



REPUBLIC OF UGANDA



OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

FOURTH STRATEGIC PLAN (SP IV)

FY2017/18 – FY2019/20

DECEMBER 2017

11th -12th Floor Workers House, 1 Pilkington Road, P.O BOX 1550, Kampala, UGANDA Email:

www.dpp.go.ug

ACKNOWLEDGEMENTS

The development of this Fourth Strategic Plan (SP IV) was a result of a concerted effort of numerous actors. The ODPP wishes to appreciate contributions from all stakeholders, especially the Strategic Plan IV task force that spearheaded its development and the other members of staff of ODPP who participated in providing relevant inputs and comments to enrich the document.

The ODPP appreciates the commitment of Measure Africa (U) Limited, the Consultant who steered the process and offered the requisite technical guidance up to the completion of this Strategic Plan IV.

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

FOREWORD

Article 120 of the 1995 Constitution of the Republic of Uganda creates the Office of the Director of Public Prosecutions (ODPP). The ODPP is an autonomous institution not subject to the direction or control of any person or authority. The constitutional mandate of the ODPP 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 functions of the ODPP are geared towards the reduction of crime, the pursuit of justice and advancement of socio-economic development. The exercise of ODPP's authority and mandate always have regard to public interest, the interest of the administration of justice and the need to prevent abuse of legal process.

During the FY2012/13 – FY2016/17, the ODPP has achieved key milestones particularly in expanding district coverage from 70% in FY2012/13 to 82% in FY2016/17, respectively. The ODPP re-branded itself and expanded from 5 to 13 departments, and 2 units to meet the increasing demand of prosecutorial services. In collaboration with inter-sectorial agencies and regional state partners, the ODPP has been active in promoting peace, justice and inclusive societies for sustainable development in Uganda as well as the region.

The ODPP is conscious of the country's aspiration for "Strengthening Uganda's Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth", well-articulated in the NDP II, Presidential Manifesto and 23 Directives. 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 enhancing access to justice and promoting observance of human rights and accountability, for inclusive growth and competitiveness.

The development of the ODPP Fourth Strategic Plan (SP IV) (FY2017/18 – FY2019/20) signifies a key milestone in the implementation of the National Development Plan I and II as well as Vision 2040 of Uganda. The plan sets out a broader operational framework for the ODPP, cast in line with the National and Sectoral strategic directions. The priorities in this Strategic Plan IV have been aligned to those of the NDP II (FY2015/16 – FY2019/20) and the JLOS Sector Development Plan IV (2017 – 2021). This SIP serves as a foundation for consolidating the gains ODPP has registered during the implementation of the JLOS SIP III and provides the direction for enhancing the efficiency and effectiveness of the ODPP to serve Ugandans better.

Currently, the ODPP operates without the enabling law, and restrictive MTEF. However, under Strategic Plan IV, efforts are being made to expedite the enactment of enabling law to strengthen ODPP authority. The ODPP also continues to lobby government and the JLOS, to increase in funding.

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

For God and My Country
DIRECTOR OF PUBLIC PROSECUTIONS

LIST OF ACRONYMS AND ABBREVIATIONS

AAP	:	African Association of Prosecutors
ADR	:	Alternative Dispute Resolution
AIDS	:	Acquired Immune-Deficiency Syndrome
CADER	:	Centre for Alternative Dispute Resolution
CEDAW	:	Convention on the Elimination of all forms of Discrimination against Women
CID	:	Criminal Investigation Department
CSOs	:	Civil Society Organisations
CMS	:	Case Management System
DCC	:	District Coordinating Committee
DNCIC	:	Directorate of National Citizenship and Immigration Control
DPP	:	Director of Public Prosecutions
DISO	:	District Internal Security Organization
EAC	:	East African Community
EAAACA	:	East African Association of Anticorruption Authorities
FBI	:	Federal Bureau of Investigations
FYs	:	Financial Years
GBV	:	Gender Based Violence
GC & S	:	Gender, Children and Sexual Violence
GoU	:	Government of Uganda
HIV	:	Human Immuno-Deficiency Virus
HoDs	:	Heads of Departments
IAF	:	Inter-Agency Forum for Anti-Corruption Agencies
ICC	:	International Criminal Court
ICESCR	:	International Covenant on Economic Social and Cultural Rights
ICCPR	:	International Covenant on Civil and Political Rights
ICT	:	Information and Communication Technology
IGG	:	Inspector General of Government
IT	:	Information Technology
JJD	:	Juvenile Justice Department
JLOS	:	Justice, Law and Order Sector
KCCA	:	Kampala Capital City Authority
JSC	:	Judicial Service Commission
KI	:	Key Informant
LCCs	:	Local Council Courts
LDC	:	Law Development Centre
LGs	:	Local Governments
LLGs	:	Lower Local Governments
MDAs	:	Ministries Departments and Agencies
M&E	:	Monitoring and Evaluation
MIS	:	Management Information Systems
MLA	:	Mutual Legal Assistance
MoFPED	:	Ministry of Finance, Planning and Economic Development
MoGLSD	:	Ministry of Gender, Labour and Social Development
MoIA	:	Ministry of Internal Affairs
MoJCA	:	Ministry of Justice and Constitutional Affairs
MoLGs	:	Ministry of Local Governments
MoUs	:	Memorandum of Understandings

MOV	:	Means of Verification
MTEF	:	Medium Term Expenditure Framework
NAADS	:	National Agricultural Advisory Services
NDP	:	National Development Plan
NGOs	:	Non-Governmental Organisations
NEMA	:	National Environmental Management Authority
NEPAD	:	New Economic Partnership for Africa's Development
NPPSME	:	National Policy on Public Sector Monitoring and Evaluation
NUSAF	:	Northern Uganda Social Action Fund
OAG	:	Office of the Auditor General
OBT	:	Output Budgeting Tool
ODPP	:	Office of the Director of Public Prosecutions
OPM	:	Office of the Prime Minister
PESTEL	:	Political, economic, social and technological environment
PBB	:	Programme Based Budgeting
PPP	:	Public Private Partnership
PPDA	:	Public Procurement Disposal Authority
PRA	:	Participatory Rural Appraisal
PRDP	:	Peace Recovery Development Programme
PROCAMIS	:	Prosecution Case Management Information System
PWDs	:	People with Disabilities
RCC	:	Regional Coordination Committees
RDCs	:	Resident District Commissioners
RO	:	Regional Officer
RSAs	:	Resident State Attorneys
RSPs	:	Resident State Prosecutors
SACCO	:	Savings and Credit Cooperatives
SDGs	:	Sector Development Goals
SDP	:	Strategic Development Plan
SIP	:	Strategic Investment Plans
SP	:	Strategic Plan
SPSS	:	Statistical Program for Social Scientists
SWAps	:	Sector Wide Approaches
SWOT	:	Strength, Weaknesses, Opportunities and Threats
TAT	:	Tax Appeals Tribunal
ToC	:	Theory of Change
ToRs	:	Terms of References
TV	:	Television
UAP	:	Uganda Association of Prosecutors
UBOS	:	Uganda Bureau of Statistics
UDHR	:	Universal Declaration of Human Rights
UHRC	:	Uganda Human Rights Commission
ULRC	:	Uganda Law Reform Commission
ULS	:	Uganda Law Society
UN	:	United Nations
UPF	:	Uganda Police Force
UPS	:	Uganda Prisons Services
URA	:	Uganda Revenue Authority

UWA : Uganda Wildlife Authority

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	ii
FOREWORD	iii
LIST OF ACRONYMS AND ABBREVIATIONS	v
TABLE OF CONTENTS.....	viii
EXECUTIVE SUMMARY	xi
SECTION ONE	1
INTRODUCTION.....	1
1.1. BACKGROUND.....	1
1.2. Mandate and Functions of the ODPP.....	1
1.3. Vision, Mission, Goal and Guiding Principles of the Plan	2
1.3.1. Vision Statement	2
1.3.2. Mission.....	2
1.3.3. Goal / Purpose	2
1.3.4. Guiding Principles / Core Values	2
1.4. Human Rights Based Approach Principles (HRBA)	2
1.5. THE PLANNING FRAMEWORK OF THE STRATEGIC PLAN-IV	3
1.6. Structure of the Strategic Plan.....	4
SECTION TWO	5
SITUATION ANALYSIS	5
2.1. introduction	5
2.2. Problem Analysis.....	5
2.3. Stakeholder SWOT Analysis	6
2.4. The ODPP Stakeholders Analysis	7
2.5. Risk Analysis and Management	8
2.6. ACHIEVEMENTS AND CHALLENGES DURING THE IMPLEMENTATION OF THE SIP III (2012/13 – 2016/17).....	8
2.6.1. OVERVIEW OF MAJOR ACHIEVEMENTS UNDER EACH SIP III OBJECTIVE	8
2.6.2. IMPLEMENTATION CHALLENGES OF THE SIP III (FY2012/13 – FY2016/17).....	12
2.6.3. STRATEGIC AREAS FOR THE FUTURE	14
2.7. POLICY and planning FRAMEWORK	14
2.7.1. VISION 2040	14
2.7.2. THE NATIONAL DEVELOPMENT PLAN II (2015/16 – 2019/20)	15
2.7.3. JLOS STRATEGIC PLAN IV (2016/17 - 2019/20).....	15
2.7.4. REGIONAL AND OTHER INTERNATIONAL PROTOCOLS	16
2.7.5. SUSTAINABLE DEVELOPMENT GOALS.....	16

2.7.6. NATIONAL POLICY ON PUBLIC SECTOR MONITORING AND EVALUATION (2013)....	16
2.7.7. PROGRAMME BASED BUDGETING.....	17
2.8. Legal and Institutional ARRANGEMENTS of the ODPP	17
2.8.1. LEGAL FRAMEWORK	17
SECTION THREE	19
STRATEGIC DIRECTION	19
3.1. introduction	19
3.1.1. Vision Statement	19
3.1.2. Mission.....	19
3.1.3. Goal / Purpose	19
3.2 Strategic Objectives	19
3.3. DESCRIPTION OF STRATEGIC OBJECTIVES, STRATEGIES AND FUNCTION AREAS	19
3.4. cross cutting issues	23
3.4.1. hiv/aidS	23
3.4.2. environment	24
3.4.3. gender	24
SECTION FOUR	26
INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN	26
4.1 Action Plan	26
4.1.1. INSTITUTIONAL ARRANGEMENTS OF THE ODPP.....	26
SECTION FIVE	28
FINANCING STRATEGY	28
5.1. the financing of the STRATEGIC PLAN IV	28
5.1.1. ADDRESSING THE FUNDING GAP	29
6.1 MONITORING AND EVALUATION.....	29
6.1.1 THE PROGRAMME-BASED M&E TOOL	29
6.1.2 RESULT AND IMPACT EVALUATION.....	29
6.1.3 DATA COLLECTION AND MANAGEMENT.....	30
6.1.4 REPORTING RELATIONSHIPS AND FEEDBACK MECHANISMS.....	30
Annex 1: Logical Framework of the ODPP Strategic Plan	31
Annex 2: COSTING OF THE STRATEGIC PLAN IV ACTIVITIES (in Million ugx)	53
Annex 2: COSTING OF THE STRATEGIC PLAN IV ACTIVITIES (in Million ugx)	53
ANNEX 4: ORGANOGRAMs	65
ANNEX 4: ORGANOGRAMs	65
Macro Structure of the Office of the Director of Public Prosecutions	65

Micro structure of the Directorate of Prosecution.....	66
Micro structure of the Directorate of International Affairs	67
Micro structure of the Directorate of Inspection, Quality Assurance, Research and Training.....	68
Micro structure of the Directorate of Management Support Services	69
Micro structure of the Department of Finance & Administration	70

EXECUTIVE SUMMARY

Background

Article 120 of the Constitution of the Republic of Uganda establishes the ODPP and mandates it 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 ODPP 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 investment plan is therefore a strategic approach to setting the priorities and strategies of the ODPP, estimating the costs and spurring the development of the ODPP to execute its mandate more efficiently and effectively.

The development of this Strategic Plan IV (FY2017/18 – FY2019/20) was highly participatory and the priorities set out in this document are aligned to those of JLOS Sector Development Plan IV, Vision 2040, SDGs and the National Development Plan II (FY2015/16 – FY2019/20).

Outlay of the Strategic Plan IV report

This Strategic Plan IV comprises five sections.

Section 1 introduces Strategic Plan IV, orienting to the rationale for its development to guide the priority setting and operational road map over the next four years. The section presents the background information about the ODPP, organizational mandate and functions, the vision, mission, goal and the core values that underpin ODPP's approach in the execution of her mandate, the planning framework of Strategic Plan IV, and the outline of the Strategic Plan IV.

Section 2 presents objective assessment of the environment in which the ODPP operates and the ability to realize its vision, mission and strategic objectives. The section presents the stakeholder SWOT analysis, stakeholders analysis as per their Influence/Importance, risk analysis and management, overview of the achievements and challenges during the past five years as well as strategic areas for the future, policy and planning framework, and legal and institutional arrangements within ODPP.

Section 3 articulates the strategic direction of the ODPP's while stating problem analysis, setting strategic objectives, strategies and function areas for the planning period while matching them with performance outputs which will be pursued. A clear results framework has been developed as an implementation tool and a spring for performance monitoring and evaluation.

Section 4 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 ODPP 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 5 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 Strategic Plan IV.

The estimated total budget to implement the Strategic Plan IV (FY2017/18 - 2019/20) is **UGX 104,981.50 million**. The amount **UGX 94,297.90 million** is distributed among the four key strategic objectives over the three year period while **UGX 10,683.60 million** are the costs for the cross-cutting issues on HIV/AIDs, environment and gender. This means that the ODPP will require averagely **UGX 34,99.83 million** annually to finance the plan.

ESTIMATED COSTS FOR EACH STRATEGIC OBJECTIVE & CROSS-CUTTING ISSUES (Million UGX)	3 years Total	FISCAL YEARS		
		2017/18	2018/19	2019/20
To examine and manage criminal cases	24,188.30	7,069.7	7,944.4	9,174.2
To promote observance of prosecution services' performance standards at all ODPP areas of jurisdiction	5,085.70	1,505.1	1,693.2	1,887.4
To enhance access to prosecution services by all, dis-aggregated by age, gender, location, physical differences	55,256.90	15,603.4	18,748.2	20,905.3
To collaborate with other inter-state agencies and other partners in public prosecutions at international level	9,767.00	2,860.0	3,266.9	3,640.1
Cross-cutting issues on HIV/AIDs, Environment and Gender	10,683.60	3,561.1	3,466.9	3,655.6
Total	104,981.50	30,599.3	35,119.6	39,262.6

SECTION ONE

INTRODUCTION

1.1. BACKGROUND

Article 120 of the Constitution of the Republic of Uganda creates the Office of the Director of Public Prosecutions (ODPP). The ODPP is constitutionally mandated to prosecute criminal cases in any courts of law in Uganda except the court martial, and direct the Police to investigate information of a criminal nature. The ODPP is an autonomous institution not subject to the direction or control of any person or authority. The Constitution stipulates the exercise of ODPP's authority has regard to public interest, the interest of the administration of justice and the need to prevent abuse of legal process.

ODPP is part of the Justice, Law and Order Sector (JLOS) that pursues a Vision of "Justice for All" designed around a six-point agenda. This includes: i) promotion of the rule of law and due process; ii) foster a human rights culture across JLOS institutions; iii) enhance access to "Justice for All" especially the poor and the marginalized groups; iv) reduce the incidence of crime, and promote safety of persons and security of property; v) enhance JLOS contribution to economic development; and vi) build institutional capacity to enhance service delivery. The stakeholders under the JLOS are the Ministry of Justice and Constitutional Affairs (MoJCA) as the lead agency; while others include: the Judiciary, Ministry of Local Government (Local Council Courts), Ministry of Gender, Labour and Social Development (Juvenile Justice Department), Uganda Law Reform Commission (ULRC), Office of the Director Public Prosecutions (ODPP), Judicial Service Commission (JSC), Uganda Law Society (ULS), Uganda Human Rights Commission (UHRC), Law Development Centre (LDC), Ministry of Internal Affairs (MoIA), Uganda Prisons Services (UPS), Uganda Police Force (UPF), Directorate of National Citizenship and Immigration Control (DNCIC), Centre for Alternative Dispute Resolution (CADER) and the Tax Appeals Tribunal (TAT).

1.2 MANDATE AND FUNCTIONS OF THE ODPP

The mandate and functions of the ODPP as derived from Article 120 of the 1995 Constitution of the Republic of Uganda are to:

- (i) Direct the Police to investigate any information of a criminal nature and to report to him or her expeditiously;
- (ii) Institute criminal proceedings against any person or authority in all courts with competent jurisdiction other than a court martial;
- (iii) Take over and continue any criminal proceedings instituted by any other person or authority;
- (iv) 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.

1.3. VISION, MISSION, GOAL AND GUIDING PRINCIPLES OF THE PLAN

In pursuit of the organizational mandate and functions, the following vision, mission, and core values guide the implementation of the ODPP strategic objectives.

