risks and rigors of prosecutorial and investigation work. This subsequently lowers staff morale resulting into persistent staff turnover, high work load and case backlog. The funding gaps have also adversely resulted in failure to meet the delivery of DPP's core services in addition to the frequent overhead cost

overruns mainly due to rented office premises and information storage and dissemination. In addition, the staffing level of DPP, currently at 55.4%, does not match its countrywide demand, compounded by the increasing number of districts and resultant judicial centers.

The complexity and dynamic nature of crime especially cyber and cross border crimes abated through syndicates requires matched technical capacity of DPP's involved staff. This will build the skills and capacity of staff to prosecute these specific and highly complex categories of crimes, mainly cyber, corruption and transborder crimes, as well as cases of special groups, the vulnerable and marginalized especially the children.

The decline of societal morals in sections of society has abetted crime, resulting into an exponential stretch of DPP's performance. The list of cases registered at DPP has steadily and fast grown, signaling the rise of crime and co relational demand for DPP's services. The fulfillment of this demand must be matched with institutional readiness and capacity to successfully prosecute such crime. This also requires efficient coordination with other relevant justice system agencies. The coordination mechanisms with institutions that are also mandated to investigate and prosecute cases are very critical and require strengthening. There is also need to strengthen linkages with the institutions that serve special groups, for instance the Probation and Social Welfare Officers in Local Governments who handle juvenile cases in the justice system.

Public awareness of the role of the DPP, the services offered and DPP presence in various parts of the country is poor, a factor which affects access to justice for members of the public. Lack of appreciation by the public of their role in the criminal justice system and inherent fear is another factor which affects public morale to appear in court and testify as witnesses, though this could also be attributed to limited transport and other logistical facilitation for witnesses. Weak linkages with the public directly and adversely affect the nature and quality of prosecution, where insufficient evidence is procured to sustain the cases. Limited public knowledge about DPP's services imply that members of the public will not demand for the services or even cooperate with the DPP in prosecutions and other mandate execution processes.

Whereas the DPP is conscious that our mandate and services border on and advance human rights, the efforts for profoundly mainstreaming and promoting human rights based approaches in our operations and services have not been pronounced. The DPP presence in hard-to-reach and hard-to-stay areas has been limited and intensity and appreciation of our services to the marginalized and vulnerable groups is still indistinct.

This strategic investment plan is therefore developed to respond to these generic and specific challenges by providing fundamental mitigating solutions, while at the same time providing a long term improvement and growth of DPP for enhanced efficiency and effectiveness.

3.5 DPP SIP Strategic Priorities and Issues

In developing this SIP, the DPP seeks to consolidate the gains of its work so far realized, while deepening and broadening access to its services through well planned and well targeted interventions. The overall thrust of these interventions is hinged on multifaceted priorities, which include, but are not limited to:

1. The proactive pursuit of improved service delivery and case management systems and standards targeted to specific and generic improvements in prosecution, enforcement of the existing legal and rights regime;
2. Strengthening the internal and external legal, policy and regulatory framework for DPP operations and services;
3. Enhancing the access to and user appreciation of DPP services with overriding emphasis accorded to the poor, vulnerable and marginalized groups especially children;
4. Mainstreaming human rights approaches and accountability in DPP service delivery
5. Enhancing the public awareness of and support to DPP operations and services;
6. Establishing and/or enhancing coordination mechanisms with national and international institutions and agencies involved in the justice delivery system, whose work impacts or is impacted by DPP to elicit their full involvement and support, and to urge the sufficient execution of their roles; individually and collectively, to enable DPP improve its service delivery;
7. Strengthening the institutional capacity, readiness and positioning of the DPP to discharge and deliver quality services in a timely, efficient and effective manner.
8. Readiness to deal with the prosecutorial challenges of the emerging oil and gas sector

4.0 DPP STRATEGIC DIRECTION

This chapter presents the strategic direction of the DPP; setting strategic results and priorities for the planning period while matching them with performance outputs and strategic actions which will be pursued. A clear results framework has been developed as an implementation tool and a spring for performance monitoring and evaluation.

While maintaining the due focus on the national strength and presence of DPP services, the thrust of the SIP stresses the visibility of DPP matched with provision of effective and efficient services at the sub-national implementation level (regional and county level), encompassing both targeted demand and supply sides of justice delivery. In the next five years, resources will be skewed towards addressing services delivery and institution-operational level systemic constraints to DPP, in all spheres of our mandate.

4.1 Vision

The Vision of DPP is “*A crime free society*”.

4.2 Mission

The mission of DPP is “*To handle and prosecute criminal cases in a just, effective and efficient manner*”.

4.3 Goal / Purpose

The Goal of DPP is “*To handle and prosecute criminal cases in the whole country*”.

4.4 Guiding Principles / Core Values

The DPP has identified key guiding principles that underpin the Directorate’s approach in the execution of its constitutional mandate. These include:

- i. **Independence:** Act without direction of any authority or persons. Free from interference.
- ii. **Integrity:** Trustworthy, honest and effective as well as efficient service delivery.
- iii. **Dedication:** Commitment to ensure timely administration of criminal prosecution
- iv. **Impartiality:** Objectivity and freedom from influence or pressures and consideration of public interest
- v. **Professionalism:** Demonstrate high level standard or expertise as well as knowledgeable and ethical in execution of duties. Act in accordance with the law.
- vi. **Transparency and Accountability:** Open and consistent.
- vii. **Team Work:** Inter and Intra Agency collaboration.

4.5 Strategic Objectives

To ensure that the DPP is aligned to its mandate and operates effectively and efficiently in the next years, it will pursue the following strategic objectives:

1. To expeditiously handle and dispose of cases and matters in accordance with set standards.
2. To provide public prosecution services up to county level.
3. To enhance capacity of DPP to prosecute corruption and white collar crimes.
4. To develop, implement and maintain an effective and efficient Case Management Systems (CMS) and standards.
5. To handle, coordinate and promote international cooperation in criminal matters.
6. To promote ethics and accountability within DPP.
7. To enhance customer care systems and public awareness of DPP services and citizen rights.

As indicated in the table below, the pursuit of each objective is further expounded into result areas, strategic actions, outputs and performance indicators.

4.6 DESCRIPTION OF OBJECTIVES, OUTCOMES AND OUTPUTS

Objective 1: To expeditiously handle and dispose of cases and matters in accordance with set standards.

Rationale

Expeditious handling and disposal of cases and matters within DPP jurisdiction is the core of DPP's role. Over time, the Directorate has developed and operationalized performance policies and standards considering the critical areas of mandate. However, these policies remain inadequate to achieve optimal performance. In addition, the full independence of DPP is still limited by the lack of an enabling law. Through this objective, the DPP has focused on finalizing the enabling law to strengthen the legal framework for DPP operations. The Directorate has also planned for interventions that seek to enhance case management standards, institutional and staff performance, mechanisms for internal and inter-agency coordination.

The DPP will pay utmost attention to expeditious handling and disposal of cases involving the vulnerable and marginalized groups especially children, women and PWDs. The Directorate will achieve this through both enhancing the mechanisms already in place as well as introducing other new measures.

