

THE REPUBLIC OF UGANDA



SERVICE DELIVERY STANDARDS



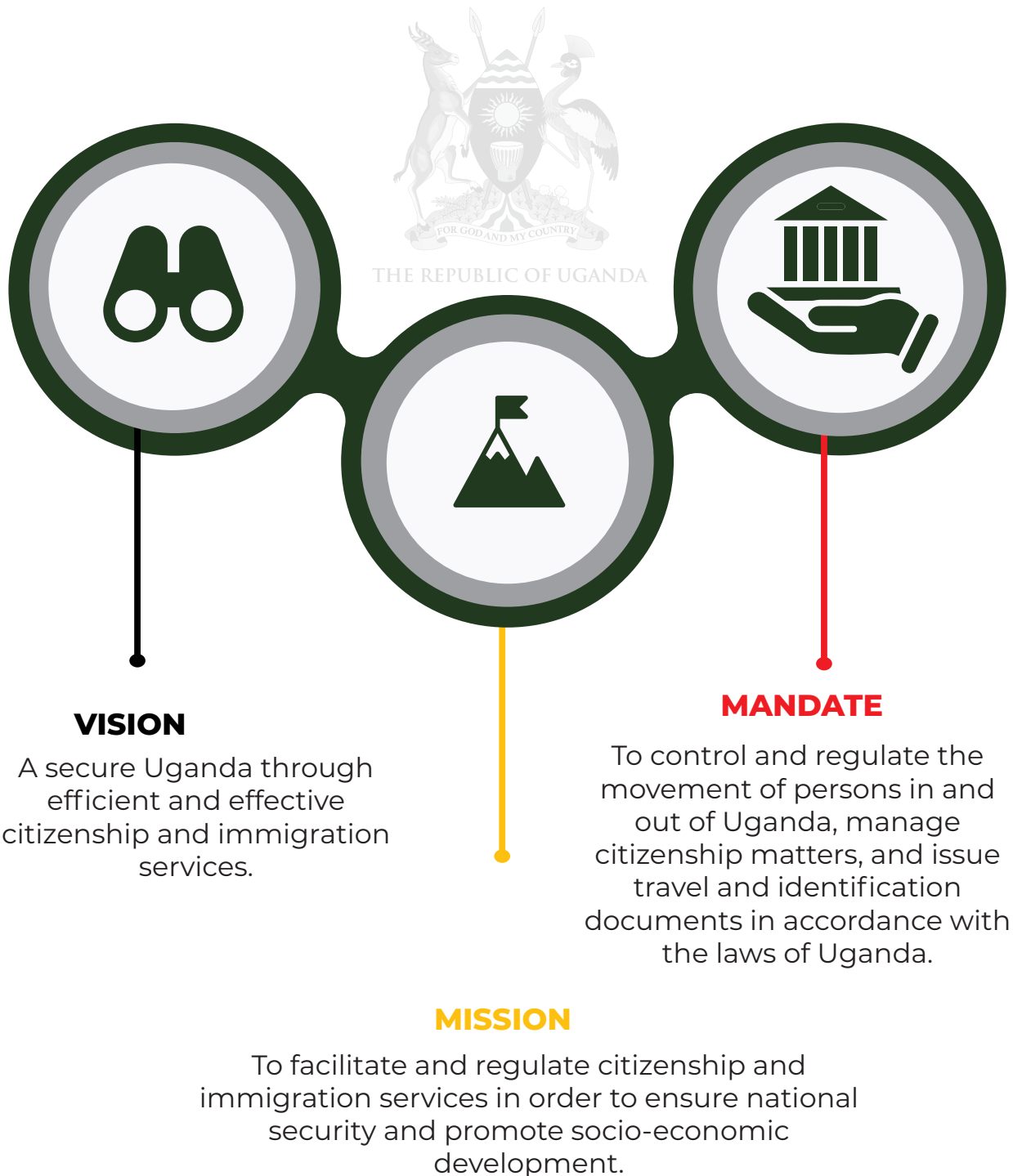
NATIONAL CITIZENSHIP AND IMMIGRATION CONTROL

FY: 2025/26 – 2029/30

FEBRUARY 2026

“Setting Clear Standards for Accountable Public Service”

STRATEGIC FRAMEWORK



#NCIC

FOREWORD:



It is with great pride that I present the National Citizenship and Immigration Control Service Delivery Standards (2025/26 – 2029/30). These standards reflect NCIC's unwavering commitment to delivering secure, efficient, and citizen-centred immigration and citizenship services that foster lawful movement, social cohesion, and national prosperity.

Over the years, the National Citizenship and Immigration Control (NCIC) has played a pivotal role in safeguarding Uganda's borders, administering citizenship, regulating migration, and facilitating safe, lawful mobility. As Uganda continues to embrace the Public Service Reform Programme and implement Vision 2040, the expectations of our citizens for timely, transparent, and technologically enabled services have grown significantly. In response, the development of clear Service Delivery Standards (SDS) provides a structured framework to guide service delivery, improve accountability, and empower citizens by clearly defining what they can expect in terms of quality, timeliness, and cost.

The Service Delivery Standards outlined herein are anchored in a robust legal and policy framework, including the Constitution of the Republic of Uganda, the Uganda Citizenship and Immigration Control Act (Cap. 313), the Public Service Standing Orders, and relevant national, regional, and global development agendas. They are strategically aligned with the National Development Plan IV, Vision 2040, the African Union Agenda 2063, the Sustainable Development Goals, and regional frameworks such as the East African Community Common Market Protocol. This alignment ensures that NCIC not only meets domestic expectations but also contributes to regional integration, international migration governance, and global best practices.

These standards provide a practical, measurable, and citizen-focused tool for improving service quality, standardizing processes across our 72 border posts, 11 regional offices, and 22 missions abroad, and enhancing performance management and resource allocation. They also support ongoing modernization efforts through digital transformation, integrated identity management systems, and continuous improvement in operational efficiency.

I urge all NCIC staff and partners to embrace these standards fully, ensuring that our services are delivered consistently, efficiently, and equitably across the nation and abroad. Together, we can uphold Uganda's reputation as a country with safe borders, seamless services, and empowered citizens.

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

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

ACKNOWLEDGEMENT:



The development of the National Citizenship and Immigration Control Service Delivery Standards (2025/26 – 2029/30) is the result of the dedicated efforts, collaboration, and commitment of many individuals and institutions committed to advancing efficient, transparent, and citizen-centred services in Uganda.

We sincerely acknowledge the guidance and support of the Ministry of Internal Affairs, under whose leadership NCIC operates, for providing the strategic direction and enabling environment necessary for this initiative. Special recognition goes to the Permanent Secretary, Directors, and senior management of NCIC, whose vision, oversight, and technical guidance were critical in the preparation, review, and finalization of these standards.

We extend our appreciation to the staff of NCIC across all regional offices, border posts, and missions abroad, whose practical insights, experience, and dedication informed the development of realistic, implementable, and citizen-focused service benchmarks. Your commitment to excellence in service delivery has been the foundation upon which these standards are built.

Our gratitude also goes to the development partners, stakeholders, and professional institutions, including Ministries, Departments, Agencies, and Local Governments, whose expertise, technical support, and constructive feedback enriched the content and ensured alignment with national, regional, and global frameworks.

Finally, we acknowledge the contribution of all citizens, clients, and members of the public who provided valuable feedback through consultations, surveys, and service reviews. Your perspectives remain central to shaping responsive, transparent, and accountable service delivery.

It is through this collective effort, collaboration, and shared commitment that the NCIC Service Delivery Standards have been developed. We remain confident that these standards will guide, inspire, and enhance the delivery of high-quality immigration and citizenship services across Uganda, supporting the mission of “Citizenship and Immigration Services for a safe and Prosperous Uganda.”

A handwritten signature in black ink, appearing to read 'J. B. Musanyufu'. The signature is stylized and fluid, with a large initial 'J'.

