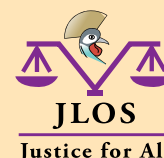


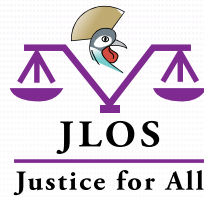


THE JUSTICE LAW AND ORDER SECTOR



ANNUAL PERFORMANCE REPORT 2016/17

October 2017



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A PRO PEOPLE JUSTICE SYSTEM: PROFILING VULNERABILITY DELIVERING ON THE PROMISE

FOREWORD

The Justice Law and Order Sector presents its Annual Performance Report for the Financial Year 2016/17, the last Performance Report under the Third Sector Investment Plan (SIP III). This year the report highlights efforts the Sector made towards profiling vulnerability and delivering on the promises under the SIP III. As per the promise, there was strong commitment to strengthen the legal frameworks and improve service delivery processes protect the most vulnerable such as the children, improve access to services and enhance human rights observance and accountability.

JLOS, now in operation for 17 years, is a holistic Government approach to planning and implementation of programmes, whose goal is to promote the rule of law using a sector wide approach. The Sector brings together 18 institutions responsible for administering justice, maintaining law and order and promoting the observance of human rights.

The Sector is building justice delivery systems that ease accessibility and enhance affordability of civil justice while ensuring effectiveness of criminal investigations, prosecution, adjudication and correctional systems at all levels.

This report tracks the extent to which the Sector has met its commitments at the conclusion of implementation of the Third Sector Investment Plan. The report shows that the Sector has registered significant growth in public confidence, satisfaction and independence over the SIP III implementation period. I acknowledge the contribution of Government, our development partners, other JLOS stakeholders and the staff of JLOS institutions who work to make this change happen

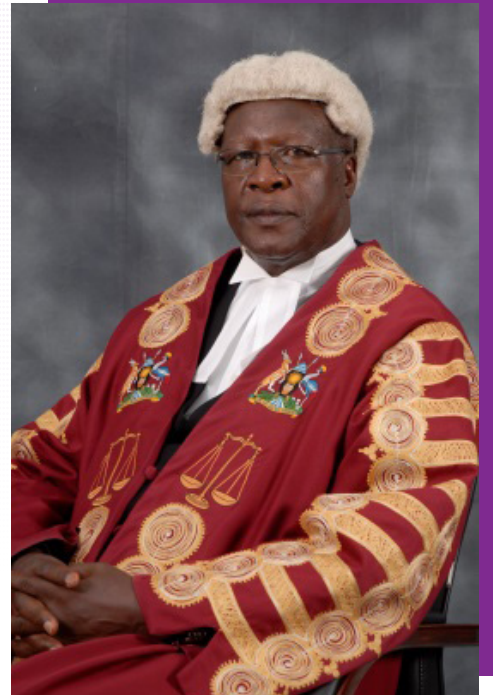
The foundation for the Fourth Sector Plan has been set. We need to safeguard the gains we have made, address the challenges we faced under SIP III and overcome our past weaknesses as we start on a new chapter under a new Sector Development Plan.

On behalf of the JLOS leadership, management structures and institutions, I reaffirm our joint commitment to a pro-people justice system and to our efforts to build public trust, with a special focus on reform of business processes, skills development, strong institutions and systems.



Bart M. Katureebe

CHIEF JUSTICE AND CHAIRPERSON JLOS LEADERSHIP COMMITTEE



LIST OF ACRONYMS

ACD	Anti-Corruption Division
ACTV	African Centre for the treatment of Torture Victims
ADC	Austrian Development Cooperation
ADR	Alternative Dispute Resolution
AIDS	Acquired Immune Deficiency Syndrome
ASTU	Anti-Stock Theft Unit
ART	Anti-Retroviral Therapy
BDR	Birth and Death Registration
BFP	Budget Framework Paper
BWG	Budget Working Group
BWs	Budget Working Groups
CAO	Chief Administrative Officer
CB	Case Backlog
CDO	Community Development Officer
CEWARN	Conflict Early Warning
CEWERU	Conflict Early Warning and Early Response Unit
CFPU	Child and Family Protection Unit
CFPOs	Child and Family Protection Officers
CID	Criminal Investigations Directorate
CIID	Criminal Investigations and Intelligence Directorate
CJ	Chief Justice
CJRP	Commercial Justice Reform Programme
CJS	Criminal Justice System
CLOs	Community Liaison Officers
CMP	Common Markets Protocol
CR	Chief Registrar
CS	Community Service
CSOs	Civil Society Organisations
DANIDA	Danish International Development Agency
DFID	Department for International Development
DC	Disciplinary Committee
DCC	District Coordination Committees/District Chain Linked Committees
DCI	Directorate of Crime Intelligence
DCIC	Directorate of Citizenship and Immigration Control
DCSC	District Community Service Committee
DGAL	Directorate of Government Analytical Laboratory
DGF	Democratic Governance Facility
DLAS	Directorate of Legal Advisory Services
DNA	Deoxyribonucleic Acid
DPC	District Police Commander

DPG	Development Partners Group
DPP	Directorate of Public Prosecutions
DTB	Diamond Trust Bank
EAC	East African Community
EAMI	EAC Market Information Bill
EAPPCCO	East Africa Police Chiefs Cooperation Council
EDF	European Development Fund
EU	European Union
EU DGAP	European Union Democratic Governance and Accountability Programme
EWERP	Early Warning and Early Response Programme
FAL	Functional Adult Literacy
FBOs	Faith Based Organisation
FIDA	Uganda Association of Women Lawyers (Federacion Internationale D'Abogados)
FHRI	Foundation for Human Rights Initiative
FMS	Financial Management Specialist
GAL	Government Analytical Laboratory
GBV	Gender Based Violence
GIZ	German International Cooperation
GOU	Government of Uganda
HIV	Human Immuno-Deficiency Virus
HRBA	Human Rights Based Approach
HURINET	Human Rights Network Uganda
ICC	International Criminal Court
ICITAP	International Criminal Investigations Training Assistance Programme
ICT	Information Communication Technology
IDF	International Development Forum
IEC	Information Education and Communication
IFMS	Integrated Financial Management System
IG	Inspectorate of Government
IGG	Inspector General of Government
ILI-ACLE	International Law Institute – African Centre for Legal Excellence
ISO	Internal Security Organisation
JCU	Justice Centres Uganda
JIF	JLOS Inspectors Forum
JLOS	Justice Law and Order Sector
JLOSIC	JLOS Integrity Committee
JSC	Judicial Service Commission
J4C	Justice for Children
KCCA	Kampala City Council Authority
KMP	Kampala Metropolitan Police

KIDDP	Karamoja Integrated Disarmament and Development Programme
LABF	Legal Aid Basket Fund
LAC	Legal Aid Clinic
LADASA	Labour Disputes (Arbitration and Settlement) Act
LAP	Local Administration Prison
LASP	Legal Aid Service Provider
LASPNET	Legal Aid Service Providers Network
LEAP	Legal Aid Project
LCC	Local Council Court
LCCA	Local Council Court Act
LCV	Local Council Five
LDC	Law Development Centre
LRA	Lord's Resistance Army
MCA	Magistrate Courts Act
MDAs	Ministries Agencies and Departments
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MoU	Memorandum of Understanding
MOFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MOJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MoPs	Ministerial Policy Statement
MRA	Mutual Recognition Agreement
MT	Metric Tonnes
MTEF	Medium Term Expenditure Framework
NaCRRRI	National Cereal Resource Research Institute
NAADS	National Agricultural Advisory Services
NAP	National Action Plan for Human Rights
NARO	National Agricultural Research Organisation
NEMA	National Environmental Management Authority
NCSP	National Community Service Programme
NFP	National Focal Point (For Light Arms and Small Weapons)
NGOs	Non-Governmental Organisation
NIRA	National Identification and Registration Authority
NORAD	Norwegian Agency for Development Cooperation
NUDIPU	National Union of Disabled Persons of Uganda
NURU	Network of Ugandan Research Users
NUSAF	Northern Uganda Social Action Fund
NTR	Non Tax Revenue

OAG	Office of the Auditor General
OC-CID	Officer in Charge – Criminal Investigations Directorate
ODPP	Office of the Director of Public Prosecutions
OHCHR	Office of the High Commissioner for Human Rights
OSBP	One Stop Border Point
PAS	Paralegal Advisory Services
PDU	Procurement and Disposal Unit
PILAC	Public Interest Law Clinic
PISCES	Personal Identification Secure Comparison Evaluation System
PET	Performance Enhancement Tool
PLA	Platform for Labour Action
PLE	Primary Leaving Examination
PPC	Probationary Police Constable
PPDA	Public Procurement and Disposal of Assets
PPTA	Prevention and Prohibition of Torture Act
PPU	Policy and Planning Units
PRDP	Peace, Recovery and Development Plan
POMA	Public and Order Management Act
PSO	Police Standing Order
PSU	Police Professional Standards Unit
PSSM	Physical Security and Stockpile Management
PSWO	Probation and Social Welfare Officer
PTS	Police Training School
PWD	Persons with Disabilities
QMS	Quality Management System
RCC	Regional Chain-linked Committee
RLP	Refugee Law Project
RSA	Resident State Attorney
RSP	Resident State Prosecutor
RIA	Regulatory Impact Assessment
RTRR	Reporting Tracking Referral and Response
SALW	Small Arms and Light Weapons
SB	Special Branch
SDP	Sector Development Plan
SDPIV	Fourth Sector Development Plan
SGBV	Sexual and Gender Based Violence
SIP	Strategic Investment Plan
SIPIII	Third Strategic Investment Plan
SOC	Scene of Crime
SOCOs	Scene of Crime Officers

SOPs	Standard Operating Procedures
SPCs	Special Police Constables
SPV	Special Purpose Vehicle
STA	Senior Technical Advisor
SUGAR-TAF	Strengthening Uganda's Anti-Corruption Response-Technical Advisory Fund
SWAp	Sector Wide Approach
TAs	Technical Advisors
TAT	Tax Appeals Tribunal
TB	Tuberculosis
TIA	Trial on Indictments Act
TJ	Transitional Justice
ToT	Training of Trainers
TREP	Taxpayers' Registration Expansion Programme
TWG	Transitional Justice Working Group
UACE	Uganda Advanced Certificate of Education
UCE	Uganda Certificate of Education
UCLF	Uganda Christian Lawyers' Fraternity
UG	Uganda
UGX	Uganda Shillings
UHRC	Uganda Human Rights Commission
UIA	Uganda Investment Authority
ULA	Uganda Land Alliance
ULRC	Uganda Law Reform Commission
ULS	Uganda Law Society
UN Women	United Nations Women
UNICEF	United Nations Children's Fund
UPDF	Uganda Peoples' Defence Force
UPF	Uganda Police Force
UPS	Uganda Prisons Service
UN	United Nations
UH OHCHR	United Nations High Commissioner for Human Rights
UPDF	Uganda Peoples' Defence Forces
UPPC	Uganda Printing and Publishing Corporation
URSB	Uganda Registration Services Bureau
URA	Uganda Revenue Authority
UWONET	Uganda Women's Network
UXOs	Un-exploded Ordinances
VAC	Violence Against Children
VHT	Village Health Teams
WHT	Withholding Tax

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EXECUTIVE SUMMARY

This was the last year of implementation of the SIP III, and the final evaluation of performance against the commitments made. Public confidence in the JLOS institutions has increased remarkably from the baseline average of 26% in 2012 to 48%, according to the published JLOS midterm review report while an independent study by LASPNET on the state of access to justice¹ published October 2017 indicates that public confidence stands at 59%.

Also 96% of the public know where to find JLOS services and institutions compared to 75% in 2012 and access to information on laws also increased from 55% in 2012 to 61% in 2017.

Following de-concentrating of JLOS service delivery, access to JLOS services has grown over the SIP III period. People can now access JLOS services within a 15 Km radius compared to 75 Km in 2010/11. Independent studies by non-state actors have shown that 51% of the people in Uganda access JLOS services in their district, 23% within their sub-county and 23% within their villages.

Public engagement with or use of JLOS institutions or services has also increased significantly from 16% in 2012 to 100% in 2017. Respondents report that 46% engaged with courts compared to 18% in 2012 while 41% engaged with the Probation office compared to 09% in 2012. This engagement was made possible partly by the cooperation, communication and coordination among the three arms of the State i.e. the Executive, Parliament and the Judiciary.

According to the JLOS midterm review report 2016, user satisfaction with the services provided by JLOS institutions has improved from the baseline position of 59% to 72% on the average. The above finding is collaborated by the LASPNET study of October 2017 which established that 68% of the public were satisfied with JLOS services, 20% were fairly satisfied and only 12% rated the services as unsatisfactory.

The Sector monitored and processed various bills that were enacted into law especially those relating to improving the environment for doing business. Resultantly Uganda moved to position 115 in 2017 from position 135 in 2010/11 in the World Bank Doing Business Index 2017 with an index of 57.77. In addition, according to the Global Competitiveness Report 2017/18, published by the World Economic Forum, Uganda was ranked the 113th most competitive nation in the world out of 144 countries ranked and with a competitiveness index of 3.7 out of 6. Major indices showing progress included: judicial independence ranked 92nd; female participation in the labour market ranked 16th; legal rights index ranked 49th; reliability of policing services rank 96th; enforcing contracts ranked 64th; and efficiency of the legal framework in setting disputes ranked 53rd among others. This was possible because of the improved regulatory environment for doing business. Areas of concern include corruption, tax regime, and other non-tariff barriers.

Under the programme of strengthening policy and legal frameworks the Sector prepared draft legislation to ensure effective functionality of the justice system. The Local Governments (Amendment) Bill, 2016 was published and enacted into law. The Act paves the way for voting of village and parish local councils. Once elected it is hoped that cases that have been clogging the formal courts will now be handled by the Local Council Courts as provided for in the law.

According to the World Economic Forum Report 2016, Uganda's Index of Judicial Independence improved from a score of 3.41 in 2015/16 to 3.6 in 2016/17. As a result Uganda moved 3 places in world ranking from position 91 in 2015/16 to 89th in 2016/17 out of the 144 countries. This increased independence of the judicial processes in the last two years, is attributed to improved innovations and reduction in interference in the judicial process among others.

¹State of access to justice report, 2017 annual trend analysis, LASPNET October 2017

Awareness programmes were conducted on the Domestic Violence Act, 2010, the Prevention and Prohibition of Torture Act, 2012, Public Order Management Act, 2010 and the Children (Amendment) Act 2016, premised on the understanding that the enjoyment and realization of human rights in Uganda is crucial for good governance and rule of law.

Despite delayed approval of the Transitional Justice policy and law, the Sector continues striving to ensure that transitional justice is achieved. Several transitional justice processes are on-going. The Judiciary has adopted ICD Rules of Procedure and is currently handling various cases. Government has now issued a certificate of financial implications to pave way for the submission of the policy to Cabinet for consideration.

The average number of cases disposed of grew by 64% from 86,000 cases in 2011/12 to an average of 141,809 cases per year over the 5 year SIP III period. This peaked at 175,556 in 2016/17. The increase boosted public confidence leading to an increase in new cases filed. Average length of stay on remand for persons charged with capital offences reduced to 10.4 months from 15 months in 2010/11 and case backlog reduced to 24% in 2017 from 35% in 2010/11 despite the increase in cases filed and the less than optimal number of JLOS officers involved in the administration of justice. If the judicial officers employ the principle of first in first out by handling older cases the case backlog will be cleared within a period of two years.

The average time taken to process a forensic investigation reduced to 90 days compared to a baseline of 210 days in 2010 and against a set target of 120 days. The disposal rate of land cases currently stands at 38.3% and the average time for disposal of land cases reduced to 15 months in 2016/17 from 36 months in 2010.

Plea bargaining was rolled out to more courts targeting persons who were committed for trial in the High Court. Over 1,500 cases were disposed of leading to a reduction in pre-trial detainees as well as a reduction in the average length of stay on remand to under one year. However, though the average is low, prisons still have inmates who have been committed and waiting for trial for more than 6 years.

Sector institutional or functional presence at the district level is at 82%, following the opening up of new service points, while construction of infrastructure targeting frontline JLOS service points now covers 59.8% of the districts, compared to 30% in 2010/11. The physical and functional presence of Sector institutions led to a reduction in the incidence of crime to 292 in 2016 from 314 for every 100,000 population in 2011. The average time taken to issue passports is 7 days in Kampala and 5 days upcountry compared to 30 days in 2010/11 while the average time for registration of businesses is now 2 working days compared to 3 days in 2010/11.

The Judiciary opened the High Court Circuits of Mukono, Mpigi and Mubende and is expected to open circuits in Ibanda and Rukungiri soon. In addition police booths were set up in crime prone parts of the Kampala Metropolitan area. The construction of phase 1 of Kabale Regional Remand Home (two juvenile dormitories) was completed and the facility was handed over to MoGLSD.

Over 98% of constructions started under SIP III are complete save for those started last Financial Year. Construction of Buyende, Masindi and Mitooma justice centres and Kabale police station are on track. However construction of Nwoya Justice Centre is behind schedule. The Sector completed construction projects including Kiruhura, Ibanda, Wakiso, Mityana, Kiboga, Kyenjojo, Kibuku, Kayunga and Lamwo.

UPF also established 9 additional emergency response centres along major highways, increasing the number to 30 to reduce carnage on the roads. The LDC auditorium is now complete and functional and has reduced the student/classroom ratio from 1:40 to 1:20.

The performance would have been much better if all the planned investments, capacity building and resources had been accessed by the Sector institutions. The delay to complete the restructuring of some front line JLOS service institutions also affected the speed of implementation of interventions.

In the UPF 1,213 Cadets and 2,643 PPCs were recruited increasing the police strength to 44,185 and the police to population ratio to 1:754. However UPF requires additional 21,000 personnel to reach the 1:500 policing ratio. The incidence of crime per 100,000 reduced from 298 recorded last financial year, to 296 in the reporting period.

Construction of a Mini - Max prison at Kitalya, phase 2, commenced and so far forty percent (40%) of the work on the foundation is complete.

Escape rates of prisoners reduced from 5% in 2010 to 0.75%; meaning 7.5 prisoners escape per 1,000 offenders held. The number of adults on formal adult literacy programmes increased from 1,340 in the baseline year to 3,141 in 2016/17, against a set target of 6,000 while the number of prisoners engaged in rehabilitation programmes increased to 10,018 from 340 in 2010 higher than the targeted 6,000.

A Prosecutors' Handbook (ODPP Juvenile Justice Prosecution Manual) for prosecuting child-related cases in Uganda was launched. This supported skills development for prosecution, and conviction rates now stand at 64.5% compared to 49 in 2010.

Under the Justice for Children programme, 75% of juveniles were diverted from formal judicial proceedings and for those processed through the system 71% received non-custodial sentences. Juvenile cases were fast tracked and the average time spent in detention by children before sentencing reduced to 2 months from 3 months.

To promote human rights and accountability, UHRC successfully mediated 57 complaints with a success rate of 80%. Thus a 23% improvement in performance was recorded compared to the same period in the previous financial year.

To strengthen the implementation of the Prohibition & Prevention of Torture Act (PPTA), 891 Police Officers were sensitised on its provisions.

In UPS a daily average of 49,940 prisoners were provided with uniform and 231 babies staying with their mothers in prison were also taken care of.

Compliance to the 48 hour rule was registered at 60% below the annual target of 85% for the detention facilities inspected by the UHRC and a 45% reduction was registered for complaints of human rights violations by Sector institutions except in the case of the UPF.

The occupancy rate stood at 312.3% with the Prisoner' growth rate increasing from an average rate of 8% in FY 2015/16 to 9.8% by June 2016. Congestion stood at 212.3% prisoners in excess of the holding capacity of prisons countrywide. The mortality rate stood at 0.75/1000 above the annual target of 1.5/1000.

The JSC upheld the fight against corruption among individual judicial officers and registered a 129% complaints clearance rate at investigation level.

The total case disposal rate at the Anti-Corruption Division (ACD) stands at 42% and the case clearance rate² is 90%.

²Clearance rate refers proportion of cases disposed relative to cases filed expressed as a percentage.

All the Sector institutions championed internal accountability measures through internal audits of all institutional activities and projects, strengthening inspections, supervision, monitoring and evaluation. JLOS staff implicated in corruption were either prosecuted or dismissed as part of the wider implementation of the zero tolerance to corruption.

Improvements were recorded in financial management, with growing absorption rates as well as higher fiduciary discipline. Most Sector institutions returned clean audits in FY2015/16 and the SWAP fund also returned a clean audit. A detailed overview of the status of implementation and funding of planned activities as at 30th June 2017 is attached as an annex to the report. The Netherlands Government released 90% of its commitment and DANIDA made a 100% release against its commitment towards the work plan. The ADC provided 2 million Euro under sector budget support. UNICEF supported the implementation of a one year rolling work plan, while support was provided towards legal aid and LCC development under DGF. UNDP continued to support interventions under the Rule of Law and Constitutional Democracy Programme and the Peace, Security and Systems Resilience Programme.

The low budget allocations remain one of the key problems the Sector must address. This is in addition to some perennial challenges such as the slow progress of de-concentration of services, use of rudimentary technologies, lack of LCCs as well as corruption and human rights violations by some Sector institutions.

Over the last five years, although the overall Sector budget grew in absolute terms from 568bn in FY 2012/13 to UGX.1.155trillion in FY 2016/17, the share of the Sector as a proportion of the national budget declined over the same time period by 19% from 5.6% in 2014/15 to 4.4% in 2016/17. This was made worse by cuts in donor support to the Sector following the enactment of the Anti-Homosexuality Bill.

Slow disposal of matters in quasi-judicial institutions remained low, for example in the Judicial Service Commission that was affected by the expiry of the terms of service of Commissioners. This was coupled with understaffing in most JLOS institutions particularly Judiciary, police and prisons which has continued to make it difficult to meet the required staff to population ratios to provide the much needed services.

The other challenge is continued presence of the bucket system in police cells. Just as was done in prisons, the use of the bucket system must also be eliminated in police cells.

The challenges notwithstanding, implementation of SIP III was largely successful and satisfactory. Overall 90% of the outcome indicators and 78% of the output indicators were met. Many lessons were picked up along the way and this sets the foundation upon which the Fourth Sector Development Plan shall be implemented.

CHAPTER 1

INTRODUCTION AND OVERVIEW OF SECTOR PERFORMANCE

The Justice Law and Order Sector (JLOS) Annual Report 2016/17, provides information on the performance of the Sector for the Financial Year 2016/17.

The outputs, their indicators and associated targets, and actions outlined in the FY2016/17 Sector Budget Framework Paper, Ministerial Policy Statements and the SWAp work plan are used as the framework for the analysis. Outcomes are highlighted and analysed. The performance information in the report is generated from the analysis of the data from institutional submissions.

This JLOS annual report is therefore, a strategic report, tracking performance and results information in the outcome areas of JLOS business. The report provides an opportunity for the Sector, development partners and other stakeholders to assess performance in the implementation of the Sector Investment Plan. The performance report is about the totality of the JLOS resource envelope which includes the SWAp basket fund, GoU recurrent and development expenditure as well as other multilateral and bilateral project support that the Sector institutions accessed during the FY 2016/17.

We acknowledge the continued support and funding provided by the JLOS development partners towards the implementation of SIPIII and look forward to a renewed partnership as we start the implementation of the fourth Sector Development Plan (SDPIV).

This is the fifth and final report under SIPIII and it tracks the strides made under the Investment Plan. The report follows the SIPIII structure and tracks performance against targets set out in the JLOS Monitoring and Evaluation Plan.

The report is divided into 6 chapters. Chapter 1 is the introduction and over view of Sector performance. Chapter 2 highlights progress under outcome 1, Chapter 3 progress under outcome 2 and Chapter 4 progress under outcome 3. Chapter 5 details aspects of programme management and Chapter 6 covers financial performance.

The performance of the Sector over the SIPIII period and in the year under review greatly improved as seen from the perspective of impact of JLOS reforms and investments. Following investments and innovations in JLOS, including people and infrastructure, public confidence in the JLOS institutions has increased remarkably from the baseline average of 26% in 2012 to 48%, according to the published JLOS midterm review report³ while an independent study by LASPNET on the state of access to justice⁴ published October 2017 indicates that public confidence stands at 59%. This is also confirmed by other studies conducted during the period under review. For example, according to a publication *Justice Needs in Uganda 2016* following a study conducted by HILL - Innovating Justice, public trust in Courts in Uganda stands at 3.15 on a scale of 1 to 5. This is a great improvement compared to the situation in 2012 where trust was at 1.5 on a similar scale at the start of the SIPIII.

The study by LASPNET also established that 96% of the public know where to find JLOS services and institutions compared to 75% in 2012. Access to information on laws has also increased from 55% in 2012 to 61% in 2017.

³The Justice Law and order sector Third Strategic Investment plan midterm review report 2016

⁴State of access to justice report, 2017 annual trend analysis, LASPNET October 2017

Access to JLOS services has grown over the SIPIII period. The JLOS mid-term report established that people can now access JLOS services within a 15 km radius compared to 75 km in 2010/11. Therefore people traverse shorter distances to access justice services. This finding is corroborated by the LASPNET study report of October 2017, which established that currently 51% of the people in Uganda access JLOS services in their district, 23% within their sub county and 23% within their villages.



The Vice-president, the Speaker of Parliament and Chief Justice at the opening of the new law year 2017-promoting coordination, cooperation and communication among the three arms of the state

Public engagement with or use of JLOS institutions/services has also increased significantly from 16% in 2012 to 100% in 2017. It is reported that 46% of respondents engaged with courts compared to 18% in 2012 while 41% engaged with Probation offices compared to 9% in 2012.

This engagement was made possible partly by the cooperation, communication and coordination among the three arms of the State i.e. the Executive, Parliament and the Judiciary.

According to the JLOS mid-term review report, user satisfaction with the services provided by JLOS institutions has improved from the baseline position of 59% to 72% on the average. The above finding is corroborated by the LASPNET Study which established that 68% of the public were satisfied with JLOS services, 20% were fairly satisfied and only 12% rated the services as unsatisfactory.

The Sector monitored and processed various bills that were enacted into law especially those relating to improving the environment for doing business. As a result of these interventions, Uganda moved to position 115 in 2017 from position 135 in 2010/11 in the World Bank Doing Business Index 2017 with an index of 57.77. In addition, according to the Global Competitiveness Report 2017/18 published by the World Economic Forum, Uganda was ranked the 113th most competitive nation in the world out of 144 countries ranked and with a competitiveness index of 3.7 out of 6. Major indices showing progress included judicial independence ranked 92nd, female participation in the labour market ranked 16th, legal rights index rank 49th, reliability of policing services rank 96th, enforcing contracts ranked 64th and

efficiency of the legal framework in setting disputes ranked 53rd among others. This was possible because of the improved regulatory environment for doing business. Areas of concern include corruption, the tax regime, and other non-tariff barriers.

OUTCOME 1: POLICY AND LEGISLATIVE FRAMEWORK STRENGTHENED

Outcome Indicators	FY 2010/11		FY 2016/17
	Baseline	Target	Actual
Index of Independence of the judicial process	3.41		3.6
Business confidence index	47.0%		57.73
Number of Priority Laws and Policies	49	15	16
Proportion of the public confident in the enforcement of existing laws %	26%	45	49
Success in use of mediation	26.2%	30	55%
Increase in target population with access to updated laws	29%		45%

Funding (millions)	Key Highlights																											
<table border="1"> <caption>Estimated Funding Data (millions)</caption> <thead> <tr> <th>Category</th> <th>Budget</th> <th>Release</th> </tr> </thead> <tbody> <tr> <td>Informal justice framework</td> <td>~50</td> <td>~50</td> </tr> <tr> <td>Independence of JLOS Institutions</td> <td>~50</td> <td>~50</td> </tr> <tr> <td>Legal and policy environment</td> <td>~800</td> <td>~600</td> </tr> <tr> <td>Enforcement of laws</td> <td>~1000</td> <td>~800</td> </tr> <tr> <td>Admin service delivery standards</td> <td>~700</td> <td>~500</td> </tr> <tr> <td>JLOS participation in EAC</td> <td>~400</td> <td>~300</td> </tr> <tr> <td>Legislative and regulatory environment</td> <td>~200</td> <td>~150</td> </tr> <tr> <td>Transitional justice</td> <td>~100</td> <td>~100</td> </tr> </tbody> </table>	Category	Budget	Release	Informal justice framework	~50	~50	Independence of JLOS Institutions	~50	~50	Legal and policy environment	~800	~600	Enforcement of laws	~1000	~800	Admin service delivery standards	~700	~500	JLOS participation in EAC	~400	~300	Legislative and regulatory environment	~200	~150	Transitional justice	~100	~100	<ul style="list-style-type: none"> ✓ Improved score in the index of independence of the judicial process; ✓ The Government Chemist Bill was tabled in Parliament; ✓ The Judiciary Administration Bill was laid before Cabinet ✓ Study on land law reform commissioned; ✓ Drafted 16 Bills against a target of 15 bills; ✓ Review of Police Standing Orders completed; ✓ Formulation of the National Prosecution Policy started;
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Key Laws Enacted over the SIPIII period																												
<ul style="list-style-type: none"> ✓ Children (Amendment) Act No. 9 of 2016 ✓ Non-Governmental Organisations Act No.5 of 2016 ✓ Local Government (Amendment) Act No.16 of 2015 ✓ Anti-Corruption (Amendment) Act No 21 of 2015 ✓ Anti-Corruption (Proceeds of Crimes) Act 2015 ✓ Registration of Persons Act 2015 ✓ Sale of Goods Act ✓ Anti-Terrorism (Amendment) Act No.1 of 2016 ✓ Prevention and Prohibition of Torture Act 3 of 2012 ✓ The Narcotic Drugs and Psychotropic Substances (Control) Act, 2016 ✓ Chattel Securities Act ✓ Insolvency Act ✓ Geographical Indications Act ✓ Anti-Money Laundering Act ✓ Public Order Management Act 																												

CHAPTER 2

OUTCOME 1: POLICY AND LEGISLATIVE FRAMEWORK STRENGTHENED

A strong harmonised and consistent legal, regulatory and policy environment is conducive for national development and is a core public good under the mandate of the Justice Law and Order Sector. Under this Outcome, JLOS institutions implemented activities aimed at creating a strong, harmonized and consistent legal, regulatory and policy environment conducive for national development. This was part of the Sector's contribution to enhancing productivity, growth, competitiveness and socio-economic transformation. Activities included law reform, harmonization and dissemination of priority laws and policies and enhancing public participation in law reform processes. Over the years there was an increase in the proportion of the public confident in the enforcement of existing laws to 49% in 2016/17 well over the targeted 45% by 2016/17, compared to the baseline of 29% in 2012.

This is also corroborated by the high business confidence index of 57.73% and improved investor protection ranking of 95th position from 116th in 2012 according to the Global Competiveness Report 2015/16. The use of Alternative Dispute Resolution mechanisms exponentially increased and the success rate also increased from 26% to over 55%. Over the last three years, the First Parliamentary Counsel has drafted and monitored the passage of 56 Bills and 66 Acts of Parliament.

Output 1.1 Legal and Policy Environment Underpinning JLOS Services Improved

To function effectively, the laws underpinning JLOS service delivery must be certain, consistent and enforceable. In 2016/17, the Sector prioritised the harmonization of the Law Council Regulations, Advocates Act and the National Council for Higher Education Act in view of the wider EAC, printing of regulations for the Prevention of Trafficking in Persons Act 2009, finalizing the review of the probation function, development of regulations for the NGO Act, review of Tax Appeals Tribunal Act, development a Criminal Procedure Bench Book, amendment of the Arbitration and Conciliation Act, review of land laws (to address the challenges under *Mailo* land (succession certificates, *Bibanja* holders) Development of the Corrections Policy, the Government Chemist Bill, and the Explosives Act.

Summary Performance against the Work plan FY 2016/17 : Output 1.1: The legal and policy environment underpinning JLOS Service delivery improved

Planned Activity	Achievement	Budget	Release	Expenditure
Develop Regulations for NGO Act Print regulations for Prevention of Trafficking in Persons Act 2009. Review of CEWERU guidelines.	NGO regulations developed and gazetted; consultations with peace actors on review of CEWERU Guidelines concluded however no funds released for printing regulations for Prevention of Trafficking in Persons Act	98,750,000	33,250,000	33,250,000
Review TAT Act; Develop Corrections policy	Consultative meetings held to review the TAT Act. Study to assess the Correctional gaps and develop policy on going.	78,000,000	78,000,000	78,000,000
Develop a Criminal Procedure Bench Book and grey book; Amend the Arbitration and Conciliation Act, Cap. 4; Review land laws to address the challenges under mailo land.	Bench book prepared and approved by the Judiciary. The grey book was revised and awaits publication. Issues paper prepared for amendment of the Arbitration and Conciliation Act; Study on review of the land laws on going	269,665,000	268,931,000	268,931,000

Print Uganda Law Reports Harmonize the Law Council Regulations, Advocates Act and the National Council for Higher Education Act;	Uganda Law Reports for years 2010, 2011 and 2012 printed and launched by the Chief Justice of A Validation workshop on harmonisation law council regulations held	133,800,000	33,800,000	33,800,000
Probation function.	Regional consensus meetings held in 3 regions and draft considered by MoGLSD and stakeholders	32,590,000	32,590,000	32,000,000
Procure legal reference materials for MOJCA offices; conduct Regional trainings for newly sworn in Councillors	Legal reference materials were procured. FPC Conducted an internal capacity building Workshop aimed at reviewing internal systems and processes. Training of new councillors in making bye laws undertaken on a pilot phase	200,480,000	188,480,000	188,480,000

The following reforms were undertaken:

Review of the Land Laws to address the challenges under Mailo land (succession certificates, Bibanja holders): Land is a critical resource for Uganda's social and economic development. It is reported that numerous matters in the judicial system, including criminal cases, arise out of an initial unresolved land dispute. The Sector therefore commissioned a study to address this challenge. The study is intended to address challenges affecting the implementation of Uganda's land laws especially with regard to *Mailo* land⁵, conflicting and competing interests in land, land use planning, conflict and dispute resolution mechanism. In this regard, Working Papers were developed, a taskforce was set up and field consultations conducted in four (4) regions – central, eastern, northern and western – to receive views from the populace.

Harmonisation of Legal Training: The Sector led by the LDC started harmonisation of the Law Council Regulations, Advocates Act and the National Council for Higher Education (NCHE) Act in view of the wider operations of the East African Community. This is aimed at reducing the inconsistencies in the legal provisions relating to roles of NCHE and Law Council in the field of legal education and training; accreditation of institutions offering law programmes at different levels; and guidelines and procedures to be followed by the Law Council while accrediting Universities. Two staff visited Arusha to understudy the process at the EAC. They interfaced with the members of the EAC Legal Education Committee as part of the harmonisation process. A report was prepared and is subject to further consultations with the stakeholders.

A Review of the Probation function: As part of the Sector strategy to improve the Probation function, regional stakeholder consensus meetings were held in Masaka, Fort-Portal, and Mbale and the 2nd draft report was presented to the Ministry of Gender, Labour and Social Development.

Printing of regulations for the Prevention of Trafficking in Persons Act, 2009 was undertaken. The regulations are of use to duty bearers involved in the implementation of the law.

Development of Regulations for the NGO Act: The Ministry of Internal Affairs, through the NGO Bureau, embarked on a process to bring the NGO Act, 2016 into operation. NGO Regulations, 2017 and NGO (Fees) Regulations, 2017 were drafted, gazetted and tabled in Cabinet by the Minister of Internal Affairs.

⁵A land tenure system based on the basic unit of a square mile, or 'Mailo', that came into effect when the Kingdom of Buganda signed an agreement with the British-administered Uganda Protectorate in 1900.

Review and Amendment of the Arbitration and Conciliation Act, Cap 4: The Sector seeks to promote alternative dispute resolution mechanisms which provide faster, cost effective and friendly dispute resolution options. A study was undertaken to review the Arbitration and Conciliation Act, Cap 4, to align it to internationally acceptable standards and introduce best practices. It explored issues of immunity and privileges of arbitrators, rules of procedures, regulations and harmonisation of Court intervention in arbitration and general enforcement of arbitral awards. Secondly, the Sector participated in the East African Conference on International Arbitration to compare notes on the practice of international arbitration across the East African region and agree on how the region can be transformed into an arbitration hub. In addition, a benchmarking exercise was undertaken to Kigali Rwanda to tap into their experiences in the area of arbitration. The study report is now being finalised.

Developing legislation for Product Liability

The Sector is in the process of developing legislation that imposes strict liability for defective products on manufacturers, sellers, producers and suppliers. This is intended to enhance consumer protection and promote quality products on the Ugandan market. Many a times, defective products capable of causing damage, injuries and sometimes death to consumers are manufactured, imported, sold and distributed on the market and consumers often find it difficult to prove negligence on the part of suppliers or manufacturers. This is because of the absence of knowledge of the production process. Preliminary consultations were conducted and an issues paper developed.

Review of the Tax Appeals Tribunal

The Tax Appeals Tribunal commenced the process of reviewing the Tax Appeals Tribunal Act and held five (5) consultative meetings with key stakeholders in Mbarara, Mbale, Arua and Gulu.

Policy Development and Guidelines

Development of the Corrections Policy: The Sector seeks to shift from a penal system to a correctional system. This requires review, amendment and harmonisation of the existing legislation and institutional framework. A taskforce was formed and a roadmap developed and shared with relevant institutions. The draft research proposal for conducting a study to assess the correctional gaps in Uganda Prisons Service, MoGLSD and NCSP has been developed.

Policy on Poison Information Management: DGAL developed a draft policy framework on poison information management to provide for prompt, consistent, individualized, contemporary information, advice and risk assessment in situations of poisoning, suspected poisoning, deliberate self-poisoning and mistakes with medicine's envenomation or toxic hazard exposures. The draft policy awaits approval by the Minister of Internal Affairs.

Review of the CEWERU Operational Guidelines: The NFPSALW is reviewing the CEWERU Operational Guidelines that define roles and responsibilities of each actor in peace building processes and incorporate other emerging conflicts beyond tracking pastoral conflicts in Karamoja. CEWERU Uganda carried out consultations with peace actors in Kabarole, Ntoroko, Kagadi, Hoima, Masindi and Buliisa on the review of Conflict Early Warning and Early Response Operational Guidelines to include emerging conflict issues like land and oil. The consultations revealed existence of multiple mandates, overlaps, and weak coordination between state and non-state actors in peace building work and these must be addressed.

Development of the Uganda Police Force Gender Policy

The Sector with the support of UN Women conducted consultations on the development of the UPF Gender Policy across the country in nine (9) Police administrative regions of Rwizi, Wamala, Savannah,

Kiira, East Kyoga, Moroto, Aswa, West Nile and Kampala Metropolitan region. The draft Gender Policy was validated awaiting final approval by top management.

Progress on Bills that were before Parliament in 2015/16

Law Revision (Penalties in Criminal and Institutional matters) Miscellaneous Amendments Bill, 2015: The Bill seeks to amend laws to remove all references to the mandatory death penalty and to restrict the application of the death penalty to 'the most serious crimes'. The Bill also gives effect to the commitment made by the Government to the United Nations following the first Universal Periodic Review of Uganda's Human rights record, to consistently apply the rulings of the court by converting all death sentences into life imprisonment where death sentence was not effected within three years. This bill is before the Legal and Parliamentary Affairs Committee of Parliament. There is need for the Sector, especially the human



The Speaker of Parliament is welcomed by the Minister of Justice, Major Gen. Kahinda Otafire at the opening of new law year, in the presence of the Head of the Bar and Attorney General Hon William Byaruhanga. The occasion was used to rally the legislature to urgently enact some of the pending bills before Parliament

Human Rights (Enforcement) Bill, 2015: The Objective of this Bill is to give effect to Article 50 (4) of the Constitution by providing for the procedure of enforcing human rights under Chapter Four of the Constitution and for related matters. The Legal and Parliamentary Affairs Committee is currently undertaking public consultations on this bill.

Marriage and Divorce Bill, 2009: This Bill remains pending in Parliament and was intended to consolidate various laws related to marriage, family relations and obligations. The Sector is undertaking pre-enactment advocacy to rally the stakeholders support to address its delayed enactment. A meeting was held with Members of Parliament and other stakeholders to review the Bill and consider a way forward

for its enactment. Arising from this meeting, the Sector is considering various quick wins including amendments to the existing marriage and divorce laws to bring them in line with the Constitution and other international obligations.

Progress on Bills/policies that were before Cabinet in 2015/16

Trial on Indictment (Amendment) Bill, 2015 and Magistrates Court (Amendment) Bill, 2015: The review of the TIA and MCA was intended to cut out bottlenecks that slow down criminal trials and contribute to case backlog. Following previous submissions to Cabinet, MOJCA received new proposals that have been incorporated into the draft bill now before Cabinet.

Administrator General's (Amendment) Bill, 2014: Administrator General's Act was also found to be archaic with outdated fines and penalties which needed to be revised. The amendment is to enhance the protection of estates of deceased persons under the management of the Administrator General. No new progress has been registered and the sponsoring Ministry is urged to make the necessary follow up.

The Administration of the Judiciary Bill, 2015: The Administration of the Judiciary Bill, 2015, was laid before Cabinet and is awaiting transmission to Parliament for first reading. This Bill seeks to operationalize Chapter Eight of the Constitution; provide for the establishment of a Judiciary Advisory Council to advise the Chief Justice on the administration of justice and the courts; strengthen the independence of the Judiciary by streamlining the provision and management of funds for the Judiciary and establishing structures within the judiciary to improve its performance and related matters. The Minister of Justice has promised to table the Bill in Parliament in 2017. We await the tabling of the Bill in Parliament as promised by the Executive.

The National Legal Aid Policy, 2014: This policy proposes Government funded delivery of legal aid services to all poor and vulnerable persons in order to enhance speedy processing of cases and promote fair and impartial trials. The Cabinet Memorandum for approval of the draft policy and the principles for the drafting of the Bill were submitted to Cabinet. The Attorney General is following up the approval process in Cabinet. The Sector has, in the interim, incorporated key strategies in the SDP IV to implement aspects of state funded legal aid, through existing institutions such as the Judiciary, Justice Centres Uganda, the Law Development Centre and the Legal Aid Project of the Uganda Law Society. These strategies are to be implemented within the medium term expenditure framework with some support from partners and are expected to lay the foundation for the full implementation of the Policy once adopted.

Progress on studies that were concluded in 2015/16

Witness Protection: Witnesses play a key role in the criminal justice system. The Bill proposes extensive witness protection mechanisms. The Cabinet Memorandum for principles was prepared for submission to Cabinet. The ULRC carried out advocacy with different stakeholders for quick passage of the bill.

Review of the Evidence Act: This study sought to amend section 132 of the Evidence Act, Cap.6 to make evidence of a child or a victim of a sexual offence admissible without corroboration so as to facilitate the prosecution of sexual offences. The reform of this Bill is aimed at improving timely disposal of matters so as to reduce backlog, efficient use of resources and admissibility of evidence in matters of technological crime and to allow for the broadening of the scope of admissible scientific evidence. The passage of this Bill is an important step to enhance the enforcement of the Penal code and SGBV laws.

Review of Amnesty Act: The Sector conducted a study as part of the review seeking to amend the Amnesty Act to provide for a conditional amnesty to Ugandans involved in acts associated with war or armed rebellion against the Government of Uganda. The Study revealed the challenges faced in the implementation of the Amnesty Act 2000, ranging from application, implementation and status within

the context of the existing international human rights frameworks. The study sought to amend the Amnesty Act to provide for the conditional amnesty to Ugandans involved in acts associated with war or armed rebellion against the Government of Uganda; to deny granting of amnesty for International crimes; and to confer certain powers on, assign certain functions to and impose certain duties upon the Amnesty Commission. The new law is also expected to create a holistic intervention on the award of amnesty and one that addresses the Constitutional Court decisions that have a consequential effect on the Prisons Act. The study report and draft bill were submitted to Ministry of Internal Affairs.

Review of Prisons Act: The study on Prisons Act, 2006 was undertaken to reconcile the provisions of the Act which were contradicting with the Constitution of Uganda 1995. Further the Bill addressed the Constitutional Court decisions that have a consequential effect on the Prisons Act. ULRC has undertaken advocacy on the proposed bill.

Review of the Companies Act, 2012: The review and amendment of the Companies Act is on-going, to simplify the processes for incorporating a company, repeal share warrants to bearers and to provide for the power of the Registrar to strike defunct companies off the Register. URSB held a stakeholders' meeting to inform the study on the amendment of the Companies Act No.1 of 2012. The draft amendments were finalized by URSB in partnership with the First Parliamentary Counsel for submission to Cabinet for consideration.

Study on Sexual and Gender Based Violence: Sexual violence is indicated to be on the rise in Uganda. This study considered sexual violence as a crime under both domestic and international law and undertook to identify and address SGBV in conflict and post-conflict situations in Uganda in addition to the on-going effort to address SGBV in other circumstances. This study is intended to provide a sound practical and empirical basis for interventions/programmes, policy, advocacy and law. It is expected to enable the examination of existing national laws with the view to establishing whether mechanisms to promote accountability and reconciliation for harm suffered through sexual violence in conflict situations are adequate. The study will be used in the development of a comprehensive strategy as well as Laws and policies to address GBV. A draft study report was prepared and submitted to the Ministry of Justice and Constitutional Affairs.

In addition, the Sector embarked on the development of legislation to criminalise **Grooming for sexual conduct**: The study objectives were to identify gaps and anomalies in the Penal Code Act, Children Act, Computer Misuse Act and the Anti-Pornography Act among others, to establish the nature and extent of *Grooming* of children in Uganda. Sexual violence in the form of defilement and indecent assault form a significant proportion of criminal cases that are filed. Combined with trafficking in persons, the relevant authorities have identified a need to address '*Grooming*' as one additional hurdle in the efforts against SGBV. It is expected that following the study, the Sector will make legislative and non-legislative proposals to address *Grooming*. An Issues Paper and study instruments were prepared and field consultations will commence in the next financial year.

Other developments during the reporting period included-

Local Governments (Amendment) Bill, 2016: the Bill amending the Local Government Act to pave way for voting of LCI and II officials, was published and enacted into law during the reporting period. The elections have been scheduled for November 2017. Once elected it is hoped that cases that have been clogging the formal courts will now be handled by the Local Council I and II Courts as provided for in the law.

The Government Chemist Bill (Forensic Services and Industrial, Consumer Chemical Management Bill 2015) was tabled in Parliament in the first half of FY 2016/17. The Bill seeks to control and regulate the distribution and access to the chemicals. It will address the security threats posed by the use chemicals in crime.