Outcomes

- Enhanced expeditious disposal of cases and matters
- Enhanced capacity of the DPP to handle cases of the vulnerable and marginalised groups

Strategic Interventions

- Develop and provide case perusal, preparation and presentation timelines and standards manual
- Conduct DPP/CID Top management coordination meetings and workshops
- Review existing performance standards/systems (consultations, consultancy, publishing, Dissemination etc)
- Develop and implement coordination, communication and liaison mechanism with criminal justice agencies
- Monitor and evaluate adherence to performance standards
- Conduct pre-trial witness interviews
- Develop and review DPP training Policy
- Conduct staff needs assessment for handling cases of children, sexual violence, GBV and other forms of vulnerability.
- Conduct training for staff in guiding investigation and prosecution of cases involving children, sexual violence and GBV
- Review law relating to child victims or offender and sexual violence and GBV to identify gaps to be filled via advocacy
- Conduct staff training on human trafficking related laws and prosecution

Outputs

- Case perusal timelines and standards manual produced and implemented
- DPP/CID regular coordination platforms, meetings and workshops held
- Timely coordination with CID or other investigators improved
- DPP Performance standards and systems reviewed and strengthened
- Cases of children are handled according to standards set out in the Children's Act
- Appropriate coordination mechanism with criminal justice agencies established and followed
- Witnesses are adequately facilitated and respond to testifying in cases
- Staff capacity gaps in relation to handling cases of children, sexual violence and GBV established
- Trainings for staff on child friendly standards and procedures and handling of sexual offences and GBV conducted and capacity built
- Gaps in the law relating to handling children's cases, sexual violence and GBV established and proposals for amendments submitted to ULRC.
- Mechanisms for DPP to uniquely respond to cases of marginalised and vulnerable groups in place and operational

Objective 2: To provide public prosecution services up to county level

Rationale

The country has witnessed creation of new districts in the recent past but this has not had a correlated match of DPP services. Sister agencies such as the judiciary, police and prisons have covered many of these districts. Access to DPP services for these new, and some of the hitherto existing districts has been limited. The Directorate therefore seeks to take services nearer to the people, initially up to county level while matching and servicing the presence of the judiciary and other agencies.

Outcomes

Well established DPP offices and strengthened service delivery up to county level

Strategic Interventions

- Open and resource 8 new stations annually
- Pay rent for 8 new offices annually
- Initiate Recruitment, Induct and deploy new staff
- Induct new staff
- Adequately facilitate prosecution work (transport, Allowances, fuel, etc)
- Train staff in relevant areas (local and abroad)
- Carryout renovation of DPP buildings
- Undertake periodic maintenance of DPP Office equipment (computers, printers etc)
- Carry out extension works on 17 office building (expand small buildings)
- Review and implement staffing structure
- Construct 8 DPP offices annually
- Institutional capacity strengthening and staff development interventions
- Procure transport facilities
- Repair and maintenance of the transport fleet
- Install solar power units in 8 offices annually
- Recruit and rationally deploy staff
- Provide requisite trainings to staff including on child friendly procedures and standards.
- Increase DPP financial resource base
- Review existing staff facilitation system to adequately facilitate staff

Outputs

- 40 new DPP offices opened and operationalized in the 5 years
- 40 rented offices maintained in the 5 years
- New staff recruited, inducted and rationally deployed
- Staff capacity enhanced
- Renovations and regular maintenance of DPP office buildings made
- Organisational Restructuring completed and recommendations implemented
- DPP offices are fully functional
- 40 new offices constructed
- 20 DPP owned office buildings renovated
- Adequate staff recruited and deployed at HQs and field offices
- Staff adequately trained and competently execute their roles
- Requisite trainings to staff including on child friendly procedures and standards provided
- DPP services respond to needs of Persons with disability
- DPP financial support and sources increased
- DPP Staff are properly facilitated for duty and welfare system is streamlined

Objective 3: To enhance capacity of DPP to prosecute corruption and white collar crimes

Rationale

Corruption and white collar crimes by nature are complex and increased globalisation and technological advancements have aggravated the situation. The Directorate has established a Unit to handle these specialised cases, but there is still need to develop and improve the capacity of the Directorate to handle the dynamic corruption and white collar crimes. Specific interventions that focus on this need have therefore been provided in this plan.

Outcome

Enhanced DPP capacity to prosecute corruption and white collar crimes

Strategic Interventions

- Conduct needs assessment for corruption and white collar crime prosecution
- Conduct study on forms & dynamics of white collar crimes
- Conduct requisite trainings for staff in anti corruption & white collar crime prosecution
- Produce and disseminate copies of anti-corruption & cyber laws
- Develop joint Action Plan for prosecution of corruption cases
- Conduct prosecution led investigations and prosecutions of serious crimes
- Conduct placement training and study visits to other Criminal Justice Agencies
- Strengthen the whistle blowers system

Outputs

- Needs assessment done; report produced; recommendations implemented
- Study done; report produced & disseminated; Popular version/manual produced and provided to all DPP offices
- Trainings for staff conducted; staff capacity to prosecute corruption crimes built
- Anti-corruption & cyber legislations disseminated to all DPP offices
- Coordination between IGG & DPP in prosecution of corruption crimes strengthened
- Approaches and practices for prosecution-led investigations for prosecution of serious crimes strengthened
- Placement training and study visits to other Criminal Justice Agencies conducted to enhance staff capacity
- Whistle blowers systems strengthened

Objective 4: To develop, implement and maintain an effective and efficient Case Management Systems (CMS) and standards

Rationale

Successful prosecution is heavily dependent on an effective and efficient case management system. Cognizant of the magnitude of cases the Directorate handles, the need to register, allocate, follow up, analyse and report on such performance indicators is paramount. This plan therefore seeks to augment the existing case management mechanisms as a priority for the Directorate.

Outcome

Enhanced efficient and effective case management standards and systems

Intervention Strategies

- Computerize data management and case action tracking database (Prosecution Case Management Information System (PROCAMIS))
- Develop case management standards & systems
- Initiate and effect the necessary legislative reforms
- Develop an Inspection Strategy /Policy
- Carry out field inspections

Outputs

- Data management and case tracking database computerised
- Case management standards manual developed and implemented
- Key legislative reforms done
- Research study done in prosecution trends; best prosecution practices adopted
- Inspection Strategy & Manual in place initiated and enforced
- Prosecutor's Code Reviewed and enforced

Objective 5: To handle, coordinate and promote international cooperation in criminal matters.

Rationale

Globalisation has offered expanded horizons and new opportunities for transnational organised crime such as drug trafficking and other economic crimes as well as international terrorism. These cross-border crimes are dynamic, quite complex and have dire implications for civil liberties, human rights and national sovereignty. Currently, some trans-national cooperation arrangements to curb cross-border crimes have been attempted mainly through initiatives to step up collaboration for more effective and efficient cross-border crime investigation and prosecution. The DPP is already enjoined to these arrangements in the quest for leveraging the international legal frameworks and bi-lateral cooperation mechanisms between Uganda and various countries to fight crime. This plan has provided interventions for strengthening cross border collaboration and cooperation as well as exploiting existing and potential opportunities for effectively dealing with the criminal effects of globalisation.