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

Permanent Secretary
Ministry of Internal Affairs

TABLE OF CONTENTS:

Foreword:	i
Acknowledgement:	ii
Table of Contents:	iii
List of Acronyms	iv
1.0 Introduction on Service delivery standards	1
1.1 Mandate of the MDA	5
1.2 Strategic objectives	8
1.3 Goal	9
1.4 Vision	9
1.5 Mission	10
1.6 Theme	11
1.7 Values and principles	11
1.8 Purpose of Service Delivery Standards	14
1.9 Objectives of Service Delivery Standards	16
2.0 Implementation of Service Delivery Standards	18
2.1 Roles and responsibilities,	18
(i) Internal	18
(ii) External	18
3.0 Monitoring and Evaluation of Service Delivery Standards	21
3.1 Monitoring and Evaluation arrangements	21
3.2 Review of Service Delivery Standards	22
3.3 Service Delivery Standards development process	22
3.4 NCIC SERVICE DELIVERY STANDARDS MATRIX	24
3.5 Abridged version of Service Delivery Standards	49
3.6 References	51

LIST OF ACRONYMS

AU	: African Union
BMS	: Border Management System
CSI	: Circular Standing Instruction
EAC	: East African Community
GCM	: Global Compact for Migration
ICAO	: International Civil Aviation Organization
ICT	: Information and Communication Technology
IGAD	: Intergovernmental Authority on Development
INTERPOL	: International Criminal Police Organization
IOM	: International Organization for Migration
JLOS	: Justice Law and Order Sector
LG	: Local Government
LMS	: Learning Management System
M&E	: Monitoring and Evaluation
MDA	: Ministries, Departments, and Agencies
MIA	: Ministry of Internal Affairs
MIDAS	: Migration Information and Data Analysis System
MOFA	: Ministry of Foreign Affairs
MoGLSD	: Ministry of Gender, Labour and Social Development
MOU	: Memorandum of Understanding
NCIB	: National Citizenship and Immigration Control Board
NCIC	: National Citizenship and Immigration Control
NDP IV	: National Development Plan IV
NIRA	: National Identification and Registration Authority
NITA-U	: National Information Technology Authority - Uganda
NSDS	: National Service Delivery Survey
OPM	: Office of the Prime Minister
PISCES	: Personal Identification Secure Comparison and Evaluation System
PS	: Permanent Secretary
PSRP	: Public Service Reform Programme
SDG	: Sustainable Development Goals
SDS	: Service Delivery Standards
SOP	: Standard Operating Procedure
UPDF	: Uganda Peoples' Defence Forces
UPF	: Uganda Police Force
URA	: Uganda Revenue Authority

1.0 INTRODUCTION ON SERVICE DELIVERY STANDARDS

The National Citizenship and Immigration Control (NCIC), established under the Uganda Citizenship and Immigration Control Act, Cap. 313, is mandated to manage migration and citizenship, safeguard Uganda's sovereignty, and regulate the lawful entry, stay, and exit of persons. As a key institution under the Ministry of Internal Affairs and operating as Vote 120, NCIC plays a central role in issuing passports and travel documents, administering citizenship, enforcing immigration control, and strengthening border security. Over time, NCIC has become a cornerstone of Uganda's national security, social cohesion, and economic transformation agenda, contributing to regional integration and international migration governance.

As Government continues to implement the Public Service Reform Programme (PSRP), the need for improved service quality, transparency, responsiveness, and accountability across public institutions has become increasingly critical. Citizen expectations for efficient, accessible, and technology-driven services especially in areas such as issuance of passports, visas, permits, and border management have grown significantly. This has made the development of clear Service Delivery Standards (SDS) indispensable for NCIC as it modernizes and decentralizes its services across 11 regions and 22 missions abroad.

The imperative for Service Delivery Standards is further supported by established government directives and reforms. Circular Standing Instruction (CSI) No. 2 of 2006 and findings from the National Service Delivery Survey (NSDS) 2008 highlighted persistent challenges in public sector performance and called for institutionalized service standards to guide quality, timeliness, cost, accessibility, and accountability. In response, the Ministry of Public Service issued Establishment Notice No. 3 of 2011, directing all Ministries, Departments, Agencies (MDAs), and Local Governments (LGs) to develop, document, and implement Service Delivery Standards.

For NCIC, an institution at the front line of public interaction, national security, and cross-border mobility, Service Delivery Standards are essential as they provide a transparent framework that defines the services offered, timelines, requirements, and costs for passports, visas, permits, citizenship, border operations, and compliance enforcement. They also serve as a performance and accountability tool for planning, resource allocation, staff assessment, inspection, and monitoring. Additionally, the standards form a basis for citizen empowerment by enabling clients to know what to expect and how to hold the institution accountable. Finally, they offer a mechanism for harmonizing services within regional frameworks such as the EAC Common Market Protocol, IGAD mobility

frameworks, and global commitments under the SDGs, the GCM, and AU Agenda 2063.

The development of NCIC Service Delivery Standards is further driven by the evolving migration landscape characterized by increased global mobility, emerging security threats, climate-induced displacement, technological innovations, and the need for integrated identity management systems. In line with national priorities under Vision 2040, the National Development Plan IV (NDP IV), the National Migration Policy (2025), the National Security Policy (2020), and the E-Government Policy (2011), NCIC seeks to deliver modern, people-centred, secure, and digitally enabled immigration and citizenship services.

These Service Delivery Standards therefore provide a structured, citizen-focused framework for ensuring that NCIC's services are delivered efficiently, consistently, and equitably across all service points. They support institutional transformation, enhance customer satisfaction, strengthen border governance, and reinforce Uganda's position as a regional leader in safe, orderly, and development-oriented migration management.

Legal and Policy Framework

The development and implementation of Service Delivery Standards (SDS) for the National Citizenship and Immigration Control (NCIC) are anchored in a comprehensive legal and policy framework that defines NCIC's mandate, guides its operations, and compels the institution to deliver timely, efficient, transparent, and people centered services. At the core of this framework is the 1995 Constitution of the Republic of Uganda, particularly Article 16, which establishes the National Citizenship and Immigration Control Board (NCIB) and mandates the regulation of citizenship and immigration services. This constitutional mandate is operationalized through the Uganda Citizenship and Immigration Control Act, Cap. 313, which establishes NCIC as a government institution (Vote 120) responsible for issuing passports and other travel documents, administering citizenship, regulating entry and residence of foreign nationals, and enforcing immigration laws. NCIC is, therefore, legally obliged to ensure that its services are delivered in a consistent, accountable, and rights-based manner.

The development of Service Delivery Standards is further reinforced by the Uganda Public Service Standing Orders (2021), Section A-n 30, which requires all Ministries, Departments, Agencies (MDAs), and Local Governments to develop, publish, and operationalize Service Delivery Standards. These standards ensure predictability, transparency, and fairness in public service provision. Complementing this is Establishment Notice No. 3 of 2011 issued by the Ministry of Public Service, which provides detailed guidance on the preparation,

dissemination, implementation, and monitoring of SDS across Government. For NCIC, this legal obligation is directly tied to improving service quality in core areas such as passports, visas, permits, citizenship, refugee documentation, and border management. NCIC's Service Delivery Standards are also aligned with national planning and development frameworks. The National Development Plan IV (NDP IV) emphasizes institutional strengthening, governance, digital transformation, and results-based management all of which require clear service benchmarks and performance indicators. Similarly, Uganda Vision 2040 calls for efficient and modern public institutions capable of enabling socio-economic transformation, while continental and global frameworks such as the African Union Agenda 2063, the Global Compact for Migration (GCM), and the Sustainable Development Goals (SDGs) underscore the need for safe, orderly, and citizen-focused migration systems.

NCIC's participation in regional and international obligations including the East African Community (EAC) Common Market Protocol, IGAD mobility frameworks, the Refugees Act (2006), the Prevention of Trafficking in Persons Act (2009), and the Registration of Persons Act (2015) further necessitates service standards that ensure harmonized, secure, and human-rights-based procedures.

Strategic Rationale for Implementation

The implementation of Service Delivery Standards (SDS) for the National Citizenship and Immigration Control (NCIC) is strategically justified by the institution's operating environment, national security priorities, and the evolving dynamics of migration governance. As Uganda experiences rising cross-border mobility, increased regional integration, technological advancements, and growing security threats, NCIC services including passports, visas, permits, citizenship, border management, and enforcement require clear, measurable, and consistent service benchmarks. The Situation Analysis and performance review highlight that while significant progress has been made in automation, decentralization, and infrastructure development, persistent challenges such as porous borders, under-staffing, fragmented ICT systems, resource limitations, and increasing public demand for fast and transparent services underline the urgency for standardized service delivery. Service Delivery Standards therefore provide a structured response to internal and external pressures and position NCIC to operate efficiently within regional and global migration frameworks. Specifically, the rationale for implementing SDS in NCIC is grounded in the need to:

1. Improve service quality, consistency, and responsiveness amid rising demand.

With travelers projected to exceed 5.9 million annually by 2030, and as Uganda continues to decentralize passport services and expand e-immigration operations, SDS ensure predictable, timely, and professional service delivery across all regional offices, border points, and missions abroad. Given challenges such as overstretched infrastructure, 336 illegal routes, and uneven automation, standards help streamline workflows, reduce delays, and enhance user satisfaction.

2. Promote accountability and transparency in a high-risk, security-sensitive sector.

Immigration services particularly permits, visas, and passport issuance are vulnerable to corruption, fraud, and rent-seeking. SDS clearly define procedures, fees, timelines, and client obligations, reducing discretionary decision-making. They support NCIC's integrity agenda by reinforcing internal controls, strengthening audit mechanisms, and building public trust in a sector central to national security and international mobility.