1.3.1. VISION STATEMENT

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

1.3.2. MISSION

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

1.3.3. GOAL / PURPOSE

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

1.3.4. GUIDING PRINCIPLES / CORE VALUES

The ODPP has identified key guiding principles that underpin the ODPP’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.

1.4. HUMAN RIGHTS BASED APPROACH PRINCIPLES (HRBA)

The development of ODPP Strategic Plan IV also employs a Humanitarian approach as a framework for the process of Human Development that is based on international human rights standards. Human rights approach is more sensitive to the needs of the poor and the vulnerable which the ODPP targets to serve most. In specific terms, the development of the ODPP SIP is guided by the following HRBA principles:

- i. **Linkage to international human rights standards:** The ODPP Strategic Plan IV integrates the norms, standards, and principles of the international human rights system;
- ii. **Indivisibility:** All human rights whether civil, political, economic, social or cultural, have equal status and are important in their totality;
- iii. **Universality and Inalienability:** Human rights are universal therefore all people everywhere in the world are entitled to them. They are not given by the state nor can they be taken away;

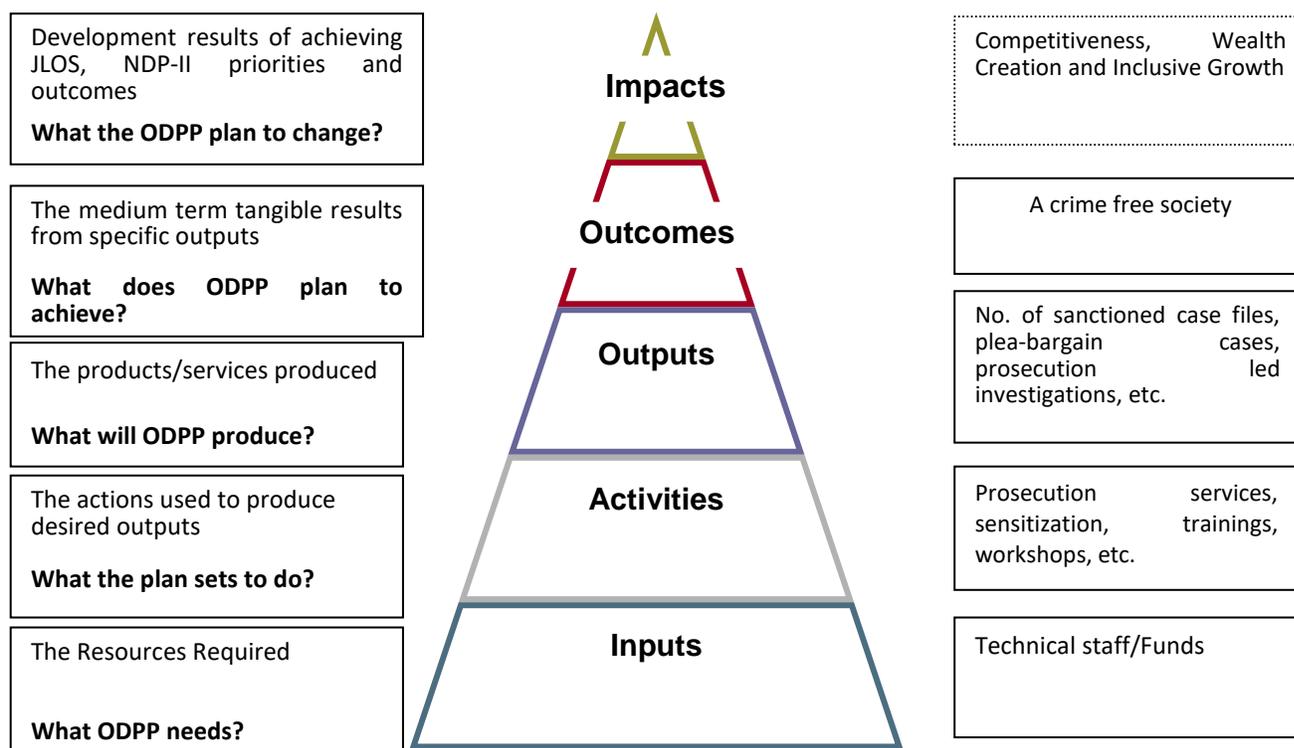
- iv. **Interdependence and interrelatedness:** The realisation of one right often depends on the realisation of other rights. All rights are important;
- v. **Equality and non-discrimination:** All individuals are equal in human dignity and are entitled to equal rights without discrimination of any kind;
- vi. **Participation and inclusion:** Every person is entitled to active, free and meaningful participation, contribution to and enjoyment of development, through which human rights and fundamental freedoms can be enjoyed;
- vii. **Empowerment:** Under this principle, the ODPP builds people’s capacity to enjoy their human rights and the fruits of responsibility development;
- viii. **Accountability and respect for the rule of law:** The principle identifies ‘rights holders’ and ‘duty bearers’. It enhances the capacities of those duty bearers to meet their human rights and development obligations.

1.5 THE PLANNING FRAMEWORK OF THE STRATEGIC PLAN-IV

The ODPP embarked on a strategic review process that culminated into the development of the strategic investment plan for the next four years (FY2017/18 – FY2020/21). The process entailed conducting an evaluation to assess the extent of the implementation of the activities as laid down in the 2012/13 – 2016/17 strategic investment plan; reviewed the ODPP SIP III with focus on a number of thematic areas that included: relevance, impact, efficiency, effectiveness, coordination and sustainability, and identified the achievements, challenges and lessons learnt, and their possible implications for effective and efficient operations of ODPP. The development of the Strategic Plan IV was steered by a Task force that adopted a participatory approach that was largely consultative involving internal and external stakeholders in order to maximize ownership of the process.

The ODPP strategic focus is aligned to the development needs and outcomes oriented approach. In this SIP, the ODPP seeks to align its key performance targets based on the outcomes oriented monitoring and evaluation approach as stated in the National M&E policy (2013). Figure 1 provides pyramidal flow of inputs through activities, outputs, outcomes to impacts.

Figure 1: Logical Planning Framework



The framework shows how the ODPP mandate is aligned to NDP II which is anchored on the Uganda Vision 2040 which aims at achieving the stated vision with the goal of propelling the country towards middle status income by 2020 through strengthening Uganda’s competitiveness for sustainable wealth creation, employment and inclusive growth.

1.6. STRUCTURE OF THE STRATEGIC PLAN

This Strategic Plan is structured as follows: Section one presents the background, mandate, vision, mission and core values, and planning framework of the Strategic Plan; Section two presents the situational analysis which contains, SWOT analysis, stakeholder analysis, achievements, challenges, risk analysis and management, legal and institutional arrangement; Section three contains problem analysis, strategic objectives, strategies and function areas; section four presents the implementation arrangements of the SIP, the M&E framework as well as reporting. Section five presents the SIP implementation costs and financing plan.

SECTION TWO

SITUATION ANALYSIS

2.1. INTRODUCTION

This section presents an objective assessment of the environment in which the ODPP operates to determine how the environment will impact on its ability to realize its vision, mission and strategic objectives. The section presents the SWOT and stakeholders' analysis, risk analysis and management, major organizational achievements and challenges; diagnosis of regional and other international protocols, Sustainable Development Goals as well as legal and institutional strengthening of the ODPP. The details are presented in the sub-sections hereunder.

2.2. PROBLEM ANALYSIS

Despite a decline in some of the crimes, there are categories of crimes that are on an upward trend in the country. These include sex related crimes that have increased by 64% from 7,360 in 2009 to 12,077 in 2014. In the period 2013 - 2014 alone, sex related offences increased by 26% from 9,598 to 12,077. The child related offences increased by 27% from 8,646 cases in 2009 to 10,974 in 2013. Corruption related crimes more than quadrupled and increased by 382% from 95 cases in 2009 to 485 in 2014. Cybercrimes more than doubled from 36 cases to 83 in 2014. In addition, the threat of terrorism is still very present in Uganda. With the growth of more sophisticated, technology based and syndicated crimes, the methods and skills required to handle such criminal cases need to be built to meet the new challenge. Moreover, Uganda currently has the second youngest population in the world where about 55% of the population is below 18 years and 23% are between 18 and 30. The age dependency ratio stands at 103%. Unemployment in Uganda is also high. While the youthful population can be viewed as a future asset, the current combination of youth and unemployment is an immediate threat, and the risk of falling into crime is high. Thus efforts must be enhanced to reduce the number of children who are susceptible to engaging in crime and divert those who have already fallen into crime from the criminal justice system.

In aspects of environment and disasters, the adverse impact of climate change and land fragmentation has become more evident in Uganda, with shifting weather and seasonal patterns. This is particularly harmful to an economy heavily dependent on agriculture and where the land is scarce. The impact of environmental degradation has been experienced by way of changing rain patterns, prolonged drought and floods and the resultant food insecurity. These challenges have heightened the conflicts around natural resources, including water, grazing areas and arable land. Besides, Uganda currently hosts about 525,968 refugees from across the Great Lakes Region and the Horn of Africa. While Uganda's refugee policy has been lauded globally, the justice needs of refugees still remain largely unattended. Crime is present in the refugee settlement as in any other community, and forced migrants are being brought into the criminal justice system. The peculiar challenges that they face, such as language barriers, absence of suitable persons to stand surety, lack of knowledge of the laws and procedures and lack of means to secure legal representation, create more complicated conditions when handling their matters. Specific attention needs to be paid to the peculiar needs of refugees and asylum seekers, as well as the need to have robust structures to address conflict within the settlements and with neighbouring host communities.

Uganda recognizes and is committed to working to attain the Sustainable Development Goals (SDGs). ODPP in particular will focus on SDG-16 which seeks to promote peaceful inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. We acknowledge that corruption and lack of transparency contribute to the gaps in access to justice and the limited trust in ODPP.

The key issues raised bring new dimensions and the complexities of the emerging crimes, which presents an opportunity for action by the ODPP. The ODPP requires repositioning itself in pursuit of tackling not only the increasing demand of prosecutorial services but also effective handling of the sophisticated crimes. . The targets set will therefore be an integral part of the Sector’s Strategy and will guide the development and implementation of the Strategic Plan IV. The ODPP is therefore set to address the four strategic areas as presented hereunder.

2.3 STAKEHOLDER SWOT ANALYSIS

Table 1 presents the strengths, weaknesses, opportunities and threats that are vital in guiding the ODPP to appreciate its internal and external positioning. The SWOT also helps the OPDP to harness the strengths and opportunities and mitigating the weaknesses and threats.

Table 1: SWOT Analysis (Strength, Weaknesses, Opportunities, Threats)

<p style="text-align: center;">STRENGTH</p> <ul style="list-style-type: none"> • Public good will and support from clients and government; • Mandate as enshrined in the 1995; constitution and largely respected; • Good international collaboration with other states and agencies; • Rebranded ODPP in line with restructuring, • Qualified, committed, skilled and experienced staff trained in multi-tasking; • Leadership is focused and committed; • Maintained very healthy, conducive work environment; • Launched staff SACCO; • Increased geographical coverage of prosecution services including creation of 16 regional offices; • Gender balanced. 	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • JLOS support; • Strategic partners – Parliament, Development partners and Sister Agencies; • Public displeasure with crime; • Improved public awareness; • Media availability and coverage; • International legal and institutional frameworks; • Improvements in ICT use at ODPP; • Increased demand for prosecution services; • Improved national security; • Respect for the rule of law; • Innovations (e.g. plea-bargain & prosecution led investigation).
<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Low pay which is demotivating staff; • Staff turnover; • Understaffing especially in upcountry stations; • Delayed enactment or lack of enabling law; • Inadequate logistical support and supervision; • Limited coverage of PROCAMIS • Inadequate office space; • Slow pace of adaptation of ICT; 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Mob justice is increasing; • Political interference; • Underfunding on every budget item; • Limited public understanding of justice delivery processes hence the slant to mob justice; • Sophistication of crime trends e.g. cyber crimes • Absence of laws on witness protection; • Better employment terms outside ODPP;

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

2.4. THE ODPP STAKEHOLDERS ANALYSIS

A stakeholder, within this context is any person, group, or organization that can place a claim on the ODPP'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 ODPP as well as external stakeholders whose actions or inactions affect the work of ODPP directly or otherwise or who are affected directly or otherwise by the work of the ODPP. A critical analysis identifies the following as key stakeholders of ODPP as presented in Table 2.

Table 2: Categorization of ODPP stakeholders as per their Influence/Importance

	Significant Influence	Some influence	Little influence	No influence
Significant importance	<ul style="list-style-type: none"> • Police (CID) • Judiciary • Witnesses • Uganda Association of Prosecutors (UAP) • East African Association of Prosecutors 	<ul style="list-style-type: none"> • Accused persons • InterPol • General public • Victims • ICC 		
Some importance	<ul style="list-style-type: none"> • <u>Other JLOS members</u> (other sections/ departments of Police; Prisons; Government Analytical Laboratory • MOFED, Parliament, IGG, OAG • Advocates under ULS • Inter-agency forum • Civil Society Organizations 	<ul style="list-style-type: none"> • Private investigators • Other Prosecutors • Investors • Service providers • Human rights advocates • International Association of Prosecutors 	<ul style="list-style-type: none"> • International Human Rights Organisations • African Association of Prosecutors (AAP) • East African Association of Anticorruption Authorities (EAAACA) 	
Little importance / No importance				

The ODPP 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.

2.5. RISK ANALYSIS AND MANAGEMENT

Risks are occurrences that may affect the successful implementation of the strategic plan. Table 3 provides an outline of the risks; gives a perception of the level for each identified risk categorized as High (H), Medium (M) and Low (L) and proposes mitigation measures and strategies which can be adopted to effectively manage the risks.

Table 3: Risks and Mitigation Strategies

Risk Factor	Risk Level	Mitigation Strategy
Inadequately staffed organizational structure which affects ODPP's ability to perform as expected.	Medium	Continuous engagement with the Ministry of Public Service to hire more staff.
Low budgetary allocations to fund ODPP programmes amidst expanded scope of work	High	Continuous engagement with MOFPED and Development Partners to provide the required financial and technical resources.
Failure by Police to follow the instructions to investigate cases	High	Expediting the enactment of enabling law to strengthen ODPP authority
Continuous emerging unplanned priorities.	Medium	Reprioritization and efficient utilization of the available resources
Expanded scope of the ODPP works due to increase in districts from 112 to 145, complexities of cases, and new laws that keep coming up.	High	a) Lobbying for increase in state funding; b) Hire more staff to match the increasing demand; c) Strengthen lower local courts.
Predetermined MTEF ceilings and inflexible budget guidelines	Medium	Use the Government Coordination Framework to engage other stakeholders to review the approach

2.6. ACHIEVEMENTS AND CHALLENGES DURING THE IMPLEMENTATION OF THE SIP III (2012/13 – 2016/17)

2.6.1. OVERVIEW OF MAJOR ACHIEVEMENTS UNDER EACH SIP III OBJECTIVE

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

ODPP was able to handle criminal cases in accordance with the standards manual where by the average time taken to peruse and make a decision on the case files averaged 30 days as planned. Moreover, average time (in days) taken to sanction a case file remained 2 days as planned. On the contrary, the average time taken to conclude a prosecution led investigation increased from 101 days in 2012/13 to 125 days in 2015/16 against the planned average target of 120 days (Table 4). The adherence to set standards led to increase in sanctioning of new cases.

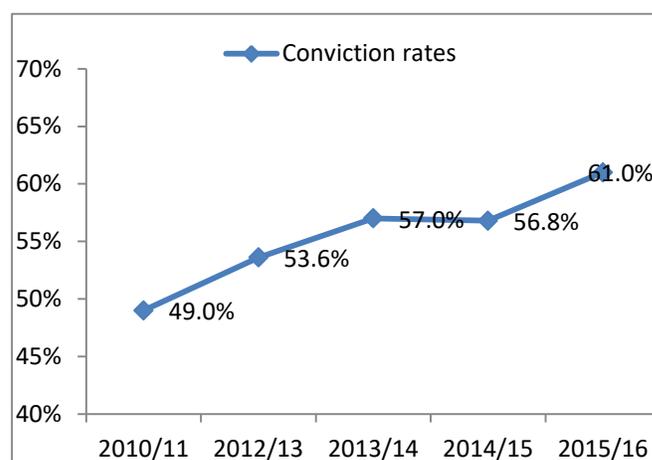
Table 4: Average time it takes to peruse case files

Performance indicator	2012/13		2013/14		2014/15		2015/16	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Average number of days taken to conclude a prosecution led investigation	120	101	120	114	120	122	120	125
Average number of days taken to peruse and make a decision on the case files	30	39	30	29	30	30	30	32
Average number of days taken to sanction a case file	2	5	2	2	2	2	2	2

Source: ODPP annual performance reports & MPS

The application of the standards manual improved the coordination among stakeholders especially between the ODPP and the Police (CID). This helped to enhance the quality of investigations as indicated by the increase in the conviction rate of 61% in 2015/16 compared to 49% in 2010/11. Coordination meetings helped in effective handling and disposing of cases. These meetings acted as an avenue to reflect and utilize the standards manual. During the SIP III, ODPP participated in a number of coordination meetings at various levels including the District and Regional Chain-linked meetings.