Outcome

Enhanced international cooperation in criminal prosecutorial matters

Intervention Strategies

- Effectively initiate outgoing MLA requests
- Execute incoming MLA requests
- Initiate outgoing extradition requests
- Monitor outgoing extradition requests
- Respond to & prosecute incoming extradition requests

- Conduct investigations and prosecutions of trans-national cases effectively and efficiently
- Develop mechanisms for cooperation with international partners in prosecuting cross border crimes
- Conduct research in emerging cross-border crimes & trends
- Participate in various international meetings and symposia

Outputs

- Mutual Legal Assistance requests effectively and efficiently handled
- Extradition cases timely handled
- Cases of international nature effectively and efficiently handled
- Mechanisms for cooperation with international partners in prosecuting cross border crimes mutually developed and implemented;
- DPP's visibility in relevant international platforms enhanced

Objective 6: To promote ethics and accountability within DPP.

Rationale

Management accountability is the foundation for credible and efficient organisation. Corruption must therefore first be handled internally through emphasis on ethics and values and building systems for whistle blowing and complaints management. This plan therefore seeks to foster avenues to strengthen the ethical standards of the Directorate staff and harness the existing complaints management mechanisms.

Outcome

Enhanced internal accountability and ethics

Intervention Strategies

- Review Ethical Code of Conduct for DPP staff
- Conduct periodic integrity & ethics trainings and refresher sessions
- Establish mechanisms to reward and recognize good performance
- Strengthen complaints receipt and handling system (complaints/suggestion boxes in all DPP offices), adequate staffing at headquarters and each field office, equipping (automation and computerization, TV sets, couriers services, headed by PSA, Training, set up a toll free call in, procure water dispensers for water provision in 117 offices, etc)
- Strengthen the whistle blowers system
- Conduct annual integrity studies
- Train staff in ethics, integrity and performance management
- Conduct regular inspections, monitoring, evaluation and appraisals of staff
- Establish and maintain clocking system

Outputs

- DPP Code of Ethics strengthened and compliance achieved
- Incidence of unethical conduct reduced among DDP staff
- Integrity awards initiated and staff motivation enhanced
- DPP offices become more accessible and user friendly
- More efficient & effective complaints handling system
- Whistle blower strategy developed; whistle blower confidence instilled
- Integrity studies done; report produced & shared; Recommendations implemented
- Staff trainings in ethics & integrity conducted
- Inspections & monitoring routines done; recommendations implemented
- Clocking-in system in place and enforced

Strategic Objective 7: To enhance customer care systems and public awareness of DPP services and citizen rights.

Rationale

Effective delivery of public services is the priority of the Directorate. The DPP has laid more emphasis on offering client-oriented and friendly services, and seeks to enhance the public confidence through fostering a good corporate image. The interventions provided in this plan therefore seek to increase the public awareness about the Directorate's services and additionally improve the public's appreciation and support of the Directorate.

Outcomes

Enhanced customer care, responsiveness and public awareness of rights in criminal prosecution processes

Strategic Interventions

- Develop a Communication Strategy
- Equip PR office
- Train PRO staff in customer care, communication and public relations
- Undertake a comprehensive process to develop and launch Client Charter to outline service standards
- Translate the Client Charter into 12 major local languages and brailers for PLWD (sight disability)
- Train DPP staff in organizational customer relations, change & image management
- Hold open days for public awareness /education
- Design PR materials, procure and distribute/publish
- Maintain DPP website
- Produce assorted materials for institutional branding
- Conduct assorted media programmes
- Conduct regional leaders/public sensitization workshops on DPP services

Outputs

- Communication strategy in place and operational
- DPP PR office well established and optimally functional
- Client Charter developed and disseminated
- DPP staff are more responsive to client needs and expectations
- Schedule for DPP open days developed, standardised and enforced
- Customer service management trainings conducted
- A range of IEC materials produced and disseminated
- Client standards for specific vulnerable and marginalised groups in place and operational
- DPP website upgraded and maintained;
- Mass media programmes conducted
- DPP corporate branding and image materials produced and disseminated

5.0 IMPLEMENTATION, MONITORING AND EVALUATION

5.1 Implementation of the Plan

The DPP will develop and operationalize a systematic approach towards implementing, monitoring and evaluating this Strategic Investment Plan. The plan will synchronize with the existing and anticipated structures of the Directorate, Government's planning, priority setting and reporting framework. It should be noted that the DPP is currently undertaking a restructuring process to further review and realign the institutional set up and roles of the various offices. This is in the bid to make the Directorate more efficient and effective in delivering on its mandate. Once the restructuring process is completed, the DPP will develop performance targets, indicators and reporting frameworks in line with the reviewed DPP structure.

However, given that the implementation of this plan begins before the restructuring process is completed, the DPP will regularly develop implementation schedules, and performance/reporting targets aligned to the existing structure and schedule of duties, as well as ensure that these schedules are adhered to by the responsible offices.

To facilitate the smooth execution of this Plan, various mechanisms and processes will need to be undertaken. These, among others are:

- a) Development of annual roll out operational plans; drawing from the implementation experiences, lessons learnt and challenges encountered in the ending year.
- b) Institutionalisation of processes involving DPP leadership and staff for orientation, continuity and cross-cutting ownership of the Plan. It is critical for all staff at DPP to internationalise and own this plan in order to adequately support its effective implementation.
- c) Commitment to establish adequate and ideal structures and tools for roll out, monitoring and evaluation as well as the execution of the set strategies and targets.
- d) Commitment to continuous monitoring of the plan at input, output, results and impact levels. The monitoring and reviews will whenever possible be conducted on quarterly, annual and in the mid-term period of the plan to take track of the Plan.
- e) Matching the financial resources to the set results and outputs. This will require effective integration of the annual reporting, priority setting and budgeting processes, especially the preparation of and submission of Budget Framework Paper, Ministerial Policy Statement and Parliamentary advocacy and lobbying.
- f) Undertaking more robust but focused resource mobilisation mechanisms to garner additional funding from both the existing and other potential funding sources.
- g) Strengthening the institutional capacity of the DPP to deliver this SIP.

5.2 Internal and External Success Factors

For this plan to be effectively implemented, an interplay of critical factors is recognized. These factors are both internal and external.

Internal Factors

- a) Ownership of and commitment to the Plan at all levels of the DPP staff

- b) Committed and competent work force in the DPP
- c) Proper planning, allocation and utilization of resources

External Factors

- a) Availability of adequate funding from Government and Development Partners
- b) Increased and sustained political and other stakeholder will and support (JLOS support is very critical)
- c) Public confidence and support
- d) Commitment to fostering relevant and effective inter-institutional linkages within and outside JLOS

5.3 MONITORING AND EVALUATION

5.3.1 The Results-Based M&E tool

At the immediate level, DPP will implement a Results-based M&E system, and the Results Framework developed within and attached to this Plan is the first entry into developing a detailed M&E System for this Plan. In this case, the results framework is both a basis for implementation and M&E of the plan against which the performance measurement of the effectiveness and progress of the plan will be done.

Based on the Results Framework, a rather comprehensive M&E system for this SIP benchmarked on clear targets and performance indicators will be separately developed and used.

