



THE REPUBLIC OF UGANDA



GOVERNMENT ANALYTICAL LABORATORY

SERVICE DELIVERY STANDARDS

2025/26 – 2029/30

FEBRUARY 2026



STRATEGIC FRAMEWORK



VISION

A center of excellence in the provision of scientific-analytical, forensic, and advisory services.

MANDATE

To provide specialized scientific-analytical, forensic and advisory services to foster administration of justice, private sector and general public safety.

MISSION

To safeguard people's lives, property, and the environment as well as enhance the country's private sector competitiveness through the provision of timely, reliable, accessible, and affordable scientific-analytical, forensic, and advisory services.

#GAL

FOREWORD:



It is with great pleasure that I present the Service Delivery Standards (SDS) for the Government Analytical Laboratory (GAL). These standards represent a major milestone in the modernization, professionalization, and citizen-focused transformation of one of Uganda's key scientific and forensic institutions.

GAL plays a pivotal role in the administration of justice, public health protection, environmental stewardship, and the promotion of trade and economic competitiveness. Its specialized forensic and analytical services underpin critical decisions in criminal investigations, judicial proceedings, environmental management, public health interventions, and product quality assurance. The adoption of clear, documented Service Delivery Standards strengthens GAL's ability to deliver these services efficiently, transparently, and consistently across all its laboratories and service points.

The development of these standards aligns with Uganda's broader public service reforms, including the Public Service Reform Programme (PSRP), the National Development Plan IV, Vision 2040, and sectoral policies on health, security, and environmental protection. They are grounded in a comprehensive legal and policy framework that reinforces GAL's mandate, operational authority, and accountability to citizens and stakeholders. By providing measurable timelines, quality benchmarks, and standardized procedures, the SDS will enhance service efficiency, reduce case backlogs, improve client satisfaction, and reinforce public trust in GAL's scientific outputs.

I commend the management and staff of GAL for their commitment to operational excellence, scientific integrity, and continuous improvement. The implementation of these Service Delivery Standards will further consolidate GAL's position as a national and regional reference laboratory, enabling it to meet emerging forensic, public health, and environmental challenges while contributing to evidence-based governance and national development.

It is my firm belief that these standards will not only guide GAL's service delivery but also set a benchmark for professionalism, transparency, and accountability across Uganda's public service.

Signed,

A stylized, handwritten signature in black ink, appearing to read 'Kahinda Otafiire'.

Maj. Gen. Hon. Kahinda Otafiire (Rtd)
Minister of Internal Affairs

ACKNOWLEDGEMENT:



The Government Analytical Laboratory (GAL) expresses its sincere appreciation to all individuals and institutions that contributed to the development of these Service Delivery Standards (SDS). The successful preparation of this document reflects a collective effort grounded in professionalism, technical expertise, and a shared commitment to strengthening public service delivery.

We extend our profound gratitude to the Ministry of Internal Affairs for its policy guidance, strategic leadership, and unwavering support throughout the process. Special appreciation goes to the Office of the Permanent Secretary for the stewardship and oversight that ensured alignment of these standards with national priorities, public service reforms, and the Programme-Based Approach under the National Development Plan IV (NDP IV).

GAL further acknowledges the Ministry of Public Service for providing the regulatory framework and technical guidance on the development and operationalization of Service Delivery Standards, particularly in line with the Uganda Public Service Standing Orders (2021) and Establishment Notice No. 3 of 2011. Their direction has ensured that these standards meet national requirements for transparency, accountability, and performance management.

We commend the GAL Management Team and technical staff across all divisions and regional laboratories Mbale, Mbarara, Moroto, and Gulu for their dedication, technical input, and practical insights. Their hands-on experience in forensic science, toxicology, environmental analysis, forensic biology, questioned documents examination, firearms analysis, food and drug testing, and quality assurance has been invaluable in defining realistic, measurable, and scientifically grounded service benchmarks.

We also recognize the valuable contributions of key stakeholders, including the Uganda Police Force, the Judiciary, the Office of the Director of Public Prosecutions, the Ministry of Health, the National Environment Management Authority (NEMA), the Uganda National Bureau of Standards (UNBS), the National Identification and Registration Authority (NIRA), regulatory agencies, local governments, private sector partners, and development partners. Their feedback and continued collaboration ensure that GAL's services remain responsive to the needs of justice, security, public health, environmental protection, and trade facilitation.

Finally, we appreciate all staff members whose commitment to professionalism, integrity, and scientific excellence continues to strengthen GAL as Uganda's national referral centre for forensic and scientific analytical services. The collective efforts reflected in this document will enhance service quality, promote accountability, and support evidence-based governance and national development.

Lt.Gen. Joseph B. Musanyufu *psc,ndc*

Permanent Secretary
Ministry of Internal Affairs

TABLE OF CONTENTS:

Foreword:	i
Acknowledgement:	ii
Table of Contents:	iii
List of Acronyms	iv
1.0 Introduction on Service delivery standards	1
1.1 Mandate of the MDA	8
1.2 Strategic objectives	13
1.3 Goal	14
1.4 Vision	14
1.5 Mission	15
1.6 Theme	15
1.7 Values and principles	15
1.8 Purpose of Service Delivery Standards	18
1.9 Objectives of Service Delivery Standards	19
2.0 Implementation of Service Delivery Standards	21
2.1 Roles and responsibilities,	21
(i) Internal	21
(ii) External	21
3.0 Monitoring and Evaluation of Service Delivery Standards	23
3.1 Monitoring and Evaluation arrangements	23
3.2 Review of Service Delivery Standards	24
3.3 Service Delivery Standards development process	24
3.4 GAL SERVICE DELIVERY STANDARDS MATRIX	26
3.5 Abridged version of Service Delivery Standards	44
3.6 References	46

LIST OF ACRONYMS

AU: African Union
CSI: Circular Standing Instruction
DPP: Director of Public Prosecutions
EAC: East African Community
GAL: Government Analytical Laboratory
IHR: International Health Regulations
ISO/IEC: International Organization for Standardization / International Electrotechnical Commission
LGs: Local Governments
LIMS: Laboratory Information Management System
M&E: Monitoring and Evaluation
MDAs: Ministries, Departments, and Agencies
NDP IV: Fourth National Development Plan
NEMA: National Environment Management Authority
NIRA: National Identification and Registration Authority
NSDS: National Service Delivery Survey
NTR: Non-Tax Revenue
ODPP: Office of the Director of Public Prosecutions
PSRP: Public Service Reform Programme
SDS: Service Delivery Standards
SDGs: Sustainable Development Goals
SOPs: Standard Operating Procedures
SP: Strategic Plan

1.0 INTRODUCTION ON SERVICE DELIVERY STANDARDS

The Government Analytical Laboratory (GAL) is a legally mandated institution responsible for providing specialized scientific, analytical, advisory, and referral forensic services. Its core mandate is to support the administration of justice, protect public and environmental health, and enhance private sector competitiveness and economic growth. Through its multifaceted services, GAL supports investigations and judicial processes while ensuring public safety, environmental protection, and the integrity of trade and industrial activities.

GAL operates under the Ministry of Internal Affairs, which provides policy guidance, strategic direction, and political oversight. While functioning with a degree of semi-autonomy, GAL aligns its operations with the Programme-Based Approach of the Fourth National Development Plan (NDP IV), contributing directly to the Governance and Security and Administration of Justice Programmes.

The Laboratory works collaboratively with justice, security, health, environmental, and trade-related agencies by delivering critical scientific analyses and expert forensic investigations that underpin effective justice delivery and promote public health and safety. In addition, GAL supports trade competitiveness through product quality verification services and contributes to government non-tax revenue generation.

As Uganda's premier provider of independent scientific and forensic analytical services, GAL is supported by a diverse, highly skilled scientific workforce capable of responding to the growing complexity of forensic science, public health challenges, and environmental risks. As a key technical institution under the Ministry of Internal Affairs, GAL conducts forensic examinations, toxicological analyses, DNA profiling, chemical and microbiological testing, environmental analyses, and product quality verification, while also offering expert scientific advisory services.

Over the years, GAL has become a central pillar in Uganda's justice, security, public health, and trade-enabling architecture, playing an increasingly vital role in addressing emerging crime trends, public health threats, and environmental hazards.

GAL is in the advanced stages of enacting enabling legislation titled the Forensic and Scientific Analytical Services Bill, 2025. The objective of the Bill is to establish a comprehensive legal framework for the regulation of forensic and scientific analytical services in Uganda. Specifically, the Bill seeks to formally establish the Government Analytical Laboratory as a statutory institution and designate it as the national referral centre for forensic and scientific analytical services.

As Government continues to implement the Public Service Reform Programme (PSRP), the need for improved service quality, transparency, effectiveness, and accountability across public institutions has intensified. Stakeholder expectations for timely, accurate, reliable, and technologically advanced forensic and analytical services have risen sharply, particularly among law enforcement agencies, the judiciary, public health institutions, regulatory bodies, private sector actors, and the general public. This environment makes the development of clear, documented Service Delivery Standards (SDS) essential for GAL as it strengthens national and regional forensic capacity, decentralizes laboratory services, and modernizes its analytical processes and infrastructure.

The justification for Service Delivery Standards is further anchored in existing public service directives and reforms. Circular Standing Instruction (CSI) No. 2 of 2006 and findings from the National Service Delivery Survey (NSDS) 2008 underscored recurring challenges in public-sector service provision and highlighted the need for institutionalized standards that govern service quality, timeliness, cost, accessibility, and accountability. In response, the Ministry of Public Service issued Establishment Notice No. 3 of 2011 mandating all Ministries, Departments, Agencies (MDAs), and Local Governments (LGs) to develop, publish, and implement Service Delivery Standards.