3. Standardize service delivery across all NCIC departments, border points, regions and missions.

NCIC operates 72 gazetted border posts, 11 regional offices, and 22 missions abroad, yet service quality varies due to infrastructure gaps, staffing disparities, and fragmented systems such as BMS, PISCES, and MIDAS that remain partially integrated. SDS harmonize processes, eliminate inconsistencies, reduce errors, and ensure that every client regardless of location receives the same level of service guided by clear standards.

4. Strengthen internal performance management, planning, and resource allocation.

The Situation Analysis shows that NCIC operates at 50.6% staffing capacity, with inadequate welfare, outdated structures, and high workload pressures. SDS provide measurable indicators that feed into performance assessment, workload planning, HR deployment, and results-based budgeting. They support the digital transformation agenda by defining service expectations that guide ICT investments, automation priorities, and infrastructure upgrades.

5. Empower citizens and stakeholders to demand quality, accessible, and timely services.

Clear Service Delivery Standards strengthen accountability by empowering the public, investors, travelers, and diaspora communities to know what services NCIC provides, how long they should take, and what is required. They support improved

communication, awareness, and grievance redress mechanisms, which are essential given the current gaps in public education, documentation coverage, and feedback systems.

1.1 Mandate of the MDA

NCIC's mandate is rooted in the Constitution of the Republic of Uganda (1995, as amended) and the Uganda Citizenship and Immigration Control Act, Cap 313, which collectively empower the institution to regulate citizenship, administer immigration services, manage the entry and residence of non-citizens, secure national borders, issue travel documents, and enforce compliance through investigations, arrests, and removal of prohibited immigrants. Additional laws, including the Uganda Citizenship and Immigration Control Act, National Security Council Act, Registration of Persons Act, and various international migration governance instruments, further strengthen its operational scope. Positioned at the center of Uganda's governance and security architecture, NCIC plays a critical role in internal security, social cohesion, and economic transformation by regulating citizenship, managing migration, and facilitating lawful mobility.

Service Delivery Standards (SDS) enable NCIC to translate this mandate into clear, measurable, and citizen-centred expectations, ensuring that services such as passport issuance, immigration facilities, enforcement, intelligence, border management, and records management are delivered with consistency, transparency, and accountability. The mandate and SDS are fully aligned with national planning frameworks such as the National Development Plan IV (NDP IV), the Governance and Security Programme, and Vision 2040, as well as regional and global commitments under the EAC Common Market Protocol, IGAD Migration Governance Framework, the AU Free Movement Agenda, and the Sustainable Development Goals (SDGs), thereby supporting national security priorities and promoting safe, orderly, and regular migration.

Linkage to National and Sector Development Plans

The National Citizenship and Immigration Control (NCIC) aligns its mandate and strategic priorities with Uganda's national and sector development frameworks to ensure that citizenship, identity management, and migration governance directly contribute to national security, socio-economic transformation, and effective governance. NCIC's functions—border security, issuance of travel documents, regulation of migration, enforcement, and citizenship preservation are integral to the Governance and Security Programme and are essential enablers of safe mobility, investment, trade, and social cohesion.

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

NDP IV prioritizes strengthening Uganda's governance and security institutions to ensure peace, stability, and sustained economic growth, and NCIC directly contributes to these priorities by enhancing national security through strengthened border management, surveillance, and enforcement operations; preserving citizenship integrity and strengthening legal identity systems essential for service delivery, financial inclusion, and rule-of-law processes; promoting lawful movement of persons through efficient and transparent passport, visa, permit, and residency services; combating human trafficking, smuggling, irregular migration, and transnational crime through intelligence-led enforcement and inter-agency coordination; modernizing migration governance by supporting the review of the Uganda Citizenship and Immigration Control Act (Cap 313), operationalizing the National Migration Policy, and aligning Uganda with regional and global mobility frameworks; and advancing digital transformation in border control, travel document issuance, identity verification, and records management through scalable and interoperable ICT systems. Through these interventions, NCIC plays a central role in achieving the NDP IV Governance and Security Programme objectives, including strengthening security agencies' capacity to address threats and emergencies, improving policy, legal, and institutional frameworks, enhancing access to rule-of-law and JLOS services, improving Uganda's regional and international cooperation, strengthening refugee and migration management systems, and enhancing institutional capacity, coordination, and accountability within the governance sector.

b) Vision 2040:

Uganda Vision 2040 aspires to transform the country into a modern and prosperous nation, anchored on strong institutions, secure borders, and a stable governance environment. NCIC contributes directly to this vision by safeguarding the integrity of citizenship, managing lawful migration, and securing entry and exit points to facilitate safe mobility, tourism, trade, and investment. Through effective border control, issuance of secure travel documents, and preservation of national identity, NCIC strengthens the foundations of peace, security, and institutional effectiveness conditions essential for sustained socio-economic transformation. The modernization of immigration systems, expansion of digital services, and enhancement of enforcement capabilities under the NCIC Strategic Plan further support Vision 2040's emphasis on technology, human capital development, and world-class public service delivery.

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

NCIC's mandate aligns closely with the African Union's Agenda 2063, particularly Aspiration 3, which envisions an Africa defined by good governance, respect for

human rights, the rule of law, and capable institutions. By strengthening migration governance, updating legal frameworks, enhancing border surveillance, and promoting lawful cross-border movement, NCIC supports regional integration and the development of secure, people-centred mobility systems. At the global level, NCIC advances the Sustainable Development Goals—particularly SDG 16 (peace, justice, and strong institutions) and SDG 10.7 (safe, orderly, and responsible migration). NCIC's work in identity management, enforcement against human trafficking and irregular migration, and facilitation of legitimate travel directly contributes to building safer communities, protecting vulnerable populations, and promoting inclusive development across the continent.

d) The Public Sector Transformation Framework:

The Public Sector Transformation Framework emphasizes professionalism, efficiency, digitalization, and citizen-centered public service as drivers of national development. NCIC's adoption and implementation of Service Delivery Standards (SDS) directly advance this agenda by defining clear, measurable benchmarks for quality, timeliness, transparency, and accountability in the delivery of immigration and citizenship services. Through automation of processes, integration of border management systems, modernization of client service channels, and strengthening of internal performance management, NCIC aligns its operations with the national call for a responsive, ethical, and results-driven public service. The SDS therefore serve as a practical tool for improving operational excellence, reducing corruption risks, enhancing client satisfaction, and positioning NCIC as a modern, trusted, and service-oriented institution within Uganda's governance and security architecture.

Institutional Commitment to Service Delivery Excellence

The National Citizenship and Immigration Control (NCIC) is fully committed to delivering secure, efficient, and people-centered citizenship and immigration services. Guided by Section A-n 30 of the Uganda Public Service Standing Orders (2021) and Establishment Notice No. 3 of 2011, NCIC recognizes its statutory obligation to clearly define the standards, timelines, and quality benchmarks that citizens and other service users should expect. In a sector that is highly sensitive to national security, mobility, identity management, and cross-border cooperation, NCIC places exceptional importance on clarity, consistency, integrity, and accountability in all aspects of service delivery.

To uphold this commitment, NCIC has institutionalized systems and structures that promote continuous improvement and operational excellence. Dedicated mechanisms—such as the Service Delivery Standards (SDS) Working Group, the Quality Assurance and Compliance teams, and the performance management

structures within the Directorate—ensure that service processes are regularly reviewed, risks are mitigated, and service targets are met. These structures monitor performance at border posts, regional offices, headquarters, and missions abroad, ensuring uniformity in service quality across all service points.

NCIC further integrates its Service Delivery Standards into its Client Charter, internal operating procedures, and staff performance appraisal tools to embed accountability at individual, departmental, and institutional levels. Regular monitoring, evaluation, and feedback mechanisms including citizen feedback platforms, service delivery inspections, operational audits, and participation in Joint Annual Reviews enable NCIC to track progress and address service gaps promptly. These processes strengthen transparency, reduce corruption risks, and promote a results-based culture anchored on the institution's values of professionalism, integrity, teamwork, and excellence.

Through these measures, NCIC demonstrates its unwavering commitment to modernizing migration services, securing Uganda's borders, preserving citizenship integrity, and providing seamless, trusted, and responsive services to citizens, residents, travelers, and international partners.

1.2 Strategic objectives

The strategic objectives of the National Citizenship and Immigration Control (NCIC) provide a clear direction for the institution's transformation agenda and establish the foundation for performance measurement, accountability, and service delivery excellence. These objectives are aligned with the Governance and Security Programme of the NDP IV, Uganda Vision 2040, Agenda 2063 (Aspiration 3), and SDG 16 (Peace, Justice, and Strong Institutions). They reflect NCIC's statutory mandate to regulate citizenship, manage migration, and secure Uganda's borders.