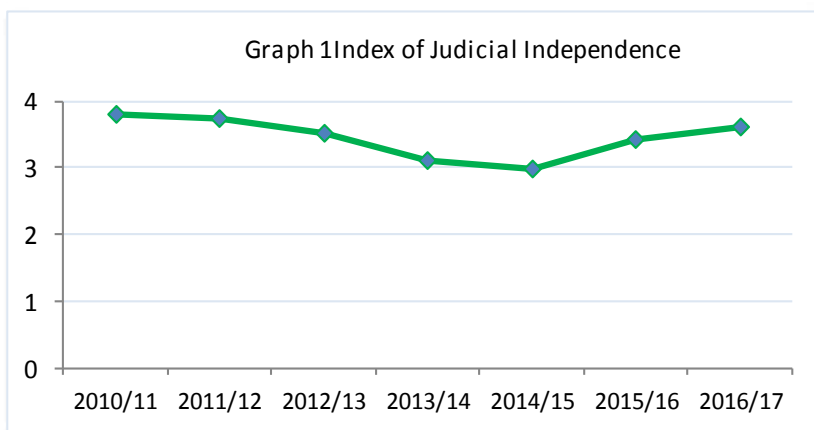
The Explosives Act: The Sector undertook the review of the Explosives Act to ensure safety in the handling and use of explosives. The Explosives Act Cap 298 was enacted in 1936 to regulate the manufacture, storage, sale, transportation, importation, exportation and the use of explosives in Uganda. The review therefore focuses on ensuring safe use of explosives, preventing threats of terrorism, ensuring safe transportation of explosives and compensation of victims affected by the use and handling of explosives. The ULRC carried out consultations with key stakeholders including the National Explosives Committee, Uganda Police Force, Uganda Peoples Defence Forces, National Environmental Management Authority, Uganda Revenue Authority, Ministry of Trade and Tourism, local governments, Hima Cement, Kilembe Mines, Tororo Cement and Quarry Operators Association among others. Drafting of a proposed Explosives Bill is on-going.

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Members of Parliament, Committee on Defence and Internal Affairs after a stakeholder engagement with Ministry of Internal Affairs staff

Output 1.2: Independence of JLOS Institutions strengthened



According to the World Economic Forum Report 2016, Uganda’s Index of Judicial Independence improved from a score of 3.41 in 2015/16 to 3.6 in 2016/17. As a result Uganda moved 3 places in world ranking from position 91st in 2015/16 to 89th in 2016/17 out of the 144 countries. The improved performance was due

to coordination, innovations in the administration of justice, increased capacity, greater geographical reach, and reducing political interference in the judicial process among others. According to the work plan 2016/17, the major activity under this output was fast tracking the enactment of the Administration of the Judiciary Bill. The clearance has been obtained from the Ministry of Finance, paving the way for tabling in Parliament.



H.E The President and the Chief Justice launch a new logo and corporate identity of the Judiciary. This is part of the initiatives to enhance judicial independence.

Inspection of Courts - The JSC conducted Court inspections in 18 out of the 82 magisterial areas aimed at improving conditions of service of judicial officers and thus strengthening effectiveness and efficiency in delivery of judicial services. Critical to note was: -

- i) *Courts operating in rented premises:* Some of the courts operate in rented premises which raises the question of fairness in the delivery of justice, where landlords and their kinsmen are in conflict with the law;
- ii) *The plight of GII magistrate, who, due to the policy shift are being phased out;*
- iii) *Welfare of Judicial Officers, more specifically lack of transport, accommodation and low pay:* The officer were reportedly working with minimal morale since they had not been recommended for promotion or other alternative measures for career advancement hence a threat to independence of the Judiciary and the administration of justice.
- iv) The Judiciary, with support from DANIDA contracted a consultancy for the reform and re-organisation of Registries. The Consultant has completed the third deliverable called Registry Operations Manual.
- v) *Performance enhancement* - The piloting of the Performance Enhancement Tool is in the final stages. The training of trainers was scheduled for February 2017. The Registry of Performance was created and will be in charge of overseeing performance management.

Equipping the ULS Legal Resource Centre: The Sector enhanced the ULS Resource Centre to improve access to legal materials for practitioners and researchers. A photocopier and 5 computers were procured.

Retool TAT and to update and develop a case management manual: The TAT Case Management Manual was updated and published. 8 computers and accessories were procured for 4 regional registries.

TAT also held 8 editorial meetings for the Tax law reports. The reports are ready for publication by the Law Development Centre. They are useful tools for applicants and lawyers who appear before the Tribunal and provide easy access for case references and precedents for the Tribunal Members.

Output 1.3 Administrative service delivery standards harmonized

The Sector aims at having service delivery standards that facilitate effective and efficient operations and enhance productivity. In the reporting period, the Uganda Police Force developed a training manual for the Police Probationary Constables (PPC) to cater for all emerging trends in policing and standardize the training systems. Relatedly, a syllabus for the training of scene of crime officers has been developed to harmonize their training content in line with international best practice.

Summary performance against the Work plan -Output 1.3: Administrative service delivery standards harmonized

<i>Planned Activity</i>	<i>Achievement</i>	<i>Budget</i>	<i>Release</i>	<i>Expenditure</i>
Equip ULS Legal Resource Centre with Current Legal Materials. Conduct quarterly court inspection -JSC	<i>ULS Resource centre equipped with Computers, and legal materials JSC conducted court inspection trips.</i>	139,320,000	139,320,000	139,320,000
Print, launch and Popularize the National Immigration Policy, laws and guidelines. Prepare Digest of Tax Appeal Tribunal decisions and publish law reports online	<i>The draft National Migration Policy completed and is due for tabling in Cabinet. TAT Law reports prepared ready for publication by LDC. Online reporting being explored</i>	60,000,000	60,000,000	45,000,000
Print investigation manuals; develop Police Sentencing Guidelines and Strengthen DPP public complaints management function	<i>2,000 copies of investigation manuals and disciplinary court handbooks; and 2000 copies of the Police Sentencing guidelines developed and printed. DPP public complaints system strengthened</i>	135,248,000	123,000,000	123,000,000
Facilitate roll out of the Performance Enhancement tool. Facilitate quarterly reporting by the Registry of planning and development. Facilitate the office of the Chief Registrar for monitoring of compliance with service delivery standards.	<i>Judiciary finalized the training of trainers program to facilitate the pilot and eventual roll out of the Performance Enhancement Tool. Target setting meetings in targeted pilot courts held and targets set. M&E carried out in. High Courts circuits and areas with ongoing JLOS construction projects inspected.</i>	220,000,000	145,000,000	145,000,000
Conclude 150 cases against errant Lawyers; Inspect 700 Law Firms and 13 Universities offering Law program Country wide.	<i>MOJCA Disciplinary Committee concluded 104 cases. Inspected 726 advocate chambers, 932 firms approved, 86 not approved. 8 Universities inspected, 3 accredited.</i>	142,300,000	106,700,000	106,700,000

Standardisation of Policing

Review of Police Standing Orders: The process of reviewing the Police Standing Orders (PSO) was completed but approval has been delayed due to emerging gender and equity issues that arose during consultations on the Gender Policy. The Police Standing Orders are aimed at guiding unit commanders on routine administrative work to ensure standards at the various police units.

Police Disciplinary Court: To strengthen Police Disciplinary Court legal framework. UPF developed and printed 2,000 copies of the Police Sentencing Guidelines.

Crime Preventers' Policy: Community Policing is a cornerstone of policing. It involves development of partnerships with the community. UPF adopted the use of crime preventers as a link to the community. In order to streamline and regulate their operations, a Crime Preventers Policy and Guidelines have been drafted through a consultative process and are currently before the Police Authority for approval.

Training Manuals: Relatedly, a training manual for the Police Probationary Constables (PPC) and a syllabus for scene of crime officers were developed to harmonise training content in line with international best practice and to cater for emerging trends in policing and standardise the training systems.

Standardisation of Prosecutions

Complaints handling: The Office of the Director of Public Prosecution (ODPP) resolved 83% of public complaints registered against the performance and conduct of its staff. In addition, 93% of its offices were found to have met the set minimum performance standards (i.e. quality of legal decisions taken). This performance is attributed to increased public awareness of where and how to lodge complaints, continuous support to the make the regional offices operational, as well as the existence of functional chain-linked committees, where issues are resolved as they arise.

Formulation of the National Prosecution Policy: The ODPP started the process of formulating the National Prosecution Policy. To this end it undertook a Regulatory Impact Assessment (RIA) for the National Prosecution Policy. Consultations with various stakeholders were held and a RIA report is being prepared to inform the policy options.

In the same reporting period, the ODPP was re-branded to enhance its visibility before the public. This goes a long way to contribute towards harmonising administrative service delivery standards across all the ODPP offices.

Immigration Services

National Immigration Policy and Guidelines: DCIC completed the drafting of the National Migration Policy now due for tabling in Cabinet.

Judicial Performance System

Training: The Judiciary is finalising the training of trainers programme to facilitate the pilot and eventual roll out of the Performance Enhancement Tool. The target setting meetings in the targeted pilot courts have been held and targets for Judicial Officers have been set

Monitoring and Evaluation: The Judiciary conducted quarterly monitoring and evaluation visits. The Office of the Chief Registrar conducted field visits to various Courts to monitor compliance with the set performance targets and impromptu visits to assess attendance to duty by Judicial Officers. High Courts inspected included Soroti, Mbale, Tororo, Mbarara and Kabale. The Judiciary further ensured that reporting standards are compiled with by carrying out field visits to the magisterial areas of Gulu and Masaka, Kisoro, Kabale, Lyantonde, Masaka, Kalisizo and Sembabule.

Reform and re-organisation of registries: A consultant, hired with support from DANIDA, completed work on the reform and re-organisation of Registries and has produced reports on the Current Registry Operations and Procedures and designed a Registry Operations Manual which is currently awaiting validation.

Contract and MoU handling: MoJCA received 4,855 requests for review of contracts and Memoranda of Understanding out of which 4,621 (95.2%) were responded to, while 234 remained pending. The 234 remained outstanding due to incomplete requests submitted by the entities and delays in submitting pre-requisite additional information. Similarly, 591 requests for legal opinions were received, out of which 501 were responded to. No Cabinet Memoranda were prepared by the Ministry in the Period under review. Additionally, 476 invitations to regional and international meetings were received. The Ministry was represented at 271 of these meetings, reflecting a performance of 57%. Forty-three (43%) were missed due to lack of facilitation to attend the meetings, delay by the entities to deliver the invitations or insufficient information in the invitations.

Over the last three years, the average performance in terms of responding to requests to draft contracts and memoranda has been over 90%. This is within the target of responding to all requests including, but not limited to those for drafting Contracts and Memoranda as well as Legal Advice within two weeks of receiving the request.

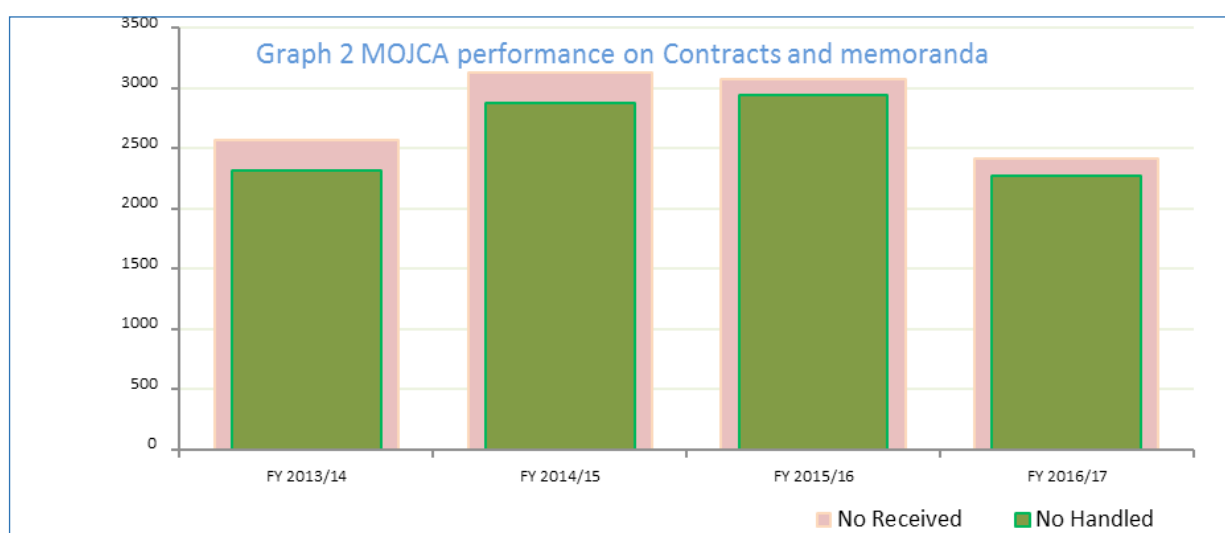


Table 1. Contracts and memoranda handed by MOJCA

Contracts and Memoranda	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17
Number Received	2,571	3,136	3,075	4,855
Number Handled	2,318	2,874	2,939	4,621
Percent (%)	90.2%	91.6%	95.6%	95.2%

Training Prisons Staff: UPS conducted training of 5 officers in Management at Uganda Management Institute (UMI). They also held refresher training for all data clerks. A Command Course was conducted for 102 Principal Officers. 73 Cadet ASPs and 128 CPO's were passed and training of 692 warders and wardresses is on-going at the PTS. UPS also conducted auditing of all its institutional activities and projects and strengthened inspections, supervision, monitoring and evaluation in a bid to harmonise administrative service delivery standards.

Inspection of Courts: Judicial Service Commission carried out court inspections aimed at improving conditions of service of judicial officers and thus strengthening effectiveness and efficiency in delivery of judicial services. Different Courts in 18 magisterial areas/districts (13 facilitated by JLOS support) of Gulu, Hoima, Mbale, Pallisa, Soroti, Bukedea, Ngora, Kumi, Katakwi, Serere, Kabale, Kisoro, Fort Portal, Kyegegwa, Kyenjojo, Kamwenge, Bundibugyo and Arua were inspected. Critical to note was the condition of work of Magistrates Grade II, which due to policy shift are being phased out. The officers are reportedly working with minimal morale since they have not been granted opportunity for promotion or other alternative measures for career advancement. This is a threat to independence of the Judiciary and administration of justice.

In addition, strengthening independence of the Judiciary in terms of human resource remained low due to the expiry of the term of the Judicial Service Commission, which subsequently limited recruitment related activities hence maintaining the staffing level at 52% (existing number of judicial officers against the optimal number). Nevertheless, the new Commission has now been fully set up.

Under the **Law Council**, the **Disciplinary Committee** concluded 114 complaints against an annual target of 100 in 42 sittings which was comparatively above the set annual target which was partly due to availability of space for meetings of the Committee. In terms of inspection, 1037 law firms were inspected as well as 8 Universities and as a result, 3 universities were accredited bringing the total number of approved universities to 11.

Digitisation of URSB Records: As part of the effort to improve business processes, URSB captured 250,000 company files that are now easily accessible online. This has reduced the turnaround time in conducting searches and transparency in workflows by enabling the tracking of documents and processes reducing the chances of loss of submitted files and corruption.

The Sector simplified the registration of Intellectual Property Rights including Trademarks, Copyright, Industrial Designs and Patents, by upgrading the Intellectual Property Automated System. The upgraded system enables faster registration of Intellectual Property Rights.

The Sector should now focus on deepening the physical and virtual presence of registration services in all regions and also address the urban bias. There is also need to exploit existing technology such as the mobile phone, to enable stakeholders track the process.

Output 1.4 Legislative and regulatory environment for realisation of national development objectives improved

The medium term vision of the NRM Government is to take the country from low income to middle income status by 2020. In order to achieve this, an enabling legislative environment for investment must be supported. As a quick win, the Sector supported retooling of the First Parliamentary Counsel with equipment and furniture to provide a conducive environment for work and ensure the necessary equipment to expedite work.

The Sector supported activities geared towards promoting a conducive environment for development.

Summary Performance against the Work plan Output 1.4: Legislative and regulatory environment for realization of national development objectives improved

Planned Activity	Achievement	Budget	Release	Expenditure
Retool FPC; Print JLOS 15 Priority Bills cleared by Cabinet and 15 Laws by Parliament	<i>3 Laptops, 5 desktop and shelves procured for FPC. Drafted and Published 19 Bills; published 16 Acts; drafted 80 Statutory Instruments, 20 Legal Notices and 7 ordinances.</i>	83,750,000	83,750,000	83,750,000
Revision of laws (statutory Instrument 2001-2013)	<i>All laws (15 Volumes) revised and peer reviewed</i>	104025000	104025000	104025000
Hold workshops for review of Cap 66. on the proposed amendment of the Uganda Citizenship & Immigration Control Act	<i>The Uganda Citizenship and Immigration Control Act Cap 66 reviewed in consultation with ULRC, MOJCA and the 1st Parliamentary Counsel</i>	30,000,000	28,000,000	28,000,000

The Sector retooled the First Parliamentary Counsel to effectively draft legislation resulting into the preparation and printing of 15 JLOS priority Bills that were cleared by Cabinet and passed by Parliament in the reporting period.

Laws Simplified: The Sector simplified the Local Governments Act, Cap 243, the East African Customs Management Act, 2004, the Contracts Act, 2010. The simplification is done to ensure that provisions of the law are easily understood to facilitate a better understanding of the rights and obligations of the public. This in turn promotes awareness of the provisions of the law.

Print priority Bills cleared by Cabinet and Parliament: The FPC drafted 16 Bills and 20 Acts, 46 Statutory Instruments, 10 Legal Notices and 3 ordinances. However a total of 20 laws were enacted in the reporting period including some drafted last financial year.

Acts published;-

- i) The Anti-Terrorism (Amendment) Act, 2016, Act 1 of 2016
- ii) The Financial Institutions (Amendment) Act, 2016, Act 2 of 2016
- iii) The Narcotic Drugs and Psychotropic Substances (Control) Act, 2016, Act 3 of 2016
- iv) The Toxic Chemicals Prohibition Control Act, 2016, Act 4 of 2016
- v) The Non- Governmental Organisations Act, 2016, Act 5 of 2016
- vi) The Plant Protection and Health Act, 2016, Act No.6 of 2016
- vii) The Lotteries and Gaming Act, 2016, Act 7 of 2016
- viii) The Capital Markets Authority (Amendment) Act, 2016, Act 8 of 2016
- ix) The Children (Amendment) Act, 2016, Act 9 of 2016
- x) The Uganda Development Corporation Act, 2016, Act 10 of 2016
- xi) The Value Added Tax (Amendment) Act, 2016, Act 11 of 2015
- xii) The Excise Duty (Amendment) Act, 2016, Act 12 of 2015
- xiii) The Appropriation Act, 2016, Act 13 of 2016
- xiv) The Finance Act, 2016, Act 14 of 2016
- xv) The Stamp Duty (Amendment) Act, 2016
- xvi) The Uganda Heart Institute Act, 2016, Act 16 of 2016
- xvii) The Uganda Wildlife Research and Training Institute Act, 2016, Act 17 of 2016

- xviii) The Tier 4 Micro finance Institutions and Money Lenders Act, 2016, Act 18 of 2016
- xix) The Uganda Cancer Institute Act, 2016, Act 19 of 2016
- xx) The Income Tax (Amendment) Act, 2015, Act 20 of 2016

The Bills drafted and published:-

- i) Bio Fuels Bill, 2016
- ii) International Conference for Great Lakes Implementation of the Pact on Security, Stability and Development of the Great Lakes Region Regulations 2016,
- iii) Local Governments (Amendment) Bill, 2016
- iv) Sugar Bill, 2016

Table 2 - Bills drafted by FPC

Legislation	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17
Bills	12	10	34	16
Acts	20	15	31	20
Statutory Instruments	67	42	85	80
Ordinances	3	3	1	7
Legal Notices	9	13	7	30

Revision of laws (Revision Of Statutory Instruments 2001 – 2013): Law revision is a process of updating the law by removing obsolete laws, spent laws, repealed laws and provisions by consolidation and incorporating amendments where applicable, renumbering provisions, and chapterisation. It is aimed at presenting the law in its most current form. The Sector through Uganda Law Reform Commission revised four (4) out of fifteen (15) volumes contained in the laws of Uganda 2000 edition. Consultations on the revised laws with ministries, departments and agencies are ongoing. It is expected that the revised edition (subsidiary laws) would be published in December 2018.

Output 1.5: Enforcement of laws improved

To improve the enforcement of laws, JLOS emphasises comprehensive research from all dimensions especially gender and diversity analysis as well as comprehensive strategies to promote public participation and user access to laws.

Summary Performance against the Work plan Output 1.5: Enforcement of laws improved

Planned Activity	Achievement	Budget	Release	Expenditure
Procure 8 computers for 4 TAT regional registries; Update and develop TAT case management manual.	<i>TAT registries retooled with 8 laptops TAT Case Management Manual updated and published</i>	38,000,000	38,000,000	38,000,000
Post enactment advocacy on selected commercial and business laws	<i>Advocacy using meetings and mass media undertaken on companies Act, Chattel Securities Act, Hire Purchase Act and Partnership Act</i>	325,600,000	180,000,000	180,000,000

Operationalise URSB Lira regional office; undertake sensitization Outreach activities, Improve physical file storage and shelf management; Purchase Disaster recovery & Backup solution; Re-design the Bridal Receiving room ; Undertake Digital Maintenance and Indexing Marriage Archives; Draft the insolvency practitioner Regulations; Establish an Intellectual Property enforcement Unit;	<i>Lira regional office operationalised (Vehicle and Equipment procured for regional offices) data conversion room. Established. Public outreaches conducted ; file rehabilitation and indexing concluded and Barcode readers procured; 230 staff trained in Change Management and Fire Prevention & Management; Four Servers deployed and Furniture purchased and ambiance of the bridal Receiving room improved; Archive boxes and Marriage registry shelves procured; Insolvency practitioner Regulations drafted; Intellectual property unit established; Quarterly Business Committee Meetings Conducted .</i>	555,416,000	482,985,000	482,985,000
Pilot community corrections offender rehabilitation model in 2 areas of Mbale and Lira; (2) Prepare Social Inquiry Reports	<i>210 offenders profiled for orders; home visits & reconciliation meetings held and others placed on skilling projects for rehabilitation. 3313 social inquiry reports prepared. 45% of convicts on community service.</i>	125,000,000	125,000,000	125,000,000

In the reporting period, JLOS institutions conducted dissemination programmes for selected laws covering the following areas.

Commercial and Business laws: The Government has overtime enacted commercial and business laws to facilitate trade and commercial transactions in Uganda so as to improve the environment for doing business. In the reporting period, the Sector disseminated the Companies Act, 2012, Chattel Securities Act, 2014, Partnership Act, 2009, and the Hire Purchaser Act, 2009, to improve awareness levels and access to laws and improve access particularly for the business community. User manuals and guides were prepared for each of the laws to support the awareness campaigns. Awareness meetings with different users and implementers were held in Mbarara, Bushenyi, Mbale and Bugiri Districts.

Dissemination of Human rights related laws: To enhance the enjoyment, protection and realization of human rights, the ULRC started awareness programmes for the different human rights related laws. Awareness programmes were conducted on the Domestic Violence Act, 2010, the Prevention and Prohibition of Torture Act, 2012, Public Order Management Act, 2010 and the Children (Amendment) Act 2016, premised on the understanding that the enjoyment and realization of human rights in Uganda is crucial for good governance and rule of law. The ULRC is preparing user manuals and guides and printing laws to improve awareness levels and access to laws. The sensitization or awareness programme for these laws is intended to create awareness about the laws, improve realization of human rights, combat domestic violence in homes and generally improve administration of justice.

East African Customs Management Act: The East African Community Customs Union Protocol opened up trade in goods, cross border movement, trade and foreign investment, aimed at economic development and diversification in industrialisation for the mutual benefits of the Partner States. The East African Community Customs Management Act is one of the laws that operationalize the EAC Common Market Protocol. The Sector conducted awareness campaigns on the provisions of the law, in order to equip users and duty bearers with knowledge on the Protocol

Public education on the Public Order Management Act, 2013: There is a general misconception in the

enforcement of the Public Order Management law by the public and the Police, particularly on police powers and duties, and the responsibility of organisers and participants in public meetings amidst the need to uphold the human rights principles. In order to bridge this gap, the UHRC is undertaking an awareness creation programme on the Act, focusing on the Police which is the main enforcement agency for the law. Through this programme, there is expected to be an increase in the knowledge of the police officers on the law and reduction of violations of human rights. The public also needs to be sensitised on their obligations under the Act, for the smooth enforcement of the law.



Group photo of Kagadi and Buliisa participants

National Policy on Firearms: The National Focal Point on Small Arms and Light Weapons conducted workshops in Buliisa, Kagadi and Kibaale on the National Policy on Firearms targeting political leaders, technical officers, security leaders, and representatives of special interest groups, Private Security Organisations, women, youth, media, religious leaders and elders) and civil society representatives in communities to stamp out the proliferation of small arms in the region.

Drafting Insolvency Practitioner Regulations: The Insolvency Practitioners Regulations were finalised, signed by the Minister and are currently due for publication in the Uganda Gazette. The Regulations will provide a new code of conduct for Insolvency Practitioners, accountability for insolvency proceedings and strengthened registration and disciplinary powers of the Official Receiver as an oversight regulator.

Establishment of the Intellectual Property Enforcement Unit: URSB faced a challenge in the enforcement of Intellectual Property (IP) Rights Law, since it did not have an enforcement arm, yet enforcement of IP rights are important for individuals, businesses and the country to gain meaningful benefit from innovations and created works. Through a MoU between the UPF and the URSB, an enforcement unit was established. The responsibility of the Unit is to ensure detection and prevention of infringement of copyrights, engage with regulatory authorities like URA, UNBS and other stakeholders in the protection against IP infringement.

Breach of Orders in Adult Offender rehabilitation programmes: Sections 5 and 6 of the Community Service Act supported by regulations, prescribe the means of managing breaches to Community Service Orders. The Directorate keenly follows the law to ascertain conformity to the laid down procedures. In the year 2016/17, a total of 340 offenders out of the 12,353 under Community Service Orders (2.7%), absconded from their placements. Whereas this was well below the target of 5%, only 80 offenders, 23.5% of those who absconded, were re-arrested. There is a need to work to improve the supervision persons on community service orders and re-arrest all defaulters.

Output 1.6 Transitional Justice Policy and Legislation enacted

The Ministry of Finance Planning and Economic Development (MoFPED) cleared the Sector to present the draft National Transitional Justice Policy to Cabinet for consideration.

The Sector conducted Advocacy programs on the draft Policy. This was initiated by the EU following a shared report on a visit to Northern Uganda. The report underscored the role of transitional justice in post conflict areas due to the alternative forms of justice it provides to the victims.

The Sector, led by the Minister of Justice and Constitutional Affairs, engaged other stakeholders including the Speaker of Parliament, Prime Minister, Minister of Internal Affairs and the Ambassador of the Netherlands to garner support in expediting the passing of the policy. With such collaborative diplomatic and political support, the TJ Policy is on course for approval and subsequent enactment of a TJ Law



The Speaker of Parliament Rt. Hon Rebecca Kadaga opening an advocacy workshop with Members of Parliament on the transitional justice policy and law in Kampala 2017

The Sector with support from UNDP organised a successful advocacy workshop graced with the attendance of the Rt. Hon. Speaker of Parliament. The workshop underscored the issue of participation of victims in the meetings and processes that impact on them; the need for government take interest designing interventions for children born in captivity; the aspect of statelessness of these children born in the Democratic Republic of Congo. The workshop recommended that post conflict counselling must be addressed for traumatized victims with targeted intervention for communities to heal.

Output 1.7 Informal Justice Framework strengthened and linked to the formal justice system

Increasing and improving access to justice through Local Council Courts has always been the most desirable option by Government for accessible and affordable justice at the Community level. Local Council Court III officials are in place and elections of office bearers for the Village and Parish Local Councils are scheduled for November 2017. Once these are held, the complete structure for Local Council Courts will be in place. The Sector has already made all the necessary preparations for the Induction and Training of office bearers with the development of training materials and the training of trainers.

Summary Performance against the Work plan Output 1.7: Legal framework for recognizing informal Justice systems piloted in land and family

Planned Activity	Achievement	Budget	Release	Expenditure
Study local council courts at parish and village levels	The procurement process was concluded and a consultant in place LCCIII courts re-established in all sub counties	65,050,000	35,000,000	35,000,000

Training Local Council Court desk officers: The Sector supported the training of 51 local council court desk officers and 50 alternate officers, drawing two participants from each of the 51 Local Governments in 46 districts. The training covered record keeping, data collection and information management. The 46 districts that benefitted from the training were drawn from around the Country as follows – Central (6), Eastern (18), Karamoja (7), Northern (7) and western (8).



Training of local council court members in Kalungu District

In addition, MoLG, with support from DGF and the International Law Institute- African Centre for Legal Excellence (ILI-ACLE), trained 238 court members covering 40 Local Council Courts in Sironko, Manafwa, Buhweju, Kalungu and Luuka, on principles of natural justice and alternative dispute resolution (ADR). ADR was emphasised so that the Court members are equipped with knowledge on ADR to ensure matters are concluded expeditiously and professionally. As a result of the

training, the Sector noted that Local Council Courts have the ability to cause great reduction in case backlog, especially with regard to petty offences.

Study on the development of a National Framework for Informal Justice Systems: The Sector undertook a study to inform the development of a national framework for the practice of informal justice in conformity with human rights standards and a smooth co-existence of the formal and informal justice systems. Informal justice systems are highly resilient and are relied on by many communities for the delivery of justice. From colonial times with the introduction of the formal justice system in Uganda, informal justice processes have been largely ignore. As such, there is an insufficient appreciation for the informal justice systems and their possible contribution to the administration of justice as a whole and dispute resolution in particular and there is minimal linkage between the formal and informal justice systems in Uganda.

The objective of the study was to take stock of the existing informal justice systems in Uganda, ascertain user preferences and factors which inform the preferences in different communities; elucidate the existing dissimilarities and similarities; assess the level of compliance of informal justice systems with international human rights norms and standards; explore possibilities for linkages with the formal justice system and explore how they can be used to increase access to justice, strengthen the rule of law and promote human rights. The study seeks to recognise the value and uses of informal justice systems which can be used to augment the formal justice system in the administration of justice. It will form the basis of Sector efforts to bridge the gap between the formal and informal systems and provide a legitimate platform for informal structure to support effective delivery of justice.

Output 1.8 JLOS compliance and participation in EAC

JLOS played a role in creating a conducive legal framework for the free movement of labour, goods and services, the elimination of non-tariff barriers, specialized knowledge, skills and exposure to regional integration. This role was vital and enabled Uganda to reap its due share of the benefits of regional integration.

Summary Performance against the Work plan Output 1.8: JLOS Compliance and participation in EAC regional and International Integration

Planned Activity	Achievement	Budget	Release	Expenditure
National Conference to discuss treaty body obligations; and Participate in the EAC meetings.	<i>UHRC organized a two day conference on treaty obligations. The UHRC also attended EAC meetings.</i>	62,009,000	42,975,000	42,975,000
MIA to coordinate the Northern Corridor initiatives under EAC; and Complete the Joint EAC Non-Custodial Training Manual	<i>Consultative meetings held on the Joint EAC Non-Custodial Training Manual and the Northern Corridor initiatives under EAC.</i>	99,400,000	51,000,000	51,000,000
Attendance of Attorney General, Solicitor General and a team in 10 EAC meetings, draft legislation, MOUs; and Defend 20 cases against GoU in the East African Court of Justice.	<i>Attorney General, Solicitor General and a team Attended 11 EAC Meetings. 54 cases concluded out of which 23 cases were won saving Government UGX. 198.155bn.</i>	132,559,000	101,000,000	101,000,000
URSB to Participate in EAC, northern corridor, and international meetings on business formalizations; and EAC Intellectual Property law Harmonization.	<i>URSB participated in EAC, northern corridor, & international meetings on business formalizations and collateral registries, and in EAC Intellectual Property law Harmonization. URSB is current chair of WIPO</i>	21,640,000	9,000,000	9,000,000
EAC integration-ULRC (2) Cooperation with EAC partner states to enhance capacity (3) Implement the joint Technical committee work plans of EAC Prisons; conduct joint review meetings and host 1 bilateral meeting.	<i>ULRC attended 9 EAC meetings and in meeting of the Expert Sub-Committee on Free Movement of Persons, Labour and Right of Establishment.</i>	135,150,000	129,200,000	129,200,000

In line with the commitments under the JLOS SIP III the Ministry of Justice and Constitutional Affairs received 162 invitations to regional and international meetings and management to honour 67% of the invitations. A total of 108 invitations to such meetings were honoured and the office of the Attorney General was present in such meetings. . The nonattendance of some meetings was due to lack of facilitation to attend the meetings, delay by the entities to deliver the invitations and insufficient information in some invitations. The major emphasis was on discussions to deepen integration and reforms in the EAC on the road to a Monetary Union.

In compliance with State duty obligations, the sector institutions participated in Regional conferences, meetings, benchmarking visits and field exercises that were organised to deepen integration and reforms in EAC and African Union. These were on:

- i) Monetary Union,
- ii) International Arbitration in Kampala
- iii) Common Market Protocol,
- iv) Policy proposals for review of EAC's Investment related policies,
- v) EAC intellectual Property laws and illicit trade,
- vi) Tourism and Wildlife Management in Kampala
- vii) Electoral observation in Kenya and Rwanda,
- viii) Coordination and sharing information on investigations of HI-TECH cyber, wild life and human trafficking crimes,

- ix. EAPCCO Field Training Exercise (FTX) and Command Post Exercise (CPX) in Kenya & Rwanda
- x. Probation and Aftercare Services in Kenya,
- xi. Deployment of Police to AMISOM
- xii. Tax Court meetings in Ghana,
- xiii. Free Movement of Persons, Labour and Right of Establishment

Oversight activity on the approximation and harmonization of national laws by the EA Legislative Assembly EALA:

The meeting was held to brief members of the EALA on the progress made by Uganda as a partner state of the EAC in regards to harmonization of laws to the Treaty establishing the EAC and protocol hereunder:-

- i) Five pieces of legislations were handled; (a) The Accountants Act; (b) The Trade Remedies Bill (Principles approved by Cabinet and Bill is at FPC); (c) Capital Markets Act (amendments) bill; (d) Uganda Citizen and Immigration Control (Amendment) Bill 2016; and (e) Employment Act (Amendment) Bill 2009
- ii) Meeting of the Expert subcommittee on Free Movement of Capital under the Common Market Protocol: The new development under legislative intervention was the Capital Markets (amendments) Act where “securities” has been redefined to include derivative products to ease free movement of capital in the EA region.
- iii) Meeting of the Expert subcommittee on Free Movement of Persons, Labor and Right of Establishment: Attended this meeting to offer technical advice on laws that will need to be harmonized to allow free movement of persons in the EAC region.
- iv) Consultation on EDF 11th Counter Terrorism Project Formulation process: aimed at generating consensus among implementing agencies in partner states of the EAC on how best EU can assist them to combat terrorism in the region. Support to strengthen and harmonize policies and laws among EAC partner states was identified as one of the key priorities.
- v) Sectoral Council Legal & Judicial Affairs Committee: EAC customs and infrastructure instruments scrutinized and cleared to be forwarded to Council; The EA Monetary Institute Bill, 2016, EA Statistics Bill, 2016, and EA Oath Bill, 2017 scrutinized and cleared to be forwarded to Council.

The ULRC and MoJCA participated in the East African Conference on International Arbitration which took place at the Serena Hotel in Kampala to compare notes on the practice of International arbitration across the East African region and agree on how the region can be transformed into an arbitration hub.

UHRC participated in an EAC meeting whose purpose was to: Share and contribute towards the planning process for EAC observations of the electoral process in two partner states; Share appreciation of the electoral observation process and its role in promotion of democracy and democratic culture; Receive a briefing from Republic of Kenya (IEBC) on the preparations for the August elections; and conclude a calendar and sequencing of activities leading to the mission. The meeting was attended by representatives from EAC partner states, including experts from ministries responsible for EAC affairs, electoral management bodies, National Human Rights Commissions and staff from EAC secretariat.

The Directorate of INTERPOL of UPF coordinated investigations of 19 cross border crimes including illegal ivory (140 pieces) & pangolin scales trade (17kgs) involving 4 suspects and also intercepted 238 suspected victims of human trafficking from neighbouring countries.

Ten Police officers participated in the illicit- arms data base management course in Nairobi and EAPCCO Top-table Cyber Enabled Exercise to enhance the skills capacity of cybercrime investigators. UPF was also involved in the on-going assessment of the Uganda – South Sudan and Uganda – Democratic Republic of Congo borders in a bid to sensitise the communities’ to live in harmony pending demarcation of boundaries.

As part of the EAC cooperation and with support under NUFFIC, 10 Community Service staff participated in a study visit to Kenya Probation and Aftercare Services particularly to understudy the management of Community Service Orders (CSOs), probation practice, skills empowerment and case management. The study visit enhanced staff knowledge and exposure to different correctional approaches. As a result, the Directorate of Community Service commenced the development of Standard Operation Procedures and Total Quality management system



L-Officials from Directorate of CS pose for a photo with their counterparts at Kibera Probation Office after a meeting's- Right -Staff at an offender Tree Nursery Project in Machakos.

The Police further held an EAPCCO Field Training Exercise (FTX) and Command Post Exercise (CPX) in Nairobi and Kigali and interviews for deployment to AMISOM for 140 FPU's and 20 IPO's conducted. UPS participated in a meeting of the Expert Sub-Committee on Free Movement of Persons, Labour and Right of Establishment (6th December, 2016); and hosted a Benchmark Visit on Correction systems in Uganda for members of the East African Community.

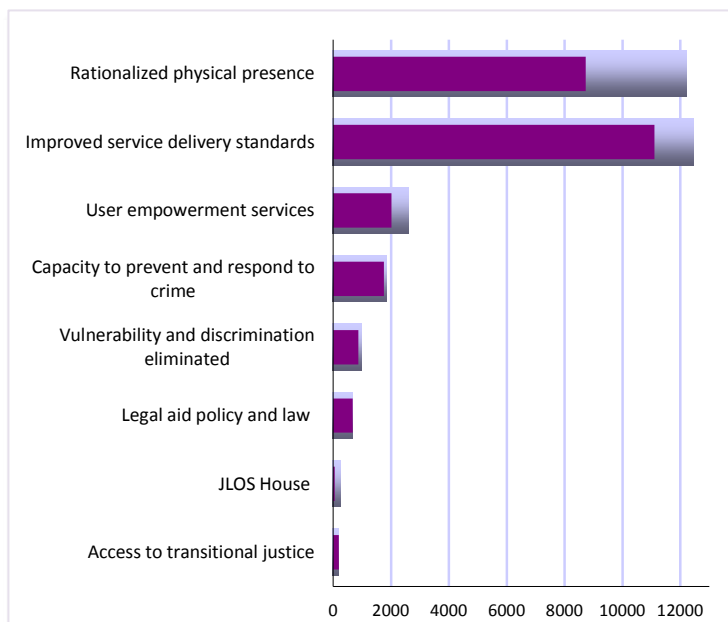
OUTCOME 2: ACCESS TO JLOS SERVICES ENHANCED

Purpose:

JLOS supported institutions to deliver services in accordance with the user entitlements and standards stipulated in the Constitution. Central to this was geographical density, functional effectiveness and efficiency in resource use. The sector also laid and implemented programmes to improve infrastructure in terms of availability, functionality and access to service points. The service points had to be accessible to people with disabilities, elderly, children and vulnerable women. Also implemented were interventions to reduce transaction lead times for JLOS services including criminal, commercial, civil, land and family justice dispute resolution.

Outcome Indicators	FY 2010/11		FY 2016/17	
	Actual	Target	Actual	
Ratio of completed cases to registered cases%	89.1	103	92	↗
Proportion of districts with a complete chain of core JLOS Services %	30	65	59.8	↑
Average length of stay on remand for persons accused of capital offences (months)	15	12	10.4	↑
Incidence of crime for every 100,000 persons	314	298	292	↑
Reduction in transaction lead times				
Proportion of case backlog %	35	30	24	↑

Funding (millions)



	Access to transitional justice	JLOS House	Legal aid policy and law	Vulnerability and discrimination eliminated	Capacity to prevent and respond to crime	User empowerment services	Improved service delivery standards	Rationalized physical presence
Budget	192	250	676	987.16	1,834	2,627	12,477	12,208
Release	192	50	672	874.06	1,757	2,016	11,103	8,726

Key Highlights

Improvement in the police to population ratio from 1:816 to 1:754;

Construction of a Min-Max prison at Kitilya on track;

Construction of 480 Low Cost staff houses for UPF on track;

Court case clearance rate 92%;

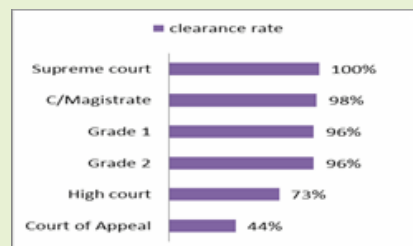
59.6% construction coverage at district level

Case backlog reduced from 35% to 24%

Remand population dropped from 54.6% to 51.8%;

Reduction in CID caseload from 23 to 22

Reduction in per DPP State Attorney Case from 820 to 245 cases.



CHAPTER 3

OUTCOME 2: ACCESS TO JLOS SERVICES ENHANCED

Living up to the promise to increase access to JLOS services as outlined in the Third Sector Investment Plan, the following performance against the set outcome targets was recorded. The average number of cases disposed of grew by 64% growth from 86,000 cases in 2011/12 to an average of 141,809 cases per year over the 5 year SIPIII period. The disposal in 2016/17 was 175,556 cases the highest number of cases the Judiciary in Uganda has ever disposed. The increase in case disposal boosted public confidence leading to a higher than proportionate increase in new cases filed. This performance resulted into a reduction in the average length of stay on remand for persons charged with capital offences from 15 months in 2010/11 to 10.4 months at the conclusion of implementation of the SIPIII. The increased case disposal too led to a reduction in case backlog from 35% in 2010/11 to 24% at the end of the SIPIII in 2017 despite the increase in cases filed and the less than optimal number of JLOS officers involved in the administration of justice.

The presence of Sector institutions at district level was enhanced through the establishment of new service points covering 82% of the districts and the construction of infrastructure targeting frontline JLOS service points now covering 59.8% of the districts compared to 30% in 2010/11. This increased physical and functional presence of Sector institutions led to a reduction in the incidence of crime from 314 for every 100,000 population to 292 at the conclusion of implementation of the SIPIII. This reduction is also attributed to interventions such as community policing and neighborhood watch, increased police presence, rehabilitation of inmates that reduced rates of recidivism, and improved investigation and prosecution capacity that increased conviction rates as well as higher levels of disposal of cases among others.

The average time taken to issue passports is 7 days in Kampala and 5 days upcountry following the establishment of new service points compared to 30 days in 2010/11 while the average time for registration of businesses is now 2 working days compared to 3 days in 2010/11.

The average time taken to process a forensic investigation improved to 90 days compared to a baseline of 210 days against a set target of 120 days.

The disposal rate of land cases currently stands at 38.3%. Average time for disposal of land cases has reduced from 36 months at the baseline to 15 months in 2016/17.

The performance would have been much better if all the planned investments, capacity building and resources had been accessed by the Sector institutions. The delay to complete the restructuring of some front line JLOs service institutions also affected the speed of implementation of interventions.

Table 3 Performance against outcome targets under access to JLOS services

Outcome 2 Indicators	2010/11 baseline	FY 12/13	FY 13/14	FY 14/15	FY 2015/16	FY 2016/17	
						Target	Actual
Ratio of completed cases to registered cases%	92.15%				129	103	92
Proportion of districts with a complete chain of core JLOS Services%	30%	35%	46.8%	53.6%	54%	54%	59.8%
Proportion of districts with complete chain of core JLOS services and Institutions (functional)		65%	75.0%	75.0%	82%	82%	82%
Average length of stay on remand after committal for persons accused of non-capital offences	3	3	4	2.5	2	2	2
Average length of stay on remand for persons accused of capital offences (months)	15	15	12	10.5	10.4	12	10.4
Incidence of crime for every 100,000 persons	314	304	302	298	296	300	296
Average time taken to issue passports (days)	10	10	10	10	10	8	7
Average time for disposal of public complaints by JSC (months)	24	24	36	32	24	6	12
Average time for registration of businesses (working days)	3	3	3	3	2.5	2	2
Average time for registration of trademarks (working days)	90	120		82	75	65	65
Average time for disposal of land cases (months)	36	29	38	36	32	18	15
Average time taken to process a forensic investigation (days)	210					120	90

The out puts that led to the achievement of the outcomes above are discussed in detail below.

Output 2.1 Rationalised physical presence and functionality of JLOS Institutions

The sector invested heavily in construction of JLOS service infrastructure and as a result 59.8% of the districts have the basic infrastructure for all front line JLOS service points compared to only 30% in 2011. The construction and opening of new service points was part of the plan to deconcentrate service delivery and ensure that there are functional service points across the country with the district as the minimum level of reach for all frontline JLOS service points. This presence has reduced the distance people traverse in search of JLOS service points from an average of 75km in 2011 to 15km on average currently. This however remains less than the optimal 5km radius the sector desires for the critical frontline service points. Currently JLOS is present in 85% of the districts in the country in terms of basic service such as policing, prosecution, adjudication, probation, and prison services.

Table 5. Performance physical presence targets

Output Indicators	2010/11	2012/13	2013/14	2014/15	2015/16	2016/17	
							<i>Target</i>
							<i>Actual</i>
Number of new JLOS service points opened	17	15	35	6	8	10	71
Annual proportion of ongoing construction projects completed and commissioned	25%	35%	75%	92.6%	96%	100%	98%
No of operational remand homes	4	5	5	5	6	7	6
Proportion of sub counties with operational police posts	82%	82%	96%	96%	100%	100%	100%
Escape rates of prisoners	5%	5%	0.80%	0.75%	0.7%	3%	0.75%

Summary Performance against the Work plan Output 2.1 Rationalized physical presence and functionality of JLOS Institutions

<i>Planned Activity</i>	<i>Achievement</i>	<i>Budget</i>	<i>Release</i>	<i>Expenditure</i>
Expand e-visa system to more border points, train & sensitize staff on use of e-visa. Equip and operationalize the tribunal registries. Recruit Judicial Officers at all levels.	<i>Four Border posts prepared for expansion of the E-Visa System and equipment for extension of E-Visa to missions abroad procured. TAT trained 5 staff; procured 8 filing cabinets & 5 laptops. Recruitment sessions for positions of Deputy Chief Justice and Justices of the High Court held. Deputy CJ Sworn in.</i>	165,464,800	165,464,800	130,464,800
Construct: 2 DPP regional office premises; 2 new Residential premises; Renovate 5 premises and install Solar in 8 office premises. Construct Min-Max Prison at Kitalya - Phase 2, Complete construction at Ndorwa Prison, Continue with construction of Kabale regional remand home phase 2. Complete ongoing constructions of justice centres. Open MOJCA Regional office in Fortportal. A Perimeter wall in Paidha Prison Build police stations in Pakwach & Paidha Fulfil Contractual obligations on ongoing constructions-SEC.	<i>Procurement for constructions of DPP regional office premises in Mbale and Arua concluded 40% of work on Mini-max Kitalya so far done. Power and water installed at Kabale Regional Remand Home. Construction in Kiruhura completed. Constructions of Buyende Masindi High Court and Mitoma at finishing stage, Building materials for construction of police stations in Pakwach and Paidha mobilised Outstanding obligations on construction of justice centers in Ibanda, Kiruhura, Nakapiripirit paid. MOJCA Regional office in Fort portal opened</i>	9,660,894,000	7,354,009,010	6,205,161,214
Facilitate and equip the 5 new High Court circuits. Transform 5 Chief Magistrates courts into High Court Circuits.	<i>Evaluation of the framework contract completed, a call off order raised and furniture procured. The 4 CM courts not transformed due to no funds released, however 3 new circuits are operational in Mubende, Mpigi and Mukono</i>	1,110,000,000	400,000,000	100,000,000

Open 3 marine detachs on border waters of Victoria, Albert & Edward; Procure uniports for 10 sub county police posts; and Construct 10 dog kennels at 10 police stations.	<i>6 Tents and navigation & floatation procured. 17 uniports procured for sub-county police posts. 3 dog kennels constructed, remaining 7 near completion.</i>	427,000,000	395,000,000	355,000,000
Establish District Peace Committees in the Albertine and Rwenzori regions. Remodel MIA Headquarter offices. Purchase 1 motor vehicle. Capacity development of NGO Monitoring Committees in line with NGO Policy 2010	<i>Established District peace committees in Ntoroko and Bundibugyo Renovation of MIA headquarters was completed.</i>	719,850,000	286,250,000	286,250,000
Ongoing Consultant for streamlining Planning and Policy Analyst. (2)Improve Information Management System at LDC	<i>Streamlining of LDC Planning unit completed. Power inverter, projector, and wide projection screens procured for the auditorium. 1664 cases handled in 12 courts.</i>	125,000,000	125,000,000	125,000,000

New service points opened: Over the SIP III period the sector operationalised 149, new service points and 75 of the new service points were opened in 2016/17.