For GAL, an institution central to forensic science, public health protection, environmental monitoring, and the administration of civil and criminal justice, Service Delivery Standards are critical. They provide a transparent, citizen-centred framework that clearly defines the range of services offered, analysis turnaround times, sample submission requirements, reporting procedures, and applicable fees.

The standards also serve as an essential internal management tool, supporting effective planning, budgeting, performance monitoring, and quality assurance, including GAL's commitment to maintaining international accreditation standards such as ISO/IEC 17025:2017. Furthermore, the Service Delivery Standards empower key stakeholders—including the Police, Judiciary, Office of the Director of Public Prosecutions (ODPP), regulatory agencies, local governments, industry, and the general public—by clarifying expectations and strengthening accountability for timely, credible, and scientifically robust outputs.

The need for GAL Service Delivery Standards has also been amplified by the shifting scientific and forensic landscape, characterised by increasing crime complexity, rapidly advancing laboratory technologies, heightened public health risks, climate-related environmental hazards, and the need for integrated national forensic and analytical information systems. In alignment with national

priorities under Vision 2040, the Fourth National Development Plan (NDP IV), the National Health Policy, the National Security Policy, and the E-Government Policy, GAL seeks to deliver world-class, safe, reliable, and technologically enabled forensic and analytical services.

These Service Delivery Standards therefore provide a structured, professional, and citizen-responsive framework for ensuring that GAL's scientific and forensic services are delivered consistently, efficiently, and equitably across all service points. They support institutional transformation, improve client satisfaction, strengthen the administration of justice, enhance public health and environmental safety, and reinforce Uganda's capacity for evidence-based governance and national development.

Legal and Policy Framework

The development and implementation of Service Delivery Standards (SDS) for the Government Analytical Laboratory (GAL) are anchored in a comprehensive legal and policy framework that defines GAL's mandate, regulates its operations, and obligates the institution to deliver timely, impartial, scientifically sound, and people-centred forensic and analytical services. GAL's constitutional foundation is derived from the 1995 Constitution of the Republic of Uganda, which underpins the rule of law, access to justice, protection of public health, environmental stewardship, and accountability in public service delivery.

Although GAL has historically operated without a single overarching enabling statute, its functions are firmly grounded in a wide range of national laws, policies, and regulatory instruments spanning justice, security, public health, environmental management, trade, and standards regulation. Collectively, these complementary frameworks provide the institutional legitimacy, operational scope, and authority through which GAL delivers forensic and scientific services in support of national development and governance priorities.

Policy and Legal Framework for Forensic Services;

Evidence, Courts, and Judicial Processes

- Evidence Act (Cap. 6)
- Magistrates Courts Act (Cap. 16)
- Courts of Judicature Act (Cap. 13)

Criminal Identification and Offender Management

- Identification of Offenders Act (Cap. 119)
- Habitual Criminals (Preventive Detention) Act (Cap. 118)

Firearms, Explosives, and Security Controls

- Firearms Act (Cap. 299)
- Explosives Act (Cap. 298)

Environmental Management, Chemicals Control, and Product Quality Assurance

Environment and Natural Resources

- National Environment Policy (1994)
- National Environment Act (Cap. 153), as amended
- Water Act (Cap. 152)
- National Oil and Gas Policy (2008)

Agriculture, Food Safety, and Standards

- Control of Agricultural Chemicals Act (Cap. 29)
- Adulteration of Produce Act (Cap. 27)
- Agricultural Chemicals (Registration and Control) Regulations (1993)
- Agricultural Chemicals (Control) Act (2006)
- Food and Drugs Act (Cap. 278)
- National Standards and Quality Policy (2012)
- Uganda National Bureau of Standards Act (Cap. 327)

Health, Safety, and Occupational Protection

- National Health Policy (2017)
- Toxic Chemicals Prohibition and Control Act (2015)
- Occupational Safety and Health Act, No. 9 of 2006
- Public Health Act (Cap. 281)
- National Drug Policy and Authority Act (Cap. 206)

Trade, Regulation, and Economic Development

- Uganda Revenue Authority Act (Cap. 196)
- External Trade Act (Cap. 88)
- Specified Goods (Conveyance) Act (Cap. 349)
- Investment Code Act (Cap. 92)

These laws and policies mandate public institutions to conduct, rely on, or outsource laboratory analyses to assess substances, products, processes, and materials for compliance with legal and regulatory requirements. Environmental and chemical analyses undertaken by GAL evaluate physical, chemical, and biological characteristics and their effects on human health, public safety, and environmental integrity.

The obligation to develop Service Delivery Standards is reinforced by the Uganda Public Service Standing Orders (2021), particularly Section A-n 30, which requires all Ministries, Departments, Agencies (MDAs), and Local Governments to prepare, publish, and operationalize SDS to promote transparency, predictability, and

accountability in public service delivery. In addition, Establishment Notice No. 3 of 2011 issued by the Ministry of Public Service provides detailed guidance on the preparation, dissemination, monitoring, and continuous improvement of SDS. For GAL an institution whose scientific outputs directly influence judicial decisions, public health outcomes, trade regulation, and security intelligence the adoption of clear service standards is essential for managing case backlogs, improving new case reporting, strengthening forensic quality systems, and enhancing client satisfaction across justice, health, environmental, and commercial sectors.

GAL's Service Delivery Standards are aligned with Uganda's national planning and development frameworks. The National Development Plan IV (NDP IV) emphasizes science, technology, innovation, governance, service delivery improvement, and evidence-based decision-making all of which require reliable forensic science services and clear performance benchmarks. Vision 2040 underscores the need for strong, technologically enabled public institutions capable of driving socio-economic transformation, and positions scientific laboratories as critical enablers of an industrialized and safe society. GAL's SDS also reflect commitments under the National Migration Policy (2025) where forensic age assessment and identity verification support national identity management; the National Security Policy (2020); the National Public Health Emergency Preparedness frameworks; the E-Government Policy (2011); and emerging national initiatives such as the establishment of the National DNA Data Bank.

Furthermore, GAL's expanding statutory and operational environment including the operationalization of regional forensic laboratories in Mbale, Mbarara, Moroto, and Gulu; implementation of the Narcotic Drugs and Psychotropic Substances Control Act; and development of key policies such as the Forensic Evidence and DNA Database Policy, the National Poison Information Management Policy, the Hazardous Waste and Safety Policy, and the Business Data Management Framework necessitates clear, harmonised, and scientifically grounded service standards. These standards ensure consistency across headquarters and regional laboratories, facilitate management of high-volume divisions such as Toxicology and Forensic Biology, and support the institution's ongoing efforts to reduce case backlog and improve case-turnaround time.

At the continental and global levels, GAL's work aligns with frameworks such as the African Union Agenda 2063, the East African Community (EAC) Mutual Recognition and Cross-Border Cooperation Arrangements for forensic services, the International Health Regulations (IHR), the Sustainable Development Goals (SDGs) especially those on justice, health, safety, and environmental protection and international laboratory accreditation standards including ISO/IEC

17025:2017. These commitments require GAL to uphold rigorous scientific standards, safeguard human rights, promote fairness in justice administration, and maintain integrity, confidentiality, and professionalism in the handling and analysis of evidence.

In this context, GAL's Service Delivery Standards provide a comprehensive and legally grounded framework for ensuring that citizens, investigators, prosecutors, judicial officers, regulators, private sector clients, and development partners receive consistent, high-quality, and transparent scientific services. The SDS reinforce GAL's central role in justice, security, public health, environmental protection, and trade facilitation, while supporting modernization, digital transformation, research excellence, and regional laboratory expansion.

Strategic Rationale for Implementation

The implementation of Service Delivery Standards (SDS) for the Government Analytical Laboratory (GAL) is strategically justified by the institution's evolving operational environment, national development priorities, and the increasing demand for accurate, timely, and credible forensic and scientific analytical services. As Uganda continues to experience rising crime complexity, growing public health risks, expanded industrial and agricultural activity, increasing environmental contamination, and intensified security threats, GAL's services including toxicology, forensic biology, DNA analysis, questioned document examination, firearms and tool mark analysis, food and drug testing, microbiology, chemical verification, and environmental analysis require clear, measurable, and consistent service benchmarks.

The Situation Analysis and performance review reveal that, although GAL registered major progress in infrastructure expansion, regional laboratory operationalization, research development, NTR generation, case backlog reduction, and quality management systems, several challenges continue to limit service efficiency. These include understaffing particularly in regional laboratories budgetary constraints, delayed capital development such as the National DNA Databank, inadequate equipment for emerging needs (e.g., age analysis, hydrocarbon analysis), high exhibit volumes per case, fluctuating case reporting trends, and the need for strengthened ICT systems for integrated case management.

These institutional realities underscore the urgency of implementing standardized service delivery approaches across all GAL laboratories and service points. Service Delivery Standards therefore offer a structured, evidence-based response to both internal capacity gaps and external stakeholder expectations. They enhance GAL's ability to deliver consistent, scientifically defensible, people-

centred, and accountable services in support of justice, public safety, environmental health, and trade facilitation.