Strategic Objective 1. Strengthen Border Security and Enforcement Capacity

This objective focuses on safeguarding Uganda's territorial integrity by enhancing surveillance, inspections, patrols, and inter-agency coordination across all ports of entry. It includes modernizing border infrastructure, expanding use of ICT systems and biometrics, improving investigative and intelligence capabilities, and strengthening measures against irregular migration, human trafficking, smuggling, and other cross-border crimes.

Strategic Objective 2. Improve Migration Governance Through Policy, Legal, and Institutional Reforms

NCIC aims to modernize Uganda's migration framework by reviewing and updating the Uganda Citizenship and Immigration Control Act (Cap. 313),

operationalizing the National Migration Policy, improving compliance mechanisms, and establishing efficient procedures for citizenship, visas, permits, residency, and appeals. This objective ensures that Uganda's migration governance is coherent, transparent, rights-based, and aligned with international standards.

Strategic Objective 3. Enhance Institutional Efficiency Through Digital Transformation and Systems Strengthening

This objective seeks to promote efficient, inclusive, and quality immigration and citizenship services by improving business processes, digitalizing service delivery, instituting customer-centric platforms, and integrating ICT systems such as e-passports, border management systems, and electronic service portals. It includes record digitization, data analytics, SOP development, and implementation of service delivery standards to improve turnaround times, transparency, and overall client experience.

Strategic Objective 4. Strengthen NCIC's Institutional Capacity and Service Delivery Capabilities

To effectively fulfil its mandate, NCIC seeks to enhance its human resources, infrastructure, logistics, training, governance systems, and partnerships. This includes establishing the Immigration Training Academy, decentralizing services, expanding regional operations, strengthening staff competencies, and promoting organizational culture based on integrity, professionalism, teamwork, and accountability.

1.3 Goal

To reduce irregular migration and improve citizenship preservation through legal reforms, sustained enforcement, and enhanced border security with an aim to build confidence in the migration services, making it more transparent, controlled and economically aligned.

1.4 Vision

“Citizenship and Immigration Services for a safe and Prosperous Uganda.”

(NCIC Strategic Plan 2025/26–2029/30)

This vision reflects NCIC's aspiration to build a Uganda where:

- a) Citizenship is fully protected and preserved,
- b) Borders are secure and efficiently managed,
- c) Migration is safe, orderly, and beneficial,
- d) Identity systems are trusted and inclusive, and

- e) Institutions operate with integrity, professionalism, and accountability.

1.5 Mission

“To deliver efficient and accountable services that foster lawful movement, social cohesion, and national prosperity”.

This mission underscores NCIC’s constitutional and statutory responsibilities, which include:

- a) Administering and preserving citizenship
- b) Managing and regulating the entry, stay, and exit of all persons
- c) Issuing passports, visas, permits, and related immigration facilities
- d) Securing and managing all borders and points of entry
- e) Preventing and responding to irregular migration, trafficking, and transnational crime
- f) Providing migration intelligence, investigation, and enforcement functions
- g) Advising the Government on citizenship and migration policy
- h) Supporting Uganda’s regional and international commitments

To fulfil this mission, NCIC implements the following institutional pillars:

- a) Effective Policy and Legal Oversight

Ensuring that laws, regulations, and policies governing citizenship and migration are modern, coherent, enforceable, and aligned with global standards.

- b) Professional and Accountable Service Delivery

Operationalizing Service Delivery Standards (SDS), the NCIC Client Charter, and performance management systems to ensure quality, timeliness, accessibility, and transparency.

- c) Innovative and Secure Identity and Border Management Systems

Leveraging ICT, biometric systems, border surveillance, and integrated databases to strengthen national security and efficiency of services.

- d) Collaboration and Inter-agency Partnerships

Working with MIA, UPF, UPDF, MOFA, MoGLSD, URA, NITA-U, NIRA, OPM, EAC, IGAD, INTERPOL, ICAO, IOM, and other stakeholders for coordinated migration governance and border security.

1.6 Theme

"Safe borders, seamless services, empowered citizens"

1.7 Values and principles

To effectively deliver on its mandate and navigate the evolving landscape of migration governance, the NCIC is grounded in a strong set of core values. These values serve as guiding principles for every decision, action, and engagement undertaken by the institution. They shape how NCIC conducts itself, delivers services, interacts with the public and partners, and upholds accountability and trust in the management of citizenship and immigration services.

Value	Description – what it means	What it looks like
Teamwork	We acknowledge that no one can achieve alone — we win as a team. At NCIC, the nature of our work demands unity of purpose and shared responsibility. We collaborate because we depend on one another to fulfil our national mandate — no function stands alone, and no success is isolated. We are driven by a common goal that transcends departments and roles, requiring seamless coordination and mutual support. Our diversity is not a barrier but a strength — it brings together unique perspectives that enrich our solutions and strengthen our service delivery. We understand that every decision we make affects the common good and that our actions inevitably impact one another. That is why we uphold collective responsibility as a core value. Through open and effective communication, we ensure alignment, trust, and accountability — enabling us	• Open information sharing – within and across functions and relevant agencies to ensure alignment and operational efficiency. • Mutual respect – valuing each team member's contribution and promoting a culture of dignity and trust. • Interdependence – where my output becomes the input into another's process, reinforcing the importance of collaboration. • Shared commitment – to common goals, ensuring collective ownership and accountability. • Consistent communication and feedback – to maintain clarity, responsiveness, and continuous improvement. • Teamwork as integral – embedded in our day-to-day

Value	Description – what it means	What it looks like
	to work as one, deliver as one, and succeed as one.	operations, not treated as an add-on. • Interagency collaboration – demonstrating our ability to work seamlessly with other institutions for effective national service delivery.
	What it does not look like • Siloed thinking – limiting collaboration and hindering the flow of information across teams and functions. • Working in silos – operating in isolation, which weakens coordination and undermines shared goals. • Siloed operations – leading to duplication, inefficiencies, and fragmented service delivery. • Individualism – prioritizing personal agendas over team objectives, which erodes trust and collective responsibility.	
Professionalism	At NCIC, professionalism is the foundation of how we serve our nation. It begins with disciplined conduct and a strong commitment to excellence in every task we undertake. We are well-trained, knowledgeable, and competent, enabling us to carry out our responsibilities with confidence and precision. We maintain a relentless pursuit of high standards, driven by a deep respect for our roles, our colleagues, and the citizens we serve. Professionalism at NCIC also means being emotionally intelligent — composed under pressure, empathetic in our interactions, and responsive to the needs of others. We make timely and sound decisions, ensuring that our services are not only predictable and coherent but also trusted and effective. Above all, it is about being principled, reliable, and continuously improving — upholding the integrity, trust, and	▪ Disciplined conduct – upholding integrity and accountability in all actions. ▪ Well-trained and knowledgeable – equipped with the skills and expertise to serve effectively. ▪ Emotionally intelligent – composed, empathetic, and responsive in diverse situations. ▪ Competent and confident – performing duties with assurance and precision. ▪ Timely decision-making – ensuring efficiency and responsiveness in service delivery. ▪ Quest for high standards – striving for excellence and continuous improvement. ▪ Respectful interactions – valuing colleagues, stakeholders, and the public. ▪ Predictable and coherent behavior – delivering

Value	Description – what it means	What it looks like
	credibility that our mandate requires and the public expects.	consistent and reliable services.
	What it does not look like • Favoritism – showing bias that undermines fairness and equal opportunity. • Dictatorial leadership – making unilateral decisions without input or engagement. • Authoritarianism – suppressing dialogue, collaboration, and initiative. • Lack of delegation – hoarding responsibilities and stifling team growth. • Inconsistency – applying rules or standards unevenly, leading to confusion and mistrust. • Dubious conduct – engaging in unethical or questionable practices that compromise integrity. • "Jungle laws" – operating without clear rules, systems, or accountability, leading to chaos and impunity.	
Integrity	At NCIC, integrity is the foundation of our service and the standard by which we measure our actions. It is rooted in strong ethical and moral principles, guiding us to act with honesty, transparency, and a sense of justice in all we do. We demonstrate reliability by consistently delivering on our responsibilities, and we maintain accountability by owning our decisions and ensuring they are open to scrutiny. Our professionalism is anchored in a strong work ethic and a methodical approach, ensuring that our processes are clear, auditable, and aligned with national expectations. We value respect in all relationships and interactions, and we reject shortcuts or questionable practices that undermine the public trust. At every level, we uphold the discipline to do what is right, even when it is difficult.	• Respect for all – treating every individual with fairness, dignity, and professionalism. • Honest communication – speaking truthfully, transparently, and constructively at all levels. • Known policies – actions are guided by clear, documented procedures, not personal discretion. • Clear chain of command – roles and responsibilities are respected to ensure accountability and order. • Governing principles – decisions are based on established ethical standards, not personal interest. • Taking responsibility – owning one's actions and their outcomes without deflection or blame.