The Sector created 9 new High Court circuits in Mukono, Mpigi, Mubende, Iganga, Luwero, Mubende, Tororo, Hoima and Rukungiri bringing to 20 the number of High Court Circuits. Already 3 of the new circuits are operational including Mukono, Mpigi and Mubende

ODPP Offices: The ODPP also established regional offices in Mukono and Mpigi, as well as an office in Buliisa. This brings the number of regional offices to 16, RSA offices to 71, and RSP offices to 34. Additionally, to ensure functionality of DPP offices, furniture and fittings, 40 work stations, 10 laptops, 5 pick-ups trucks, 5 station wagons, and a lorry were procured and allocated to offices to facilitate prosecution work. Office premises in Mukono and Ntungamo were renovated and a guard house constructed in Jinja in the reporting period

Police Services: The Police set up 68 police booths in the City's vulnerable places and black spots and also upgraded 1,376 Sub County and 124 city wards police posts into police stations. The Force also opened a marine sub detach at Nalufenya bringing the total to 24. The ASTU mandate was expanded from covering Karamoja and the neighbouring districts to the entire cattle corridor in the country with new detachs opened at Lopedo, Losilang & Loyoro in Karamoja and Kyankwanzi along the Kiboga zone to strengthen security and safety of animals. UPF established 9 additional emergency response centers along Masaka-Mbarara, Gulu-Elegu, Iganga-Tororo, Iganga-Mbale, Mityana-Fort Portal, Soroti-Kamdini, Karuma-Arua and Kampala-Hoima roads increasing the number to 30. This enhanced the road traffic safety operation, code named 'FIKA SALAMA', on all roads and highways where 1,800 drivers were penalized for various traffic offences. Before the operation, road traffic accidents especially on the Masaka road were at an average of 40 per month, but have now reduced to 20. Overall 5,175 accidents were registered and 1,506 were fatal



The Chief Justice officially opening the new auditorium at the Law Development Centre, looking on is the HE. Henk Bakker the Netherlands Ambassador to Uganda and Chairperson JLOS Development Partners Group

LDC auditorium: was officially opened by the Chief Justice and is now fully functional. The auditorium is a state of the art facility with a capacity of 1000 students and is equipped with reliable power source and a wide projection screen, easing the teaching of students and promoting use of ICT. The facility has enabled LDC to ensure continuous access to online services.

The idea of an auditorium at LDC was hatched in the 2007/2008 financial year. Construction was funded by the Government of Uganda with support from the JLOS development partners. The auditorium can accommodate up to one thousand (**1000**) people and is set to contribute to legal education by providing space for general lectures, guest speakers, moot competitions and generating money from external users who will pay for space (Hiring this new facility costs 6m per day). The ultramodern auditorium at LDC is equipped with modern seats, public address system and is air-conditioned.



The Chief Justice, the Chairperson JLOS Development Partners Group and LDC management after commissioning the LDC auditorium



The LDC auditorium

The Honorable Chief Justice at the same event also launched three volumes of the Uganda Law Reports for the years 2010, 2011 and 2012. These are important legal tools, which provide precedents to Judges on the bench and Lawyers at the Bar. The law reports are also helpful to law students and legal researchers.



URSB Business registration centre at Georgina House Kampala

URSB Business Facilitation Centre: URSB opened a One Stop Shop / Business Facilitation Centre to minimize bureaucratic and legal hurdles faced in incorporation and registration of businesses. This Facilitation Centre houses 12 institutions/Government agencies which include Uganda Revenue Authority for tax matters, KCCA and Ministry of Local Government for trading licenses, NSSF for social security registration, Directorate of Immigration and Citizen Control for work permits, National Environmental Management Authority for

environmental impact assessments, UIA for issuance of investor licenses, Ministry of Lands, Housing and Urban Development, and Diamond Trust Bank. It is envisaged that this arrangement will further reduce on the time and cost of doing business through provision of fast and seamless services leading to increased private investments and boosting economic growth in Uganda.

Immigration service: DCIC deployed a Passport issuance system at its Regional office in Gulu. This increased the number of Passport issuance centres from 6 to 7 in Kampala, Mbale, Mbarara, Gulu, Pretoria, London and Washington. It should be noted that 4 of the seven centres became operational in the SIPIII period.

Construction of JLOS service points: To ensure a complete chain of frontline JLOS service points and that such JLOS services are provided in premises fit for the purpose, the Sector constructed 51 justice centres⁶ at district level over the SIP III period. The constructions completed in 2016/17 include Kyenjojo, Lamwo and Kiboga Justice Centres, Makindye Family Court and Kabale High Court. Other ongoing constructions include Buyende, Nwoya and Mitooma Justice Centre as well as Masindi High Court and Kabale regional police station.



The Chief Justice unveils a plaque to commission the construction of Mitooma Justice centre, on his right is the Minister of Justice and Constitutional Affairs.



New Furniture after delivery at Kiruhura Justice centre inset

To operationalise the completed constructions assorted office furniture was procured and distributed to Kanungu, Ibanda and Kiruhura justice centres.

⁶Bundibugyo, Kiruhura, Kanungu, Kisoro, Kyenjojo, Kabaale, Ibanda, Isingiro, Amuru, Oyamu, Apala, kaberaido, Aduku, Dokolo Amolator, Bukedea, Katakwi, Kaabong, Nakapiriprit, Manafwa, Budaka, Butaleja, Kibuku, Bulambuli, Kapchorwa, Kamuli, Buyende Mityana, Wakiso, Kiboga, Mitooma, Kalangla, Koboko, Paidha, Kiryandongo, Pader, Patongo, Otuke, Aduku, Ngora, Kotido, Abim, Kaabong, Moroto, Arua, Bukwo, Sironko, Nwoya, Nebbi, Ntungamo and Mbale among others.

Justice Centres are a demonstration of the commitment of the Justice, Law and Order Sector to ensuring justice for all and to provide quality services that are accessible to those who require them the most. This commitment will be further strengthened through the deployment and tooling of adequate staff to man these offices and through strengthened observance of standards in customer care and service delivery.

The DCIC also completed construction of 2 border posts of Kamwezi and Kizinga that started in the FY2016/17. At this point in time 42.3% (22 borders out of 52 gazetted borders) of the total number of border posts operate in permanent structures.



Kamwezi Border Post



Isasha Border Post



The Training Hall at the Immigration Training Academy



Immigration Guard at the Commissioning of the Training Academy

The DCIC, with support from the International Organisation for Migration (IOM) completed the construction of an Immigration Training Academy at Nakasongola. The Academy has an administration block, training halls, a dining hall, 2 dormitories for both male and female with a capacity of 50 participants and 2 staff houses. It is also equipped with a forensic laboratory.



Re-roofed Prisoners' wards at Mbale Prison



Completed renovation of Prisoners wards at Tororo

Reducing escape rate of inmates: The prisoners' escape rate reduced from 5% in 2010/11 to 0.75% in 2016/17. This was achieved by the adoption and implementation of various measures including maintenance works on Prisons premises, renovation of and construction of a fence at various at risk prisons such as Kitalya, Luzira Upper, Namalu, Tororo, Gulu, Soroti, Moroto and Mbale Prisons; monitoring,

inspection and supervision of all regions and prison units; adoption of a correctional model; use of various rehabilitation programmes; and increase in uniformed personnel. Equally, security of prisons improved through training and deploying of canines at various prisons. The performance exceeded the target and is commendable. To maintain this performance in the new planning framework the Sector must address areas of risk including the high prisoner to warder ratio, the high number of open prisons, congestion levels, and limited motorised transport for delivery of inmates to courts. On-going construction of prisons such as Nebbi, Lamwo and Amuru must also be expedited.



An artistic impression of Kitalya Medium Security prison under construction inset

Significant progress was made on the construction of a Medium Security Prison at Kitalya. Currently, the walling is completed ready for roofing and the perimeter fence was completed. Once completed, it is envisaged that Kitalya will accommodate 2,000 inmates especially those sentenced to life imprisonment and other long term sentences, hence decongesting Luzira prison.

The completion of this facility will help reduce the increasing level of congestion that now stands at 212.3% prisoners in excess of the holding capacity of prisons countrywide. The occupancy rate was 300.6% and the prisoner's growth rate increased from an average rate of 8% in FY 2015/16 to 9.8% in 2016/17.

The Ministry of Local Government re-established 78 Local Council Courts III in 13 districts improving the composition levels of courts. Local Council Courts, have the ability to cause a high reduction in case backlog especially of petty offences. The concern however is that the LCCIII are an appellate court and require the presence of LCCI and II to function. The planned election of LCI and II in November 2017 will therefore come as a huge relief to the already congested formal courts.

Proportion of sub-counties with operational Police Posts: To increase the proportion of sub-counties with operational police posts, the Sector through the UPF procured uni-ports for 10 sub county police posts which did not have adequate office space. As a result, the UPF is now present in all the 1,376 sub counties and operates with 133 district police stations, 299 other police stations and 1,882 police posts country wide. The Police also rolled out the neighbourhood watch doctrine of Community Policing from Sub County to Parish level. It also established a crime intelligence information system that operates from the village through to the national level and equipped all districts with a vehicle each and 3 motorcycles per Sub County for patrols and intelligence.

Remand Homes: The construction of two juvenile dormitories of the Kabale Regional Remand Home was completed and the facility was handed over to MoGLSD. Procurement for installation of electricity and water was undertaken. This will bring to 7 the registered and recognised remand homes in Arua, Mbale, Gulu, Naguru, Fort Portal, Kabale and Masindi, hence meeting the set target of 7 remand homes by 2017.

The JSC is in the process of recruiting judicial officers at all levels of court. The recruitment process was carried out in phases starting with the higher bench. The commission interviewed and made recommendations for appointment of a Deputy Chief Justice and Justices of Supreme Court and Court of Appeal to the appointing authority. By the time of writing this report the new Deputy Chief Justice had been appointed and sworn in. The Sector welcomes Hon Justice Owiny Dollo and pledges to support him execute his function. This is a new development in a sector where normally such positions take long to be filled leaving serious leadership vacuum over a long period of time. The JSC, the executive and Parliament are applauded for the new development and we encourage that this should be the norm and not an exception.



Hon Justice Owiny Dollo Holding Bible swear in as the new Deputy Chief Justice, looking on is His Worship Paul Gadenya Chief Registrar, Courts of Judicature

Output 2.2 Adjudication of labour disputes

The Sector accorded priority to labour Justice during the SIP III period as a way of increasing alignment of Sector priorities to the national development priorities. Having been in abeyance for over seven years, the Industrial Court of Uganda finally became operational in the latter half of 2014. The Court is established under the **Labour Disputes (Arbitration and Settlement) Act, 2006 Cap 224**, and lies within the Ministry of Gender, Labour and Social Development.



Raising public awareness during the 1st ever open day for the Industrial Court in Uganda

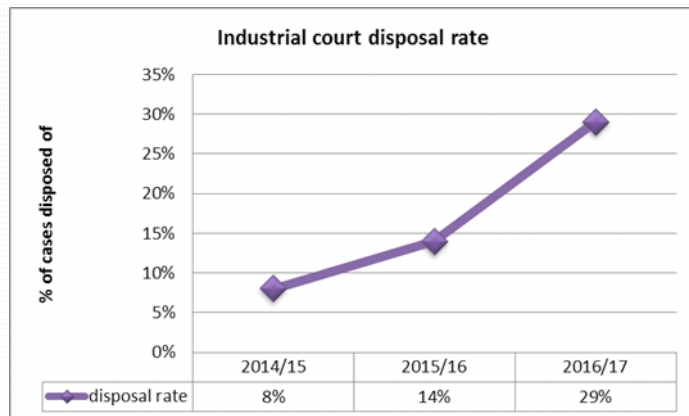
Its jurisdiction ambit is labour disputes referred to it by a party to a dispute where a labour officer has failed to dispose of the dispute within 8 weeks under the court's regulations as requested under the Act, or disputes referred by a labour officer at the request of the party or on the officer's own volition when he/she is unable to resolve the dispute or by the responsible Minister on notice of an intended withdrawal of labour within 5 days. Appeals can also be filed against labour officers' decisions under the Employment Act. To ensure functionality of the court, 2 Judges were appointed to serve the court, as well as

secondment of staff from the Judiciary to support the Judges. In addition, a case management system that allows for tracking of cases was developed and computerisation of the registries was done.



(L-R) Deputy Chief Judge Linda Tumusiime, Industrial Court Chief Judge Asaph Ntenje Ruhinda and panellists during the opening of the court in Masaka.

The sector also provided requisite office infrastructure, built staff capacity and funded a court open day to increase public awareness of court proceedings.



The Industrial Court handles all labour related disputes that were previously filed in the ordinary courts in the categories of claims, references, appeals, miscellaneous applications (executions) and mediations as shown in Table 6 below. Since its re-establishment, the Court has registered a total of 2,427 cases and disposed of 437. In the reporting period, the court registered a disposal rate (as % of filed cases) of 29% and a case clearance rate (as a % of total cases) of 15%, with the highest disposal rates in

matters relating to mediation and labour miscellaneous applications (34% and 30% respectively). The performance reflects a steady improvement in disposal rates from 8% in 2014/15 to 14% in 2015/16 and 29% in 2016/17 as shown in graph above. The court also started holding sessions up country and one such session was held in Lira where 16 cases were disposed of. However the court still faces administrative and operational challenges such as requiring all Judges of the Courts to sit as a tribunal with non-judicial staff.

Table 6 showing a summary of cases handled since the re-establishment of the court

Case Categories	Filed			Disposed of		
	2014/15	2015/16	2016/17	2014/15	2015/16	2016/17
Labour Dispute Claims	322	409	76	15	49	50
Labour Dispute References	159	462	373	7	22	53
Labour Appeals	26	55	42	3	13	6
Labour Miscellaneous Applications	48	158	77	18	59	69
Mediation	17	90	103	4	25	44
Totals	572	1174	671	47	168	222
Disposal rates				8%	14%	29%

Output 2.3 JLOS House Project

The JLOS House Project is a three in one infrastructure development project aimed at providing office accommodation that promotes coordination amongst JLOS institutions to offer better services leading to enhanced transparency, accountability and ethics in a purpose built office park and civic centre and in green and intelligent buildings. It is a one-stop services centre designed to facilitate and improve service delivery and increase access to JLOS services.

The project comprises of-

Supreme Court and Court of Appeal

The JLOS Towers and High Court

The Police Headquarters to accommodate all the police directorates

The JLOS House Complex is meant to-

- (a) improve the productivity of the public service;
- (b) facilitate the growth of the private sector through the provision of timely public services;
- (c) reduce the costs of public administration through integration of services and sharing of common services such as ICT, conference facilities; and
- (d) joint asset/ facilities management.

The One Stop Centre introduces modern concepts of office management and incorporates environmental concepts of green and intelligent technology in the design and construction of public buildings. The One Stop Centre will free resources in rent and efficiency savings to build a functional justice system in Uganda.



THE JLOS TOWERS AND HIGH COURT BUILDINGS

The Stage- C designs prepared by the consortium of the private investor were approved by the Sector Leadership Committee. The consortium submitted the costed re-designs and negotiations are at commercial close stage. The private investor is currently preparing detailed structural, mechanical and electrical drawings and seeking preliminary approvals from the local authorities. In line with the PPP arrangement the private investor posted a Preferred Bidder's Bond and engaged transaction advisors, lawyers and architects and has signed MoUs with Engineering Procurement and Construction (EPC) contractors and Facilities Management (FM) firms. Although by PPP standards the process is moving on well, the demand for this infrastructure cannot be over emphasized. The Sector must therefore fast track the remaining processes to ensure that this project progresses without compromising value for money.



ARTISTIC IMPRESSION OF THE PROPOSED SUPREME COURT

Under the PPP arrangement adopted, the private investor will implement the Project on a Build, Operate and Transfer basis. This means that the private party undertakes the design, construction, commissioning, operation, maintenance, financing and transfer of the JLOS office Park (JLOS House project). The private investor will also undertake facilities management and maintenance of the offices for a period of 20 years, including training of a JLOS unit to take over facilities management and maintenance thereafter. The project repayment mechanism proposed by the Government under the Concession will be GOU budget allocations to JLOS institutions for rent over the 20 year period and revenue from the other facilities such as retail facilities and restaurants on the facility. Thereafter it is expected that the private investor will have recouped their investment and hand back the facilities to Government.

The SPV proposed by the consortium has been legally registered and incorporated in Uganda as **Haki Consortium Ltd** and is committed to the negotiations which are nearly at commercial close.



THE PROPOSED POLICE HEADQUARTER BUILDING

Output 2.4 Improved effectiveness to meet service delivery standards

Over the SIPIII implementation period JLOS institutions continued to address systemic weaknesses to reduce case backlog. Day to day operational constraints that were inhibiting access to JLOS services were also tackled through the provision of basic tools of the trade, operational funds and customer service. Alternative dispute resolution mechanisms were promoted. The Sector strived to adopt the use of technology and appropriated resources (both human and financial) to ensure services are delivered to the population in accordance with legal and operational standards leading to reduction of lead times.

Summary Performance against the Work plan Output 2.4: Improved effectiveness to meet service delivery standards

<i>Planned Activity</i>	<i>Achievement</i>	<i>Budget</i>	<i>Release</i>	<i>Expenditure</i>
Support 3 Reconciliators in 12 courts	<i>525 cases handled; 399 completed.</i>	137,220,000	137,220,000	137,220,000
(1)Fast track conclusion of Estates recorded in Vol 1 and Vol II of the Succession Register.(2)Retool the Civil Litigation directorate(3) Procure 4 motor vehicles (4) Equip and resource the M&E. (5)Train 2 officers in strategic Planning, Budgeting and public policy formulation (6) Install LAN at MoJCA Regional offices and an Intranet portal at Headquarters. (7)Train 5 state Attorneys	<i>Conclusion of Estates recorded in Vol 1 and Vol II of the Succession Register fast-tracked and still on-going. 4 Motor Vehicles procured for supporting Court Attendance, Contract Management, district legislative support and ICT support services at MOJCA offices. One PPU Officer trained in Strategic Planning and budgeting. 5 State Attorneys trained in Negotiations and Contracts Management.</i>	992500000	969000000	969000000
Handle backlogged tax disputes	<i>7 TAT staff trained in mediation and judgment writing, 3 members trained in IBFD, 55 outstanding disputes investigated and cleared.</i>	80,000,000	80,000,000	80,000,000
Support to enforcement of immigration laws; Reduce the congestion at Kampala Passport Control Office.	<i>Procurement of a vehicle to support enforcement of immigration laws still on-going</i>	260,000,000	247,000,000	225,000,000
Support to JSI to train Commercial Court Judicial Officers; Judicial officers and other authorized legal officers; Registrars and Magistrates. Joint training of 200 court clerks & police officers. Overhaul of the JSI curriculum. Complete projects started under DANIDA support to Judiciary. Plea Bargain rolled out to all courts. Conduct JLOS open days and meetings for court users. Popularize the new initiatives by the Public Relations Office. Facilitate sessions at all court levels. Enhance capacity to clear cases in courts.	<i>45 Judicial officers and 28 non judicial staff trained. Small claims rolled out to 12 courts. 1550 cases disposed through plea bargaining. 16 JLOS open days conducted. Development of Sentencing guidelines for Magistrate Courts and review of the guidelines for the High Court on-going. Case backlog reduction carried out as follows: 68 cases completed in industrial court; 57 cases at Anti-Corruption Division; 60 cases in Commercial division; 221 cases at the civil division; 5000 cases at the high court circuits; 204 criminal appeals were completed & 115 criminal applications conducted 5 at the court of appeal. 828 Criminal cases disposed of; 140 cases in land division .No funds released for Joint training of 200 court clerks & police officers; and of Registrars and Magistrates.</i>	5,635,000,000	4,989,000,000	4,629,000,000

Reduce case back log and expedite the disposal of cases at tribunal through facilitation of Commissioners and witnesses.	<i>UHRC disposed of 110 cases</i>	262,680,000	262,680,000	262,680,000
Remodelling and Partitioning of office space for NGO Board. Develop an Electronic Data Management System (EDMS) at MIA. Provide expert opinion to courts of law. Service and calibrate DGAL specialized equipment. Train staff in specialized skills in scientific investigation of forensic cases. Support to GAL to setup Policy Planning Unit	<i>MIA paid contractual obligation for the remodelling of NGO board, EDMS and DNA reagents acquired in the FY15/16. Procured DNA reagents; 1230 new forensic cases received of which 630 cases analyzed; Analysis of exhumed bodies and sexual assault cases; 77 courts attended out of 82 court summons received; Responded to the call by UPF to 7 fire scenes. (4) Carried out servicing and calibration of the genetic analyzer for DNA Analysis. Repaired and serviced 2 Autoclaves for DNA Laboratory and Microbiology laboratory. (5) Trained all 7 DNA Laboratory staff, 2 staff in Ballistics and one in criminal Investigations. (6) DGAL Policy planning unit set up, and equipped.</i>	939,112,100	837,259,110	801,459,110
Working Group Management support supervision visits to identify and share best practices on case disposal, processes and standards Study on impact of phasing out GII and the introduction of LCC in the Judiciary;	<i>Facilitated sector working groups to undertake meetings and up country onsite visits</i>	260,000,000	260,000,000	160,000,000
Procure 100 office cabinets for UPF for safe storage of files. Facilitate and protect vital state witnesses of Counter terror, transitional justice and violent crime cases. Support investigations of 1,000 homicide cases. Complete investigations of identified 14 International crimes cases. Reduce 4,000 case backlog	<i>50 Office cabinets delivered. UPF provided protection to witnesses in Acholi and Lango sub-regions. 1,000 Homicide examinations and 4,000 SGBV cases examined. Conducted investigations of 14 war crimes, and inquiries in Kasese and Bundibugyo districts. All district CID facilitated and Investigated 876 case backlogs.</i>	1,199,800,000	931,000,000	801,000,000
Link remand prisoners to other social actors and reduce remand population in prisons	<i>2,596 inmates linked to various stakeholders to enable them access justice.</i>	150,000,000		
Train LCC Desk Officers. Capacity building of LCC members. Translate and print the revised IEC materials on LCCs. Print the LCC registers	<i>51 LCC desk officers and 50 alternate persons trained on data collection, records & information management; Capacity building conducted benefitting 685 LCC members from 117 local council courts.</i>	369,550,000	369,550,000	369,550,000

Build the capacity of staff in Remand Homes, Kampiringisa NRC and of probation officers. Procure Transport equipment. Support juveniles to attend court sessions and resettlement	<i>Juvenile institution staff, Probation officers and other justice implementers given refresher trainings on juvenile issues and management of cases. Reduced number of juveniles on remand and increased resettlement rate to 57%</i>	168,744,000	168,744,077	164,404,000
Prosecute: cases at Supreme Court; International crimes cases; Magistrates' Courts; High Court sessions; Court of Appeal sessions Data collection management, collation and processing	<i>46,036 cases handled at Magistrates courts; 1,359 cases at high court; 79 cases at court of appeal; 2017 cases in 47 plea bargain sessions returning a 64% conviction rate Data collected in 15 DPP Regions per Qtr including prosecution of terror cases in which most of the suspects were convicted</i>	2,022,000,000	1,852,000,000	1,837,000,000

As a result of implementation of various measures, disposal of cases by the Sector grew by 50% to 175,556 cases at the end of implementation of the SIPIII in 2016/17 from 116,367 cases in 2012/13 at the start of implementation of SIPIII, and case backlog reduced from 35% in 2010/11 to 24% in June 2017, while conviction rates in criminal matters increased by 32% to 65% in 2016/16 from 49% in 2010/11, as indicated in table 7 below. This was possible because of increased staff numbers and training, adoption of new programmes such as plea bargaining, ADR, diversion of cases from the formal system, retooling of institutions, and public awareness programmes among others.

Table 7 performance against effectiveness to meet service delivery standards indicators

Indicator	2010/11	2012/13	2014/15	2015/16	Target 2016/17	Actual 2016/17
Conviction rates	49%	53.60%	56.80%	61%	53%	65%
Cases disposed	116,367	124,897	150,963	141,262		175,556
Average time spent in detention by children before sentencing	5m	3m	3m	3m	3m	2m
Proportion of backlogged cases	35	32.3	36.3	25	30	24
Proportion of children resettled upon release	39%	44%	58%	75%	80%	56%
Average case load per magistrate	343	353	325	274	315	395
Average case load per C/Magistrate	3559	3600	3400	1154	3,000	2756
Average case load per Judge of the High court	1153	1200	1100	1391	1000	897
Average case load per CID officer	23	20	19	23	18	22
Average case load per DPP state attorney	820	850	740	323	550	245

Major performance highlights in the 2016/17 period include a 50% increase in cases disposed of, 65% conviction rate for criminal cases from 49%, a reduction in CID caseload from 23 to 22 files and ODPP State Attorney case load to 245 cases in 2016/17 from 820 cases in 2010/11.

As a result of the current staffing levels, the average case load per Magistrate stand at 395cases; for Chief Magistrates 2,756 cases and for High Court Judges 897 cases.

The caseload for every Chief Magistrate improved to 2,756 cases at the end of SIPIII from 3,559 cases at the start of SIPIII implementation. At High Court level the case load also reduced to 897 cases from 1153 in 2010/11 following the recruitment and filling of vacant positions of Registrars, Deputy Registrars and

Assistant Registrars. The average case load per Magistrate however remained higher than the target because of the ongoing phasing out of Magistrates Grade II that have not been replaced due to the less than proportionate increase in Magistrates Grade I and the increased growth in case filling. The challenge however is that only 66% of the Judiciary structure is filled. As at 30th June 2017, the Judiciary had a total of 395 (66%) Judicial Officers against an approved structure of 600, including 7 Justices of the Supreme Court; 13 Justices of the Court of Appeal; 47 High Court Judges; 44 Registrars including 44 Chief Magistrates; 196 Magistrates Grade I ; and 44 Magistrates Grade II. The appointment of new Chief Magistrates significantly improved the caseload per Chief Magistrate and the performance surpassed the target of 3,000 cases per Chief Magistrate.

Bar graph1 showing the staffing gaps in the Judiciary

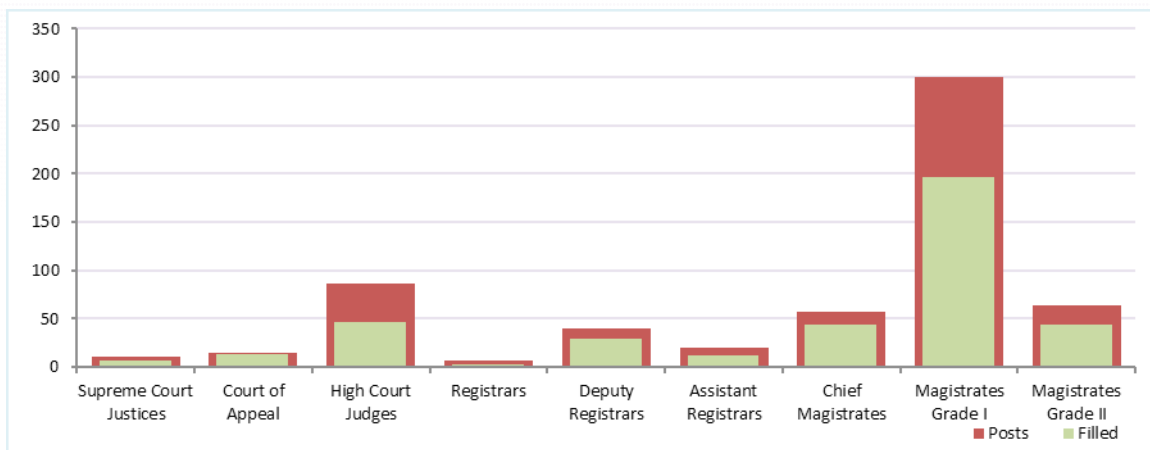
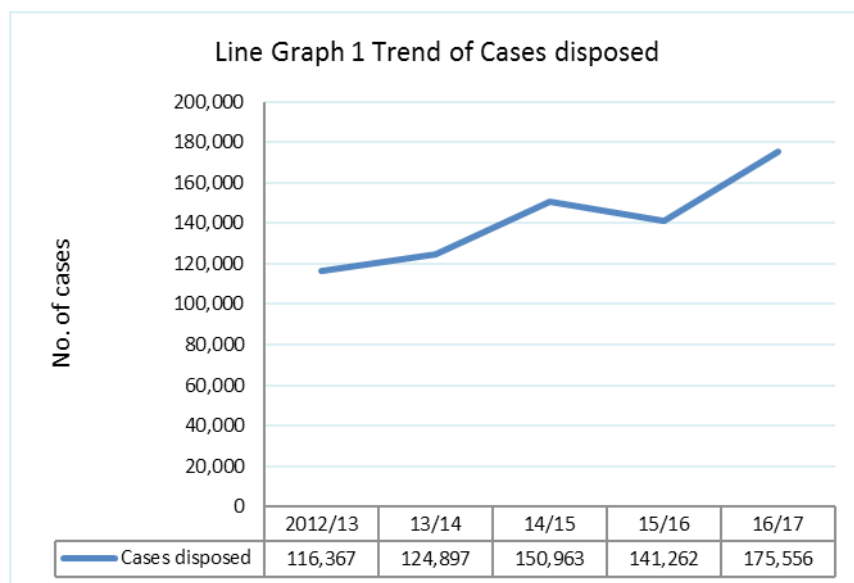


Table 8 the average caseload per Judicial Officer

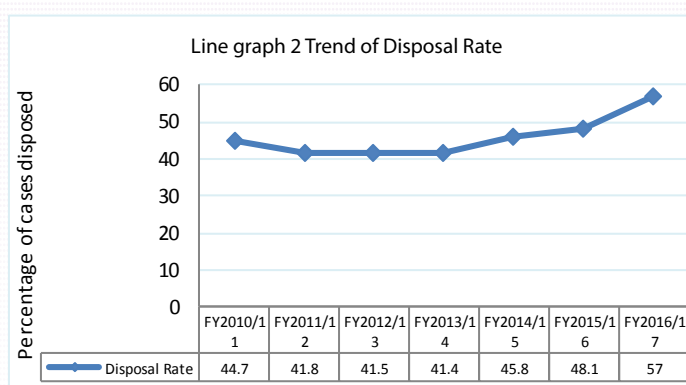
Court Level	Average caseload per Judicial Officer
High Court	897
Chief Magistrates Court	2,756
Magistrates Court	395



Aware that justice delivery is partly a function of the number of judicial and other officers involved in case processing, the increase in staff numbers in many frontline JLOs institutions has begun to bear fruit as seen by the over 50% increase in cases disposed of when we compare the disposal at baseline and the performance currently. For other Court levels, the low staff numbers are made worse by the steady increase in cases filed.

Some Chief Magistrates continue to act as Registrars at the High Court and this slows down case disposal at the lower bench due to limited manpower to handle cases and supervise the Magistrates Grade I and

Grade II. We are however optimistic that the recent increase in magisterial areas from 39 to 80 will help address the current challenge if the magisterial areas are operationalized.



The Sector registered a 7% improvement in disposal rate (against total pending cases) in Courts from 44.7% in 2010/11 to 57% in 2016/17 as shown in the line graph 2. This upward improvement is attributed to recruitment of more judicial officers, innovations such as plea bargaining, mediation of civil cases in courts, de-concentration of services and adoption of targets for judicial officers at all levels. The Sector institutions are commended for

disposing of 175,536 cases the highest number of cases concluded in one financial year.

At the start of the reporting period, 118,677 cases were brought forward from the previous years, 190,679 new cases were registered giving a total of 309,356. Of these, 175,536 (57%) were disposed of leaving 133,820 cases pending as shown in the table xx below.

Despite the improvement in the disposal rate⁷, the case clearance rate⁸ reduced from 124.9% in 2010/11 to 92% in the reporting period. This is partly attributed to the 40.71% growth in the number of cases registered.

Table 9: Court case performance 2016/17

Court Level	B. Forward	Registered	disposed	Pending	Disposal Rate	Clearance rate
Supreme Court	113	57	57	113	34	100
Court of Appeal	6,863	1,507	656	7,714	8	44
High Court	45,039	36,652	26,891	54,800	33	73
C/Magistrate	39,408	81,842	79,939	41,311	66	98
Magistrate GI	24,070	59,542	57,412	26,200	69	96
Magistrate GII	3,184	11,079	10,581	3,682	74	96
Total	118,677	190,679	175,536	133,820	57	92

Table 10 trends in disposal rate of cases

	2014/15	2015/16	2016/17
Supreme court	↑ 48.47%	↓ 40.10%	↓ 34%
Court of appeal	↓ 7.13%	↑ 11.00%	↓ 8%
High court	↓ 28.33%	↑ 58.00%	↓ 33%
C/Magistrates	↑ 45.36%	↓ 40.40%	↑ 66%
Mag GI	↑ 61.56%	↓ 55.70%	↑ 69%
Mag GII	↑ 63.28%	↓ 59.50%	↑ 74%
Total	↓ 45.80%	↑ 48.10%	↑ 57%

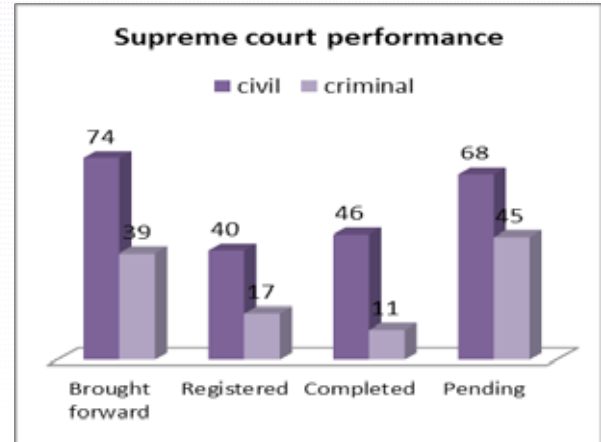
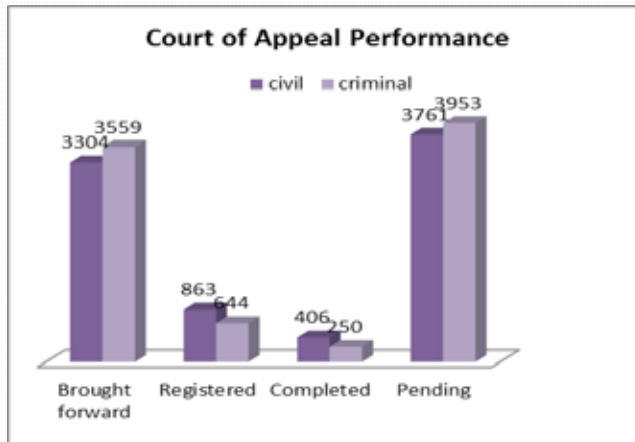
Despite the increase in overall disposal rates, performance at the different court levels shows declines in disposal rates in Supreme Court, Court Of Appeal, and High Court; and improvements in Chief Magistrates courts, Magistrate Grade 1 and Magistrate Grade II courts as shown in table 10

⁷Disposal rate= total cases disposed as a percentage of all cases in the system

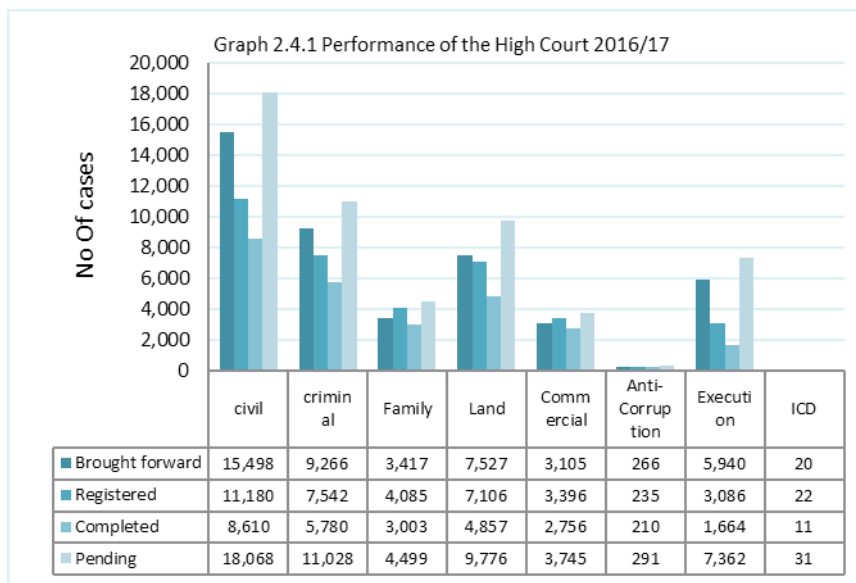
⁸Case clearance rate= the number of cases disposed expressed as a percentage of the cases registered in the year'

Case Clearance by Court Level

The Supreme Court disposed of all the 57 cases registered in the year 2016/17 thereby achieving 100% clearance rate. However it registered a 34% disposal rate when all cases in the system are considered. More civil cases were cleared than criminal cases as shown in graphs below.



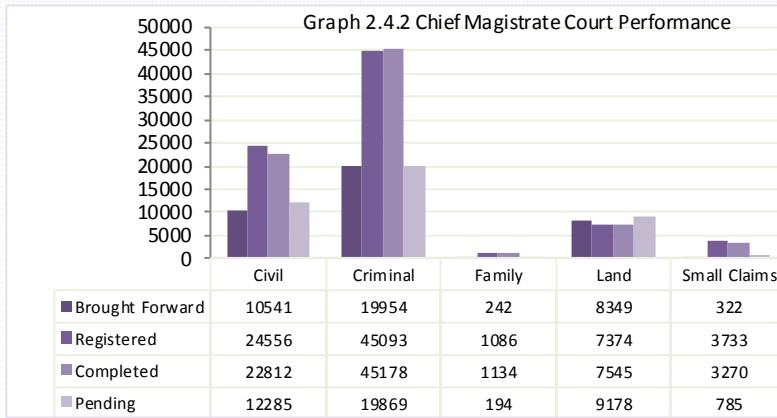
The improvement in civil case disposal was as a result of affirmative action for cases that had overstayed in the system in the Supreme Court.



The Court of Appeal clearance rate stood at 44% however the disposal rate was 8%. The improvements in clearance rates in Supreme Court and Court of Appeal to 100% and 44% from 74.53% and 27.29% in 2014/15 respectively in 2015/16 was attributed to the new recruitments that resulted in near full capacity strength in terms of staffing. To address the growing number of pending cases, there is need to review the rules of the court with regard to constitutional

references and notices of appeal. Currently notices of appeal are taken as cases even when the substantive appeals have not been filed.

The High Court disposed of 26,891 cases which was 79% above the annual target. However new cases filed, more than doubled in the reporting period. As illustrated in the graph 2.4.1 the Commercial division had the highest percentage of completed cases at 42.4%, followed by Anti-corruption division at 41.9% and Family division at 40%. It should be noted that the High Court has greatly improved in terms of output following the adoption of targets for judicial officers as seen from the increased number of cases disposed of. In order to address the growing number of new cases filed an increase in staffing will be a big boost to the performance of the Court. Due to staff shortages some High Court circuits are not operational while others have one Judge instead of the minimum number of two Judges expected for each circuit.

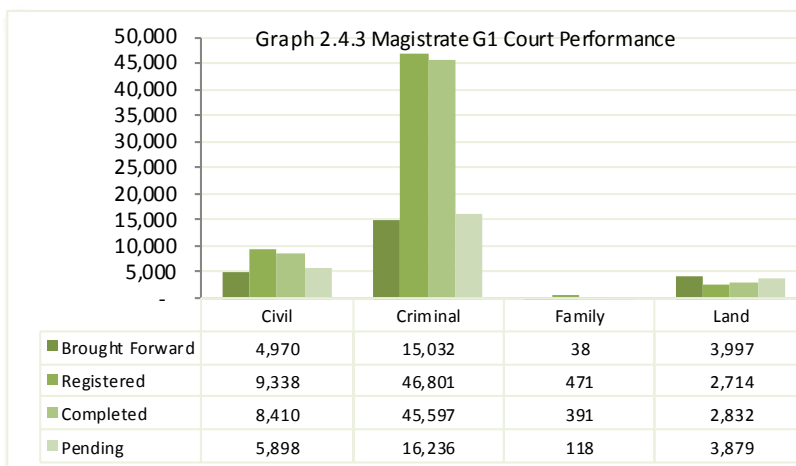


Overall at Chief Magistrate Court level, family cases had the highest completion rate at 85.4%, followed by small claims at 80.6%, criminal cases at 69.5%, civil matters at 65% and land cases at 48%.



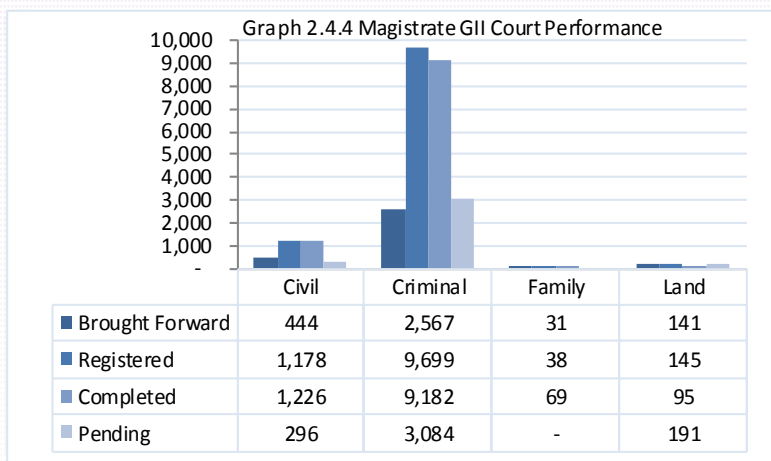
Justice Kaweesa inspects a guard of honour to open a High Court case backlog session in Kabale

There appeared to be positive feedback and appreciation of the Small Claims Procedure with the rise in the number of Small Claims registered and completed in the period under review.



Magistrate Grade 1: The Magistrate Grade I Courts registered 46,801 and had 15,032 cases brought forward totalling 61,833 cases. Of these 45,597 cases were completed and 16,236 cases were still pending, hence a clearance rate of 96.5%, and a disposal rate of 70%. This fell short of the set targets of 54,000 cases by 8,403. The court however managed to make positive progress towards

clearing case backlog for land matters registering 104% case clearance rate.



Magistrate Grade 11: There has been a decline in activity in Magistrate Grade II courts in terms of registration and completion of cases and this has been attributed to the gradual phasing out of the Grade II Magistrate Courts as part of the professionalization of the Bench Policy. The Court had a 74% case disposal rate and 95.6% clearance rate. There was remarkable performance in clearing backlog cases in the civil and family division as shown by clearance rate of 104% and 182% respectively.

Due to the above performance the average time spent in detention by children before sentencing reduced from 5 to 2 months while the proportion of children resettled upon release improved from 30% to 56%. This performance was partly attributed to staff training, capacity building, coordination, the adoption of child friendly processes in the administration of justice and sensitization that the Sector has implemented under the Justice for Children programme.

Case backlog:

The Sector adopted a case backlog strategy to address the existing case backlog as well as stem growth of new backlog and all JLOS stakeholders should support its implementation.



The Chief Justice Launching the Court Case Census Report Oct. 2016

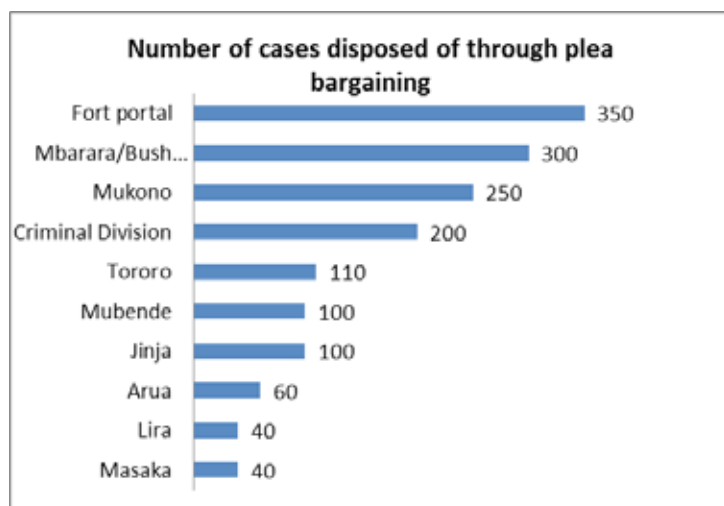
According to the strategy it is possible to address the challenge by addressing some of the root causes of case backlog which include the people (judicial officers, litigants, advocates), the process including those causing delays and system failure including poor records management and storage, support supervision, corruption infrastructure, tools and equipment among others.

Courts are expected and obliged to dispose of cases in a reasonable time and to conduct a fair trial in those cases that proceed to hearing. Failure of Courts to dispose of cases in a reasonable time can affect the public perception of the courts and cause citizens to lose trust if they see a court is functioning too slowly or unpredictably.

Over the SIPIII the Judiciary together with other JLOS institutions implemented a number of interventions to fight case backlog. The interventions included the session system, establishment of new service points, specialisation at the High Court, plea bargaining and the Chain Linked Initiative which focuses on improving coordination, communication and cooperation amongst the duty bearers in the criminal justice chain. The JLOS Case Backlog Quick Wins Reduction Programme was designed and implemented focusing on efforts to remove cases that are more than two years old in the system⁹, promoting compulsory court-annexed mediation¹⁰, small claims procedure¹¹ and plea bargaining¹². As a result the proportion of case backlog reduced to 24% in 2017 compared to 35% in 2010/11.

Table 11 Case Backlog in the Courts 2016/17

Court Level/Age Of Cases	Over 10 years	5-10 years	2-5 years	Total
Supreme Court	0	16	17	33
Court of Appeal	220	968	1521	2709
High Court	549	2410	11232	14191
Chief Magistrates Court	448	4433	10941	15822
Magistrate Grade I	76	992	2814	3882
Magistrate Grade II	38	160	992	1190



Roll out Plea Bargaining to all Courts: The programme was rolled out to all 14 operational High Court Circuits in an effort to enhance case disposal, improve efficiency in the Criminal Justice System, and to promote victims' and accused persons' participation in sentencing. This intervention led to the disposal of 1,550 cases. The highest performance was registered in the High Court circuits of Fort Portal (350 cases), Mbarara/Bushenyi (300 cases), and Mukono (250 cases). While Masaka and Lira High Court Circuits registered the least with 40 cases each. The

exceedingly good performance can be attributed to the well-coordinated training programme supported by Pepperdine University of all the key stakeholders that include Judges, Advocates, prisoners and accused persons. However, it is important to have joint trainings of the actors to provide information and clarity of the programme.