The M&E framework will detail broad strategic actions while dissecting them further to specific executable activities, and matching these with specific measurable targets, indicators and means of verification for the planning period. For some of the qualitative indicators, the DPP has envisaged conducting baseline studies which will provide the contextual background and the obtaining values, as well as the basis for setting values against which performance progress will be measured.

The M&E Plan will also be based on the clear assignment of roles considering the functions of the various structures of the Directorate. At best, the Policy and Planning Unit of the Directorate will be expanded and strengthened to effectively and efficiently undertake the function of M&E.

The DPP will place significant emphasis on M&E capacity building through training and institutionalization of the M&E function. Where possible, the Directorate will lobby JLOS and other partners to deliberately support the M&E office and staff in the Directorate.

5.3.2 Result and Impact Evaluation

The Directorate will conduct a baseline survey at the beginning of the SIP implementation to generate benchmarks for setting target values and indicators. A mid-term review and end of SIP evaluation will be independently conducted to ensure objective result assessment.

At impact level, the Directorate will utilize information generated at sectoral and national levels which directly depicts the contribution of DPP to analyze the relative impact of the DPP interventions. For instance, DPP would rely on Police and Prison data to assess the impact on crime reduction. The Directorate will seek collaboration of national based agencies such as UBOS, OPM, IGG and other existing bodies to add to the existing survey data and to offer technical advisory for conducting requisite studies for impact tracking of DPP's work.

5.3.3 Data collection and Management

The collection and management of the data/information will be strengthened to enable effective performance monitoring. This will be done partly through the implementation of a specially designed data / information capture tool in addition to the PROCAMIS whose implementation is already underway. These initiatives will aim to build on the existing efforts to ensure enhanced generation, accessibility and retrieval of information on performance benchmarks of the Directorate. Improving and maintaining access to information on implementation progress will enable the Directorate to detect implementation challenges on time and put in place the appropriate adjustments for redress.

Already, JLOS is strengthening mechanisms for developing and implementing a customized JLOS MIS which will allow for systematic and joint sector-wide M&E of activities, generation, storage and retrieval of credible information. DPP recognizes that the credibility of the JLOS MIS heavily depends upon the commitment of the member institutions of which DPP is part. A streamlined and strengthened institutional MIS will therefore equally enhance the overall implementation of the Plan by creating provisions for capturing output milestones and tracking the general institutional performance. Critical emphasis will be placed on an effective generation, integration and storage of internal performance data from all Divisions and Units of the Directorate.

5.3.4 Reporting relationships and feedback mechanisms

The standard performance reporting procedures already established within the Directorate will be followed during the implementation of the Plan. Equally, the DPP will maintain existing Government reporting and accountability requirements.

Institutional review meetings will be held in addition to routine monitoring visits undertaken for more effective and regular planning, resource rationalization and coordinated implementation.

At the JLOS level, the DPP is a member of various committees where reporting on this plan will be done routinely.

The Directorate will undertake two beneficiary perception surveys in the life of this plan – one as a baseline to set targets and the other for the evaluation of performance and assessing beneficiary

satisfaction. The findings of these surveys will be adequately disseminated to the stakeholders and the general public.

An effective institutional MIS will be developed and maintained to enable the effective performance tracking and retrieval and use of relevant information by the institution and other stakeholders.

6.0 FINANCING AND FINANCIAL MANAGEMENT FOR THE SIP

The SIP has been developed to provide the basic planning and priority framework for the DPP over the next five years.

The planning and budgeting process will follow the annual Government planning and budgeting cycle. Priorities for this SIP will be operationalised during the preparation of annual budget framework papers, Ministerial Policy Statements and routine operational plans and budgets. The funding gap will be addressed through stepped up lobbying and advocacy of Government and the sector, as well as the preparation of funding proposals to development partners as special projects and off-budget support.

From this SIP, Directorates/Departments/Divisions and Sections will develop operational plans and budgets to guide the implementation processes.

Financial reporting and accountability will follow the established GoU, sectoral and any newly introduced partner processes and standards.

ANNEX 1: DETAILED DPP RESULTS FRAMEWORK

OUTCOMES	OUTCOME INDICATORS	STRATEGIES	OUTPUTS	OUTPUT INDICATORS	ACTIVITIES
Objective 1: To expeditiously handle and dispose of cases and matters in accordance with set standards					
<ul style="list-style-type: none"> • Enhanced expeditious disposal of cases and matters • Enhanced capacity of the DPP to handle cases of the vulnerable and marginalise d groups 	<ul style="list-style-type: none"> • %age increase in case disposal • %age reduction in case backlog 	<ol style="list-style-type: none"> a) Develop and provide case perusal, preparation and presentation timelines and standards manual b) Conduct DPP/CID Top management coordination meetings and workshops c) Review existing performance standards/systems (consultations, consultancy, publishing, Dissemination etc) d) Develop and implement coordination, communication and liaison mechanism with criminal justice agencies e) Monitor and evaluate adherence to performance standards f) Conduct pre-trial witness interviews g) Develop and review DPP training Policy h) Conduct needs assessment for staff regarding handling cases of children, sexual violence and GBV. i) Conduct training for staff in guiding investigation and prosecution of cases involving children, sexual violence and GBV j) Review law relating to child victims or offender and sexual violence and GBV to identify gaps to be filled via advocacy k) Conduct baseline survey to benchmark performance targets 	<ul style="list-style-type: none"> • Case perusal timelines and standards manual produced and implemented • DPP/CID regular coordination platforms, meetings and workshops held • Timely coordination with CID or other investigators improved • DPP Performance standards and systems reviewed and strengthened • Cases of children are handled according to standards set out in the Children’s Act • Appropriate coordination mechanism with criminal justice agencies established and followed • Witnesses are adequately facilitated and respond to testifying in cases • Staff capacity gaps in relation to handling cases of children, sexual violence and GBV established • Trainings for staff on child friendly standards and procedures and handling of sexual offences and GBV conducted and capacity built • Gaps in the law relating to handling children’s cases, sexual violence and GBV established and proposals for amendments submitted to ULRC. • Mechanisms for DPP to 	<ol style="list-style-type: none"> a) Average timeline for case disposal b) Average timeline for disposal of cases involving children, women and PWDs c) Performance standards manual in place d) Level of enforcement of performance standards e) Percentage level of enforcement f) Reduction in the backlog of cases involving children g) Coordination mechanism in place and operational h) Adequacy of witness facilitation provided i) Training policy in place j) Time taken to dispose cases k) Average time taken to guide investigations l) Ratio of prosecution case load on the basis of social and accessibility equity 	<ol style="list-style-type: none"> a) Develop and provide case disposal timelines and standards manual b) Conduct review meetings and workshops c) Review existing system d) Procure consultancy e) Develop and implement coordination, communication and liaison mechanism with criminal justice agencies f) Establish MIS to enable expeditious handling of cases particularly cases involving children g) Study and determine current case disposal rate, gaps & make appropriate recommendations h) Monitor and evaluate case disposal rates