Value	Description – what it means	What it looks like
	What distinguishes integrity at NCIC is our reliance on spiritual intelligence leading with conscience, humility, and purpose. This enables us to navigate complex situations with clarity and uphold our duty with confidence and compassion. Integrity for us is not just a principle; it is a daily practice one that protects the credibility of our institution and safeguards the trust placed in us by the people of Uganda.	
	What it does not look like • Expecting incentives to perform duties – undermines service ethics. • Segregating the people we serve and the people we supervise – violates principles of fairness and equality. • Selfish behavior – prioritizing personal gain over institutional responsibility. • Dubious conduct – engaging in dishonest or questionable practices. • Lack of transparency – concealing information or actions that should be open and accountable.	

1.8 Purpose of Service Delivery Standards

The implementation of Service Delivery Standards (SDS) provides NCIC with a structured framework to deliver its services in a transparent, efficient, measurable, and citizen-centered manner. Given NCIC's mandate to regulate citizenship, manage migration, and safeguard Uganda's borders, SDS are critical to ensuring that services such as immigration control, citizenship registration, border management, and enforcement operations are consistently delivered to meet citizen expectations. The key benefits of SDS for NCIC include:

Transparency and Accountability

NCIC's Service Delivery Standards (SDS) clearly define the scope of services, responsible service providers, access procedures, timelines, costs, and quality expectations, thereby enhancing openness and transparency across all operations, improving predictability so that citizens know what to expect when accessing services such as passport issuance, visa processing, or citizenship registration, strengthening accountability by ensuring officers and staff adhere to established service benchmarks, and enabling citizen oversight by allowing communities, oversight bodies, and partners to effectively evaluate institutional performance.

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

Service Quality and Consistency

SDS promote uniform service quality across all NCIC departments, regional offices, and border posts by ensuring that passport processing, national identity registration, and immigration permit issuance follow standardized timelines, procedures, and quality benchmarks; citizenship and naturalization processes are implemented consistently across service centers; and border inspections, surveillance operations, and law enforcement activities maintain uniform technical and procedural rigor.

Consistency ensures reliable service delivery, strengthens professional standards, and enables effective performance monitoring, thereby enhancing the credibility and operational efficiency of NCIC.

Client Satisfaction and Feedback

SDS empower both service users and providers by defining clear expectations and performance benchmarks, enabling citizens to assess whether services such as visas, permits, and citizenship documentation meet established standards, supporting structured feedback mechanisms that allow NCIC to gather client input, resolve complaints, and drive continuous improvement, and ensuring transparent grievance redress, which is especially critical for sensitive services involving migration, border control, and naturalization.

By embedding client feedback into operational processes, SDS enhance institutional learning, improve public trust, and foster responsive, citizen-centered service delivery.

Gender and Equity Responsiveness

SDS ensure that NCIC services are inclusive and accessible to all, including vulnerable and marginalized groups such as women, persons with disabilities, youth, the elderly, refugees, and border communities, by addressing geographic and social disparities through service provision in hard-to-reach areas via regional offices and mobile e-immigration units, ensuring communication is accessible, literacy-appropriate, and language-inclusive, and incorporating affordability and disability-friendly service formats.

This approach aligns with the Equal Opportunities Act (2007), NDP IV, and the Public Sector Transformation Programme, reinforcing NCIC's commitment to equitable, inclusive, and citizen-centered services.

Contribution to National and Local Development

By institutionalizing high-quality, standardized services, SDS support Uganda's broader development goals, with NCIC's SDS contributing to the National Development Plan IV by enhancing governance, rule of law, and human security to drive socio-economic growth; advancing Uganda Vision 2040 through improved institutional efficiency and high-quality service delivery essential for national transformation; and furthering Sustainable Development Goal 16 by fostering peace, justice, accountability, and inclusive institutions.

Through these frameworks, NCIC ensures that service delivery is not only efficient and citizen-focused but also aligned with Uganda's strategic objectives for governance, security, and social cohesion.

1.9 Objectives of Service Delivery Standards

In alignment with the above strategic objectives and NCIC's Service Delivery Standards (SDS) framework, the following specific objectives guide improvements in service delivery across all NCIC service points:

a) Define and communicate clear minimum service levels

Establish and disseminate measurable service delivery standards for all key NCIC services passports, visas, permits, citizenship, border services, enforcement, and customer service.

b) Improve customer satisfaction and trust

Enhance service turnaround time, reliability, accessibility, and fairness to ensure that citizens, migrants, and travellers receive predictable and consistent services.

c) Promote institutional accountability and transparency

Allow service users to monitor compliance with standards, report breaches, and provide feedback through structured mechanisms such as hotlines, digital platforms, and customer service points.

d) Strengthen performance management

Link individual staff targets, appraisals, and rewards to institutional outputs, productivity levels, and achievement of service delivery standards.

e) Support evidence-based planning, budgeting, and monitoring

Use SDS to inform resource allocation, staffing needs, infrastructure planning, process optimization, and monitoring frameworks.

f) Streamline and automate service workflows

Eliminate delays, redundancies, and manual processes by re-engineering business processes and expanding ICT-enabled service delivery.

g) Ensure inclusive and equitable service provision

Address the needs of women, youth, the elderly, persons with disabilities, migrants with vulnerabilities, border-community populations, and marginalized groups in all NCIC operations.

h) Improve coordination across central, regional, and border offices

Ensure harmonized implementation of SDS across all NCIC service points, including missions abroad, through clear SOPs, supervision, and monitoring mechanisms.

2.0 IMPLEMENTATION OF SERVICE DELIVERY STANDARDS

The effective implementation of NCIC's Service Delivery Standards (SDS) is guided by a structured and comprehensive framework that defines roles, institutional arrangements, resource allocation, strategic integration, and communication mechanisms. This framework ensures coherence, accountability, and sustainability in the delivery of high-quality, citizen-centered services. It provides a roadmap for translating standards into consistent operational practices across all departments and service points.

2.1 Roles and responsibilities,

(i)! Internal

- a. Ministry/NCIC Leadership: Shall provide overall strategic oversight and stewardship, ensuring both political and administrative commitment.
- b. Departments, Divisions, Sections 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

Each department and unit appoints service delivery focal persons to oversee daily adherence to standards, coordinate data collection, and champion continuous service improvement. A Joint Technical Team, comprising representatives from key departments, M&E units, and the Ministry of Public Service, coordinates harmonized efforts, monitors progress, addresses challenges, and updates SDS as needed. Regular coordination meetings, reporting structures, and shared communication platforms facilitate knowledge sharing and ensure consistent application of standards across all offices.

Budgetary Considerations

Adequate resources are allocated to support SDS implementation, including staff training, monitoring and evaluation activities, data management systems, public communication campaigns, and infrastructure support. Cost-efficiency is emphasized through prudent use of available resources, leveraging existing infrastructure, partnerships, and cost-effective measures to maximize impact. The Ministry also explores supplementary funding through collaborations with development partners, grants, and inter-ministerial resource pooling to strengthen SDS initiatives.

Integration into Strategic Plans and Client Charters

SDS are integrated into the Ministry's strategic plans, aligning operational objectives with service delivery requirements and reinforcing institutional commitment. Client charters clearly communicate service commitments, expected timelines, quality benchmarks, and mechanisms for grievance redress, thereby empowering clients. Compliance with SDS is linked to individual and departmental performance appraisals, incentivizing excellence and sustained adherence to service standards.

Public Dissemination

To ensure wide accessibility, SDS are published on the Ministry's official website and social media platforms, targeting urban and digitally connected populations. Printed materials such as brochures, posters, and leaflets are distributed across Ministry offices, service centers, and public spaces to reach all service users. Community outreach programs including local radio broadcasts, community meetings, and partnerships with civil society organizations ensure rural and marginalized populations are sensitized to service standards. Accessible feedback mechanisms allow citizens to report service deviations, provide

suggestions, and strengthen a culture of accountability and continuous improvement.

3.0 MONITORING AND EVALUATION OF SERVICE DELIVERY STANDARDS

The successful implementation and sustained impact of NCIC's Service Delivery Standards (SDS) require a robust Monitoring, Evaluation, and Reporting (M&E) framework. This framework ensures compliance, facilitates continuous improvement, strengthens accountability, and provides evidence-based insights to guide decision-making. Through systematic tracking and reporting, the Ministry can identify performance gaps, address operational challenges, and maintain transparency in service delivery.

3.1 Monitoring and Evaluation arrangements

Internal Monitoring

Service delivery performance will be continuously monitored against the established SDS using routine data collection, performance reviews, and analysis of key indicators such as service quality, timeliness, cost efficiency, and client satisfaction. Internal oversight teams will conduct periodic assessments to verify adherence to standards, identify operational bottlenecks, and implement timely corrective measures.