⁹This was a case backlog reduction strategy to change the way case backlog had always been handled to one where human and financial resources would be focused on the result rather than processes.

¹⁰A settlement of a dispute or controversy by setting up an independent person between two contending parties in order to aid them in the settlement of their disagreement.

¹¹The Small Claims Procedure was established to adjudicate over claims whose subject matter does not exceed ten million shillings such as, matters arising out of supply of goods, debts or rent.

¹²Plea bargaining is a process between an accused person and the prosecution in which the accused person agrees to plead guilty in exchange for an agreement by the prosecutor to drop one or more charges, reduce a charge to a less serious offense, or recommend a particular sentence subject to approval by Court

There is also need for sustained sensitisation because there is a perception that if the victim forgives the criminal, then there is no need to apply the law. The fact that the programme is only focusing on High Court Circuits limits its contribution and it should be rolled out to Magistrates Courts where the bulk of the backlog exists. It is imperative to note that while plea bargaining is for those who committed the crimes they are accused of, it should be conducted alongside the main Criminal sessions and funds should specifically be put aside for this exercise since a case in a plea bargaining session costs only Ushs. 300,000 while that in a normal session, costs Ushs. 1,000,000. In the reporting period over 30 billion shillings was recovered from those pleading guilty to corruption related cases.

Alternative Dispute Resolution:

The SIP III prioritised the promotion of alternative dispute resolution as an option for resolution of cases. With support from the Austrian Development Cooperation (ADC), the Sector implemented the Alternative Dispute Resolution Mechanisms (ADRM) project nationally for three years (November 2013 to October 2016). This was done through existing JLOS dispute resolution structures with a special focus on the following institutions: Judiciary; MoJCA (Law Council; Directorate of Civil Litigation; and Administrator General’s Department); ULS; JSC; UHRC; and CADER. Project implementation also comprised of partnerships with legal aid service providers. The project rolled out existing ADR processes implemented in the Commercial Division of the High Court across all JLOS institutions with dispute resolution mandates, and strengthened the implementation of existing ADR mechanisms. ADR was rolled out to all courts country wide and it was established in the reporting period that Lira had the highest success rate at 57.8%, Arua 50%, Family Division 34.6%, Commercial Division 33.6%, Mengo 33%, Kabale 32.6%, Kisoro 32%, and Civil Division 29.3%, Entebbe 28.7%, Kasese 27.3%, Mbarara 23.7%, Masaka 16.3%, Mbale 16%, Tororo 14.3%, Soroti 14.3%, Gulu 13%, Land Division 7%, Masindi 3%. Across the courts women were involved in the mediation processes both as mediators and as parties to mediation. The ratio of trained to non-trained mediators is now 2:1, this implies that the majority of the mediators in courts are trained. It has been established that some litigants and lawyers perception towards mediation is changing and they have begun viewing mediation as a quicker alternative to resolve disputes as opposed to the adversarial system. However, there is need for sustained sensitization of the populace on mediations and training of mediators in a bid to equip them with mediation skills, enhance their understanding on the subject matter and change their perceptions of mediations.

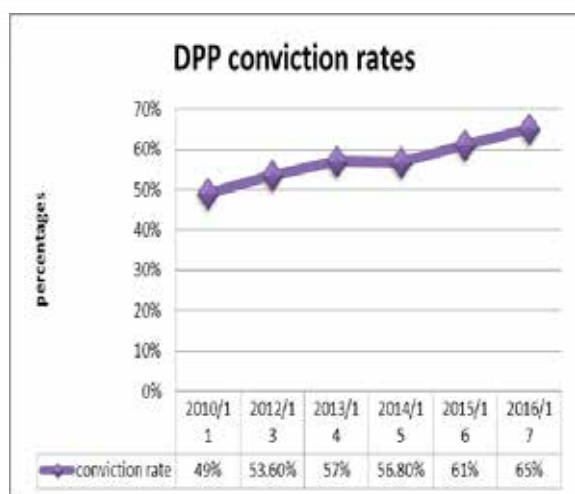


Judicial officers during training on mediation conducted by Pepperdine University at the Judicial training institute

Some of the challenges facing mediation registries include: lack of or limited space to conduct mediation (mediation rooms) hence affecting working conditions of mediators; lack of skilled staff in some courts to manage the mediation registries, some Advocates do not file mediation summaries which causes delays

during mediation; negative perception by advocates towards mediation, limited or no office equipment in some mediation registries; non-attendance by some parties to mediation and sporadic attendance of mediations by some parties; lawyers absenteeism and unaccountability for their absence; and limited knowledge by clients on mediation.

During the reporting period, the Sector printed: a mediation training manual, mediators manual and handbook on engendering ADR processes. The mediation training manual is a resource tool intended to serve as a guide for trainers leading training in mediation for participants with or without prior experience in mediation and will enhance consistent and harmonized continuous training in mediation across Sector institutions. The mediator’s manual has relevant information for mediators and clients on mediation and the handbook on engendering ADR processes provides basic gender concepts and guides the user on addressing gender imbalances which are critical for the advancement of gender equality in mediation processes.



Prosecution services: With the recruitment of 90 more State Attorneys last year, the average case load per State Attorney improved to 245 files surpassing the target of 550. This led to increased efficiency and effectiveness and hence higher conviction rates.

Overall, the ODPP registered 122,608 new cases, out of which 80,147 case files were sanctioned within 2 days on average while case files for decisions to prosecute or not were perused in an average duration of 35 days. The conviction rate stood at 65%, an improvement from 49% in 2010/11. Also 88 prosecution-led-investigations cases were concluded in an average of 126 days. With regard to cross-border crimes, 13,221

cases were registered out of which 8,781 were prosecuted with a conviction rate of 66%.

The above performance was also possible because of the establishment and empowerment of regional offices to handle all criminal matters that would have otherwise been forwarded to the head office, therefore reducing on time to resolve criminal matters from the field offices.

The ODPP launched the *Prosecution Case Management Information System (PROCAMIS)* a major milestone in the management and administration of cases under prosecution. This arrangement was piloted in 5 field offices out of the planned 11 and is being rolled out to other stations to assist in easy retrieval of case data and information at all prosecution stages.

The UPF-CID strength was increased following recruitment and induction of new staff into CID. CID strength is now 4,653 from 2113 in 2010/11. This has resulted into a reduction in case load to 22 files. However given the current crime rate as well as the number of cases reported at police, the optimal requirement would be 14,000 staff. This number is what is required to achieve the recommended international standard of 12 files per detective per year. In SDPIV the Sector must address the shortage of personnel and existing skill gaps in the force to enhance investigations and clearance of cases in the system. In 2016/17 CID cleared a backlog of 6,634 cases through weeding out.

In the UPS 73 Cadet Assistant Superintendent of Prisons, 120 Commissioned Prison officers and 123 Prison Officers were recruited and completed training at the Prisons Training School Luzira; 150 staff trained in Military skills at Butiaba UPDF training School while 75 armory staff and 150 instructors underwent

refresher training. Given the low levels of recruitment coupled with high prisoner growth rates the warder to prisoner ratio has remained less than optimal.

Forensic investigations: DGAL analysed 3516 (45.6%) of the 7,711 new forensic cases that were received, and responded to 77 of the 82 court summons. DGAL experts also responded and investigated 7 fire scenes and carried out analysis of exhumed bodies and sexual assault cases. Currently, case backlog stands at 7,072 cases at DGAL.

Table 12 DGAL case Load

Laboratory	Received	Dispatched	Pending Cases
DNA	1,922	835	2,735
Toxicology	5,034	2,160	4,063
Ballistics	469	335	123
Questioned Documents	286	186	151
Total	7,711	3,516	7,072

DGAL trained 27 staff in specialized skills in scientific investigations of forensic cases mainly crimes involving Arson/fire, DNA, Poison, explosives analysis. Under this activity 3 Government Analysts were trained in operation of the newly acquired LCMS/MS equipment for forensic toxicology analysis; 2 Scientists were trained in Analytical Skills Development. 10 Government Analysts trained in operation and usage of the newly acquired X-Ray Florescence Spectrometer (XRF), Water Purification system, Analytical Balance, DR6000 SPECTROMETER, and the pH Meter. All 7 DNA Laboratory staff were trained in DNA extraction and analysis of bones of exhumed bodies. 1 staff completed a Master's degree in Environmental Studies and 4 staff trained in either cyber security or method validation. The DNA laboratory also participated in GEDNAP (German DNA profiling group Proficiency testing system) for Inter Laboratory Proficiency Tests.

Community Service Order: A total of 12,353 community service orders were supervised in 2018/17. This was 12% above the annual target of 11,055 orders for FY 2016/17. In most cases NCSP uses volunteers to prepare social inquiry reports due to a weak probation function in the districts of operation. It must be noted however that the use of volunteers to prepare social inquiry reports is not sustainable. It is therefore important that the process of reviewing the probation function is fast tracked to address this challenge. Under the National Community Service Programme, 210 offenders in Mbale and Lira were profiled and followed up through home visits and reconciliation meetings. The rehabilitation was done under tree nursery placement skilling projects for rehabilitation. In addition, 7,371 social inquiry reports in all the regions were filled. Filling of the Social Inquiry forms accounted for 59.6% of the orders issued in the reporting period. Social inquiry reports facilitate offender profiling and enable judicial officers to make informed decisions on issuance of Community Service Orders. It must be noted however that the use of volunteers to prepare social inquiry reports is not sustainable. It is therefore important that the process of reviewing the probation function is fast tracked to address this challenge.

Community Service trained 20 staff in restorative Justice and Correctional approaches, these included 57 Magistrates Grade I and 174 (102 males and 72 females) Police Officers, on the role of different stakeholders in community service implementation. All participants were given brochures and copies of Community Service Act, 2000.

Defending Civil Suits in Courts of Law and Tribunals: The core mandate of the Attorney General is to defend Government in various courts of law and Human Rights tribunals across the county. In the reporting period, the Attorney General represented Government in various Courts and tribunals across the country. Fifty four (54) cases were concluded out of which 23 cases were won saving Government UGX. 198.155bn. Thirty (30) cases were lost due to lack of witnesses and instructions from MDAs.

Immigration control & passport issuance: In the FY 2016/17, 127,017 passports were issued, (53.7% male and 46.3% female passport applicants). The average lead time for issuance of passports improved from 10 working days to 7 working days; however, in the fourth quarter of the financial year, the institution experienced a shortfall in supply of passports. The backlog created as a result was cleared by end of August 2017 through implementation of rigorous work shifts and working on weekends.

Table 13 Trends in passport issuance

	FY 2015-16			FY 2016-17		
	Female	Male	Total	Female	Male	Total
Ordinary passport	68,605	64,264	132,869	58,437	67,592	126,029
Diplomatic Passport	123	168	291	151	211	362
Official Passport	59	176	235	107	240	347
EAC Passport	69	174	243	90	189	279
Total	68,856	64,782	133,638	58,785	68,232	127,017

Source: Multiple Document Issuance System

The low number of passports issued was attributed to supply constraints of ordinary machine-readable passports in the fourth quarter of the FY2016/17 as it was envisaged the country would transition to issuance of electronic passports by April 2017.

DCIC expanded the e-Visa and e-Permit system to 5 more borders of Busia, Cyanika Elegu, Malaba, and Mutukula in addition to 15 Missions abroad including Washington D.C, Ottawa, London, Berlin, Paris, Brussels, Addis Ababa, Abuja, Pretoria, New Delhi, Beijing, Guangzhou, Ankara, Canberra and Mogadishu. All Foreign service/consular officers in the 15 Missions were trained on the operation of the e-visa system. With the e-visa system arriving tourists/visitors are certain to have their visas endorsed instantly. This shortens the time of interaction with Immigration Officers since information about the traveller is received in advance. Immigration facilities such as visas, permits and passes can now be applied for online on the web portal www.visas.immigration.go.ug. This has improved efficiency, effectiveness and built confidence amongst investors, tourists and other visitors to Uganda. Further, the e-visa system has facilitated travellers from countries without the presence of Uganda Missions to apply directly for visas and get prompt travel authorization. As a result, the number of Visa applications received increased from a monthly average of 4,000 in the FY 2015/16 to 7,000 in FY 2016/17.

The introduction of e-Visa and e-Permit system has improved lead time for issuance of work permits to 5 working days this financial year, compared to 8 working days last FY 2015/16. For visa applications, these are processed and approved within 24 hours. To improve adherence to timelines, 8 laptops were procured to facilitate Approval Supervisors access to the e-Visa system even when offsite with support of Virtual Private Networks (VPN).

Work Permits: DCIC facilitated investment and trade in the country through issuance of work permits. In the period under review, the proportion of work permits issued to general employees reduced from 61.52% to 59.16%. The investor to work permit ratio increased from 9.19% in the FY 2015/16 to 9.62% in the FY 2016/17.

Table 14 Work Permits issued by Gender FY 2015/16 and FY 2016/17

Class	2014/15				FY 2015/16				FY 216/17			
	Male	Female	Total	%	Male	Female	Total	%	Male	Female	Total	%
A	738	343	1081	12.7	939	447	1386	12.7	956	590	1546	13.4
A2	125	4	129	1.5	115	9	124	1.1	68	20	88	0.8
B	20	0	20	0.2	32	0	32	0.3	18	3	21	0.2
C	2	0	2	0.0	4	0	4	0.0	5	0	5	0.0
D	670	46	716	8.4	848	57	905	8.3	904	81	985	8.5
E	38	6	44	0.5	54	5	59	0.5	91	7	98	0.9
F	15	7	22	0.3	23	7	30	0.3	27	15	42	0.4
G1	650	561	1211	14.3	878	769	1647	15.1	972	953	1925	16.7
G2	4834	423	5257	62.0	6,126	568	6,694	61.5	6,309	514	6,823	59.2
Total	7,092	1,390	8,482	100	9,019	1,862	10,881	100	9,350	2,183	11,533	100

Source: E-permit system

National Identification and Registration: The National Identification and Registration Authority (NIRA) established by the Registration of Persons Act (ROPA, 2015) commenced operations on 1st July 2015. So far 23million adult Ugandans have registered for the National ID are and 17.5 million have received their National ID cards. NIRA also facilitated the Uganda Communications Commission in the SIM-card registration process and the Public service with the verification of Civil Servants. In 2016/17 NIRA issued 43% of the total National ID cards, 82.7% of the birth certificates; 69.3% of the death certificates and 67.3% of adoption certificates as shown in table 15

Table 15 performance of NIRA 2016/17

Category	Applications	Issued	%
National ID Card	1,168,752	502,568	43
Birth Certificates	36,727	30,385	82.7
Death Certificates	3,143	2,178	69.3
Adoption Certificates	55	37	67.3

In addition to the above NIRA also began the registration of Learners aged 5-16 years project in collaboration with Ministry of Education and Sports and other key stakeholder institutions in respective schools across the country. The target was to register 10 million students in both Primary and Secondary school.

Inspection of Chambers: The Law Council conducts inspection of all law firms' country wide to ensure that chambers of advocates countrywide are fit for the purpose and well stocked with law books before Certificates of Approval can be issued. In the reporting period, 1037 law chambers were inspected against an annual target of 700 of which 975 were approved while 57 were not approved. The approved chambers were published in the major newspapers. This significant performance was due to increased number of lawyers setting up law firms but also the vigilance of the Law Council.

Table 16: Law firms approved by law council 2016/17

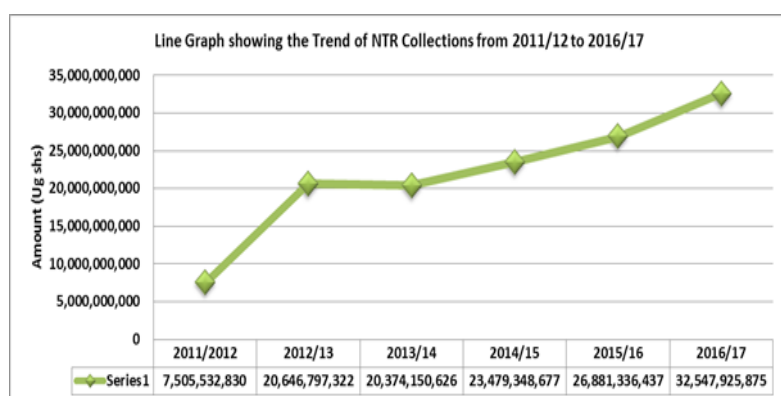
Region	Approved	Not Approved
Central	838	37
Northern	35	7
Eastern	40	9
Western	62	4
Total	975	57

NTR Collections

The Sector is the leading generator of Non-Tax revenue (NTR) in Government. In the reporting period, a total of 89 billion was collected as compared to 48 billion collected in 2010/11. Table 17 and the line graph below show a breakdown and trends of collections by institutions.

Table 17 Non tax revenue collections

Institution	2010/11 billions	2016/17
Uganda Registration Service Bureau	2.479	32.547
Uganda Police Force	10.27	
Uganda Law Reform Commission	0.5	
Uganda Prisons Service	3.35	
Law Development Centre	2.514	
Judiciary	1.309	6.895
Ministry of Internal Affairs	0.093	
Directorate of Immigration	27.5	
Ministry of Justice & Constitutional Affairs	0.644	



URSB collected a total of Ug shs 32,547,303,875 in the period under review compared to Ug Shs 2,479,000,000 in 2010/11. The NTR trend continues to grow at an increasing rate with business registrations and Intellectual property rights making up the bigger percentage (85.1% and 12.2% respectively) as shown in Table.17. This could be attributed to the improvements in Uganda’s ease of

doing business environment that according to the World Bank shows improvement from 123rd position in 2012/13; to 115th in 2016 out of the 190 assessed countries. Within Sub-Saharan Africa, Uganda was now ranks 12th out of the 48 countries assessed in 2016. Meaning the interventions such as sensitization and awareness creation campaigns, streamlined work processes, business environment reforms, and legal reforms being implemented are starting to bear fruit. Reforms worth noting are the Business licenses (Miscellaneous Repeals)Act that made starting a business easier by eliminating the requirement to commission when incorporating a company; and the elimination of the requirement for tax returns to be submitted in paper copy following online submission.

The Directorate of Citizenship and Immigration Control operationalized the electronic payment module under the e-Visa/Permit system. This module facilitates electronic transfer of money which minimizes the

degree of manual cash transactions in respect of immigration facilities e.g. visas. All applicants for visas can now pay visa fees as part of the application process and have their visas personalized at the port of entry.

The initiative of online applications and online payment prepares the country to receive travellers with lessened inconvenience of carrying cash with the associated difficulties of the different currency regimes. For the government, the transparent Non-Tax Revenue collection in real time without leakages is expected to improve revenue generated from visas in the FY 2017/18.

Output 2.5 User empowerment services

User empowerment was used as one of the avenues to grow the demand side of justice. Over the SIP III implementation period the Sector provided information on services offered by Sector institutions and educated the public on the administration of justice. This was done using service user guides, other publications, translation of laws, dialogues with communities, school outreach programmes; JLOS open days and awareness weeks, radio and televised shows and user committees among others. Sector institutions also translated information into local languages for the public. According to the UBOS National Service Delivery Survey 2015, there was an increase in knowledge and use of institutions for arbitration, with about 90 percent of households that required arbitration services reporting actual use of the institutions, making utilization of almost all the institutions higher in 2015 compared to 2008. According to a report by LASPNET October 2017, 96% of the public know where to find justice services or where to seek remedies. What is however lacking according to 39% of the public are tailor made programmes on laws and rights. The following activities and performance was recorded in the reporting period.

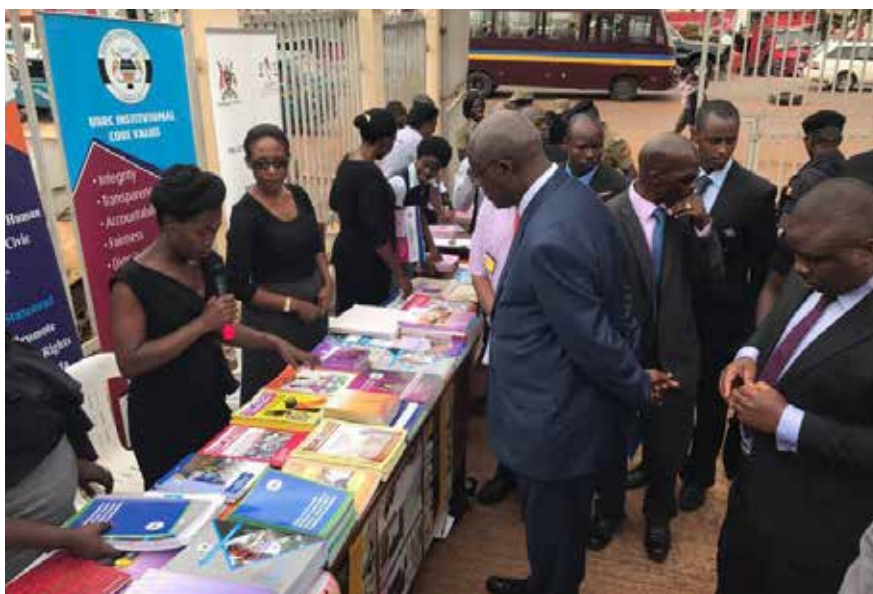
Summary Performance against the Work plan Output 2.5 User Empowerment service

Planned Activity	Achievement	Budget	Release	Expenditure
1) Conduct 8 tax dispute awareness seminars in four regions (2) Conduct Human Rights sensitization. (3) Capacity building of UHRC Staff. (4) UHRC institutional media campaign through Radio talk shows and spot messages	<i>TAT held 4 court user meetings. 76 villages & an estimated population of 23,675 people sensitized through the civic education van, 43 Community barazas held reaching 13,558 people. 22 field office volunteers equipped with Refresher Skills training. 100 spot messages 12 live talk shows aired.</i>	649,892,000	472,092,000	472,092,000
Annual Rule of Law commemoration week, Sensitize Lawyers and other Stakeholders and the General Public.	<i>Rule of Law was enhanced through the launch of Quarterly Rule of law reports</i>	32,050,000	32,050,000	32,050,000
Advocacy on pre-enacted bills (Marriage & Divorce Bill and Witness Protection Bill); Pre enactment Advocacy for quick passage of the Prisons Act; Post enactment awareness of Business Laws, children's Act, Domestic violence Act, EAC CMA, POMA, Anti torture); Simplification of the Customs Management Act	<i>2 advocacy workshops held; Marriage and Divorce bill redrafted to the Marriage Bill, 2017; Double cabin pick up procured; Awareness created on the business laws; Advocacy meeting held with Prisons Authority and the bill updated. The Customs management Act was simplified</i>	768,265,000	600,550,000	600,550,000
Conduct mass sensitization using multi-approach campaign; Print materials on Anti human trafficking; Carry out media talk shows	<i>26896 offenders sensitized; 102 community meetings involving 3815 persons held; 5000 Posters and 5000 brochures printed;</i>	100,000,000	65,000,000	65,000,000

Conduct community policing in selected schools (2)Train 258 district desk officers on customer care	<i>40 Community sensitization in schools conducted reaching 4,000 students and staff. Delayed delivery of the pickup by Toyota due to stock outs.</i>	296,160,000	90,400,000	90,400,000
Develop and produce IEC materials; Conduct radio talk shows and District public sensitization workshops on the administration of Justice. Purchase of Motor vehicles for Civic education activities. Equip and retool the resource center.	<i>JSC produced brochures, Pupils handbook; radio talk shows and district Public sensitization conducted; purchased the vehicle for Civic education activities and procured 3 desk top computers and 6 pieces of UPS.</i>	379,600,000	379,600,000	377,600,000
Awareness creation programs to enhance knowledge and information on law rights obligation and duties by users of Administrator Generals services; (2)Publish both approved and non approved law chambers, licensed lawyers and universities in New vision and Monitor newspapers.(3)Retooling the Administrator General's Clients waiting rooms (4)Grassroots communication in the targeted areas sensitized on the DVA/R	<i>Administrator General sensitized the public about the work under the Department and succession in the media on television and radio talk shows.; (2) 726 approved firms and 57 none approved firms were published.(3) TV, DSTV and Furniture set were purchased. (</i>	159,000,000	159,000,000	159,000,000
Procure office equipment for DCIC. Print and disseminate Victim Rights and Friendly Procedures guide-DPP	<i>DCIC Equipped and Victim Rights Friendly Procedures guide printed by DPP</i>	105,000,000	105,000,000	105,000,000
Branding (signage)	<i>The signposts were prepared and delivered for 32 Chief magistrates Courts.</i>	137,500,000	112,000,000	102,000,000

Civic education:

JLOS Open Days: Open Days enabled JLOS duty bearers to interact with the public and provide information on the different JLOS processes and procedures such as adjudication, policing, prosecution, correctional services, juvenile justice, and community service among others.



The Chief Justice inspects an exhibition by JLOS institutions during the Buganda Road DCC open day



During the open days all JLOS stakeholders met the public and provided information on policing, prosecution, adjudication and correctional services as well as where to get probation services including the roles and responsibilities of the JLOS actors. Real time answers were provided to the public on issues raised and a special space was provided dealing with issues of juvenile justice and access to justice by vulnerable groups. JLOS institutions received responses and feedback from the public about the different services delivered in form of questions, recommendation and complaints; this helped to improve service delivery in the JLOS institutions. The public got the opportunity to understand the different court processes and procedures like filing of civil cases, processes in criminal trials and addressing community perception.

Open days were held at Buganda Road Court, Industrial Court, Mukono High Court, Mbarara, Mbale, Gulu, Arua, Mubende, Mengo, Jinja, Soroti, Tororo, Masindi, Lira, the Anti-Corruption Court Makindye, Kabale, JLOS regions among other places. DCCs also conducted outreach programmes in markets, schools, religious institutions all aimed at growing the demand side of justice. In pursuit of the same goal, the JSC published and distributed 40,000 brochures on land laws, domestic violence, succession law, sexual offences, and children's rights. JSC also sensitized 800 community members in 6 districts including Kaliro, Kiboga, Luwero, Kisoro, Rukungiri, and Mitooma on administration of justice, land law, succession law, marriages, domestic violence, JSC mandate and complaints handling system. In addition, radio programmes focusing on administration of justice, Marriage, GBV, defilement and the law relating to court bail were held in 16 districts of Nakapiripirit, Soroti, Kapchorwa, Mbale, Kabale, Kasese, Rukungiri, Masaka, Kalangala, Bundibugyo, Jinja, Iganga, Kampala, Apac, Moroto, Kisoro, and Bushenyi.



JLOS staff sensitizing communities in the market about new initiatives in the administration of justice

The Directorate of Community Service sensitized 26,896 (24,413 males, 2,483 females) offenders in Prisons, Police and Court cells on community service. Sensitization increases knowledge of offenders about Community Service Order and saves court's time especially when offenders choose to consent to the order.

The Administrator General's office conducted television and radio sensitization programmes about Succession Law and Policy; the processes and fees required of a client to access the services of the Administrator General; the timeline within which a client should expect to have received service; and reporting mechanisms in case someone has a complaint about officers of the Department.

UPF installed 36 toll free lines for core policing services as well as electronic bill boards in Kira Division, Masaka and Mbarara bringing the total number to six. In addition to the electronic media and weekly media briefs, the police publishes a magazine called 'Mwangaza' which it uses to sensitize the public on what police and the community are doing. It highlights projects being under taken and the success stories. A column is currently running in the New Vision, 'the crime watch' where the public is sensitized on crime issues and face book accounts for CID, PSU, CFPU, Band and Traffic where members freely interact with police including lodging complaints for redress are other initiatives that have been put in place.



Hon Justice Y Bamwine interacting with members of the fourth estate while officiating at the JLOS open day in Mbarara 2017

URSB conducted a business clinic for women in Kampala aimed at facilitating their potential to qualify for lucrative contracts that will eventually assist them improve and expand their businesses through business registration and creating awareness of our various services. During this exhibition, 10 Company name reservations, 10 business name reservations and 67 enquiries were made.

The URSB also held an Insolvency Week with the aim of sensitizing key stakeholders on Corporate Rescue mechanisms, an alternative to liquidation of businesses. This was under the theme of "Enhancing Stakeholders' Awareness on Insolvency". Several workshops were held, including the Official Receiver Forum to review the state of Uganda's national insolvency laws and international best practices to assess readiness to handle Cross Border Insolvencies. The insolvency week further provided an opportunity to engage stakeholders in discussions on the draft Insolvency Regulations.

A sensitization workshop on copyright and neighbouring rights targeting authors, producers and publishers of art, music, film and books was held. The ultimate goal was to sensitize owners of works of the institutional and legal framework available to protect their rights and to make them realize the benefits of protection and commercialization of the rights. It was also intended to make rights owners

unite against infringement and illegal use of their work, using the copyright legal framework in place.

Laws translated: The Sector translated and disseminated the Constitution into Ateso, Runyankore-Rukiga, Dhur-Alur, Lugbara-Ti, Lusoga and Lumasaaba. Translation of laws into local languages is done to create awareness and enable persons who cannot easily read and understand the English language to understand their rights and obligations under different laws.

Laws simplified: The ULRC also simplified the Local Government Act, Cap 243 and the first draft will be peer reviewed in preparation for printing. Furthermore, the ULRC undertook the simplification of the Contract Act, 2010. The ULRC also engaged with key users of the Contracts Act including the Chamber of Commerce, Uganda Manufacturers Association, Kampala City Traders Association, local government officials in Bushenyi, Mbarara, Busia, Mbale, Soroti, Gulu and Lira. The simplification is intended to promote and facilitate a better understanding of contract law which facilitates doing business. ULRC also simplified the Customs Management Act.

Advocacy on laws:

Prisons Act (Amendment) Bill and the Witness Protection Bill: The Sector conducted pre-enactment advocacy workshop for Members of Parliament and other key stakeholders for the Prisons Act (Amendment) Bill and the Witness Protection Bill. Pre-enactment advocacy is intended to fast track the enactment of the bills through the legislative procedures. Radio talk shows were also held in the different regions of the country.

Marriage and Divorce Bill, 2009: The Sector conducted advocacy on the Marriage and Divorce Bill to enhance public awareness so as to reach consensus on the contentious issues in the bill. These included omitting divorce from the title of the Bill; and omitting reference to cohabitation as a recognized type of marriage in Uganda. The workshop was also to identify the bottlenecks to passage of the Bill and design strategies for its quick passage. Advocacy meetings were held with key stakeholders including Members of Parliament, the Judiciary, and civil society. The Bill was repackaged and redrafted into the Marriage Bill, 2017.

Business Laws: As a way of enhancing the investment environment, the Sector focused on creating awareness on the following business laws: Hire Purchase Act, 2009; Companies Act, 2012; Partnership Act, 2010; and the Chattels Securities Act, 2014.

The Sector also created post enactment awareness on the Prohibition of Torture Act; Children (Amendment) Act; Domestic Violence Act, 2010; East African Community Customs Management Act; and Public Order Management Act, 2013.

UPS conducted 4 television programmes, 9 Radio talk shows and visited to 22 media houses as a way of creating awareness on services offered, promoting Prisons open door policy and enabling the public to interact with the institution.

The ULS launched the Quarterly Rule of Law reports during the Annual Rule of Law commemoration week. The report points out various human rights violations and analyses and provides recommendations to the various MDAs. During the commemoration week, the general public, lawyers and other stakeholders were sensitized on the observance of human rights and the Rule of Law.

UHRC conducted a media campaign on their role, mandate and locations through radio talk shows and spot messages to the public. A total of 4,329 spot messages and 147 live talk shows were conducted. In addition, 136 human rights barazas reaching out to 20,817 members of the community (12400 male, 8417 female) in 62 districts and civic education meetings were conducted reaching 119 villages using the civic education van. An estimated population of 23,675 people were reached.



UHRC officers during community barazas at Kathile Sub County, Kaabong district

TAT conducted 4 court user meetings in Mbale and Mbarara to empower service users by raising awareness on tax disputes.

The introduction of e-Visa and e-Permit management systems provided a direct online interface between clients and DCIC. All applications are received, processed, approved and notifications were electronically sent to the applicants. Clients have been empowered to manage the status of their applications without recourse to third parties. This has eliminated mediation for acquisition of services which hitherto was a big job to agents. The said agents would in the process fleece unsuspecting clients in the pretext of aiding them in acquisition of the facilities.

Output 2.6 Vulnerability profiled and discrimination in access eliminated

Vulnerability in the JLOS context can be defined as the diminished capacity of an individual or group (i.e children, women, elderly and PWDs) to anticipate, cope with, resist and recover from the inability to access JLOS services. The Sector set out to accord special consideration to the above mentioned vulnerable categories of users who were underserved by JLOS Institutions prior to SIP III. The strategies to achieve this were: Implement programmes that address age related disability, HIV/AIDS and gender gaps; Legal awareness and empowerment; fast tracking investigation, prosecution and adjudication of SGBV and Domestic Violence (DV) cases; promote service delivery innovations such as Justice Centers, Paralegal Advisory Services, Plea Bargaining, ADR and Justice for Children (J4C).

Table 18 Performance against Vulnerability profiled and discrimination in access indicators

Indicator	2010/11 (Baseline)	2012/13	2013/14	2014/15	2015/16	Target 2016/17	2016/17 performance
Proportion of small claims disposed of %	N/A	57.1%	78.8	69.1%	88.4%	80	80.6%
Number of juveniles arrested per 100,000 of the child population	10.1	5.62	10.7	4.9	8.4	8.4	7.9
% of juveniles diverted from formal judicial proceedings	52.60%	41.2%	85.4	89.3	84.1	75%	80%
Number of cases diverted after investigations	980	4% (1019)	12% (1141)	18% (1552)	20% (1100)	25% (1375)	196% (4,082)
Proportion of juveniles receiving non-custodial sentences	75%	78.3%	47%	47	77.5%	85%	71.4 %
Number of children on remand per 100,000 child population	1.5	2.6%	2.78%	2.78	2	0.8	2.1

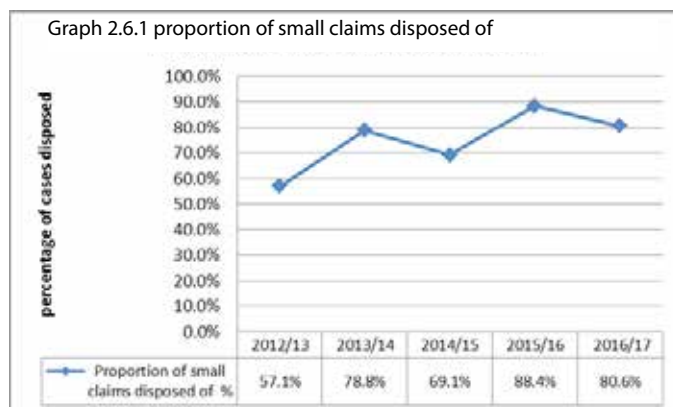
The Sector performance over the SIP III period shows an increase in the proportion of small claims disposed of from 57.1% in FY 2012/13 when the initiative started to 80.6% in FY 2016/17 against a target of 80%. The number of children arrested was 7.9 per 100,000 child population as compared to 10.1 per 100,000 child population in 2010/11 and the percentage of children who received non-custodial sentences stood at 71.4% against a target of 85%. Children diverted after investigations increased from 52.6% to 80%. However, the number of children on remand per 100,000 child population increased from 1.5 to 2.1 against a target of 0.8 this was partly explained by the high number of capital cases in which children are jointly charged with adults and the slow investigation of cases coupled with lack of sureties for some juveniles to access bail. This remarkable improvement was attributed to training, institutional, capacity building and public sensitization by the Justice for Children project supported by UNICEF and the Chain- Linked Initiative among others. The interventions were used to sensitize the public on the new procedure and to sensitise all actors who handle children on child rights, and best practices for handling children.

Summary Performance against the Work plan Output 2.6: Vulnerability profiled and discrimination in access eliminated

Planned Activity	Achievement	Budget	Release	Expenditure
Develop a central database for tracking juvenile justice; Procure motorcycles for CFPU in 10 districts; Train 100 SGBV desk officers in 5 regions; Construct 3 CFPU offices for counselling of SGBV victims .	<i>UPF central database for tracking juvenile justice developed; 10 motorcycles procured. 100 detectives trained in investigation of SGBV. Construction of 3 Private counselling rooms for victims of SGBV near completion</i>	456,000,000	455,500,000	360,500,000
Train 280 fit persons and 40 social workers. Support to 13 social workers to visit remand homes and resettlements. (4)Public Awareness and Sensitization on Women and Children’s Rights and obligations (5) Community dialogue on land matters and family justice . (6) Support to Legal Aid Service Provision.	<i>280 Fit persons trained on how to handle juveniles. 40 Social Workers trained on the diversion programme. Social workers continued to compile reports on juveniles in remand homes. Radio talks conducted on 4 radio stations & 2010 radio jingles aired in 4 major languages. 20 barazas conducted in 13 districts. Furniture delivered and a moot court set up for pro bono legal aid practice</i>	531,160,000	418,560,000	418,560,000



Members of the public seek more information about the small claims procedure during the ongoing public sensitization on new initiatives in the sector



Small Claims Procedure: The Sector developed small claims procedures in 2011/12 to provide a simplified fast track process for claims of Shs 10 million and below. The total disposal rate of cases under the procedure increased to 80.6% compared to 57.1% at the launch of the programme in 2012. The performance remains higher than the average disposal rate in the Judiciary over the years. This is partly because the procedure does not require the client to have a lawyer hence making justice accessible

for the vulnerable poor who cannot afford a lawyer. The pilot phase was rolled out in Mengo, Masaka, Kabale, Lira, Arua and Mbale Chief Magistrate courts, and gradually increased throughout the SIP III period. To enable smooth roll-out, the Sector invested in training for judicial officers involved and conducted public sensitization programs.

The Small Claims Procedures was rolled out to all courts. Contrary to the 2 weeks that had been set in the M&E Framework, the accepted best practice for the completion of a Small Claim is 30 days. In the reporting period, 52% of the small claims were settled within 30 days of conclusion of hearing. The proportion of small claims disposed of in the reporting period was 80.6% expressed as a percentage of total cases, and 87.6% expressed as a percentage of cases filed in the year. In comparison with the previous performances, there was steady increase between 2012/13 and 2015/16, from 57.1% to 88.4%. This however dropped to 80.6% in the reporting period. This drop is attributed to the reduction in funding due to closure of part of the DANIDA-Judiciary Support project. This closure affected the regular submission, compilation, analysis and reporting of Small Claims Procedure performance data.

Table 19 summary of cases handled under Small Claims

Year	Brought forward	Filed	Total cases under project	Disposed of	Clearance rate	Disposal rate
2013/14	-	638	638	503	78.8%	78.8%
2014/15	1118	2174	3292	2274	104.6%	69.1%
2015/16	344	2461	2805	2481	100.8%	88.4%
2016/17	322	3733	4055	3270	87.6%	80.6%

Justice for Children



Justice for children provides happiness no matter the economic status

The Sector under SIPIII started and concluded a review of the Children Act to address some of the gaps that had become a hindrance to the realisation of children rights. Some of the contentious issues included cross border adoption, access to justice for children among others. The Children Act was amended and now has a provision for mandatory legal representation of children in all matters. Currently the Sector is developing a Child Justice Strategy as well as diversion regulations. The Sector institutions have adopted child friendly practices taking into consideration the best interest of the child.

The Sector with support from UNICEF implemented the J4C program, and has continuously worked towards mainstreaming juvenile justice in the delivery of JLOS services. A total of 13 coordinators

were recruited and trained, one for each JLOS region,

which is equivalent to a High Court circuit. The Sector disseminated DCC guidelines to all DCC's and RCC's and conducted capacity building of stakeholders involved on the use of the guidelines.

The Child and Family Protection Department of the UPF recorded a 15.2% reduction in the number of cases reported from 44,463 (2015/16) to 37,686 (2016/17). Domestic violence registered the highest number with 15,593 cases, followed by child neglect with 8,515 and missing children at 2,094. Domestic violence reduced by 10.3%, Child desertion by 11.2%, child neglect by 15.1%, and missing children by 23.4%. However, child abuse cases increased by 21.9%. Mubende recorded the highest cases of domestic violence while Lira topped in cases of missing children, child abuse and child neglect.

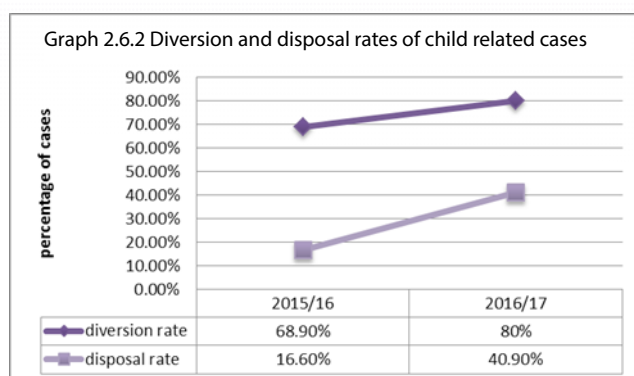
In addition, the Family and Children Protection Department of Police reported that 1,744 children were involved in top 5 selected crimes compared to 1,106 in 2010 as shown in table 20 below.

Table 20 showing the top 5 crimes committed by children

Crime	2010	2012	2013	2014	2015	2016
Defilement	466	533	545	418	746	660
Thefts	268	296	424	323	423	452
Assaults	163	133	216	208	300	270
Breakings	147	207	234	13	251	282
Robberies	62	87	56	66	77	80
Total	1,106	1256	1475	1028	1797	1744

Table 21 child victims of crime

Number of victims of crime					
Crime/Year	2010	2013	2014	2015	2016
Defilement	8,645	9,598	12,077	13,118	17,395
Child neglect	9,293	11,519	11,791	11,929	11,949
Child desertion	1732	3,541	3335	4438	3,287
Abortion	23	555	2578	2016	143
Child abuse/Torture	1315	1,332	1,205	1,298	1,408
Child kidnap		1,061	1,146	1,323	997
Child abduction		729	771	648	670
Child stealing	301	295	216	341	239
Child trafficking		187	220	261	200
Infanticide	46	82	55	100	58



The sector registered 7,340 divertible child related cases in the system between July 2016 and June 2017 out of which 5,858 cases were diverted from formal judicial proceedings hence a diversion rate of 80%. The percentage of juvenile cases diverted after investigations increased from 52.6% in 2010/11 to 80% as illustrated in the graph 2.6.2. The performance reflects significant progress made from the 41.2% diversion rate recorded in 2012/13 to 68.9% in 2015/16 and to 80% in the

reporting period. With regards to case disposal, the disposal rate has gradually improved from 16.6% in 2015/16 when the programme started to 41% in the reporting period as shown in the graph. The improvements are attributed to increased engagement of trial magistrates by the J4C coordinators, continued sensitization of stakeholders involved, fast-tracking of cases, among others.

J4C coordinators continuously engage the trial magistrates and advocate for non-custodial sentences for children in conflict with the law, hence resulting in a reduced number of juvenile offenders ending up in the remand homes. Of the total 2,587 juveniles sentenced in the reporting period, 739 received custodial and 1,848 (71.4%) received non-custodial sentences compared to 2015/16 were 427 (22.7%) received custodial and 1,455 (77.3%) received non-custodial sentences. The increased number of non-custodial sentences issued is attributed to the continuous engagement of stakeholders, sensitization, and advocacy on children rights.

A total of 3,376 of the 7,039 juveniles released were resettled across the J4C programme sites between July 2016 and June 2017. This implies that 34% of juveniles released were resettled in their respective communities up from 18.8% in 2012/13. They comprised of abandoned children, lost and found children and children at risk of violation. The majority were resettled by the in charge Family and Child protection officer who traces their homes and relatives regardless of the distance.

Remand homes

The Sector targeted increasing the number of remand homes from 5 that were operational at the baseline to 7 by 2016/17. The Sector completed Arua remand home in 2013/14 bringing the total to 6 operational remand homes. This will soon increase to 7 when Kabale remand home becomes fully operational. Previously children from Arua region were moved to either Gulu or Masindi hence the establishment of Arua remand home saved the children from being moved very long distances away from home. To ensure full functionality of Kabale Regional Remand Home, electricity and water have been installed in

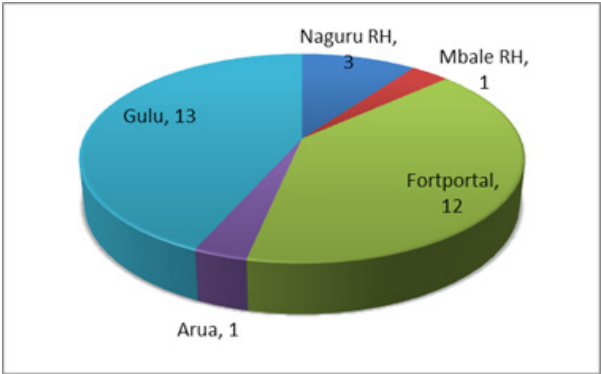
the home; beddings and utensils procured; and staff were identified and posted in the 2nd Quarter of 2016/17. Juveniles admitted in Kampiringisa are offered training and skills such as formal education, farming, carpentry & joinery, tailoring, hair dressing and agriculture to equip them for life beyond remand. MoGSLD built the capacity of staff in Remand Homes, Kampiringisa National Rehabilitation Centre and district probation officers to effectively collect, assemble and store juvenile data, targeting Naguru, Mbale, Fort Portal, Arua, and Kampiringisa NRC. Other participants in the trainings included, Probation Officers, Police, O.C Prisons, Magistrates, State Attorneys, Justice for Children Coordinators (J4C) and NGOs which support some of the remand home activities. The training also covered child protection issues, team work, ethical conduct, and writing of social inquiry reports, conflict resolution, and effective service delivery.

To address the issue of average time spent by children in detention before sentencing, the Sector supported juveniles to attend both lower and High Court sessions. Transport was provided to juveniles in 6 remand homes to attend court. The total number of children admitted in all the 6 remand homes in the country in the year 2016/17 was 1,227 comprising of 1,098 (89.5%) boys and 129 (10.5%) girls. Arua Remand Home admitted 270 children including 233 (86.3%) boys and 37 (13.7%) girls. The lowest number of admissions was at Gulu Remand Home where the total admissions were 199 (7.4%) children, constituting of 172 (63.9%) boys and 27 (6.1%) girls. Over the years, Naguru and Fort Portal had the highest admissions. Masindi admissions still remain the lowest among the 6 remand homes. All the remand homes had more boys admitted than girls as shown in Table 22.

Table 22 showing population in remand homes over the years

	2013/14			2014/15			2015/16			2016/17		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	girls	Total
Fort Portal	311	16	327	41	1	42	165	5	170	320	16	336
Mbale	215	22	237	37	3	40	70	10	80	259	24	283
Naguru	572	42	614	144	6	150	353	20	373	384	25	409
Ihungu/Masindi				27	4	31	42	6	48			
Gulu	102	10	112	52	4	56				172	27	199
Arua remand home	68	58	126	34	4	38	50	12	62	233	37	270
Total in remand homes	1268	148	1416	335	22	357	680	53	653	1098	129	1227

Distribution of children in remand homes by age



The age group with the highest number of children as child offenders in the reporting period was 16 years with 582 (27.9%), followed by age 17 years with 483 (23.1%) and age 15 years with 376 (18%) respectively. Ages 11 and 12 had the least number of child offenders. In comparison with the past years, the age with the highest number of children as child offenders throughout the SIP III period has been age 16, followed by age 17 and 15.