Figure 1: Conviction rates of criminal cases from FY2012/13 – FY2015/16



Source: JLOS Annual Performance Report (2016) & ODPP database

In FY2015/16, the ODPP recorded 130,472 new cases out of which 83,889 case files were sanctioned within averagely 2 days. About 97 prosecution-led-investigations and prosecution cases were each concluded in 101 – 125 days. Relatedly, ODPP registered 13,180 cross border cases out of which 8,697 were prosecuted recording a conviction rate of 66%.

ODPP staff was trained in handling children issues and this helped them to effectively act on GBV related cases.

Objective 2: To enhance capacity of ODPP to prosecute corruption and white collar crimes

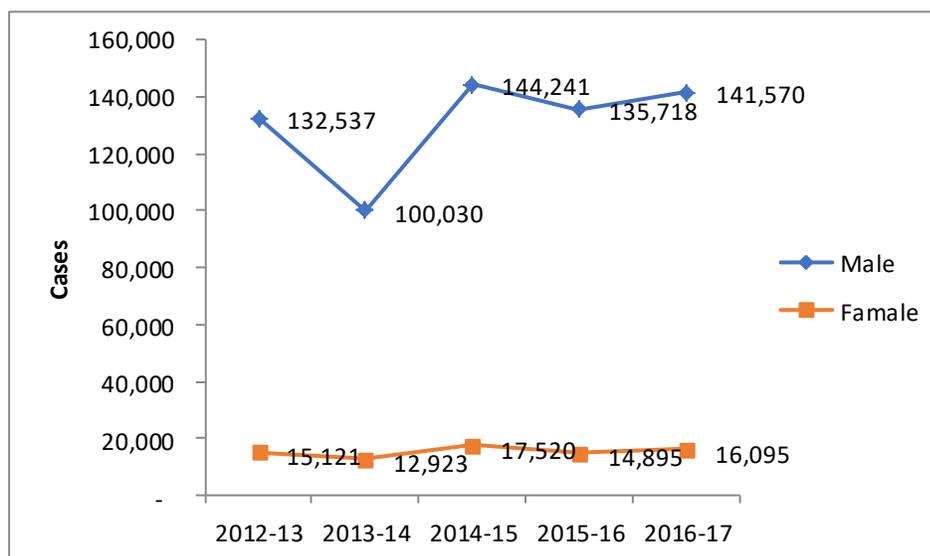
The ODPP trained staff in the anti-corruption department to increase their capacity to handle corruption cases and also promoted public awareness on the effects of corruption in the country. As a result, a number of convictions in the corruption cases in the Anti-Corruption High Court Division increased.

The ODPP produced and disseminated copies of anti-corruption and cyber laws. In 2013/14, 40 copies of Anti-corruption and cyber laws were distributed to prosecutors to provide cases of

reference and improve their knowledge and understanding on various laws of the country and the region.

The prosecution led investigation (PLI) helped improve quality of investigations and ultimately increased prosecutorial services. There has been increase in the number of newly registered cases from 147,658 (132,537 by males & 15,121 by females) cases in 2012/13 to 157,665 cases (141,570 by males & 16,095 by females) in 2016/17 posting a 7% increase. This was partly attributed to good collaboration between CID and ODPP as well as the effectiveness of RCC and DCC. In terms of gender, it was noted that more men (than women) are likely to commit crime largely because of the natural obligations men hold in society/communities that tempts them into committing offenses.

Figure 2: Newly Registered Cases Gender



Source: ODPP Database

Objective 3: To handle, coordinate and promote international cooperation in criminal matters

The handling, coordination and promotion of international cooperation at ODPP were effective. ODPP continued to cooperate with international partners to enhance capacity to prosecute cross border crimes. The ODPP prosecuted at least 66% of the registered cross-border cases on average and responded to 8 incoming Mutual Legal Assistance requests within an average period of 26 working days. A number of cases of international nature such as that involving Jamil Mukulu have been handled through good collaboration and mutual assistance from the neighboring countries.

ODPP’s efforts to improve its work in prosecution of criminal cases focused on working with different stakeholders. This was done through participation in meetings and symposia at regional and international levels. For example, in FY 2014/15, ODPP fully participated in over 8 activities in form of meetings and workshops in Kenya, Djibouti, Tanzania, Mozambique, Morocco and Rwanda.

Objective 4: To provide public prosecution services up to county level

New work stations were established and public prosecution services coverage reached both districts and regional offices. By FY2016/17, the number of ODPP offices had increased up to 16 Regional Offices and 110 stations in 84 districts translating into 75% national coverage. The expansion of the work stations brought prosecution services close to those who need them, though not to the county level as had earlier envisaged.

The review of the ODPP staff structure was done with guidance from Ministry of Public service. The review ushered in a new structure with Directorate of Public Prosecutions (DPP) becoming the Office of the Director of Public Prosecutions (ODPP) with new departments and units created effective FY2016/17. The restructuring led to creation of four directorates and the departments increased from five (5) to currently thirteen (13) departments.

ODPP enhanced its capacity to respond to crime in different parts of the country by providing transport and communication facilities to its staff. The ODPP procured 41 vehicles and distributed to various stations. The vehicles were procured and are in good running condition which helps staff to move to courts especially when they are far distant from their stations.

Objective 5: To develop, implement and maintain an effective and efficient Case Management Systems (CMS) database and standards

The development, implementation and maintenance of case management system (CMS) database and standards were done. The ODPP has achieved a great deal on PROCAMIS by acquiring the network management software and hardware system. The major purpose of the PROCAMIS solution was to assist to streamline and automate Public Prosecutions Case Management and related business processes. PROCAMIS was officially launched in October 2016, and started capturing live data from offices at ODPP headquarter, Mukono, Buganda Road and Entebbe.

Objective 6: To promote ethics and accountability within ODPP

Ethics and accountability within ODDP have been promoted. ODPP's implementation of Internal Audit was pivotal in ensuring adequate internal controls over its financial management processes at all levels. Through the Internal Audit program, there was adherence to accountability by producing quarterly accountability reports, quarterly compliance reports, field inspection reports, special assignments/special audit reports, payroll verification reports, and fixed assets review reports and Procurement audit reports. The best practices and quality checks are adhered to in day-to-day operations at the ODPP.

Table 5: Proportion of public complaints handled

Performance indicator	2012/13	2013/14	2014/15	2015/16
% of public complaints against staff performance	68	70	71	75
% of public complaints against criminal justice	72	80	79	92
% of offices that meet performance standards/ Districts with a functional DPP station	87	70	80	93

Source: ODPP annual performance reports & MPS

In order to ensure accountability of ODPP staff, it was made easy for the public or any concerned person to report or complain on issues regarding accountability or conduct of any staff at the ODPP. The ODPP embarked on strengthening the Complaints’ registration and management by procuring toll-free telecommunication lines as one of the measures to handle public complaints as noted by trends in proportions of public complaints handled (Table 5). This has helped to create awareness and empower the public with unhindered communication through complaint desks to handle any matter of concern.

Objective 7: To enhance customer care systems and public awareness of ODPP services and citizen rights

In order to enhance customer care and public awareness of ODPP services and citizen rights, the ODPP created a Public Relations (PR) function and assigned officers with special obligation as official spokespersons of the ODPP. In principle, all Resident and Regional State Attorneys should do public relations of ODPP except the role of spokespersons.

Through the office of the PR, ODPP’s image was promoted through a number of interventions. These included disseminating the client charter, holding radio/TV talk shows, press conferences, making press releases in national newspapers, electronic display of information on boards and participating in open days. The social media platforms such as facebook and whatsapp were active and information was shared with the stakeholders. All these interventions increased visibility of ODPP as prosecuting entity and helped the public to get correct information.

(ii) Financing to ODPP

The ODPP budget grew nominally during the past four (4) FYs. The development funding increased from 4% in 2012/13 to 24% in 2015/16 of the total budget. On the other hand, the JLOS-SWAP budget has been declining partly because of reducing resource envelope amidst increasing sector priorities. Moreover, wage and non-wage components as a proportion of total budget declined, but with an increasing donor support (Table 6).

Table 6: Recurrent and Development budget for ODPP for the period 2012/13 – 2015/16

		2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2015/16 Budget
Recurrent	Wage	4.420	4.468	4.468	6.042
	Non-wage	8.649	9.883	9.883	14.570
Development	GoU	0.564	1.631	1.631	6.975
	JLOS-SWAPs	2.066	2.448	1.733	1.910
Total		15.699	18.43	17.715	29.497
	% wage	28%	24%	25%	20%
	% non-wage	55%	54%	56%	49%
	% Dev’t	4%	9%	9%	24%
	% Dev’t SWAP	13%	13%	10%	6%
	Total	100%	100%	100%	100%

Source: ODPP and JLOS Annual performance reports (2012/13 – 2015/16)

Even though funding increased nominally, it was inadequate to fund the activities of the SIP III. The funding projections for the FYs 2012/13 – 2015/16 were set at UGX 111.93bn financed from

consolidated fund and JLOS SWAP. Only 73% (UGX 81.3bn) of the planned budget was released and spent, reflecting a funding gap of 27% (UGX 30.59 bn). Because of underfunding, there are several programmes and activities that are planned but not funded. In FY2013/14, the ODPP planned to stock and equip Documentation Center, Institute Mini Field Registries, all which never took place. The ODPP also planned to construct a minimum of 8 Office buildings, but this was not possible due to the inadequate development budget allocation.

(iii) Appropriateness of Organizational Structure and Staffing

The current new organizational structure of ODPP is appropriate. ODPP restructured and expanded departments from five to currently 13 under four directorates. Even after restructuring, many of the established positions at the ODPP have remained vacant which is partly attributed to limited resource envelope. The inadequate staffing has led to increase in caseload per Attorney, say from 234 in 2013/14 to 975 case files in 2015/16, respectively. Because of staffing needs in ODPP, in some instances, the same inspectors that carryout routine inspection were the ones to investigate the complaints. The trends of staff establishments and actual staffing at ODPP are presented in Table 7.

Table 7: Trends of established positions and staffing at ODPP

YEAR	ESTABLISHED POSITIONS	FILLED	VACANT	CONTRACT STAFF	RESIGNED	TEMPORARY STAFF
2012/2013	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
2013/2014	n.a.	434	n.a.	n.a.	n.a.	n.a.
2014/2015	n.a.	507	n.a.	n.a.	2	n.a.
2015/2016	n.a.	508	n.a.	1	7	n.a.
2016/2017	1,340	491	847	2	2	174
n.a. Data was not available at the time of the evaluation study						

Source: ODPP Human Resource Department (2017); n.a. Figures were not available at the time of the study

2.6.2. IMPLEMENTATION CHALLENGES OF THE SIP III (FY2012/13 – FY2016/17)

ODPP has registered several achievements in as far as execution of its mandate. However, the institution is faced with challenges that hinder the running of its day to day activities. These challenges have been categorized into economic, financial, political, institutional and technological as presented hereunder:

a) Economic and Financial Challenges

- For the past five FYs, Uganda’s economic growth recorded at 3.3% in 2012/13 before raising to 4.5% in 2013/14 (lower than the expected average of 7.2%). Growth declined by 0.2 percent from 2015/16 to 2016/17, thus posting a lower than the originally projected growth rate of 5.8 percent. Uganda’s low economic growth has in one way or the other affected the resource envelope. The inadequate resource mobilization has restricted the MTEF funding and thus stifled economic activities of some MDAs.
- The inadequate funding to ODPP remains a cardinal issue which has slowed the execution of some core activities as well as overall mandate as clearly spelt out in the Strategic Investment Plan III.

- In addition, limited funding caused delays in carrying out of investigations especially in situations where prosecutors were supposed to lead the Police and work along with them right from the day the crime was committed. Delayed effective investigations caused delays in the hearing of court cases hence increasing case backlog.

b) Political Challenge

- The after effects of the 2011 national elections such as walk-to-work coupled with high fuel pump prices led to crime especially among the youth. The recent '*Kasese incident*' not only led to loss of people's lives and property, but also drastically increased prosecutorial work load at ODPP.

c) Institutional Challenges

- There was inadequate technical capacity at institutional level to handle the changing crime trends and proliferation of new crimes such as cyber-crime, trafficking in persons, terrorism, white collar crimes and the increased crimes, including sex and gender based violence. This was made worse by the fact that most crimes especially cross-border ones were sophisticated in nature.
- The ODPP is under-staffed at all levels, and coupled with poor remuneration which has curtailed effective delivery of prosecutorial services down to county level. There is increasing caseload (from 234 case files per Attorney in 2013/14 to 975 case files in 2015/16), respectively.
- Limited coordination between ODPP staff in up country offices and head office, mainly as a result of lack of internet services that would be quickening the flow of communication.
- Office space is inadequate for not only ODPP staff but also space to establish registries and libraries. The situation will be escalated further under the new structure that requires hiring of new staff.
- Inadequate office equipment such as printers, photocopiers, and strong filing cabinets is still a challenge. Keeping of files and having a conducive work environment was not possible and this made some officers to work under difficult conditions and inconvenience.
- The security and safety of some prosecutors was a challenge especially those handling cross boarder criminal cases like terrorism and treason, where by most of the prosecutors worked and operated under a lot of fear.
- Managing witnesses and testimonies remains a challenge. This was due to the fact that witnesses would demand protection and yet there was no enabling law to do it. So this negatively affected the prosecution process.

d) Technological challenges

- There is limited coverage of automated robust Prosecution case Management System (PROCAMIS). The tracking of case files remains difficult because of using manual systems. There is also inadequate technical capacity of staff to use the system. The network expansion is further limited by infrastructure such as power and land connectivity by NITA – slow in covering the whole country.
- There was insufficient ICT equipment like computers (laptops) in the majority of ODPP offices and the website is not well updated with reading materials for the public and other interested stakeholder's partners.

2.6.3 STRATEGIC AREAS FOR THE FUTURE

ODPP Strategic Areas of Focus

In developing this Strategic Plan IV, the ODPP 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:

- I. Construct more ODPP offices countrywide;
- II. To continue strengthening the collaboration with justice institutions (such as Police CID) to dispense transitional justice;
- III. With support from NITA-U, roll-out the PROCAMIS to upcountry stations;
- IV. Recruitment of more staff to meet the increased scope of work;
- V. Provide logistics support to ODPP upcountry offices;
- VI. Alignment of the Strategic Plan IV with government priority of achieving middle income status as stipulated in Vision 2040 and NDP II (2015/16 – 2019/20);
- VII. Alignment of the ODPP activities to the global agenda 2030 (e.g. Sustainable Development Goals);
- VIII. Taking advantage of Public-Private partnerships (approach) to enhance capacity of the ODPP particularly in areas of law, justice and development cooperation actions as stated in the Uganda Partnership Policy (2012);
- IX. Focus on building a corporate brand of the ODPP;
- X. The top management of ODPP to continue lobbying, negotiation and advocating for funding and welfare of staff. This effort can motivate and ensure a favourable working environment that enhances productivity;
- XI. Increasing staff remuneration to avoid corruption;
- XII. Facilitation of foreign trips to other countries by ODPP Staff so as to enhance their capacity;
- XIII. Providing vehicles for facilitation of RSAs;
- XIV. Providing more training for the prosecutors since the criminals are now using technology to commit crimes especially cybercrimes.

2.7. POLICY AND PLANNING FRAMEWORK

There are new developments in the planning and policy framework of this country, including the launch of Vision 2040; the development of a second five year National Development Plan (NDP-II, 2015/16 – 2019/20); the launch of the Strategic Plan IV of the JLOS (FY2017/18 – 2021/22). Other planning policy frameworks include the shift away from Output Budgeting Tool (OBT) to the online Programme Based Budgeting (PBB); the National Policy on Public Sector Monitoring and Evaluation; these coupled with the creation of new local government units (from 112 to 145 districts) present a need for action by the ODPP in terms of increasing access to prosecutorial services. Below is a further analysis of the linkages of ODPP mandate with other national policies as well as global agenda.

2.7.1. UGANDA VISION 2040

The ODPP mandate contributes to the JLOS Vision “Ensure that people in Uganda live in a Safe and Just Society”. At the macro level, ODPP promotes fair, just and crime free society which attributes are directly linked to structural transformation of the Ugandan economy. The promotion of the rule of law through crime prevention, observance to human rights, and strengthening regulations and

institutional arrangements are prerequisites that shape daily economic and social activity. The end result of ODPP performance and JLOS in general are improvements in economic and social health of the country creating an environment conducive for national investment in the priority sectors thereby *strengthening Uganda's competitiveness for wealth creation inclusive growth and employment*.

