FOR GOD AND MY COUNTRY

THE REPUBLIC OF UGANDA

MINISTRY OF INTERNAL AFFAIRS

SERVICE DELIVERY STANDARDS

2025/26 – 2029/30

FEBRUARY 2026

STRATEGIC FRAMEWORK

MISSION

To ensure a safe and secure Uganda for sustainable socio-economic development.

VISION

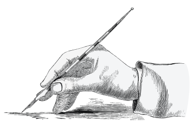
A peaceful and secure Uganda.

MANDATE

To provide policy direction, coordination, and oversight to agencies under the Ministry for the maintenance of law and order, prevention and detection of crime, management of immigration and citizenship, custodial services, and promotion of national identification and registration

#MIA

FOREWORD:



The Ministry of Internal Affairs is entrusted with the solemn responsibility of safeguarding Uganda's internal security, preserving citizenship and identity, promoting law and order, and ensuring that our nation remains peaceful, safe, and stable. The delivery of these critical services must consistently meet the expectations of our citizens and align with the constitutional, legal, and policy frameworks that guide public service in Uganda.

It is therefore my pleasure to present the Service Delivery Standards (SDS) for the Ministry of Internal Affairs. These Standards have been developed in line with Section A-n 30 of the Uganda Public Service Standing Orders (2021) and Establishment Notice No. 3 of 2011 issued by the Ministry of Public Service, which require all Ministries, Departments, Agencies, and Local Governments to define, publish, and implement measurable service standards. They are also aligned with the Ministry's Strategic Plan 2025/26–2029/30, the National Development Plan IV (NDP IV), Uganda Vision 2040, Agenda 2063, and the Sustainable Development Goals, particularly SDG 16 on Peace, Justice, and Strong Institutions.

These Service Delivery Standards articulate clear commitments regarding the scope, quality, cost, accessibility, and timelines of the services we provide. They establish minimum acceptable service levels across all departments and affiliated agencies under the Ministry, including immigration services, national identification and registration, forensic analysis, community service, NGO regulation, small arms control, and the prevention of trafficking in persons. By setting measurable benchmarks, the Standards strengthen accountability, enhance transparency, and provide a firm foundation for performance management, monitoring, and continuous improvement.

The Ministry recognizes that effective service delivery is central to building public trust and promoting citizen satisfaction. In an increasingly dynamic socio-economic environment, citizens rightfully expect services that are efficient, responsive, inclusive, and secure. These Standards therefore place citizens at the center of service provision, ensuring that women, youth, persons with disabilities, the elderly, refugees, and other vulnerable groups are not left behind. They also provide clear feedback and grievance redress mechanisms to empower service users to hold duty bearers accountable.

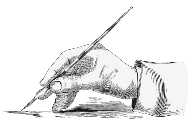
The successful implementation of these Standards requires collective commitment. I call upon all Accounting Officers, Heads of Departments, Agencies, and Units, as well as all staff of the Ministry and its affiliated institutions, to internalize and operationalize these Standards in their daily work. Compliance with these Standards will form an integral part of institutional performance assessment and individual staff appraisal. I further urge our partners in Government, Civil Society, the Private Sector, and Development Community to continue supporting our efforts to strengthen service delivery systems.

The Ministry of Internal Affairs remains firmly committed to professionalism, integrity, responsiveness, and continuous improvement. Through these Service Delivery Standards, we reaffirm our dedication to upholding the rule of law, protecting citizenship and identity, and ensuring a peaceful, safe, and secure Uganda for all.

I commend all stakeholders who contributed to the development of this important framework and look forward to its effective implementation.

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

ACKNOWLEDGEMENT:



The Ministry of Internal Affairs extends its sincere appreciation to all individuals and institutions who contributed to the development and finalization of these Service Delivery Standards (SDS). The successful preparation of this document is the result of collaborative effort, technical expertise, and steadfast commitment to improving public service delivery in Uganda.

We are particularly grateful to the Ministry of Public Service for the policy guidance provided under Establishment Notice No. 3 of 2011 and Section A-n 30 of the Uganda Public Service Standing Orders (2021), which informed the structure, content, and compliance requirements of these Standards. The technical support and oversight offered throughout the development process have been invaluable.

Special recognition goes to the Ministry's Top Management for providing strategic leadership and direction, and to the Service Delivery Standards Taskforce and the Joint Technical Team for coordinating consultations, drafting, reviewing, and harmonizing the document. We equally commend the Monitoring and Evaluation Unit and departmental focal persons whose technical input, data analysis, and validation exercises ensured that the Standards are practical, measurable, and aligned to the Ministry's Strategic Plan 2025/26–2029/30.

The Ministry appreciates the constructive contributions received from its affiliated institutions and agencies, including the National Citizenship and Immigration Control (NCIC), the National Identification and Registration Authority (NIRA), the Government Analytical Laboratory (GAL), the Department of Community Service, the National Focal Point on Small Arms and Light Weapons, and the National Coordination Office for Prevention of Trafficking in Persons. Their operational insights ensured that the Standards reflect real service delivery contexts across the country.

We also acknowledge the valuable input from stakeholders including Civil Society Organizations, Development Partners, Local Governments, frontline staff, and members of the public who participated in consultative meetings and provided feedback. Their perspectives have strengthened the citizen-centered, inclusive, and responsive nature of these Standards.

Finally, we express our gratitude to all staff of the Ministry of Internal Affairs for their dedication to excellence and their continued commitment to upholding professionalism, integrity, and accountability in the delivery of public services.

The Ministry looks forward to sustained collaboration in the implementation, monitoring, and continuous improvement of these Service Delivery Standards for the benefit of all Ugandans.

Lt.Gen. Joseph B. Musanyufu *psc,ndc*
Permanent Secretary
Ministry of Internal Affairs

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LIST OF ACRONYMS

CSI: Circular Standing Instruction
DCMIS: Departmental Case Management Information System
GAL: Government Analytical Laboratory
HRMIS: Human Resource Management Information System
IFMS: Integrated Financial Management System
JLOS: Justice, Law and Order Sector
KPI: Key Performance Indicator
LGs: Local Governments
M&E: Monitoring and Evaluation
MDAs: Ministries, Departments, and Agencies
MIA: Ministry of Internal Affairs
MoFPED: Ministry of Finance, Planning and Economic Development
MoPS: Ministry of Public Service
NCIC: National Citizenship and Immigration Control
NDP IV: National Development Plan IV
NGOs: Non-Governmental Organizations
NIRA: National Identification and Registration Authority
NSDS: National Service Delivery Survey
PBB: Program-Based Budgeting
PPDA: Public Procurement and Disposal of Public Assets Authority
PSRP: Public Service Reform Programme
SALW: Small Arms and Light Weapons
SDG: Sustainable Development Goals
SDS: Service Delivery Standards
SIR: Social Inquiry Report
TNA: Training Needs Assessment
UBOS: Uganda Bureau of Statistics
UPDF: Uganda Peoples' Defence Forces
UPF: Uganda Police Force

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1.0 INTRODUCTION ON SERVICE DELIVERY STANDARDS

As part of Uganda's broader Public Service Reform Programme (PSRP), Government embarked on a number of initiatives aimed at transforming public service delivery, enhancing institutional accountability, and building public trust. Central to these reforms was the introduction of Service Delivery Standards (SDS), which provide a structured framework for ensuring that services are delivered to citizens in a transparent, consistent, efficient, and equitable manner.

This commitment was further reinforced by Circular Standing Instruction (CSI) No. 2 of 2006, which called for the enhancement of public sector performance, and the National Service Delivery Survey (NSDS) 2008, which revealed gaps in service delivery and the urgent need to institutionalize minimum service standards across Government institutions. As a response, the Ministry of Public Service (MoPS) issued Establishment Notice No. 3 of 2011, providing official guidance on the development, documentation, dissemination, and implementation of Service Delivery Standards across all Government Ministries, Departments, Agencies (MDAs) and Local Governments (LGs).

Government institutions, including the Ministry of Internal Affairs, bear both a legal and moral responsibility to deliver timely, cost-effective, accessible, high-quality, and people-centered services to the public. In today's rapidly evolving socio-economic landscape, citizens increasingly expect services that are efficient, affordable, and responsive to their needs. Consequently, the development of Service Delivery Standards is essential not only to improve service outcomes but also to provide a basis for performance assessment, resource planning, accountability, and citizen engagement.

Furthermore, Service Delivery Standards serve as a key tool for internal planning and monitoring, helping Government institutions develop strategic plans, budgets, staff performance targets, client charters, and frameworks for inspection, audit, and evaluation. By clearly outlining what services are provided, the expected timelines, quality levels, access requirements, and applicable costs, SDS empower both service providers and recipients with clear expectations, performance benchmarks, and feedback mechanisms.

In recognition of Uganda's regional and international obligations, and in line with contemporary governance reforms and digital transformation, the Ministry of Internal Affairs undertook the development and review of its Service Delivery Standards in line with new policy frameworks such as Vision 2040, Agenda 2063, and the National Development Plan (NDP IV). These standards will ensure that the Ministry contributes meaningfully to Uganda's transformation agenda by strengthening institutional effectiveness and enhancing citizen satisfaction with public services.

Legal and Policy Framework

The development and implementation of the Service Delivery Standards in the Ministry of Internal Affairs is anchored in a robust legal and policy framework that mandates clarity, accountability, and responsiveness in public service delivery. Key among these is the 1995 Constitution of the Republic of Uganda, Uganda Public Service Standing Orders (2021), Section A-n 30, which requires all Ministries, Departments, Agencies, and Local Governments to develop and publish Service Delivery Standards to promote consistency and transparency. Establishment Notice No. 3 of 2011 issued by the Ministry of Public Service provides formal guidance on the formulation, documentation, and rollout of these standards. Additionally, the National Development Plan (NDP IV) promotes results-based management and demands the alignment of service standards with national priorities. Strategic visions such as Vision 2040 and Agenda 2063 further underscore the need for modern, citizen-centred, and accountable institutions to drive socio-economic transformation. Collectively, these instruments form a binding framework that compels the Ministry to define its services in measurable terms and deliver them in a timely, accessible, and accountable manner.