Table 23 age distribution of juveniles at Kampiringisa

Age	Male	Female	Total
12	19	3	22
13	28	2	30
14	63	3	66
15	103	2	105
16	196	14	210
17	165	11	176
Total	574	35	609

Escape rate of Juveniles: In the reporting period, a total of 30 (1.3%) juveniles escaped from remand homes as shown in the pie chart. The highest escapes were recorded in Gulu where 11 boys and 2 girls escaped; and Fort Portal where 12 boys escaped. The others were 3 boys from Naguru remand home, 1 boy from Mbale remand home and 1 boy from Arua, Kampiringisa National Rehabilitation Center is Uganda's only juvenile rehabilitation facility. It is the facility where minors against whom an offence has been proved serve out orders ranging from three months to three years

unlike remand homes which house juveniles awaiting their trial dates. Juveniles admitted in Kampiringisa are offered training and skills such as formal education, farming, carpentry & joinery, tailoring, hair dressing and agriculture to equip them for life beyond remand. A total of 609 children were admitted in the reporting period comprising 35 girls and 574 boys. In terms of age, the highest number of children admitted were aged 16 years, followed by 17 years. The age with the least number of students admitted was 12 as shown in the Table 23 above.

Table 24 Juveniles committed to Kampiringisa National Rehabilitation Center

	2013/14			2014/15			2015/16			2016/17		
Kampiringisa	338	20	358	102	16	118				574	35	609

LDC diversion programme: Under the diversion programme, social workers liaise with Fit Persons when dealing with the cases in court. They endeavour to carry out social inquiries in order to support cases of diversion. They visit remand homes to compile data about juveniles and provide technical advice on juvenile cases in court especially if there are no fit persons or legal representatives present. To support the programme LDC trained 40 Social Workers including Probation Officers and Community Development Officers on the diversion programme to enhance their knowledge on juvenile justice and children rights. In addition, **280** Fit Persons were trained in the districts of Iganga, Gulu, Kamuli, Jinja, Bugiri, Soroti, Kamwenge, Mbarara, Kyenjojo and Arua. A Fit Person is a person of age, who has no blood relation with the child but work with them for purposes of rehabilitation and reintegrating that child back into their family and community. Their roles include writing reports, counselling the juvenile's parents and guardians, training juveniles in life relationship skills, assisting juveniles get police bond, conducting reconciliation between the juvenile and the community etc. The training was intended to provide them with knowledge and skills in handling juveniles and child legal rights and report writing for reports submitted to courts. This has greatly improved their efficiency and enabled them make timely submissions of monthly reports on juveniles to social workers thus paving way for more timely diversions.

LDC Social workers continued to assist remand homes locate parents of juveniles for successful handling of bail applications. They also continued to engage Magistrates to ensure that juvenile cases were handled expeditiously as required under the Children's Act.

They also ensured that the School going juveniles were released as quickly as possible and they constantly counselled the juveniles at remand homes. A total of **272** juveniles were handled in the district of Kampala of which 90% were male. However the main challenge with the diversion programme is failure by the remand homes to take juveniles to court due to logistical problems.

In addition, 2010 radio talk-shows were conducted in 4 major languages namely; Luo, Runyankore-Rukiga -Runyoro-Rutoro, Luganda and English to raise public awareness on Women and Children's Rights, land disputes and use of Alternative Dispute Resolution. A number of clients have continued to visit the LDC Legal Aid Clinic for free legal aid services following the dissemination of information through the radio programmes. This led to an increase in access to justice by indigent persons.

To further improve on accessibility of services to the vulnerable groups, two customized containers were procured and furnished to provide room for walk-in clients interviews, counselling and representation. The Clinic is now able to handle a big number of walk-in clients. **A total of 730** walk-in clients were handled by the clinic in the reporting period and **35** Community dialogues were conducted. These dialogues included Legal awareness to communities on various legal matters like family and land laws (succession matters and Will writing). The communities were provided with simplified and general overview of land law and procedures in Uganda.

Sex and Gender Based Violence: Throughout the SIP III period the Sector implemented activities geared towards addressing gender based violence. The Police Form 3 (PF3) was redesigned to capture more information and Sector institutions were facilitated to set up Gender Focal Points. A gender Department was set up in Police and various campaigns on violence against women and children were conducted and the enactment of Children's Act was fast-tracked.

In the reporting period, the ODPP established the SGBV department with support from UNICEF and is disseminating the Prosecutors' Handbook (ODPP Juvenile Justice Prosecution Manual) for prosecuting child-related cases in Uganda. This went hand in hand with training of Attorneys, Police and Probation Officers in Mbale, Kampala and Mubende in application of the Prosecutors Handbook and gender lens while handling prosecutorial work.

Between 6th and 7th March 2017, the Uganda Police with support of the Justice, Law and Order Sector was privileged to host the 6th Annual General meeting of the Kigali International Conference Declaration (KICD) under the theme "The role of joint security organs in empowering the family to combat violence against women and girls". H.E the President of Uganda, Yoweri Kaguta Museveni was the Chief Guest at the official opening. The conference was preceded by a series of weeklong nationwide activities highlighting efforts in combating Violence Against Women and Girls.

The overall objective of the conference was to review the progress of implementation of Kigali International Conference Declaration 2010.

The Conference attracted more than 300 officials from 24 countries including: Police Chiefs from African countries; Officers responsible for fighting against violence against women and girls from African countries; Officials, representatives and experts from major international, governmental and civil society organizations (United Nations, African Union, INTERPOL, and Development Partners).



Ms Rachel Odoi Musoke the STA JLOS chairs a session during the 6th Annual General meeting of the Kigali International Conference Declaration

The Police further held a public Lecture at Makerere University Business School and community sensitization campaigns on VAW&G at Wandegaya Market on Ending Violence Against Women and Girls preceding the Annual General Meeting of the Kigali International Conference Declaration (KICD) in March 2017.

The Police together with the National Association of Women Organization in Uganda (NAWOU) organized a campaign to end violence against women and girls, code named **“Walk a mile in her shoes”** on the 9th December 2016, as part of activities to mark 16 days of activism on GBV with support from UN WOMEN where an estimated 3,894 students participated (2,101 females & 1,793 males).



The Walk a mile in her shoes along Kampala road 2016



Hon. Justice E Kisakye (centre) and other members of the Uganda Women Judges Association attending a JLOS open day at the new Wakiso Justice Centre 2017

With support from UNICEF, UNWOMEN and UGANET, UPF conducted joint trainings for 1,187 (269 females) police officers, medical practitioners and PSWOs. It focused on the legal frameworks addressing GBV, child protection and management in Refugee camps, prevention and response against VAC in 10 Police Regions of Greater Masaka, Albert, Elgon, West Nile, Rwenzori, Rwizi, Kigezi, Moroto and North Kyoga.

The construction of the 3 private rooms for counseling SGBV victims in Rukungiri, Kitgum and Ngora are at finishing stage. In order to improve investigations and counselling, 10 motorcycles were delivered in the policing districts of Kole, Entebbe, Kalangala, Bukwo, Oyam, Isingiro, Hoima, Katakwi, Kiruhura and Kamwenge.



Private room in Rukungiri near completion and the 10 motorcycles for CFPU

Mainstreaming HIV/AIDS issues: The Sector institutions have mainstreamed HIV/ AIDS programming for both staff and clients through supporting Institutions to set up HIV/AIDS workplace policies, provide nutritional supplements and drugs and offer counselling services and support in setting up income generating projects. In the reporting period, the under-listed activities were carried out as shown in Table 25.

Table 25 HIV/AIDS activities undertaken by select JLOS institutions

Thematic area	Institution	Remarks
HIV/AIDS workplace Policy	ODPP	Completed
HIV/AIDS Testing counselling and treatment	ODPP	In partnership with Norvik
Psychosocial support	ODPP	Trained peer counsellors in 20 stations
National HIV/AIDS Day	All Institutions	Participated in the celebration of HIV/AIDS day in Kalangala

The Sector is cognizant of the plight of staff affected by HIV/AIDS. In both the UPF and UPS where the problem was pronounced, a total of 1,914 (822 female) staff are being supported with nutritional supplies and medicine for opportunistic infections and support to 29 groups with income generating activities. The Sector was also actively involved in the commemoration of the National HIV/AIDS Day-Uganda celebrations held in Kalangala to create awareness on prevention, treatment and how to mitigate stigma.

Additionally, under GoU funding, five (5) UPF health centres at Katakwi, Gulu, Hoima, Mbarara & Rukungiri were accredited as centers for HIV/AIDS treatment for affected staff and family bringing the total number to 9. Furthermore, 557 Staff living with HIV AIDS were supported with drugs for opportunistic infections and nutritional support. And 92% of the 53 Prisons health units supplied by National Medical Stores reported no stock out of any of the tracer drugs.

The ODPP, in a bid to address issues of vulnerability and discrimination, successfully completed the HIV/AIDS Work-place policy to guide mainstreaming of HIV/AIDS issues within the ODPP. Norvik Hospital Limited was identified to provide HIV/AIDS health services which will cover as a package HIV/AIDS testing and counselling, Hepatitis B screening and administering of the first dose, Blood sugar testing and Body Mass Index testing. The office further conducted awareness visits in 20 field stations and identified and trained peer counsellors from 20 districts. Specialized training was also offered to five ODPP HIV/AIDS committee members; and officers were offered voluntary counselling services. The ODPP participated in commemoration of the National HIV/AIDS Day-Uganda celebrations held in Kalangala and participated in the International Women Living with HIV/AIDS conference.

Output 2.7 JLOS Capacity to prevent and respond to crime enhanced

Under SIPIII crime prevention; strengthening the Justice for Children system; strengthening capacity of safety and security related agencies, transitional justice, amnesty and the mobilization and reintegration of ex-combatants in accordance with the law were some of the major interventions under this output.

The Sector supported the development, adoption and implemented a National Identification System and so far over 23 million Ugandans have been registered and over 17.5 million National Identity cards were issued.

The Sector also implemented an intelligence led, multi-stakeholder national crime prevention strategy under which illegal fire arms were reduced; police visibility was increased and community policing was rolled out. Crime targeting, focusing on violent crimes, sexual and gender based crimes, crimes against children and other vulnerable groups, corruption, counter terrorism and traffic related deaths/injuries was introduced.

The Sector introduced programmes that facilitated community involvement in the fight against crime. The community participated in key issues such as policing, community service, offender rehabilitation and victim support services.

As a result of the various programmes, the rate of crime reduced to 292 crimes for every 100,000 population in 2016/17 compared to the baseline of 314 in 2010/11. The rate of adult recidivism dropped to 20% from 28% in 2010/11. This performance exceeded the set targets in the SIPIII. This implies that when key actors work together and involve communities a lot can be achieved.

The number of adults on formal adult literacy programmes increased threefold from 1,340 in the baseline year to 3,214 against a target of 6,000 due to limited investment in construction of classrooms and other facilities needed for conducting adult literacy programmes. This shortfall was more than compensated for the higher number of prisoners engaged in rehabilitation programmes which increased to 11,159 compared to 3400 in the baseline year and surpassing the target of 6,000.

Table 26 Performance against capacity to prevent crime rates

Indicator	2010/11	2012/13	2013/14	2014/15	2015/16	Target 16/17	16/17
Adult rates of recidivism	28%	28%	27%	25%	21%	23%	20%
No. of convicts on formal adult literacy programmes	1340	1400	2000	2800	2674	6000	3214
Number of prisoners engaged in rehabilitation programmes	3400	3400	3500	4000	11934	6000	11159
Police to population ratio measured against baseline	1:709	1:709	1:700	1:690	1:767	1:650	1:754
Prisoner to warder ratio	1:4.5	1:4	1:4	1:4	1:7	1:3	1:7

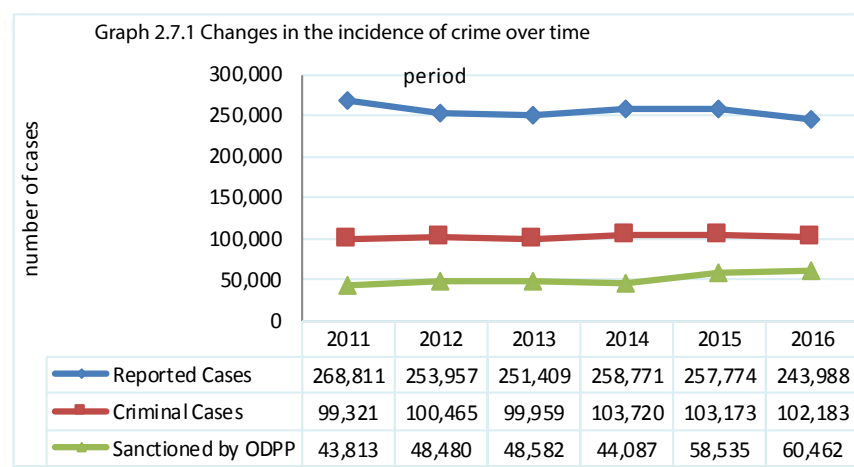
Summary Performance against the Work plan Output 2.7: Capacity to prevent and respond to crime

Planned Activity	Achievement	Budget	Release	Expenditure
Train 10 JSC investigators. Conduct Training of Trainers for 40 canine handlers. Induct 60 officers in scenes of crime management. Support staff recruitment and training	<i>36 trainers of canine handlers inducted. 200 SOCO officers trained at PTS Kabalye; and 73 CASPs, 120 CPOs and 123 P.Os at the Prisons Training School Luzira; 150 staff trained in Military skills. 75 Army staff & 150 instructors given refresher training.</i>	778,994,210	760,500,000	730,500,000
Procure vehicles to enhance UPF investigations. Purchase 2 Vehicles for MIA national field monitoring activities	<i>2 pickup trucks procured and delivered for MIA. Canine vehicles delivered</i>	360,000,000	360,000,000	360,000,000
Carry out on-spot roadside sensitization on road safety.	<i>2,000 Brochures and stickers printed</i>	10,000,000	10,000,000	10,000,000
Support psycho-social and counselling services to reporters and victims in affected areas in the 6 DRTs (2)Support to DCSC and Compliance checks of DCSC and Placement Institution follow up. (3) Support 30 offenders skilling projects (4)Conduct offender reintegration programs (5)Support to Peer Support Persons (PSP) (6)Dialogue and reconciliation meetings between reporters and the affected communities in 6 DRTs (7)Physco-social support for inmates.	<i>120 beneficiaries offered psycho-social and counselling services. 56 DCSC carried out monitoring and supervision of offenders, held DCSC-meetings and court mini- sessions, and procured stationary. 20 Projects supported & 130,583 seedlings of various species raised from tree nurseries. 12353 Community Service offenders counselled. 404 offenders visited at their homes, 250 offenders reconciled with the victims and 1033 offenders placed at various projects across the country for skills rehabilitation. 501 Peer support persons supported, 2500 inmates offered Psycho-social support trainings in life skills management.</i>	627,700,000	569,100,000	548,300,000
Develop Web based offender database System	<i>Consultant procured</i>	57,500,000	57,500,000	57,300,000

UPF recruited 1,213 Cadets (259 female) and 2,643 PPCs (688 Females) in the reporting period, however this was not enough to meet the target police population ratio of 1:650. The current police to population ratio is 1:754 compared to the baseline ratio of 1:709. Basing on the current population of Uganda, UPF requires an additional 21,000 personnel to reach the 1:500 policing ratio. The Prisoner to warder ratio now stands at 1:7 compared to 1:4.5 in 2010/11. This is due to less than proportionate recruitment into the UPS coupled with the increase in the prisoner population.

As a crime prevention and response measure, UPF conducted four counter terrorism security audits in 4 markets and 6 taxi parks within KMP aimed at testing the readiness of the public in identifying suspicious objects and responding to terror attacks. They conducted 100 security inspections in business premises to check alertness of security in the five Divisions of Kampala. Furthermore inspection of 129 Private Security Organisations (PSO) was conducted and 51 civilian firearms holders were audited. Supervision of PSO recruitment and training of 6,961 new security guards for compliance to standards was also undertaken. The regular inspections are intended to minimize on the misuse of fire-arms by private security guards. In addition, 4,096 (399 Female) in-service personnel were given refresher and specialized training in forensic, counter terrorism, investigations, Traffic management, sexual and gender based crimes, ICT and canine handling to enhance skills capacity. The Force also conducted 105 community sensitization programmes on counter terrorism within KMP and 08 counter terrorism security audits in Entebbe, Kisoro and Mbarara, this was aimed at testing the readiness of the public in identifying suspicious objects, responding to terror attacks and reporting. Also 100 security inspections at business premises to check alertness and security measures deployed for the safety of clients in the 5 Divisions of Kampala was carried out.

Incidence of Crime:



Police recorded 243,988 reported cases reflecting a 9.2% decrease from the 268,811 cases reported in 2011. Out of this, only 102,183 were criminal in nature thus giving a crime rate of 292 crimes per 100,000 persons in the population down from 314 in 2010. A notable decline was registered in common assaults (6%), defilement (2.3%), threatening violence (2.5%), and malicious damage

to property. There was however an increase in homicides (11.9%), burglaries (15%), domestic violence (21.4%) and thefts (7.3%).

A total of 60,462 cases were sanctioned by ODPP for prosecution and 75,234 suspects (5,878 females) were arraigned before Court.

The 5 Police regions with the highest recorded crimes were North Kyoga, Rwizi, Aswa, Bukedi, and Greater Masaka while the 5 regions with fewer reported crimes were N.W.Nile, Rwenzori East, Kidepo, Kiira and Sipi recorded less crimes.

In terms of districts, Lira, Ntungamo, Mbarara, Kamuli, and Mpigi had the highest crimes reported.



(Right) Canine tracking a murder suspect, (left) are newly procured canine transportation vehicles

The canines tracked **9,749** reported crime incidents (% increase) compared to **8,348** tracking in 2015/16. This resulted into **6,183** arrests (4,939 males, 819 females and 425 juveniles). **2,838** exhibits were recovered and supported investigations of 2,102 canine evidenced based cases in court resulting in **840** convictions. Currently the canine breeding centre in Nagalama is facilitating the multiplication of canines. Uganda now hosts the EAC Centre of Excellence for working dogs. To maintain this status the centre must avoid inbreeding. The dogs are force multiplier and can do the work of 12 officers. The Police completed construction of 3 dog kennels out of the 10 in the districts of Kakiri, Nakaseke and Kyenjojo and are fully functional. The remaining 7 kennels of Sembabule, Kitgum, Amuria, Apac, Nebbi, Busia and Gomba are still undergoing construction. Once fully functional, they will increase the units to 60 representing a 49.57% district coverage..

Table 27 Trends of Selected categories of crime

Crimes	2016	2015	2014	2013	2012
Homicides	4,315	3,856	2,421	2,326	1,910
Defilement	17,395	17,812	12,017	9,598	8,076
Threatening violence	14,941	15,326	6,961	7,064	7,207
Domestic violence	13,132	10,812	3,006	3,426	
Corruption	194	210	458	413	214
Robbery	7,257	8,055	3,644	3,620	4,194

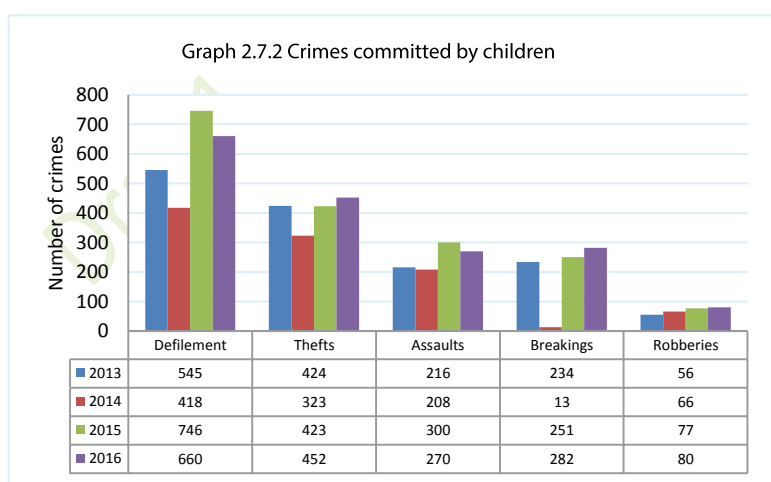
Homicides increased to 4,315 in 2016 from 3,856 in 2015. It was established that 20% of the homicides were by shooting 77% mob injustice, 4.3% domestic violence 1.8% by poisoning among other causes. The motives behind such killings include land wrangles, dissatisfaction with delayed/omission of justice, family misunderstandings and business rivalry among others.

Table 28 Homicide trends by category

Types of Homicides	2016	2015	2014	2013	2012
Death (By shooting)	171	151	158	131	115
Death (by Mob Action)	580	503	453	426	266
Death (by Poisoning)	133	115	117	93	156
Death (Fire Outbreak)	67	69	57	46	42
Death (by Domestic Violence)	401	358	314	315	154
Death (Ritual)	9	19	13	12	11
Death (Others)	2,954	2,641	1,309	1,303	1,166
Total	4,315	3,856	2,421	2,326	1,910

Districts with highest cases of homicides were Mbarara, Luwero, Ntungamo, Lira and Kiryandongo. A total of 1,151 cases were submitted to ODPP for prosecution while 2,084 are under inquiry.

Defilement: Though still prevalent, a 2.3% decrease was registered from 17,812 to 17,395. It was established that poverty remains the biggest challenge in the fight against defilement and domestic violence as parent’s trade off their daughters for monetary gains. East Kyoga, North Kyoga, Bukedi, Aswa, Elgon and Busoga East continued to register high cases of defilement. A total of 5,296 cases involving 5,504 suspects were taken to court in 2016, out of which there were 785 convictions, 61 acquittals, 441 dismissals while 4,009 are still pending in court. CID has a backlog of 7,222 cases of defilement still under investigations.

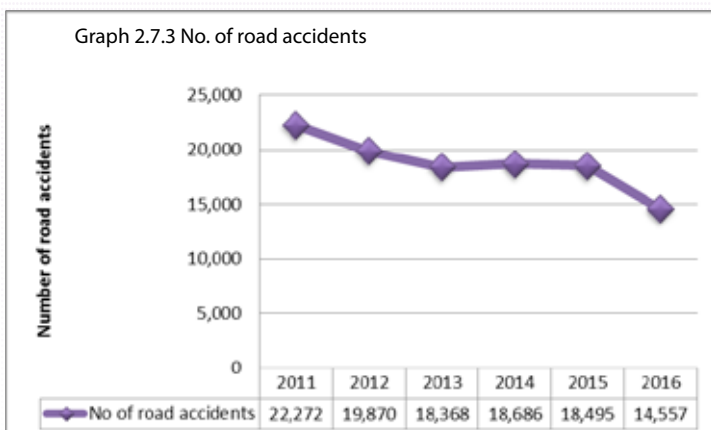


Domestic Violence cases increased by 21.4% in 2016, with a total of 13,132 cases reported compared to 10,812 cases in 2015. Districts that registered higher cases of domestic violence included Kumi, Tororo, Lira, Jinja and Mbale. Out of 818 cases taken to court, the prosecution secured 255 convictions, there were also 40 acquittals, 100 dismissals while 423 cases are still pending in court and CID has a backlog of 5,003 such cases under investigations.

There was a general reduction in registration of crimes committed by children due to adoption of child friendly justice processes in all major frontline JLOS service points and focus on diversion and encouraging community involvement in rehabilitation of offenders.

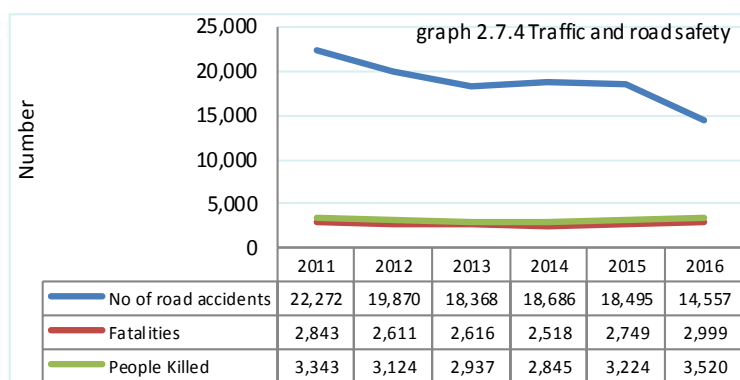
To address cattle rustling, UPF opened new ASTU detachments at Lopedo, Losilang & Loyoro along suspected cattle raiding corridors to strengthen security and safety of animals. Within the reporting period 434 cows out of 560 reported stolen were recovered. This is a 78% recovery rate compared to 65% in 2015/16.

Road Safety: There was a 34.6% reduction in the number of road accidents over the SIPIII period from 22,272 in 2011 to 14,557 in 2016/17. Of the 14,557 crashes 2,999 (21%) were fatal, 7,203 (49.5%) serious and 4,355 (29.9%) minor.



Road safety campaigns through DCCs

The reduction in accidents can be attributed to the 'FIKA SALAMA' operations on all major roads and highways which saw 16,648 traffic offenders arrested and given various traffic penalties and the road side joint sensitization with Ministry of Works dubbed "Speed excites but kills" during the road safety week in



December 2016. As illustrated in the graph there was a reduction in road accidents, the number of fatal accidents increased from 2,843 at the baseline to 2,999 in 2016/17 and number of people killed due to road accidents increased from 3,343 to 3,520 with pedestrians and passengers constituting 40% and 27% respectively.



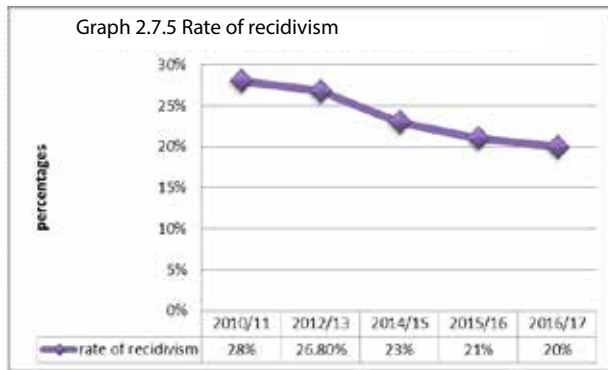
Fire tender donated by KCCA being handed over to the Police Fire Directorate by the ED KCCA

commercial structures (17%), makeshift wooden/grass thatched (13.3%), electrical installations (10.8%) and Automobiles/garages structures (6.9%) among others.

Police received two fire tenders from KCCA for policing Rubaga Division. This is expected to improve response time to fire incidents. A total of 1,356 fire emergencies were recorded giving a 19% decrease compared to 1,675 reported last year. Most fires were registered in Wakiso (142) Makindye (98), Central (84), Nakawa (80), Rubaga (64), and Kawempe (52). The causes were mainly attributed to electrical short circuit, charcoal stoves/candle flames, electrical appliances left unattended to and uncontrolled welding/burning. Residential structures registered the highest cases at (25.2%),

The number of emergency rescue services handled increased to 378 from 307 cases in 2015 where 180 lives (72 females) were saved and 118 (34 females) lives lost. The rescues were from traffic accidents, jammed lifts, pits and trenches and collapsed buildings. The UPF Directorate of fire and rescue services also conducted 50 fire safety inspections on public infrastructure and facilities (schools, markets, commercial buildings, fuel stations) and sensitization during the fire prevention safety week.

Offender rehabilitation



The rate of recidivism reduced from 28% in the baseline year to 20% in the reporting period as shown in the line graph 2.7.5. Some of the interventions adopted to reduce recidivism are formal education, vocational training, rehabilitation and reintegration of offenders.

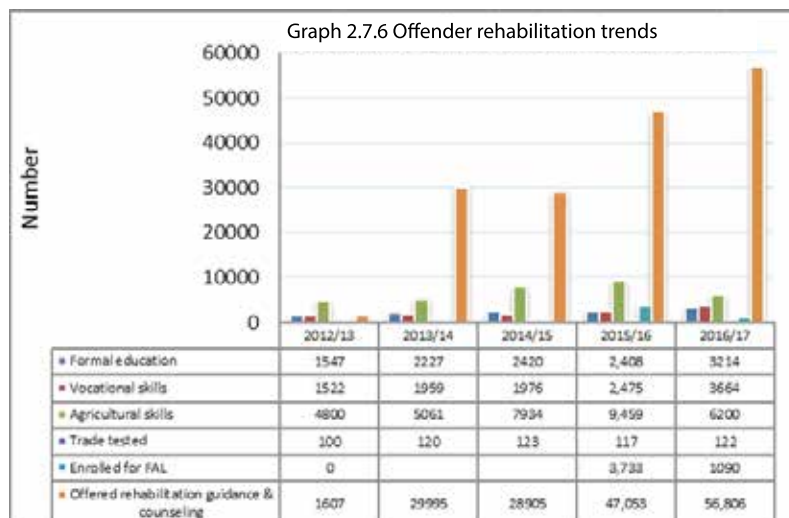


Inmates completed training in entrepreneurship-Gulu



Inmates undergoing training in Agri-business in Kitgum

Among the interventions that were implemented to reduce the rate of recidivism was training and rehabilitation programmes in prisons. 170 prisons had their capacity to run rehabilitation programmes strengthened. In addition to this, rehabilitation and reintegration of offenders improved through enabling 58 stations to run Functional Adult Literacy (FAL) programmes under which 1,090 inmates were enrolled. In addition, 56,806 inmates were offered psycho-social support trainings in different life skills management including counseling; anger management training, non-violent conflict resolution training, self-awareness and emotional intelligence training.



The UPS supported the reintegration of 3,500 inmates back to their communities and offered after care to 70 inmates after release from custody. These were specifically long termers and the aim was to ensure their effective reintegration. Pre-release visits were also undertaken for 400 long term inmates. Formal education was offered to 3,141 inmates to benefit from formal education programmes. In the reporting period, 46 inmates

successfully completed academic courses from MUBS-Luzira centre and were awarded certificates and Diplomas.

Psycho-social treatment programmes including counseling, anger management, non-violent conflict resolution, self-awareness and emotional intelligence were offered to 3,869 inmates to address specific offender behaviour like sexual abuse, violent behaviour, drug addiction among others.



Hand craft produced by inmates on sale during the Fort portal JLOS open day 2017

Under vocational training 6,200 inmates underwent training in agricultural skills in project farms while 4,384 inmates were in non-project farms. In industries 122 inmates trade were tested, while 3,664 inmates enrolled for vocational skills training in carpentry, tailoring, printing, metal works, knitting and handicraft. In the FY 2016/17 UPF harvested 470 bales of cotton from 2,359 acres valued at

Shs.1.286bn, while 4,034 acres were planted in the season 2017. As part of prison farm rehabilitation, 6 tractors and accessories were procured, 14 seed cribs, 3 cotton stores at Ragem, Adjumani and Orom-Tikau, and 1 drying platform were constructed to reduce post-harvest losses

The training was made possible by the procurement of inputs and repair and maintenance of carpentry workshop equipment at all the industrial workshops resulting into higher production and revenue generation as well as skills development for inmates.

In the year 2016/17 UPS had a total of 3,214 inmates enrolled under the formal education programme covering primary, secondary and advanced secondary education. Registration of Candidates for PLE has increased over the years as indicated in Table 29 and so has the performance of the candidates. The table 29, 30 and 31 below summarise performance of inmates in PLE, UCE and UACE over the SIPIII period. The results indicate an increase in both the number of registered candidates and performance over the years.

Table 29 UPS performance in Primary Leaving Examination

Division	Year Of Sitting							
	2009	2010	2011	2012	2013	2014	2015	2016
I	04	07	09	10	07	10	06	12
II	30	38	44	70	58	72	84	64
III	15	13	15	16	13	14	33	33
IV	10	11	6	10	06	22	16	17
U	03	14	04	03	09	09	01	07
X	10	06	09	06	00	16	12	08
TOTAL	72	89	87	115	93	143	152	141

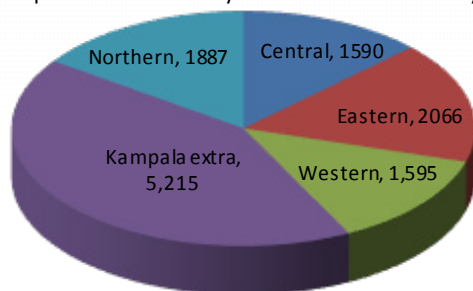
Table 30 UPS performance in UCE:

Year	DI	DII	DIII	DIV	DV-VIII	DIX	ABSENT	TOTAL
2015	04	09	12	13	00	00	00	38
2016	04	05	10	21	00	04	03	47

Table 31 UPS performance in UACE

	3 Principal passes	2 Principal passes	1 Principal Pass	Subsidiary passes	Total
2015	07	10	04	00	21
2016	09	09	10	02	30

Graph 2.7.9 Community Service Orders Issued by Region FY 2016/17

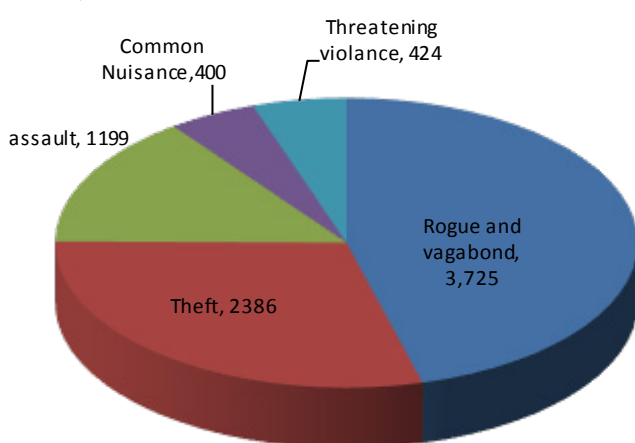


Community Service Orders:

The Ministry of Internal Affairs Directorate of Community Service, which implements a non-custodial sentence played a big role in offender monitoring, rehabilitation and reintegration. The Sector supported MIA to carry out

compliance checks of district community service committees and placement institutions, support offenders skilling projects, conduct offender reintegration programmes, support peer-support persons, prepare social inquiry reports and develop a web based offender database system. In the reporting period, 56 district community service committees were supported to carry out monitoring and supervision of offenders, hold meetings, and conduct court sessions and as a result 12,353 orders were issued representing a 111.7% of the targeted 11,055 orders and 12% higher than the orders issued in 2015/16. The interventions included offender counselling, follow up at placement institutions and home, reconciliatory meetings, offender skilling and identification of peer support persons.

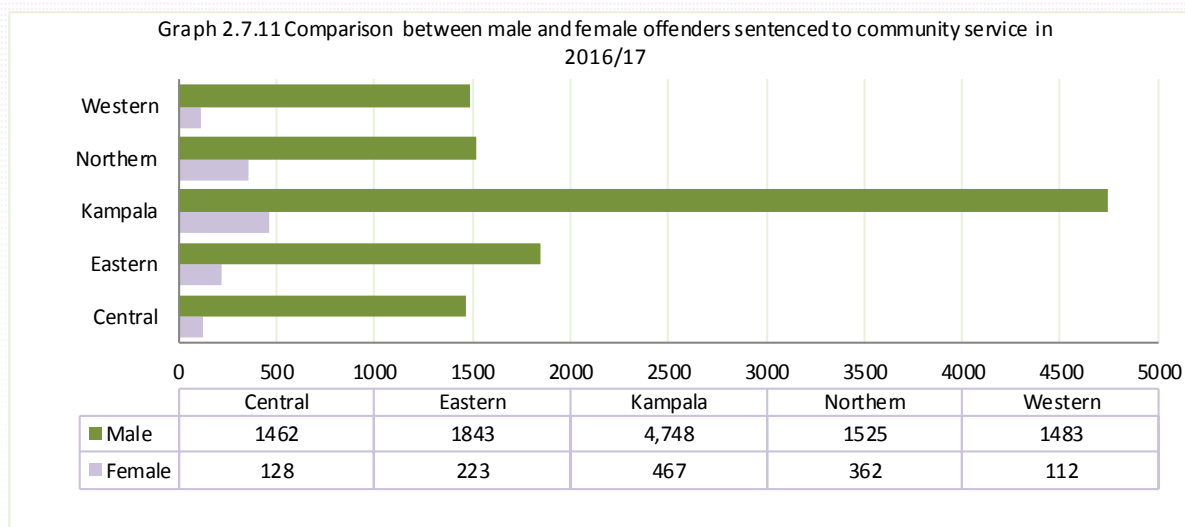
Graph 2.7.10 Common offences committed in FY 2016/2017



Kampala Extra emerged with the highest number of orders issued from July 2016 – June 2017 totalling to 5,215 orders attributed to the presence of active volunteers in some of the courts.

Eastern region registered 2,066 CSOs emerging the second region and this has been attributed to the long term effects of the Extra Project that engaged stakeholders at all levels. Western region, Central region and Northern region registered an average performance which needs serious intervention by officers and stakeholders to address them.

Community Service Orders by Gender



The number of men issued with community service still remains high with 11,061 orders and females 1,292 orders. This trend of more male offenders to female offenders cuts across the regions as illustrated in graph 2.7.11.

MIA also conducted offender reintegration programmes and counselled 7,106 Community Service offenders. The Directorate continued to focus on victim support by facilitating 417 reconciliatory meetings. Reconciliatory meetings greatly contribute to the healing process of the victim and aggrieved community.

Table 32: Statistical Summary of Social Reintegration Activities

Regions	Counselling	Home visits	Reconciliatory meetings	Peer Support Persons	Offenders placed on Projects
North	1405	238	174	231	210
West	963	80	19	100	128
K'la Extra	2642	115	52	7	200
Central	1586	158	87	74	375
East	825	170	58	77	120
Total	7,106	914	363	371	1,033

Offender Counselling



Psychosocial support: Offender counseling in Busia

Peer Support Persons

The peer support system has taken root, 501 Peer Support Persons were identified and engaged to reinforce offender reintegration participation in various activities like offender counselling, community sensitization, home visits and stakeholder meetings leading to increased compliance and appreciation of community service as a penal sanction.



L- A reconciliatory meeting between offender and victim conducted at Gulu Regional Office.

R- A reconciliatory meeting in Mbarara



Woodlot in Mayuge and Offenders tending to Coffee nursery in Mbale



Offenders roofing a teacher's house at Kijo P/S, Gulu

Offender Skilling Projects:

The DCS equipped 1,033 offenders with skills as a measure to reduce opportunities of re-offending. The projects included tree nurseries in 19 districts and brick laying in Mayuge and Ngora. A total of **134,000** seedlings were raised, the distribution is still ongoing. It is worth mentioning that the earlier distributed seedlings have grown into big woodlots greatly contributing to the much

desired tree coverage hence contributing to mitigation of climate change. The 30,500 bricks made were used for construction of Magamaga and Bukatube Police Post, a dog kennel and a toilet facility at Mayuge Central Police Station,



Detention facility for irregular immigrants near completion

Detention Facilities for irregular immigrants:

DCIC completed construction of a holding facility for illegal immigrants at the Immigration Headquarters in compliance with International Standards for healthy and safe custody of illegal immigrants while under investigation. In addition a forensics laboratory to examine and verify travel documents was installed. Furthermore the second detention facility at Namanve is near completion.

This is expected to improve enforcement and compliance to immigration laws. The DCIC arrested and investigated 2,350 immigrants of which 57 offenders were successfully arraigned and prosecuted in court and 244 were found illegal and were removed from the country.

Output 2.8 Access to transitional justice enhanced

The strategies for enhancing access to Transitional Justice as set out in the SIP III include; strengthening the formal justice system to ensure that conflict related crimes are adequately investigated, prosecuted and adjudicated; to promote alternative justice mechanisms; public awareness and participation in prosecution of conflict related crimes and other transitional justice mechanisms.

Summary Performance against the Work plan Output 2.8: Access to Transitional Justice

<i>Planned Activity</i>	<i>Achievement</i>	<i>Budget</i>	<i>Release</i>	<i>Expenditure</i>
Fast-track the National Transitional Justice Policy	A certificate of financial implication issued and policy submitted to cabinet	120,000,000	120,000,000	60,000,000
Regional sensitization workshops for 150 advocates in northern Uganda and advocacy on reparation programs in war affected areas.	Study on reparations completed and report ready for validation	72,060,000	71,960,000	70,700,000

The Sector planned to increase the disposal rate of cases in post conflict areas of Northern Uganda from 48% in 2010/11 to 62% in 2016/17. The disposal rate currently stands at 15% which falls far short of the target. The limited number of staff and inadequate tools of work especially in terms of transport and legal reference materials, has affected delivery of the set target.

The Sector conducted regional outreach sensitization workshops for 150 advocates in Northern Uganda. In addition, advocacy on reparation programmes were conducted in the war affected areas of Luwero, Gulu, Lango, Teso, West Nile and Bunyoro.

Pre-trial hearings of Thomas Kwoyelo, the former LRA commander who is currently facing charges of war crimes and crimes against humanity before the International Crimes Division (ICD) of the High Court of Uganda were held in Gulu. JLOS with support from UNDP conducted outreach activities in Gulu, Amuru, Pabbo and Lamogi. This was meant to maintain direct contacts with witnesses and the communities in the affected areas. The trial is expected to give a chance to victims of the LRA to voice their concerns.

As a way of strengthening capacity of institutions to deliver justice in International crimes, the ODPP participated in a workshop to discuss new ICD rules and training in the prosecution of international crimes. This will help in harmonizing investigation and prosecution of International Crime cases.

ODPP also handled extradition requests; notable among them was the Republic of Tanzania request to have a one Fodie Gakou alias Ismail extradited to Tanzania for trial. This followed the ODPP’s successful challenge at the High Court, of the Buganda Road Chief Magistrate’s ruling that had earlier dismissed the extradition application.

CID conducted further investigations of 14 war crimes in Gulu, Amuru, Nwoya, Lamwo, Agago, Lira, Otuke, Oyam and Apac districts. Investigation of cases of Kwoyelo and Ongwen’s were completed and they are undergoing trial, at The Hague in Netherland and the International Crimes Division sitting at Gulu High Court respectively. In addition, ICD also conducted inquiries into incidents in Kasese and Bundibugyo districts.

In addition, the police with other security agencies supported the evacuations of 15,000 Ugandans who were trapped in South Sudan during the civil unrest

As part of crime prevention measures, Amnesty Commission provided support in the form of psychosocial and counselling services to 120 beneficiaries comprising of both reporters and victims in the 6 DRTs including 20 at Kayunga TC, 20 at Kasese TC, 20 at Odravu in Arua, 20 at Gulu MC, 20 at Adilang in Kitgum and 20 at Mbale MC.

Output 2.9: Legal Aid policy and law implemented

The Sector desires to have a legal aid regime to promote access to justice for the poor. The development of the legal aid policy and law was meant to address this desire. However, despite the absence of the law the Sector is working with non-state actors to support the provision of legal aid using the existing legal framework. The Sector is also using all available measures to advocate for the approval of the legal aid policy and bill. Nevertheless, the Sector continued to ensure a functional legal aid system through improving standards of legal aid provision, complementing the pro-bono scheme and supporting provision of low cost models of legal aid.

The Sector tracked the proportion of persons in need of legal aid that accessed legal aid services. The proportion increased to 75.6% from 23 % at the start of SIP III. However, the proportion of Judiciary non-wage operational budget spent on State Brief per year declined to 0.09% from 1% though the actual amount spent on State Briefs increased by 12%.

Table 33 performance against legal aid indicators

Indicator	2010/11	2016/17 target	2016/17 Performance
Proportion of persons in need of legal aid accessing legal aid services	23%	50%	75.6%
Proportion of Judiciary non-wage operational budget spent on state brief per year	1%	3%	1%

Summary Performance against the Work plan Output 2.9: Legal aid policy and law implemented

Planned Activity	Achievement	Budget	Release	Expenditure
Complete the operationalization of Justice Centre Service Points in Fort Portal; Trial advocacy training for Justice Centers; Sensitize the public on Legal and Human rights by Justice Centers; Support to provide legal aid under the Case backlog reduction and prison decongestion by Justice Centers.	<i>JCU Jinja and Masaka Service Points operationalised. 209 cases mediated on, 327 cases litigated. 32976 clients sought legal aid, 24936 served 75% access legal aid</i>	585,540,000	582,400,000	382,400,000
Provide Legal Aid services to 10,000 Indigent persons in the 10 Branches where The Legal Aid Project of ULS has Clinics.	<i>Printed and assorted stationery procured. 4750 cases received legal aid.</i>	90,000,000	90,000,000	90,000,000

In the reporting period, a total of 32,976 clients sought legal aid services from either ULS, or LASPNET members of which 75.6% (24,936) received legal aid services as shown in table 34

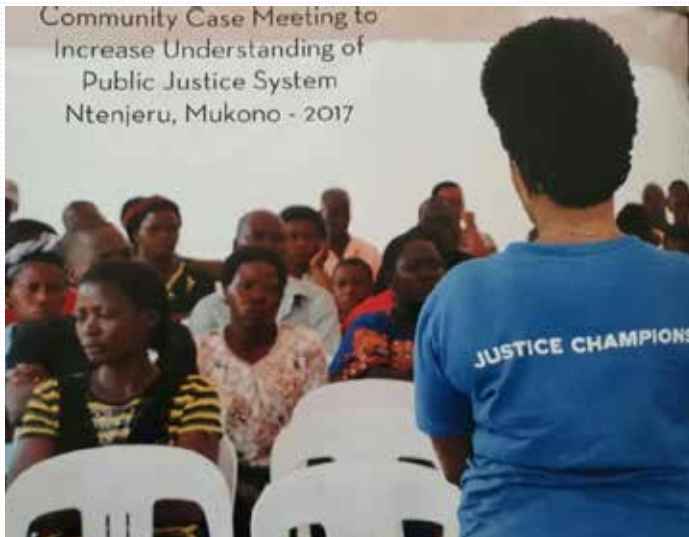


The joy after accessing a fair hearing and legal aid

The Sector provided support to ULS to provide legal aid under the case backlog reduction and prison decongestion programmes. By the end of the year, ULS through its Legal Aid Project (LAP) received 18,629 cases of indigent, vulnerable and marginalized people seeking legal aid through its various clinics across the country. ULS completed 4,419 cases (2,928 in office through ADR and 1,348 cases through legal representation in courts of law); 2,883 cases remained pending mediation while 7,906 were at various stages and were still on-going in courts of law. The clinics provided legal advice to 2,596 clients while 429 cases were referred to pro bono lawyers and other legal aid service providers, 328 cases were closed for lack of merit and 28 files were withdrawn after failure to meet the means and merit test.

