



## **ANTI CORRUPTION COALITION UGANDA**

Plot 9B Vubya Road, Ntinda

P.O. Box 34238 Kampala

Tel: +256-200-903479, Email: [info@accu.or.ug](mailto:info@accu.or.ug), Website: [www.accu.or.ug](http://www.accu.or.ug)

### **TERMS OF REFERENCE**

## **CONDUCTING A CORRUPTION RISK ASSESSMENT OF CRIMINAL JUSTICE INSTITUTIONS**

### **1.0 INTRODUCTION**

Anti-Corruption Coalition Uganda (ACCU) was established in January 1999 and officially registered as an NGO in 2004. ACCU unites like-minded individuals and organizations dedicated to raising awareness, exposing, and advocating for the reduction of corruption in Uganda. Since its inception, ACCU has been committed to fostering an accountable and corruption-free society through diverse initiatives, often with support from various development partners. At the national level, ACCU collaborates with Civil Society Organizations (CSOs) operating in the accountability sector while on the local front, ACCU works with and through Regional Anti-Corruption Coalitions (RACCs) distributed across the country, as well as grassroots member organizations.

### **2.0 BACKGROUND**

To complement government efforts, ACCU is implementing the Strengthening Citizen Engagement in Transparency, Accountability and Anti-Corruption in Uganda (SCETAAC) project, which promotes inclusive participation of women, youth, PWDs, and civil society in anti-corruption efforts. The project seeks to address barriers such as limited capacity, inaccessible engagement spaces, poor access to information, and low responsiveness from duty bearers through corruption risk assessments, integrity surveys, media campaigns and public awareness programmes to improve institutional efficiency and accountability.

Uganda continues to face persistent corruption challenges that undermine national development despite existing legal, policy, and institutional frameworks. The country loses an estimated UGX 9.14 trillion annually to corruption, according to the Inspectorate of Government. Transparency International's 2025 Corruption Perceptions Index ranked Uganda 148th out of 182 countries, with a reduced score of 25%. These challenges are driven by weak citizen engagement, limited access to information, poor enforcement of anti-corruption laws and limited political will to address high-level corruption, resulting in poor service delivery, rising public debt and underdevelopment.

Corruption within Uganda's criminal justice system remains a major concern, affecting institutions such as the police, prosecution services, judiciary and oversight bodies. These

institutions are central to preventing, investigating, prosecuting and adjudicating corruption cases. However, systemic weaknesses including discretionary decision-making, limited transparency, case backlogs, weak accountability mechanisms and resource constraints create opportunities for bribery, case manipulation, selective enforcement and undue influence.

In this context, a corruption risk assessment of criminal justice institutions is essential to identify vulnerabilities and corruption-prone processes across the justice chain. It is a systematic approach used to assess where and how corruption may occur, its likelihood and impact and appropriate mitigation measures. It considers both formal procedures and informal practices, including weak oversight, poor enforcement of rules and limited accountability.

The assessment will provide an evidence-based basis for strengthening integrity systems within criminal justice institutions. It will inform practical recommendations to improve transparency, case management, oversight, internal controls and ethical conduct among justice sector actors. Strengthening accountability in criminal justice institutions is critical to improving enforcement of anti-corruption laws, restoring public trust and ensuring fair and effective handling of corruption cases. Addressing systemic risks will enhance the effectiveness of anti-corruption efforts and contribute to broader governance outcomes.

### **3.0 JUSTIFICATION FOR THE ASSIGNMENT**

Uganda is a State Party to both the African Union Convention on Preventing and Combating Corruption (AUCPCC) and the United Nations Convention against Corruption (UNCAC), each of which imposes clear obligations on States to establish effective systems for preventing, detecting, investigating and prosecuting corruption. These frameworks emphasize the importance of strong, transparent and accountable criminal justice institutions, including mechanisms for cooperation, asset recovery and enforcement of anti-corruption laws. Together, they underscore the need for robust institutional systems that can effectively respond to corruption, including cases with complex or cross-border dimensions.

While institutions such as the Office of the Directorate of Public Prosecutions (ODPP), the Uganda Police Force and the Inspectorate of Government (IG), have developed internal guidelines and practices to support anti-corruption enforcement, these efforts remain fragmented and constrained by systemic weaknesses. Gaps in coordination, limited institutional capacity, weak enforcement of existing legal provisions and the absence of comprehensive and harmonized frameworks create vulnerabilities within the criminal justice system. These challenges are further compounded by procedural inefficiencies, discretionary decision-making and limited transparency, which increase exposure to corruption risks across the investigation, prosecution and adjudication processes.

These systemic weaknesses continue to undermine the effective handling of corruption cases, particularly complex and high-profile cases that require strong institutional coordination, integrity and accountability. Inadequate systems, unclear procedures and weak oversight mechanisms expose criminal justice processes to risks such as case manipulation, undue influence, delayed investigations and compromised outcomes. As a result, public trust in the criminal justice system is eroded and the overall effectiveness of anti-corruption efforts is diminished.