Specifically, the strategic rationale for implementing SDS in GAL is grounded in the need to:

1. Improve efficiency and predictability in forensic case management

With high case volumes and historically significant backlogs especially in Toxicology and Forensic Biology SDS provide clear timelines, workflows, and performance indicators to streamline case handling, reduce delays, and ensure timely reporting to courts, investigators, regulators, and clients.

2. Strengthen institutional accountability and transparency

Standardized service benchmarks allow citizens, justice institutions, regulators, and private-sector clients to understand expected turnaround times, requirements, costs, and obligations. This enhances trust, reduces complaints, and ensures responsible use of scientific evidence in decision-making.

3. Support justice, security, and public health outcomes

As GAL's scientific results increasingly influence prosecutions, court decisions, environmental enforcement, food safety monitoring, and public health interventions, SDS reinforce the quality, reliability, and independence of forensic outputs critical for protecting rights and ensuring fair trial standards.

4. Address operational challenges revealed by performance analysis

Trends such as declining case submissions in key laboratories, fluctuating case reporting, understaffing, insufficient specialized equipment, and delayed infrastructure projects highlight the need for standardized processes that maximize efficiency even within resource constraints.

5. Enhance GAL's transition toward modern, technology-enabled laboratory services

With plans to automate case management, strengthen the Laboratory Information Management System (LIMS), and advance digital transformation, SDS ensure consistent adoption of ICT-enabled workflows across headquarters and regional laboratories.

6. Support quality assurance and accreditation compliance

GAL's commitment to ISO/IEC 17025:2017 and the development of SOPs across divisions requires uniform service standards that guarantee scientific accuracy, chain-of-custody integrity, safety, and methodological consistency.

7. Strengthen regional laboratory performance and equity in service access

With four regional laboratories operational but understaffed and under-equipped, SDS foster standardization across regions, improving service equity, reducing reliance on the central laboratory, and extending high-quality services to underserved populations.

8. Promote research, innovation, and evidence-based decision making

GAL's increasing research portfolio from environmental contamination studies to pesticide residue monitoring and DNA population data requires service norms that integrate scientific inquiry with routine laboratory operations to support public health, agriculture, and justice systems.

9. Align GAL operations with national and global policy commitments

SDS ensure that GAL contributes effectively to national priorities under NDP IV, Vision 2040, the National Security Policy, the Public Health frameworks, environmental protection laws, and international obligations including IHR, AU Agenda 2063, and global laboratory accreditation standards.

10. Enhance client satisfaction and stakeholder collaboration

Clear service standards support smoother coordination with the Judiciary, Uganda Police Force, DPP, NEMA, NIRA, Ministry of Health, private sector, local governments, and the public ensuring timely delivery of results, improved court attendance performance, and more efficient evidence-based service.

1.1 Mandate of the MDA

The Government Analytical Laboratory (GAL) is a legally mandated institution responsible for providing specialized scientific, analytical, advisory, and referral forensic services. Its core mandate is to support the administration of justice, protect public and environmental health, and enhance private sector competitiveness and economic growth. Through its multifaceted services, GAL supports investigations and judicial processes while ensuring public safety, environmental protection, and the integrity of trade and industrial activities.

GAL has historically operated without a single overarching enabling statute, its functions are firmly grounded in a wide range of national laws, policies, and regulatory instruments spanning justice, security, public health, environmental management, trade, and standards regulation. Collectively, these complementary frameworks provide the institutional legitimacy, operational scope, and authority through which GAL delivers forensic and scientific services in support of national development and governance priorities. The enabling laws

include the following; Evidence Act (Cap. 6), Magistrates Courts Act (Cap. 16), Courts of Judicature Act (Cap. 13), Identification of Offenders Act (Cap. 119), Habitual Criminals (Preventive Detention) Act (Cap. 118), Firearms Act (Cap. 299), Explosives Act (Cap. 298), National Environment Policy (1994), National Environment Act (Cap. 153), Water Act (Cap. 152), National Oil and Gas Policy (2008), Control of Agricultural Chemicals Act (Cap. 29), Adulteration of Produce Act (Cap. 27), Agricultural Chemicals (Registration and Control) Regulations (1993), Food and Drugs Act (Cap. 278), National Standards and Quality Policy (2012), Uganda National Bureau of Standards Act (Cap. 327), National Health Policy (2017), Toxic Chemicals Prohibition and Control Act (2015), Occupational Safety and Health Act, No. 9 of 2006, Public Health Act (Cap. 281), National Drug Policy and Authority Act (Cap. 206), Uganda Revenue Authority Act (Cap. 196), External Trade Act (Cap. 88), Specified Goods (Conveyance) Act (Cap. 349), Investment Code Act (Cap. 92)

These laws and policies mandate public institutions to conduct, rely on, or outsource laboratory analyses to assess substances, products, processes, and materials for compliance with legal and regulatory requirements. Environmental and chemical analyses undertaken by GAL evaluate physical, chemical, and biological characteristics and their effects on human health, public safety, and environmental integrity.

As the lead Government Chemist institution, GAL plays a central role in Uganda's justice, security, governance, and public health architecture. Its scientific outputs influence prosecutions, judicial decisions, environmental enforcement, trade facilitation, and public safety. GAL's laboratories provide essential evidence that guides investigative agencies, regulators, the Judiciary, health institutions, and the private sector.

Service Delivery Standards (SDS) enable GAL to translate this broad mandate into clear, measurable, and citizen-centred service expectations. SDS define performance benchmarks for case analysis, reporting timelines, client engagement, evidence handling, scientific quality assurance, regional laboratory operations, court attendance, research, and public-facing services. They promote consistency, transparency, safety, professionalism, and accountability across all GAL divisions and regional laboratories.

GAL's mandate and SDS are aligned with national development and governance frameworks including the National Development Plan IV (NDP IV), the Governance and Security Programme, Vision 2040, the National Security Policy, the Public Health frameworks, and the National Environment Action Plan. They also complement regional and international commitments under the African

Union Agenda 2063, EAC sectoral cooperation frameworks on forensic science and public health, the International Health Regulations (IHR), and global laboratory accreditation standards such as ISO/IEC 17025:2017.

Linkage to National and Sector Development Plans (GAL Version)

The Government Analytical Laboratory (GAL) aligns its mandate and strategic priorities with Uganda's national and sector development frameworks to ensure that forensic science, analytical services, and scientific evidence directly contribute to justice, public safety, environmental protection, public health, and socio-economic transformation. GAL's core functions including toxicology, DNA and forensic biology, questioned documents analysis, food and drug testing, environmental analysis, firearms and toolmark examination, chemical verification, and expert testimony are essential to the Governance and Security Programme and are key enablers of rule-of-law processes, quality health systems, environmental stewardship, and a safe and competitive economy.

a) National Development Plan IV (NDP IV, 2025/26–2029/30)

NDP IV prioritizes strengthening Uganda's governance, security, science, technology, and innovation systems to support peace, justice, and inclusive economic growth. GAL contributes directly to these priorities by enhancing the administration of justice through timely and scientifically credible forensic evidence that supports investigations, prosecutions, and judicial decision-making.

GAL strengthens public health systems by conducting toxicology, microbiological, and food–drug analyses that detect poisonings, contamination, outbreaks, and unsafe products. The directorate also supports environmental protection through chemical, biological, and environmental analyses that inform enforcement of environmental laws and pollution control.

In addition, GAL reduces crime and improves security through DNA profiling, firearms analysis, age estimation, and forensic intelligence in high-profile and complex investigations. It also supports trade and consumer protection by verifying product safety, quality, and compliance with national and international standards.

Through operationalization of regional laboratory services in Mbale, Mbarara, Moroto, and Gulu, GAL improves access to forensic and analytical services, reducing turnaround times. Its efforts to advance scientific and digital transformation, including strengthening Laboratory Information Management Systems (LIMS), automating workflows, and improving data integrity, further

reinforce national development objectives. Collectively, these initiatives advance NDP IV objectives related to strengthening rule-of-law services, enhancing national security, modernizing scientific infrastructure, promoting health and environmental safety, and improving institutional performance and accountability.

b) Vision 2040

Vision 2040 aspires to transform Uganda into a modern, prosperous, science-driven nation anchored on strong institutions, effective governance, and technological advancement. GAL directly contributes to this vision by providing world-class forensic and analytical services that support a modern criminal justice system.

The directorate develops scientific infrastructure, including advanced laboratories and national forensic databases, which underpin industrialization, public health, and environmental management. By strengthening public safety and national security through scientific evidence, GAL helps deter and address crime effectively.

GAL also enables a healthy and competitive population by detecting harmful substances, ensuring product safety, and supporting evidence-based health interventions. Through environmental monitoring and pollutant identification, it contributes to sustainable management of Uganda's natural resources.

Furthermore, the modernization of immigration systems, expansion of digital services, and enhancement of enforcement capabilities under the GAL Strategic Plan support Vision 2040's emphasis on technology, human capital development, and effective, science-oriented public institutions.

c) Agenda 2063 and the Sustainable Development Goals (SDGs)

GAL's mandate aligns with the African Union's Agenda 2063, particularly Aspiration 3, which envisions an Africa characterized by good governance, respect for human rights, the rule of law, and strong institutions. GAL strengthens justice and rule-of-law systems through reliable forensic evidence and expert testimony, while supporting public health, food safety, and environmental management that are central to human capital development.

The directorate also enhances regional collaboration in forensic science, laboratory accreditation, cross-border investigations, and scientific information sharing, supporting Africa's integration and development goals.