Strategic Rationale for Implementation

The rationale for implementing Service Delivery Standards in the Ministry of Internal Affairs is grounded in the need to:

1. Improve service quality and responsiveness to meet citizens' expectations;
2. Promote accountability and transparency by clearly defining deliverables and timelines;
3. Standardize services across all departments to ensure uniformity and equity;
4. Strengthen internal performance management and resource planning;

Empower citizens and stakeholders to demand quality services and hold duty bearers accountable.

1.1 Mandate of the MDA

The Ministry of Internal Affairs (MIA) is one of the central Ministries in the Government of Uganda, constitutionally and legally mandated to ensure internal security, public safety, law and order, citizenship and immigration control, and the regulation of non-governmental organizations (NGOs). This mandate is derived from various legal instruments, including the Constitution of the Republic of Uganda 1995 (as amended), the Uganda Citizenship and Immigration Control Act, Cap 313 as amended, the NGO Act (2016), the Community Service Act 2000 (Cap 121) the Firearms Act (Cap 299), the Registration of persons Act 2015 as amended, Uganda NGO Bureau Act 2016 as amended, Amnesty Act (2000), Prevention of Trafficking in Persons Act (2009) and other enabling laws and statutory instruments related to peace, law, and order.

The Ministry oversees several key departments and semi-autonomous agencies responsible for implementing its mandate. These include the National Citizenship and Immigration Control (NCIC), the National Identification and Registration Authority (NIRA), the Government Analytical Laboratory (GAL), the Department of Community Service, the National Focal Point on Small Arms and Light Weapons, and the National Coordination Office for Prevention of Trafficking in Persons. These institutions deliver critical public services such as the issuance of immigration permits, national identity management, forensic analysis, offender rehabilitation, and initiatives aimed at maintaining national peace and security.

In addition to service delivery, the Ministry provides oversight and policy direction to NGOs, and security stakeholders to promote safe and lawful civic engagement. Given this broad and essential mandate, the Ministry of Internal Affairs is obligated to develop and implement Service Delivery Standards (SDS) to ensure that all services provided are timely, accessible, efficient, secure, and accountable to the people of Uganda.

Linkage to National and Sector Development Plans

The Ministry of Internal Affairs aligns its operations with Uganda's national and sectoral development frameworks to ensure that its services contribute to the country's broader goals of transformation, good governance, and inclusive development.

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

The NDP IV emphasizes the need to strengthen institutional capacity for efficient service delivery, promote good governance, uphold the rule of law and human rights, enhance citizen identification systems, and reinforce border security infrastructure. It also prioritizes building resilience against human trafficking, the proliferation of small arms, and transnational crimes. The Ministry contributes directly to the Governance and Security Programme under NDP IV by promoting internal peace and security, enforcing immigration and NGO regulations, community corrections and advancing legal identity management through robust identification systems.

b) Vision 2040:

Uganda Vision 2040 seeks to transform the country from a peasant to a modern and prosperous nation. The Ministry's core functions such as maintaining internal security, managing identity systems, and fostering good governance are foundational to achieving the institutional stability and peace necessary for sustained socio-economic development.

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

The Ministry supports the African Union's Agenda 2063, specifically Aspiration 3, which envisions an Africa of good governance, democracy, respect for human rights, justice, and the rule of law. It also aligns with SDG 16, which promotes peaceful and inclusive societies, access to justice, and effective institutions, as well as SDG 10.7, which emphasizes safe and responsible migration and mobility of people. Through its work in law enforcement, immigration control, and national identity systems, the Ministry contributes directly to these global and continental objectives.

d) The Public Sector Transformation Framework:

This framework advocates for enhanced public service delivery, increased professionalism, and improved transparency and accountability within government institutions. The Ministry's development and implementation of Service Delivery Standards (SDS) directly support these priorities by ensuring that its services are citizen-centred, efficient, and responsive.

Institutional Commitment to Service Delivery Excellence

The Ministry of Internal Affairs is firmly committed to delivering public services with integrity, professionalism, and efficiency. Guided by Section A-n 30 of the Uganda Public Service Standing Orders (2021) and Establishment Notice No. 3 of 2011, the Ministry recognizes its obligation to define the scope, quality, and timeliness of services expected by citizens. It also ensures that all its departments operate within clearly established standards and guidelines, thereby fostering accountability and consistency across service areas.

To promote a culture of continuous improvement, the Ministry integrates feedback, monitoring, and evaluation mechanisms into its service delivery processes. It has established dedicated internal structures to spearhead service delivery transformation. These include a Service Delivery Standards Taskforce charged with coordinating the development and implementation of standards, and a Performance Management Committee responsible for overseeing institutional performance against set indicators.

Furthermore, the Ministry ensures that Service Delivery Standards (SDS) are aligned with Client Charters and staff performance appraisal tools to embed accountability at all levels. The Ministry actively participates in Joint Annual Reviews, citizen scorecard assessments, and service delivery inspections coordinated by the Ministry of Public Service and the Office of the Prime Minister. Through these initiatives, the Ministry demonstrates its unwavering commitment to excellence, transparency, and responsiveness in serving the people of Uganda.

1.2 Strategic objectives

The strategic objectives of the Ministry of Internal Affairs are designed to guide its interventions and provide a framework for performance measurement and service delivery. They are aligned with the Governance and Security Programme of the NDP IV and the objectives of Agenda 2063 and SDG 16 (Peace, Justice, and Strong Institutions).

The following are the key strategic objectives:

1) Enhance safety and internal security
2) Enhance delivery of human rights-based law and order services
3) Secure, preserve & protect Uganda's Citizenship and Identity
4) Strengthen institutional development, governance and policy formulation

1.3 Goal

To ensure adherence to rule of law; peace and security

1.4 Vision

"A peaceful, safe and stable Uganda".

(Ministry of Internal Affairs Strategic Plan 2025/26–2029/30)

The Ministry of Internal Affairs envisions a Uganda where internal peace, citizen safety, and public order are guaranteed to foster sustainable national development. The realization of this vision depends on the Ministry's ability to deliver high-quality public services that meet the expectations of citizens and comply with legal and policy frameworks.

This vision is consistent with:

a) Uganda Vision 2040, which aspires to "a transformed Ugandan society from a peasant to a modern and prosperous country," and
b) National Development Plan IV, which emphasizes governance, security, and effective institutions as foundations for sustainable development.

1.5 Mission

"To deliver internal security, law and order, peace and stability in Uganda where citizenship is protected and preserved" (Ministry of Internal Affairs Strategic Plan 2025/26–2029/30)

The Ministry's mission is grounded in its mandate to provide services related to citizenship, immigration control, public safety, forensic science, NGO regulation, and peace-building. The Ministry recognizes that its success in achieving this mission depends on the quality, timeliness, accessibility, and reliability of the services it delivers to the public.

This mission is implemented through:

a) Policy oversight of departments,
b) Enforcement of statutory responsibilities,
c) Collaboration with other security and development institutions,
d) Operationalizing client service charters and standards.

1.6 Theme

"Enhancing security, Governance and Service delivery"

1.7 Values and principles

The Ministry of Internal Affairs in delivering its mandate will be guided by the following core values:

a) Integrity

The Ministry and its staff shall conduct all public affairs with honesty, transparency and moral uprightness. We shall resist corruption and uphold ethical standards in all our dealings, ensuring that public resources are used for the benefit of the citizens.

b) Responsiveness

The Ministry is committed to providing timely, diligent, and impartial service to all stakeholders. Our officers shall respond to inquiries and service requests with professional competence and a sense of urgency. By maintaining high ethical standards and continuously refining our processes, we ensure a proactive approach that meets public needs and strengthens institutional trust.

c) Effectiveness

The Ministry is committed to providing timely, reliable, and customer-oriented services that meet established standards of excellence. We shall ensure continuous improvement, client satisfaction, and adherence to performance benchmarks in all our operations.

d) Confidentiality

The Ministry shall safeguard all information entrusted to it and handle it in strict confidence. Sensitive data will be managed in accordance with Article 41 of the Constitution of the Republic of Uganda and the Access to Information Act (2005), to ensure privacy and security in service delivery.

e) Fairness

The Ministry shall ensure fairness, inclusiveness, and equal access to services for all citizens, irrespective of gender, age, disability, ethnicity, religion, political affiliation, or socio-economic status. We are committed to promoting human rights and social justice in all our programs.

f) Continuous Improvement

The Ministry shall promote a results-oriented culture that values efficiency and continuous improvement. Staff are encouraged to adopt innovative and creative approaches in policy, administration, and service delivery to enhance institutional performance and meet emerging national security and governance needs.

g) Participation

The Ministry recognizes that effective service delivery depends on cooperation and teamwork. We shall foster collaboration, mutual respect and open communication among staff, and engage all stakeholders—Government agencies, Local Governments, Development Partners, Civil Society and the Private Sector in implementing our mandate.

1.8 Purpose of Service Delivery Standards

The implementation of these Service Delivery Standards (SDS) establishes a comprehensive framework that will enable Ministry to deliver services in a structured, transparent, measurable, and citizen-centered manner. For the Ministry of Internal Affairs whose core functions impact citizens' lives through security, immigration, civil registration, forensic services, and regulatory oversight SDS offer the following vital benefits:

Transparency and Accountability

These Service Delivery Standards clearly define the services provided, the responsible providers, access procedures, and what citizens should expect in terms of timelines, costs, and quality. This clarity fosters:

a) Openness and transparency in the operations of government institutions.
b) Predictability in service delivery outcomes and turnaround times.
c) Accountability of public officers and service providers to meet established benchmarks.
d) Enhanced citizen oversight, empowering communities and oversight bodies such as Parliament and the Auditor General to evaluate performance against defined standards.

By operationalizing provisions under Section A-n 30 of the Uganda Public Service Standing Orders (2021) and Establishment Notice No. 3 of 2011, these SDS institutionalize ethical conduct and responsible service delivery, thereby reinforcing integrity and trust in the public service.