			uniquely respond to cases of marginalised and vulnerable groups in place and operational		
Objective 2: To provide public prosecution services up to county level					
Well established DPP offices and strengthened service delivery up to county level	<ul style="list-style-type: none"> Level of DPP coverage against existing courts 	<ol style="list-style-type: none"> Open and resource 8 new stations annually Pay rent for 8 new offices annually Initiate Recruitment, Induct and deploy new staff Induct new staff Adequately facilitate prosecution work (transport, allowances, fuel, etc) Train staff in relevant areas (local and abroad) Carryout renovation of DPP buildings Undertake periodic maintenance of DPP Office equipment (computers, printers etc) Carry out extension works on 17 office building (expand small buildings) Review and implement staffing structure Construct 8 DPP offices annually Review and address Staff welfare and other needs (training, Medical, death etc.) Procure transport facilities Repair and maintenance of the transport fleet Install solar power units in 8 offices annually Recruit and rationally deploy staff Provide requisite trainings to staff including on child friendly procedures and standards. Increase DPP financial resource base Review existing staff facilitation system to adequately facilitate 	<ul style="list-style-type: none"> 40 new DPP offices opened and operationalized in the 5 years 40 rented offices maintained in the 5 years New staff recruited, inducted and rationally deployed Staff capacity enhanced Renovations and regular maintenance of DPP office buildings made Restructuring completed and recommendations implemented DPP offices are fully functional 40 new offices constructed 20 DPP owned office buildings renovated Staff restructuring done and implemented Adequate staff recruited and deployed at HQs and field offices Staff adequately trained and competently execute their roles Requisite trainings to staff including on child friendly procedures and standards provided DPP services respond to needs of Persons with disability DPP financial support and sources increased DPP Staff are properly facilitated for duty and welfare system is 	<ol style="list-style-type: none"> Number of new DPP offices established and operationalized Number of regional offices established and functional Number of new office buildings constructed Number of DPP buildings expanded Number of DPP-owned building renovated Staffing standards manual Number of staff recruited and deployed Number of relevant staff trainings conducted Number and nature resource equipments provided to DPP offices (vehicles, ICT equipment, furniture, assorted stationery etc.) 	<ol style="list-style-type: none"> Open and resource 8 new stations annually Pay rent for 8 new offices annually Recruit and deploy staff Induct new staff Adequately facilitate prosecutors Furnish and equip 8 new stations annually Train staff in relevant areas Carryout minor repairs on the buildings Undertake periodic maintenance of DPP equipments Carry out extension works on 17 office building Review staffing structure and needs

		staff	streamlined		
Objective 3: To enhance capacity of DPP to prosecute corruption and white collar crimes					
Enhanced DPP capacity to prosecute corruption and white collar crimes	Rate of efficiency and effectiveness in prosecution corruption and white collar crimes (cases successfully prosecuted)	<ul style="list-style-type: none"> a) Conduct needs assessment for corruption and white collar crime prosecution b) Conduct study on forms & dynamics of white collar crimes c) Conduct requisite trainings for staff in anti-corruption & white collar crime prosecution d) Produce and disseminate copies of anti-corruption & cyber laws e) Develop joint Action Plan for prosecution of corruption cases f) Conduct prosecution led investigations and prosecutions of serious crimes g) Conduct placement training and study visits to other Criminal Justice Agencies h) Strengthen the whistle blowers system 	<ul style="list-style-type: none"> • Needs assessment done; report produced; recommendations implemented • Study done; report produced & disseminated; Popular version/manual produced and provided to all DPP offices • Trainings for staff conducted; staff capacity to prosecute corruption crimes built • Anti-corruption & cyber legislations disseminated to all DPP offices • Coordination between IGG & DPP in prosecution of corruption crimes strengthened • Approaches and practices for prosecution-led investigations for prosecution of serious crimes strengthened • Placement training and study visits to other Criminal Justice Agencies conducted to enhance staff capacity • Whistle blowers systems strengthened 	<ul style="list-style-type: none"> a) Needs assessment report in place; number and extent of recommendations implemented b) Study report in place; number of copies produced and disseminated; copies of popular version/manual produced and disseminated c) Number of trainings conducted d) Number of corruption cases successfully prosecuted e) Number of white collar crimes successfully prosecuted f) Number of copies of anti-corruption & cyber legislation disseminated g) Joint Action Plan agreed between DPP and IG h) Rate of case log for DPP and IG 	<ul style="list-style-type: none"> a) Conduct needs assessment for anticorruption and white collar crime prosecution b) Conduct study on forms & dynamics of white collar crimes c) Conduct requisite trainings for staff in anti corruption & white collar crime prosecution d) Produce and disseminate copies of anti-corruption & cyber laws e) Develop joint Action Plan for prosecution of anticorruption cases
Objective 4: To develop, implement and maintain an effective and efficient Case Management Systems (CMS) and standards					
Enhanced efficient and effective case management standards and systems	<ul style="list-style-type: none"> • %age improvement in cases management systems and standards 	<ul style="list-style-type: none"> a) Computerize data management and case action tracking database (Prosecution Case Management Information System (PROCAMIS)) b) Develop case management standards & systems c) Initiate necessary legislative reforms d) Develop an Inspection Strategy /Policy 	<ul style="list-style-type: none"> • Data management and case tracking database computerised • Case management standards manual developed and implemented • Key legislative reforms done • Research study done in prosecution trends; best 	<ul style="list-style-type: none"> a) Database existence & Rate of utilisation b) Rate of compliance to set case management standards c) Rate of efficiency & effectiveness in prosecution of cases d) %age of recommendations from internally conducted research implemented e) Rate of efficiency in record keeping; cases registration, 	<ul style="list-style-type: none"> a) Computerise data management and case action tracking database (Prosecution Case Management Information System (PROCAMIS)) b) Develop case management standards & systems c) Undertake action research to understand and adopt best prosecution practices, d) Conduct needs assessment to

		<p>e) Carry out field inspections</p> <p>f) Develop cases management standards for children, persons with disability and women</p> <p>g) Undertake action research to adopt best prosecution practices,</p> <p>h) Identify legislative gaps & initiate review or reforms</p> <p>i) Review and enforce Prosecutors' Code of conduct</p>	<p>prosecution practices adopted</p> <ul style="list-style-type: none"> • Inspection Strategy & Manual in place initiated and enforced • Prosecutor's Code Reviewed and enforced 	<p>retrieval & action tracking</p> <p>f) Number of legislations reviewed & amended</p> <p>g) Rate of improvement in inspections and proportionate service delivery</p> <p>h) %age of DPP offices meet minimum performance standards (quality of legal opinion)</p> <p>i) Number of systems developed and integrated</p> <p>j) Existence of the management manual</p> <p>k) Timely action on cases of corruption, unprofessional and unethical conduct</p> <p>l) Anti-corruption limits strengthened and decentralized</p> <p>m) Existence of revised documents, reports and minutes of reviews and proposals</p> <p>n) Number of reports</p>	<p>identify MIS gaps, and adopt best practices</p> <p>e) Review the reporting format to adequately reflect the nature of service given</p> <p>f) Commission study to identify legislative gaps</p> <p>g) Initiate necessary legislative reforms</p> <p>h) Develop an Inspection strategy</p> <p>i) Review Prosecutors' Code of conduct</p> <p>j) Carry out field inspections</p>
--	--	--	--	--	--