Table 34 proportion of clients seeking legal aid that accessed legal aid services

Institution	Total request 16/17	Total provided legal aid	% of requests met
ULS	18,629	15637	83.9
LASPNET	14,347	9,299	64.8
Total	32,976	24,936	75.6



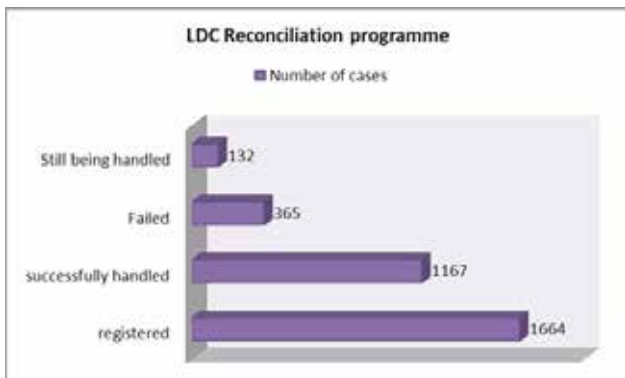
A total of 8,666 cases were handled on land and property claims, 345 on family/divorce and separation, 738 on custody and maintenance, 128 was on accident claims, 1,251 on administration of estates, 211 on debt claims, 247 on employment claims, 4,087 on criminal matters and 2,505 on civil matters and 866 was on requests for general legal advice.

This performance was over and above the planned target of reaching out to at least 10,000 persons in the same period.

ULS also conducted a legal aid open week in Kabarole aimed at creating awareness of the

different legal aid services available. A total of 2,373 (1,596 male and 777 female) clients were offered on-spot legal Aid services on issues of; land, succession, money lending, child maintenance, unlawful arrests, domestic violence and corruption by some of the JLOS institutions.

LDC implemented reconciliation programme in 12 courts of Iganga, Lira, Makindye, Entebbe, Mwangi II, Nabweru, Nakawa, KCCA, Kajansi, Kira, Matuga and Luzira and registered 1,644 cases against a target of 1200. Out of these, 1,167 cases were handled successfully, 365 cases failed and were handed back to the Magistrates Courts and 132 cases were still being handled by the end of the year.



Despite the high number of cases registered and successfully handled, challenges such as limited awareness amongst the court users; and negative attitude of some stakeholders towards reconciliation and diversion still hinders implementation of the programme.

The Sector strengthened the pro-bono function of LDC by procuring furniture for the unipots where LDC is to provide pro-bono legal aid services. Under the pro-bono legal aid scheme LDC handled 329 walk in clients who were provided with legal advice counselling and self-representation. The Project also followed up 810 cases and allocated 116 clients to advocates in private practice. 49 Advocates were enrolled. The project also identified and allocated new clients to advocates in Kabale, Kabarole, Masindi, Kampala, Gulu, Arua, Soroti and Jinja. This was made possible by improving the working environment by furnishing unipots.



Member of the public accessing legal assistance at the PAS stall during a JLOS open day

LDC also implemented the Duty Counsel Scheme in 4 Magistrates Courts of; Makindye, Nakawa, Kira court and Buganda Road. Duty Counsel are advocates situated at a Court to assist and/or represent

indigent and marginalized persons who come to court with no legal counsel. The legal assistance includes interpretation of documents, court representation, advice on and preparation of bail applications and referrals. A total of 1,144 clients (883 male and 261 female) were attended to, 1,074 clients were advised, 39 were represented in Court and 11 were referred to relevant institutions for redress.

The UPS linked a total of 12,515 inmates to actors in the criminal justice system and enabled a daily average of 1,325 inmates to access courts. In collaboration with FHRI-PAS, UPS enabled 80% of remand inmates to access basic paralegal services.

With support from DGF, the Sector in collaboration with LASPNET members supported provision of legal aid services to complement the State Brief Scheme. A total of 18,318 people received primary legal aid for the period June 2016 – July 2017 in the form of legal advice and representation.

Table 35 Top 15 Areas in which legal aid was requested

	Total
Criminal Cases (threatening violence, murder, theft)	3,643
Land Disputes	3,227
Civil	2,841
Child Neglect/Maintenance	1,971
Torture	1,215
Domestic Violence	956
Property Rights	808
Divorce& Custody	772
Reconciliation	596
Diversion	430
Bail Applications	386
Administration of Estate	319
Defilement/Rape	244
Assault (physical,	205
Child Abuse	201

The Sector also opened Justice Centre service point in Fort Portal and reopened Masaka and Jinja centres and also provided trial advocacy training for Justice Centres Uganda.

Justice Centres Uganda (JCU) is a Project of the Justice Law and Order Sector (JLOS), established in 2009 to provide legal aid to the poor, marginalized and vulnerable people in Uganda. JCU is hosted and supervised by the Judiciary.



Persons seeking legal aid at the reopened Masaka JCU

JCU operates through Centres that provide a wide range of services that include; Legal Representation, Mediation, legal advice, support with self-representation, Psycho-Social support and legal awareness and sensitization as well as advocacy for reform of policies, laws and negative practices.

Justice Centres Uganda (JCU) has been providing legal aid services at Seven (7) Centres situated in Mengo, Tororo, Lira,

Hoima, Masaka, Jinja and Fort Portal. Due to funding challenges, JCU had temporarily closed the Centres in Masaka, Jinja and Fort Portal with effect from 1st July, 2016. During the closure, the 3 Centres were not taking on any new cases but continued to provide legal services to persons who were already JCU clients at the time of closure.

However in March 2017, Justice Centres Uganda with support from the JLOS re-opened two of the three closed Centres at the Jinja High Court and Masaka High Court with effect from 13th March, 2017. The reopening was of great benefit to the general public especially people in or around Bugiri, Iganga, Kamuli, Mukono, Kayunga, Jinja and Kalangala, Rakai, Sembabule, Lwengo and Masaka who require legal aid services

JCU endeavors to provide professional free, quality legal services to those who cannot afford the services of a paid lawyer. In 2016, JCU provided legal representation to 287 clients in civil and criminal court cases; mediated 881 cases; resolved 292 cases through court-annexed mediations; provided support to 712 State Brief cases; enabled the release of 1,599 prisoners under the Prison Decongestion Programme (PDP); provided psycho-social support and counseling to 186 clients; reached out and sensitized 6,909 women, 3,023 people with disabilities, 6,237 suspects at police stations, 19,930 prison inmates, 34,710 school pupils and 26,969 members of communities on their rights.

Output 2.10 JLOS User- oriented Service Attitude inculcated



One of the Wednesday Police lectures

Under the SIPIII JLOS pursued and supported the transformation of its procedures by introducing and nurturing a service culture among its human resource and that of its partners. The Sector ensured compliance with standards, increased staff motivation to serve, created awareness and pursued internal fairness and equity in resource allocation and incentive distribution. In 2016/17 for example the UPF Unit commanders interfaced with staff under their command on issues that affect policing operations and

welfare of staff known as 'Monday Parades' while Wednesday afternoons were dedicated to lectures on new laws, Police Standing Orders and Standard Operating Procedures, police officer attitudes to service delivery were also tackled. In addition customer care desks were set up in all police regions.



Model customer relationship desk at Court

The Judiciary revamped its communication department and has gone out to disseminate messages both internally and externally. The emphasis has been on popularising new initiatives such as mediation, plea bargaining and small claims procedure. Electronic billboards were introduced to complement manual notice boards.

Furthermore, 29 Judicial Officers in Soroti and Fort Portal High Court Circuits were empowered on enhancement of justice and individual performance management. Efforts to develop judicial education programmes, critical for improving performance and administration of justice by judicial officers, remain limited amidst rising gender and equity concerns and technological advancement

The ODPP installed toll-free lines which provided unrestricted telephone calls from members of the public on any matter relating to prosecution services. In addition the office of the DPP acquired electronic billboards to display up to date general prosecution information of interest to members of the public visiting the Directorate's regional offices and the headquarters. The initiative released the officers to attend to other public issues instead of providing general information.

URSB introduced a new Business Registration System (BRS) for registration of businesses. This system offers clients a full online registration of businesses. BRS has re-engineered registration processes making them better, easier and user-friendly through provision of good monitoring mechanisms for work output by staff. The key features of the system include a staff member's list, enhanced security features embedded in the new certificate of incorporation including a 14 digit number in line with the ISO numbering, an electronic signature and seal, URSB water mark and a bar code. This enables file tracking while minimising duplication and forgery.

The Directorate of Citizenship and Immigration Control established a queries/complaint handling and disposal mechanism. Nine Immigration Officers were deployed in the Public Relations Unit to address customer queries and make timely responses. During the period under review, a total of 55,344 queries / complaints were handled and / or disposed of. Real time response to client queries is available on webmail-info@immigration.go.ug and Social Media Accounts were opened on Facebook (Uganda Immigration) and Twitter (@DCICUg). The Information Desk and the general Public Relations office also provide face to face interactions with clients regarding issues such as E-Visa and Border services information. The officers also offer practical guidance to clients on the application process, explaining each step in the process including resizing of documents up to completion of the applications.

The Sector through TAT equipped and operationalized the tribunal registry by offering training in customer care to 5 staff at head office in Mbarara, Mbale, Arua, Gulu. In addition, 8 filing cabinets and 5 laptops were procured.

The ODPP distributed a total of 1,000 copies of handbooks and brochures on victim rights and public complaints handling procedure to staff. This is meant to guide officers in the management of public complaints while ensuring victims' rights. These IEC materials serve as arrangements for better information flow while addressing citizens' views about their rights and obligations and giving them feedback hence user empowerment.

UHRC conducted refresher skills improvement training in report writing, investigation of complaints, conducting mediation and Human rights education for 22 field officers and volunteers as part of the continuous effort to build staff capacity and equip them with Human rights knowledge.



Construction of low cost staff houses at Luzira barracks

The Sector supported the UPF to train 258 district desk officers (Counter staff) on customer care and community policing in selected schools in the Masaka, Rwenzori, and Savannah and Aswa police regions. However this activity was not implemented despite the release of funds. The UPF is therefore urged to fast track the implementation of this critical activity.

Motivation of staff to serve

In the Uganda Prisons Service, staff social welfare and empowerment programmes geared towards changing the attitude and motivation of staff were implemented.

Staff canteens, guidance and counseling, holiday training for staff families and children in all 16 regions, and duty free shop materials from which 128 staff benefited are some of the initiatives strengthened during the reporting period. UPS is also constructing 480 low cost staff houses at Luzira to house 539 staff to reduce the problem of poor staff accommodation. Under the Presidential Initiative to economically empower staff spouses in the forces 150 staff spouses were supported with start-up capital to set up income generating projects. Staff welfare improved through provision of soft loans for income generation from the prison SACCO. Membership increased from 6,874 to 7,400 members



One of the blocks near completion at Naguru UPF staff housing project

In addition to construction of staff housing in most hard to reach and hard to stay areas, the Police started the construction of phase one of 7 blocks containing 420 apartments (60 apartments per block) at the Naguru - Ntinda barracks under GoU funding. The completion of these apartments will aid in promoting the living conditions and staff motivation. The work is being done in-house by the engineering Brigade with support from crime preventers. However the Police need a minimum of 30,886 housing units (10,000 in KMP) to accommodate the 41,000 entitled staff. The planned construction of staff housing at Nagalama for officers attached to the canine unit has not yet commenced due to lack funding.

Other welfare programs in the Sector are the Police SACCOs and Duty Free Scheme where staff get low interest rate loans and receive duty free building materials for constructing decent personal houses. A total of 5,256 personnel (1,113 female officers) procured construction materials in the 12 regional duty free shops. This enhanced motivation of staff since they are assured of retiring to decent homes.

OUTCOME 3: OBSERVANCE OF HUMAN RIGHTS AND ACCOUNTABILITY PROMOTED

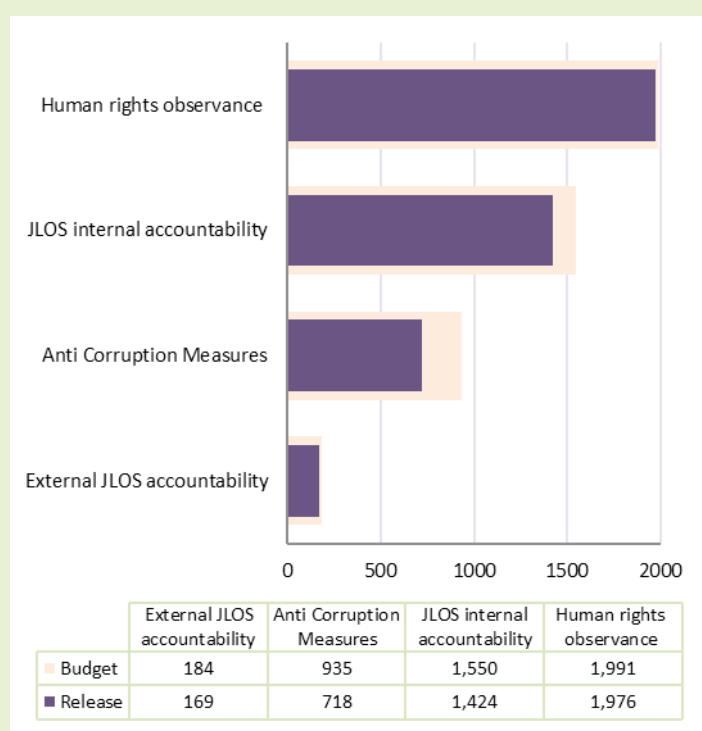
Tackling concerns of human rights observance and accountability in JLOS was one of the fundamental policy focus areas for the JLOS SIP III.

Strategically, the Sector has undertaken to enhance human rights awareness and practice at institutional and sectoral levels with a view to reduce the incidence of human rights violations. Fundamental achievements registered included enhanced human rights awareness, reduction in pre-trial detainees, expanded functional human rights mechanisms and increased disposal of human rights complaints. Enhancing accountability has been fundamentally anchored on mainstreaming the National Policy on Zero Tolerance to Corruption and entrenching a culture of accountability in management of public services by implementing the sector anti-corruption strategy.

Achievements registered have not been absolute largely due to resource constraints and the fact that systemic changes are on-going. Myriad of challenges and outstanding work is evident.

Outcome Indicators	FY 2015/16	FY 2016/17	
	Actual	Target	Actual
Reduction in human rights violations by JLOS institutions	49.2%		45%
Proportion of Auditor General's Recommendations that are implemented by JLOS institutions	85%	80%	92%
Proportion of completed corruption cases to registered cases	96%	75%	89%
Proportion of pre-trial detainees	55.5%	45%	51.8%
Reduction in transaction lead times			

Funding (millions)



Key Highlights

- ✓ 45% reduction in complaints of human rights violations by JLOS institutions;
- ✓ Compliance to the 48hrs rule was registered at 60%;
- ✓ Increased use of public complaints systems especially in JSC and URSB;
- ✓ Functional human rights committees in 97% of Prisons and 52% Police regions;
- ✓ Congestion still high at 212%
- ✓ 46% of UHRC cases disposed through mediation;
- ✓ Six institutions with functional performance management systems;
- ✓ JSC case clearance rate at 129%;
- ✓ JLOS National Integrity tour conducted;
- ✓ ACD case clearance rate at 90%.

CHAPTER 4

OUTCOME 3: OBSERVANCE OF HUMAN RIGHTS AND ACCOUNTABILITY PROMOTED

The Sector realized key milestones in the observance of human rights and the promotion of accountability. There is increased individual and institutional consciousness and knowledge of human rights principles, standards and human rights accountability. The sector recorded a 45% reduction in complaints against JLOS institutions registered by UHRC against the baseline in 2012. Similarly, the Sector exceeded the target with regard to disposal of corruption cases, with an 80% conviction rate. Most JLOS institutions returned clean audits an indicator that most of the recommendations of the Auditor General in the previous financial year were implemented.

In addition, the Sector has empowered a critical section of the public, with the focus on knowledge building, as a means of entrenching a human rights culture and ensuring accountability in the delivery of public services. As a result, the gap between the demand and supply of JLOS services was reduced. For instance, the UHRC impact study¹³ reveals that 67% of Ugandans are in a position to demand for their rights and hold public institutions accountable.

Output 3.1 Observance of human rights in JLOS institutions promoted

Deepening the observance of human rights is the corner stone for the JLOS goal of *Justice for All*. To this end, the Sector has registered fundamental progress especially, in public empowerment, expanding functional human rights mechanisms and enhancing their efficiency, and inculcating a human rights culture among JLOS staff; especially the Uganda Prisons Service. The developments emerge from intimate dialogue and reflection among JLOS institutions and stakeholders that include Development Partners, Civil Society Organisations and members of the public.

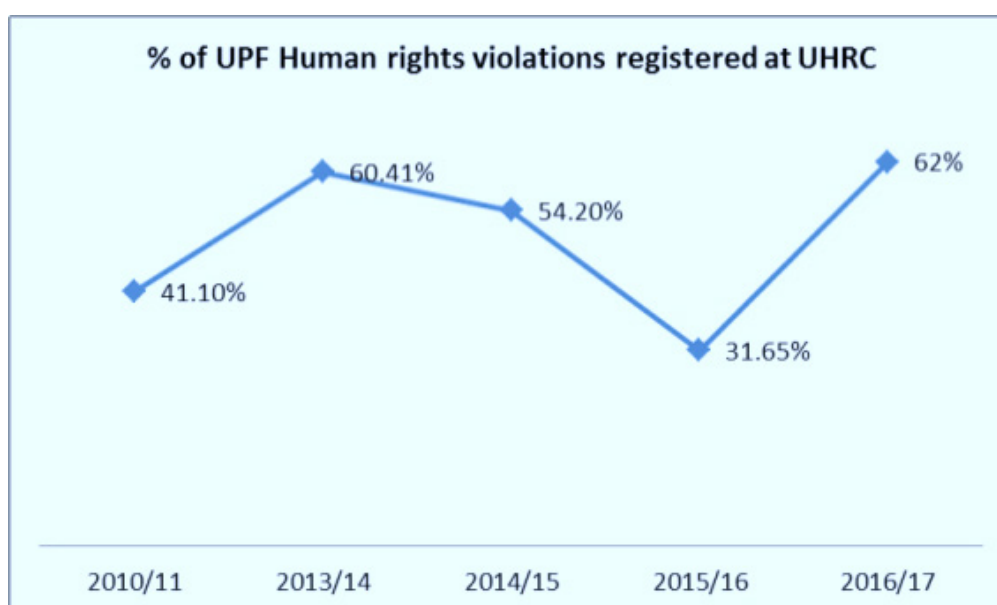
The Sector implemented strategies and interventions ensuring the cardinal principles of respect, fulfilment, and protection of human rights within the scope of available resources and limitations.

Summary Performance against the Work plan Output 3.1: Human rights observance in JLOS institutions

Planned Activity	Achievement	Budget	Release	Expenditure
(1) Train 50 JLOS staff in Human Rights; (2) UPS to train and facilitate visiting justices in 2 regions	50 students trained on the Human Rights Course at LDC. 50 Visiting Justices trained in South-Eastern and Western Regions.	225,000,000	225,000,000	225,000,000
Acquire laboratory safety and protection equipment	Examination and equipment for handling forensic exhibits procured.	50000000	50000000	50000000
(1) Sensitize MoJCA staff On HIV/ AIDS. (2) Know your rights, Use your rights awareness. Enhance, Promote, Respect and Enforce human rights (3) Establish 6 police regional human rights offices	MOJCA Staff sensitized, 6 Radio programs conducted, 10,000 IEC materials printed by ULS. Computers delivered for 6 UPF regional human rights offices awaiting supply of furniture for the newly established UPF human rights offices	98,300,000	93,500,000	93,500,000
Human Rights Documentation Programme (HRDP)	Data collection tool developed; secondary data collected; preliminary mapping report prepared.	400,000,000	400,000,000	400,000,000

¹³ The UHRC impact assessment report 2016

Monitor, supervise and inspect operations of human rights committees (2) Production of prisoners to 213 courts	<i>Operations of human rights Committees monitored and supervised in 50 Prisons. Staff escorting inmates to courts facilitated, 65 court sessions inspected and monitored Reduced pre-trial detainees to 51.4% from 54% in 2014/15</i>	920,000,000	910,000,000	830,000,000
Handle 700 cases on the Presidential Prerogative of Mercy; Procure a saloon car for Inspection of Estates.	<i>Committee meetings on the Presidential Prerogative of Mercy on-going; Wound up 47 estates, 1343 certificates of No Objection and 106 certificates of land transfers issued</i>	260,000,000	260,000,000	80,000,000
Conduct a weeklong Legal Aid Open week in 3 districts, extend Legal Aid and take up cases that are worthy of Legal aid and ADR in those districts of Coverage.	<i>Legal aid open week conducted, on spot Legal Aid services provided to over 2373 clients. 563 inmates at Katojo prison sensitized on Plea bargaining, 120 enrolled on the scheme. Police cells visited, 17 suspects who had over stayed in custody arraigned before court and 4 released without any charge.</i>	37,800,000	37,000,000	37,000,000



Human Rights Protection: Protection of human rights and ensuring redress is one of the specialised mandates of the UHRC and during the period under review, it received 4,277 complaints; (2,709 males, 1,518 females) out of which 1,008 (23%) were registered. 3,219(76.2%) cases were referred to various institutions such as Uganda Police Force, Judiciary, and FIDA among others. This is a 27.4% increase in complaints registered compared to the performance of the previous year, an indication that points to increased public confidence in the UHRC. This is because people will always lodge complaints within mechanisms from which they expect a just and satisfactory result. However, most complaints were filed by men, a matter which requires further interrogation and therefore the need for more targeted engagement with the women to ensure that they stand up for their rights.

The analysis of registered complaints at the UHRC ranks the UPF at the top of the list with 580 (62%) alleged violations reported against them, which reflects 21.2% increase from the 457 in the baseline year. UPS violations decreased from 34 at the baseline to 31 (3%). In addition, a number of JLOS institutions were reported to have violated human rights; Ministry of Local Government (12 violations), the Judiciary and Administrator General each registered 1 alleged violation. Overall, 67% of the alleged human rights violations were against JLOS institutions.

The number of complaints disposed of increased by 118.6% with 282 complaints disposed of compared to 129 in FY 2015/16. This was largely a result of the full constitution of the Commission at the start of the year, although this was followed by the sad demise of one of the members during the course of the year. This trajectory of improvement is also attributed to critical performance reflection retreats the Commission held with support from JLOS. However, notwithstanding this enhanced performance, the numerical count of concluded cases fell short of the JLOS annual target of 530 cases by 46.8%.

Complaints successfully concluded through mediation increased by 23.5% from 106, to 131 out of 200, resulting in a success rate of 65.5%. However, this was 46.5% of all complaints disposed of by the UHRC compared to the JLOS annual target of 75%. This could be partly attributed to the resistance of parties to ADR and preference for tribunal hearings.

Through the Tribunal, UHRC concluded 151 cases, 28.5% of the JLOS annual target of 530 for FY 2016/2017. This minimal performance was due to limited human and financial resources that were required to guarantee an increased number of simultaneous investigations and hearings at the tribunals. It was also proposed that targets should be set for each Commissioner.

Beyond the bounds of the Tribunal, the UHRC closely engaged in monitoring and handling human rights violations arising from the Rwenzori clashes between security agencies and the Rwenzori royal guards. Thirty human rights complaints were registered, investigated and are yet to be disposed. These reveal several violations including; loss of lives and property; injury to persons and disruption to normal life as well as arrests and prosecution of several suspects. No female or gender based complaints were received.

"I initially wanted a letter from UHRC to allow me access my husband at Gadafi military barracks who had failed to take care of my pregnancy. So when I went to UHRC office in Jinja they offered to help me through the whole process which was done professionally and I am so grateful to UHRC team for helping me at no cost, they even used their own transport which is different with other institutions"- Muutesi- Bugembe Jinja

The Sector is progressively implementing multiple interventions for the realisation of human rights, notwithstanding some individual JLOS staff excesses that are a setback. Accountability for violations through the UHRC mechanisms or institutional disciplinary structures take action whenever such cases are reported. The Sector is intolerant to human rights violations with impunity.

To improve human rights enforcement in the UPF, multipronged initiatives have been embraced to improve not only compliance with the 48 hour rule, but also the human rights standards. The UPF has held human rights based trainings for police officers; the Suspects Profiling System has been extended to 10 more police stations to enhance tracking of suspect processing lead times, and identification of persons within the police criminal justice system. In addition, the IGP constituted a team of 15 Senior Police Officers to audit all police stations in respect to case management processes, human rights abuses, and corruption.

Compliance with the 48hour rule was assessed at 60% by the JLOS Mid Term Review. However, this scores below the JLOS annual target of 85% for the detention facilities inspected by the UHRC. Some of the reasons for non-compliance ranged from complexities of investigations, remoteness of some police facilities, irregular sitting of some courts and shortage of CID staff.

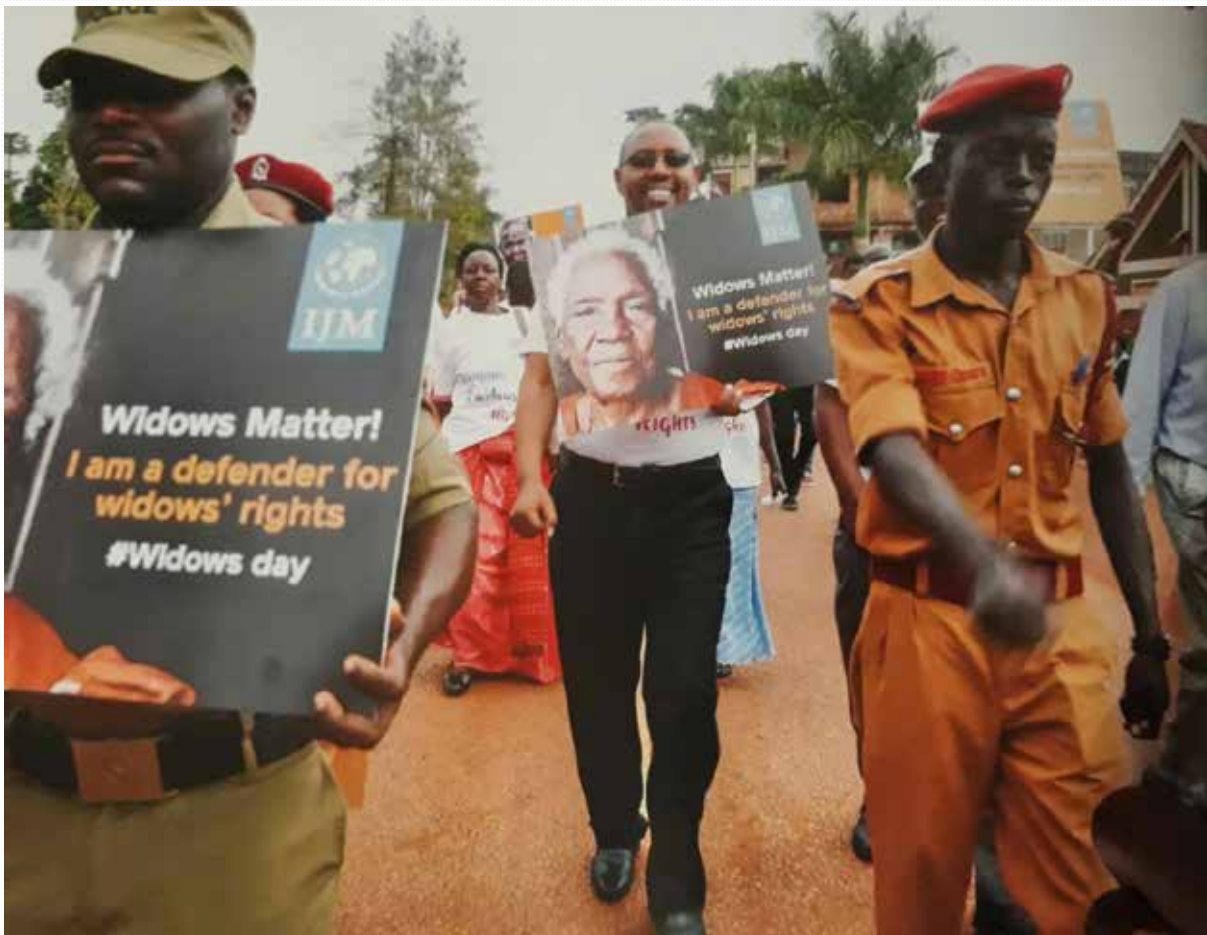
Functional Human Rights Structures: JLOS human rights mechanisms in key institutions such as the UPF and UPS served as a bulwark against violations. In the UPF 52% of the 27 police regions had functional human rights desks. The non-establishment of the 6 additional Police regional human rights desks that would have increased the number to 22 affected inspections and monitoring of detention facilities in some police regions. Inspection of police cells was undertaken in North Kyoga, West Nile, Aswa, Katonga, Greater Masaka, Greater Bushenyi, Malaba and Kigezi covering a total of 129 installations. Inspections found increased compliance with human rights standards in the handling of suspects at police, however, the challenge was the continued use of the “night soil bucket system”.

Two hundred forty out of the 252 Prisons Human Rights Committees were supported and facilitated to operate effectively. These were complemented by the Visiting Justices from communities near prisons that were appointed to monitor the living conditions in all the Prisons in the Country. The impact of the committees include among others continuously improving living conditions in prisons with better observance of the limitation to working time, ensuring in-mates have three meals a day, elimination of the bucket system in most prisons, and overall reduction in human rights violations. This is in sync with the prisons policy of moving away from punitive incarceration to a corrections and rehabilitation institution.

The UPS monitored and supervised the operations of 50 Prisons Human Rights Committees and trained 52 Visiting Justices. Visiting Justices in 6 of the 16 Prison regions were trained about their mandate and how to effectively monitor, report and advise about conditions in prisons. These collective oversight and supervision efforts contributed to a reduction in human rights violations within UPS.

The ODPP is the latest JLOS institution to set up a human rights redress mechanism comprised in a “Victims’ Rights Division”. This culminated from consultations carried out country-wide that informed upgrading of the Victims’ Rights desk into a Division. This process was supported by the United Nations Office of the High Commissioner for Human Rights (UNOHCR). To instil the spirit of observance of human rights and effective use of the new Division, over 1000 brochures on victims’ rights and complaints handling procedures were distributed to both staff and the public. These provide guidance on addressing rights and service delivery concerns from the service seekers and also service providers’ perspectives.

To further strengthen the human rights mechanisms, the Sector built partnerships with CSOs such as FHRI, African Prisons Project, among others, toward capacity building and improving the functioning of the Human Rights Committees and Desks. Under these partnerships, a customised UPS Human Rights Manual on the functioning of the UPS Human Rights Committees was developed and used in the capacity building processes. An initial training phase was implemented for 10 prisons in eastern Uganda, directly benefiting 110 prisoners (86 male and 24 female), 119 prison staff (79 male and 40 female). Subject to available funding, the capacity building programme will be rolled out country wide. The African Prison Project and HURINET provided a wider spectrum of legal support to Human Rights Committees, Human Rights Desks, and persons held in detention centres.



JLOS officers in partnership with CSOs raising awareness on rights of widows

Human Rights Promotion: To enhance human rights promoters and defenders in JLOS, the Sector annually supports a human rights scholarship programme for 50 JLOS staff, to study at the Law Development Centre for an award of a Diploma in Human Rights. This has served to increase the knowledge and practice of observance of human rights within JLOS service delivery processes. Key institutions such as the Police have also trained 1,490 officers using GoU funds on the new complaints register, Prohibition and Prevention of Torture Act (PPTA) and handling human rights complaints and abuses. In addition, HURINET facilitated training of 200 Police officers on human rights concepts and observance with funding from the British High Commission. UHRC also trained 1,211 security agents in various human rights disciplines.

It is noteworthy that the Sector in-ward looking human rights empowerment programmes are on course, and so are the external public oriented interventions. Multiple media platforms were used to conduct a combination of external accountability and dissemination of human rights information to the public. The Sector institutions, including UHRC, JSC, ULS, LDC, ULRC, and the UPF relentlessly held interactive radio and television talk shows, ran spot messages in the different media, developed and disseminated IEC materials in their thousands, convened community based dialogue meetings (barrazas), and ran outreach campaigns as the key drivers of human rights information. In many cases, these were conducted in partnership and/or with support from CSOs such as LASPNET, FHRI, Human Rights Centre Uganda, Africa Prisons Project, UWONET, among others. Overall, over 20 million people were reached using a combination of direct and indirect means of public knowledge empowerment on matters of human rights and access to justice.

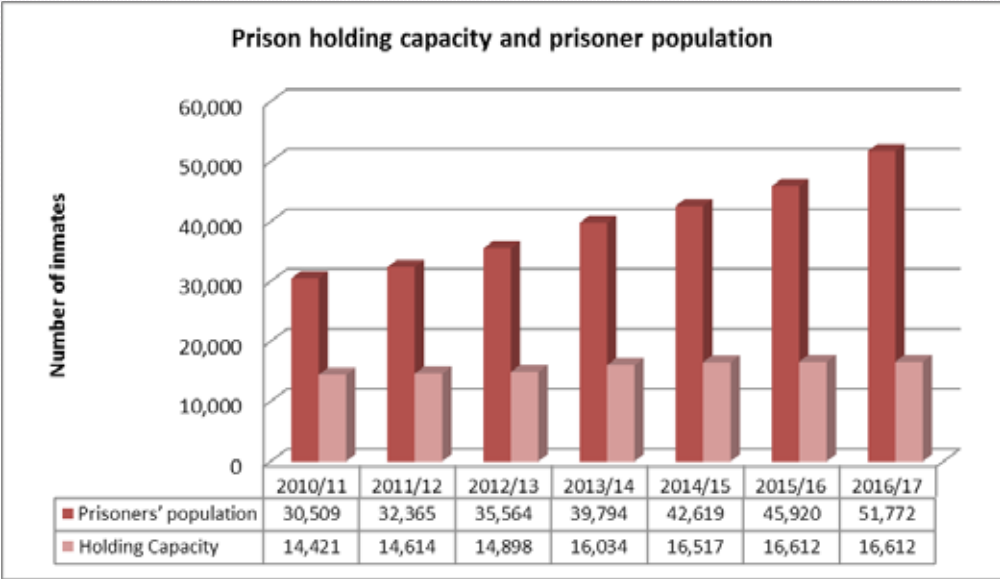
The UHRC's Barazas were a good illustration of the Sector's public human rights empowerment initiatives as an effective and highly appreciated avenue of creating human rights awareness. In the reporting period, the UHRC carried out 136 community meetings reaching 20,817 community members (12,400 male and 8,417 female) in 62 Districts and 101 Sub-Counties. This was complemented by the use of Civic Education Vans that engaged communities along pre-determined routes in the different parts of the country. The pictures below demonstrate this better.



Conditions of Places of Detention: The occupancy rate in Prisons now stands at 312% (51,772) given the Prisoner growth rate that increased from an average of 8% in FY 2015/16 to 9.2% by June 2017. The Prison congestion therefore stood at 212% in excess of the holding capacity of prisons countrywide. The average prisoner population exceeded the projected Prisoners' population of 49,900 for FY 2016/17 by 1,872 prisoners, with a daily average of 51,772 Prisoners by the end of the financial year. The graph 3.1.2 below illustrates the statistical growth in prison population that has fundamentally out matched efforts to expand the prison holding capacity. The UPS estimates that at current prisoner population and holding capacity growth rates, average occupancy level is projected to be 460% by end of FY2020/21.

Remedial action for the current challenge lies in ensuring that both the high prison inflow and the holding capacity are managed accordingly. The Sector is maximising the use of different justice delivery models such as plea bargains, community service sentences, reconciliation, criminal sessions, among others to stem the overcrowding in prisons, especially targeting the pre-trial detainees that comprise a majority (51%) of the prison population

The UPS Prisons holding capacity increased to 16,612 from 14,421 in 2010/11. Expansion of prison holding capacity is underway amidst the limited available resources. Construction of a second medium security Prison at Kitalya to accommodate 2,000 prison in-mates is progressing well and is on target. However, construction of prison facilities is expensive and not a sustainable approach of dealing with the problem of prison congestion.



Despite the high prison population, the UPS provided necessities (meals, beddings, sanitary items and special nutrition) for a daily average of 51,772 prisoners. Special nutritional and care needs were provided for the 256 babies living with their mothers in prison. The welfare of babies living with their mothers was enhanced by the set-up of specialised children recreational centres in some of the Prisons such as Luzira, as an attempt to attend to the holistic child development needs.

Access to justice from the UPS point of view bestows an obligation to deliver prison in-mates to courts of law on each working day. On a daily basis, the nationwide operations ensure an average delivery of 1,325 inmates to the different courts, notwithstanding challenges of an ageing transport fleet and high costs involved as a result of some courts being distant. Some efforts to replenish and service the fleet have nonetheless been realised with support from the JLOS pool.

Proportion of entitled staff with access to house and clean water: The Police embarked on solving the daunting problem of staff housing by starting the construction of phase one of 7 blocks containing 420 apartments (60 apartments per block) at the Naguru - Ntinda barracks. The blocks have reached various levels of the super structure. The planned construction of staff housing at Nagalama for officers attached to the canine unit has not yet commenced due to funding limitations. However with funds from the MTEF, UPF started to invest in activities that are intended to improve the staff living conditions. Overall, the UPF needs a minimum of 30,886 housing units (10,000 in KMP) to be able to accommodate the 41,000 entitled staff. The work is being done in-house by the engineering Brigade.



An artistic impression of the police staff housing at Naguru whose construction is on going

In addition, under GoU funding, five UPF health centres at Katakwi, Gulu, Hoima, Mbarara & Rukungiri were accredited as centers for HIV/AIDS treatment for affected staff and family bringing the total number to nine. This is a progressive effort that should yield nationwide coverage to enable access to medical services by all UPF staff.

In the UPS, 539 low cost staff houses are being constructed at Luzira, Lugore and other Prisons using force on account, to house Prisons staff. So far, 288 units have been completed, 16 are at 'window level', and 235 are at the construction of the foundation stage. This initiative is expected to reduce on the acute housing shortage and solve the problem of poor staff accommodation.

Persons affected and infected with HIV/AIDS in many cases are in a vulnerable situation requiring special medical attention among others. The Sector is cognizant of the plight of persons living with HIV/AIDS especially within the UPF and UPS where the problem is pronounced. A total of 1,384 (822 females) UPF staff living with HIV/AIDS were supported with nutritional supplies and medicine for opportunistic infections. The Sector was also actively involved in the commemoration of the National HIV/AIDS Day-Uganda celebrations held in Kalangala to create awareness on prevention, treatment and mitigation of stigma.

Other welfare programs are the SACCOs and Duty Free scheme where staff get low interest loans and receive duty free building materials for constructing decent personal houses. In the Police Force alone, 5,256 personnel (1,113 female officers) have so far benefited from this scheme through the 12 regional duty free shops. This has enhanced motivation of staff since they are assured of retiring to decent homes.

Output 3.2 External JLOS accountability promoted

Enhanced external accountability has been critical in contributing to the improved public confidence and trust in JLOS services and processes. With a focus on ensuring independence of JLOS institutions and ensuring minimal extra-legal interference, the Sector has effectively embraced key practices, open communication channels with the public, responsiveness to public concerns, strengthening of oversight mechanisms and created regular open spaces for interaction between users of JLOS services and JLOS service providers. Open spaces such as Court Open days have proved to be great avenues for public empowerment, drawing concerns and providing immediate feedback. Table 36 summarises JLOS performance in respect to proxy external accountability indicators.

Table 36 Trend analysis of performance against external accountability indicators targets

Indicator	FY 2010/11	FY 2012/13	FY 13/14	FY 14/15	FY 15/16	Target 16/17	Actual 16/17
Mortality rate in prisons for every 1000 inmates held	2.4	2.4	2	0.75	0.75	1.5	0.75
Percentage reduction in complaints of human rights violations by the UPF	457	10%	0.50%	11%	21.20%	45%	-26.9
Percentage reduction in complaints of human rights violations by the UPS	34	15%	23.50%	28%	38.20%	45%	

Summary Performance against the Work plan Output 3.2: External JLOS accountability promoted

Planned Activity	Achievement	Budget	Release	Expenditure
Expand electronic billboard system to 5 regions; and suspect profiling system to 15 stations	<i>Electronic billboards installed and Regional staff sensitized. System extended to 10 stations, 5 remaining stations not reached due to partial release of funds.</i>	183,800,000	169,000,000	110,000,000

Two of the three proxy indicators for external accountability have been successfully achieved. The mortality rate in places of detention was reduced considerably to 0.75/1000 compared to the targeted of 1.5/1000. This corroborates the improved living conditions in places of detention with an increased regard to human rights observance, ensuring that medical services are readily available in all the 16 prison regions with 54 health centres, better sanitary conditions following the progressive elimination of the “bucket system” in prisons and better welfare conditions.



The UHRC registered a total of 1,280 alleged violations of human rights, including inhuman and degrading treatment/torture 434 (34%) violation of the right to personal liberty 422 (33%); denial of child maintenance 149 (12.7%) and deprivation of property 114 (9%) among others.

This is demonstrated in the graph 3.2.1 where the violation of freedom from torture, inhuman and degrading treatment, and the deprivation of

liberty were the highest form of human rights violation, followed by denial of child maintenance and deprivation of property. The UPF was ranked highest for alleged human rights violations with 580(62%) reported complaints, and the UPS with 31(3.3%). The Ministry of Justice and Constitutional Affairs finalised the regulations for the Prevention and Prohibition of Torture Act, and these are due for publication in the

Gazette. This is anticipated to enhance the implementation and enforcement of the personal liability law in respect to acts of torture perpetrated by mainly public officials such as Police Officers, and private individuals. With the extensive training on implementation of the PPTA, the implementation of the Act will be a primary area of focus in the next financial year.

There are functional mechanisms that ensure that due accountability for the excesses of culpable staff through the UHRC or respective institutional mechanisms. The role of human rights structures within JLOS institutions that have open communications channels with the public, such as toll free lines, contribute to ensuring accountability is enforced. This re-enforces the open door government policy that is intended to permit increased external public scrutiny and accountability for the proper implementation of mandates – of course without violation of human rights and due process.



UHRC staff assessing detention cells of Ntoroko Police Station

Further, various fora and platforms for regular engagement between JLOS institutions and users of JLOS services proved very effective in enhancing external accountability and shaping justice reforms. Quarterly Court Users committee meetings under the different High Court Divisions were held regularly. JLOS Working Groups at the national level and District Chain linked Committees at the District level met regularly to discuss performance, share information about justice processes and procedures, and devise local remedies to emergent challenges within their scope of influence. The collaboration and participation with CSOs, Local Government leaders, Faith Based Organisations, among others enriched discussions and the development of contextually relevant remedial action.

To enhance external accountability, external oriented public empowerment to understand JLOS processes, services standards, procedures and complaint redress mechanisms was extensively conducted. The common models included dissemination of IEC materials, use of JLOS Open Days Community Barazas by UHRC and JSC, and use of mass-media platforms across the country by all JLOS institutions. The Police for instance used the electronic media and weekly media briefs in the New Vision, 'the crime watch' where the public was sensitized on crime issues. Police achievements were also published in major newspaper pull outs twice a year and the Police used the 'Mwangaza' magazine to sensitize the public on what police and the community were doing to fight crime and contribute to development projects as well as sharing success stories.

The UHRC inspections of 1,516 places of detention centres including 218 prisons, 396 Police stations, 885 police posts, 11 Military detention facilities and 6 remand homes revealed improved living and welfare conditions. This corroborates the proxy indicator of lower mortality rates in places of detention. The findings indicate that 85 of detention facilities had completely phased out the bucket system and 165 had phased out the use of the bucket system during day but were still using them at night. This included 27 prisons, 45 police stations and 93 police posts. Although there was improvement in the elimination of the bucket system in Prisons, not much was done in Police.

Further, inspections revealed overcrowding in both police and prisons, inadequate cells for juveniles, limited feeding of suspects in police cells, and irregular court sessions. These directly and indirectly violated the rights of persons who were subject to the justice processes.

The JLOS Joint Government of Uganda and Development Partners Annual Review is one of the most outstanding demonstrations of external accountability for the exercise of mandate and utilisation of resources availed to the Sector. The Sector held the Review in October 2016 where a full account of the year’s performance was reviewed by a wide spectrum of JLOS stakeholders including Development Partners, Government MDAs, CSOs, Media and members of the public. The opportunity was also used to recognise and reward outstanding JLOS staff and partners who served selflessly and excellently.

Output 3.3 JLOS Internal Accountability

Internal accountability was used by JLOS for introspection with a view of ensuring that JLOS institutions and staff were equipped for effective delivery on their mandate, while at the same time checking deviance from set standards.

Table 37 Performance against JLOS Internal Accountability targets

Indicator	FY 2010/11	2015/16	2016/17 Target	2016/17 performance
Number of institutions with functional performance management	0	6	6	6
Proportion of inspectors forum recommendations implemented	NA	100%	50%	64%

JLOS ensured the availability of functional systems and mechanisms to track results, provided for performance assessments/peer reviews, detected and investigated cases of errant JLOS staff, sanctioned abuses and rewarded excellent performers. Internal Sector support mechanisms and platforms for dialogue, premised on the JLOS Committee management system were pivotal in remedying challenges that could undermine the realisation of the full potential of JLOS staff and institutions. The Sector’s committee management system stretched from the Leadership Committee at the national level, up to the District Coordination Committees at the District levels. The focus was principally three pronged, targeting human resource performance in service delivery, institutional service delivery, and management of public resources.

The two targets for internal accountability were achieved during the period under review. Six functional performance management systems are in place, and recommendations from the JLOS Inspectors’ Forum were implemented. In addition to recommendations from the Inspectors’ Forum, the Sector implemented recommendations from the JLOS Integrity Committee nation-wide visits/ inspections conducted at the end of 2016.

Summary Performance against the Work plan Output 3.3: JLOS Internal accountability promoted

Planned Activity	Achievement	Budget	Release	Expenditure
Monitoring and evaluation, Data Gathering and production of quarterly reports Ministerial Policy Statement and Budget Framework paper; Quarterly Policy Meetings; Completion of the Last phase of Electronic Records and Document Management system; Conduct Induction training and reorientation of new staff. Strengthen JLOS financial management function (SG) Support the development of the Ministerial Policy Statement; Monitoring of Ministry activities.	<i>Budget Framework Paper Ministerial Policy Statement and Quarterly Reports finalised and printed. ; Quarterly Policy Meetings for allied institutions held; EDMS completed.; New Staff recruited; Quarterly Supervisory Inspections of Sector Activities Conducted</i>	466,650,000	456,650,000	456,650,000

Procurement of advertising materials to support the awareness campaigns; Increase awareness on the use of National Identity Card; Procurement of uniforms, pips and berets, stamps for new staff	<i>Fliers, brochures, A5 Boards, Maps, Pull up banners Increased proportion of Ugandans know where to get JLOS services</i>	145,000,000	117,000,000	117,000,000
Procure motor vehicle for coordination, monitoring and evaluation of Ministry activities;	<i>vehicle procured Monitored Ministry activities in Eastern and Northern Uganda</i>	324,200,000	244,359,790	244,200,000
Train officers on integrity and accountability; Develop an Internal Anti-Corruption Strategy; Retool the Policy and Planning Unit.	<i>DPP officers trained motor vehicle procured</i>	227,650,000	220,000,000	220,000,000
Facilitate JLOSIC Nationwide visits to assess public satisfaction; Enhance Inspectorate quarterly inspections	<i>JLOSIC report produced, awaiting printing and distribution; Quarterly Supervisory Inspections of Sector Activities Conducted.</i>	290,000,000	290,000,000	290,000,000
Corruption Detection Mechanism, Install Queue management, Monitored screens. Print 300 UPF complaint registers; Facilitate the Sector Audit Sub Committee; Conduct stakeholder's forum on Anti-corruption to disseminate findings from JSC activities.	<i>URSB completed Corruption Detection Mechanism; UPF printed 300 complaints registers; Inspections carried out. The forum was held with 44 participants from JLOS institutions as well as CSOs</i>	96,532,000	96,032,000	96,032,000

Performance Management Systems are in place and functional in six JLOS institutions in addition to the conventional Public Service staff performance management and appraisal mechanisms. Performance Management Systems are up and functional in the ODPP, URSB, Judiciary, JSC, DCIC, and MoJCA. Further, all JLOS staff performance is monitored through the annual appraisals, quarterly performance reporting, and conduct of periodic M&E to assess delivery of set performance benchmarks. For instance, the Judiciary is piloting the Performance Enhancement Tool, and at the same time training trainers that shall facilitate its roll out to the rest of the country.