Service Quality and Consistency

To ensure uniformity and consistency of service quality across all departments and geographic locations. For example, services such as national identity card issuance, passport processing, and community service supervision are expected to adhere to consistent standards of quality, cost, and timelines regardless of the service center. Similarly, forensic analyses and NGO regulatory services maintain standardized technical and procedural rigor whether delivered in Kampala or regional offices. This consistency strengthens quality assurance, professionalism, and enables efficient performance monitoring across all service points and over time.

Client Satisfaction and Feedback

By establishing clear service expectations and performance measures, they will empower both clients and service providers to engage in transparent, accountable service delivery relationships. Clients can evaluate whether received services meet standards, while providers benefit from structured feedback channels that support continuous improvement. SDS also underpin effective grievance redress systems by setting measurable indicators against which complaints and service shortcomings can be assessed. This is especially critical for the Ministry of Internal Affairs, where interactions often involve sensitive services such as immigration processing, citizenship registration, and police clearances. Well-designed feedback mechanisms promote institutional learning, enhance public trust, and foster responsive, citizen-centered governance.

Gender and Equity Responsiveness

They explicitly incorporate principles of equity and inclusiveness by ensuring that services are accessible and responsive to vulnerable and marginalized populations including women, persons with disabilities, the elderly, youth, and refugees. They address disparities arising from geographic location, considering challenges in hard-to-reach and underserved areas. SDS also promote accessibility through language inclusivity, literacy-appropriate communication, affordability, and disability-friendly formats. This equitable approach aligns with the Equal Opportunities Act (2007), the National Development Plan IV, and the Public Sector Transformation Programme, advancing the principle that no citizen should be excluded from accessing government services.

National and Local Development Outcomes

They contribute significantly to Uganda's broader national and sectoral development priorities by ensuring that service delivery aligns with strategic national frameworks. They underpin the implementation of the National Development Plan IV (NDP IV), which emphasizes good governance, rule of law, and human security as key drivers of socio- economic growth. SDS also advance the objectives of Vision 2040 by promoting institutional efficiency and high-quality service provision essential for Uganda's transformation into a modern and prosperous society. Moreover, they enable the Ministry of Internal Affairs to fulfill commitments under Sustainable Development Goal 16, which focuses on fostering peace, justice, and building effective, accountable, and inclusive institutions at all levels of government.

1.9 Objectives of Service Delivery Standards

In line with the broader strategic objectives, the following specific objectives are prioritized for service delivery improvement through the development and implementation of Service Delivery Standards:

a) To define and communicate the minimum acceptable service levels for all departments, and affiliated agencies within the Ministry.
b) To enhance customer satisfaction and trust by improving turnaround time, accessibility, and consistency in service provision.
c) To promote institutional accountability and transparency, enabling service users to assess service quality and lodge feedback or complaints when standards are not met.
d) To facilitate internal performance management by aligning employee targets with institutional outputs and service benchmarks.

e) To support evidence-based planning, budgeting, and monitoring, ensuring that resources are allocated according to actual service requirements and standards.
f) To streamline business processes and eliminate inefficiencies or redundancies in service workflows.
g) To ensure inclusive service provision, addressing the needs of women, youth, the elderly, persons with disabilities, and marginalized communities.
h) To improve coordination between central and field offices for uniform implementation of standards across the country.

These objectives are reinforced by:

a) Section A-n 30 of the Uganda Public Service Standing Orders (2021), which mandates MDAs to develop and apply Service Delivery Standards,
b) Establishment Notice No. 3 of 2011, which provides the technical guidance for documentation of SDS,
c) The Public Sector Transformation Programme (NDP III), which promotes a results-based culture and citizen-centred service delivery.

2.0 IMPLEMENTATION OF SERVICE DELIVERY STANDARDS

The effective implementation of these Service Delivery Standards (SDS) within the Ministry shall is guided by a robust and well-structured framework that clearly delineates roles, institutional arrangements, resource allocation, strategic integration, and communication mechanisms. This framework is fundamental to ensuring accountability, coherence, and sustainability in the enhancement of public service delivery.

2.1 Roles and responsibilities,

(i)! Internal

a) Ministry Leadership: Shall provide overall strategic oversight and stewardship, ensuring both political and administrative commitment. Leaders are responsible for allocating sufficient resources, monitoring progress, and championing the SDS agenda across the Ministry.

b) Departments and Units: Are charged with developing, customizing, and operationalizing SDS aligned with their mandates. This will ensure staff compliance with standards and provide regular performance reports.

c) Focal Points: Designated officers to serve as coordinators for SDS implementation, responsible for tracking compliance, compiling periodic reports, and facilitating communication between management and operational units.

d) Monitoring and Evaluation (M&E) Teams: Tasked with continuously tracking performance against SDS benchmarks, conducting audits, identifying service delivery gaps, and recommending corrective actions to improve service quality.

(ii) External

a) Civil Society and Development Partners: To provide crucial support through advocacy, technical assistance, capacity building, and relaying feedback from service beneficiaries to enhance implementation.

b) Clients and Communities: to play an active role by demanding services as per established standards and offering feedback that drives accountability and service improvement.

Institutional Arrangements

a) Focal Points: Each department and unit appoints service delivery focal persons to oversee daily adherence to standards, coordinate data collection, and champion continuous service enhancement.

b) Joint Technical Team: A cross-functional technical team comprising representatives from key departments, M&E units, and the Ministry of Public Service coordinates harmonization of efforts, monitors implementation progress, resolves challenges, and updates standards as necessary.

c) Coordination Mechanisms: Regular meetings, reporting structures, and shared communication platforms facilitate synergy, knowledge sharing, and consistent application of SDS across the Ministry.

Budgetary Considerations

a) Resource Allocation: The Ministry ensures adequate budgeting for SDS activities, including staff training, monitoring exercises, data management systems, public communication campaigns, and infrastructural support.

b) Cost Efficiency: Emphasizes the prudent use of resources by leveraging existing infrastructure, partnerships, and implementing cost-effective measures to maximize impact without unnecessary expenses.

c) Funding Sources: Explores supplementary funding opportunities through collaborations with development partners, grants, and inter-ministerial resource pooling to bolster SDS initiatives.

Integration into Strategic Plans and Client Charters

a) Strategic Plans: Service Delivery Standards are explicitly integrated into the Ministry's strategic planning documents, aligning operational objectives with SDS requirements and reinforcing institutional commitment.

b) Client Charters: The Ministry's client charters transparently communicate service commitments, expected service timelines, quality benchmarks, and mechanisms for grievance redress, thereby enhancing client empowerment.

c) Performance Management: SDS compliance is linked to individual and departmental performance appraisals to incentivize excellence and sustained adherence.

Public Dissemination

a) Digital Platforms: SDS will be published on the Ministry's official website and social media platforms to ensure broad accessibility, especially targeting urban and digitally connected populations.

b) Printed Materials: Development and distribution of brochures, posters, and leaflets summarizing SDS across Ministry offices, service centers, and public spaces ensure visibility to all service users.

c) Community Outreach: Public awareness campaigns using community meetings, local radio broadcasts, and partnerships with civil society organizations ensure that rural and marginalized populations are sensitized about service standards.

d) Feedback Channels: Accessible mechanisms are established for citizens to provide feedback, report service delivery deviations, and suggest improvements, thereby reinforcing a culture of accountability.

3.0 MONITORING AND EVALUATION OF SERVICE DELIVERY STANDARDS

A robust monitoring, evaluation, and reporting (M&E) mechanism to guarantee the implementation, compliance, and continuous improvement of these Service Delivery Standards within the Ministry. These systems will enhance accountability, identify performance gaps, inform decision-making, and promote transparency.

3.1 Monitoring and Evaluation arrangements

i) Internal Monitoring

Ongoing Tracking: Regularly monitoring service delivery against established SDS, utilizing routine data collection, performance reviews, and reporting on key indicators such as service quality, timeliness, cost, and client satisfaction.

a) Management Oversight: Internal oversight teams shall conduct periodic assessments to ensure adherence to standards, identify operational challenges, and implement corrective measures.

b) Integration with Performance Management: Findings from monitoring activities shall feed into staff performance evaluations and institutional reviews, fostering accountability and incentivizing high-quality service delivery.

ii) External Reviews by Ministry of Public Service

a) Technical Support and Quality Assurance: The Ministry of Public Service shall undertake independent audits and reviews to verify service quality and uniformity to ensure nationwide consistency in SDS implementation.

b) Capacity Building: External assessments to identify capacity gaps and provide technical assistance, training, and resource support to strengthen service delivery.

c) Reporting and Compliance: Outcomes from external reviews shall inform national reports and recommendations that guide policy formulation and operational improvements.

iii) Citizen Feedback Mechanisms

a) Channels for Engagement: Multiple platforms shall be put in place including satisfaction surveys, suggestion boxes, help desks, digital portals, and community forums enable citizens to provide input on service delivery.

b) Enhancing Accountability: Regular collection and response to feedback to promote transparency and motivate service providers to meet or surpass standards.

c) Inclusive Participation: Feedback systems shall be put in place; accessible to all citizens, including marginalized and vulnerable groups, ensuring equitable service evaluation.

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

Based on Consultation and Inclusive

The development of these SDS is founded on broad-based, inclusive consultations with diverse stakeholders, including citizens, civil society organizations, private sector partners, traditional leaders, women's and youth groups. This consultative process ensures that the standards reflect the lived experiences of both service users and providers. Special attention is given to incorporating gender, equity, and vulnerability considerations, preventing exclusion or disadvantage of any group. Frontline staff input is critical to assess the practicality and feasibility of proposed standards. This inclusive methodology not only fulfills democratic principles but also leads to more effective, acceptable, and sustainable service delivery outcomes. It aligns with Uganda's Public Participation Policy (2019) and the Equal Opportunities Act, which mandate inclusive planning and equitable access to services.

Characteristics of these Service Delivery Standards

To achieve meaningful impact, these Standards (SDS) embody key characteristics that enhance accountability, elevate service outcomes, and strengthen trust between government institutions and the public. These standards are designed to be citizen-focused, measurable, efficient, and inclusive, facilitating robust monitoring, evaluation, and ongoing improvement. The formulation and application of SDS will prioritize the needs of all citizens, ensure consistency across agencies, and align fully with national policies and development frameworks.