At the global level, GAL advances several Sustainable Development Goals, especially SDG 16 (Peace, Justice, and Strong Institutions), SDG 3 (Good Health and Well-being), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), and SDG 6 (Clean Water and Sanitation). Through its work in forensic science, toxicology, environmental monitoring, and product safety testing, GAL strengthens public institutions, protects vulnerable populations, promotes health, and supports national and regional development.

d) The Public Sector Transformation Framework

The Public Sector Transformation Framework emphasizes professionalism, efficiency, digitalization, ethical conduct, and citizen-centred service delivery. GAL advances this agenda through the adoption and implementation of Service Delivery Standards (SDS), which define clear, measurable service performance benchmarks for quality, timeliness, scientific integrity, and client engagement.

GAL enhances operational efficiency through standardized workflows across headquarters and regional laboratories and promotes digital transformation via improved case management systems, electronic reporting, and laboratory automation. Quality assurance is strengthened through compliance with ISO/IEC 17025:2017 and other international standards, while transparency and accountability are improved in forensic reporting, evidence handling, and client communication.

SDS implementation reduces opportunities for malpractice and corruption through standardized procedures, clear tariffs, and strict chain-of-custody protocols. It also improves client satisfaction for justice institutions, regulators, health agencies, private sector actors, and the public. Collectively, these efforts position GAL as a modern, trusted, professional, and science-driven institution that supports Uganda's governance, security, health, environmental, and economic transformation.

Institutional Commitment to Service Delivery Excellence

The Government Analytical Laboratory (GAL) is fully committed to providing reliable, timely, and citizen-centered scientific and analytical services. Guided by the Uganda Public Service Standing Orders (2021) and relevant establishment notices, GAL recognizes its statutory obligation to define clear standards, timelines, and quality benchmarks that clients, institutions, and other service users should expect. In a sector that is critical to justice, public health, environmental protection, and national security, GAL places exceptional importance on accuracy, consistency, integrity, and accountability in all aspects of laboratory and analytical service delivery.

a) Institutional Structures for Service Excellence

To uphold this commitment, GAL has institutionalized robust systems and structures that promote continuous improvement and operational excellence. Dedicated mechanisms such as the Service Delivery Standards (SDS) Working Group, Quality Assurance and Compliance units, and performance management structures within each laboratory and department ensure that laboratory workflows are regularly reviewed, risks are mitigated, and service delivery targets are consistently met. These structures monitor performance across headquarters, regional laboratories, and outreach service points, ensuring uniformity in service quality, scientific rigor, and procedural compliance.

b) Integration of Standards into Operations

GAL integrates Service Delivery Standards into its Client Charter, internal standard operating procedures, laboratory manuals, and staff performance appraisal tools to embed accountability at individual, departmental, and institutional levels. Staff are guided by clear benchmarks for accuracy, turnaround time, reporting, and client engagement, ensuring that every sample, analysis, and report meets internationally recognized standards and client expectations.

c) Monitoring, Evaluation, and Feedback Mechanisms

Regular monitoring, evaluation, and feedback mechanisms including client satisfaction surveys, laboratory inspections, operational audits, and participation in national and regional performance reviews enable GAL to track progress, identify gaps, and implement corrective measures promptly. These processes strengthen transparency, enhance credibility, reduce risks of errors or malpractice, and foster a results-driven culture anchored on the directorate's values of professionalism, integrity, teamwork, and excellence.

d) Commitment to Modernization and Public Trust

Through these measures, GAL demonstrates its unwavering commitment to modernizing laboratory services, supporting the justice system, safeguarding public health, protecting the environment, and advancing scientific integrity. By providing seamless, accurate, and trusted services, GAL ensures that government institutions, private sector partners, and the public can rely on high-quality forensic, analytical, and laboratory results to inform decisions, enforce laws, and protect communities.

1.2 Strategic objectives

GAL will focus on four strategic objectives during this SP period:

1. Increase capacity for timely analysis of forensic evidence and improved service delivery

Expand laboratory infrastructure, establish regional laboratories, modernize equipment, and streamline case management.

2. Strengthen workforce capacity and sustainable institutional resources

Develop human capital through training, staff recruitment, and performance management; strengthen ICT, workplace infrastructure, and financing mechanisms.

3. Strengthen collaborations with law enforcement agencies, public health organizations, and educational institutions

Foster joint research, training programs, and formal partnerships to enhance operational and scientific impact.

4. Scale up innovative research in forensic analysis

Promote operational research, develop forensic research standards, enhance analytical methods, and ensure ethical review of all research protocols.

1.3 Goal

“To enhance the effectiveness and quality of forensic services in alignment with national priorities and international best practices.”

This goal serves as the anchor for the Strategic Plan, guiding interventions that strengthen laboratory infrastructure, workforce capacity, operational efficiency, research capabilities, and stakeholder collaboration.

1.4 Vision

“To be a leading center of excellence in forensic and analytical science, recognized globally for advancing justice, public safety, and health through innovative and reliable scientific solutions.”

This vision reflects GAL's aspiration to build a modern, technologically enabled, and trusted forensic institution where:

- a) Forensic and analytical services meet international standards of quality and reliability.
- b) Scientific evidence supports fair and effective justice, public health, and environmental protection.
- c) Laboratories operate with integrity, professionalism, and accountability.

- d) Innovation and digital transformation underpin all scientific processes and service delivery.

Alignment with National and Global Frameworks:

- a) Uganda Vision 2040: Strengthening scientific and analytical systems to underpin good governance, rule of law, and socio-economic transformation.
- b) National Development Plan IV (NDP IV): Supporting governance and security priorities through enhanced justice administration, digital innovation, and institutional capacity.
- c) Agenda 2063 and SDGs: Contributing to AU Aspiration 3 (good governance, rule of law, capable institutions) and SDGs 16 (peace, justice, and strong institutions) and 3 (health) by ensuring integrity, safety, and reliability in forensic science.

1.5 Mission

“To deliver high-quality forensic and analytical services that empower the justice system, protect public health and safety, and enhance environmental integrity.”

The mission underscores GAL's responsibilities to:

- a) Provide timely and accurate forensic and analytical evidence.
- b) Support law enforcement, justice administration, and public health initiatives.
- c) Maintain high standards of scientific integrity, confidentiality, and ethical practice.
- d) Promote innovation and research to advance forensic science.
- e) Foster regional and international collaborations for scientific and legal excellence.

1.6 Theme

“Excellence in Forensic Science: Advancing Justice, Public Safety, and Health through Innovation and Integrity.”

This theme encapsulates GAL's strategic vision of delivering world-class, innovative, and reliable forensic and analytical services that contribute to national development and societal safety.

1.7 Values and principles

- a) Professionalism

Professionalism is the backbone of credible service delivery. It demands that all staff uphold the highest standards of conduct, technical competence, and ethical behavior in their day-to-day duties. By demonstrating consistency, reliability, and accountability, employees reinforce public trust in the institution's work. Professionalism also entails continuous learning, adherence to established protocols, and respect for institutional values. When officers conduct themselves with dignity and excellence, they not only enhance the institution's reputation but also ensure that services are delivered in a manner that is transparent, consistent, and aligned with national and international expectations.

b) Respect

Respect underscores the recognition of the inherent dignity, rights, and contributions of all stakeholders' colleagues, clients, and the broader public. It is a value that fosters inclusion, open communication, and mutual support within the workplace. Practicing respect means listening actively, treating people fairly, and embracing diversity in thought, culture, and background. In a service environment, respect strengthens partnerships, reduces conflict, and improves the experiences of service recipients. Ultimately, it nurtures a work culture where individuals feel valued, safe, and motivated to contribute effectively.

c) Integrity

Integrity is fundamental to maintaining trust in analytical and forensic work. It requires that all analyses, judgments, and recommendations reflect honesty, scientific rigor, and adherence to evidence-based standards. Staff must resist any form of manipulation, bias, or external influence that could compromise the accuracy or credibility of results. Upholding integrity ensures that outcomes are dependable and that decisions informed by technical findings especially those affecting justice, public safety, and public health are just and reliable. With integrity, the institution safeguards its legitimacy and long-term credibility.

d) Confidentiality

Confidentiality protects the privacy of sensitive information and reinforces the ethical obligations of the institution. Staff must handle all data, case files, biological materials, records, and personal information with the utmost care, ensuring they are accessed and shared only by authorized personnel. Respecting confidentiality not only complies with legal and regulatory frameworks but also builds trust with stakeholders who depend on secure and responsible management of their information. When confidentiality is upheld, it minimizes risks, protects vulnerable individuals, and promotes ethical service delivery.

e) Effectiveness

Effectiveness reflects the institution's commitment to delivering timely, accurate, and impactful services. It involves optimizing available resources, enhancing technical capacity, and continuously improving processes to meet evolving demands. Effective service delivery ensures that analytical results contribute meaningfully to justice systems, law enforcement, public safety, and public health interventions. By emphasizing efficiency without compromising quality, the institution maximizes its contribution to national priorities while meeting stakeholder expectations.

f) Teamwork

Teamwork promotes synergy within and across departments, enabling staff to work collaboratively in pursuit of shared objectives. Given the multidisciplinary nature of forensic and analytical services, teamwork ensures that expertise is pooled, challenges are addressed collectively, and solutions are holistic. Internally, it strengthens relationships and fosters mutual support; externally, it enhances partnerships with agencies such as the police, courts, health institutions, and regulatory bodies. When teamwork thrives, the institution delivers more coordinated and comprehensive services.

g) Quality Assurance

Quality assurance is essential for providing reliable and credible forensic and analytical services. By implementing robust quality management systems aligned with ISO 17025:2017 standards, the institution guarantees accuracy, consistency, and traceability in all procedures. Quality assurance includes regular audits, calibration of equipment, staff proficiency testing, and adherence to validated methods. Through this value, the institution demonstrates its commitment to excellence, continuous improvement, and compliance with international benchmarks that uphold scientific integrity.

h) Fairness

Fairness ensures that services are provided equitably to all individuals and institutions, regardless of background, status, or circumstances. It promotes inclusivity and safeguards against discrimination or favoritism. In practice, fairness means giving equal attention to all cases, ensuring accessible services for marginalized populations, and applying policies consistently. When fairness is upheld, the institution strengthens its credibility and contributes meaningfully to justice and social equity.

i) Impartiality

Impartiality is critical in environments where decisions have significant legal, social, or health consequences. It requires staff to base their work solely on scientific evidence and the merits of each case, free from personal biases or external pressure. Impartiality ensures objectivity and protects the institution from allegations of conflict of interest. By remaining neutral and evidence-driven, staff contribute to fair judgments, accurate findings, and public trust in the institution's role within justice and regulatory systems.