Objective 5: To handle, coordinate and promote international cooperation in criminal matters

Enhanced international cooperation in criminal prosecutorial matters	Level of efficient and effective handling of and participation at international criminal prosecution cases and processes	<p>a) Effectively initiate outgoing MLA requests</p> <p>b) Execute incoming MLA requests</p> <p>c) Initiate outgoing extradition requests</p> <p>d) Monitor outgoing extradition requests</p> <p>e) Respond to & prosecute incoming extradition requests</p> <p>f) Conduct investigations and prosecutions of trans-national cases effectively and efficiently</p> <p>g) Develop mechanisms for cooperation with international partners in prosecuting cross border crimes</p> <p>h) Conduct research in emerging cross-border crimes & trends</p> <p>i) Participate in various international meetings and symposia</p> <p>j) Cooperate with international partners to enhance capacity for prosecuting new cross-border</p>	<ul style="list-style-type: none"> • Mutual Legal Assistance requests effectively and efficiently handled • Extradition cases timely handled • Cases of international nature effectively and efficiently handled • Mechanisms for cooperation with international partners in prosecuting cross border crimes mutually developed and implemented; • DPP's visibility in relevant international platforms enhanced 	<p>a) All incoming mutual legal assistance requests responded to in an average 30 days</p> <p>b) Number of extradition cases timely handled</p> <p>c) %age of the registered international crimes and terrorism cases sanctioned</p> <p>d) %age of reported cross-border cases prosecuted</p> <p>e) Existence of mutual cooperation mechanisms and /or MoUs</p> <p>f) Number of international platforms participated in</p>	<p>a) Handle mutual legal assistance requests effectively and efficiently</p> <p>b) Handle extradition cases timely</p> <p>c) Handle cases of international nature effectively and efficiently</p> <p>d) Develop mechanisms for cooperation with international partners in prosecuting cross border crimes</p> <p>e) Participate in various international meetings and symposia</p>
--	--	--	---	---	---

		crimes			
Objective 6: To promote ethics and accountability within DPP					
Enhanced internal and external accountability and ethics	%age improvement in level of internal transparency and accountability	<ul style="list-style-type: none"> a) Review Ethical Code of Conduct for DPP staff b) Conduct periodic integrity & ethics trainings and refresher sessions c) Establish mechanisms to reward and recognize good performance d) Strengthen complaints receipt and handling system e) Strengthen the whistle blowers system f) Conduct annual integrity studies g) Train staff in ethics, integrity and performance management h) Conduct regular inspections, monitoring, evaluation and appraisals of staff i) Establish and maintain clocking system 	<ul style="list-style-type: none"> • DPP Code of Ethics strengthened and compliance achieved • Incidence of unethical conduct reduced among DDP staff • Integrity awards initiated and staff motivation enhanced • DPP offices become more accessible and user friendly • More efficient & effective complaints handling system • Whistle blower strategy developed; whistle blower confidence instilled • Integrity studies done; report produced & shared; Recommendations implemented • Staff trainings in ethics & integrity conducted • Inspections & monitoring routines done; recommendations implemented • Clocking system in place and enforced 	<ul style="list-style-type: none"> a) Code of Conduct in place b) Level of enforcement of Code of Conduct c) %age reduction in number of disciplinary cases handled d) Number of corruption cases handled under prosecution led investigations and prosecutions e) %age improvement in public perception about corruption in DPP f) %age of public complaints against staff performance addressed. g) %age of public complaints against criminal justice processes addressed. h) Whistle blower strategy in place i) Number of cases received by whistle blowing j) Number of staff trainings done k) Number of integrity studies conducted and rate of implementation of recommendations emerging l) Number and frequency of monitoring and inspections m) Efficiency rate of use of clocking system n) Level of compliance with Code of Conduct o) Existence of anticorruption prosecution led teams 	<ul style="list-style-type: none"> a) Develop ethical Code of Conduct b) Conduct periodic integrity & ethics and anti corruption trainings and refresher sessions c) Establish mechanism to reward and recognize good performance d) Implement open door policy e) Implement complaints receipt and handling system (complaints/suggestion boxes in all DPP offices), adequate staffing at Hqtrs and each field office, equipping (automation and computerization, TV sets, couriers services, headed by PSA, Training, set up a toll free call in, procure water dispensers for water provision in 117 offices, etc) f) Develop whistle blower system g) Conduct integrity periodical studies h) Train staff in ethics, integrity and performance management i) Conduct regular joint inspections, monitoring and evaluation j) Establish and maintain clocking system k) Set up AC prosecution led teams
Strategic Objective 7: To enhance customer care systems and public awareness of DPP services and citizen rights					
Enhanced customer care, responsiveness and public awareness of rights in criminal prosecution processes	%age increase in overall public awareness of rights and obligations in criminal prosecution processes %age improvement in DPP customer care relations and service	<ul style="list-style-type: none"> a) Develop a Communication Strategy b) Equip PR office for recording c) Train PRO staff in customer care, communication and public relations d) Undertake a comprehensive process to develop and launch Client Charter to outline service 	<ul style="list-style-type: none"> • Communication strategy in place and operational • DPP PR office well established and optimally functional • Client Charter developed and disseminated • DPP staff are more responsive to client needs 	<ul style="list-style-type: none"> a) Existence of the communication strategy b) Existence of effective PR office c) Number of publications made & disseminated d) Existence of Client Charters & service standards; rate of adherence to set standards e) Upgraded DPP website in line with 	<ul style="list-style-type: none"> a) Develop a Communication Strategy b) Recruit and deploy PRO c) Equip PR office d) Induct new PR staff e) Undertake a comprehensive process to develop and launch Client Charter to outline service standards

	<p>delivery responsiveness</p>	<p>standards</p> <p>e) Translate the Client Charter into 12 major local languages and brailers for PLWD (sight disability)</p> <p>f) Train DPP staff in organizational customer relations, change & image management</p> <p>g) Hold open days for public awareness /education</p> <p>h) Design PR materials, procure and distribute/publish</p> <p>i) Develop and implement client standards manuals for specific vulnerable and marginalised groups</p> <p>j) Upgrade and host DPP website</p> <p>k) Produce assorted materials for institutional branding</p> <p>l) Conduct assorted media programmes</p> <p>m) Conduct regional leaders/public sensitization workshops on DPP services</p>	<p>and expectations</p> <ul style="list-style-type: none"> • Schedule for DPP open days developed, standardised and enforced • Customer service management trainings conducted • A range of IEC materials produced and disseminated • Client standards for specific vulnerable and marginalised groups in place and operational • DPP website upgraded and maintained; • Mass media programmes conducted <p>DPP corporate branding and image materials produced and disseminated</p>	<p>current technologies</p> <p>f) Existence of a child friendly manual</p> <p>g) Up-to-date web content with relevant events updated in real-time</p> <p>h) Number of people accessing the publications</p> <p>i) Existence and usage of corporate brand materials</p>	<p>f) Translate the Client Charter into major local languages</p> <p>g) Develop a child friendly manual</p> <p>h) Train DPP staff in organisational customer relations, change & image management</p> <p>i) Hold open days for public education</p> <p>j) Design PR materials, procure and distribute/publish</p> <p>k) Upgrade DPP website</p> <p>l) Identify web content material and regularly upload</p> <p>m) Produce assorted materials for institutional branding</p> <p>n) Conduct assorted media programmes</p> <p>o) Hold public awareness meetings/workshops</p> <p>p) Produce & disseminate assorted IEC materials</p>
--	--------------------------------	---	--	--	--