Citizen-Centered

Effective SDS place citizens at the core of service delivery. They are crafted to address the needs, expectations, and rights of all individuals, with particular emphasis on marginalized and vulnerable groups including women, youth, persons with disabilities, and refugees. By prioritizing accessibility, affordability, and responsiveness, the standards uphold the dignity and respect of every service recipient. Timely mechanisms for complaint resolution and active citizen engagement in design and feedback processes are integral. This approach is consistent with Uganda's commitment to people-centered governance, as articulated in the National Development Plan (NDP IV) and the Public Service Client Charter Guidelines (Ministry of Public Service, 2020).

Clear, Measurable, and Targeted

They are clearly defined, easily understood, and specifically tailored to individual services or processes. Both service providers and clients should clearly comprehend the expectations and responsibilities entailed. Standards are articulated in plain language, free from technical jargon, and focus on measurable outcomes for example, "Issuance of National Identity Card within 7 working days." They include performance metrics such as turnaround time, service coverage, cost efficiency, and client satisfaction levels. This clarity and specificity support effective monitoring, evaluation, enforcement, and minimize discrepancies in service delivery.

Efficient, Reliable, and Comparable

They will promote the efficient use of available resources while maintaining consistent, high- quality service provision. Reliability is essential: services must be delivered as promised, consistently and without disruption, regardless of geographic location or specific service outlet. Additionally, SDS should be standardized and comparable across regions, departments, and timeframes, enabling benchmarking and integration into national quality assurance frameworks. This comparability strengthens auditing, inspection, and peer review processes, ensuring fairness and uniformity throughout the Ministry's operations.

3.4 MINISTRY OF INTERNAL AFFAIRS SERVICE DELIVERY STANDARDS MATRIX

Matrix aligning the Ministry of Internal Affairs (MIA) Strategic Development Plan FY2024/25–2029/30 to the four Strategic Objectives.

Strategic Objectives	Key service areas	Key Output / Result (Product/ Service)	Key Performance Indicator (KPI)	Standard (Quantity, Quality, Frequency / Time, Process, Accessibility, Coverage)	Target Beneficiaries / Recipients	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure (Tools, Equipment, Personnel)	User Fee / Contribution	Responsibility Centre / Service Delivery Point
Objective 1: Enhance Safety and Internal Security	Commercial explosives regulations	Explosives permits issued	%age of transport and blasting permits issued	**Coverage** - 100% of transport and blasting permits application **Frequency** – daily, **Time** - time taken for grant of permit is within thirty (30) days **Quality Standard** – conform to the Explosives regulations 2025 **Process** – • Download application forms from the Ministry website, • Formal applications as prescribed in schedule 3 of the Explosives Regulations 2025. • due diligence	Mining companies, construction firms, entertainment industry	Download application forms from the Ministry website Physical visit to the office	Due diligence from applicants, National Explosives Committee considers the application and makes recommendations to Chief Explosives Inspector who approves or rejects the application, assessment of transport units, inspection of blasting sites, review of stock balance, desk review	Human resource, allowances, assorted IT equipment, transport to the inspection sites	User fees as prescribed in the Explosives regulations 2025 schedule 2	Chief Explosives Inspector - Government Security Office under the Department of Peace and Security as speculated in the Explosives Act 2025

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							of applications			
			%age of export and import permits issued	**Coverage** - 100% of export and import permits application **Frequency** – daily, time taken for grant of permit is within thirty (30) days **Quality Standard** – conform to the Explosives regulations 2025. **Process** – • download application forms from the Ministry website, • Formal applications as prescribed in schedule 3 of the Explosives Regulations 2025, • due diligence and compliance inspection	Mining companies, construction firms, entertainment industry	Download application forms from the Ministry website Physical visit to the office	Due diligence from applicants, National Explosives Committee considers the application and makes recommendations to Chief Explosives Inspector who approves or rejects the application, assessment of transport units, inspection of blasting sites, review of stock balance, desk review	Human resource, allowances, assorted IT equipment, transport to the inspection sites	User fees as prescribed in the Explosives regulations 2025 schedule 2	Chief Explosives Inspector - Government Security Office under the Department of Peace and Security as speculated in the Explosives Act 2025

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							of applications			
		Licences issued;	%age of licences issued	**Coverage** - 100% of licence applications **Frequency** – daily, **Time** - time taken for grant of licences is within thirty (30) days **Quality Standard** – conform to the Explosives regulations 2025 **Process** – • download application forms from the Ministry website, • Formal applications as prescribed in schedule 3 of the Explosives Regulations 2025, • due diligence and compliance checks	Mining companies, construction firms, entertainment industry	Download application forms from the Ministry website Physical visit to the office	Due diligence from applicants, National Explosives Committee considers the application and makes recommendations to the Minister responsible for the Ministry of Internal Affairs for grant of the meeting request, assessment of transport units, inspection of blasting sites, review of stock	Human resource, allowances, assorted IT equipment, transport to the inspection sites	User fees as prescribed in the Explosives regulations 2025 schedule 2	Chief Explosives Inspector - Government Security Office under the Department of Peace and Security as speculated in the Explosives Act 2025

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							balance, desk review of applications			
	Vital installations security services	Security of vital installations maintained and enhanced	Proportion of vital installations inspected and security assessed.	**Coverage**- 100% **Frequency** – annual **Time** - preparation and submission of inspection reports. (Five (5) working days after inspection) **Process** – • Identification of the installations to be inspected and assessed. • Conducting of security inspections and assessments • Conducting security sensitization	Government institutions, staff, public	Not applicable	Surveillance, physical visit,	Security personnel, Transport equipment	Not applicable	Government Security Office under Department of Peace and Security
	Management and control of small arms and light weapons	management and control of small arms and light weapons Strengthened	Proportion of armories inspected	**Coverage** – 100% **Frequency** - Quarterly **Time** - preparation and submission of inspection reports. (Five (5) working days after inspection) **Quality** - Conform to Nairobi Protocol 2004,	Security agencies, licensed individuals, communities	Not applicable	Physical Visits, audits, retrieval of illegal and obsolete weapons and unexploded	tracking software, security personnel, transport equipment, assorted office equipment	Not applicable	Peace and Security Division under the Department of Peace and Security

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				National Policy of Fire arms, Ammunitions and other related materials, the Fire Arms Act 1970 and other related legislations. **Process** - • Awareness creation • Inspection of armoires • Training of security officers • Interagency coordination			ordinances, awareness campaigns			
	Conflict early warning and early response services	Conflict early warning and early response services strengthened	Proportion of districts with functional Peace Committees	**Coverage –** 100% **Frequency** - Quarterly **Time** - daily **Quality** - Conform to Conflict Early Warning and Response Mechanisms (CEWARN Protocol) 2000 **Processes** • Establishment and training of peace committee structures, • Coordination meetings. • Preparation and sharing of reports with relevant stakeholders	Government Institutions and Civil Society Organizations	Not applicable	Data collection by field monitors, Data analysis by Geographical Information System (GIS) experts, Production and sharing of reports.	Situation Room, Data analysts, GIS experts, transport equipment, assorted office equipment	Not applicable	Peace and Security Division under the Department of Peace and Security

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	Anti-human trafficking coordination services	Anti-human trafficking interventions monitored and coordinated	% coverage of National awareness campaigns on prevention of human trafficking	**Coverage** - 100% **Frequency** – quarterly **Quality** – conform to the Prevention of trafficking in persons Act cap 131 and regulations, National Action Plan 2026 - 2031, National Referral Guidelines and other laws **Process** – • Designing the anti-human trafficking information • Identification of the appropriate communication channel • Dissemination of the information	Communities, vulnerable groups, victims of human trafficking, civil society organizations	Obtain information from media platforms, Participation in awareness sessions	Workshops, media campaigns, school programs, community dialogues	Transport and assorted office equipment, Outreach officers, training materials, media channels	Not applicable	Department of Prevention of Trafficking in Persons
			Proportion of victims repatriated	**Coverage** – 100% **Frequency** – as need arises (Emergency response) **Quality** - conform to the Prevention of Trafficking in Persons Act Cap 131 and regulations, National Action Plan 2026 - 2031, National Referral	Victims of human trafficking, relatives of victims	Walk-ins, distress calls	Workshops, media campaigns, school programs, community dialogues	Outreach officers, training materials, media channels	Not applicable	Department of Trafficking in Persons

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				Guidelines and other laws **Process** – • Identification of the victims • Needs assessment • Contacting the appropriate stakeholders • Facilitating the repatriation process						
			Proportion of victims reintegrated	**Coverage** – 100% **Frequency** – as need arises (Emergency response) **Quality** - conform to the Prevention of Trafficking in Persons Act Cap 131 and regulations, National Action Plan 2026 - 2031, National Referral Guidelines and other laws **Process** – • Identification of the victims • Needs assessment • Contacting the appropriate stakeholders • Facilitating the reintegration process	Victims of human trafficking, relatives of victims	Walk-ins, distress calls	Workshops, media campaigns, school programs, community dialogues	Outreach officers, training materials, media channels	Not applicable	Department of Trafficking in Persons

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			Number of cases under investigations supported	**Coverage** – 100% **Frequency** – quarterly **Quality** - conform to the Prevention of trafficking in persons Act cap 131 and regulations, National Action Plan 2026 - 2031, National Referral Guidelines and other laws **Process** – • The National report on Countering Trafficking in person in Uganda	Communities, vulnerable groups, civil society organizations	Walk-ins, distress calls, Participation in awareness sessions	Workshops, media campaigns, school programs, community dialogues	Outreach officers, training materials, media channels	Not applicable	Department of Trafficking in Persons
			Proportion of victims supported	**Coverage** – 100% **Frequency** – quarterly **Quality** - conform to the Prevention of trafficking in persons Act cap 131 and regulations, National Action Plan 2026 - 2031, National Referral Guidelines and other laws **Process** – • Identification of the victims • Needs assessment	Communities, vulnerable groups, civil society organizations	Walk-ins, distress calls, Participation in awareness sessions	Workshops, media campaigns, school programs, community dialogues	Outreach officers, training materials, media channels	Not applicable	Department of Trafficking in Persons