2.7.2. THE NATIONAL DEVELOPMENT PLAN II (2015/16 – 2019/20)

The NDP II objectives are fundamental to the establishment and sustenance of a legislative, policy and regulatory framework cognizant of human rights and conducive to national development. The objectives further emphasize accelerated access to justice services for all, particularly the marginalised. Equally important is the promotion of the observance of human rights, gender responsiveness and institutional and individual accountability in JLOS institutions as a sustainable response to raise public confidence in JLOS services. Specifically, the activities and operations of ODPP are linked to those of JLOS as stated in the NDP 11 objectives which are to:

- i. Improve policy, legislative and regulatory framework;
- ii. Enhance access to JLOS services particularly for vulnerable person;
- iii. Promote accountability and the observance of human rights.

ODPP is key to achieving these objectives, specifically by ensuring that there is justice and order, enabling environment for resolving cases and support from Government while pursuing a private sector-led, export oriented, quasi-market and industrialization development strategy coupled with emphasis on skills development.

2.7.3. JLOS STRATEGIC PLAN IV (2016/17 - 2019/20)

The ODPP seeks to contribute to the JLOS services through well targeted interventions aimed at enhancing access to prosecution services, mainstreaming human rights and gender equality as well as fighting corruption. Meeting these objectives requires ODPP to reposition itself and harness the efforts from within the directorate and JLOS partners. This also calls for the full involvement of every sector institution; individually and collectively to deliver these results within their mandates and capacities guided by the following:-

- Deliberate emphasis to fully discharge sector roles and mandate;
- Widening and deepening access to services of JLOS institutions
- Eliminating case backlog
- Addressing the wider civil and criminal justice challenges
- Development and funding of special programs to target gender, age, poverty and other forms of vulnerability
- Mainstreaming national priorities and the Sustainable Development Goals
- A deeper knowledge and understanding of the informal justice systems with a focus on innovations to bridge the gap between formal and informal justice systems, whilst being committed to national and international human rights standards;
- Tackle the growing concerns of corruption and human rights observance;
- Proactive engagement and reaching out to actors outside the constitution of the Sector.

The ODPP 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 ODPP. 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.

2.7.4. REGIONAL AND OTHER INTERNATIONAL PROTOCOLS

The ODPP international collaboration and networks are premised on JLOS collective institutional mandates, and through the Sector Development Plan (SDP), that seeks to discharge the country's obligation to respect, protect and fulfil universally accepted human rights standards. Some of the relevant international instruments that shape ODPP operations and commitments are:¹ i) The Universal Declaration of Human Rights (UDHR); ii) The International Covenant on Civil and Political Rights (ICCPR); iii) The International Covenant on Economic Social and Cultural Rights (ICESCR); iv) The Convention on the Rights of the Child; v) The Convention on the Elimination of all forms of Discrimination Against Women, (CEDAW); vi) United Nations Convention Against Corruption; vii) United Nations Convention Against Torture; viii) United Nations Convention against Slavery and Anti-Trafficking. Other commitments under African block include i) The African Charter on Human and People's rights; ii) The African Charter of the Welfare of the Child; iii) The African Protocol on Advancement of the Rights of Women; iv) The Protocol on Common Market of Eastern and Southern Africa; v) The Juba Peace Agreement; vi) The Protocol on the Establishment of East African Community, and vii) The New Economic Partnership for Africa's Development (NEPAD). All these international frameworks have guided prosecution all international and cross border criminal cases, and promoted inter-state cooperation in the prosecution of international crimes.

2.7.5. SUSTAINABLE DEVELOPMENT GOALS

The mandate of ODPP and JLOS as a sector is linked to the global agenda particularly the SDG-16 that emphasizes peace, justice and strong institutions for effective delivery of justice. Goal 16 aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Peaceful, just and inclusive societies are necessary to achieve the Sustainable Development Goals (SDGs). People everywhere need to be free of fear from all forms of violence and feel safe as they go about their lives whatever their ethnicity and faith.

It is acknowledged that people still struggle due to weak institutions and lack of access to justice. Violence against people, particularly children is a recurring challenge with homicides, trafficking and sexual violence being of particular concern due to their increasing occurrence². The proportion of the population in detention also has a negative impact on productivity and development and places is an undue burden on the taxpayer. The targets set for the SDG's will therefore be an integral part of the ODPP strategy and will guide the development and implementation of the ODPP Strategic Plan IV.

2.7.6. NATIONAL POLICY ON PUBLIC SECTOR MONITORING AND EVALUATION (2013)

The national M&E policy emphasizes the responsibility of government MDAs particularly to plan and budget against the provision of products and services. The ODPP mediates between the Judiciary and Police in aspects of leading in criminal investigations and prosecution of cases in courts of law. Within its mandate, ODPP is meant to make programmatic decisions and strengthen prosecution functions

¹ Several other treaties and declarations that the Sector recognizes are attached in the annexure.

² <http://sustainabledevelopment.un.org/sdg16>

and programmes in its jurisdiction. The ODPP should identify problems and make necessary corrections to ensure proper implementation – using systematic monitoring serves as a critical input to evaluation. At each of the MDAs levels, one or more positions responsible for statistical production, monitoring and evaluation is required. This may be by establishment of a new position, or assignment from an existing position. The NPPSME policy further stated that, a minimum of 3% of the non-wage recurrent budget and 2% of each project budget will be allocated to monitoring (NPPSME, 2013).

2.7.7. PROGRAMME BASED BUDGETING

Program Based Budgeting seeks to address the pertinent question of whether the available funds allocated are spent efficiently and effectively. According to the circular from MoFPED, effective FY 2017/18, the MDAs will plan, implement and monitor activities according to the ‘Program Based Budgeting’ (PBB) aimed at improving budget efficiency and transparency. Budgeting processes will start focusing on planning of interrelated projects with a view to achieve a common objective. The program design process should entail preparation of Sector Strategic Framework Papers that require definition of strategic objectives that detail the purpose of spending and are aligned with the mandates of the MDA. All programs and activities will now be aligned to strategic objectives to facilitate achievement of budget outcomes and strengthen resource prioritization. The PBB requires that a reasonable number of manageable and adequately financed programs be defined for effective coordination and monitoring. Budget execution and monitoring and evaluation of the budget will be assessed on a program basis, with focus placed on achievement of outcomes as well as outputs. This budgeting approach gives decision makers a clearer understanding of the relationship among policies, programs, resources and results.

2.8. LEGAL AND INSTITUTIONAL ARRANGEMENTS OF THE ODPP

2.8.1. LEGAL FRAMEWORK

The ODPP 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 ODPP has direct working linkages such as the Judiciary, Police, Inspectorate of Government (IG) among others.

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

The ODPP plays a critical role in law formulation and legal framework strengthening processes. The ODPP 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 ODPP’s mandate.

The following laws were enacted, amended or considered for amendment, with significant contribution from ODPP. 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.

The ODPP 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 ODPP and they include: 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; 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.

The above reviewed legal and policy frameworks signal that ODPP requires prudent mechanisms for planning, budgeting, performance reporting, monitoring and evaluation of prosecutions services and outcomes. To achieve this, ODPP devised a mission which is "to handle and prosecute criminal cases to reduce crime in the country", which has guided the formulation of organization strategic objectives, strategies and function areas, to be executed during the next five FYs.

SECTION THREE

STRATEGIC DIRECTION

3.1. INTRODUCTION

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

3.1.1. VISION STATEMENT

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

3.1.2. MISSION

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

3.1.3. GOAL / PURPOSE

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

3.2 STRATEGIC OBJECTIVES

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

1. To examine and manage criminal cases;
2. To promote observance of prosecution services’ performance standards at all ODPP areas of jurisdiction (headquarters, regional, district offices and agencies with delegated prosecutorial functions);
3. Ensuring Efficient, effective and quality public prosecutions;
4. Collaborate with other inter-state agencies and other partners in public prosecutions at international level

As indicated below, the pursuit of each strategic objective is further expounded into strategies, function areas, outputs and performance indicators.

3.3. DESCRIPTION OF STRATEGIC OBJECTIVES, STRATEGIES AND FUNCTION AREAS

Outcome 1: Criminal Prosecution Services Effectively Managed

Strategic Objective 1: To examine and manage criminal cases

Strategy 1: To handle and prosecute gender, children and sexual offense cases

Function Areas:

- i. To handle and prosecute gender, children and sexual (GC&S) offense cases in accordance with prosecution standards;
- ii. Conduct needs assessment for prosecutors regarding of GC &S cases;
- iii. Conduct prosecution led investigations of serious GC & S offense cases;
- iv. Develop and disseminate relevant guidelines on handling GC & S offense cases;
- v. Promote and implement affirmative prosecution action in children and sexual offense cases in conflict areas.

Strategy 2: To handle and prosecute all land crimes

Function Areas:

- i. To handle and prosecute land crimes in accordance with prosecution standards;
- ii. Conduct prosecution led investigations and prosecutions of serious land crimes;
- iii. To provide legal advice to other stakeholders on land matters;
- iv. To develop guidelines on investigations and prosecution of land crimes;
- v. To monitor and evaluate guidelines relating to investigations and prosecution of land crimes.

Strategy 3: To handle and prosecute all corruption and corruption related cases

Function Areas:

- i. To handle and prosecute all corruption and money laundering matters in accordance with prosecution standards;
- ii. Maintain coordination with stakeholders on corruption matters;
- iii. Conduct needs assessment for corruption and white collar crime prosecution;
- iv. Conduct prosecution led investigations and prosecutions of serious corruption crimes;
- v. Develop guidelines and standards on handling of corruption matters;
- vi. To enforce measures for recovery of proceeds of crime.

Strategy 4: To handle and prosecute all cases under general case work

Function Areas:

- i. To handle and prosecute all cases under general case work in accordance with prosecution standards;
- ii. To strengthen approaches and practices for prosecution-led investigations in general crimes;
- iii. Maintain coordination with stakeholders on crimes under general case work;
- iv. To monitor and supervise delegated prosecution.

Strategy 5: To handle all Appeals & Miscellaneous Applications

Function Areas:

- i. To handle and prosecute Appeals and Miscellaneous Applications;
- ii. To initiate Appeals and Miscellaneous applications to address legal issues;
- iii. To handle and review miscellaneous and appellate processes in all courts;
- iv. To develop mechanisms for coordination and management of criminal appeals.

Outcome 2: Observance of prosecution measures/standards promoted

Strategic objective 2: To promote observance of prosecution services' performance standards at all ODPP areas of jurisdiction (headquarters, regional, district offices and agencies with delegated prosecutorial functions)

Strategy 1: To ensure compliance to prosecution standards

Function Areas:

- i. To develop, enforce, monitor and assess the institution's ethical and professional codes of conduct in line with established international standards;
- ii. To monitor and assess implementation of performance standards;
- iii. To undertake inspections, prepare and submit inspection reports, and seek action thereon;
- iv. Review procedures that lead to delay in prosecution of cases;
- v. To investigate public complaints against staff;
- vi. To inspect and quality assure delegated prosecutors.

Strategy 2: To promote professionalism, Career Development and Conduct Action Research

Function Areas:

- i. To train staff in techniques and skills in handling various forms of crimes;
- ii. Strengthen research capacity and continuous learning;
- iii. Undertake action research to adopt best prosecution practices;
- iv. Undertake research to document crime trends;
- v. Undertake research to assess public perceptions.

Strategy 3: To ensure Compliance to Accountability and Internal Audit Procedures

Function Areas:

- i. To promote and observe adherence to Accountability and Internal Audit procedures;
- ii. To assist the ODPP to achieve its objectives through independent assurance services and consulting activities intended to add value and improve the ODPP operations.

Outcome 3: Enhanced Access to Prosecution services

Strategic Objective 3: To enhance access to prosecution services by all, dis-aggregated by age, gender, location, physical differences

Strategy 1: Ensuring that prosecution services are provided upto county level by 2021

Function Areas:

- i. To monitor and evaluate performance of field staff of the ODPP;
- ii. To establish field offices and provide operation services;
- iii. To maintain effective communication and coordination between field stations and headquarters;
- iv. To establish and maintain collaborations and linkages with district and national partners in criminal justice.

Strategy 2: Ensuring an Efficient and Effective ICT System and Public Relations

Function Areas:

- i. To provide and maintain information resources and ICT infrastructure in accordance with established national standards;
- ii. Scale up capacity and implementation of data management system;
- iii. To coordinate, monitor and evaluate the performance of ICT systems;
- iv. To establish and maintain information linkages with relevant national and international institutions;
- v. Manage information flow within and without ODPP;
- vi. Develop a communication and publicity policy;
- vii. Enhance customer care within ODPP;
- viii. Monitor and maintain information sharing platforms e.g. social media
- ix. Develop and implement internal ICT policy;
- x. Produce and disseminate assorted materials for institutional building;
- xi. Manage records and information on ODPP.

Strategy 3: Ensure an efficient and effective support services management system

Function Areas:

- i. Formulate and promote policy and planning framework for ODPP;
- ii. Provide administrative support services;
- iii. Develop and implement Human Resources Strategy;
- iv. Provide financial management services;
- v. Provide procurement and disposal services.

Strategy 4: Ensure Protection of Witnesses and Empowerment of Victims

Function Areas:

- i. To promote and ensure protection of witnesses and victims of crime;

- ii. To develop, disseminate and monitor the implementation of witnesses and victims empowerment guidelines;
- iii. To encourage and maintain communication channels with victims and witnesses prior to, during, and after trial;
- iv. To promote inter-agency mechanisms for victims empowerment and witness protection.

Outcome 4: International crimes effectively managed, and collaboration with inter-state agencies and partners enhanced

Strategic Objective 4: To collaborate with other inter-state agencies and other partners in public prosecutions at international level

Strategy 1: To handle and prosecute all international, Terrorism, Human Trafficking and cross border criminal cases

Function Areas:

- i. To handle and prosecute all International, Terrorism, Human Trafficking and other cross border crimes in accordance to prosecution standards;
- ii. Conduct prosecution led investigations in International, Terrorism, Human Trafficking and cross border crimes;
- iii. Coordinate with stakeholders on international Terrorism, Human Trafficking and cross border crimes and cross border crime matters;
- iv. Conduct outreach programmes on International, Terrorism, Human Trafficking and other cross border crimes.

Strategy 2: To promote and maintain international cooperation in the management and prosecution of criminal cases

Function Areas:

- i. To establish, strength and maintain collaborations and networks with state and international agencies;
- ii. To initiate and execute MLA requests;
- iii. Initiate and execute extradition proceedings.

3.4. CROSS CUTTING ISSUES

3.4.1. HIV/AIDS

Strategy 1: To promote healthy living that enhances productivity of ODPP employees and partners by developing and implementing effective and sustainable HIV/AIDS prevention, retention, care and control programmes

Function Areas:

- i. Train committee members and peer counselors
- ii. Organize awareness campaigns, counseling and testing programmes
- iii. Participate in national HIV/AIDs activities
- iv. Conduct HIV/AIDs committee meetings
- v. Provide HIV/AIDs prevention services
- vi. Support initiatives to provide healthy diet to staff living positive with HIV/AIDs
- VII. Conduct Monitoring and Evaluation of HIV/AIDs programmes

3.4.2. ENVIRONMENT

Strategy 1: To handle environmental criminal related matters

- i. Equip ODPP staff with skills in cases related with violation of wildlife and environmental laws;
- ii. Handle environmental related criminal matters
- iii. Monitor environmental related criminal matters handled by delegated Prosecutors
- iv. Promote collaboration with institutions such as NEMA, UWA, MoWE, UFA, KCCA, Urban Authorities and other agencies that advocate for environmental issues

Strategy 2: To promote environmental conservation and preservation within ODPP

- i. Plant and maintain windbreakers around ODPP owned offices;
- ii. Sensitize ODPP officers and Police Environmental protection force in environmental conservation and preservation matters.
- iii. Strengthen national and international links in environmental and natural resources management

3.4.3. GENDER

Strategy 1: To promote Gender and Equity Responsiveness within and outside ODPP

- i. Hold national and regional stakeholder consultative meetings on the challenges faced by women, men, children, youths, & persons with special needs (deaf, lame, dumb, blind, elderly, and imbeciles) in accessing prosecution services;
- ii. Ensure ramps and nursing facilities are constructed within the ODPP offices;
- iii. Develop IEC materials on the available Gender, Children and sexual offences services;
- iv. Conduct sensitization meetings on available SGBV services;
- v. Initiate SGBV case census to establish number registered, the nature of cases and manner in which they are concluded;
- vi. Conduct Monitoring and Evaluation visits to assess the impact of the training on the prosecution of child related cases, and in promoting child friendly justice;
- vii. Develop manual/handbook on prosecuting sexual and Gender Based violence cases;
- viii. Conduct refresher trainings of the top management on SGBV;
- ix. Initiate a study to establish the current Gender and Equity issues within ODPP;
- x. Develop, print and distribute Gender and Equity Policy for the ODPP.

- xi. Ensure availability of translator of Special Languages (for example sign language)
- xii. Promote and maintain collaboration with international organisations on SGBV and children matters

Strategy 2: To maintain collaboration with stakeholders

- i. Conduct joint training targeting Police, Judicial officers and health workers on gender sensitive interviewing skills, psycho-social skills, guidance and counselling, and child development.
- ii. Attend stakeholder meetings and activities.