APPENDIX 2: DPP SIP III INDICATIVE BUDGET 2012/2013 – 2016/2017

	Activities	Total Cost	2012/13	2013/14	2014/15	2015/16	2016/17
OBJECTIVE 1: EXPEDITIOUSLY HANDLE AND DISPOSE OF CASES AND MATTERS IN ACCORDANCE WITH SET STANDARDS							
1.1	Develop and provide case perusal, preparation and presentation timelines and standards manual	60,000,000		60,000,000			
1.2	Conduct DPP/CID Top management coordination meetings and workshops	828,844,688	150,000,000	157,500,000	165,375,000	173,643,750	182,325,938
1.3	Review existing performance standards/systems (consultations, consultancy, publishing, Dissemination etc)	385,000,000	340,000,000		-	45,000,000	
1.4	Develop and implement coordination, communication and liaison mechanism with criminal justice agencies	1,105,126,250	200,000,000	210,000,000	220,500,000	231,525,000	243,101,250
1.5	Monitor and evaluate adherence to performance standards	1,326,151,500	240,000,000	252,000,000	264,600,000	277,830,000	291,721,500
1.6	Conduct pre-trial witness interviews	7,326,120,000	1,200,000,000	1,320,000,000	1,452,000,000	1,597,200,000	1,756,920,000
1.7	Develop and review DPP training Policy; The Environment Policy, Information Communication and Technology (ICT) Policy; Transport Management Policy; Disability (Speech, Hearing, Sight and Physical Disability-Impairment) Policy; and Training Policy.	177,000,000	80,000,000		-	-	97,000,000
1.8	Conduct staff needs assessment for handling cases of children, sexual violence and GBV and other vulnerability.	50,000,000		50,000,000			
1.9	Carry out a mapping exercise on existence of all forms of disability and critical intervention for DPP	12,000,000		12,000,000			
1.10	Develop interventions to guide investigation and prosecution of cases involving children, sexual violence, GBV and other forms of vulnerability and disability	104,000,000		104,000,000			
1.11	Conduct Staff training in human trafficking related laws, & prosecution.	331,000,000		100,000,000	110,000,000	121,000,000	
Sub Total		11,705,242,438	2,210,000,000	2,265,500,000	2,212,475,000	2,446,198,750	2,571,068,688
OBJECTIVE 2: TO PROVIDE PUBLIC PROSECUTION SERVICES UP TO COUNTY LEVEL							
2.1	Open and resource 8 new stations annually	1,458,766,650	264,000,000	277,200,000	291,060,000	305,613,000	320,893,650
2.2	Pay rent for 8 new offices annually	265,230,300	48,000,000	50,400,000	52,920,000	55,566,000	58,344,300
2.3	Initiate Recruitment, Induct and deploy new staff	1,088,000,000	340,000,000	340,000,000	340,000,000	34,000,000	34,000,000
2.4	Induct new staff	757,500,000	150,000,000	157,500,000	150,000,000	150,000,000	150,000,000
2.5	Adequately facilitate prosecution work (transport, Allowances, fuel, etc)	41,442,234,375	7,500,000,000	7,875,000,000	8,268,750,000	8,682,187,500	9,116,296,875
2.6	Re-tooling 12 DPP offices annually with furniture, ICT facilities etc	1,326,151,500	240,000,000	252,000,000	264,600,000	277,830,000	291,721,500
2.7	Train staff in relevant areas (local and abroad)	5,525,631,250	1,000,000,000	1,050,000,000	1,102,500,000	1,157,625,000	1,215,506,250
2.8	Core Competence Upgrade for all staff	2,442,040,000	400,000,000	440,000,000	484,000,000	532,400,000	585,640,000

2.9	Annual Performance Review	1,524,500,000	250,000,000	275,000,000	302,500,000	332,000,000	365,000,000
2.10	Carryout renovation of DPP buildings	2,652,303,000	480,000,000	504,000,000	529,200,000	555,660,000	583,443,000
2.11	Undertake periodic maintenance of DPP Office equipment (computers, printers etc)	1,381,407,813	250,000,000	262,500,000	275,625,000	289,406,250	303,876,563
2.12	Carry out extension works on 17 office building (expand small buildings)	2,194,000,000	480,000,000	504,000,000	390,000,000	400,000,000	420,000,000
2.13	Review and implement staffing structure	985,375,000	250,000,000	262,500,000	150,000,000	157,500,000	165,375,000
2.14	Construct 8 DPP offices annually	13,261,515,000	2,400,000,000	2,520,000,000	2,646,000,000	2,778,300,000	2,917,215,000
2.15	Construct 2 staff houses each with 3 units per year	2,751,000,000	500,000,000	525,000,000	551,000,000	575,000,000	600,000,000
2.16	Install solar power units in 8 offices annually	1,200,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000
2.17	Procure transport facilities	3,536,404,000	640,000,000	672,000,000	705,600,000	740,880,000	777,924,000
2.18	Repair and maintenance of the transport fleet	1,989,227,250	360,000,000	378,000,000	396,900,000	416,745,000	437,582,250
2.19	Review and address staff welfare and other needs (Medical, incapacity, death benefits etc.)	480,000,000	480,000,000	500,000,000	528,000,000	550,000,000	575,000,000
	Sub total	86,261,286,138	16,272,000,000	16,585,100,000	17,140,655,000	17,680,712,750	18,582,818,388
	OBJECTIVE 3: TO ENHANCE CAPACITY OF DPP TO PROSECUTE CORRUPTION AND WHITE COLLAR CRIMES						
3.1	Conduct needs assessment for corruption and white collar crime prosecution	90,000,000	90,000,000				
3.2	Conduct study on forms & dynamics of white collar crimes	67,500,000	67,500,000			-	-
3.3	Produce and disseminate copies of anti-corruption & cyber laws	30,000,000	30,000,000			-	-
3.4	Develop joint Action Plan for prosecution of corruption cases	30,000,000	30,000,000			-	-
3.5	Conduct prosecution led investigations and prosecutions of serious crimes	15,471,767,500	2,800,000,000	2,940,000,000	3,087,000,000	3,241,350,000	3,403,417,500
3.6	Conduct placement training and study visits to other Criminal Justice Agencies	842,658,766	152,500,000	160,125,000	168,131,250	176,537,813	185,364,703
3.7	Strengthen the whistle blowers system	690,703,906	125,000,000	131,250,000	137,812,500	144,703,125	151,938,281
	Sub total	18,342,830,172	3,405,000,000	3,461,375,000	3,634,143,750	3,820,890,938	4,021,420,484
	OBJECTIVE 4: TO DEVELOP, IMPLEMENT AND MAINTAIN AN EFFECTIVE AND EFFICIENT CASE MANAGEMENT SYSTEMS (CMS) AND STANDARDS						
4.1	Computerize data management and case action tracking database (Prosecution Case Management Information System (PROCAMIS))	5,079,000,000	1,110,800,000	1,850,800,000	705,800,000	705,800,000	705,800,000
4.2	Develop case management standards & systems	162,500,000	150,000,000	12,500,000			-
4.3	Initiate necessary legislative and policy reforms [(Training Policy, The Information Communication and Technology (ICT) Policy; The Environment Policy, Transport Management Policy and Disability (Speech, Hearing, Sight and Physical Disability-Impairment) Policy]	446,000,000	50,000,000	90,000,000	96,000,000	100,000,000	110,000,000
4.4	Undertake /conduct action research on best prosecution practices and new crime areas	550,000,000	90,000,000	100,000,000	110,000,000	120,000,000	130,000,000
4.5	Develop an Inspection Policy and Strategy	100,000,000	100,000,000	100,000,000			-