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				• Contacting the appropriate stakeholders • Facilitating the reintegration process						
	NGO management services	NGOs regulated	Proportion of NGOs certificates issued	**Coverage** – 100% **Time** – within thirty (30) working days **Quality** – The NGO Act Cap 109, NGO regulations 2017, NGO fee regulations 2017, NGO policy 2010, Adjudication and rules procedure among others **Process** – • is as per the registration guidelines/ requirements within the regulations 2017 and on the NGO website, Adjudication committee	NGOs	Download application forms from the Ministry website Physical visit to the office	Conducting due diligence on applicants Application verification, document review, certificate issuance	Registration officers, database systems, assorted office equipment	Applicable registration fees as specified in the NGO regulations 2017 and the Ministry Client Charter 2025/26 to 2029/30	NGO Management Department
			Proportion of NGOs permits issued	**Coverage** – 100% **Time** – within thirty (30) working days **Quality** – The NGO Act Cap 109, NGO regulations 2017, NGO fee regulations 2017, NGO policy 2010,	NGOs	Download application forms from the NGO website Physical visit to the office	Conducting due diligence on applicants Application verification, document	Registration officers, database systems, assorted office equipment	Applicable registration fees as specified in the NGO regulations 2017 and the Ministry Client Charter	NGO Management Department

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				Adjudication and rules procedure among others **Process** • is as per the registration guidelines/ requirements within the regulations 2017 and on the NGO website, Adjudication committee			review, certificate issuance		2025/26 to 2029/30	
			Proportion of eligible NGOs Inspected	**Coverage** – 100% **Frequency** – quarterly **Quality** – The NGO act Cap 109, NGO regulations 2017, NGO fee regulations 2017, NGO policy 2010, Adjudication and rules procedure among others **Process** - • is as per the NGO Act, (Cap 109) and Inspection guidelines NGO (Inspections and conduct of inspectors) 2019 guidelines	Eligible NGOs	Not applicable	Desk reviews and Field inspections visit	Inspection and Compliance officers, transport, assorted office equipment, NGO database	Not applicable	NGO Management Department

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			Proportion of NGOs monitored	**Coverage** – 100% **Frequency** – quarterly **Quality** – The NGO act cap 109, NGO regulations 2017, NGO fee regulations 2017, NGO policy 2010, Adjudication and rules procedure among others **Process** - • is as per the NGO Act, (Cap 109) and • monitoring check list	NGOs	Not applicable	Desk reviews, Field monitoring visits, reports and feedback	Monitoring and evaluation officers, transport, assorted office equipment, NGO database	Not applicable	NGO Management Department
			Proportion of NGO disputes and complaints resolved	**Coverage** – 100% **Frequency** – quarterly **Time** – within ninety (90) days **Quality** – The NGO act cap 109, NGO regulations 2017, NGO fee regulations 2017, NGO policy 2010, Adjudication and rules procedure, Inspection guidelines among others **Process** - • Formal submission of compliant	NGOs	Walk-in applications, formal submission and appeals	Desk reviews, Arbitration meetings, Field monitoring visits, inspection visits, reports and feedback	Adjudication committee, Inspection officers, transport, assorted office equipment, NGO database	Not applicable	NGO Management Department

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				• Desk review of documents • Invitations for meetings • Field visits • Compilation of report and follow up on recommendations						
	Demobilization and reintegration services	Demobilization and reintegration services enhanced	proportion of reporters reintegrated	**Coverage –** 100% **Frequency –** Quarterly **Quality** – Conform to the Amnesty Act 2000 **Process** – • Sensitization of the community on Amnesty Law and process. • Documentation of reporters (Amnesty declaration form, survey form). • Screening for eligibility for amnesty. • Issue of Amnesty certificates. • Needs assessment • Reinsertion support (package) • reintegration support Tracing and follow-ups.	Ex-combatants, children and spouse of the ex-combatants, communities of return	Walk-in applications Application for Amnesty in prisons, referrals by local government officials, religious leaders, chiefs, traditional leaders, by the army, by the embassies abroad	Application verification, clearance, orientation, and Issue Amnesty Certificate Reintegration support Direct support Follow-ups Training Community outreaches Home visits	Amnesty officers, verification teams, documentation tools, assorted office equipment	Not applicable	Amnesty Commission
Objective 2: Enhance Delivery of	Community service orders	Offenders serving communit	% of Community Service	**Coverage –** 100% **Frequency/ time –** as and when community service	Offenders, Placement	Ordered by Courts	Criminal justice process /	Police Form 103, Social Inquiry	Not applicable	Department of

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Human-Rights-Based Law and Order Services	compliance and enforcement services	y service supervised	orders supervised	orders are issued by courts **Quality** – Conform to the Community Service Act 2000 and Community Service regulations 2001 **Process (for Community Service order management)** – • Identification of eligible offenders • Preparation of social inquiry reports to support issuance of community service orders by Courts. • Order processing and placement • Order follow up and supervision	Institutions, Public, Uganda Prison Services, Government		Prison visits / Court sessions / Police visits	Report forms, Community Service forms, Community Service register, Department of Community Management Information System.		Community Service
	Offender rehabilitation and reintegration	Offenders rehabilitated and re-integrated	% of offenders enrolled under case management to support offender rehabilitation and reintegration	**Coverage** – 100% of eligible offenders **Quality** - Conform to the Community Service Act 2000 and Community Service regulations 2001, Offender reintegration manual **Process/ time** –	Offenders, Victims, families, Public	Screening, Reintegration scale / Treatment Plan process	Home visits, Placement visits, Referral, Reconciliation meetings, sensitization meetings, Counselling	DCMIS, SR forms, Treatment plans, Motor cycles	Not applicable	Department of Community Service

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				• offender profiling and screening within 14 days • implementation of offender reintegration workflows within six (6) months • After care for at least nine (9) months.						
	Supervision and advisory services	Capacity of security personnel enhanced	Proportion of appointment, confirmation and exit management	**Coverage –** 100% **Time –** within 3 months **Frequency –** Quarterly **Quality –** Conform to the Uganda Police Act, Uganda Public Service Standing Orders 2021 edition, the Uganda Police standing orders **Process –** • Receiving of submissions • Board committee meeting • Recommendation is made for appointment • Instrument to the President for the final decision. • Receipt of instrument from the President • Issuance of appointment letters to	Police officers, government, Public	Walk-ins, Performance appraisal reports, official recommendations	Physical visit, consultative Board meetings, field visits, reports, training workshops	Assorted office equipment, Human resource, transport equipment, Office space, database	Not applicable	Uganda Police Authority Secretariat

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				officers in U2 to U4 by the Secretariat and U1 by MoPS. **For Exit of officers** • Receiving of submissions from Uganda Police Force • Board committee meetings • Decision is made • Issuance of exit letters granted						
			Proportion of discipline and grievance submissions managed	**Coverage –** 100% **Time –** within 3 months **Frequency –** Quarterly **Quality –** Conform to the Uganda Police Act, Uganda Public Service Standing Orders 2021 edition, the Uganda Police standing orders **Process –** • Receiving submissions from police Headquarters • Board Committee meeting • Board refers to the disciplinary committee • Disciplinary Committee makes a decision and	Police officers, government, Public	Walk-ins, Performance appraisal reports, official recommendations	Physical visit, consultative Board meetings, field visits, reports, training workshops	Assorted office equipment, Human resource, transport equipment, Office space, database	Not applicable	Uganda Police Authority Secretariat

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				sends back to the Board. • Board makes final decision. • Secretariat informs the officer about the out come						
	Prisons Supervision and advisory services	Capacity of security personnel enhanced	Proportion of appointment and confirmation managed	**Coverage –** 100% **Time –** within 3 months **Frequency –** Quarterly **Quality –** Conform to the Uganda Prisons Act 2006, Uganda Public Service Standing Orders 2021 edition, the Uganda Prison standing orders Prisons regulations **Process –** • Receiving of submissions from Uganda Prisons HQ • Conduct interviews for U4 and above • Board recommendation meeting • Submission of the recommendation to the President • Receipt of instrument from the President.	Prison officers, government, Public	Walk-ins, Physical Submissions from Uganda Prisons HQ on recruitment Performance appraisal reports, official recommendations	Physical visit, consultative Board meetings, field visits, reports, training workshops	Assorted office equipment, Human resource, transport equipment, Office space, database	Not applicable	Uganda Prisons Authority Secretariat

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	Prisons Supervision and advisory services	Enhanced Technical capability	Proportion of discipline and grievance submissions managed	**Coverage –** 100% **Time –** within 3 months **Frequency –** Quarterly **Quality –** Conform to the Uganda Prisons Act 2006, Uganda Public Service Standing Orders 2021 edition, the Uganda Prison standing orders and Prisons regulations **Process –** • Receiving submissions from prisons Headquarters • Board Committee meeting • Board refers to the disciplinary committee • Disciplinary Committee makes a decision and sends back to the Board. • Board makes final decision. • Secretariat informs the officer about the out come	Prisons officers, government, Public	Walk-ins, Performance appraisal reports, official recommendations	Physical visit, consultative Board meetings, field visits, reports, training workshops	Assorted office equipment, Human resource, transport equipment, Office space, database	Not applicable	Uganda Prisons Authority Secretariat

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Objective 3: Secure, preserve & protect Uganda's Citizenship and Identity	Policy development, Monitoring and evaluation	Policy development, Monitoring and evaluation coordinated	Number of policies developed and implemented	**Coverage –** 100% **Time –** three (3) months **Frequency –** quarterly **Quality –** Conform to the Cabinet Secretariat guidelines of the policy process. **Process –** Identification of policy issue Prepare an issues paper Formulation of technical policy working group. (Regulatory Impact Assessment preparation) Consultations with relevant stakeholders. Prepare submission to cabinet	Cabinet, parliament, MDAs and LGs public, other stakeholders,	Cabinet directives, Executive orders,	Consultations/ stakeholder engagement, meetings,	Assorted office equipment, transport equipment, Human resource	Not applicable	Permanent Secretary (PS), Policy unit under planning and policy division, finance and administration
Objective 4: Strengthen Institutional Development, Governance, and Policy Formulation	Administrative and support services	Management and Administrative services coordinated	Proportion of administrative services managed	**Coverage** - 100% **Time** - daily **Frequency** quarterly reporting **Quality** - Uganda Public Service Standing Orders 2021 edition, PFMA 2015 Cap 171, Treasury	Government Ministry staff Service providers	Formal request Walk inns Management meetings	Observation Meetings and workshops	Office space Assorted office equipment, transport equipment	Not applicable	Finance and administration