SECTION FOUR

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

4.1 ACTION PLAN

The ODPP 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 ODPP, Government's planning, priority setting and reporting framework. It should be noted that under the new ODPP structure, there is need for a further review to realign the institutional set up and roles of the various offices. This is in the bid to make the ODPP more efficient and effective in delivering on its mandate. The ODPP needs to develop performance targets, indicators and reporting frameworks in line with the reviewed ODPP structure.

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 SIP III implementation;
- b) Institutionalisation of processes involving ODPP leadership and staff for orientation, continuity and cross-cutting ownership of the Plan. It is critical for all staff at ODPP to internationalise and own this plan in order to adequately support its effective implementation.
- c) 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.
- d) 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 Papers, Ministerial Policy Statements and Parliamentary advocacy and lobbying.
- e) Undertaking more robust but focused resource mobilisation mechanisms to garner additional funding from both the existing and other potential funding sources.
- f) Strengthening the institutional capacity of the ODPP to deliver this SIP.

4.1.1. INSTITUTIONAL ARRANGEMENTS OF THE ODPP

The restructuring of the Directorate in 2000 was part of a Government wide initiative towards the alignment of MDAs roles and mandates. The provisions of the Constitution and the Local Government Act (1997) paved way for the restructuring of ODPP. In order for the government to effectively roll out this exercise, a review was conducted and the following was discovered in respect to ODPP:

- i. ODPP could not adequately provide for planning and monitoring capacity for effective inspection, administrative and technical support or collaboration with relevant stakeholders,
- ii. There was also a mix up of titles where some officers were being referred to as Commissioners, and officers at the same level in the hierarchy were called Assistant Directors.

- iii. New trends and changes in forms of crime also demanded for more Attorneys and special cadres of lawyers as well as creation of new units to cope with increasing pressure and expanding volume of work,
- iv. Staffing levels in the Directorate at the time were still very low which resulted into frequent switching of staff from one department/section to another so as to deal with urgent cases.

Under the new structure effective FY2016/17, the ODPP is organised on the basis of thirteen Departments under four directorates which shoulder varied but complementary functions and responsibilities. The Directorates and Departments are structured as presented in Table 8. The Office of the Director of Public Prosecutions is headed by the Director of Public Prosecutions who is the Chief Executive.

Table 8: New Structure of ODPP

Directorate	Departments
Prosecutions	<ol style="list-style-type: none"> 1. Anti-corruption; 2. Land Crimes 3. Gender, Children & Sexual Offences; 4. General Case Work 5. Appeals and Miscellaneous Applications
Inspections, Quality Assurance, Research and Training	<ol style="list-style-type: none"> 1. Inspection & Quality Assurance; 2. Research & Training
International Affairs	<ol style="list-style-type: none"> 1. International Crimes 2. International Cooperation
Management Support Services	<ol style="list-style-type: none"> 1. Field Operations 2. Witness Protection and Victim Empowerment 3. Information and Communication Technology 4. Finance and Administration Department (plus two units i.e. Policy and Planning Unit & Internal Audit Unit)

In addition, the ODPP is present in most districts through the offices of the Resident State Attorneys (RSAs) and Resident State Prosecutors (RSPs), who represent the ODPP, 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.

SECTION FIVE

FINANCING STRATEGY

5.1. THE FINANCING OF THE STRATEGIC PLAN IV

The estimated total budget to implement the Strategic Plan IV (FY2017/18 - 2019/20) is **UGX 104,981.50 million**. The amount **UGX 94,297.90 million** is distributed among the four key strategic objectives over the four year period (see annex 2 for the detailed costing of the Strategic Plan) while **UGX 10,683.60 million** are the costs for the cross-cutting issues on HIV/AIDs, environment and gender.

Table 9: Estimated costs for each strategic objective and cross-cutting issues

ESTIMATED COSTS FOR EACH STRATEGIC OBJECTIVE & CROSS-CUTTING ISSUES (Million UGX)	3 years Total	FISCAL YEARS		
		2017/18	2018/19	2019/20
To examine and manage criminal cases	24,188.30	7,069.7	7,944.4	9,174.2
To promote observance of prosecution services' performance standards at all ODPP areas of jurisdiction	5,085.70	1,505.1	1,693.2	1,887.4
To enhance access to prosecution services by all, disaggregated by age, gender, location, physical differences	55,256.90	15,603.4	18,748.2	20,905.3
To collaborate with other inter-state agencies and other partners in public prosecutions at international level	9,767.00	2,860.0	3,266.9	3,640.1
Cross-cutting issues on HIV/AIDs, Environment and Gender	10,683.60	3,561.1	3,466.9	3,655.6
Total	104,981.5	30,599.3	35,119.6	39,262.6

Table 10: The indicative/available sources of funding for the Strategic Plan as per the MTEF

	Wage	Non-Wage	Development	External funding	Total
FY 2017/18	7,459.2	18,604.5	6,455.4		32,519.0
FY 2018/19	7,717.8	22,033.1	8,392.0		38,142.8
FY 2019/20	8,103.7	24,236.4	10,070.3		42,410.4
Total	23,280.70	64,874.00	24,917.70		113,072.40

From this Strategic Plan IV, 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.

5.1.1. ADDRESSING THE FUNDING GAP

Past experience has shown that inadequate financing remains a primary constraint limiting the implementation of the ODPP prosecution services in various function areas. Factors external to the ODPP such as performance of the national economy, macroeconomic policies, and size of the resource envelope will determine the magnitude of Government funding of the funding gap. Closing the funding gap will require examining internal ways of maximizing efficiency as well as mobilizing additional resources within the prevailing context of macroeconomic considerations and from development partners.

The only financing mechanism which has proved to be effective at raising large sums of resources which is also efficient in raising and allocating funds has been the GoU budget. Therefore it remains the position of the ODPP that the GoU budget should be the primary mechanism used to close the financing gap. It will therefore be the utmost priority of the ODPP to lobby for relaxed MTEF to mobilize additional resources required to bridge the funding gap. Other public funding mechanisms like project funding will also be explored to determine efficiency implications of such projects.

6.1 MONITORING AND EVALUATION

6.1.1 THE PROGRAMME-BASED M&E TOOL

At the immediate level, ODPP 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.

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

6.1.2 RESULT AND IMPACT EVALUATION

The ODPP should conduct a baseline survey at the beginning of the Strategic Plan IV 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 ODPP will utilize information generated at sectoral and national levels which directly depicts the contribution of ODPP to analyze the relative impact of the ODPP interventions. For instance, ODPP would rely on Police and Prison data to assess the impact on crime reduction. The ODPP should 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 ODPP's work.

6.1.3 DATA COLLECTION AND MANAGEMENT

The collection and management of the data/information to 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 ODPP. Improving and maintaining access to information on implementation progress will enable the ODPP to detect implementation challenges on time and put in place the appropriate adjustments for redress.

ODPP recognizes that the credibility of the JLOS MIS heavily depends upon the commitment of the member institutions of which ODPP 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 departments of the ODPP.

6.1.4 REPORTING RELATIONSHIPS AND FEEDBACK MECHANISMS

The standard performance reporting procedures already established within the ODPP will be followed during the implementation of the Plan. Equally, the ODPP 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 ODPP is a member of various committees where reporting on this plan will be done routinely.

The ODPP will undertake three 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.

ANNEX 1: LOGICAL FRAMEWORK OF THE ODPP STRATEGIC PLAN

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Overall Goal:						
To Handle and Prosecute Criminal Cases in the Whole Country						
Outcome 1 Criminal Prosecution Services Effectively Managed	% of the public particularly the vulnerable that is satisfied with prosecution services	ODPP annual reports	at least 50%	at least 55%	at least 50%	Adequate personnel, technical skills, knowledge to handle crimes on vulnerable cases
Outcome 2 Observance of prosecution measures/standards promoted	% of ODPP offices and Agencies with delegated prosecutorial functions meeting set minimum performance standards	ODPP quarterly and annual reports	90%	95%	90%	Adequate financial resources
	% of ODPP staff trained in specialized fields	ODPP annual reports	10%	10%	10%	Technical skills on specialized fields
Outcome 3 Enhanced Access to Prosecution Services	% of districts with established ODPP office presence	ODPP quarterly and annual reports	86%	83%	86%	Adequate financial resources available;
	% of witnesses and victims of crime protected	Assessment reports	3%	3%	3%	Absence of legal framework; lack of internal guidelines;
	% of ODPP offices linked to automated management information systems	Assessment reports	20%	30%	20%	limited coverage of NITA-U; Inadequate electricity and fibre network; costly and unstable electricity
Outcome 4 International crimes effectively managed, and	% of international and cross border crime cases concluded;	ODPP quarterly reports	30%	30%	30%	Enhanced collaboration among inter-state agencies in crime management to be maintained

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
collaboration with inter-state agencies and partners enhanced	# of international partnerships entered into and maintained	ODPP quarterly reports	2	2	2	
OUTPUTS/DELIVERABLES						
Strategic Objective 1: To examine and manage criminal cases						
Strategy 1: To handle and prosecute gender, children and sexual offense cases						
Gender, Children & Sexual (GC & S) offence cases handled and prosecuted	Average time taken to conclude GC & S offences investigations	ODPP quarterly and annual reports	30 working days	44	30	Insufficient man-power; Training for staff in GC & S matters; insufficient legal provision/materials. Cooperation from other relevant stakeholders
	Average time taken to make a prosecutorial decision on GC & S offences	ODPP quarterly and annual reports	15 working days	15	15	
	Average time taken to sanction GC & S offence case files	ODPP quarterly and annual reports	2 days	2	2	
Needs assessment for prosecutors regarding of GC & S cases conducted	Needs assessment reports	ODPP quarterly and annual reports	Yes		Yes	Gender specialists available
Relevant guidelines on handling SGBV offense cases developed and disseminated	Guidelines developed and disseminated	Ministerial Policy Statement (MPS)	Yes	Yes	Yes	There will be counterpart funding, and support from non-state actors
Prosecution led investigations of serious SGBV offense cases conducted	Average time taken to conclude investigations	MPS/ Annual reports	44 days	44	44	Support by non-actors or partner support

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Affirmative prosecution action for children & SGBV in post conflict areas implemented	# of sensitization meetings	Quarterly reports	2	2	2	Availability of referral homes
	% of cases referred for relevant support		50%	50%	50%	Will obtain support from non-state actors
Strategy 2: To handle and prosecute all land crimes						
Lands Crimes cases handled and Prosecuted	Average time taken to make a prosecutorial decision on Land crimes related case files	Quarterly reports	44 days	44	44	Insufficient man-power, Training for staff in land matters, insufficient legal provision/materials
	Average time taken to sanction Land crimes case files		2 days	2	2	
Coordination with stakeholders on land matters conducted	No. of coordination meetings held	Quarterly reports	4 annually	4	4	Compliance stakeholder from
	# of workshops conducted		2 annually	2	2	
Prosecution led investigations and prosecutions of serious land crimes strengthened and conducted	Average time taken to conclude Prosecution-Led Investigations in land crimes	ODPP Annual reports	110 working days	110	110	Enough manpower available
Legal advice to other stakeholders on land matters provided	# and names of investigating bodies seeking legal advice on land matters	ODPP Quarterly and Annual reports	All relevant bodies	All relevant bodies	All relevant bodies	Cooperation with stakeholders

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Guidelines on investigations and prosecution of land crimes developed	Guidelines developed	ODPP Quarterly and Annual reports	Yes	Yes	Yes	Guidelines distributed on time, and to all relevant stakeholders
	Guidelines disseminated	ODPP Quarterly and Annual reports	Yes	Yes	Yes	
Guidelines on investigations and prosecution of land crimes monitored and evaluated	# of monitoring reports	ODPP Quarterly and Annual reports	4	4	4	
Strategy 3: To handle and prosecute all corruption and corruption related cases						
All corruption matters and Money Laundering matters handled and prosecuted	Average time taken to make a prosecutorial decision on Corruption cases;	ODPP reports annual	55 working days	55	55	Limited number of staff; Shortage of experts (Auditors); Delayed investigations; Failure of witnesses to cooperate
	Average time taken to sanction corruption crimes case files		2 days	2	2	
Coordination with stakeholders on corruption matters maintained	# of coordination meetings held	ODPP reports annual	4	4	4	Cooperation with stakeholders
	# of workshops conducted		2	2	2	
Needs assessment for corruption and white collar crime prosecution conducted	Needs assessment report in place	Assessment reports	Yes	Yes	Yes	
Prosecution led investigations and prosecutions of serious corruption crimes conducted	Average time taken to conclude Prosecution-Led Investigations in corruption crimes	Quarterly reports	132 working days	132	132	Coordination with other partners

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Guidelines and standards on handling of corruption matters developed and disseminated	Guidelines and standards developed	ODPP reports annual	Yes	Yes	Yes	Sharing/dissemination through website; Periodic review of the guidelines; Lack of translation of the document into local languages
Measures for recovery of proceeds of crime enforced	% of proceeds of crime recovered out of orders issued	ODPP reports annual	20%	10%	10%	Absence of the law on asset recovery; Capacity to manage recovered criminal assets; Tracing of assets, and low strength of asset recovery unit
Strategy 4: To handle and prosecute all cases under general case work						
All cases under general case work handled and prosecuted	Average time taken to make a prosecutorial decision on all case files under general work	Quarterly reports	20 working days	20	20	20 As in other related departments
	Average time taken to sanction files under general case work	Quarterly reports	2 working days	2	2	
Coordination with stakeholders on serious crimes under general case work conducted	# of coordination meetings held		4	4	4	Willingness from stakeholders
	# of workshops conducted		2	2	2	
Prosecution led investigations on serious crimes under general case work conducted	Average time taken to conclude Prosecution-Led Investigations on general case work		60 working days	60	60	Staff capacity

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Delegated prosecutions monitored and supervised	No. of assessment reports on delegated prosecutions	Quarterly reports	4	4	4	Availability of required skills
Strategy 5: To handle all Appeals & Miscellaneous Applications						
Appeals & Miscellaneous Applications handled and prosecuted	% of appeals handled and prosecuted	Quarterly reports	85%	85%	85%	Cause lists availed in time; court records are available in time; delays in fixing appeals; Delayed judgments; Delay in fixing appeals and Miscellaneous applications
	% of miscellaneous criminal cases application handled	Quarterly reports	90%	90%	90%	
Appeals and Miscellaneous applications to address legal issues initiated and handled	# of appeals initiated and handled	Quarterly reports	All cause listed Appeals and Applications (A&A)	All cause listed A&A	All cause listed A&A	Difficulty in tracing the respondents; Appeals and Applications available; Respondents will be available
Miscellaneous and appellate processes handled and reviewed	# of review reports	Review reports	4	4	4	Manpower available
Mechanisms for coordination and management of criminal appeals developed	# of reports submitted	Review reports	4	4	4	
OUTPUTS/DELIVERABLES						
Strategic Objective 2: To promote observance of prosecution services' performance standards at all ODPP areas of jurisdiction (headquarters, regional, district offices and agencies with delegated prosecutorial functions)						
Strategy 1: To ensure compliance to prosecution standards						

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Ethical and professional codes of conduct developed, enforced, monitored and assessed	# of Monitoring & Assessment reports on adherence produced	Review reports	4	4	4	Professionalism
	# of proposals for rewards & sanctions	Quarterly reports	1	1	1	Appraisal mechanism available
Implementation of performance standards monitored and assessed	Performance standards manual reviewed	Performance standards manual	Yes	Yes	Yes	Officers Conversant with guidelines & standards
	% level of enforcement of performance standards	Performance standards manual	80%	80%	80%	
Field inspections carried out and reports submitted for action	# of field inspections carried out	Quarterly inspection reports	4	4	4	Staff compliance
Procedures that lead to delay in prosecution of cases reviewed	# of reports on reviews carried out	Bi-annual review reports	2	2	2	Manpower available
Public complaints against staff investigated	All complaints received handled	Quarterly reports	100%	100%	100%	Willingness from the ODPP Staff
Delegated prosecutors inspected and quality assured	# of inspections carried out	Inspection and review reports on adherence set	2	2	2	inspection framework in place
Strategy 2: To promote professionalism, Career Development and Conduct Action Research						Training institution will be available,
ODPP staff trained	# of ODPP staff trained	Quarterly reports	40	40	40	
	# of training reports produced	Quarterly reports	4	4	4	