4.6	Carry out field inspections	1,712,945,688	310,000,000	325,500,000	341,775,000	358,863,750	376,806,938
	Sub Total	8,050,445,688	1,810,800,000	2,378,800,000	1,253,575,000	1,284,663,750	1,322,606,938
OBJECTIVE 5: TO HANDLE, CORDINATE AND PROMOTE INTERNATIONAL COOPERATION IN CRIMINAL MATTERS							
5.1	Effectively Initiate outgoing MLA requests	440,700,000	80,000,000	84,000,000	88,200,000	92,500,000	96,000,000
5.2	Execute incoming MLA requests	551,000,000	100,000,000	105,000,000	110,250,000	115,000,000	120,750,000
5.3	Initiate outgoing extradition requests.	332,650,000	60,000,000	63,000,000	66,150,000	70,000,000	73,500,000
5.4	Monitor outgoing extradition requests	248,450,000	45,000,000	47,250,000	49,600,000	52,000,000	54,600,000
5.5	Respond to & prosecute incoming extradition requests	657,100,000	120,000,000	126,000,000	132,300,000	136,000,000	142,800,000
5.6	Conduct Investigations and Prosecutions of Trans-national cases effectively and efficiently	717,325,000	130,000,000	136,500,000	143,325,000	150,000,000	157,500,000
5.7	Develop mechanisms for cooperation with international partners in prosecuting cross border crimes	166,325,000	30,000,000	31,500,000	33,075,000	35,000,000	36,750,000
5.8	Conduct research in emerging cross border crimes &trends	440,800,000	80,000,000	84,000,000	88,200,000	92,000,000	96,600,000
5.9	Participate in various international meetings and symposia	1,653,000,000	300,000,000	315,000,000	330,750,000	345,000,000	362,250,000
	Sub Total	5,207,350,000	945,000,000	992,250,000	1,041,850,000	1,087,500,000	1,140,750,000
OBJECTIVE 6: TO PROMOTE ETHICS AND ACCOUNTABILITY WITHIN DPP							
6.1	Review ethical Code of Conduct	149,100,000	27,000,000	28,350,000	29,700,000	31,250,000	32,800,000
6.2	Conduct periodic integrity & ethics trainings and refresher sessions	101,000,000	16,000,000	18,000,000	20,000,000	22,000,000	25,000,000
6.3	Establish mechanism to reward and recognize good performance	111,500,000	22,000,000	23,100,000	24,250,000	25,400,000	16,750,000
6.4	Strengthen complaints receipt and handling system (complaints/suggestion boxes in all DPP offices, adequate staffing at headquarters and each field office, equipping (automation and computerization, TV sets, couriers services ,headed by PSA, Training, set up a toll free call in, procure water dispensers for water provision in 117 offices, etc.)	633,900,000	115,000,000	120,200,000	126,200,000	132,500,000	140,000,000
6.5	Strengthening the whistle blowers system	287,280,000	52,000,000	54,600,000	57,330,000	60,150,000	63,200,000
6.6	Conduct integrity periodical studies (Annually)	276,225,000	50,000,000	52,500,000	55,125,000	57,800,000	60,800,000
6.7	Train staff in ethics, integrity and performance management	372,975,000	67,500,000	70,875,000	74,400,000	78,200,000	82,000,000
6.8	Conduct regular inspections, monitoring, evaluation and appraisals of staff	4,165,000,000	750,000,000	780,000,000	835,000,000	880,000,000	920,000,000
6.9	Establish and maintain clocking-in system	0	32,000,000	32,000,000	32,000,000	32,000,000	32,000,000
6.10	Mid-term Evaluation	160,000,000			160,000,000		
6.11	End of SIP Evaluation	210,000,000					210,000,000
	Sub Total	6,466,980,000	1,099,500,000	1,147,625,000	1,382,005,000	1,287,300,000	1,550,550,000
OBJECTIVE 7: TO ENHANCE CUSTOMER CARE SYSTEMS AND PUBLIC AWARENESS OF DPP SERVICES AND CITIZENS RIGHTS							

7.1	Develop a Communication Strategy (consultancy, consultative meetings and workshops, publication, launching and dissemination)	828,775,000	150,000,000	157,500,000	165,375,000	173,600,000	182,300,000
7.2	Equip PR office (transport, Radio/TV, Sufficient airtime facilitation, Fax, Computer and accessories, Internet and duty facilitation, furniture and fixtures, still and motion cameras for recording)	887,890,000	250,000,000	148,000,000	155,400,000	163,170,000	171,320,000
7.3	Training of PRO staff in customer care, communication and public relations)	173,810,000	66,000,000	25,000,000	26,250,000	27,560,000	29,000,000
7.4	Undertake a comprehensive process to develop and launch Client Charter to outline service standards	303,500,000	163,500,000	140,000,000			
7.5	Translate the Client Charter into 12 major local languages and brailers for PLWD (site disability)	510,000,000		510,000,000			
7.6	Train DPP staff in organizational customer relations, change & image management (619) staff for 5 years)	248,652,500	45,000,000	47,250,000	49,612,500	52,090,000	54,700,000
7.7	Hold open days for public awareness /education	442,050,000	80,000,000	84,000,000	88,200,000	92,610,000	97,240,000
7.8	Design PR materials, procure and distribute/publish	828,835,000	150,000,000	157,500,000	165,375,000	173,640,000	182,320,000
7.9	Upgrade and hosting DPP website	47,600,000	20,000,000	2,000,000	2,100,000	21,000,000	2,500,000
7.10	Produce assorted materials for institutional branding (pens, small gifts, souvenirs etc)	138,132,500	25,000,000	26,250,000	27,562,500	28,940,000	30,380,000
7.11	Conduct assorted media programmes (radio programme, TV etc)	663,075,000	120,000,000	126,000,000	132,300,000	138,915,000	145,860,000
7.12	Conduct regional leaders/public sensitization workshops on DPP services	1,160,375,000	210,000,000	220,500,000	231,525,000	243,100,000	255,250,000
	Sub Total	6,232,695,000	1,279,000,000	1,644,000,000	1,043,700,000	1,114,625,000	1,150,870,000
	Grand Total	142,266,829,436	27,021,300,000	28,474,650,000	27,708,403,750	28,721,891,188	30,340,084,498