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				instructions 2017 as amended, PPDA act 2003 as amended, Circular standing instructions from respective institutions, Internal Audit Manual **Process** – • Identification of needs • Planning and budgeting • Implementation • Field visits for M&E • Preparation and Submission of reports			Dissemination of reports			
		Facilities and equipment managed	Proportion of facilities and equipment maintained	**Coverage** – 100% **Frequency** – daily **Quality** – Conform to the Uganda Public Service Standing Orders 2021 edition, Circular Standing Instructions from MoFPED, Treasury instructions 2017 as amended, PPDA act 2003 as amended, Fleet management policy (MoWT) **Process** – • Receipt of equipment • Registration of assets in the assets register	Ministry Staff, Suppliers and Contractors, MDAs, MoFPED,	Online applications through EGP system, Walk-ins, formal requests	Walk-ins, EGP system, Observation, meetings, field monitoring visits	Office space, Assorted office equipment, transport equipment, EGP system, human resource, assessment forms, stock cards, inventory systems, Assets register	Not applicable	Administrative services under Finance and Administration Department

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				• Allocation to the respective users. • Routine equipment maintenance and stock taking • Preparation of reports on assets • Annual inspection by Board of survey, MoWT for fleet assets. • Disposal process						
	Human Resource management	Human Resource management enhanced	Proportion of the staff structure filled	**Coverage** - 100% **Frequency –** annually **Quality** – Conform to the Uganda Public Service Standing Orders 2021 edition, recruitment policies, plans and, Circular Standing Instructions and Establishment Notices **Process** – • Structural and wage analysis. • Seek for clearance to fill the positions • Declare the positions to the appointing authority • Implement Commission decisions • Induct and deploy	Public, Ministry departments	Formal online applications, Walk-ins, Public Service Commission Website, media publications	Participation in the interviewing process, Issue appointment letters, handle deployments and transfers,	Human Resource, assorted office equipment, approved staff structure	Not applicable	Human Resource Management Division under Department of Finance Department

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			Proportion of staff appraised on performance	**Coverage –** 100% **Frequency –** Annual and quarterly for those on probation **Quality –** Conform to the Uganda Public Service Standing Orders 2021 edition, Circular Standing instructions on performance management, Establishment Notices and Uganda Public Service Rewards and sanctions framework. **Process –** • Performance planning • Performance monitoring (including attendance to duty) • Performance review • Performance assessment • Performance Feedback • Performance reporting • Rewarding and sanctioning where appropriate.	Ministry staff	Participating in the performance management processes on HCM,	Training and providing line support to staff on performance management Participating in the performance management processes on HCM, coaching, mentoring and attachments	Human Resource, Assorted office equipment, Transport equipment	Not applicable	Human Resource Management Division under Department of Finance Department
			Proportion of staff trained	**Coverage** - 100% **Frequency –** Quarterly **Time –** 3 months	Ministry employees	Participation in the needs assessment, Apply for	Conducting training Workshops	Training officers, training	Not applicable	Human Resource Management Division

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				Quality – Conform with the Public Service Standing order 2021 edition, Public Service Training Policy Circulars Standing Instructions and Establishment Notices. **Process –** • Undertake a training needs assessment • Analysis of the performance report. • Compilation of Training Needs Assessment Report • Receive and compile both individual and group training requests • Submission of training plan • Review and approval by the Ministry Training Committee • Train • Monitor and review progress • Preparation and submission of training reports		training, Attending the trainings	Facilitating staff to undertake training courses in institutions of learning Coaching, mentorship and attachment	budget, materials, Assorted equipment Transport Equipment		
			Proportion of Staff salaries and benefits processed	**Coverage** – 100% **Time** – paid by 28th of every month	Ministry Staff, pensioner, estate	Formal notifications Walk-ins	Processed via Human Capital Manageme	Human resources, Assorted office equipment,	Not applicable	Human Resource Management Division under Department

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				Frequency - monthly **Quality** – Conform to the Uganda Public Service Standing Order 2021 edition, Circular Standing Instructions and Establishment Notices, Pensions Act Cap 89, Pay Policies and other regulations. **Process** – • Data entry • Preparation and processing of pay rolls. • Verification of payrolls. • Submit for approval of payment	administrators		nt system (HCM)	HCM system, transport equipment		of Finance Department
	HIV/AIDS and TB mainstreaming	HIV/AIDS and TB interventions mainstreamed	Proportion of HIV / AIDS and TB interventions mainstreamed	**Coverage** – 100% **Frequency –** Quarterly **Quality –** Conform to the HIV AIDs and TB policies and guidelines **Process** – • Undertaking prevention activities (Conducting Awareness creation programmes and distribution of protective gear) • Providing Care and treatment (financial	Ministry Staff and their families, Ministry Clients,	Walk-ins, physical visit, participation in health camps	Sensitization and awareness campaigns (Health camps), Coordination meetings	Information Education and Communication equipment, Assorted office equipment, transport equipment, Human Resource	Not applicable	Human Resource Division under the Department of Finance and Administration

Strategic Objectives	Key service areas	Key Output / Result (Product/ Service)	Key Performance Indicator (KPI)	Standard (Quantity, Quality, Frequency / Time, Process, Accessibility, Coverage)	Target Beneficiaries / Recipients	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure (Tools, Equipment, Personnel)	User Fee / Contribution	Responsibility Centre / Service Delivery Point
				support to staff living with HIV AIDs and TB) • Social support and Protection (Testing and Counselling) • System strengthening						
	Records Management	Records management coordinated	Proportion of Records uploaded on the Electronic Document and Records Management Systems (EDRMS)	**Coverage** – 100% **Frequency** – daily **Quality** – conform to the Records and Archives Act, Data Protection Act, Uganda Public Service Standing Orders **Process** – • Receipt of documents • Documents are stamped • Attach a reference number • Scan and upload documents • Put on file the physical copies **For Dispatch** • Receipt of documents from departments • Documents dispatched • Copies with evidence of receipt scanned and uploaded for reference.	Ministry Staff, MDAs, public	walk-ins, EDRMS	EDRMS, Training workshops	EDRMS, Assorted office equipment, Human Resource, Transport equipment	Not applicable	Records Unit under Human Resource Division, Finance and Administration department.

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	Finance and Accounting	Financial statements prepared and submitted	Proportion of statutory reports prepared and submitted	**Coverage** – 100% **Frequency** – Quarterly **Quality** – Conform to Public Finance Management Act Cap 171, PPDA Act 2021, The Uganda Public Service Standing orders 2021 edition, Income Tax Act, Pensions Act 2025, URA regulations, Circular Standing instructions from MoFPED and MoPS, Treasury Accounting instructions. **Process** – • Receipt of release warranting and approval from MoFPED • Requisitions from User departments • Verification • Check for funds availability • Upload of requisitions on IFMS • Approval of the requisitions • Payment • Accountabilities received Submission of financial reports	Auditor General, MoFPED, External Auditors, Parliament, Ministry staff	Formal mandatory Submissions	Formal Physical Report submissions, IFMS	Human Resource, Assorted office equipment, Transport equipment, IFMS	Not applicable	Accounts Unit under Finance and Administration Department

Strategic Objectives	Key service areas	Key Output / Result (Product/ Service)	Key Performance Indicator (KPI)	Standard (Quantity, Quality, Frequency / Time, Process, Accessibility, Coverage)	Target Beneficiaries / Recipients	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure (Tools, Equipment, Personnel)	User Fee / Contribution	Responsibility Centre / Service Delivery Point
	Audit and risk management	Statutory Reports produced	Proportion of statutory reports prepared and submitted	**Coverage** – 100% **Frequency** – Quarterly **Quality** – Conform to PPDA Amendment Act 2021, The Uganda Public service orders 2021 edition, Internal Audit Manual, Public Finance Management Act Cap 171, Income Tax Act, Pensions Act 2025, URA regulations, Circular Standing instructions from MoFPED. **Process** – • Review of documentation • Site visits • Interviewing of auditees • Prepare and submit audit reports	Internal Auditor General, MoFPED, Audit Committee (JLOS), External Auditors, Parliament, Government, Ministry departments	Formal requests	formal meetings Risk-based audits, compliance checks, testing, and reporting	Internal auditors, audit tools and Assorted office equipment Transport equipment Data base	Not applicable	Internal Audit Unit under F&A
	Planning and budgeting services	Planning and budgeting documents prepared	NPA certificate of compliance rating Gender and equity compliance score	**Coverage** – 100% **Frequency** – annually (As provided for in the PFM Act 2015 as amended and PFM regulations 2016), NPA Act **Quality** – Conform to PFM Act 2015 as amended and PFM regulations 2016, planning and	Ministry departments, MDAs	Walk-ins, Program Budgeting System (PBS), participating in planning and budget workshops	Providing line support, Conducting planning and budget workshops, stakeholder engagement	Human Resource, Assorted office equipment, Transport equipment, IFMS	Not applicable	Planning Division under the department of Finance and Administration

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				Budgeting circulars issued from time to time **Process** – • Conducting stakeholder consultations • Drafting and seeking approval of planning and budgeting documents.						
	Research and development	Research and development activities undertaken	Number of research studies undertaken	**Coverage – 100%** **Time –** 12 months **Frequency –** annually **Quality –** Conform to the Uganda Bureau of Statistics (UBOS) and NPA **Process –** • Needs assessment • Definition of research area • Prepare TORs • Procure the external consultants • Present the findings to planner's forum and Senior management to inform policy.	User departments, public, MDAs	Meetings, consultations, formal submissions,	Stakeholder engagement, research, benchmarking, workshops,	Human Resource, external consultants, Assorted office equipment, Technical experts, Transport equipment, IFMS	Not applicable	Planning Division under the department of Finance and Administration