Findings from monitoring activities will be integrated into staff performance evaluations and broader institutional reviews. This linkage reinforces accountability, incentivizes excellence, and ensures that high-quality, citizen-centered service delivery becomes the norm across all departments and service centers.

External Reviews by Ministry of Public Service

To ensure objectivity and nationwide consistency in the implementation of Service Delivery Standards (SDS), the Ministry of Public Service will conduct independent audits and technical reviews. These external evaluations will verify service quality, assess uniformity across departments and regional offices, and provide quality assurance for NCIC's operations.

In addition, external reviews will identify capacity gaps and offer targeted technical support, including training, resource provision, and advisory services, to strengthen institutional capabilities and enhance service delivery. The findings from these assessments will feed into national-level reporting, informing policy formulation, operational improvements, and strategic decision-making. By integrating external oversight with internal monitoring, NCIC can maintain high standards of transparency, accountability, and citizen-centered service delivery across the country.

Citizen Feedback Mechanisms

Effective citizen engagement is central to the continuous improvement of Service Delivery Standards (SDS) at NCIC. Multiple feedback channels will be established, including satisfaction surveys, suggestion boxes, help desks, digital portals, and community forums, to provide citizens with accessible avenues for input on service delivery. These mechanisms will enhance transparency and accountability by ensuring that feedback is regularly collected, reviewed, and acted upon, motivating service providers to meet or exceed established standards. Special emphasis will be placed on inclusivity, ensuring that feedback systems are accessible to all citizens, including marginalized and vulnerable groups, thereby promoting equitable assessment of services and fostering citizen-centered governance.

3.2 Review of Service Delivery Standards

Midterm and End term reviews

The Service Delivery Standards (SDS) will undergo a midterm review at three (3) years and a comprehensive review every five years to ensure they remain responsive to emerging policy directions, technological innovations, and evolving citizen needs. This review process will actively engage stakeholders, analyze monitoring and evaluation data, and benchmark performance against international best practices to identify areas for improvement. By incorporating these insights, the SDS will be regularly updated to remain practical, relevant, and fully aligned with Uganda's development priorities, as outlined in the National Development Plans and the Sustainable Development Goals, thereby supporting adaptive and citizen-centered public service delivery.

3.3 Service Delivery Standards development process

Inclusive and based on Consultation

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 passports within two (2) working days for express and seven (7) to fourteen (14) working days for standard for applications that meet the set eligibility criteria." They include performance metrics such as turnaround time, service coverage, access criteria, methodology, input, fees and responsibility center.

3.4 NCIC SERVICE DELIVERY STANDARDS MATRIX

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

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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 Border Security and Enforcement Capacity	Border control management	Management of entry and exit points	%age of travelers cleared within the set time frame	Coverage – 100% of all border points. 100% of eligible travelers Time – daily reports Quality – Conform to the ICAO guidelines, The Uganda Citizenship and Immigration Control Act Cap 313, Border procedure manuals, Standard operating Procedures Process – • Visa prone travelers must have approved visas (Timeline as speculated on the	All Travelers Government	Walk-ins.	Online applications, community engagement, sensitizations, training, consultative meetings, stakeholder engagement, border patrols and snap checks, interagency cooperation	Human Resource, Stamps, ICT system and corresponding Hardware, assorted office equipment, transport equipment	User fees as applicable	Border and Foreign Nationals Management Department

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				visa) • Visa exempt travelers must have valid travel documents						
	Immigration Control Services (Foreign Nationals Management)	Foreign Nationals issued immigration facilities	Percentage of applicants issued with relevant immigration facilities	Coverage – 100% of eligible applicants issued with relevant immigration facilities Frequency – daily Time – Quality – conform to the Uganda constitution, the Uganda Citizenship and Immigration control Act Cap 313, the international protocols Process – • Online application (payments of fees where applicable), • Processing	Foreign Nationals, Government	Walk-ins, Submit online application (www.visas.immigration.go.ug)	Online applications, sensitizations, training, consultative meetings, stakeholder engagement, document verification, field visits, interagency cooperation	Human Resource, Office space, Data Base, ICT system and supporting equipment	User fees as applicable (www.visas.immigration.go.ug)	Border and Foreign Nationals Management Department

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				- Approval - Payment of fees where applicable - Personalization of applicants (biometrics) - Quality Assurance and sticker Issuance If not approved there is an appeal process						
	Enforcement and compliance	Increased compliance to immigration laws	%age of cases investigated	Coverage – 100% of the cases investigated Frequency – weekly Time – weekly Quality – conform to the Uganda Citizenship and Immigration Control Act Cap 313 Process (resulting from either routine inspections or whistle blower information) –	Government of Uganda, private sector, general public, MDAs	Inspection schedules, referrals and recommendations	Surveillance, spot checks, routine checks, inspections, sensitization, training, online system checks/ reviews, interagency corporations, weekly briefings	Human Resource, Transport, Equipment and related Logistics, ICT system and supporting equipment	Fee As per the NCIC fees regulations	Inspection and Compliance Department

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				• Surveillance, spot checks, ongoing investigations, inspection. • Prosecution of offenders. • Removal of offenders (Organized departure) and deportations. • Sensitization on immigration laws			Process Standard.			
Objective 2: Strengthen Migration Governance through Comprehensive Policy and Legal Reforms	Legal Advisory Services	Advisory Services rendered	Number of Policies, regulations and guidelines developed or reviewed	Coverage – 100% of Policies, regulations and guidelines on immigration laws Time – annually review of Cap 313, regulations reviewed Quality – Conform to the constitution of Uganda, the Uganda	National Citizenship and Immigration Control Board (NCIB), MDAs, public	Formal Submission, participation in meetings and workshops	Meetings, consultations, benchmarking, workshops, research, desk review	Human Resource, legal database, assorted office equipment, office space, transport equipment,	Not applicable	Inspection and compliance Department

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				Citizenship and Immigration control Act Cap 313, Standard operating Procedures and other international protocols. Process – • Needs assessment • Desk review • Consultations, • Drafting • Approval and dissemination						
Objective 3: Improve Institutional Systems and Efficiency	Passport Control	Passports processed	% of applications processed	Coverage – 100% of eligible applicants Time – Express Passports – 2 working days, Standard passports – seven(7) - fourteen (14) working days Frequency - daily	Uganda n Citizens, Govern ment, MDAs,	Submissi on of online applicati on (www.p assports. go.ug) and appear physicall y for biometri	Sensitization workshops, walk-ins, media platforms, stakeholder engagements, development	Human Resource, Passport Blank booklets, Assorted Office space and equipment,	User fees as applicabl e (www.pas sports.go. ug) refer to the Ministry Client Charter	Citizenship and Passport Management Department, Regional Offices and Uganda Missions Abroad.

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				Quality – Conform to the constitution of Uganda, the ICAO standards for passport control and management, the standard operating procedures, the National Citizenship and Immigration control Act Cap 313, The East African Community Standards, Passport regulations 2004, Registration of Persons Act 2015 Process – Online application (payment, appointment scheduling), Enrollment of applicants		cs capture and receipt of Passports.	of SOPs and guidelines	transport equipment Data Base, ICT system and supporting equipment	2025/25 – 2029/30, fees regulations	

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				(biometrics and interviewing the applicant) • Processing • Approval • Printing and Quality Assurance • Issuance If not approved there is an appeal process						
		Certificate of identity processed	% of Certificate of identity processed	Coverage – 100% for eligible and complete applications Time – one (01) day Frequency - daily Quality – Conform to the constitution of Uganda, the ICAO standards for passport control and management, the standard operating procedures, the National Citizenship	Government, Ugandan Citizens, Diaspora and Foreign Nationals (under unique circumstances)	Walk-ins	Sensitization workshops, walk-ins, media platforms, stakeholder engagements,	Human Resource, Passport Blanks, Assorted Office space and equipment, transport equipment Data Base, and supporting equipment	Fee As per the NCIC fees regulations and Ministry Client charter 2025/26-2029/30)	POEs, Regional Offices and Ugandan Missions abroad

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				and Immigration control Act Cap 313, The East African Community Standards, Passport regulations 2004, Registration of Persons Act 2015 Process – • Identify yourself with a national ID, • Fill the application form • Present to the immigration officer at any regional office, points of entry, missions abroad • If its a child add parental consent and birth certificate.						