The Sector internal accountability mechanisms effectively hold staff accountable for their actions and decisions through various complaints handling and feedback mechanisms. Guided by the JLOS Complaints Handling Manual, all JLOS institutions have in place standing and/or ad-hoc complaints/grievance handling mechanisms comprised in Complaints Desks, Disciplinary Committees, among others.

For instance, the ODPP addressed 85% of the public complaints against staff performance and conduct and 95% of the public complaints against the criminal justice processes. The excellent performance was attributed to establishment of regional offices who mentor ODPP staff in the field and conduct continuous inspections for quality assurance in service delivery.

Similarly, the UPF expanded its suspects profiling system to 10 of the 15 planned police stations. The shortfall was a result of limited funding and the stations affected were Lugazi, Rakai, Kayunga, Ntungamo and Soroti. Overall, delays to full roll out were occasioned by protracted migration of the internet backbone from UTL to NITA-U. The stations where the system is operational saw an improvement in the observance of the 48 hr rule up to 60%. In addition to the structural developments, the IGP constituted a team of 15 officers to have all police stations audited for case management, Human rights abuse and corruption. This special audit complemented PSU's regular inspections and audits of personnel, case management, and over detention of suspects.

To further emphasise the intolerance of impunity within the Sector, the Police Council Disciplinary Committee sitting at Police Headquarters concluded 112 cases in respect of 300 personnel. These

included the case of the seven Police Officers who were found culpable for publicly torturing supporters of the former Presidential Candidate, Rtd. Col. Kizza Besigye, in Kampala, in which case the Committee recommended inter alia reduction in rank to each of the commanders and suspension of the crime preventer. Other punitive actions arising from the court included fines, suspensions, dismissals, discharges and severe reprimand.

In addition, the Professional Standards Unit (PSU) registered 1,271 complaints during the period, out of which 379 were completed and 892 are undergoing investigation. The five most notorious complaints relate to; misconduct of police officers, mismanagement of files, framed up charges, unlawful arrests/over detention, and assaults /torture as illustrated in the table 39 below.

Table 39 complaint handling at PSU 2016/17

s/n	Offence	No of complaints	Cases completed	Pending
1	Misconduct of police officers	374	93	281
2	Mismanagement of files	311	88	223
3	Framed up charges	103	24	79
4	Unlawful arrests/over detention	91	18	73
5	Assaults and torture	88	36	52

Grave complaints against Police Officers that exceed the jurisdiction of the PSU, lead to criminal proceedings and as such there are nine Police Officers on trial in the different Courts of Law for various criminal offences.

In addition to the punitive action, the UPF is also enforcing preventive mechanisms against professional misconduct by, issuing practice directives and information dissemination and trainings. The Police top management issued two Administrative Instructions warning staff on personal liability as described in the PPTA and also directed an immediate stop to the enforcement of the law against idle and disorderly conduct. In addition, 2,000 copies of the Disciplinary Court Guidelines & Procedures handbook were internally disseminated to Police Officers and 1,100 Police Officers were trained by PSU on human rights and related laws.

The regulation of the professional conduct of lawyers and legal services is the responsibility of the Law Council. During the reporting period, the Council's Disciplinary Committee concluded 114 complaints against Advocates and Clerks in 42 sittings. The Committee meets once a week and this limits the volume of work that can be completed and thereby increasing case backlog. There is need to amend the Advocates Act and Regulations to increase membership and review the frequency of meetings to handle cases. Complaints' handling by the Law Council against Advocates is complemented with annual inspections of all law chambers to ensure that minimum standards are met. In the reporting period, 1,032 law chambers were inspected over and above an annual target of 700. This significant increase was due to a large number of lawyers setting up law firms, the vigilance of the Law Council members, and the generous financial support from DGF.

The JSC enforces judicial discipline through receiving and handling complaints through the Disciplinary Committee, and also when convened as Commission. Overall, during the period, 287 cases were completed by the Disciplinary Committee; 115 cases were closed by the Commission indicating 115% clearance rate; 172 cases are pending consideration by the full Commission and 229 cases are pending consideration by the Disciplinary Committee.

JLOS conducted both sector-wide and institutional inspections with a view of assuring quality in service delivery and responding to emerging concerns from the ground. At the Sector level, the JLOS Inspectors' Forum and the JLOS Integrity Committee are fundamental in this regard, while at institutional level, each JLOS institution with field offices (including UPF, UPS, ODPP, JSC, Judiciary, etc) has an inspectorate department that conducts periodic inspections and quality assurance. Recommendations from these processes feed into progressive practice and process improvements.

The JLOS Integrity Committee conducted a JLOS National Integrity Tour in December 2016. Observations and recommendations were discussed at a workshop that was organized in January, 2017. A specific inter-institutional Sub Committee was established to follow up and engage institutions to implement the recommendations in the report. In addition, the JLOS Secretariat and the Working Groups considered the recommendations and are progressively fostering their implementation alongside those received from the JLOS Inspectors Forum. The table 40 below spells out the key recommendations from the 2016 JLOS Integrity Tour.

TABLE 40 RECOMMENDATIONS FROM THE VALIDATION MEETING OF THE JLOS INTEGRITY TOUR 2016¹⁴

Uganda Police Force
<p>Need for the establishment of a specified unit in the police to handle telecommunication theft.</p> <p>The need to decentralise the money provided by JLOS for medical examination in sexual offences in order to increase accessibility to the funds.</p> <p>Need to engage the public more in community policing.</p> <p>Need for refresher courses and training for police surgeons.</p> <p>There needs to be enhanced coordination between the JLOS institutions to promote efficiency. In Nakasongola, there was commendable co-operation between the political leaders, court, police, DPP and the UPDF.</p> <p>Police officers should always communicate the state of affairs to the complainants in order to avoid allegations of corruption.</p> <p>Police should strengthen security at court premises.</p> <p>The Police should also consider transfer of officers who have overstayed in stations to achieve effectives. This particular challenge was mention at Sembabule Police station.</p> <p>The police Standards Unit should address the alleged corruption among its officers.</p> <p>To enable police in Kalangala to do community policing to proactively fight crime, there is a need to procure its own boat, be provided with sufficient fuel and man power.</p> <p>Recommend that JLOS should think of putting up standard barracks structures for police officers in Kalangala district.</p> <p>Remuneration for police surgeons enhanced in order to minimize their turn over.</p> <p>Adequate facilitation for Police officers to enable them carryout their work efficiently.</p> <p>Police officers who are undisciplined should be subjected to disciplinary measures other than just transferring them.</p> <p>Expedite the construction of the Police station in Kyenjojo district</p> <p>The Committee recommends increased facilitation for Police in Kalangala given its unique geographical location.</p>
Office of the Director of Public Prosecutions
<p>There should be expeditious sanctioning of files.</p> <p>The institution should increase to remuneration to officers in order to address the issue of High employee turnover.</p> <p>The Committee recommends that the DPP takes a second look at files where persons are charged in groups and all committal files with a view to entering <i>nolle</i> in deserving cases.</p> <p>DPP should consider strengthening staffing in the region.</p> <p>Regional State Attorneys should be empowered to take decisions to reduce cases of calling for files by the headquarters which delays prosecution.</p> <p>Ensure that the strict observance of ethical standards and efficiency, the inspectorate unit should be strengthened.</p>
Judiciary
<p>Case files should be prepared in such a way that successors or incoming judicial officers can take over without any difficulty.</p> <p>There should be a systematic way of tracking files from the various JLOSIC institutions. i.e. Police to DPP to court</p> <p>Members of the public need to be sensitive on what cases are criminal or civil.</p>

¹⁴ These are the recommendations as proposed by the validation meeting and are yet to be formally adopted and presented to the Sector Leadership.

Litigants should be informed about the decorum of court for instance, the clerk should warn the court users to switch off their phones while court is in session.

Old court buildings that are not in occupation for instance the old court hall at Entebbe Chief Magistrates Court should be demolished.

Parameter walls should be constructed around court premises for instance at Entebbe Chief Magistrates Court and Mpigi Chief Magistrates Court.

There should be an increase in the number of judicial officers in order to expedite the disposal of cases.

The Land Division should be decentralised. There should be a magistrate specifically handling land matters at the various courts.

Record management should be improved in all courts.

More computers should be obtained.

The need to translate to the Constitution into local languages in order to promote citizen awareness.

Need for a complex for archiving concluded land cases and a qualified archive manager.

More furniture should be provided to courts.

Human Resource Management of Judiciary should address the man power gaps especially among lower courts. A case in point is Sembabule district where the Grade two Magistrates handled over four sub stations.

There is also need for Chief Magistrates Court in Kitgum, Alebtong, and Dokolo etc The Judiciary should consider facilitating Magistrates to utilize the use of media centers like radios to sensitize their communities especially on land laws.

Improved staff supervision especially at court to ensure court staff work throughout the week

The number of court sessions should be increased to decongest prisons.

Driving the Bar by forcing advocates to work without numerous adjournments.

Limiting the time for hearing interlocutory applications. For instance advocates should be required to serve the interlocutory applications alongside submissions in order to avert inordinate delay.

There is need to create a nexus between the High Court Land Division and the Administrator General's office.

Need for facilitation for backlog sessions

Transport for judicial officers should be prioritised especially in hard to reach areas. Also transportation facilities for visiting locus in quo should be provided.

Courts should carefully identify cases where there are attempts to criminalize civil cases especially land cases.

Uganda Prisons Service

The prisoners requested a change in diet at least thrice a month from the posho and beans to matooke, cassava, rice and meat

The need for every prisoner to have at least two pairs of uniforms

Need for buses to transport the prisoners to and from court.

Need for provision of lunch when attending court

The need to extend vocational skills such as poultry, carpentry, formal education to all prisons

Construction of a female wing at prisons such as Kaweeri and Bubukwanga prisons.

Perimeter walls should be constructed around all prison facilities to improve on the security of prisoners.

Construction of a prison facility at Kyenjojo District since the District authorities have already provided land for the same Interventions such as plea bargaining should be encouraged as one of the mechanisms of disposing cases faster and reducing congestion in prisons.

Need for qualified medical personnel to be stationed at all prison facilities such as Mpigi Prison.

Start the construction of the Prisons in Kyenjojo district where the district has provided land which is already surveyed.

Need to enhance the drug supply to cater for inmate's health.

Ministry of Gender Labour and Social Development

Remand homes should be constructed at regional level. The southern region lacks a remand home.

Better facilitation of Probation office function in all regions.

General Recommendations to JLOS Institutions

JLOS institutions need to be mindful of PWDs when putting up structures. These structures should be accessible and cater for the needs of PWDs

There is need to provide accommodation of staff by JLOS institutions

Ensuring good financial stewardship is progressively entrenched at the Sector and institutional levels. Functional mechanisms such as the Budget Working Group, and its JLOS Audit Sub-Committee have kept a finger on the financial management pulse. Internal audits of all JLOS institutional activities and projects were conducted by the OAG and also bi-lateral Development Partners such as UNICEF and DGF, among others, at the different levels of support and partnership. The sector returned a clean audit report yet again. The Sector-wide and institutional engagement with the OAG not only focuses on fault finding but more importantly on continuous improvement in good financial stewardship. Recommendations and outcomes from these processes are duly considered by the JLOS Budget Working Group and its Sub Committees (JLOS Audit Committee).

At institutional level, all JLOS institutions have functional internal auditors who kept a full time check on processes and key expenditures. Quarterly internal audit reports are prepared to avert any perversion or abuse of process and public resources.

Overall, the illustrations under this output speak to the importance that JLOS associates with internal accountability mechanisms and processes as a bulwark against professional misconduct, maladministration and violations of human rights.

Output 3.4 Anti-corruption measures in JLOS adopted and implemented

Implementation of the JLOS Anti-Corruption Strategy, the Public Service Standing Orders, and above all the comprehensive national anti-corruption legislation is the focus of the Sector’s anti-corruption initiatives. JLOS institutions have developed and are implementing customised institutional Anti-corruption Action Plans. These include the Judiciary, the ULS, and the UHRC. Others such as the ODPP, URSB, and the Uganda Police Force are in advanced stages of completion of institutional anti-corruption plans of action.

Summary Performance against the Work plan Output 3.4: Anti-corruption measures in JLOS adopted and implemented

Planned Activity	Achievement	Budget	Release	Expenditure
DPP/CIID top management coordination	<i>Monthly meetings held on prosecution led investigation</i>	135,637,000	135,000,000	118,159,790
Conduct anti-corruption barazas	<i>Anti-corruption Barazas conducted in 6 districts.</i>	42,863,000	28,993,200	28,993,200
(1) Enhance ICT services in the MIA. (2) Develop a data bank to track all disciplinary cases registered and disposed of	<i>UPF software/databank was developed pending User Acceptance Testing and deployment. The enhancement of ICT services at MIA is at evaluation stage.</i>	42,000,000	40,000,000	40,000,000
(1) Conduct Disciplinary Committee retreat to Clear a backlog of Public complaints. (2) Hold Disciplinary Committee Meetings	<i>JSC held disciplinary committee retreat, 402 files completed 172 files still under investigation 94 recommended for closure, 20 differed for further investigation.</i>	134,100,000	134,100,000	134,100,000

The Sector has deepened its partnership and engagement with the Accountability Sector through collaborative implementation of a series of activities. The Sector participates in the Inter-Agency Forum (IAF) national strategic meetings and activities with representation from Judiciary (ACD), UPF (CID), ODPP, and the JLOS Secretariat. The strategic convergence serves to harmonise approaches with actors in the anti-corruption chain in fighting the corruption in all Sectors of Government including the JLOS Sector.

Joint JLOS and Accountability Sector public campaigns were held during the year to mobilise and enhance public participation in the fight against corruption. Under the theme *“Reject and Report Corruption; Your Responsibility”*, the campaign had a nationwide reach, including users of JLOS Services. This culminated in a Court Open Day convened by the Anti-Corruption Court Division of the High Court. The Open Day is an annual opportunity for not only external accountability in regard to fighting corruption in the Sector, but also serves to draw public feedback and input to JLOS anti-corruption approaches. The public is afforded an opportunity to collect IEC materials and make inquiries through interactive exhibitions by JLOS institutions at the Open Day. When the public is assured that all JLOS officers are accountable for their actions, it enhances confidence and trust in JLOS anti-corruption interventions, both administrative and criminal justice based. These activities were supported by the JLOS Sector, GIZ, and the SUGAR-TAF.

JLOS strengthened the zero tolerance to corruption policy through civic awareness creation campaigns aimed at promoting transparency and empowering communities. The Sector institutions, including JSC, Anti-Corruption Division and URSB among others provided information to the public on rights, procedures, fees or charges, complaints registration processes and management systems (including the toll free lines). The JSC through the open-air district sensitisation meetings and anti-corruption Barrazas empowered an estimated 1,400 persons in the districts of Rukungiri, Kanungu Kaliro and Kiboga (Kiboga Town Council and Lwamata Town Council) and an estimated 5,000,000 persons in the districts of Kasese, Jinja, Iganga, Kampala, Apac, Moroto and Kisoro were among those reached through 51 talk shows (radio and TV).



As a follow up on public empowerment to report corruption and abuse of due process, the Sector popularised the JLOS public complaints’ systems (toll free line and suggestion boxes) in URSB, the JSC, the Judiciary, UPF, UPS, MoGLSD, ODPP and UHRC. The public was encouraged to report and participate in the Sector’s agenda against corruption and unwarranted delays in service delivery. The PSU launched specific help lines under the theme *‘Together, we improve service*

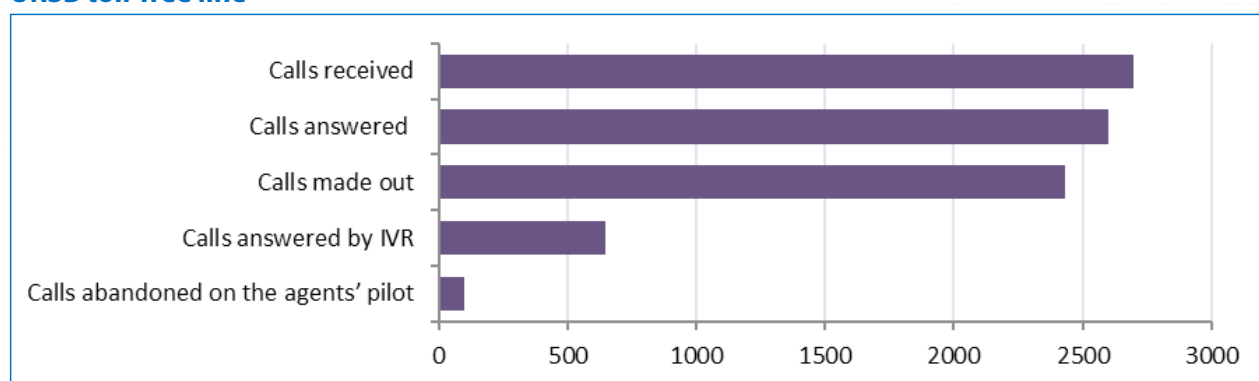
delivery’ to members of the public to lodge complaints and to provide information on any police units that are not delivering services to the public in a professional manner.

The use of toll free phone lines increased the Sector’s engagement with the public; receiving complaints, providing feedback on various matters ranging from legal procedures and formalities, information on service centres, legal aid, acknowledgements, complaints, status among others. This enhanced timeliness, accountability, and reduced transaction costs in service delivery. The opening increased Sector engagement with the public and reduced opportunistic corruption that often rides on the ignorance of the unsuspecting public to either charge exorbitant fees, or claim protracted service processes that purportedly warrant a payment of bribes to overcome. The table 41 is an illustration of the performance of the URSB call centre.

Table 41 URSB toll-free line and Social Media

	Category	Performance	Remark
1	Calls received	2,700	Upward trend
2	Calls answered	2,602	Upward trend
3	Calls answered by IVR	648	Upward trend
4	Calls abandoned on the agents' pilot	98	Upward trend
5	Calls made out	2,430	To invite clients to come and pick finished work, do searches, answer queries, etc.
6	URSB Facebook likes	1900	Up from 900 in the last reporting period
7	Twitter Followers	380	Up from 120 in the last reporting period

URSB toll-free line



The JSC received 100 corruption related complaints (20 complaints by female and 58 male and 22 other complainants) against judicial officers (67 male and 31 female) and 2 others. 52 complaints arose from 15 Chief Magisterial Areas (Kayunga, Buvuma, Jinja, Iganga, Luuka, Gulu, Lira, Mpigi, Moyo, Arua, Busia, Tororo, Nagongera, Mbale Bukwo, Luwero, Nakaseke, Masindi, Masaka, Lwengo, Mbarara, Ibanda, and 1 from the High Court Circuit of Kampala. 52% of the complaints were concluded. Overall, 287 cases were completed by the Disciplinary Committee; 115 cases were closed by the Commission indicating 115% clearance rate; 172 cases are pending consideration by the full commission and 229 cases are pending consideration by the Disciplinary Committee.

Similarly, PSU received 95 corruption related complaints against Police Officers as illustrated in the table below. Some have been completed at a clearance rate of 27.3%, while majority are still pending.

Table 42 corruption related complaints processed by PSU

S/n	Offence	No of complaints	Cases completed	Pending
1	Corruption	45	10	35
2	Extortion	48	15	33
3	Demanding money with menace	02	01	01
	TOTAL	95	26	69

While the need to fast-track case disposal to address the public complaints cannot be over emphasised, it is more of a responsive act after the event. The most critical focus that the Sector has preferred, is to stem the occurrence of incidents that give rise to acts of perceived or actual corruption. Improvement in institutional governance systems, increased use of automation, minimising direct public interaction with service providers, and providing information about service delivery standards and procedures are some

of the proactive measures the Sector employed to deal with the vice. Typical ongoing cases of reform include the URSB, DCIC, and Judiciary among others.

The URSB put in place a dedicated team that streamlined business processes, built strategic partnerships and strengthened its accountability to all stakeholders. Any URSB staff member found to have engaged in unethical conduct is subjected to disciplinary action, including dismissal after due process. This improved the institutional image of URSB and created public trust that led to increased performance of URSB. The following specific cases relating to corruption have been handled in the reporting period:

Three internal investigations involving individual staff in the URSB, and relating to financial losses were carried out and respective reports to that effect were produced

Five other cases involving clients and the police were also registered and investigated. Three of the persons involved were arraigned before Courts of Law and the cases are yet to be concluded.

One case that involved clients was registered and investigated. The culprit was arraigned in Court and the case is yet to be concluded.

The criminal justice machinery against corruption is one of the Sector's key anti-corruption fronts. With the increased awareness, prosecution, asset recovery, and collaboration with other anti-corruption institutions such as the IG, there is increased dialogue on fighting corruption within the public domain. A cursory view of major offences investigated by the CID over the past five years place corruption allegations as the least across board. The declining statistical trend of reported cases of corruption at the UPF may be attributed to the increased avenues of investigation, prosecution, and punishment of acts of corruption with the IG playing a more specialised and visible lead role, and administrative sanctions system swinging into effect. This is illustrated in table 43. However, this calls for deeper inquiry to establish the reasons for the decline amidst increased public consciousness about the criminal nature of corruption.

Table 43 trend of cases of corruption in the public sector filed in Court

Category	2013	2014	2015	2016
Corruption (Public sector)	413	458	210	194

The ACD posted the highest case clearance rate (89%) and case disposal rate (42%) among all the Divisions of the High Court. A total of 210 cases were completed, leaving 291 cases pending in the system.

Table 44 trend analysis of the anti-corruption court

FY	B. Forward	Registered	Completed	Pending	Disposal Rate %	Disposal Rate % SIP III Target
FY 2016/17	266	235	210	291	42	75
FY 2015/16	262	327	315	274	53	70
FY 2014/15	346	249	309	283	22	69

The ACD posted a decline in the number of cases completed due to the complexity of corruption cases and multiplicity of interim applications and forum shopping in most of the cases aimed at derailing trial processes. In retrospect, the SIP III performance targets appear over ambitious and not sufficiently contextualized. This is supported by the comparative analysis of the performance of the other Divisions of the High Court, where the ACD turns out to post highest results, only comparable with the Commercial Court, but overall far below the Sector targets. However, this notwithstanding, the ACD continues to play a fundamental role in the fight against corruption, both within the Sector and country wide. Enhanced

capacity building, tooling of the court with better technological equipment, and increasing the number of judicial officers can guarantee further improvement.

Output 3.5 Accountability in Transitional Justice promoted

The SIP III pegged the delivery of justice under this outcome to the contribution of the International Crimes Division of the High court and other alternative Justice mechanisms (traditional justice, reparations, truth and reconciliation).

The International Crimes Division: The International Crimes Division, is fully functional with a registry and support from specified units of the ODPP and the UPF (War Crimes investigations Unit.) The institutions continue to work towards achieving justice for the victims of conflict especially those committed by former LRA commander Thomas Kwoyelo, and ADF's Jamil Mukulu. The satisfaction of justice through a conviction or acquittal of the offender or award of reparations is yet to be seen to be done. The Sector progressed in making the formal system work to hold the perpetrators accountable. More support is needed however, to fasten the trials as justice delayed is justice denied.

Alternative justice mechanisms: Although functional the progress of traditional justice mechanism, was not been monitored by the Sector, since the system is not yet formally recognised. It is then that the Sector can invest in strengthening this justice process to achieve reconciliation and reparation as well. It was also envisaged in the SIP III that the passage of the Witness Protection Bill would facilitate protection of witnesses in both formal and non-formal justice processes and it is still expected to do the same once these processes are formally recognised

The Human Rights Documentation Programme (HRDP) was used for strategic mapping and identification of affected communities so as to direct development programmes.

The UHRC through the project is documenting gross violations of human rights in Uganda committed during the conflict situations between 1986 and 2016. A database is to be set up to identify victims, perpetrators, the duration, causes and effects of all conflicts. So far, 104 incidences have been registered in the data base. A preliminary brief, mapping report of conflicts areas/zones in Uganda based on information collected has been prepared. The programme is expected to adequately inform Government on who, where and what victims lost during the war/s.

However, the Sector notes with concern that due to the delay in the consideration of the TJ Policy, there are the adhoc compensation interventions which are both costing Government and not realising the actual needs of the conflict affected persons. For example trauma healing, land conflicts, identity of children born of war, forgiveness and reconciliation are not considered as part of the monetary compensations due lack of a clear legal framework.

It is expected with renewed commitment of the Sector that Government will rid itself of unscrupulous individuals and "ghost" beneficiaries by considering the proposal of the National Transitional Justice Policy, to address issues of reparations and other effects of conflict which are critical.

CHAPTER 5

PROGRAMME MANAGEMENT

The Sector programme management is structured around the thematic working groups including Human Rights and Accountability, Access to Justice Civil, Access To Justice Criminal and Transitional Justice. These are supported by the monitoring and evaluation component. Below is a synopsis of the performance of each of the thematic areas.

Monitoring and Evaluation is aimed at achieving efficient and accountable results reporting across the chain. Joint management of the planning monitoring and evaluation functions allows for more effective oversight and stewardship at all levels and improved reporting to stakeholders. The Sector developed a single M&E system to manage the planning, monitoring and evaluation work flow and to provide a structure, service and accountability measures to all institutions and stakeholders. The M&E units across all institutions service the system. A report of major activities undertaken is provided below.

Summary Performance against the Work plan Output 4.0: Programme Management

Planned Activity	Achievement	Budget	Release	Expenditure
Staff emoluments for Secretariat; Gratuity payments; NSSF Payments	<i>Contract Staff salaries Gratuity Contributions to NSSF</i>	2,978,767,840	2,978,264,840	2,978,267,841
Office running Expenses; Publication of Annual reports, Semi Annual reports; Internal audit and financial management ; Hold Annual and Semi Annual JLOS Review	<i>The sector annual report 2015/16 published as well as the semi-annual report 2016/17; Annual review 2015/16 and semi-annual review 2016/17 held Office running and coordination of the sector</i>	679,000,000	679,000,000	679,000,000
Continuous Professional development; Capacity Building and support to JLOS PPUs; Train 10 JLOS inspectors; Support to the Apprenticeship and awards program	<i>Trained 17JLOS staff trained in result based management, data collection analysis and reporting, other staff and members of sector management structures were facilitated to undertake short term training to enhance their capacity to perform; Internship programme was strengthened</i>	850,000,000	806,000,000	790,000,000
Facilitate JLOS Structures (98 DCCs, advisory board, 12 RCCs); DCC, RCC, National Chain Link and workshop evaluations; Develop a JLOS strategy to mainstream PWD rights in the sector; Hold JLOS Forum	<i>96 DCC and 13RCCs held meetings and 16 JLOS open days held at regional level DCC,RCC, National Chain Link activities implemented as planned; No funds released for JLOS forum</i>	850,290,310	650,000,000	650,000,000
Implement MTR recommendations and develop SIPIV; Supervise construction of Justice centers (Mini JLOS); Carry out M&E Activities; Procure office equipment .	<i>SDP IV developed ; ongoing constructions supervised; Joint JLOS DPG M&E undertaken in Northern central, western and Eastern Uganda; 4 Computers and printers procured</i>	625,000,000	550,040,000	550,000,000

The 21st Annual Review: The Sector prepared and printed the 2015/16 Annual Report which was presented at the 21st Annual Review held under the theme “A Pro People Justice System: Building public trust” in October 2016 at Speke Resort Munyonyo. The JLOS Development Partners assessed the annual Sector performance as satisfactory.

Stakeholders applauded the JLOS Development Partners for generously supporting the Sector and being part of JLOS success story. CSOs were given an opportunity to assess Sector performance from the perspective of the demand side of justice.



Assistant Commissioner of Police, Anatoli Muleterwa (centre) was awarded the JLOS Human Rights Defender Award for 2016

During the review, the 2016 edition of the JLOS Recognition Awards were also handed out. The Annual JLOS Recognition Awards are a highly visible component of the Sector's goal of setting standards of excellence in the administration of Justice and the rule of law by honouring and recognizing the efforts and achievements of individuals and institutions.



Hon. Kahinda Otafire (left) at the 21st Annual JLOS Review held on October 21 2016 at Speke Resort Munyonyo

The JLOS Recognition Awards are designed for recognition of individuals and institutions that have demonstrated exceptional performance in the administration of justice and the rule of law.

Joint JLOS Development Partners M&E: The Sector in addition to the routine internal M&E of sector constructions and activity implementation conducts joint M&E exercise involving development partners. The joint monitoring of implementation of activities was undertaken in Nakaseke, Mitooma, Kampala, Ibanda, Moroto, Naapak, Amudat, and Soroti to mention a few. During the visit, prison management highlighted the various successes and achievements registered at the facility that included establishment of a human rights committee and elimination of the bucket system. It was reported that food is served three times a day



HE. Henk Jan Bakker Ambassador of the Netherlands visiting the URSB headquarters in Kampala as part of the routine monitoring

The issue of medical examination of rape/defilement victims was highlighted as a point of concern in reference to instances where medical personnel require fees before an examination is done. In many cases, victims or their families do not have money to pay for this service,



Members of the Joint M&E at Wakyato prison

which eventually weakens the prosecution's case when it comes to court trial. Challenges identified at the prison facilities include congestion, lack of infrastructure for court and police in Nakaseke district among others. Other challenges included lack of transport for prisoners referred to court hearings, poor staff accommodation, delayed trials, fencing, shortage of staff and electricity.

The Sector in conjunction with the Austrian Development Cooperation facilitated a team of Members of Parliament from Austria who visited Uganda in March 2017 and monitored implementation of ADC funded projects in western Uganda. The team visited Ibanda prison and the Ibanda justice centre.



The Head of Office Austrian Development Cooperation and Austrian Members of Parliament on a fact finding mission visiting JLOS institutions and projects in Ibanda



Chief Justice Hpn Justice Bart Katureebe prepares to plant a tree after commissioning the construction of Mitooma Justice centre, one such centre to be constructed partially with funding from ADC under budget support

During the meetings the Members of Parliament received testimonies from the litigants hailing improvements in justice delivery, reduced lead times and fairness of decisions. One of the challenges was overcrowding in prisons, overstay of suspects in police cells because of delayed medical examinations and water shortage. Other joint M&E activities involving Heads of Missions were also facilitated by the secretariat during the reporting period. The ADC has been providing Sector Budget Support to the Sector. In addition the ADC has provided critical support for the Sector in training in international crimes, management for development results and alternative dispute resolution focusing on mediation. The monitoring and evaluation visit by ADC officials to Ibanda district in Western Uganda in May 2017 was an opportunity to monitor Sector projects and programs as well as interface with duty bearers and the general public who are direct beneficiaries of JLOS Services.

The ADC team visited Ibanda Justice Centre – a newly constructed facility that houses the courts (Chief Magistrates' court), the Uganda Police and the Office of the DPP as well as the Ibanda Government Prison.

Preparation of the Fourth Sector Development Plan (SDPIV)



The SDPIV formulation team consulting JLOS stakeholders in Lira

Following many months of preparation by the JLOS institutions characterized by extensive participation and consultation within the JLOS and with its stakeholders and partners the sector concluded the development of the fourth Sector Development Plan (SDPIV) for the period 2017 to 2020. The JLOS SDPIV brings continuity to the reforms that were started under the past three Strategic Investment Plans. The process started with an evaluation of the SIPIII design and implementation by a team of independent consultants who commended the design and recommended its continuity.

The SDPIV was largely prepared by the Sector in-house, building on experiences in the preparation of the previous plans and taking advantage of the capacity built within. The JLOS secretariat supported by the JLOS Policy and Planning Units led the preparation of the SDPIV.

The process involved country wide consultations, using the JLOS regional and national level structures. For the first time JLOS duty bearers and stakeholders at district level provided direct input into the plan. JLOS development partners were also consulted. The SDPIV was considered by the JLOS structures and the Justice, Law and Order Sector Leadership Committee during its meeting on August 29th 2017 chaired by the Chief Justice approved the new JLOS Strategic Development Plan (SDP IV) (2017 – 2020). The SDP IV lays out a cohesive strategic direction for the Sector placing emphasis on access to JLOS services and enhancement of JLOS infrastructure; promotion of human rights and the fight against corruption and strengthening commercial justice and the environment for competitiveness.



The 4th Strategic Development Plan (SDP IV) which seeks to consolidate the gains that were realized over the 15 years since the inception of the Sector Wide Approach (SWAp). It also further expresses Government’s commitment and determination to deal with the challenges that people with justice problems face in the search for justice as they pursue economic, social and cultural issues that affect them. It seeks to strengthen the mechanisms for delivering citizen-centered access to justice and provide a strategy to meet the justice needs that the citizens in Uganda face on a daily basis.



Meeting of the JLOS Leadership Committee that approved the SDPIV- 29th August 2017

The SDP IV is aligned to the **National Development Plan II**. The sector is glad to report that the SDPIV was reviewed and approved by the National Planning Authority.



JLOS staff during training in results management and reporting in Kigaali Rwanda conducted by SETYM INC

Training of JLOS staff in reporting and capacity building for M&E: As part of the continuous capacity building programme the Sector secretariat trained staff of the policy and planning units in reporting emphasizing what JLOS reports should contain and the purpose for which they are prepared. A training programmes was conducted by Setym Inc and 17 staff from the JLOS policy and planning units attended. The training enabled the participants to master the process of setting up a result based M&E system for projects and programmes. It also enabled the team to understand the techniques and tools used to plan monitor and evaluate project performance for the short to mediums and long term results, identify information needs and data collection method. The trainees were equipped with skills to improve the M&E systems in place to meet stakeholder needs. The secretariat also facilitated training sessions in Sector institutions such as UPF, Judiciary, URSB, Judicial Studies Institute among others in budgeting and preparation of work plans.

JLOS House: The JLOS Secretariat continued to facilitate the procurement process for the JLOS house under the PPP modality. Due diligence on members of the consortium was undertaken during the period under review. Currently the contract negotiations are ongoing with the named preferred bidder. Details on the project are presented in chapter 3 of the report under outcome 2.



A dance for justice- Justice Bamwine join members of the public in a Kinyankore dance during the JLOS open day in Mbarara 2017

DCC Coordination: The Sector M&E function also coordinated and resourced DCCs, RCCs and the Chain linked Advisory Board. There are currently 128 functional DCCs and 15 RCCs. The sector with support partly from UNICEF facilitated DCC activities including meetings, inspections, outreach as well as Radio Talk shows. To improve performance, DCC meetings and functionality has been added to the key performance indicators of the Registrars and magistrates that the sector has published for distribution to all judicial officers. In the period under review, 690 DCC monthly case

management meetings were held in the. However some DCCs failed to adhere to the guidelines that provide for a meeting at least every other month. The non-adherence to the DCC guideline was attributed partly to personality of some chairpersons. The Sector encourages JLOS stakeholders to always demand for meetings from such chairpersons and for RCC chairpersons to demand DCC performance reports during RCC review meetings. In addition to meetings 76 routine inspections to detention facilities as provided in the DCC operational guidelines were undertaken. The inspection visits helped to reduce the number of persons overstaying in police cells and on remand in detention facilities from to 35% from 40% in 2015/16.

The Sector facilitated the Regional Chain Linked Committees to address some of the weaknesses identified in the DCC management and in the reporting period 25 RCC review meetings were held. The financial year 2016/17 returned the highest number of JLOS open days at district and regional level. In addition to district level open days there were also 13 JLOS open days at regional level in Arua, Kabale, Masaka, Soroti, Jinja, Lira, Masindi, Mbarara, Fort Portal, Gulu and Mbale. The open days brought together JLOS district/regional actors to explain and address regional/district level justice challenges. Outreach programs on radio to share and discuss issues of administration and access to justice were conducted before and after the open days. The Open days are part of the Sector’s publicity campaign and an opportunity for the JLOS institutions to interact with the general public and showcase the services they provide. During the DCC/RCC open days, on display were stalls manned by personnel and staff from the various JLOS institutions each complete with information materials such as publications, forms, products and other displays with the aim of informing the public of the work they do and making the services more accessible and bringing them closer to the people. Institutions such as the Uganda Police Force also showcased uniforms and other specialized clothing used in their interaction with the public.

Justice for Children Programme: With support from UNICEF the sector is currently managing a Justice for Children (J4C) programme in 24 DCCs and 13 Regional chain linked committees.



Promoting child friendly services in JLOS –children attend JLOS events

Each of the DCCs was supported to develop and implement action plans. All the 24 DCCs and 13 regions developed action plans. The Sector employed and facilitated 13 Regional and a National J4C Coordinator to provide technical support to the programme in the program regions and districts (13 RCCs and 24 DCCs) for monitoring and capacity building on child justice and Gender Based Violence and Violence against Children. The support is to facilitate coordination, mentoring and hand holding of

stake holders on justice for children issues and to ensure that all programme activities are carried out. Activity reports as well as financial accountability is compiled and submitted. Open days that enable JLOS duty bearers to meet JLOS stakeholders and the public so as to provide information on policing, prosecution, adjudication and correctional services as well as where to get probation services including the roles and responsibilities of the JLOs actors are also supported. Real time answers are provided to the

public on issues raised and a special space is provided dealing with issues of juvenile justice and access to justice by vulnerable groups.

UNICEF also provided support to JLOS to monitor SIPIII indicators in 5 districts with remand homes and supported juvenile justice data collection, this strengthened monthly reporting by DCC on progress against targets on child related cases and identification of bottlenecks for action by JLOS. Implementation of activities provided added opportunity for JLOS to mentor and coach officers in the selected districts on data collection tools.

With support from UNICEF the Judiciary started the use of audio-visual technology in managing children cases. To support the use of the technology, guidelines were launched at the High Court in Kampala. The intervention makes it possible for courts to receive evidence by audio video link from witnesses who cannot appear in court due to infancy, old age, illness, distance and costs. The Rules Committee approved a Practice Direction on Audio Visual Evidence to provide for taking of evidence by audio and video link. Currently, the Judiciary with support from UNICEF installed Closed Circuit Cameras that are connected to TV Monitors in the High Courts of Kampala, Gulu, Mbale and Fort Portal, to receive evidence from children.

According to the Honourable the Chief Justice, children who are victims of sexual and gender based violence shall appear in court by video link to save them from secondary victimization, which they suffer when they physically appear in court to testify in full view of their molesters.

Working Groups

Human rights and accountability

the Human Rights and Accountability Working Group held meetings during the reporting period with a focus on human rights and on accountability. The thrust of engagement in the meetings was follow up on implementation of JLOS programmes and consideration of reforms in the areas of human rights and accountability.

Human rights discussions focused on mainstreaming rights of persons with disabilities (PWDs), legal reform, development of the National Action Plan on Human Rights, development of a Human Rights Documentation Project and consideration of implementation of recommendations from the UHRC annual reports. The working group also were engaged during the anti-corruption week.

Access to justice civil working group

The Access to Justice Civil Working Group held three meetings during the reporting period. Two meetings were held at the Land Justice Sub-Committee level and members considered land justice issues and came up with recommendations for addressing issues raised. The Land Justice Sub-Committee members also considered the following issues during the meetings; action areas for JLOS in the National Land Policy Implementation Action Plan 2015, access to land justice issues and challenges, land law review, cancellation of illegally acquired land titles on wetlands and restoration of wetlands by NEMA among others. The National Environment Management Authority (NEMA) technocrats enlightened members of the Land Justice Sub-Committee on the proposed amendments to the National Environment Act (NEA), Cap 153, cancellation of illegal land titles for wetlands and wetland restoration for sustainable development. The Land Justice Sub-Committee members made proposals for consideration by NEMA in the draft National Environment Bill.

In September 2016, the National Environmental Management Authority (NEMA) in partnership with the Justice, Law and Order Sector organized a colloquium to engage on issues of access to environmental justice and compliance. Several actors in the Justice Law and Order Sector participated in this event that included: the Ministry of Justice and Constitutional Affairs (MoJCA); Judiciary; NGO Bureau – Ministry of Internal Affairs (MIA); Uganda Human Rights Commission (UHRC); Uganda Law Reform Commission (ULRC); Judicial Service Commission (JSC); and the Uganda Prisons Service (UPS). This colloquium demonstrates the Sector’s commitment to partner with other Government entities to solve pertinent national / global problems and challenges such as climate change and compliance to environmental laws and regulations.



In addition to the above, the Land Justice Sub-Committee engaged with the Land Division on issues regarding the high failure rate of mediations and held a meeting with the Chairperson of Alternative Dispute Resolution Project Implementation Unit, Deputy Registrar in-charge of mediations in the Land Division and mediators attached to the Land Division. The meeting discussed the causes of the high failure rate of mediations in land matters, other challenges characterizing land case media-

tions and strategized on a way forward for the bottlenecks which were identified.

During the reporting period, the Land Justice Sub-Committee submitted a concept paper on strategic interventions for Land Justice Case Backlog to the Judiciary Case Backlog Committee.

Access to Justice Civil Working group members were actively involved in the implementation of Alternative Dispute Resolution Project in the following institutions: Judiciary; Ministry of Justice & Constitutional Affairs (Directorate of Civil Litigation, Office of the Administrator General; Law Council); Uganda Human Rights Commission; Judicial Service Commission; Industrial Court and Uganda Law Society participated. By the end of the reporting period, the ADR project had ended but implementation of mediation is ongoing across all Sector institutions with a civil dispute resolution mandate.

The Service Delivery Standard for the Access to Justice Civil Working Group which were developed by members are pending finalization.

On 18 May 2017, HiiL launched their latest Justice Data Report on Family Justice in Uganda. This was done at a workshop hosted by the Swedish Embassy in Kampala. The launch was accompanied by the attendance of representatives from the key actors from the Justice, Law and Order Sector who are concerned with family justice, including the JLOS secretariat, the UPF, the Judiciary, DGF, LASPNET, IDLO and the Law Reform Commission.

This Family Justice Report follows the outcomes of the nation-wide justice needs and satisfaction survey that HiiL conducted in Uganda in 2016. That report showed that justice problems relating to the family constitute the most prevalent justice problem for Ugandans. More than 1 million serious family justice problems occur in Uganda every year: most of them are domestic violence and separation related. As in other countries, this survey shows high impact of family problems on people’s lives. Impact on women is more severe than impact on men.

The Family Justice report contains a deeper understanding of the family-related problems that Ugandans face. This includes the processes people follow to solve these problems and the outcomes that they obtain when attempting to get a solution. It sets out the foundation for an agenda for innovation that builds on the needs of users of family justice processes. The launching workshop concluded that the results of this study should become building blocks for an action plan to improve the treatment of family disputes in Uganda.

Criminal justice working group

Under criminal justice, Working Group efforts were directed at enhancing institutional response to crime by engaging in research and discussions on case backlog reduction programmes. The Working Group provided technical support in efforts to address prisoner welfare, promote prisoner rehabilitation and community re-integration among the many reforms. Meetings were held at Subcommittee and Working Group level which informed the Working Group work as well as a presentation before the Justice Buteera Committee on Case log reduction in November 2016. The Working Group also considered and deliberated on the Session System of case disposal and made a report to inform future interventions by the criminal justice agencies as well as the next sector development plan. The Working Group supported and engaged in discussions to have cases at the Naguru Remand Home, supported the development of guidelines on remand homes, the development of the Child Justice Strategy as well as actively participating in the completion of diversion guidelines. Working Group members made presentations at various institutional fora sharing and being informed of best practices to improve the criminal justice system in Uganda.

The working group supported the 6th Kigali Declaration International Conference (KIDC). During the Conference the Uganda Inspector General of Police was elected chairperson of KDIC and a resolution to enhance and strengthen the role of security agencies in combating violence against women and girls was adopted

Transitional justice



Publicity committee road trip at the Mbarara Passport office and below the committee visiting Rwimi Prison farm

The popularization of Transitional Justice as JLOS key deliverable has attracted slow but commendable impact. The influence of transitional justice is visible in recent legislation including money laundering laws. The Sentencing guidelines for example is the first piece of legislation that mentions reparative terms like restitution, and restorative justice for victims of crime, the International Crimes Division Rules of Procedure and Evidence make a bolder step in specifically proving for reparations and the Amnesty Amendment Bill 2014 if enacted emphasises reparations. The Sector is

thus confident that Transitional Justice will help shape criminal justice. In addition, transitional justice is a justice concept that is only achievable if accepted by the communities and the key implementing structures, within Government.

JLOS PUBLICITY COMMITTEE ROAD TRIP TO WESTERN UGANDA

The Justice, Law and Order Sector (JLOS) is at the fore-front of the administration of justice and the rule of law Uganda with service points in various locations across the country. This has enabled the Sector–with measurable success – to contribute significantly to enhanced access to justice especially for the vulnerable persons in our communities. One of the critical mandates of the JLOS Publicity Committee is to participate in dissemination of information to the public. Information dissemination empowers communities with knowledge of available JLOS services and basic human rights.



The visit to Sector institutions in western Uganda (“road trip”) conducted in May 2017 provided an opportunity for members of the JLOS Publicity committee (drawn from front line JLOS members institutions) to engage with sector institutions at sub-national and regional levels as well as citizens on matters of interest to our communities.

During the visit to Sector institutions, committee members engaged on issues of Land, family / marriage, issues of children in conflict with the law, mediation (alternative dispute resolution), legal aid, human rights, SGBV, identification, registration and immigration, business registration et cetera. The Publicity Committee also engaged with local district chain link committees (DCCs) to gain insights into how service delivery can be improved through visits to Police stations, DCCs (Fort Portal and Bushenyi), Prisons facilities (Rwimi Prison Farm in Kabarole and Bushenyi Government Prison), Uganda Human Rights Commission regional office (Mbarara), URSB regional office, MOJCA regional office (Mbarara) and the Ministry of Internal Affairs Regional Office (DCIC) office (Mbarara)

Through participation of media personnel (coverage of visits to various institutions by the committee) information was collected and experiences shared by way of feature stories and news bulletins in mainstream media such as television, radio and online platforms. Feedback from the road trip was used to enrich Sector planning and strategy development through mechanisms to address public complaints and improvement of customer care systems.

CHAPTER 6

FINANCIAL PERFORMANCE FY 2016/17

This financial report reflects the budget performance for all Sector institutions for the financial year 2016/17 and also shows budget and funding trends over the SIPIII implementation period. The Sector was funded by GOU and development partners to implement the JLOS work plan 2016/17 in particular and the SIPIII in general. The development partners who funded the implementation of the SIPIII include the governments of the Netherlands, Austria, Denmark, Sweden, Ireland, as well as UN agencies including UNICEF, UN Women and UNDP. Other development partners including Ireland, Sweden, and European Union funded the Sector through the DGF and or provided in-kind support such as the construction of Courts and Police stations as well as the provision of office equipment. The Government of Austria in addition to funding projects such managements for development results and ADR, provided budget support funding of two million Euros every financial year over the SIPIII implementation. The Netherlands provided UGX 3,082,500,000 for this FY 2016/17; Denmark UGX 3,866,050,579; UNICEF UGX 1,069,212,114 under the Justice for Children program; and UNDP UGX 1,720,591,645 towards implementation of the Rule of Law and Constitutional Democracy Programme and the Peace, Security and Systems Resilience Programme.