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	Strategies and project development	Public investment and management coordinated	Number of projects/ concepts prepared	**Coverage – 100%** **Time –** 12 months **Frequency –** annually **Quality –** Conform to the Public Investment Policy and Development Committee guidelines **Process –** Needs assessment Convening of votes' preparation committee Preparation of project concept note Submit on Integrated Bank of Project (IBP)	User departments, government, public	Formal submissions,	Stakeholder engagement, research, benchmarking, workshops,	Human Resource, external consultants, Assorted office equipment, Technical experts, Transport equipment, IFMS	Not applicable	Planning Division under the department of Finance and Administration
			Number of projects reviewed	**Coverage – 100%** **Time –** 12 months **Frequency –** annually **Quality –** Conform to the Public Investment Policy and Development Committee (DC) guidelines **Process –** • Convening of votes' preparation committee	User departments, government, public	Formal submissions,	Stakeholder engagement, research, benchmarking, workshops,	Human Resource, external consultants, Assorted office equipment, Technical experts, Transport equipment, IFMS	Not applicable	Planning Division under the department of Finance and Administration

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				• Review the existing projects as per DC guidelines • Submit on Integrated Bank of Project (IBP)						
	Policies regulations and standards	Policy and cabinet submissions prepared	Proportion of cabinet submissions approved	**Coverage** – 100% **Frequency** – Quarterly **Quality** – Conform to the Cabinet Secretariat Standards and guidelines **Process** – • Conducting stakeholder consultations • Drafting cabinet submissions • Submissions for approval	Cabinet, Parliament, public, MDAs	Participation in consultation workshops, Participation in policy development	Providing line support, Conducting policy consultation workshops, stakeholder engagement	Assorted office equipment, transport equipment, Human resource	Not applicable	Policy unit under planning and policy division, finance and administration
	Legal and Advisory services	Legal and Advisory services provided	% of legal and advisory services delivered	**Coverage** – 100% **Time** – seven (7) to fourteen (14) working days **Frequency** – As and when there is a need **Quality** – Conform to the Uganda Constitution 1995 as amended, International, Regional and National Laws and regulations, treaties,	Ministry departments, MDAs, Parliament, public	Official requests, participation in meetings and workshops	Legal analysis, consultation, meetings and workshops, internal memos, official letters, online platforms	Human Resource, legal database, assorted office equipment, office space, transport equipment,	User fees where applicable	Legal Services Division

Strategic Objectives	Key service areas	Key Output / Result (Product/ Service)	Key Performance Indicator (KPI)	Standard (Quantity, Quality, Frequency / Time, Process, Accessibility, Coverage)	Target Beneficiaries / Recipients	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure (Tools, Equipment, Personnel)	User Fee / Contribution	Responsibility Centre / Service Delivery Point
				agreements, conventions and protocols. **Process** – • Formal submission of request • Issuance of an instruction to the responsible office • Legal opinion is offered						
	Monitoring and evaluation	Monitoring and evaluation strengthened	%age of Ministry interventions monitored	**Coverage** – 100% **Frequency** – quarterly **Quality** – Conform to the National M&E policy 2010 and indicator matrices **Process** – • Development of M&E tools • Monitoring Field visits • Compilation of the report • Feedback process	Parliament, MDAs, Ministry departments	Accessing the OPM management information system Participate in the monitoring exercises	Dissemination of the M&E reports	Human resource Assorted office equipment, M&E experts, framework templates, guidelines, M&E MIS	Not applicable	Monitoring & evaluation Unit
	ICT Services	Information and Communication Technology uptake enhanced	%age of ICT services uptime	**Coverage** – 100% **Time –** 24/7 **Frequency** – daily **Quality** – Conform to the Data Protection and Privacy Act 2019, Computer misuse Act	Ministry staff, public, MDAs	Walk-ins, Ministry website, information systems, electronic communication platforms, participatin	Physical visits, Digital platforms, media publication, meetings and workshops,	ICT operations desk, Human Resource, Assorted office equipment, Information systems,	Not applicable	ICT Division under Finance and Administration

Strategic Objectives	Key service areas	Key Output / Result (Product/ Service)	Key Performance Indicator (KPI)	Standard (Quantity, Quality, Frequency / Time, Process, Accessibility, Coverage)	Target Beneficiaries / Recipients	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure (Tools, Equipment, Personnel)	User Fee / Contribution	Responsibility Centre / Service Delivery Point
				2011, Amended 2022, Electronic transactions, electronic signatures, UC act, NITAU Act, National ICT policy, National transformation roadmap, National ICT standards, National Cyber security framework, ICT operations and user manual. **Process** – • Routine network checks • ICT support services on request • Adhoc schedule repair and maintenance of hardware, Routine system maintenance and upgrade, (for example website, IFMS, attendance system among others), • System administration for creating new users, assigning passwords among others • Preparation and submission of reports		g in trainings and meetings		transport equipment, office space, hardware		
	Communication and public relations	Communication and public	Number of public relations engagements conducted	**Coverage** – 100% **Frequency** – weekly **Quality** – Conform to The Uganda Public Service	Public, Ministry Staff, MDAs	walk-ins, media platforms, participating in	Weekly media press releases, Sensitization workshops,	Human Resource, Assorted office equipment, transport	Not applicable	Communications Division under the Finance and Administratio

Strategic Objectives	Key service areas	Key Output / Result (Product/ Service)	Key Performance Indicator (KPI)	Standard (Quantity, Quality, Frequency / Time, Process, Accessibility, Coverage)	Target Beneficiaries / Recipients	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure (Tools, Equipment, Personnel)	User Fee / Contribution	Responsibility Centre / Service Delivery Point
		relations managed		Standing orders 2021 edition, Data Protection Act, the Uganda citizenship and Immigration Control Act Cap 313 **Process** – • Collect key information from all departments, • Screening and compilation • Disseminate information to the various media platforms • Compilation of reports (sensitization reports etc)		workshops, Call-ins	Media platforms, Call center	equipment, online media subscriptions		n department
	Procurement and disposal services	Statutory procurement reports prepared and submitted	Proportion of Statutory procurement reports prepared and submitted	**Coverage** - 100% **Time -** within 30 days **Frequency** - monthly **Quality -** conforms to the PPDA act **Process** • Online Invitation to bid • Receive applications • Open biding • Bid evaluation • Contract award • Project monitoring • Process procurement payments	Ministry departments, Service Providers, Suppliers, Contractors for works	Online application on EGP, Walk-ins	Online publication, Contracts committee meetings, Training Workshops	Procurement officers, logistics staff, e-GP system, IT tools	Fees as per the procurement guidelines	Procurement and disposable Unit

Strategic Objectives	Key service areas	Key Output / Result (Product/ Service)	Key Performance Indicator (KPI)	Standard (Quantity, Quality, Frequency / Time, Process, Accessibility, Coverage)	Target Beneficiaries / Recipients	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure (Tools, Equipment, Personnel)	User Fee / Contribution	Responsibility Centre / Service Delivery Point
				• Prepare and submit reports						
	Procurement and disposal services	Procurement and disposable services coordinated	Proportion of disposal reports prepared and submitted	**Coverage** - 100% **Frequency** - monthly **Quality -** conforms to the PPDA act and Uganda Public Service Standing Order 2021 **Process** • Newspaper advertisement/ • Online Invitation to bid • Public auctions • Receive applications • Open biding • Preparation of auction Report	Ministry departments Public	Online application through EGP Media publications Walk-ins	Carry out Board of survey Produce aboard of survey report Invitation of auctioneers	Disposal teams, auctioneers, disposal documentation	Fees are charged as per the disposal report	Procurement and Disposal Unit and Inventory Management Unit

3.5 Abridged version of Service Delivery Standards

Matrix aligning the Ministry of Internal Affairs (MIA) Strategic Development Plan FY2024/25–2029/30 to the four Strategic Objectives.

Specific Objective	Service Delivery Point	Service Description	Standard for Delivery of Service
Enhance Safety and Internal Security	Chief Explosives Inspector – Government Security Office (Dept. of Peace & Security)	Issuance of transport and blasting permits for commercial explosives	100% of complete applications processed; permits issued within **30 working days**; processed daily; must conform to Explosives Regulations 2025; due diligence, inspection of transport units and blasting sites conducted before approval.
Enhance Safety and Internal Security	Chief Explosives Inspector – Government Security Office	Issuance of import and export permits for explosives	100% of complete applications processed; permits issued within **30 working days**; compliance inspection conducted; adherence to Explosives Regulations 2025; daily processing of applications.
Enhance Safety and Internal Security	Chief Explosives Inspector / Minister (as per law)	Issuance of explosives licences	100% of licence applications processed; licence granted within **30 working days**; subject to National Explosives Committee recommendation; full compliance checks conducted.
Enhance Safety and Internal Security	Government Security Office – Dept. of Peace & Security	Inspection and security assessment of vital installations	100% of identified vital installations inspected annually; inspection reports submitted within **5 working days** after inspection; security sensitization conducted.
Enhance Safety and Internal Security	Peace and Security Division	Management and control of Small Arms and Light Weapons (SALW)	100% of armories inspected quarterly; reports submitted within **5 working days**; compliance with Nairobi Protocol (2004), Firearms Act (1970), and related laws; awareness and interagency coordination conducted.
Enhance Safety and Internal Security	Peace and Security Division	Conflict Early Warning and Early Response Services	100% of districts supported to maintain functional Peace Committees; quarterly coordination; daily monitoring; compliance with CEWARN Protocol (2000); reports generated and shared with stakeholders.
Enhance Safety and Internal Security	Department of Prevention of Trafficking in Persons	Anti-human trafficking awareness and coordination	100% national awareness coverage quarterly; interventions aligned to Prevention of Trafficking in Persons Act Cap 131 and National Action Plan (2026–2031); multi-channel communication used.
Enhance Safety and Internal Security	Department of Prevention of Trafficking in Persons	Repatriation of victims of trafficking	100% of identified victims facilitated for repatriation as need arises (emergency basis); needs assessment conducted; handled in accordance with national referral guidelines.
Enhance Safety and Internal Security	Department of Prevention of Trafficking in Persons	Reintegration and support of victims	100% of identified victims supported and reintegrated; emergency and quarterly follow-up support; compliance with Prevention of Trafficking in Persons Act and regulations.
Enhance Safety and Internal Security	NGO Management Department	Registration and issuance of NGO certificates	100% of complete applications processed; certificates issued within **30 working days**; due diligence conducted; compliance with NGO Act Cap 109 and Regulations 2017.
Enhance Safety and Internal Security	NGO Management Department	Issuance of NGO permits	100% of eligible NGOs issued permits within **30 working days**; compliance with NGO Regulations 2017; verification and adjudication conducted.
Enhance Safety and Internal Security	NGO Management Department	Inspection and monitoring of NGOs	100% of eligible NGOs inspected and monitored quarterly; compliance with NGO Inspection Guidelines (2019); field and desk reviews conducted.