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				For foreigners that do not have embassies in Uganda an expired passport or a police report and immigration status issuance of the travel document						
		Temporary Movement Permits processed	%age of Temporary Movement Permits processed	Coverage – 100% for eligible and complete applications Time – one (01) day Frequency - daily Quality – Conform to the constitution of Uganda, the ICAO standards for passport control and management, the standard operating procedures, the	Government, Ugandan Citizens, Diaspora	Walk-ins	Sensitization workshops, walk-ins, media platforms, stakeholder engagements,	Human Resource, Blanks, Assorted Office space and equipment, transport equipment Data Base, and supporting equipment	Fee As per the NCIC fees regulation s and Ministry Client charter 2025/26-2029/30)	POEs, Regional Offices and Ugandan Missions abroad

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				National Citizenship and Immigration control Act Cap 313, The East African Community Standards, Passport regulations 2004, Registration of Persons Act 2015 Process – • Identify yourself with a national ID, • Fill the application form • Present to the immigration officer at border points • If its a child add parental consent and birth certificate. • Issuance of the travel document						

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
	Citizenship management service	Citizenship management services processed	%age of citizenship management services processed	Coverage – 100% for eligible and complete applications Time – within thirty (30) to sixty (60) days Frequency - daily Quality – Conform to the 1995 constitution of Uganda, the standard operating procedures, the National Citizenship and Immigration control Act Cap 313, Passport regulations 2004, Registration of Persons Act 2015, standard operating procedures for granting Citizenship Process – • Online applications	Foreign Nationals , Diaspora , Government.	Submit online application on (www.visas.immigration.go.ug), Walk-ins	Sensitization workshops, walk-ins, media platforms, stakeholder engagements, development of SOPs and guidelines, interagency meeting, m, media platforms	Human Resource, Assorted Office space and equipment, transport equipment, Data Base, ICT system and supporting equipment	User fees as applicable www.visas.immigration.go.ug) refer to the Ministry Client Charter 2025/25 – 2029/30, fees regulations	Citizenship and Passport Management Department

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				- Processing of applications and forwarded to the board for approval - Certificate is issued - If not approved there is an appeal process						
	Refugee management	Refugees matters coordinated	%age of refugees matters coordinated	Coverage – 100% eligible applicants Frequency – daily Quality – Conform to the 1995 constitution of Uganda, treaties, agreements, conventions and protocols, Refugee Act 2006, Refugee regulations, the Uganda Citizenship and Immigration control Act Cap 313. Process – Receipt of request of formal request, Issue instructions	Asylum seekers, Government, MDAs.	Walk-ins recommendations	Sensitization workshops, walk-ins, media platforms, stakeholder engagements, development of SOPs and guidelines, interagency meeting, m, media platforms	Human Resource, Assorted Office space and equipment, transport equipment, Data Base, ICT system and supporting equipment	User fees as applicable; refer to the Ministry Client Charter 2025/25 – 2029/30, fees regulations	Citizenship and Passport Management Department, Inspection and Compliance

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				Attend to the issues as per the instruction Provide feedback						
	Security and ICT infrastructure	Automation of immigration and citizenship services enhanced	Proportion of institutional processes automated	Coverage - 70% Frequency – annually Quality – Conform to the Data Protection and Privacy Act 2019, Computer misuse Act 2011, Amended 2022, Electronic transactions, electronic signatures, UC act, NITAU Act, National ICT policy, National transformation roadmap, National ICT standards, National Cyber security framework,	Public, Ministry Staff, Government	Formal requests from user departments, participation in the needs assessment and systems development	Training workshops, sensitizations, consultations, benchmarking, stakeholder engagements, systems upgrade and integration, online platforms	Human Resource, Assorted Office space and equipment, transport equipment, Data Base, ICT system and supporting equipment	Not applicable	Chief Citizenship and Immigration Control and ICT Division

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				ICT operations and user manual. Process – • Carryout and prepare needs assessment report • Attention to management • Approval by management and the board • System development • User acceptance and deployment						
Objective 4: Enhance NCIC's Institutional Capacity	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	Internal Auditor General, MoFPED, Audit Committee (JLOS), External Auditors, Parliament, Government, NCIC	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 section under Finance and Administration department

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				Standing instructions from MoFPED. Process – • Review of documentation • Site visits • Interviewing of auditees • Prepare and submit audit reports	departments					
	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	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 section under Finance and Administration department

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				• 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						
	Human Resource management	Capacity building enhanced	Proportion of staff trained	Coverage - 100% Frequency - Quarterly 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 performance assessment reports • Compilation of	NCIC employees, Sister Agencies, Neighbouring countries, MDAs,	Participation in the needs assessment	Conducting training Workshops Facilitating staff to undertake training courses in institutions of learning Coaching, mentorship and attachment, community engagements benchmark, stakeholder partnerships, dialogues,	Training officers, training budget, materials, Assorted equipment Transport Equipment training manuals, Information education Communication (IEC)	Not applicable	Office of the Chief Citizenship and Immigration Control, Immigration, Training Academic and Human Resource Division

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				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 Process-Training at ITA NCIC • Undertake a training needs assessment • Compilation of Training Needs Assessment Report • Conduct training • Pass-out participants Other Agencies;			meetings, exchange visits/ programs.			

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				• Submit formal application to MIA/NCIC • Undertaken the training upon approval						
		Immigration Training Academy operationalized		Coverage – 100% Frequency – Quality – Conform to the Universities and tertiary institutions Act 2001, NCHE Quality Assurance Professional Council Regulations refer to the concept on curriculum development Process – • Development of a master plan and curriculum • Registration with National Council for Higher Education (NCHE) • Affiliation with Institutions for higher learning and certification of certificates and awards	NCIC Staff, security Agencies, ISO, Neighboring countries, MDAs,	Formal requests, MoU, Joint Permanent Commissions (JPC)	Conducting training workshops, benchmark, stakeholder partnerships, dialogues, meetings, exchange visits/ programmes	Human resource, Assorted office equipment, Academy space, transport equipment, information system, training manuals, Information education Communication (IEC)	Fees charged where applicable	Chief of Citizenship and Immigration Control, ITA

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
	Planning and budgeting	Planning and budgeting documents prepared	NPA certificate of compliance rating Gender and equity compliance score	Coverage – 100% Time – 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 Budgeting circulars issued from time to time Process – • Conducting stakeholder consultations • Drafting and seeking approval of planning and budgeting documents.	NCIC departments, MDAs	Walk-ins, Program Budgeting System (PBS), participating in planning and budget workshops	Providing line support, Conducting planning and budget workshops, stakeholder engagement	Assorted office equipment	Not applicable	Planning Unit under Finance and Administration department
	Records Management	Records management coordinated	Percentage of records scanned and digitized	Coverage – 100% Frequency – daily Quality – conform to the Records and Archives Act, Data Protection Act, Uganda Public Service Standing Orders Process –	Ministry Staff, MDAs, public	walk-ins, achieved documents from various departments	Field trips, sensitization, Training workshops	E-Registry system of NCIC, Assorted office equipment, Human Resource, Transport equipment	Not applicable	Records and Archive center under Finance and Administration department

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				• Receipt of documents • Sorting of documents • Capture file details • Scan and upload documents • Attach bar codes to the file • Put on file the physical copies						
	Communication and Public Relations Management	Communication and public relations managed	Proportion of client queries and concerns responded to	Coverage – 100% Frequency – daily Quality – Conform to The Uganda Public Service Standing orders 2021 edition, Data Protection Act, the Uganda citizenship and Immigration Control Act Cap 313 Process – • Receive queries /concerns from clients • Consult relevant offices • Provide feedback to the client.	Public, MDAs	walk-ins, media platforms, participating in workshops, Call-ins	Sensitization workshops, Media platforms, Call center	Human Resource, Assorted office equipment, transport equipment, online media subscriptions and licences	Not applicable	Public Relations Office of NCIC
	Administration and	Management and Administrative	Number of unqualified audit reports by the	Coverage - All Frequency - quarterly reporting	Government Ministry staff	Formal request	Observation Meetings and workshops	Office space Assorted office equipment,	Not applicable	Office of the Chief of Citizenship and

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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 services	services coordinated	Accounting Officers	Quality - Uganda Public Service Standing Orders 2021 edition, PFMA 2015 Cap 171, Treasury 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	Service providers	Walk ins Management meetings	Dissemination of reports	transport equipment		Immigration Control
		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,	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	Not applicable	Inventory office, Office of the Chief of Citizenship and Immigration Control

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				PPDA act 2003 as amended, Fleet management policy (MoWT) Process – • Receipt of equipment • Registration of assets in the assets register • 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				cards, inventory systems, Assets register		
	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	Parliament, MDAs, Ministry departments	Accessing the OPM management information system Participate in the monitoring	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