1.8 Purpose of Service Delivery Standards

The implementation of Service Delivery Standards (SDS) provides GAL with a structured framework to deliver forensic, analytical, and research services in a transparent, efficient, measurable, and client-centered manner. Given GAL's mandate to provide high-quality forensic analysis, support justice delivery, safeguard public health, and promote environmental integrity, SDS are critical to ensuring that services ranging from forensic evidence analysis to public health testing and environmental monitoring are consistently delivered to meet stakeholder expectations.

Transparency and Accountability

GAL's SDS clearly define the scope of services, responsible personnel, access procedures, timelines, costs, and quality expectations, thereby enhancing openness and predictability. Stakeholders including law enforcement agencies, public health institutions, regulatory bodies, and research partners can know exactly what to expect when submitting samples, requesting analysis, or receiving reports. By institutionalizing these standards, GAL strengthens accountability by ensuring that staff adhere to established benchmarks and ethical practices. Structured feedback mechanisms allow stakeholders to monitor performance, report concerns, and engage in continuous improvement, reinforcing trust, professionalism, and credibility within the institution.

Service Quality and Consistency

SDS ensure uniformity and reliability across all GAL laboratories, regional centers, and satellite units. Standardized procedures, timelines, and quality benchmarks for forensic analysis, chemical and biological testing, and research operations enhance accuracy, reduce errors, and maintain high technical rigor. Consistency in service delivery strengthens operational efficiency, promotes professional standards, and enables effective monitoring of performance metrics. This ensures that every analysis, report, or research output meets the expected scientific and ethical standards.

Client Satisfaction and Feedback

SDS empower both clients and staff by setting clear expectations and measurable service benchmarks. Stakeholders can assess whether services such as forensic investigations, environmental testing, or research outputs meet defined standards. Structured feedback and grievance mechanisms allow GAL to respond promptly to concerns, resolve complaints, and incorporate lessons learned into operational improvements. This client-focused approach fosters institutional learning, enhances public confidence in forensic and analytical services, and ensures that GAL remains responsive to the needs of the justice system, public health authorities, and other stakeholders.

Inclusivity and Equity

SDS ensure that GAL services are accessible and equitable to all stakeholders, including vulnerable and marginalized groups, regional institutions, and remote communities. Services are designed to address geographic and social disparities through outreach programs, regional laboratory networks, and digital service platforms. By integrating inclusivity, accessibility, and affordability into service delivery, GAL aligns with national policies on equity, such as the Equal Opportunities Act (2007) and the Public Sector Transformation Programme, reinforcing its commitment to fair, inclusive, and client-centered operations.

Contribution to National and Sectoral Development

By institutionalizing high-quality, standardized services, SDS enable GAL to contribute directly to Uganda's governance, security, and socio-economic development goals. Standardized forensic and analytical services support the National Development Plan IV by strengthening the justice system, public health, and environmental protection. They advance Uganda Vision 2040 by enhancing institutional efficiency, scientific capacity, and service reliability, and they contribute to Sustainable Development Goals particularly SDG 16 (peace, justice, and strong institutions) and SDG 3 (good health and well-being).

1.9 Objectives of Service Delivery Standards

In alignment with GAL's strategic objectives and commitment to excellence in forensic and analytical services, the following specific objectives guide improvements in service delivery across all GAL laboratories and service points:

- a) Define and communicate clear service standards

Establish and disseminate measurable service delivery benchmarks for all key GAL services, including forensic evidence analysis, environmental testing, public health testing, chemical and biological analysis, and research support services.

- b) Enhance customer satisfaction and trust

Improve service timeliness, reliability, accessibility, and accuracy to ensure that law enforcement agencies, regulatory bodies, public health institutions, and other clients receive consistent, credible, and dependable forensic and analytical services.

c) Promote institutional accountability and transparency

Provide mechanisms for stakeholders to monitor service quality, report concerns, and provide feedback through hotlines, digital platforms, service desks, and periodic stakeholder engagements.

d) Strengthen performance management

Link staff performance targets, appraisals, and recognition to laboratory outputs, productivity, and compliance with service delivery standards, ensuring accountability at individual and departmental levels.

e) Support evidence-based planning, resource allocation, and monitoring

Use service delivery data to guide staffing requirements, infrastructure investments, process optimization, and the development of monitoring and evaluation frameworks for continuous improvement.

f) Streamline and automate service workflows

Reduce delays, eliminate redundant processes, and enhance efficiency by redesigning laboratory workflows and expanding ICT-enabled operations, including Laboratory Information Management Systems (LIMS) and case management tools.

g) Ensure inclusive and equitable service provision

Address the needs of all stakeholders, including vulnerable populations, regional offices, law enforcement partners, research collaborators, and marginalized communities, ensuring accessibility and fairness in GAL services.

h) Improve coordination across central, regional, and satellite laboratories

Ensure uniform implementation of service delivery standards across all GAL locations, including regional laboratories, through clear Standard Operating Procedures (SOPs), supervision, and performance monitoring mechanisms.

2.0 IMPLEMENTATION OF SERVICE DELIVERY STANDARDS

The successful implementation of GAL's Service Delivery Standards (SDS) relies on a structured, coordinated, and comprehensive framework that clearly defines roles, institutional arrangements, resource allocation, strategic integration, and communication mechanisms. This framework ensures consistency, accountability, and sustainability in delivering high-quality, science-driven, client-centered services across all laboratories, field operations, and analytical units. It provides a roadmap for translating SDS into day-to-day practices, aligning operational activities with institutional objectives, and ensuring that forensic, analytical, and regulatory services are delivered efficiently, transparently, and reliably.

2.1 Roles and responsibilities,

(i) Internal

Effective SDS implementation requires the active engagement of multiple stakeholders. GAL leadership provides strategic oversight, ensuring organizational commitment, policy guidance, and resource allocation to support the SDS agenda. Directors, departmental heads, and unit managers operationalize the standards by ensuring staff compliance, adapting SDS to specific laboratory and analytical contexts, and reporting on performance metrics.

Designated SDS focal points coordinate day-to-day implementation, track adherence, compile performance data, and serve as communication links between operational units and management. Monitoring and Evaluation (M&E) teams regularly assess service performance against SDS benchmarks, conduct internal audits, identify gaps, and recommend corrective actions.

(ii) External

External stakeholders including law enforcement agencies, public health institutions, research partners, civil society organizations, and international collaborators support implementation through technical assistance, advocacy, and provision of feedback from service users. Clients and partner institutions are expected to actively engage, provide input, and hold GAL accountable to the established standards, promoting transparency and continuous improvement.

Institutional Arrangements

Each department and operational unit appoints SDS focal officers responsible for supervising adherence to standards, coordinating data collection, and championing continuous service improvement. A cross-functional Technical Coordination Team, comprising representatives from key GAL departments, M&E units, and relevant oversight bodies, ensures harmonized SDS implementation,

monitors progress, addresses operational challenges, and updates standards when necessary.

Regular coordination meetings, reporting frameworks, and shared communication platforms facilitate knowledge sharing, ensure consistent application of standards, and strengthen interdepartmental collaboration across all laboratories, field units, and analytical services.

Budgetary Considerations

GAL allocates adequate financial and human resources to support SDS implementation, including staff training, monitoring and evaluation, laboratory equipment and maintenance, data management systems, stakeholder engagement activities, and public communication. Cost-efficiency is emphasized through judicious use of available resources, leveraging existing infrastructure, partnerships, and collaborative initiatives. Supplementary funding may be sought through grants, development partner support, and inter-agency collaborations to strengthen the sustainability and impact of SDS implementation.

Integration into Strategic Plans and Client Charters

SDS are fully integrated into GAL's strategic plans, aligning operational objectives with service delivery standards and reinforcing institutional commitment to quality, timely, and client-focused services. Client charters clearly communicate GAL's service commitments, expected timelines for laboratory analyses, investigative reporting, quality benchmarks, and mechanisms for grievance redress. Compliance with SDS is linked to individual and departmental performance appraisals, incentivizing excellence, accountability, and sustained adherence to service standards.