Enhance Safety and Internal Security	NGO Management Department	Resolution of NGO disputes and complaints	100% of disputes handled; resolved within **90 days**; formal complaint review, meetings, field visits, and reporting conducted in accordance with NGO Act and procedures.
Enhance Safety and Internal Security	Amnesty Commission	Demobilization and Reintegration Services	100% of eligible reporters processed quarterly; Amnesty Certificates issued upon verification; reinsertion and reintegration support provided; compliance with Amnesty Act (2000); follow-ups condu

Objective 2: Enhance Delivery of Human-Rights-Based Law and Order Services

Specific Objective	Service Delivery Point	Service Description	Standard for Delivery of Service
Enhance Delivery of Human-Rights-Based Law and Order Services	Department of Community Service	Supervision and enforcement of Community Service Orders	100% of Community Service Orders supervised as issued by courts; implemented as and when orders are issued; compliant with the Community Service Act (2000) and Regulations (2001); includes offender identification, preparation of Social Inquiry Reports, court placement, supervision and follow-up.
Enhance Delivery of Human-Rights-Based Law and Order Services	Department of Community Service	Offender rehabilitation and reintegration services	100% of eligible offenders enrolled under case management; offender profiling and screening conducted within **14 days**; reintegration workflows implemented within **6 months**; aftercare support provided for at least **9 months**; compliant with Community Service Act (2000), Regulations (2001), and Offender Reintegration Manual.
Enhance Delivery of Human-Rights-Based Law and Order Services	Uganda Police Authority Secretariat	Appointment, confirmation, and exit management of Police Officers	100% of submissions processed within **3 months**; quarterly board review meetings; compliant with Uganda Police Act, Public Service Standing Orders (2021), and Uganda Police Standing Orders; includes review, recommendation, submission to the President, and issuance of instruments and letters.
Enhance Delivery of Human-Rights-Based Law and Order Services	Uganda Police Authority Secretariat	Management of discipline and grievance cases (Police Officers)	100% of disciplinary and grievance submissions handled within **3 months**; quarterly review; compliant with Uganda Police Act and Public Service Standing Orders (2021); includes Board review, referral to Disciplinary Committee, final decision, and communication of outcome.
Enhance Delivery of Human-Rights-Based Law and Order Services	Uganda Prisons Authority Secretariat	Appointment and confirmation management for Prisons Officers	100% of submissions processed within **3 months**; quarterly Board sittings; compliant with Uganda Prisons Act (2006), Public Service Standing Orders (2021), and Prisons Regulations; includes interviews (U4 and above), Board recommendation, Presidential approval, and issuance of instruments.
Enhance Delivery of Human-Rights-Based Law and Order Services	Uganda Prisons Authority Secretariat	Management of discipline and grievance cases (Prisons Officers)	100% of disciplinary and grievance cases processed within **3 months**; quarterly review; compliant with Uganda Prisons Act (2006), Public Service Standing Orders (2021), and Prisons Regulations; includes review, referral to Disciplinary Committee, final decision, and notification of officer.

OBJECTIVE 3: Secure, Preserve & Protect Uganda's Citizenship and Identity

Specific Objective	Service Delivery Point	Service Description	Standard for Delivery of Service
Secure, Preserve & Protect Uganda's Citizenship and Identity	Permanent Secretary; Policy Unit under Planning & Policy Division (Finance & Administration)	Policy development, monitoring and evaluation coordination	100% of identified policy priorities developed and implemented within **3 months**; quarterly coordination; compliant with Cabinet Secretariat Guidelines; includes issue identification, Regulatory Impact Assessment, stakeholder consultations, Technical Working Group formation, and Cabinet submission.

OBJECTIVE 4: Strengthen Institutional Development, Governance, and Policy Formulation

Specific Objective	Service Delivery Point	Service Description	Standard for Delivery of Service
Strengthen Institutional Development, Governance & Policy Formulation	Finance & Administration Department	Administrative and management services coordination	100% of administrative services managed; daily operations with quarterly reporting; compliant with Public Service Standing Orders (2021), PFMA 2015, Treasury Instructions, PPDA Act; includes planning, budgeting, implementation, monitoring and reporting.
Strengthen Institutional Development, Governance & Policy Formulation	Administrative Services (F&A)	Facilities and equipment management	100% of assets registered, maintained and inspected; daily monitoring; compliant with Treasury Instructions, PPDA Act, Fleet Management Policy; includes asset registration, maintenance, annual Board of Survey inspection, and disposal procedures.
Strengthen Institutional Development, Governance & Policy Formulation	Human Resource Management Division	Recruitment and staffing	100% of approved positions filled annually; compliant with Public Service Standing Orders (2021) and recruitment policies; includes clearance, declaration to appointing authority, implementation of Commission decisions, induction and deployment.
Strengthen Institutional Development, Governance & Policy Formulation	Human Resource Management Division	Performance management and staff appraisal	100% of staff appraised annually (quarterly for probationers); compliant with Performance Management Framework; includes performance planning, monitoring, assessment, feedback, reporting, rewards and sanctions.
Strengthen Institutional Development, Governance & Policy Formulation	Human Resource Management Division	Staff training and capacity building	100% training needs addressed quarterly; training plans implemented within **3 months**; compliant with Public Service Training Policy; includes needs assessment, approval by Training Committee, training implementation and reporting.
Strengthen Institutional Development, Governance & Policy Formulation	Human Resource Management Division	Salary and benefits processing	100% of salaries processed and paid by **28th of every month**; monthly processing; compliant with Public Service Standing Orders, Pensions Act, Pay Policies; processed through HCM system.
Strengthen Institutional Development, Governance & Policy Formulation	Human Resource Division	HIV/AIDS and TB mainstreaming	100% of HIV/AIDS and TB interventions mainstreamed quarterly; compliant with national HIV/AIDS and TB policies; includes awareness, care and support, counselling, and system strengthening.
Strengthen Institutional Development, Governance & Policy Formulation	Records Unit (HR Division, F&A)	Records and document management	100% of records uploaded to EDRMS daily; compliant with Records and Archives Act and Data Protection Act; includes registration, scanning, uploading, secure filing and dispatch tracking.

Strengthen Institutional Development, Governance & Policy Formulation	Accounts Unit (F&A)	Financial management and statutory reporting	100% of statutory financial reports prepared and submitted quarterly; compliant with PFMA 2015, PPDA Act, Treasury Instructions; includes IFMS processing, verification, payments, and accountabilities.
Strengthen Institutional Development, Governance & Policy Formulation	Internal Audit Unit	Audit and risk management services	100% of statutory audit reports prepared quarterly; compliant with Internal Audit Manual and PFMA; includes documentation review, site visits, compliance checks and reporting.
Strengthen Institutional Development, Governance & Policy Formulation	Planning Division	Planning and budgeting services	100% compliance with NPA and Gender & Equity requirements; annual planning cycle; compliant with PFMA 2015 and Planning & Budgeting Circulars; includes stakeholder consultations and document approval.
Strengthen Institutional Development, Governance & Policy Formulation	Planning Division	Research and development services	100% of approved research studies undertaken within **12 months**; annual cycle; compliant with UBOS and NPA standards; includes needs assessment, TOR preparation, consultant procurement and dissemination.
Strengthen Institutional Development, Governance & Policy Formulation	Planning Division	Public investment and project development	100% of project concepts prepared and reviewed annually; compliant with Public Investment Policy & Development Committee Guidelines; includes IBP submission and review.
Strengthen Institutional Development, Governance & Policy Formulation	Policy Unit (Planning & Policy Division)	Cabinet submissions and policy regulation development	100% of Cabinet submissions prepared and processed quarterly; compliant with Cabinet Secretariat Guidelines; includes stakeholder consultation and drafting.
Strengthen Institutional Development, Governance & Policy Formulation	Legal Services Division	Legal and advisory services	100% of requests responded to within **7–14 working days**; compliant with Constitution (1995) and applicable laws; includes formal instruction, legal analysis, advisory opinion issuance.
Strengthen Institutional Development, Governance & Policy Formulation	Monitoring & Evaluation Unit	Monitoring and evaluation services	100% of Ministry interventions monitored quarterly; compliant with National M&E Policy (2010); includes tool development, field visits, reporting and feedback.
Strengthen Institutional Development, Governance & Policy Formulation	ICT Division (F&A)	ICT systems management and support	100% ICT service uptime; 24/7 availability; compliant with Data Protection Act (2019), NITA-U standards and National Cybersecurity Framework; includes network monitoring, system maintenance, user support and reporting.
Strengthen Institutional Development, Governance & Policy Formulation	Communications Division	Communication and public relations services	100% of planned engagements conducted weekly; compliant with Public Service Standing Orders and Data Protection Act; includes media briefings, sensitization campaigns and report compilation.

Strengthen Institutional Development, Governance & Policy Formulation	Procurement & Disposal Unit	Procurement services	100% of statutory procurement reports submitted within **30 days**; monthly reporting; compliant with PPDA Act; includes e-GP bidding, evaluation, award, contract management and reporting.
Strengthen Institutional Development, Governance & Policy Formulation	Procurement & Disposal Unit & Inventory Management	Disposal of assets	100% of disposal reports prepared monthly; compliant with PPDA Act and Public Service Standing Orders; includes Board of Survey, public auction, evaluation and reporting.

3.6 References

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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

MINISTRY OF INTERNAL AFFAIRS

Plot 75, Jinja Road
P.O. Box 7191 Kampala, Ug
Email: info@mia.go.ug