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				Feedback process		ng exercise s				
	Research and development	Public investment and management coordinated	Proportion of project concepts developed	Coverage – 100% Frequency – Annually Quality – conform to the project development Policy and guidelines, circulars from PSST Process – - Identify the need - Develop a project concept and submit on the Integrated Bank of Projects (IBP) under MoFPED - Approval and implementation	User Departments, public, MoFPED, Government	Formal requests from user departments,	Meetings, online platforms, stakeholder engagements,	Human resource, Assorted office equipment, Office space, Information education Communication (IEC)	Not applicable	Planning Section, Office of the Chief Citizenship and Immigration Control
	Board Management	Leadership and management	Number of NCIB meeting held	Coverage – ALL Frequency – weekly Quality - Conform to the 1995 constitution of Uganda, the standard operating	Foreign Nationals , Diaspora	Submit online application www.visas.immig	Sensitization workshops, walk-ins, media	Human Resource, Assorted Office space	User fees as applicable	National Citizenship and Immigration

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result / Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
		coordinated		procedures, the National Citizenship and Immigration control Act Cap 313, Passport regulations 2004, Registration of Persons Act 2015, standard operating procedures for granting Citizenship Process – - Online applications - Receive of applications for approval by the board. - The applications are reviewed and approved. If not approved there is an appeal process	, Government.	ration.go.ug	platforms, stakeholder engagements, development of SOPs and guidelines, interagency meeting, m, media platforms	and equipment, transport equipment, Data Base, ICT system and supporting equipment	www.visas.immigration.go.ug) refer to the Ministry Client Charter 2025/25 – 2029/30, fees regulations	Control Board (NCIB)
	Decentralized immigration services	Management and Administrative services coordinated	Proportion of immigration service areas operationalized	Coverage – 100% Frequency – Daily Quality – Conform to the 1995 constitution of Uganda, The Public Standing Orders 2021 edition,	Government, public, diaspora, foreign nationals	Walk-ins	Sensitization Training, Online platform, Stakeholder Engagements	Human Resource, Assorted Office space and equipment, transport equipment Data Base, ICT system and	User fees as applicable (www.visas.immigration.go.ug) refer to the Ministry	Office of the Chief/ NCIC, Immigration Regional Offices, Uganda Missions Abroad

Strategic objective	Specific Objective (Key Service Area)	Key Output / Result Product / Service	Key Performance Indicator	Standard (Qty, Quality, Cost, 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
				Decentralization policy of Uganda. Process – • Online application for passports and other immigration facilities, Payments, processing and approval • Enrollment/personalization of applicants • Quality Assurance and issuance of Passport, Permits and Passes				supporting equipment	Client Charter 2025/25 – 2029/30, NCIC fees regulations	

3.5 Abridged version of Service Delivery Standards

Specific Objective	Service Delivery Point	Service Description	Standards for Delivery of Service
Border Control Management	Border and Foreign Nationals Management Department	Management of entry and exit points	Coverage – 100% of border points; Time – daily reports; Quality – ICAO guidelines, Uganda Citizenship & Immigration Act Cap 313; Process – visa verification for travelers; Accessibility – all travelers
Immigration Control Services (Foreign Nationals Management)	Border and Foreign Nationals Management Department	Issuance of immigration facilities to foreign nationals	Coverage – 100% of eligible applicants; Time – daily; Quality – constitutional and international compliance; Process – online application, processing, approval, biometrics, fee payment
Enforcement and Compliance	Inspection and Compliance Department	Investigation and enforcement of immigration laws	Coverage – 100% of cases investigated; Time – weekly; Quality – compliance with Cap 313; Process – inspections, surveillance, prosecutions, deportations
Legal Advisory Services	Inspection and Compliance Department	Policy, regulation, and guideline development	Coverage – 100%; Time – annual review; Quality – constitutional & Cap 313 compliance; Process – needs assessment, desk review, consultation, drafting, approval
Passport Control	Citizenship and Passport Management Department, Regional Offices, Uganda Missions Abroad	Processing of passports	Coverage – 100%; Time – Express: 2 days, Standard: 7–14 days; Quality – ICAO standards, Cap 313; Process – online application, biometrics, processing, approval, issuance
Certificate of Identity	Citizenship and Passport Management Department	Issuance of identity certificates	Coverage – 100%; Time – 1 day; Process – application with national ID, parental consent if child; Quality – compliance with Cap 313 and ICAO standards
Temporary Movement Permits	Citizenship and Passport Management Department	Issuance of permits	Coverage – 100%; Time – 1 day; Process – application with ID, child requires parental consent; Quality – Cap 313 & ICAO standards
Citizenship Management Services	Citizenship and Passport Management Department	Processing of citizenship applications	Coverage – 100%; Time – 30–60 days; Process – online application, board approval, certificate issuance; Quality – Constitution, Cap 313 compliance
Refugee Management	Citizenship and Passport Management Department	Coordination of refugee matters	Coverage – 100%; Time – daily; Process – receipt of request, instructions, feedback; Quality – Refugee Act 2006, treaties, Cap 313 compliance
Security & ICT Infrastructure	Chief Citizenship & Immigration Control & ICT Division	Automation of services	Coverage – 70%; Time – annual; Quality – Data Protection Act 2019, Computer Misuse Act; Process – needs assessment, approval, system development, deployment
Audit & Risk Management	Internal Audit Section	Statutory audit reports	Coverage – 100%; Frequency – quarterly; Quality – PFMA, PPDA compliance; Process – documentation review, site visits, interviews, report preparation

Finance & Accounting	Accounts Section, Finance & Administration Department	Preparation of financial statements	Coverage – 100%; Frequency – quarterly; Quality – PFMA, PPDA, URA compliance; Process – requisitions, verification, payments, report submission
Human Resource Management & Training	Office of Chief Citizenship & Immigration Control, ITA	Staff capacity building	Coverage – 100%; Frequency – quarterly; Process – needs assessment, training plan, implementation, evaluation; Quality – Public Service Standing Orders, Training Policy
Immigration Training Academy (ITA)	Chief of Citizenship & Immigration Control, ITA	Operationalize training programs	Coverage – 100%; Process – master plan, curriculum development, NCHE registration, affiliations; Quality – tertiary standards, curriculum compliance
Planning & Budgeting	Planning Unit, Finance & Administration Department	Preparation of planning & budgeting documents	Coverage – 100%; Frequency – annual; Process – stakeholder consultations, drafting, approval; Quality – PFMA, NPA compliance
Records Management	Records & Archives Center	Document digitization and management	Coverage – 100%; Frequency – daily; Process – receipt, sorting, scanning, barcode, filing; Quality – Records & Archives Act, Data Protection Act
Communication & PR Management	Public Relations Office	Respond to client queries and manage communications	Coverage – 100%; Frequency – daily; Process – receive, consult, respond; Quality – Public Service Standing Orders, Cap 313
Administration & Support Services	Office of Chief of Citizenship & Immigration Control	Management of administrative services	Coverage – 100%; Frequency – quarterly; Process – planning, budgeting, M&E, reporting; Quality – PFMA, Public Service Standing Orders
Facilities & Equipment Management	Inventory Office	Maintenance of equipment & facilities	Coverage – 100%; Frequency – daily; Process – registration, allocation, routine maintenance, reporting; Quality – Public Service Standing Orders, MoWT fleet policy
Monitoring & Evaluation	M&E Unit	Monitor Ministry interventions	Coverage – 100%; Frequency – quarterly; Process – tool development, field visits, report compilation; Quality – National M&E policy
Research & Development	Planning Section	Project concept development	Coverage – 100%; Frequency – annual; Process – identify needs, develop project concepts, submit to IBP; Quality – Project Development Policy compliance
Board Management	National Citizenship & Immigration Control Board	Leadership & management coordination	Coverage – 100%; Frequency – weekly; Process – review applications, board approvals; Quality – Constitution, Cap 313, SOPs
Decentralized Immigration Services	Regional Offices, Missions Abroad	Operationalization of immigration services	Coverage – 100%; Frequency – daily; Process – online applications, enrollment, personalization, issuance; Quality – Constitution, Public Service Standing Orders

3.6 References

1. Ministry of Public Service (2011). Establishment Notice No. 3 of 2011: Guidelines on the Development and Implementation of Service Delivery Standards.
2. Uganda Public Service Standing Orders (2021), Section A-n 30.
3. Ministry of Public Service (2006). Circular Standing Instruction No. 2 of 2006.
4. Uganda Bureau of Statistics (UBOS). (2008). National Service Delivery Survey (NSDS).
5. Republic of Uganda (2013). Transformation Paper for the Public Service.
6. National Planning Authority (2020). Fourth National Development Plan (NDP IV).
7. Republic of Uganda (2013). Uganda Vision 2040.
8. African Union Commission (2015). Agenda 2063: The Africa We Want.
9. Community Service Act, 2000
10. Community Service Regulations. 2001
11. Ministry of Internal Affairs Strategic Plan (2020/21–2024/25)

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



Apollo Kasiita-Gowa
Major General
Chief Citizenship and
Immigration Control



MINISTRY OF INTERNAL AFFAIRS

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