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Research capacity and continuous learning strengthened	# of researchers equipped with research skills	Annual reports	60	60	60	Research materials will be available Staff willingness, funds will be available
	# of staff training needs identified & addressed	Quarterly reports	4	4	4	
Action research to adopt best prosecution practices undertaken	# of research reports on criminal law, case law, procedure and practice produced	Research reports	2	2	2	Decisions to be made to identify the gaps, Have enough personnel to undertake research
Research to document crimes trends undertaken	# of reports made on crime trends	Research reports	1	1	1	Not following new trends on international arena
Research to assess public perception undertaken	# of surveys to assess public perception	Survey reports	1	1	1	Language barrier, public is well informed
	# of reports on public satisfaction of ODPP services produced	Survey reports	1	1	1	Public awareness on ODPP services
Strategy 3: To ensure Compliance to Accountability and Internal Audit Procedures						
Adherence to Accountability and Internal Audit procedures promoted and observed	# of audit reports produced	ODPP policy statements, ODPP annual reports	4	4	4	Availability of reports and timeliness, Cooperation with stakeholders
Independent assurance services and consulting activities intended to add value on ODPP operations procured	# of independent assurance providers procured;	ODPP policy statements, ODPP annual reports	4	4	4	Availability of reports and timeliness, Cooperation with stakeholders
	# of consulting activities/reports approved by top management	ODPP annual reports	4	4	4	
OUTPUTS/DELIVERABLES						
Strategic Objective 3: To enhance access to prosecution services by all, dis-aggregated by age, gender, location, physical						

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
<i>differences</i>						
Strategy 1: Ensuring that prosecution services are provided up to county level by 2021						
ODPP field staff performance monitored and evaluated	# of assessment reports produced	Quarterly performance reports	4	4	4	Field offices will be facilitated and have time to carry out the work; Capacity to execute the assignment
Field offices established and operations services provided	# of field offices established	Annual reports	5	5	5	Funding will be available
Effective communication and coordination between field stations and headquarters maintained	# of meetings held with field officers	Minutes and quarterly reports	At least 4	4	4	Funding will be available; coordination with field offices
Collaborations and linkages with district and national partners in criminal justice established and maintained	# of stakeholders activities and meetings	Annual reports	4	4	4	Stakeholders will conduct activities relevant to our work; and will be ready and willing to invite ODPP. If our activities class with our schedule
Strategy 2: Ensuring an Efficient and Effective ICT System and Public Relations						
ODPP information resources and ICT infrastructure maintained	# of ODPP additional offices connected to intranet	Annual reports	20	20	20	National IT is extended to all parts of the country + Power grid to be established
	# of additional offices equipped with computer work stations	Quarterly reports	20	20	20	
Implementation of data management system	# of offices having access to PROCAMIS	Quarterly reports	20	20	20	National Backbone infrastructure extension;

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
scaled up						power grid
ICT system performance coordinated, monitored and evaluated	# of reports produced	Field review reports	4	4	4	
Information linkages with relevant national and international institutions established and maintained	# of institutions ODPP is collaborating with!	ODPP reports	2	2	2	All government systems integrated
ODPP information flow within and without managed	# of public/stakeholders meetings held	Open days, public lectures, & Stakeholder interface	4, 1, 4	4, 1, 4	4, 1, 4	Stakeholder corporation
	# of IEC materials produced and disseminated	Quarterly reports	10,000 brochures, 5,000 posters, 20 pull-up banners			Resources will be available
	# of ODPP magazine copies distributed	Quarterly reports	1,000	1,000	1,000	
	% of internal memo/circulars circulated	Quarterly reports	100%	100%	100%	
	# of press releases issued	Quarterly reports	4	4	4	
	# of electronic media talk shows conducted	Quarterly reports	2 TV, 12 radios	2 TV, 12 radios	2 TV, 12 radios	
Communication and publicity policy developed	Policy developed	Policy in place		Yes		
	# of copies printed and disseminated	Quarterly reports		1,300	1,300	
Customer care systems within ODPP strengthened	# of suggestion boxes in place	Quarterly reports	30	30	30	
	# of customer care centres in	Annual reports	4	4	4	

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
	place					
Information sharing platforms monitored and maintained	# of website updates conducted	Review reports	12	12	12	
	Timely uploading of info. on social media platforms	Review reports				
Internal ICT policy developed and implemented	ICT policy developed and launched	ICT policy in place		Yes		
	# of copies printed and disseminated	Quarterly reports		1,300	1,300	
Assorted materials for institutional building produced and disseminated	# of calendars	Quarterly reports	1,000	1,500	1,500	
	# of X-mas cards	Quarterly reports	1,000	1,000	1,000	
	Diaries	Quarterly reports	1,000	1,500	1,500	
	Signposts	Quarterly reports	150	150		
Client charter reviewed, translated and disseminated	# of copies translated and distributed	Quarterly reports	5,000	5,000	5,000	
Records and Information Managed	% of installation of automated records MIS	Review reports	20%	20%	20%	There is availability of space
	# of consultation meetings on Records management policy	Records management policy	20	20	20	
	# of mini-libraries created and enhanced	Mini-libraries established	38	38	38	
	% of access to on-line resources	Reports on on-line resources	70%	70%	70%	
	# of regional archival centres established	Annual reports	2	2	2	
	# of records appraisals undertaken	Records in registries	6	6	6	
Strategy 3: Ensuring an efficient and effective support services management system						
Policy and planning	National prosecution policy	National	1			Legal status of ODPP will

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
framework formulated and enhanced	developed and disseminated	Prosecution Policy				remain the same
	# of monitoring and evaluation reports generated	Quarterly semi and annual performance reports	12	12	12	Officers will responsibly use equipment under their control
	# of Policy Directives and Circulars issued out for implementation	Planning documents	8	8	8	Budget/funds for security will be increased
	# of Ministerial Policy Statements (MPS)	MPS	1	1	1	Restructuring and downsizing will not affect ODPP
	# of Planning and budgeting documents prepared	Quarterly reports	4	4	4	Timely response from officers to submit relevant reports
	# of internal policies reviewed and formulated	Quarterly reports	4	4	4	
	# of ODPP stations interfaces/meetings held	Policy Directives/Memos	30	30	30	
	# of Policy documents initiated and approved	Policy related meetings/interfaces	25	25	25	
Administrative support services provided	Office accommodation office provided	Tenancy Agreement/Reports on rented offices	100%	100%	100%	
	% of ODPP Assets maintained	Updated inventory	100%	100%	100%	
	# of transport equipment allocated and maintained	Quarterly and annual reports	6	6	6	

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
	# & volume of consumable supplies allocated	Quarterly and annual reports	36	36	36	<p>Officers will responsibly use equipment under their control;</p> <p>Budget/funds for security will be increased;</p> <p>Restructuring and downsizing will not affect ODPP;</p> <p>Timely response from officers to submit relevant reports</p>
	# of meetings/functions organized	Minutes of TMM and other management meetings	4	4	4	
	# of construction projects supervised	Quarterly and annual reports	1	1	1	
	Tenancy contracts renewal processed	Tenancy Agreements	12	12	12	
	Officers and Assets security provided	Security reports	6	6	6	
	# of offices furnished and facilitated	Quarterly and annual reports	6	6	6	
Human Resource Strategy developed and implemented	Performance plans in place	Annual performance plans	1	1	1	<p>Motivation of staff will be addressed;</p> <p>Wage to be provided on time;</p> <p>PSC will timely handle recruitment;</p>

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
						Clearance on recruitment from MoPS will be handled on time
	% of staff appraised	Appraisal forms	100%	100	100	
	#of rewards and sanctions meetings held	Minutes	4	4	4	
	# of staff rewarded/sanctioned	Minutes	TBD	TBD	TBD	
	Number of staff salaries processed for payment	Copies of payroll	12	12	12	
	Staff recruitment plan developed	Recruitment plan	1	1	1	
	Exit management strategy in place	Pre-retirement training and pension payment payrolls	4	4	4	
	# of Human Resource Records system in place	Human Resource Record Audit Reports	4	4	4	
	# of Human Resource Management policies implemented	Implementation report	100%	100%	100%	
	# of activities undertaken to improve employee relations	Report on employee relations	4	4	4	

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
	Capacity building plans in place	Capacity building reports	12	12	12	
Financial Management services provided	# of payments made in timely manner	Quarterly Management Reports	5	5	5	
	# of financial management reports produced - quarterly	Quarterly Management Reports	4	4	4	
	# of audit reports responded to (internal & external)	Internal and External Audit Reports	5	5	5	
	# of asset register	Asset Register	1	1	1	
Procurement & Disposal services provided	% of procurements processed	Monthly Procurement Report	12	12	12	Procurement submission made on time
	# of procurement and disposal plans prepared	Procurement and disposal plan/Annual Performance Report	1	1	1	
	# of Assets disposed off	Disposal report	1	1	1	
	# of procurement Audit meetings held	Audit response report	1	1	1	
Strategy 4: Ensure Protection of Witnesses and Empowerment of Victims						
Witnesses & Victims of crime protected	# of Witnesses & Victims of crime protected	Quarterly reports	5	5	5	Lack of law for witness protection;
	% of Public complaints on prosecution services attended	Quarterly reports	95	95	95	Capacity to protect; delay of investigation, and

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
	to.					hearing of the cases
Witnesses and victims empowerment guidelines developed, disseminated and monitored	# of guidelines developed, disseminated and monitored	Annual reports	2	2	2	
Communication channels with victims and witnesses prior to, during, and after trial promoted	# of public awareness public programmes conducted	Quarterly reports	4	4	4	Lack of cooperation by the public; language barrier
Inter-agency coordination meetings conducted	# of coordination meetings held	Quarterly reports	2	2	2	Lack of cooperation with inter-agencies
OUTPUTS /DELIVERABLES						
Strategic Objective 4: Collaborating with other inter-state agencies and other partners in public prosecutions at international level						
Strategy 1: To handle and prosecute all international, Terrorism, Human Trafficking and cross border criminal cases						
International, Terrorism, Human Trafficking and other cross border crimes handled and prosecuted	% of registered international, terrorism, human trafficking and other cross border criminal cases prosecuted	Quarterly/annual reports	60%	70%	60%	
Prosecution led investigations of international, terrorism, human trafficking and other cross border crimes handled	% of registered international, terrorism, human trafficking and other cross border crimes handled by way of prosecution led	Quarterly/annual reports	80%	80%	80%	
Stakeholders on international, terrorism, human trafficking and cross border crime matters coordinated	# of coordination meetings held	Quarterly/annual reports	2	2	2	
	# of inter-agency engagements on international, terrorism, human trafficking and other	Quarterly/annual reports	52	60	52	

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
	cross border crimes participated in					
Outreach programmes on International, Terrorism, Human Trafficking and other cross border crimes undertaken	# of programmes undertaken	Quarterly/annual reports	4	4	4	
Strategy 2: To promote and maintain inter cooperation in the management and prosecution of criminal cases						
Collaborations and networks with state and international agencies established, strengthened and maintained	# of collaborations in criminal matters participated in regarding the MoUs	Quarterly/annual reports	2	2	2	
	# of international meetings and symposia participated in		8	8	8	
Mutual Legal Assistance requests initiated and executed	% of registered Mutual Legal Assistance requests processed	Quarterly/annual reports	65%	65%	65%	
Extradition proceedings initiated and executed	% of registered extradition requests processed.	Quarterly/annual reports	65%	65%	65%	
CROSS-CUTTING ISSUES						
OUTPUTS /DELIVERABLES ON HIV/AIDS						
Strategy: To promote healthy living that enhances productivity of ODPP employees and partners by developing and implementing effective and sustainable HIV/AIDS prevention, retention, care and control programmes						
Committee members and peer counselors trained	# of committee members and peer counselors trained	Quarterly and Annual reports	50	50	50	

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Awareness campaigns, counseling and testing programmes organized	# of HIV/AIDS awareness, testing and counseling programs organized	Quarterly and Annual reports	16	16	16	
National HIV/AIDS activities participated in.	# of activities participated in.	Quarterly and Annual reports	4	4	4	
HIV/AIDS Committee meetings conducted	# of committee meetings held	Quarterly and Annual reports	24	24	24	
HIV/AIDS prevention services provided	# of ODPP field offices visited and provided with HIV/AIDS prevention services	Quarterly and Annual reports	120	120	120	
Healthy diet to staff living positive with HIV/AIDS provided	# of staff supported with healthy diet	Quarterly and Annual reports	10	10	10	
Monitoring and Evaluation of HIV/AIDS programme conducted	# of offices monitored and evaluated	Quarterly and Annual reports	120	120	120	
OUTPUTS /DELIVERABLES ON ENVIRONMENT						
Strategy 1: To handle environmental criminal related matters						
ODPP staff equipped with skills in cases related with violation of wildlife and environmental laws.	# of staff equipped with skills to handle environmental related criminal matters	Quarterly and Annual reports	50	50	50	
Environmental related criminal matters handled by ODPP	# of environmental criminal cases handled	Quarterly and Annual reports	10	10	10	
Environmental related criminal matters handled by delegated Prosecutors monitored	# of environmental criminal cases handled by delegated prosecutors.	Quarterly and Annual reports	50	50	50	

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Collaboration with institutions such as NEMA, UWA, MoWE, UFA, KCCA, Urban Authorities and other agencies that advocate for environmental issues promoted	# of partnership meeting attended.	Quarterly and Annual reports	4	4	4	
Strategy 2: To promote environmental conservation and preservation within ODPP						
Windbreakers around ODPP owned offices planted and maintained.	# of ODPP premises with trees, grass and floor gardens planted and maintained.	Quarterly and Annual reports	10	10	10	
ODPP officers and Police Environmental protection force sensitized in environmental conservation and preservation matters.	# of officers sensitized in environment and preservation matters.	Quarterly and Annual reports	50	50	50	
National and International links in environmental and natural resources management strengthened	# of meetings held	Annual reports	4	4	4	
OUTPUTS /DELIVERABLES ON GENDER						
Strategy 1: To promote Gender and Equity Responsiveness within and outside ODPP						

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
National and regional stakeholder consultative meetings on the challenges faced by women, men, children, youths, & persons with special needs (deaf, lame, dumb, blind, elderly, and imbeciles) in accessing prosecution services held;	# of stakeholder consultative meetings held	Annual reports	4	4	4	
Ramps and nursing facilities within the DPP offices provided	# of DPP offices with ramps and nursing facilities	Annual reports	7	7	7	
IEC materials on the available Gender, Children and sexual offences services developed	# of copies of IEC materials on SGBV & C printed for dissemination	Annual reports	10,000	10,000	10,000	
Sensitization meetings on available SGBV services conducted	# of outreach/ sensitization meetings held;	Annual reports	3	3	3	
SGBV case census to establish number registered, the nature of cases and manner in which they are concluded conducted	# of ODPP offices visited	Quarterly and Annual reports	All	All	All	

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Monitoring and Evaluation visits to assess the impact of the training on the prosecution of child related cases in Uganda, in promoting child friendly justice conducted	# of ODPP offices to conduct M& E visits	Quarterly and Annual reports	All	All	All	
Manual/ handbook on prosecuting sexual and Gender Based violence cases in Uganda developed	# of copies of the SGBV manual printed	Quarterly and Annual reports	10,000	10,000	10,000	
Refresher trainings of the top management on SGBV conducted	# of sensitization meetings held	Annual reports	4	4	4	
Study to establish the current Gender and Equity issues within the Directorate of Public Prosecutions	# of ODPP staff consulted in the Gender Issues	Annual reports	All	All	All	
Gender and Equity Policy for the ODPP developed and printed	# of copies of the policy produced	Annual reports	10,000	10,000	10,000	
Availability of translator of Special Languages (for example sign language) ensured	# of translators engaged	Annual reports	1	1	1	
Collaboration with international organizations on SGBV and children matters promoted and maintained	# of partnerships entered into	Annual reports	2	2	2	

INTERVENTION LOGIC	Objectively Verifiable Indicators / Indicators of Achievement	MOV/ Means of Verification	Target per year			Risks/Assumptions
			2017/18	2018/19	2019/20	
Strategy 2: To promote and maintain collaboration with stakeholders						
Joint trainings targeting Police, Judicial officers, and health workers on gender sensitive interviewing Skills, pyscho-social skills, guidance and counseling, & child development conducted	# of joint trainings attended	Quarterly and Annual reports	2	2	2	
Stakeholder meetings and activities attended	# of stakeholder meetings and activities attended	Quarterly and Annual reports	4	4	4	

ANNEX 2: COSTING OF THE STRATEGIC PLAN IV ACTIVITIES (IN MILLION UGX)

SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
1	Strategic Objective 1: To examine and manage criminal cases				
1.1	Strategy 1: To handle and prosecute gender, children and sexual offense cases				
	FUNCTION AREAS				
1.1.1	To handle and prosecute gender, children and sexual (GC&S) offense cases in accordance with prosecution standards;	1,331.1	377.6	445.6	507.9
1.1.2	Conduct needs assessment for prosecutors regarding of GC & S cases;	321.0	150.0		171.0
1.1.3	Conduct prosecution led investigations of serious GC & S offense cases;	1,626.6	461.4	544.5	620.7
1.1.4	Develop and disseminate relevant guidelines on handling GC & S offense cases;	640.6	204.0	204.0	232.6
1.1.5	Promote and implement affirmative prosecution action in children and sexual offense cases in conflict areas.	729.8	207.0	244.3	278.5
	Sub-total	4,649.1	1,400	992.8	1,810.7
1.2	Strategy 2: To handle and prosecute all land crimes				
	FUNCTION AREAS				
1.2.1	To handle and prosecute land crimes in accordance with prosecution standards;	1099.9	312.0	368.2	419.7
1.2.2	Conduct prosecution led investigations and prosecutions of serious land crimes;	1391.8	394.8	465.9	531.1
1.2.3	To provide legal advice to other stakeholders on land matters;	496.8	140.9	166.3	189.6
1.2.4	To develop guidelines on investigations and prosecution of land crimes;	544.2	174.9	170.0	199.3
1.2.5	To monitor and evaluate guidelines relating to investigations and prosecution of land crimes.	625.5	177.4	209.4	238.7
	Sub-total	4,158.2	1,200	1,379.8	1,578.4
1.3	Strategy 3: To handle and prosecute all corruption and corruption related cases				
	FUNCTION AREAS				

SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
1.3.1	To handle and prosecute all corruption and money laundering matters in accordance with prosecution standards;	2186.8	620.3	732.0	834.5
1.3.2	Maintain coordination with stakeholders on corruption matters;	529.1	150.1	177.1	201.9
1.3.3	Conduct needs assessment for corruption and white collar crime prosecution;	386.2	146.2	120.0	120.0
1.3.4	Conduct prosecution led investigations and prosecutions of serious corruption crimes;	2672.2	758.0	894.5	1,019.7
1.3.5	Develop guidelines and standards on handling of corruption matters;	935.1	335.1	300.0	300.0
1.3.6	To enforce measures for recovery of proceeds of crime.	1198.9	340.1	401.3	457.5
	Sub-total	7,908.3	2,349.8	2,624.9	2,933.6
1.4	Strategy 4: To handle and prosecute all cases under general case work				
	FUNCTION AREAS				
1.4.1	To handle and prosecute all cases under general case work in accordance with prosecution standards;	1479.7	419.8	495.3	564.6
1.4.2	To strengthen approaches and practices for prosecution-led investigations in general crimes;	1336	379.0	447.2	509.8
1.4.3	Maintain coordination with stakeholders on crimes under general case work;	434.3	123.2	145.4	165.7
1.4.4	To monitor and supervise delegated prosecution.	810.8	230.0	271.4	309.4
	Sub-total	4,060.8	1,152.0	1,359.3	1,549.5
1.5	Strategy 5: To handle all Appeals & Miscellaneous Applications				
	FUNCTION AREAS				
1.5.1	To handle and prosecute Appeals and Miscellaneous Applications;	1228.2	348.4	411.1	468.7
1.5.2	To initiate Appeals and Miscellaneous applications to address legal issues;	1124.5	319.0	376.4	429.1

SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
1.5.3	To handle and review miscellaneous and appellate processes in all courts;	648.3	183.9	217.0	247.4
1.5.4	To develop mechanisms for coordination and management of criminal appeals.	410.9	116.6	137.5	156.8
	Sub-total	3,411.9	967.9	1,142.0	1,302.0
2	Strategic objective 2: To promote observance of prosecution services' performance standards at all ODPF areas of jurisdiction (headquarters, regional, district offices and agencies with delegated prosecutorial functions)				
2.1	Strategy 1: To ensure compliance to prosecution standards				
	FUNCTION AREAS				
2.1.1	To develop, enforce, monitor and assess the institution's ethical and professional codes of conduct in line with established international standards;	741.60	210.4	248.2	283.0
2.1.2	To monitor and assess implementation of performance standards;	400.7	113.7	134.1	152.9
2.1.3	To undertake inspections, prepare and submit inspection reports, and seek action thereon;	294.6	83.6	98.6	112.4
2.1.4	Review procedures that lead to delay in prosecution of cases;	262.9	74.6	88.0	100.3
2.1.5	To investigate public complaints against staff;	338.7	128.7	105.0	105.0
2.1.6	To inspect and quality assure delegated prosecutors.	596.2	169.1	199.6	227.5
	Sub-total	2,634.70	780.1	873.5	981.1
2.2	Strategy 2: To promote professionalism, Career Development and Conduct Action Research				

SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
	FUNCTION AREAS				
2.2.1	To train staff in techniques and skills in handling various forms of crimes;	421.9	119.7	141.2	161.0
2.2.2	Strengthen research capacity and continuous learning;	515.5	146.2	172.6	196.7
2.2.3	Undertake action research to adopt best prosecution practices;	244	69.2	81.7	93.1
2.2.4	Undertake research to document crime trends;	167.5	47.5	56.1	63.9
2.2.5	Undertake research to assess public prosecutions.	215.1	61.0	72.0	82.1
	Sub-total	1564	443.6	523.6	596.8
2.3	Strategy 3: To ensure Compliance to Accountability and Internal Audit Procedures				
	FUNCTION AREAS				
2.3.1	To promote and observe adherence to Accountability and Internal Audit procedures;	455	144.0	151.9	159.1
2.3.2	To assist the ODPP to achieve its objectives through independent assurance services and consulting activities intended to add value and improve the ODPP operations.	432	137.4	144.2	150.4
	Sub-total	887	281.4	296.1	309.5
3	Strategic Objective 3: To enhance access to prosecution services by all, dis-aggregated by age, gender, location, physical differences				
3.1	Strategy 1: Ensuring that prosecution services are provided upto county level by 2021				
	FUNCTION AREAS				
3.1.1	To monitor and evaluate performance of field staff of the ODPP;	2356.9	668.6	788.9	899.4
3.1.2	To establish field offices and provide operation services;	14,298.20	4,056.0	4,786.1	5,456.1

SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
3.1.3	To maintain effective communication and coordination between field stations and headquarters;	3205.3	909.3	1,072.9	1,223.1
3.1.4	To establish and maintain collaborations and linkages with district and national partners in criminal justice.	2136.9	606.2	715.3	815.4
	Sub-total	21,997.3	6,240.1	7,363.2	8,394.0
3.2	Strategy 2: Ensuring an Efficient and Effective ICT System and Public Relations				
	FUNCTION AREAS				
3.2.1	To provide and maintain information resources and ICT infrastructure in accordance with established national standards;	656.4	186.2	219.7	250.5
3.2.2	Scale up capacity and implementation of data management system;	281.30	79.8	94.2	107.3
3.2.3	To coordinate, monitor and evaluate the performance of ICT systems;	382.6	108.5	128.1	146.0
3.2.4	To establish and maintain information linkages with relevant national and international institutions;	196.9	55.9	65.9	75.1
3.2.5	Manage information flow within and without ODPP;	170.6	48.4	57.1	65.1
3.2.6	Develop a communication and publicity policy;	255.6		210.6	45.0
3.2.7	Enhance customer care within ODPP;	131.2	37.2	43.9	50.1
3.2.8	Monitor and maintain information sharing platforms e.g. social media	183.7	52.1	61.5	70.1
3.2.9	Develop and implement internal ICT policy;	314.9		210.3	45.0
3.2.10	Produce and disseminate assorted materials for institutional building;	263.4	83.4	85.0	95.0

SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
3.2.11	Manage records and information on ODPP.	157.5	44.7	52.7	60.1
	Sub-total	2,934.50	696.2	1,229.0	1,009.3
3.3	Strategy 3: Ensure an efficient and effective support services management system				
	FUNCTION AREAS				
3.3.1	Formulate and promote policy and planning framework for ODPP;	1142	324.0	382.0	436.0
3.3.2	Provide administrative support services;	7,139.00	2,025.0	2,390.0	2,724.0
3.3.3	Develop and implement Human Resources Strategy;	4,161.0	1,180.0	1,393.0	1,588.0
3.3.4	Provide financial management services;	5,711.00	1,620.0	1,912.0	2,179.0
3.3.5	Provide procurement and disposal services.	10,402.00	2,951.0	3,482.0	3,969.0
	Sub-total	28,555.0	8,100.0	9,559.0	10,896.0
3.4	Strategy 4: Ensure Protection of Witnesses and Empowerment of Victims				
	FUNCTION AREAS				
3.4.1	To promote and ensure protection of witnesses and victims of crime;	436.6	138.8	145.7	152.1
3.4.2	To develop, disseminate and monitor the implementation of witnesses and victims empowerment guidelines;	472.70	154.3	164.0	154.4
3.4.3	To encourage and maintain communication channels with victims and witnesses prior to, during, and after trial;	480.1	151.1	160.3	168.7
3.4.4	To promote inter-agency mechanisms for victims empowerment and witness	380.70	122.9	127.0	130.8

SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
	protection.				
	Sub-total	1,770.10	567.1	597	606
4	Strategic Objective 4: Collaborating with other inter-state agencies and other partners in public prosecutions at international level				
4.1	Strategy 1: To handle and prosecute all international, Terrorism, Human Trafficking and cross border criminal cases				
	FUNCTION AREAS				
4.1.1	To handle and prosecute all International, Terrorism, Human Trafficking and other cross border crimes in accordance to prosecution standards;	1,996.70	566.4	668.4	761.9
4.1.2	Conduct prosecution led investigations in International, Terrorism, Human Trafficking and cross border crimes;	2439.8	692.1	816.7	931.0
4.1.3	Coordinate with stakeholders on international Terrorism, Human Trafficking and cross border crimes and cross border crime matters;	1078.7	306.0	361.1	411.6
4.1.4	Conduct outreach programmes on International, Terrorism, Human Trafficking and other cross border crimes.	1887.8	535.5	631.9	720.4
	Sub-total	7,403	2,100.0	2,478.1	2,824.9
4.2	Strategy 2: To promote and maintain international cooperation in the management and prosecution of criminal cases				
	FUNCTION AREAS				
4.2.1	To establish, strength and maintain collaborations and networks with state and international agencies;	825.6	264.0	275.5	286.1
4.2.2	To initiate and execute MLA requests;	797.40	256.0	266.1	275.3
4.2.3	Initiate and execute extradition proceedings.	741	240.0	247.2	253.8

SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
	Sub-total	2,364	760	788.8	815.2
	Cross Cutting Issues				
5	HIV/AIDS				
5.1	Strategy 1: To promote healthy living that enhances productivity of ODPP employees and partners by developing and implementing effective and sustainable HIV/AIDS prevention, retention, care and control programmes				
	FUNCTION AREAS				
5.1.1	Train committee members and peer counselors	170	48.2	56.9	64.9
5.1.2	Organize awareness campaigns, counseling and testing programmes	231.20	65.6	77.4	88.2
5.1.3	Participate in national HIV/AIDs activities	119	33.8	39.8	45.4
5.1.4	Conduct HIV/AIDs committee meetings	134.90	38.3	45.1	51.5
5.1.5	Provide HIV/AIDs prevention services	238	67.5	79.7	90.8
5.1.6	Provide healthy diet to staff living positive with HIV/AIDs	317.3		106.2	121.1
5.1.7	Conduct Monitoring and Evaluation of HIV/AIDs programmes	376.2	106.7	125.9	143.6
	Sub-total	1,586.60	450.1	531	605.5
6	Environment				
6.1	Strategy 1: To handle environmental criminal related matters				
	FUNCTION AREAS				

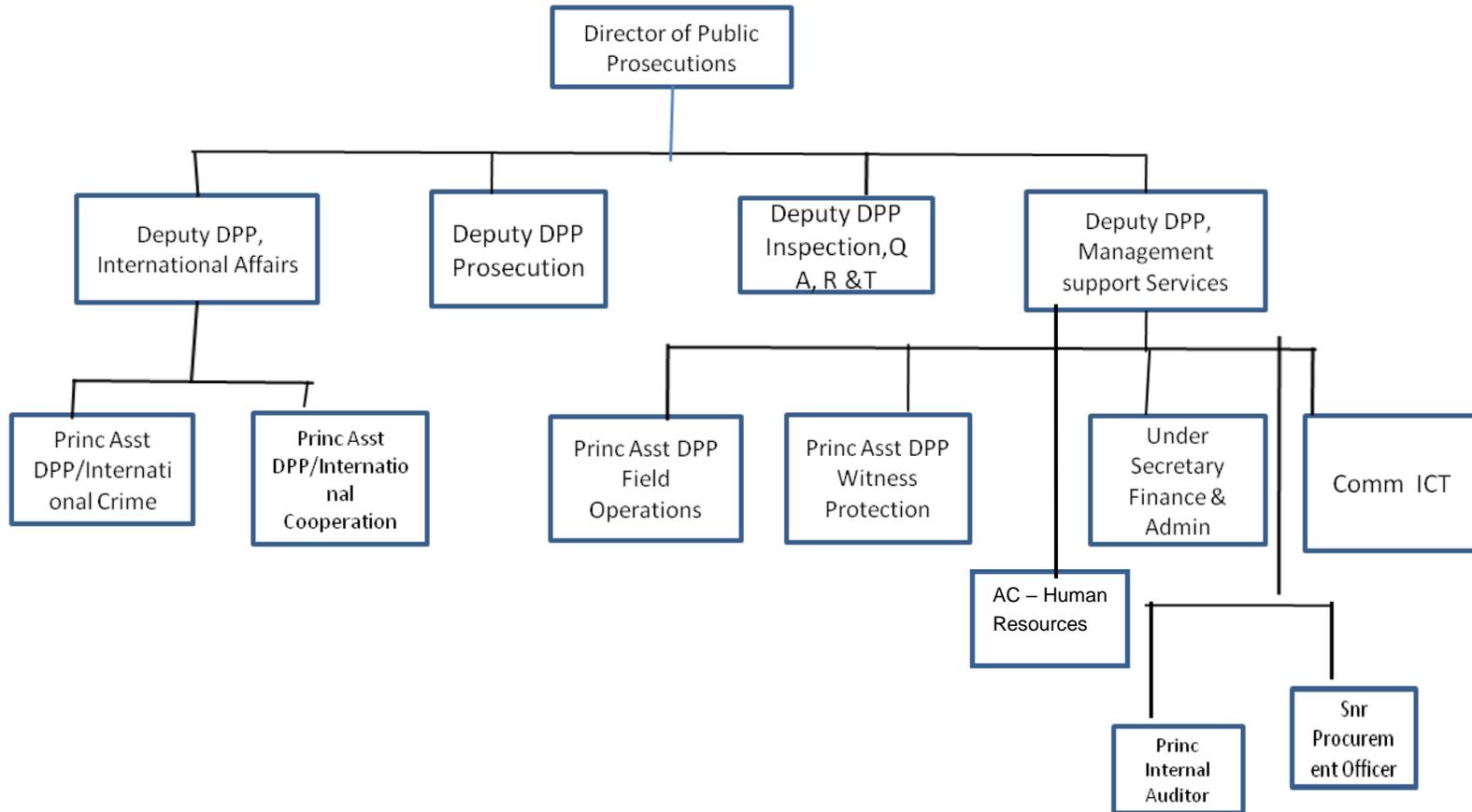
SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
6.1.1	Equip ODPP staff with skills in cases related with violation of wildlife and environmental laws;	1049	298.0	351.0	400.0
6.1.2	Handle environmental related criminal matters	808.00	229.0	271.0	308.0
6.1.3	Monitor environmental related criminal matters handled by delegated Prosecutors	437	124.0	146.0	167.0
6.1.4	Promote collaboration with institutions such as NEMA, UWA, MoWE, UFA, KCCA, Urban Authorities and other agencies that advocate for environmental issues	708.00	201.0	237.0	270.0
	Sub-total	3002	852	1,005.00	1,145.00
6.2	Strategy 2: To promote environmental conservation and preservation within ODPP				
	FUNCTION AREAS				
6.2.1	Plant and maintain windbreakers around ODPP owned offices;	608.5	187.5	203.3	217.7
6.2.2	Sensitize ODPP officers and Police Environmental protection force in environmental conservation and preservation matters.	564.4	175.0	188.5	200.9
6.2.3	Strengthen national and international links in environmental and natural resources management	334.9	95.0	112.1	127.8
	Sub-total	1507.8	457.5	503.9	546.4
7	Gender				
7.1	Strategy 1: To promote Gender and Equity Responsiveness within and outside ODPP				
	FUNCTION AREAS				

SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
7.1.1	Hold national and regional stakeholder consultative meetings on the challenges faced by women, men, children, youths, & persons with special needs (deaf, lame, dumb, blind, elderly, and imbeciles) in accessing prosecution services;	515.5	161.2	172.0	182.3
7.1.2	Ensure ramps and nursing facilities are constructed within the ODPP offices;	284.9	88.3	95.1	101.5
7.1.3	Develop IEC materials on the available Gender, Children and sexual offences services;	127.5	127.5		
7.1.4	Conduct sensitization meetings on available SGBV services;	524.8	163.8	175.2	185.8
7.1.5	Initiate SGBV case census to establish number registered, the nature of cases and manner in which they are concluded;	178.5	178.5		
7.1.6	Conduct Monitoring and Evaluation visits to assess the impact of the training on the prosecution of child related cases, and in promoting child friendly justice;	542.7	168.9	181.2	192.6
7.1.7	Develop manual/handbook on prosecuting sexual and Gender Based violence cases;	76.5	76.5		
7.1.8	Conduct refresher trainings of the top management on SGBV;	265.8	75.4	89.0	101.4
7.1.9	Initiate a study to establish the current Gender and Equity issues within ODPP;	140.3	140.3		