Public Dissemination and Stakeholder Engagement

To ensure broad accessibility and awareness, SDS are published on GAL's official website, social media platforms, and other digital communication channels, targeting urban and digitally connected users. Printed materials such as brochures, posters, and leaflets are distributed at laboratories, service centers, and community outreach points. Community engagement initiatives including radio programs, local meetings, stakeholder workshops, and partnerships with civil society organizations ensure that rural and marginalized populations are informed about service standards and delivery expectations. Accessible feedback mechanisms allow clients, partners, and the public to report service deviations, provide suggestions, and contribute to continuous improvement, fostering a culture of accountability, transparency, and client-centered service.

3.0 MONITORING AND EVALUATION OF SERVICE DELIVERY STANDARDS

The effective implementation and sustained impact of GAL's Service Delivery Standards (SDS) depend on a robust Monitoring, Evaluation, and Reporting (M&E) framework. This framework ensures compliance with established standards, promotes continuous improvement, reinforces accountability, and provides evidence-based insights for informed decision-making. Systematic tracking and reporting enable GAL to identify operational gaps, address service bottlenecks, enhance quality assurance, and maintain transparency in the delivery of forensic, analytical, and regulatory services.

3.1 Monitoring and Evaluation arrangements

a) Internal Monitoring

Performance across GAL services—including forensic analysis, laboratory investigations, field inspections, and regulatory compliance—is continuously monitored against the established SDS using routine data collection, key performance indicators (KPIs), and periodic performance reviews. Metrics may include service accuracy, turnaround time, analytical reliability, cost-efficiency, and client satisfaction.

Internal oversight teams conduct regular audits and operational assessments to verify adherence to standards, identify workflow inefficiencies, and recommend timely corrective measures. Results from these monitoring activities are integrated into staff appraisals and departmental performance reviews, promoting accountability, incentivizing excellence, and ensuring that high-quality, client-focused service delivery is consistently maintained across all laboratories, field units, and analytical centers.

ii) External Reviews by Ministry of Public Service

To ensure objectivity, consistency, and quality assurance, external audits and technical evaluations are conducted by relevant oversight authorities and partner institutions. These independent assessments verify the accuracy, reliability, and uniformity of GAL services across laboratories, field operations, and regional offices.

External reviews also identify capacity gaps and provide targeted technical support, including specialized training, resource allocation, and advisory services, to strengthen institutional performance and service quality. Findings from these evaluations contribute to national-level reporting, inform strategic decision-making, and guide improvements in operational protocols, ensuring GAL maintains transparency, accountability, and adherence to international standards.

Client and Stakeholder Feedback Mechanisms

GAL places strong emphasis on client and stakeholder engagement to drive service improvement. Multiple feedback channels—including digital portals, help desks, satisfaction surveys, suggestion boxes, and community or partner forums—enable clients and partner institutions to provide input on service quality, timeliness, and accessibility.

These mechanisms enhance transparency, inform decision-making, and promote accountability by ensuring that feedback is systematically collected, analyzed, and acted upon. Special attention is given to inclusivity, guaranteeing that feedback systems are accessible to all stakeholders, including vulnerable and marginalized groups, thereby supporting equitable and citizen-centered service delivery.

3.2 Review of Service Delivery Standards

Midterm and end term reviews

- a) Scheduled Reviews: These SDS shall be reviewed at three years to incorporate emerging policy developments, technological advances, and evolving citizen needs.
- b) Continuous Improvement: The review process shall engage stakeholders, analyze monitoring data, and benchmark against international best practices.
- c) Adaptive and Responsive: Regular revisions to ensure SDS remain relevant, practical, and aligned with Uganda's changing development priorities as reflected in National Development Plans and Sustainable Development Goals.

3.3 Service Delivery Standards development process

The Service Delivery Standards (SDS) for GAL are structured to strengthen accountability, improve operational outcomes, and build public confidence in the delivery of forensic, analytical, and research services. They provide a systematic framework that is client-focused, measurable, efficient, and inclusive, enabling continuous monitoring, evaluation, and refinement of service processes. By centering on stakeholder needs, promoting consistency across GAL laboratories and offices, and aligning with national policies and development priorities, these standards establish a framework for consistent and high-quality service provision.

A central feature of GAL's SDS is the user-centered design. Services are tailored to meet the expectations, rights, and specific needs of all stakeholders, with

3.5 Abridged version of Service

Matrix aligning the GAL Strategic Development four Strategic Objectives.

Specific Objective	Service Delivery Points	Service Description
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particular attention to vulnerable and marginalized groups, including women, youth, persons with disabilities, and regional institutions. By ensuring accessibility, timeliness, affordability, and responsiveness, the standards protect the dignity of service users and guarantee that every interaction is respectful and professional. The framework also incorporates mechanisms for feedback, complaints, and stakeholder engagement, allowing clients to contribute to service improvement. This approach reflects GAL's commitment to inclusive and responsive service delivery, consistent with Uganda's Public Sector Transformation Programme and the National Development Plan IV.

Another key attribute of GAL's SDS is clarity and measurability. Each standard is presented in simple, accessible language and tailored to specific services or laboratory processes. Both GAL staff and clients clearly understand the expected service levels, responsibilities, and timelines. The standards define concrete performance indicators such as analysis turnaround times, accuracy of test results, service coverage, cost efficiency, and client satisfaction. For example, a standard may stipulate that forensic test results for DNA analysis should be delivered within a defined number of working days. Such specificity facilitates robust monitoring, evaluation, and quality assurance, while reducing inconsistencies across GAL facilities.

GAL's SDS are also designed to be efficient, dependable, and benchmarkable. They promote optimal use of available resources while ensuring that services are consistently delivered at high standards, regardless of location or laboratory. Standardized procedures across regional and central laboratories enable benchmarking, quality audits, and peer review. For instance, timelines for environmental testing, chemical analysis, or forensic case processing are applied uniformly across all GAL service points. This uniformity ensures fairness, enhances transparency, and reinforces confidence in the reliability and professionalism of GAL operations.

Finally, the SDS emphasize consultation and inclusivity. Their development involved broad engagement with diverse stakeholders, including law enforcement agencies, public health institutions, academic partners, regulatory authorities, and representatives of marginalized groups. Input from frontline GAL staff was critical to ensuring that standards are practical and operationally feasible. By integrating considerations of equity, gender, and stakeholder vulnerability, the standards ensure that services are accessible and fair to all users.

Consistent with Uganda's Public Participation Policy (2019) and the National Development Plan IV, the standards embed democratic principles and stakeholder responsiveness into the heart of GAL service delivery.

3.4 GAL SERVICE DELIVERY STANDARDS MATRIX

Matrix aligning the GAL Strategic Development Plan FY2024/25–2029/30 to the four Strategic Objectives.

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
Objective 1: To increase capacity for timely analysis of forensic evidence and improved service delivery	Criminalistics and laboratory services	forensic analysis strengthened	Proportion of forensic cases completed	Coverage – 100% of forensic cases completed Frequency - daily Time – reporting depends on the turnaround time of the tests as stipulated in the turnaround Time (TAT) summary document. Quality – conform to the ISO/IEC 17025:2017 Process – • Walk-ins processes take a minimum of 4 hours and a maximum of 6 hours fill in a sample analysis request form • Form is approved by Head of Department	Uganda Police Force Private Sector Public Sector And other stakeholders	Walk-ins and online applications Police requests and MDAs	Forensic and Scientific analysis.	Laboratory chemicals, reagents, consumables, personnel, equipment, office facilities, and other resources	Stipulated in the MIA Client Charter	GAL

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
				• Generate a bank advisory form for payments • Submission or and picking of samples • Refer to the SOPs for the next processes and the MIA Client charter 2025/26 – 2029/30 for the turnaround time for the different tests. • Formal request from police using PF17A. • Acknowledgement of content in the form vs the package of exhibits • Allocation of lab numbers • Refer to the SOPs for the next processes and the MIA Client charter 2025/26 – 2029/30 for the turnaround time for the different tests as requested by police						

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
Objective 2: To strengthen workforce capacity and sustainable institutional resources	Administration and support services	Enhanced human resource capacity	Percentage of staff trained	Coverage – 100% of staff trained in advanced forensics by FY 2029/30 Frequency - Annually Time – Annually Quality – conform to the ISO/IEC 17025:2017 Process – Applications to training institutions and following the training plan	Laboratory personnel	Evaluation of training needs Applications to training institutions	Workshops, seminars, and training	Resources and Personnel	Minimal training fees; may be waived based on funding	Human Resources Department, Training Coordination Office
		Enhanced training programs	Number of training sessions held	Coverage – 15 training sessions conducted Frequency - Annually Time – Annually Quality – conform to the ISO/IEC 17025:2017 Process – Applications to training institutions	Students, emerging professionals	Application for internships or training	Seminars, internships, curriculum partnership	Training resources, educational materials	User fees may apply for certain workshops	Training Coordination Office, Academic Partnerships

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
				and following the training plan						
Objective 3: To strengthen collaborations with law enforcement agencies, public health organizations, and educational institutions	Quality and chemical Verification services And Crimalistics and Laboratory services	Collaborative research initiative established	Number of collaborative projects initiated	Coverage – 10 joint projects established by FY 2029/30 Frequency - Annually Time – Annually Quality – conform to the ISO/IEC 17025:2017 Process – Through Memorandum of understanding	Law enforcement, health sector, academic institutions	Partnership agreements	Joint project frameworks, workshops	Research grants, collaboration funding	Project-dependent, often supported by grants	Partnership Coordination Office
	Quality and chemical Verification services	Quality and standard verification enhanced	Proportion of cases handled	Coverage – all cases received (100%) frequency – daily Time – reporting on a case by case basis as stipulated in the TAT summary document and MIA client charter 2025/26 – 2029/30 Quality – conform to the SOPs, ISO/IEC	Public Sector Private Sector And other stakeholders	Walk-ins and online applications Police requests and MDAs	Forensic and Scientific analysis.	Laboratory chemicals, reagents, consumables, personnel, equipment, office facilities, and other resources	Stipulated in the MIA Client Charter	GAL

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
				17025:2017, National and International Analytical Standards Process – • Walk-ins processes take a minimum of 4 hours and a maximum of 6 hours fill in a sample analysis request form • Form is approved by Head of Department • Generate a bank advisory form for payments • Submission or and picking of samples • Refer to the SOPs for the next processes and the MIA Client charter 2025/26 – 2029/30 for the turnaround time for the different tests. • Formal request from police using PF17A.						