In this context, Anti-Corruption Coalition Uganda seeks the services of a consultant to undertake a comprehensive corruption risk assessment of criminal justice institutions in Uganda. The assessment will identify institutional, procedural and operational vulnerabilities that create opportunities for corruption and propose strategic, evidence-based reforms to strengthen transparency, accountability and integrity within the criminal justice system as a critical pillar in the fight against corruption.

#### **4.0 GENERAL OBJECTIVE OF THE CONSULTANCY**

The general objective of the consultancy is to engage the services of a competent firm or individual to undertake a comprehensive corruption risk assessment of the criminal justice institutions in Uganda, including the analysis and evaluation of institutional, procedural and operational systems, in order to identify vulnerabilities and inform strategic engagement with key stakeholders.

#### **4.1 SPECIFIC OBJECTIVES**

1. To identify, map, and assess corruption risks within Uganda's criminal justice institutions, including relevant laws, policies, procedures, and institutional frameworks.
2. To conduct a literature-based comparative analysis of corruption risk assessment approaches and integrity systems in selected countries to draw lessons for Uganda's criminal justice sector.
3. To provide practical, evidence-based recommendations aimed at strengthening transparency, accountability, and integrity within criminal justice institutions in Uganda.

#### **4.2 NATURE AND SCOPE OF WORK**

The Consultant is expected to develop a clear methodology detailing how the assignment will be accomplished. Specifically, the Consultant is expected to:

- a) Review Uganda's criminal justice system, including relevant anti-corruption laws, policies, procedures, institutional frameworks and undertake an analysis of key corruption risk areas affecting these institutions.
- b) Identify corruption vulnerabilities, integrity gaps and systemic weaknesses within criminal justice institutions and propose practical recommendations to strengthen transparency, accountability and integrity.
- c) Conduct interviews and consultations with subject matter experts from state and non-state institutions.
- d) Present and validate key findings and recommendations during strategic stakeholder engagement meetings.

e) Utilize appropriate corruption risk assessment tools and any other agreed methodologies to ensure the assignment is conducted efficiently and effectively.

## **5.0 PLACE OF PERFORMANCE**

This assignment will be conducted at the national level in Kampala and in the districts of Gulu and Moroto.

## **6.0 METHODOLOGY**

Prospective consultants are encouraged to suggest the most suitable methodology that will factor in both qualitative and quantitative methods for this assignment. Consultants are required to illustrate an appropriate methodology with a clear sampling approach showing how they intend to collect and analyse data from different stakeholders. The choice of method must consider the capacities and needs of the different target groups and stakeholders. The methodology will be discussed and finalized in consultation with ACCU.

## **7.0 EXPECTED OUTPUTS**

Prospective consultants are expected to provide a detailed technical and financial proposals detailing the consultant/s' understanding of the Terms of Reference, in respect to methodology, approach, tools, financial requirements and relevant CVs.

## **8.0 TIMEFRAME FOR THE CONSULTANCY**

<b>No.</b>	<b>Task</b>	<b>Days</b>	<b>Responsible Party</b>
1.	Publication of the terms of reference	30 <sup>th</sup> April 2026	ACCU
2.	Delivery of Expression of Interest/Technical and Financial Proposals.	15 <sup>th</sup> May 2026	Consultants
3.	Conclusion of contractual process	20 <sup>th</sup> May 2026	Consultant
4.	Submission of inception report	22 <sup>nd</sup> May 2026	Consultant& ACCU
5.	Delivery of the first draft of the report	23 <sup>rd</sup> June 2026	ACCU & Consultant
6.	Validation of the report	25 <sup>th</sup> June 2026	ACCU & Consultant
7.	Submission of final report	30 <sup>th</sup> June 2026	Consultant

## **9.0 LEVEL OF EFFORT**

This assignment is expected to take a maximum of 30 calendar days.

## **10.0 RELEVANT SKILLS AND EXPERIENCE**

The Consultant is expected to possess:

A master's degree in Law, Social Sciences, Development studies, Public Policy and Governance or any other related qualifications, with demonstrated academic grounding in governance, justice, or international cooperation frameworks.

At least 7 years of progressive experience in conducting governance, accountability, anti-corruption, or justice-sector related studies (evidence of experience including referees should be included in the technical proposal).

Demonstrated understanding of accountability and anti-corruption legal and institutional frameworks, with specific knowledge of cross-border cooperation mechanisms, asset recovery processes, witness protection and the role of Mutual Legal Assistance in combating corruption, criminal justice systems of Uganda and other transnational crimes. Proven knowledge and practical experience in policy and legal analysis is required.

Strong research skills including analytical and report writing skills (with the ability to produce concise, readable and analytical reports).

### **11.0 SUBMISSION OF PROPOSALS**

Consultants who meet the above requirements should submit their technical and financial proposals to the Executive Director, Anti-Corruption Coalition Uganda on; [info@accu.or.ug](mailto:info@accu.or.ug) with a copy to; [amarlon@accu.or.ug](mailto:amarlon@accu.or.ug) not later than 15<sup>th</sup> May 2026.