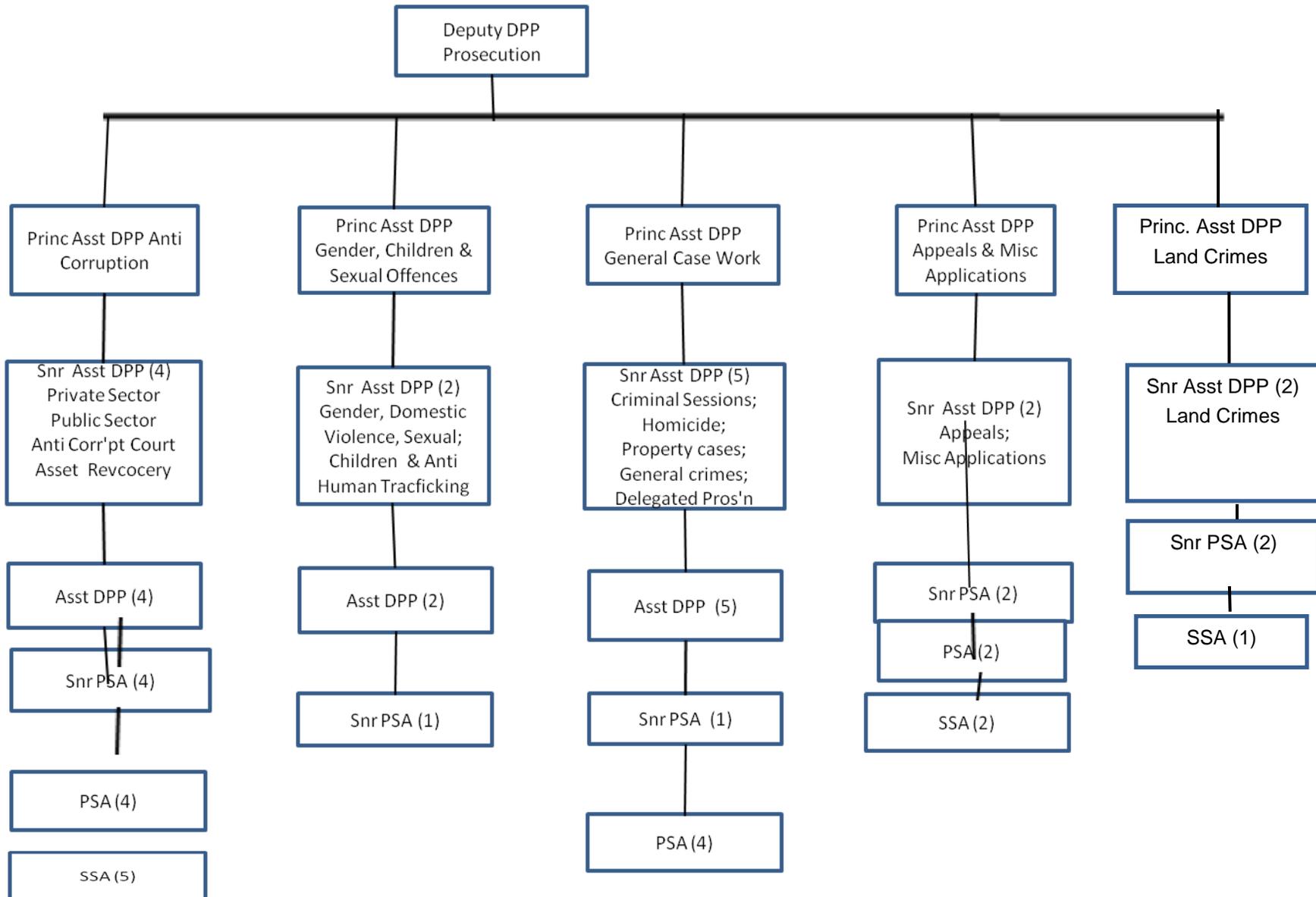
SN0.	ESTIMATED COSTS FOR EACH FUNCTION AREA UNDER THE STRATEGIES AND FOR EACH STRATEGIC OBJECTIVE (Million UGX)	3 years	FISCAL YEARS		
		Total	2017/18	2018/19	2019/20
7.1.10	Develop, print and distribute Gender and Equity Policy for the ODPP.	333.5	153.0	180.5	
7.1.11	Ensure availability of translator of Special Languages (for example sign language)	161.8	45.9	54.2	61.7
7.1.12	Promote and maintain collaboration with international organizations on SGBV and children matters	695.1	212.2	232.0	250.9
	Sub-total	3,846.90	1,591.50	1,179.20	1,076.20
7.2	Strategy 2: To maintain collaboration with stakeholders				
	FUNCTION AREAS				
7.2.1	Conduct joint training targeting Police, Judicial officers and health workers on gender sensitive interviewing skills, psycho-social skills, guidance and counseling, and child development.	481.2	136.5	161.1	183.6
7.2.2	Attend stakeholder meetings and activities.	259.1	73.5	86.7	98.9
	Sub-total	740.3	210.0	247.8	282.5
	Grand Total	104,981.50	30,599.3	35,119.60	39,262.60

ANNEX 4: ORGANOGRAMS

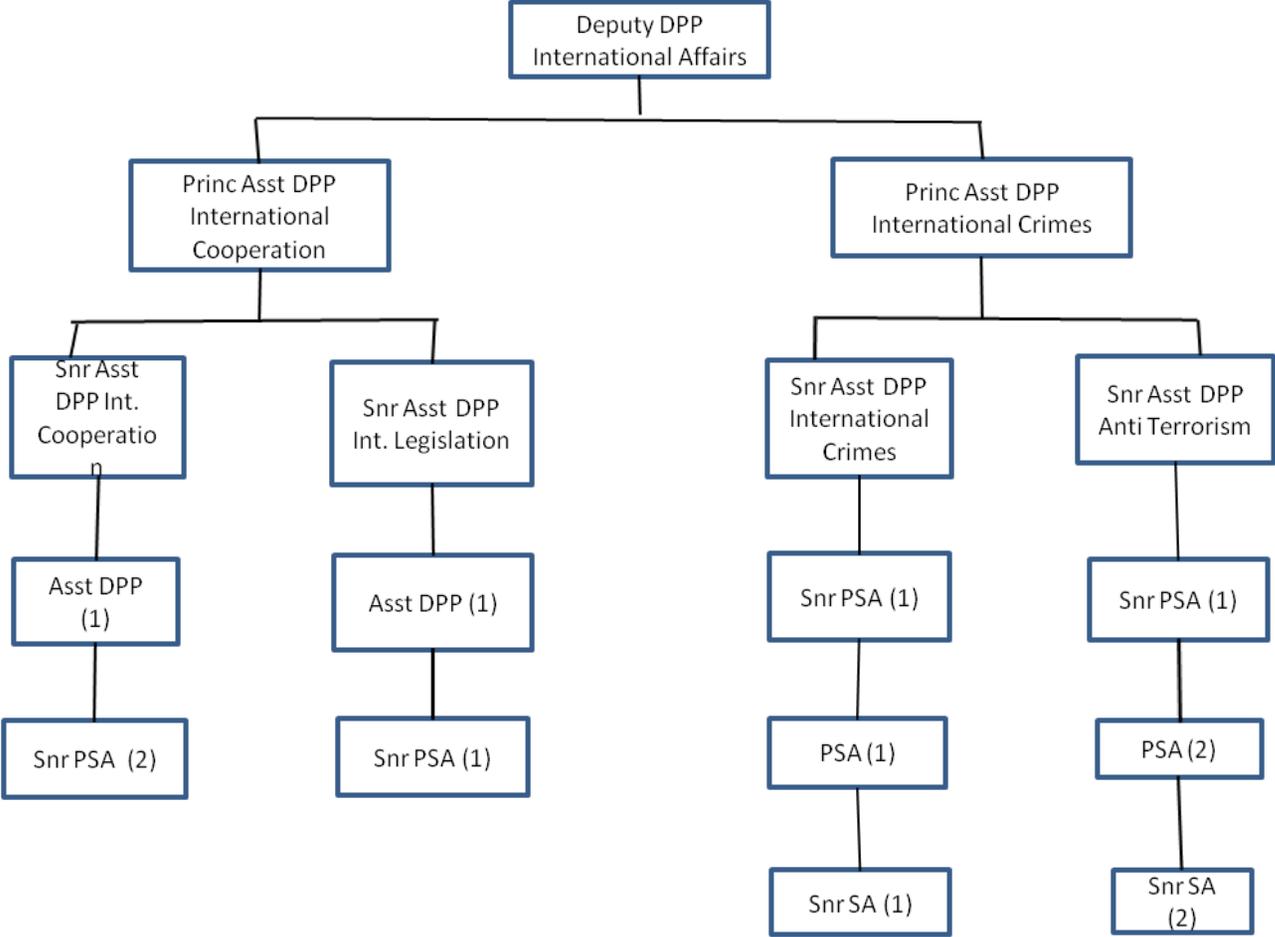
MACRO STRUCTURE OF THE OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS



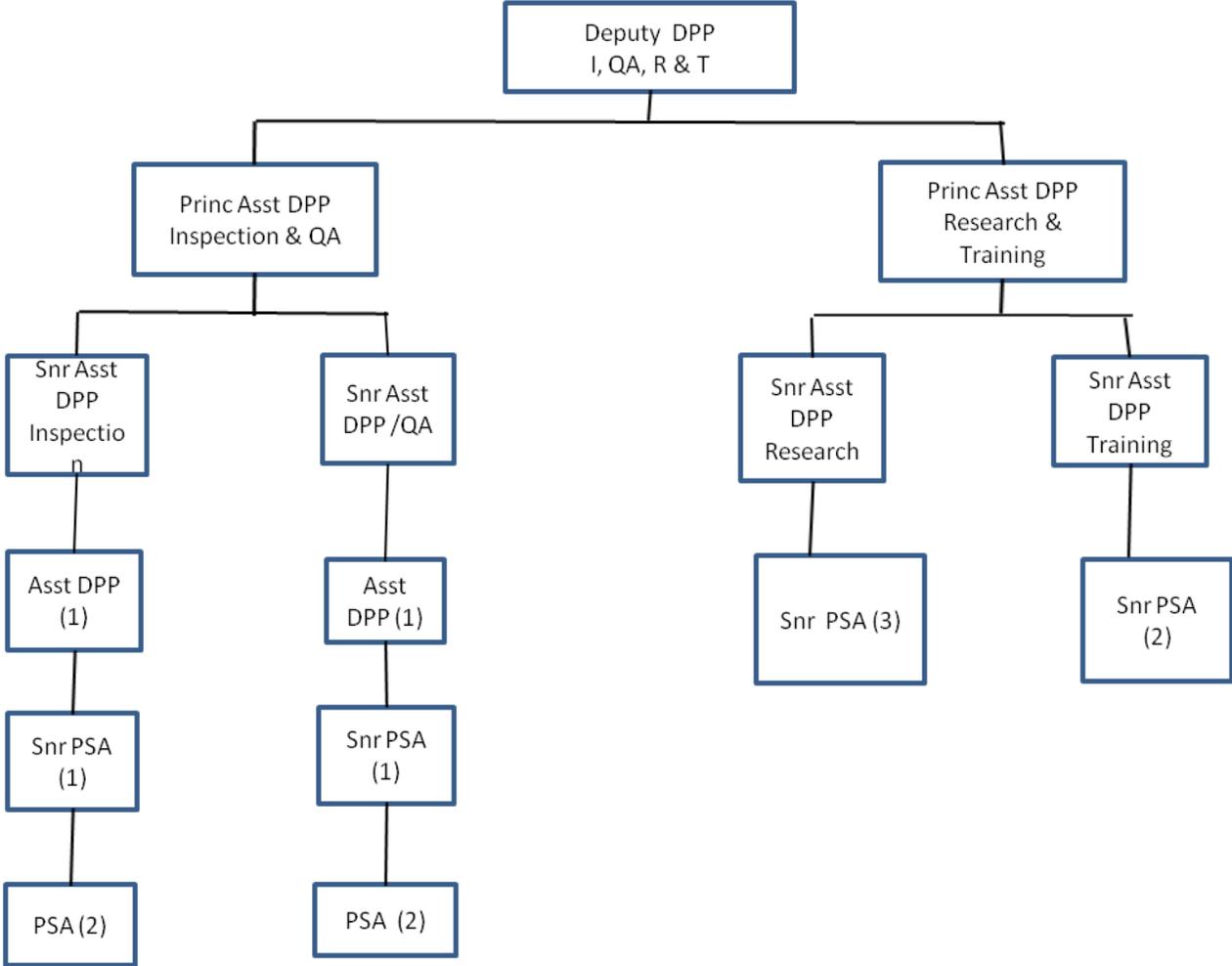
MICRO STRUCTURE OF THE DIRECTORATE OF PROSECUTION



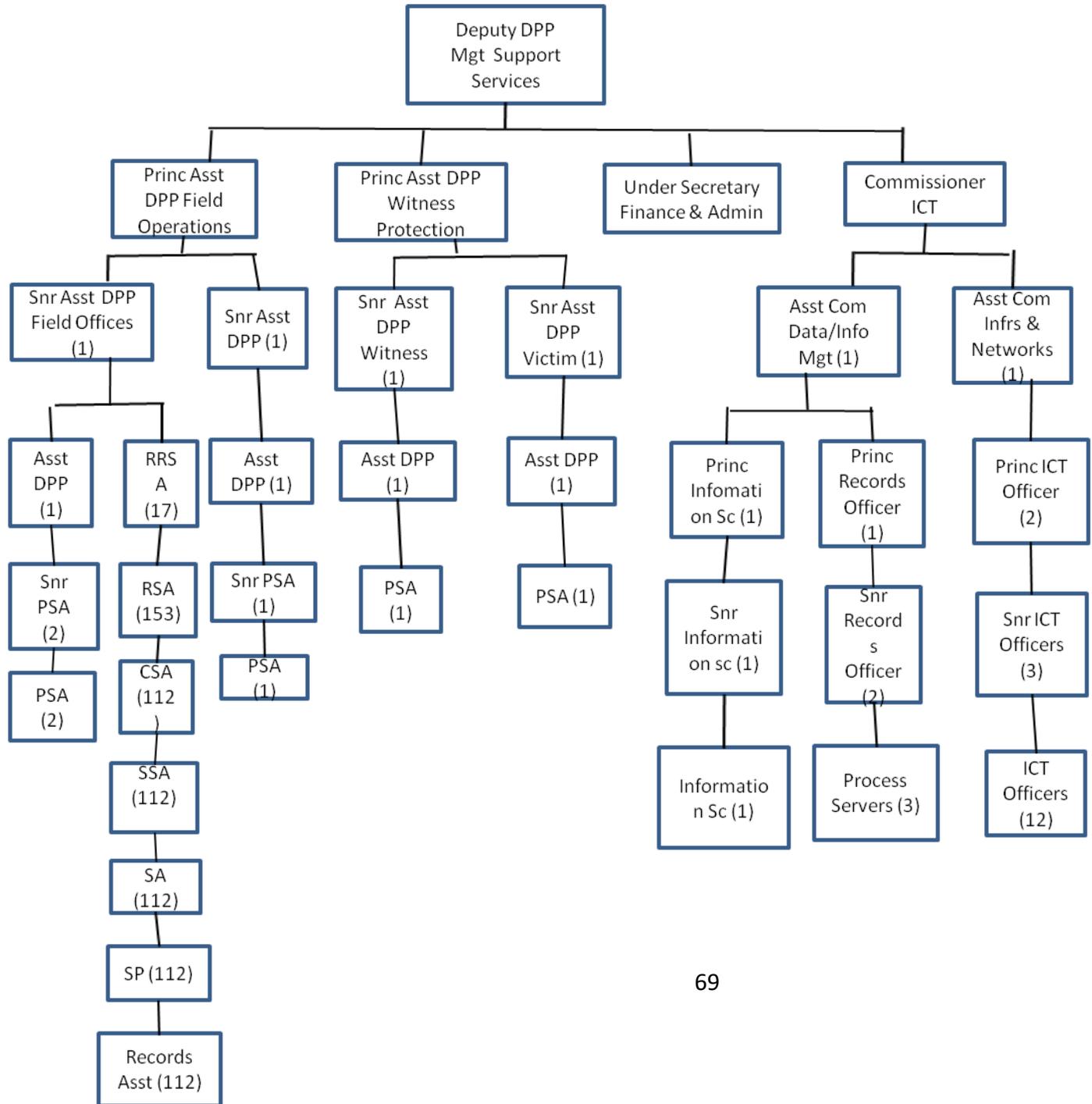
MICRO STRUCTURE OF THE DIRECTORATE OF INTERNATIONAL AFFAIRS



MICRO STRUCTURE OF THE DIRECTORATE OF INSPECTION, QUALITY ASSURANCE, RESEARCH AND TRAINING



MICRO STRUCTURE OF THE DIRECTORATE OF MANAGEMENT SUPPORT SERVICES



MICRO STRUCTURE OF THE DEPARTMENT OF FINANCE & ADMINISTRATION