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
				• Acknowledgment of content in the form vs the package of exhibits • Allocation of lab numbers • Refer to the SOPs for the next processes and the MIA Client charter 2025/26 – 2029/30 for the turnaround time for the different tests as requested by police						
Objective 4: To scale-up innovative research in forensic analysis	Criminalistics and Laboratory services Quality and chemical verification services Regional Forensic Laboratories Services	Enhanced research and innovations in forensic analysis	Number of research studies and innovations undertaken	Coverage – 15 research studies and innovations completed Frequency - Annually Time – Annually or as and when completed Quality – conform to the ISO/IEC 17025:2017 Process –	GAL Stakeholders and the public	Publications , news paper articles, seminars, workshops, media talk shows	Forensic and Scientific analysis.	Laboratory chemicals, reagents, consumables, personnel, equipment, office facilities, and other resources	Funded by Government of Uganda	GAL

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
				- Initiation by Heads of Divisions - Approval by the GAL Top Management - Approval by National Council of Science and Technology - Study conducted based on documented SOPs - Dissemination of study findings						
Objective 5: To enhance efficiency in the delivery of justice, law and order services	Administration and support services	Communication structures Improved	Proportion of stakeholder meetings held	Coverage – 100% stakeholder meetings held Frequency - Annually Time – Annually or as and when completed Quality – conform to the MIA Communication protocols Process –	All GAL-Stakeholders	Invitation by the GAL Top Management	Scheduled meetings, annual reports	Meeting logistics, facilitation fees	Covered by institutional budget	Communications Unit, Liaison Officers

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
				- Follow the MIA Communication guidelines and protocol - Approval by the GAL Top Management						
		Workplace policies developed	Proportion of workplace policies developed	Coverage – 100% completion of HR policies by FY 2029/30 Frequency - Annually Time – Annually or as and when completed Quality – conform to the HR policies and manual Process – - Follow the HR guidelines - Approval by the GAL Top Management	All GAL staff	Employment criteria	Internal review and stakeholder consultations	Policy drafts, legal experts	N/A	HR Policy Team, Legal Department
		Strengthened ICT systems	Proportion of ICT infrastructure Updated	Coverage – 100% operational uptime of ICT systems by FY 2029/30.	All service users, GAL staff	IT training, user authentication, ICT	Systems upgrades, routine maintenance	IT hardware, software licenses	N/A	IT Support Services

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
				Frequency - Annually Time – Annually or as and when completed Quality – ICT needs assessment Process – Follow ICT needs per section as approved by the GAL Top Management		Needs assessment report				

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
		National DNA Databank Infrastructure constructed and equipped	Proportion of the National DNA Databank Infrastructure constructed and equipped	Coverage – 100% completion by the National DNA Databank infrastructure by 29/30; High-quality infrastructure Frequency - Annually Time – Annually or as and when completed Quality – GAL Projects report Process – Follow GAL Project progress report as approved by the GAL Top Management	GAL Staff and other Stakeholders	Stakeholder engagements	Project management and stakeholder engagement	GOU Funding, construction materials	GOU-supported	Project manager

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
Objective 5: To enhance efficiency in the delivery of justice, law and order services	Planning and Budgeting services	Finance Committee meetings	Number of performance meetings held	Coverage – 4 Finance Committee meetings held Frequency - Quarterly Time – Quarterly or as and when completed Quality – GAL Performance report Process – Statutory	GAL Management	Invitation by the Accounting Officer	Statutory mandate	Statutory	Statutory	GAL Top Management
		Quarterly Performance Reports prepared and submitted to MoFPED	Number of performance reports prepared and submitted to MoFPED	Coverage - 4 Performance reports prepared Frequency - Quarterly Time – Quarterly or as and when completed Quality – GAL Performance report Process – Statutory	MoFPED, OPM, JLOS, GAL Management and other stakeholders	Through the Accounting Officer	Statutory mandate	Statutory	Statutory	Accounting Officer and Policy and Planning Unit
		Quarterly Gender and Equity reports prepared	Number of Gender and Equity reports	Coverage - 4 Gender and Equity Performance reports prepared	EOC, GAL Management and other	Through the Accounting Officer	Statutory mandate	Statutory	Statutory	Accounting Officer and Policy and Planning Unit

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
		and submitted to Equal Opportunities Commission (EOC)	prepared and submitted	Frequency - Quarterly Time – Quarterly or as and when completed Quality – GAL Performance report Process – Statutory	stakeholders					
		Strategic Plan for Statistics completed	Proportion of Strategic Plan for Statistics completed	Coverage - 100% completion of the Strategic Plan for Statistics Frequency - Annually Time – Annually or as and when completed Quality – GAL Performance report Process – Statutory	UBOS, GAL Management and other stakeholders	Through the Accounting Officer	Statutory mandate	Statutory	Statutory	Accounting Officer and Policy and Planning Unit
		Strategic Plan prepared and submitted to NPA	Proportion of Strategic Plan completed	Coverage - 100% completion of the Strategic Plan Frequency - Annually Time – Annually or as and when completed	NPA, JLOS, GAL Management and other stakeholders	Through the Accounting Officer	Statutory mandate	Statutory	Statutory	Accounting Officer and Policy and Planning Unit

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
				Quality – GAL Performance report Process – Statutory						
		Bi-Annual Performance reviews held	Number of performance reviews held	Coverage - 2 performance reviews held Frequency – Bi-Annual Time – Bi-Annual or as and when completed Quality – GAL Performance report Process – Statutory	GAL Management and other stakeholders	Invitation by the Accounting Officer	Statutory mandate	GOU- Funds Human resource ICT Hardware	GOU-Funded	Accounting Officer and Policy and Planning Unit
		Budget Framework Paper and preliminary budget estimates and workplans prepared and submitted	Proportion of Budget framework paper and budget estimates and workplans prepared and submitted	Coverage - 100% BFP prepared and submitted Frequency – Annual Time – Annual or as and when completed Quality – GAL Performance report Process – Statutory	MoFPED, Parliament of Uganda, OPM, Auditor General, EOC, JLOS, MIA, GAL Management and other	Through the Accounting Officer	Statutory mandate	GOU- Funds Human resource ICT Hardware	GOU-Funded	Accounting Officer and Policy and Planning Unit

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
					stakeholders					
		Ministry Policy Statement (MPS) prepared and submitted	Proportion of the MPS prepared and submitted	Coverage- 100% MPS prepared and submitted Frequency – Annual Time – Annual or as and when completed Quality – GAL Performance report Process – Statutory	MoFPED, Parliament of Uganda, OPM, Auditor General, EOC, JLOS, MIA, GAL Management and other stakeholders	Through the Accounting Officer	Statutory mandate	GOU- Funds Human resource ICT Hardware	GOU-Funded	Accounting Officer and Policy and Planning Unit
		Quarterly HIV/AIDS reports prepared and submitted to Uganda AIDS Commission	Number of Gender and Equity reports prepared and submitted	Coverage- 4 HIV/AIDS reports prepared and submitted to Uganda AIDS Commission Frequency – Quarterly Time – Quarterly or as and when completed Quality – GAL Performance report	Uganda AIDS Commission, GAL Management and other stakeholders	Through the Accounting Officer	Statutory mandate	Statutory	Statutory	Accounting Officer and Policy and Planning Unit

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
				Process – Statutory						
Objective 5: To enhance efficiency in the delivery of justice, law and order services	Procurement and Disposal Services	Quarterly Procurement and Disposal Reports prepared and submitted to the Ministry of Finance, Planning and Economic Development	Number of Procurement and Disposal Reports prepared and submitted	Coverage - 04 Quarterly Procurement and Disposal Reports prepared and submitted Frequency – Annual Time – Annual or as and when completed Quality – Procurement Unit performance report Process – Statutory	PPDA, MoFPED, Auditor General, GAL Management and other stakeholders	Through the Accounting Officer	Statutory mandate	GOU- Funds Human resource ICT Hardware	GOU-Funded	Accounting Officer and Procurement and Disposal Unit
		Procurement and Disposal Plan Prepared, Printed and Submitted to MoFPED & PPDA	Proportion of Procurement Plan completed	Coverage - 100% completion of the procurement plan Frequency – Annual Time – Annual or as and when completed Quality – Procurement Unit Performance Unit report	MoFPED, Parliament of Uganda, OPM, Auditor General, EOC, JLOS, MIA, GAL Management and	Through the Accounting Officer	Statutory mandate	GOU- Funds Human resource ICT Hardware	GOU-Funded	Accounting Officer and Procurement and Disposal Unit

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
				Process – Statutory	other stakeholders					
Objective 5: To enhance efficiency in the delivery of justice, law and order services	Finance and Accounting	Response to audit queries from Auditor General audit of prepared and submitted	Proportion of responses to Auditor General's report prepared and submitted	Coverage- 100% submission of responses to Auditor General's report Frequency – Annual Time – Annual or as and when completed Quality – Statutory Process – Statutory	Auditor General, MoFPED, Parliament of Uganda, GAL Management and other stakeholders	Through the Accounting Officer	Statutory mandate	GOU- Funds Human resource ICT Hardware	GOU-Funded	Accounting Officer and Finance and Accounts Unit
		Final accounts prepared and submitted to Ministry of Finance, Planning and Economic Development	Proportion of final accounts prepared and submitted to MoFPED	Coverage- 100% submission of Final accounts Frequency – Annual Time – Annual or as and when completed Quality – Statutory Process – Statutory	Auditor General, MoFPED, Parliament of Uganda, GAL Management and other stakeholders	Through the Accounting Officer	Statutory mandate	GOU- Funds Human resource ICT Hardware	GOU-Funded	Accounting Officer and Finance and Accounts Unit

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
		Quarterly expenditure and revenue report prepared and submitted to Ministry of Finance, Planning and Economic Development	Proportion of expenditure and revenue report prepared and submitted to MoFPED	Coverage- 100% submission expenditure and revenue report Frequency – Annual Time – Annual or as and when completed Quality – Statutory Process – Statutory	Auditor General, MoFPED, Parliament of Uganda, GAL Management and other stakeholders	Through the Accounting Officer	Statutory mandate	GOU- Funds Human resource ICT Hardware	GOU-Funded	Accounting Officer and Finance and Accounts Unit
	Audit and Risk Management	Quarterly audit reports prepared and submitted to Ministry of Finance, Planning and Economic Development	Number of quarterly audit reports prepared and submitted to MoFPED	Coverage- 4 Quarterly audit reports prepared and submitted to MoFPED Frequency – Quarterly Time – Quarterly or as and when completed Quality – Statutory Process – Statutory	Auditor General, MoFPED, GAL Management and other stakeholders	Through the Accounting Officer	Statutory mandate	GOU- Funds Human resource ICT Hardware	GOU-Funded	Accounting Officer and Office of the Internal Auditor
		Operations and activities monitored to ensure	Proportion of operations and	Coverage- 100% operations and activities monitored	Auditor General, MoFPED, GAL	Through the Accounting Officer	Statutory mandate	GOU- Funds Human resource	GOU-Funded	Accounting Officer and Office of the

Strategic Objective	Key service areas	Output/ Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, frequency/ time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/contribution by service recipient	Who? Responsibility Centre/Service delivery point
		compliance to plans and other audit guidelines.	activities monitored to ensure compliance to plans and other audit guidelines	Frequency – Quarterly Time – Quarterly or as and when completed Quality – Statutory Process – Statutory	Management and other stakeholders			ICT Hardware		Internal Auditor

erated design. Services are tailored to the specific needs of all stakeholders, with

responsiveness into the heart of

3.5 Abridged version of Service Delivery Standards

Matrix aligning the GAL Strategic Development Plan FY2024/25–2029/30 to the four Strategic Objectives.

Specific Objective	Service Delivery Points	Service Description	Standards for Delivery of Service
1. Increase capacity for timely forensic analysis and improved service delivery	Criminalistics & Laboratory Services (HQ & Regional Labs – Mbale, Mbarara, Moroto, Gulu)	Forensic analysis (toxicology, DNA, questioned documents, firearms, environmental, food & drug, chemical verification)	• 100% of cases received are analyzed and reported.
			• Turnaround Time (TAT) as per MIA Client Charter 2025/26–2029/30 and TAT Summary.
			• Compliance with ISO/IEC 17025:2017 and approved SOPs.
			• Walk-in applications processed within 4–6 hours (submission stage).
			• Police requests processed upon receipt of PF17A and proper exhibit acknowledgment.
			• Accessible through walk-ins, online applications, and formal institutional requests.
2. Strengthen workforce capacity and sustainable institutional resources	Human Resource Department; Training Coordination Office	Staff capacity building and professional development	• 100% of staff trained in advanced forensic skills by FY 2029/30.
			• At least 15 training sessions conducted annually.
			• Training needs assessments conducted annually.
			• Compliance with ISO/IEC 17025:2017 competency requirements.
	Training & Academic Partnerships	Internship and professional training programmes	• Structured internship and training programs conducted annually.
			• Transparent application and selection process.
			• Quality assured training aligned to forensic standards.
3. Strengthen collaboration with law enforcement, public health institutions & academia	Criminalistics & Quality/Chemical Verification Services	Collaborative forensic and scientific research projects	• At least 10 joint collaborative projects established by FY 2029/30.
			• Formalized through MoUs and partnership frameworks.
			• Research outputs disseminated through workshops, publications, and stakeholder engagements.
	Quality & Chemical Verification Services	Product quality and standards verification	• 100% of submitted samples analyzed.
			• TAT as per Client Charter.
			• Compliance with ISO/IEC 17025:2017 and national/international standards.
			• Standardized submission and payment procedures.
4. Scale-up innovative research in forensic and analytical sciences	All Laboratory Divisions & Regional Forensic Laboratories	Research studies and forensic innovations	• At least 15 research studies/innovations completed by FY 2029/30.
			• Research approved by GAL Management and UNCST where applicable.

			- Findings disseminated publicly. - Compliance with ISO/IEC 17025:2017 and ethical standards.
5. Enhance efficiency in delivery of justice, law and order services	Communications Unit & Liaison Offices	Stakeholder coordination and communication	100% of planned stakeholder meetings conducted annually. - Communication aligned with MIA communication protocols.
	HR & Legal Units	Workplace policies development	100% HR policies developed and reviewed by FY 2029/30. - Compliance with Public Service Standing Orders.
	ICT Support Services	ICT systems strengthening & LIMS automation	100% operational uptime of ICT systems by FY 2029/30. - Regular system upgrades and maintenance. - Secure user authentication and data integrity.
	Project Management Unit	National DNA Databank infrastructure	100% completion and operationalization by FY 2029/30. - Infrastructure meets forensic quality and security standards.
	Policy & Planning Unit	Performance reporting & statutory planning (Quarterly & Annual Reports, Strategic Plans, BFP, MPS, Gender & Equity Reports)	100% statutory reports prepared and submitted within prescribed timelines. - Quarterly and annual reporting compliance. - Alignment with MoFPED, NPA, OPM, EOC, and JLOS requirements.
	Procurement & Disposal Unit	Procurement planning & reporting	100% procurement plans prepared and submitted annually. 4 quarterly procurement reports submitted. - Compliance with PPDA regulations.
	Finance & Accounts Unit	Financial reporting and accountability	100% submission of final accounts and quarterly financial reports. - Timely response to Auditor General queries. - Compliance with Public Finance Management Act.
	Internal Audit Unit	Audit and risk management	4 quarterly audit reports prepared annually. 100% monitoring of operations for compliance. - Adherence to statutory audit guidelines.

3.6 References

- 1 Uganda Public Service Standing Orders (2021) – Ministry of Public Service, Government of Uganda.
- 2 National Development Plan IV (NDP IV), 2020/21–2024/25 – National Planning Authority, Government of Uganda.
- 3 Vision 2040 – National Planning Authority, Government of Uganda.
- 4 Public Service Client Charter Guidelines (2020) – Ministry of Public Service, Government of Uganda.
- 5 Equal Opportunities Act (2007) – Parliament of Uganda.
- 6 Public Sector Transformation Programme (PSTP) – Office of the Prime Minister, Government of Uganda.
- 7 Public Participation Policy (2019) – Government of Uganda.
- 8 Service Delivery Standards Framework – NCIC (2021/22) – National Citizenship and Immigration Commission, Uganda.
- 9 Citizen-Centered Service Delivery Guidelines – Ministry of Public Service, Government of Uganda.
- 10 Good Governance and Accountability Frameworks – Uganda Governance and Accountability Programme, Government of Uganda.
- 11 ISO 9001:2015 Quality Management Systems – Requirements – International Organization for Standardization (ISO).
- 12 ISO/IEC 17025:2017 – General Requirements for the Competence of Testing and Calibration Laboratories – International Organization for Standardization (ISO).
- 13 United Nations Sustainable Development Goals (SDGs), particularly SDG 16 and SDG 10 – United Nations, 2015.
- 14 World Bank Public Sector Service Delivery Frameworks – World Bank, 2018–2022.
- 15 Ministry of Public Service – Guidelines for Monitoring and Evaluation in the Public Service – Government of Uganda.
- 16 Public Sector Performance Management Guidelines – Uganda Public Service Reform Secretariat.
- 17 Citizen Feedback and Complaint Handling Frameworks – Ministry of Public Service and selected local government guidelines.

LEADERSHIP STRUCTURE



Hon. Kahinda Otafiire
Major General (Rtd)
Minister of Internal Affairs



David Muhoozi
General
Minister of State for Internal Affairs



Joseph B. Musanyufu *psc. ndc.*
Lieutenant General
Permanent Secretary



Mr. Kepher Kuchana
Chief Chemist
Government Analytical
Laboratory



MINISTRY OF INTERNAL AFFAIRS

PLOT 75, JINJA ROAD
P.O. BOX 7191 KAMPALA, UG
EMAIL: INFO@MIA.GO.UG