National budgeting and implementation process

The GOU budget cycle starts in October following issuance of the budget call circular that details government priorities and the Medium Term Expenditure Framework (MTEF). This is preceded by the Country Portfolio Performance Review between July and August each year. Sector Working Groups and Local governments prepare and submit Sector Budget Framework Papers (BFPs) and collectively the Sector BFPs form the National BFP which has details of budget estimates by each Ministry and institution. The National BFP is presented to Parliament which has the power over appropriation. Once approved each Ministry/department is allocated a ceiling of the amount to be spent in the financial year. All transactions are drawn against the Single Treasury Account in the Bank of Uganda operated through the Integrated Financial Management System

Once the budget is approved, the Ministry of Finance, Planning and Economic Development issues quarterly cash limits against which each institution can spend in a Quarter from the approved budget.

JLOS Budget Funding Trends

Over the last five years, the overall Sector budget has grown in absolute terms from 568bn in FY 2012/13 to UGX.1.155trillion in FY 2016/17 as shown in the graph and figure 8 below. However, the share of the Sector as a proportion of the national budget declined over the same time period by 19% from 5.6% in 2014/15 to 4.4% in 2016/17. This was made worse by cuts in donor support to the sector following the enactment of the Anti-Homosexuality Act. The graphs below show the Sector budget allocations and the Sector share of the national budget. It is important to note that the overall JLOS budget averaged about 1% of GDP over the SIPIII period. Donor support was also not stable in the period of implementation of the SIPIII as shown in Table 45.

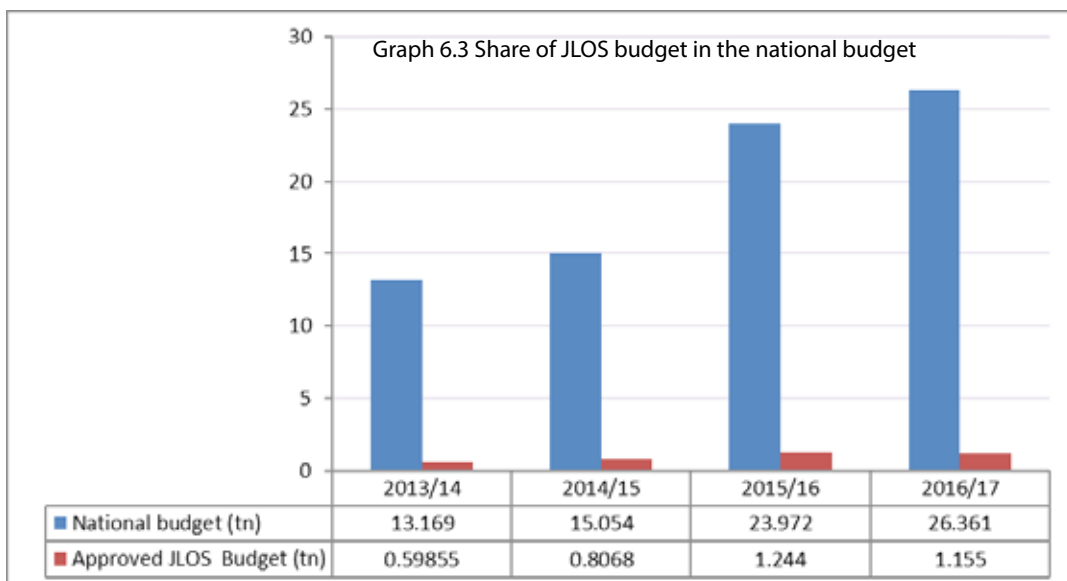
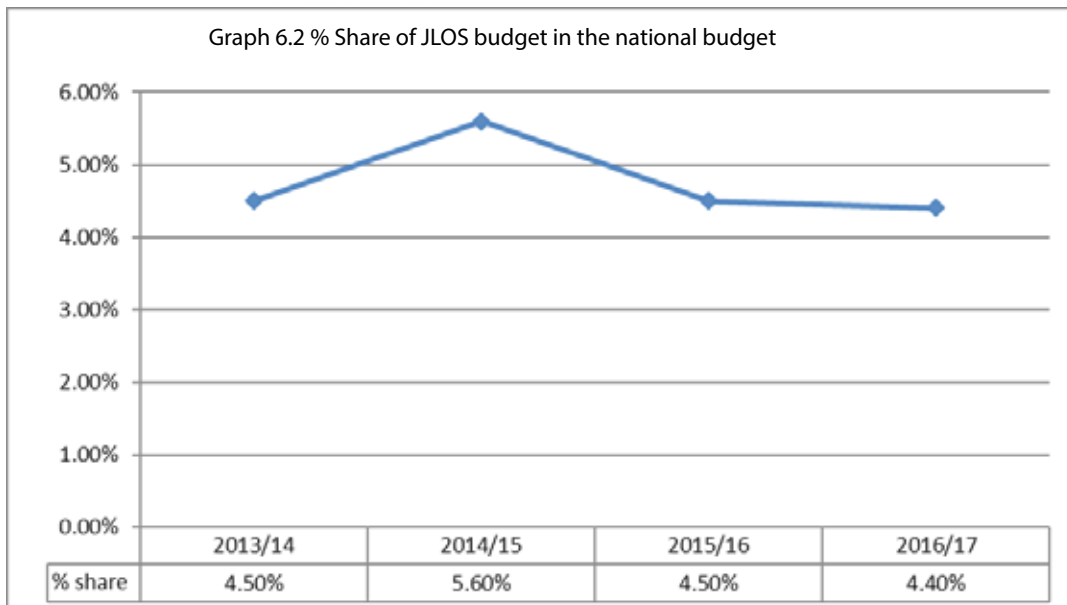
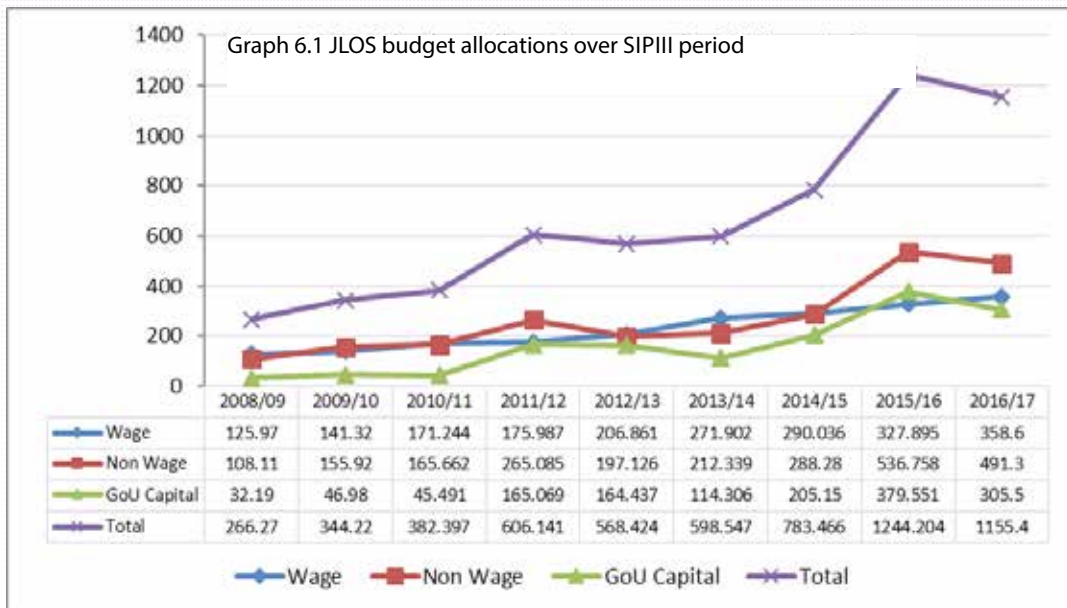


Table 45 Donors support FY 2012-2016/17 (shs 000)

	2012/13	2013/14	2014/15	2015/2016	2016/2017
Netherland	22,042,961	25,214,996		3,082,500	3,082,500
Denmark	181,818		300,000	26,155	4,338,377
Sweden		11,726,141			
UNDP					1,720,591
UNICEF	77,043		647,045	1,063,473	1,069,213
DGF			465,687	229,887	403,656
Austria ¹ (Projects)		1,092,933	6,907		
UNWOMEN		296,905	37,208		
Ireland	33,656		1,809,883 ²		
AYINET				40,000	
TOTAL	22,369,134	38,330,978	3,266,732	4,443,260	10,614,339

Table 46. JLOS MTEF Wage Ceiling (UGX Billion)

Institution	2012/13	2013/14	2014/15	2015/16	2016/17
MoJCA	3.996	4.156	4.156	4.248	3.55
MIA	1.490	2.340	2.34	2.433	1.78
Judiciary	15.316	24.513	24.88	26.571	30.27
UPF	140.936	186.489	194.17	216.820	236.4
UPS	29.530	31.377	39.20	46.020	52.35
DPP	4.690	4.984	6.04	6.322	7.29
ULRC	0.75	2.399	2.40	4.149	4.07
JSC	0.750	0.780	1.47	0.780	0.78
UHRC	2.47	3.590	3.59	5.590	5.59
LDC	2.849	3.024	3.02	3.800	3.80
DCIC	2.140	2.362	2.80	4.106	4.02
URSB	1.944	5.974	5.97	7.057	7.06
Total	206.861	271.988	290.036	324.095	358.59

Table 47. JLOS MTEF Non-Wage (Billion)

Institution	2012/13	2013/14	2014/15	2015/6	2016/17
MoJCA	20.375	11.942	11.97	52.964	50.8
MIA	7.78	7.505	7.53	9.873	11.0
Judiciary	40.139	49.768	52.63	76.449	92.9
UPF	73.34	67.195	137.22	269.042	189.1
UPS	31.45	44.116	44.94	79.681	94.1
DPP	7.591	9.961	9.96	14.570	16.2
ULRC	2.637	4.427	4.79	5.692	6.1
JSC	1.515	1.443	1.47	2.384	2.4
UHRC	5.949	5.968	5.97	7.409	7.5
LDC	0.0	1.500	1.50	1.500	2.2
DCIC	5.58	5.773	7.56	10.537	11.6
URSB	0.770	2.741	2.74	6.658	6.6
Total	197.126	212.339	288.28	535258	491.3

Table 48 JLOS MTEF Development Ceiling growth (Billion)

Institution	2012/13	2013/14	2014/15	2015/16	2016/17
MOJCA	23.100	24.484	24.484	32.21	31.8
MIA	8.8	1.033	1.03	2.113	2.0
Judiciary	9.37	8.79	5.95	6.710	5.9
UPF	48.53	61.664	71.66	176.064	109.8
UPS	12.440	10.187	10.19	20.729	30.8
DPP	0.200	1.975	5.98	7.930	8.0
ULRC	2.70	0.200	0.20	0.235	0.2
JSC	0.11	0.028	0.24	0.269	0.2
UHRC	2.468	0.143	0.14	0.742	0.7
LDC	0.619	0	0.87	0.870	0.9
DCIC		30.286	108.89	131.675	111.8
URSB					
Total	104.437	114.306	223.391	378.681	305.5

National Budget allocation to JLOS 2016/17

At the start of the financial year 2016/17, JLOS was allocated a total budget of UGX.1.104 trillion compared to the national budget of UGX.26.361 trillion, which is 4.1% of the approved National Budget of the Financial Year. This budget was revised to UGX. 1,155.4Bn through supplementary budgets provided to various institutions. This allocation included UGX.31.8 billion for the JLOS SWAP Development Fund as approved in the MTEF. The revised allocation translated into 7.1% decrease in the overall Sector budget (UGX.88.6 billion decrease) compared to UGX. UGX.1,244 bn allocated in FY 2015/16.

Overall, non-wage recurrent allocation reduced from UGX.535.3bn in 2015/16 to UGX.491.3 billion; while Capital development decreased from UGX.378.7billion to UGX.305.5bn while the wage provision increased marginally from UGX 324.1 billion in FY 2015/16 to UGX.358.6 billion in the reporting period.

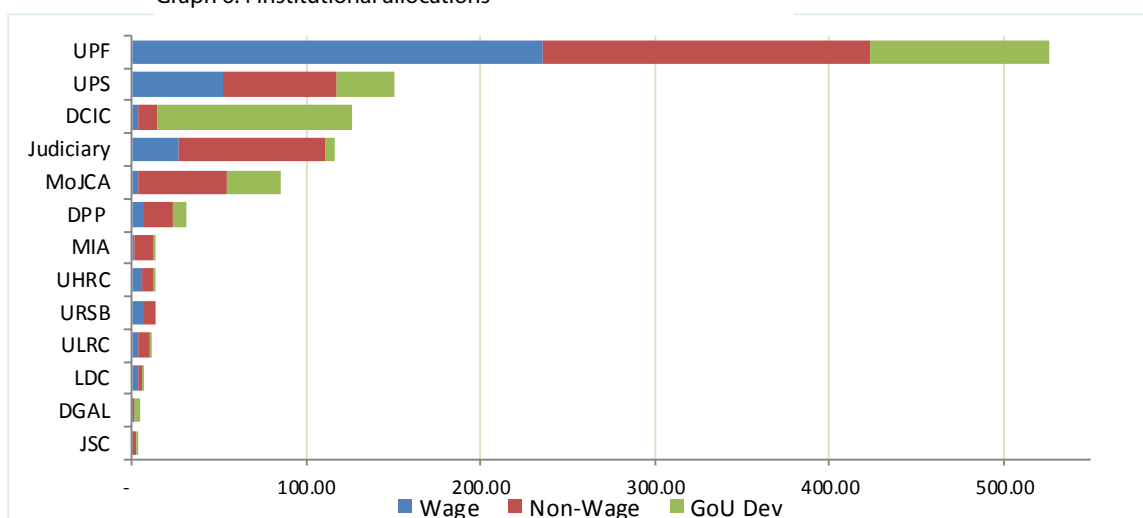
In terms of institutional allocations, almost half (46.3%) of the entire Sector budget was allocated to policing services to cater for its huge wage bill. The Uganda Prisons was allocated 15.3%, DCIC 11.1% to cater for mass enrolment in schools for the National ID, Judiciary 11.2% while MoJCA was allocated 7.4% including the SWAP Development Fund. The breakdown by institution is as Table 49.

Table 49 Institutional Budget for FY 2016/17

Vote	Institution	Wage	Non-Wage	GoU Dev	Total	% share
144	UPF	236.4	189.1	109.8	535.4	46.3%
145	UPS	52.4	94.1	30.8	177.3	15.3%
101	Judiciary	30.3	92.9	5.9	129.2	11.2%
120	DCIC	4.4	11.6	111.8	127.8	11.1%
007	MoJCA	3.5	50.3	31.8	85.7	7.4%
133	DPP	7.3	16.2	8.0	31.4	2.7%
009	MIA	1.8	11.0	2.0	14.8	1.3%
119	URSB	7.6	6.6	0.0	14.1	1.2%
106	UHRC	5.6	7.5	0.7	13.8	1.2%
105	ULRC	4.1	6.1	0.2	10.4	0.9%

109	LDC	3.8	2.2	0.9	6.9	0.6%
305	DGAL	0.8	1.2	3.3	5.3	0.5%
148	JSC	0.8	2.4	0.2	3.4	0.3%
Total		358.6	491.3	305.5	1,155.4	

Graph 6.4 institutional allocations



Allocations to some JLOS institutions such as Ministry of Gender Labour and Social Development, Ministry of Local Government and the Tax Appeals Tribunal are captured under Social Development Sector, Public Sector Management and Public Administration Sectors respectively, while Uganda Law Society is not a department of Government and CADER is under MoJCA.

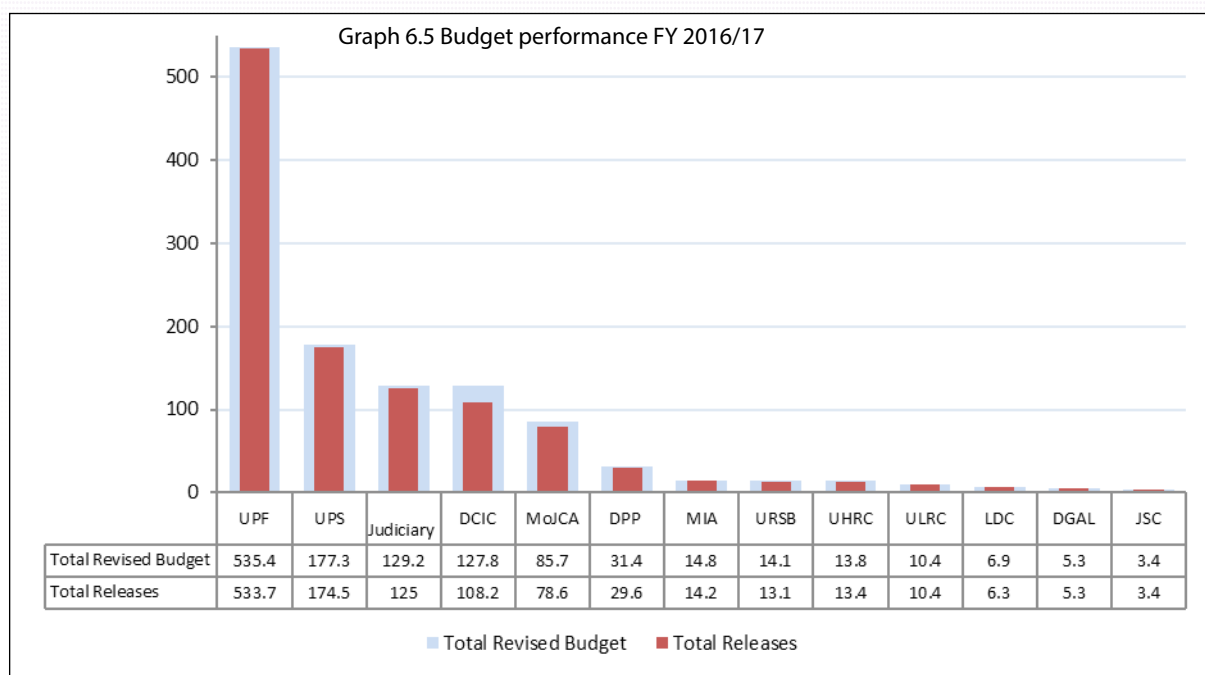
JLOS Budget Performance for the FY 2016/2017

Overall, the budget outturn was 96.6% i.e. UGX.1,115.8 bn of the revised annual budget of UGX.1155.4Bn. Most JLOS institutions recorded more than 90% budget outturn except the DCIC whose budget outturn was 84.7%. Due to improvements in financial management and strengthening of internal controls a 98% absorption rate was recorded on average in all Sector institutions. The table 50 summarises the approved budgets, as well as the amount of the approved budgets released to and spent by each of the JLOS institutions.

Table 50 Budget performance 2016/17

Vote	Institution	Total Revised Budget	Total Releases	Total Expenditure	% Released	% Spent
144	UPF	535.4	533.7	525.0	99.7%	98.4%
145	UPS	177.3	174.5	172.3	98.4%	98.7%
101	Judiciary	129.2	125.0	124.1	96.8%	99.3%
120	DCIC	127.8	108.2	107.8	84.7%	99.6%
007	MoJCA	85.7	78.6	77.3	91.8%	98.3%
133	DPP	31.4	29.6	28.9	94.3%	97.6%
009	MIA	14.8	14.2	13.7	95.9%	97.0%
119	URSB	14.1	13.1	12.8	92.7%	98.0%
106	UHRC	13.8	13.4	13.2	97.1%	98.8%
105	ULRC	10.4	10.4	9.6	100.0%	92.4%
109	LDC	6.9	6.3	6.3	91.8%	100%

305	DGAL	5.3	5.3	5.2	100.0%	96.4%
148	JSC	3.4	3.4	3.4	100.0%	99.5%
Total		1,155.4	1,115.8	1,099.6	96.6%	98.2%



Wage Budget 2016/17

Generally, the performance of the wage budget was good. There was over performance of 101% (UGX.358.6Bn) release of the approved expenditure. The overall expenditure of the released funds was at 96.3%. There were supplementary releases for Judiciary, URSB and DCIC as shown below. However, the majority of the institutions still have vacancies in their respective structures that are yet to be filled. There is need to significantly raise the wage budget ceilings to allow for full implementation of the new structures.

Table 51 Wage budget performance 2016/17

Vote	Institution	Approved Budget	Supplementary Budget	Revised Budget	Releases	Total Expenditure	% Released	% Spent
144	UPF	236.40	-	236.40	236.40	230.12	100.0%	97.3%
145	UPS	52.35	-	52.35	52.35	50.35	100.0%	96.2%
101	Judiciary	27.18	3.09	30.27	30.27	29.49	111.4%	97.4%
119	URSB	7.06	0.49	7.55	7.55	7.37	107.0%	97.6%
133	DPP	7.29	-	7.29	7.29	6.65	100.0%	91.2%
106	UHRC	5.59	-	5.59	5.59	5.42	100.0%	97.0%
120	DCIC	4.02	0.36	4.38	4.38	4.30	109.0%	98.0%
105	ULRC	4.07	-	4.07	4.07	3.46	100.0%	85.0%
109	LDC	3.80	-	3.80	3.80	1.90	100.0%	49.9%
007	MoJCA	3.55	-	3.55	3.55	3.30	100.0%	93.0%
009	MIA	1.78	-	1.78	1.78	1.73	100.0%	97.2%
148	JSC	0.78	-	0.78	0.78	0.77	100.0%	98.6%

305	DGAL	0.76	-	0.76	0.76	0.57	100.0%	75.6%
	Total	354.64	3.94	358.59	358.59	345.44	101.1%	96.3%

Non-Wage Recurrent Budget 2016/17

Similarly, the performance of the non-wage recurrent budget performed at over 100% i.e. UGX. 482.6bn was released compared to the approved budget of UGX. 468.4Bn. There was over performance of 103% (UGX.358.6Bn) release of the approved expenditure. This was because of supplementary releases totalling UGX.21.2bn that were made to UPS, MoJCA and DCIC. The overall expenditure of the funds released for operational/recurrent activities was at 98.7%.

Table 52 Non-Wage budget performance 2016/17

Vote		Approved Budget	Supplementary Budget	Revised Budget	Releases	Total Expenditure	% Released	% Spent
144	UPF	189.1	-	189.1	189.1	186.2	100.0%	98.5%
145	UPS	72.9	19.5	94.1	94.1	94.1	129.2%	99.9%
101	Judiciary	91.6	1.3	92.9	92.2	92.0	100.6%	99.9%
007	MoJCA	50.6	0.2	50.3	44.6	43.8	88.0%	98.3%
133	DPP	16.2	-	16.2	15.3	15.3	94.9%	99.5%
120	DCIC	11.0	0.2	11.6	11.6	11.4	105.4%	98.0%
009	MIA	11.0	-	11.0	10.7	10.3	97.3%	96.5%
106	UHRC	7.5	-	7.5	7.5	7.5	100.0%	100.2%
119	URSB	6.6	-	6.6	5.6	5.5	84.4%	98.5%
105	ULRC	6.1	-	6.1	6.1	5.9	100.0%	97.2%
148	JSC	2.4	-	2.4	2.4	2.3	100.0%	99.7%
109	LDC	2.2	-	2.2	2.2	0.7	100.0%	31.9%
305	DGAL	1.2	-	1.2	1.2	1.2	100.0%	99.6%
	Total	468.4	21.2	491.3	482.6	476.315	103.0%	98.7%

Development Budget

Outturn of the capital budget was poor for some institutions such as the Judiciary, LDC and UHRC. Only 43.7% of the budget for Judiciary was released, 35.2% for LDC and 43.6% for UHRC. Other institutions such as UPF however received supplementary releases to deal with contractual obligations. Overall the development component recorded a 91.7% outturn and 99.9% absorption rate. The poor performance of some votes limited the rate of investment and ability to open up new service points.

Table 53 Development budget performance 2016/17

Vote	Institution	Approved Budget	Supplementary Budget	Revised Budget	Releases	Total Expenditure	% Released	% Spent
120	DCIC	112.2	-	111.8	92.2	92.1	82.2%	99.9%
144	UPF	101.7	8.6	109.8	108.2	108.2	106.4%	100.0%
007	MoJCA	31.3	-	31.8	30.5	30.1	97.4%	98.8%
145	UPS	32.6	-	30.8	28.0	27.8	86.1%	99.4%
133	DPP	8.0	-	8.0	7.0	7.0	87.8%	100.0%
101	Judiciary	5.9	-	5.9	2.6	2.6	43.7%	99.6%
305	DGAL	3.3	-	3.3	3.3	3.3	100.0%	100.0%
009	MIA	2.0	-	2.0	1.7	1.7	84.6%	100.0%
109	LDC	0.9	-	0.9	0.3	0.2	35.2%	53.8%
106	UHRC	0.7	-	0.7	0.3	0.3	43.6%	99.9%
148	JSC	0.2	-	0.2	0.2	0.2	100.0%	100.0%
105	ULRC	0.2	-	0.2	0.2	0.2	100.0%	94.9%
119	URSB							
	Total	299.0	8.6	305.5	274.6	274.4	91.8%	99.9%

SWAP Development Budget Performance FY 2016/2017

The SWAP Development Budget includes funds appropriated under the SWAP Development Fund, programme support from the JLOS Development Partners, projects and direct funding from donors.

The total approved JLOS SWAP Development work plan was UGX. 45.2 billion. The funds committed to funding the work plan included UGX 30.5bn from GOU and Austria a Sector Budget Support donor; UGX 3.082 billion from the Netherlands specifically to implement activities in the work plan, undertaken by UHRC, ULRC, JSC, LDC and ULS; UGX 4.3billion from DANIDA. DANIDA support to the SWAP work plan included the completion of activities started under DANIDA-Judiciary project. Other support came from UNICEF towards juvenile justice and selected DCCs. DGF supported Law Council, Justice Centres Uganda, LDC, UHRC and ULS Legal Aid Project to provide legal aid services. The UNDP supported Rule of Law and Constitutional Democracy and the beneficiary institutions included Ministry of Justice and Constitutional Affairs, Ministry of East African Community Affairs, Media Council, Electoral Commission, Uganda Human Rights Commission, Ministry of Foreign Affairs and Law Development Centre.

Table 54 Sources and Uses of Funds Statement FY 2016/2017 as at 30th June 2017

Financing	Amount shs (000)
Sector balance from FY 2015/16	1,981,626
JLOS House balance from FY 2015/16	7,965,908
Receipt from GOU including sector budget support	30,521,479
UNDP Rule of Law and Constitutional Democracy Programme	1,720,592
Netherlands SWAP activities of UHRC,ULS, LDC and ULRC	3,082,500
UNICEF Justice for Children (J4C)	1,069,213
DGF	403,657
DANIDA JLOS WP FY 2016/174,338,377	4,338,377
Total Revenue	51,083,351

Expenditure	40,546,251
Un spent balance	10,537,100
Represented by	
Institution Balances	1,874,759
Secretariat Closing SWAP bank account balances	1,193,273
JLOS house closing bank account balance	7,469,067
Total Net Cash balance	10,537,100

Table 55 Development Partner support towards the SIPIII implementation FY 2016/17

Development partner	Programme	Amount Disbursed
Netherlands	SWAP budget support to UHRC, ULS, LDC, ULRC and JSC	UGX. 3,082,500,000
Denmark	JLOS SWAP WP FY 2016-17	UGX 4,338,377,743
Austria	Budget support	€ 2 million
UNDP	Rule of law and constitutional democracy programme	UGX. 1,720,591,645
UNICEF	Justice for Children	UGX 1,069,212,114
DGF	Law Council	UGX. 403,656,890

Table 56 Receipts and expenditures by JLOS institutions under the SWAP development fund FY 2016/17.

Institution	Budget	B/f 2015/16	Receipts	Total available	Spent	Balance
MoJCA	2,873,050,000	0	2,187,470,000	2,187,470,000	2,085,536,612	101,933,388
MIA	3,518,809,110	100,988	2,504,363,000	2,504,463,988	2,504,101,418	362,570
DCIC	730,000,000	-	709,000,000	709,000,000	709,000,000	0
ULRC	1,566,011,010	12,747,000	1,560,000,000	1,572,747,000	1,428,397,000	144,350,000
LDC	1,171,360,000	2,270,594	117,090,000	119,360,594	118,538,807	821,787
Judiciary	9,971,440,000	10,139,254	6,945,000,000	6,955,139,254	6,954,939,236	200,018
UPF	3,743,012,000	710,385,266	2,255,000,000	2,965,385,266	2,524,306,925	441,078,341
UPS	6,845,000,000	-	4,950,350,000	4,950,350,000	4,950,154,565	195,435
JSC	741,160,000	25,163,000	730,000,000	755,163,000	601,179,411	153,983,589
DPP	3,378,860,000	-	2,266,800,000	2,266,800,000	2,266,580,000	220,000
UHRC	1,383,627,500	473,832,897	1,149,320,000	1,623,152,897	1,169,121,234	454,031,663
ULS	206,850,000	133,637,280	242,450,000	376,087,280	241,672,125	134,415,155
TAT	271,500,000	65,800	270,000,000	270,065,800	270,009,200	56,600
URSB	608,525,000	130,030,996	540,000,000	670,030,996	615,238,336	54,792,660
MoLG	434,600,000	49,533,734	351,498,000	401,031,734	281,905,552	119,126,182
MoGLSD	389,328,000	1,155,394	480,000,000	481,155,394	480,000,000	1,155,394
Sector wide	7,388,386,641	342,868,246	8,809,122,378	9,151,990,624	7,690,680,659	1,461,309,965
Total	45,221,519,261	1,891,930,449	36,067,463,378	37,959,393,827	34,979,518,955	3,068,032,747

The SWAP Financial Management Process

Planning and Budgeting: The SIP III provides the basic planning framework for the sector institutions. All JLOS institutions prepare implementation and or operational plans focusing on broad sector reform areas. Every year the Sector prepares and agrees on a common work plan and budget based on the agreed priorities in the SIP III. The budgeting process follows the annual government budgeting cycle. The Sector prepares, as provided for by the Government a Sector budget framework paper for each financial year. JLOS Secretariat coordinates the Sector budget process by collecting and merging the draft individual institutional proposals and presents it through the preparation and approval process from the Budget working Group, the Technical Committee and Steering Committee.

Accounting and Financial Reporting: JLOS follows the government accounting procedures and regulations as set out in the Public Finance and Accountability Act as well as the Treasury Accounting Instructions which provide the basis for GOU Financial Reporting. The activities and projects that cannot be completed within one financial year are planned for in the following FY by reflecting them with the relevant cost.

This process is facilitated by the Financial Management Specialist (FMS) in planning and budget execution. The FMS provides guidance and oversees the implementation of the broad Sector financial management strategy. This includes developing mechanisms for monitoring and tracking absorption and efficient utilization of funds to enhance accountability that provide an audit trail to reduce fiduciary risk; analysing and submitting financial reports for sectoral projects including analysis of sector budgetary trends to inform the overall financial decisions.

Funds Flow Modalities: Wage, recurrent and capital expenditure budget appropriation directly to Sector institutions was disbursed directly to the sector institutions through the approved Government Integrated Financial Management System (IFMIS). The funds were however directed towards operational expenditure that provided the basic comparative advantage to the realization of sector outcome and output targets. The development funds under the SWAP and other bilateral funding to finance the SIP III was disbursed through the Ministry of Justice and Constitutional Affairs and released as advances on a quarterly basis to Sector institutions in line with the approved annual and quarterly work plan. Sector institutions provided quarterly progress reports and accountabilities for previously disbursed funds for review by the Budget Working Group before subsequent releases could be made.

There were limited funds retained at the secretariat to cater for programme management and other sector wide activities such as support for the DCCs, committee meetings, and contractual obligations, annual and semi-annual reviews as well as monitoring and evaluation exercises.

Audit

The sector received a clean audit report from the Auditor General in the FY 2015/16. The internal audit activities were performed by the in-house internal auditors of the various institutions in line with the requirements of the Government of Uganda Charter for Internal Audit functions. The table below summarises actions on previous recommendations of the Auditor General

Table 57 Progress on the recommendation of audit findings for FY 2016/17

Finding	Details	Recommendation	Progress made./ What is the status.
General			
Budget performance	A comparison of the approved JLOS budget and work plan for the period 2015/16 with funds released for the financial year revealed shortfall in funding by 22.4%	Encouraged the Accounting Officer to continue liaising with the relevant stakeholders to ensure adequate funding for implementing of planned activities.	Improvement in funding was registered. The GOU support budget has improved from Ugx 23bln to to Ugx 31bln while development partners contributed 10bn. However gaps still exist
Lack of computerized project management and information system	Lack of a computerized PMIS negatively impacts on the smooth management of Programme information in all vital aspects such as; scope, programme records organization and management, quality, cost, time and activity scheduling.	The accounting Officer advised to consult with the Accountant General with a view of ensuring a faster upgrading of its system into an integrated platform for all its data and process.	The secretariat uses the Ministry of Justice and Constitutions IFMs for its finance management. However, the process of computerizing the JLOS Management system is ongoing but taking slowly because of the need to harmonize with the Government IFMIS. We await role out of IFMIS to projects
Construction payments effected by the secretariat	The Secretariat is part of the Technical Committee, The Committee plays an oversight role and coordinates strategy. However, during the year under review, the Secretariat effected payments for the construction amounting to UGX.1,569,532,535.	The Secretariat is part of the Technical Committee, The Committee plays an oversight role and coordinates strategy and implementation and payment should be done by institutions	Payments for all for new contractions projects are now effected in the respective beneficiary institutions from last FY that ended June 2017. MoJCA/ Secretariat is only concluding on previous constructions which were originally paid centrally.
Bukwo Justice Center	It was observed that the access road to the court is steep with a mixture of sharp rocky stones and marram. This poses a challenge of accessibility especially in the rainy season. Furnishing has not been done in some offices but partially done in some.	The Accounting Officer advised to follow up the above matters to ensure that the center is to put to purpose for which it was constructed.	The district authorities have addressed the issue of the access road and the Court is now accessible. The supply of furniture to the center was included in the work plan of 2016/2017. The furniture was procured and delivered.
Ministry of Internal Affairs			
Budget performance	The Ministry had budget,GX.2,377,732,500 but only,85% was received, leading to a shortfall of 15%. With some activities were not implemented	Encouraged the Accounting Officer to continue liaising with the relevant stakeholders to ensure adequate funding for implementing of planned activities	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources

Finding	Details	Recommendation	Progress made./ What is the status.
Activities implemented not in the approved work plan	A review of implemented activities against the JLOS work plan revealed that the Ministry spent UGX.22,543,820 on travel outside the planned activities. Implementation of un-planned activities implied that the funds were diverted to non-priority activities	Management is advised to stick to the implementation of approve activities in the work plan.	The fund was refunded and the agreed activities were implemented.
Ministry of Local Government			
Inadequate and untimely releases of funds for JLOS activities	Shortfall in the releases partly affected implementation of planned activities and also impacted on the achievement of the Sector targets and results	The Accounting Officer advised to liaise with relevant authorities to ensure that funds for earmarked activities are released timely.	We engaged with the Justice Law and Order Sector member institutions, Ministry of Finance and Partners
Inadequate absorption of funds released	Low absorption capacity of the funds received by the Ministry. For example, implementation of JLOS activities for which funds were disbursed in January 2016 took place in March 2016. Consequently, some activities were partially implemented.	The Accounting Officer is advised to initiate the procurement processes early enough in future to enable timely implementation of activities.	Tracking of expenditure is done on a regular basis and the situation has changed with higher absorption rates as shown in the financial report
Gaps in the functional local Council Court structure	The legal structure of the local council courts still remains a challenge. According to the JLOS performance report, the term of service for the village and parish local councils expired and the delays in elections of these local councils have generally affected the operations and performance of these courts.	The Accounting Officer advised to liaise with responsible entities with a view of fast tracking the local council elections so as to establish the LC courts and ensure the courts are operationalized.	This has happened because of delay election of Local council
Law Development Centre			
Budget Underfunding	Budget shortfall of UGX.113, 786,004. The shortfall in the releases partly affected implementation of planned activities .	The Accounting Officer advised to liaise with relevant authorities to ensure that funds for earmarked activities are released.	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources
Unimplemented activities	Although there was a good performance in utilization of the funds, I noted that some planned activities were partially implemented. These activities included; delivery and installation of 600 chairs in the Auditorium	The Accounting Officer is advised to initiate the procurement processes early enough in future to enable timely implementation of activities.	Chairs were procured and the auditorium was commissioned

Finding	Details	Recommendation	Progress made./ What is the status.
Judiciary			
Budget underfunding	Budget shortfall of 2,103,987,408. The shortfall in the releases affected implementation of planned activities	The Accounting Officer advised to liaise with relevant authorities to ensure that funds for earmarked activities are released timely.	The sector had challenges due to donors suspension of support. However, with donors coming resumption of support, there is hope that funding will be improved as the sector continues working with the Ministry of Finance for more funding
Unimplemented activities	It was noted that out of UGX.8,039,121,592 available for expenditure, UGX.7,723,536,000 was spent, representing 96% of the total receipts for the period. Although there was a good performance in utilization of the funds, some planned activities were not implemented.	Non-implementation of planned activities in the stipulated time affects service delivery. Management is advised to implement activities as planned	Management has taken action to ensure that responsible department implement all activities that have approved for their respective departments
Rising cases of case backlog	Case backlog trends revealed that the backlogs increased from last year's 177,492 outstanding cases to 181,121 outstanding cases at the end of the year under review	I advised the Accounting Officer that for the Judiciary to perform effectively and reduce or eliminate the backlogs, robust Court processes and systems that support efficiency and effectiveness are a prerequisite.	Case backlog committee has been formed and with the recruitment of more judges case backlog has improved and will improve more in the future
Directorate of Citizenship and Immigration and Control			
Budget performance underfunding	By the close of the financial year, only UGX. 306,395,980, leading to a budget shortfall of UGX. 1,019,154,020. The shortfall in the releases negatively affected implementation of planned activities and also negatively impacted on the achievement of the Directorate mandate.	Accounting Officer should liaise with relevant authorities to ensure that funds for earmarked activities are released timely	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources
Directorate of Public Prosecution			
Budget underfunding	During the period under review, a total of UGX.3,400,850,000 was budgeted. By the close of the financial year, only UGX.1,909,831,000 had been received (representing 56.1% of the budget) leading to a budget shortfall of UGX.1,491,019,000.	I advised the Accounting Officer to continue engaging the JLOS Secretariat on the matter	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources

Finding	Details	Recommendation	Progress made./ What is the status.
Unimplemented planned activities	Unimplemented activities impact on the Directorate as well as Sector Wide JLOS objectives.	I advised the Accounting Officer to liaise with the relevant stakeholders for adequate funding.	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources
Uganda Law Reform Commission			
Manual financial system	During the audit, it was observed that ULRC uses a manual financial reporting system. This is because the JLOS SWAP Programme has not rolled out a computerized financial reporting system to be used by all the implementing entities	I advised the Accounting Officer to coordinate with relevant authorities of JLOS Programme to ensure that the financial reporting is computerized and rolled out to Law Reform	The commission is working with the secretariat and other JLOS institutions to ensure computerization is implemented
Tax Appeal Tribunal			
Budget Performance	During the year under review, a total of UGX.243,400,000 was budgeted. Only UGX.203,400,000 was received (representing about 83.6% of the budget) leading to a budget shortfall of UGX.40,000,000 and this affected the handling of case backlog tax disputes.	I advised the Accounting Officer to liaise with relevant authorities to ensure that funds for earmarked activities are released timely	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources
Ministry of Justice and Constitutional Affairs			
Budget under funding	The approved JLOS/SWAP work plan/budget revealed that a total of UGX.2, 396,996,000 was budgeted .However, by the close of the financial year, only UGX.2, 109,291,371 was reflected as having been received representing 88% of the budget .	I advised the Accounting Officer to continue liaising with the partners and Ministry of Finance, Planning and Economic Development to further improve on funding	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources
Ministry of Gender, Labour and Social Development			
Under funding	Budget performance revealed that during the year UGX.809,980,000 was budgeted. However, it was noted that UGX.566,772,379 (70%) was received which translated into budget shortfall of UGX.243,207,621 (30%).	I advised the Accounting Officer to liaise with the relevant stakeholders for adequate funding	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources

Finding	Details	Recommendation	Progress made./ What is the status.
Delay occupation of Kabale Juvenile remand home	An inspection carried out on 28/09/2016 revealed that the construction was completed. However, there was no evidence of any activities taking place and the buildings were not being utilized.	I advised the Accounting Officer to fast track the utilization of the building	The remand home was completed and is now in operation
Judicial Service Commission			
Untimely release of fund	Inadequate and untimely disbursement of funds to the Commission affected the implementation of JLOS activities according to plan and attainment of the Commission's targets JLOS overall strategic objectives.	I advised the Accounting Officer to liaise with the Secretariat for adequate and timely funding	Action has been taken as advised and funds are being remitted on time
Unimplemented activities	Out of UGX.505, 420,000 available for JLOS activities, a total was spent 95% of funds absorption leaving unspent balance of UGX.25,162,705. The Commission held only 1 disciplinary committee meeting out of the 24 meetings that had been planned for the year.	I advised the Accounting Officer to ensure adherence to approved work plans and budgets.	The advice as been taken fund is only use for approved activities in the work plan
Uganda Registration Service Bureau			
Budget underfunding	During the period under review, a total of UGX.1, 201,118,037 was budgeted to cater for JLOS/SWAP activities.. However, by the close of the financial year, only UGX.1, 041,118,037 had been received (representing about 86.7% of the budget) leading to a budget shortfall of UGX.160, 000,000.	I advised the Accounting Officer to liaise with the Secretariat for adequate and timely funding	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources
Unimplemented activities	It was also noted that UGX.911, 087,041 was spent, representing 87.5% of the total receipts for the period. Although there was a good performance in utilization of the funds, I noted that some planned activities were not implemented	I advised the Accounting Officer to make realistic budgets and ensure that all planned activities for which funds are released are completed to enable the department deliver its mandate	Management has taken it up and activities are fully implemented
Irregular splitting of procurements	Examination of expenditure vouchers for the period under review revealed that a total sum of UGX.38, 799,732 was paid to different service providers. However, contrary to the regulations the procurements were split in order to avoid using the appropriate procurement methods. Control procedures over procurement method that prevent the use of competition were compromised	I advised the Accounting Officer to adhere to the PPDA regulations to minimize costs during the procurement process.	No more splitting of procurement will happen in the future

Finding	Details	Recommendation	Progress made./ What is the status.
Delay delivery of customized mobile van	Field inspections and document review revealed that the contract price of UGX.161, 688,330 had been paid in advance to the supplier to avoid returning of unutilized funds to consolidated funds as advised by the Accountant General. Delivery of the van is now behind schedule by over 2 months yet it should have been delivered by August 2016.	I advised the Accounting Officer to follow up the supplier to expedite the delivery process of the van	This was eventually concluded and the van was delivered and officially launched in February 2017 to provide mobile registration services
Uganda Human Right Commission			
Budget performance – unimplemented activities	A total of UGX.1, 128,046,000 was budgeted. By the close of the financial year, 96% of the budget was received leading to a budget shortfall of 4%. It was further noted that out of the available funds only was utilized, representing 63% of the total receipts for the period. I noted that some planned activities were not implemented.	I advised the Accounting Officer to prepare realistic budgets and ensure that all planned activities for which funds are released are completed to enable the Commission deliver on its mandate.	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources
Delay commencement of construction of Gulu regional office	The construction was expected to be completed by 25 th December 2016. However at time of writing this report (31 st December 2016) there was no evidence that construction work had commenced on the site. Delays will attract loss of time and money through costs variations and may also attract litigation costs if the cause of halting the constructor is not effectively investigated and managed internally	I advised the Accounting Officer to continue liaising with the Municipal Council to obtain concurrence and clearance on an agreeable standard structure in accordance the getting of the Municipal Council. Meanwhile, the contractors concern must be addressed timely to avoid litigation costs.	The was problem on land the original plan which did not cover all the requirements. The contract was signed working is going on site
Uganda Prison Service			
Budget performance	Review of the UPS budget performance report for the year under review revealed that management had planned to receive UGX.6, 973,990,000. However, UGX.3, 777,052,500 (54%) was received resulting into a budget shortfall of UGX.3, 196,937,500 (46%).	I advised the Accounting Officer to follow up with the JLOS Secretariat and the Ministry of Finance, Planning and Economic Development, for funding of approved activities	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources

Finding	Details	Recommendation	Progress made./ What is the status.
Uganda Police			
Budget performance	Due to the revenue shortfall some planned activities were not implemented. Non-implementation of planned activities in the stipulated time does not only lead to spill over of activities to the next planning periods but may also lead to non-achievement of Programme objectives.	I advised the Accounting Officer to follow up on planned funds with the funders for implementation of planned activities.	Efforts are being made to increase sector funding so that all activities in the work plan are fully funded. Government now releases over 90% of the approved budget and development partners are coming on board to compliment government efforts. The sector is also moving away from a deficit to a cash based budget to fit within the available resources

JLOS Procurement Process

JLOS follows the Public Procurement and Disposal of Assets (PPDA) procedures and regulations as set out in the PPDA Act, Public Finance and Accountability Act as well as the Treasury Accounting Instructions and any other GOU provisions which provide the basis for GOU procurement. All JLOS Sector institutions have procurement staff under the Accounting Officers, seconded by Ministry of Finance in their respective institutions. These people are responsible for all GOU procurement functions including drawing of annual procurement plans, sourcing of all goods, works and supplies, compiling lists of prequalified suppliers, tracking all respective institutional procurement issues including being direct contact points for annual procurement audit.

There are still some challenges in overall GOU procurement processes which are causing delays in the implementation of the approved budget. These delays have sometimes resulted in the return of funds for some activities to the Consolidated Fund Account. PPDA through Parliament has of recent amended some provision in the PPDA Act to improve the processes.

Sector Financial Management Challenges

Some institutions have exhibited low absorption capacity, especially UPF and UHRC among others. It is recommended that such institutions should explain the reasons for low absorption and if unsatisfactory, further releases should be held until a satisfactory level of performance is achieved.

The Sector share in the national budget remains low at 4.1% yet demand for services is much higher. As a result the Sector has resorted to a process where huge construction projects are implemented over several financial years.

Remuneration for staff still remains a challenge. Salary discrepancy has been the major cause of industrial action taken by some GOU departments which has a negative impact on performance like, case backlog reduction.

ANNEX 1: JLOS PERFORMANCE AGAINST THE WORK PLAN FY 2016/17

OUTCOME 1: STRENGTHENED LEGAL AND POLICY FRAMEWORK

Output 1.1: The legal and policy environment underpinning JLOS Service delivery improved

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
Indicator 1.1.1 Count studies undertaken							
MoG: 1.1.1.1.1	Finalizing of the review of Probation function.	MoGLSD	GOU	32,590,000	32,590,000	32,000,000	Regional consensus meetings held in 3 regions of south central- Masaka, south western- Fort-Portal, and eastern- Mbale. 2nd Draft presented in staff meeting of Department of youth and Children Affairs
MIA: 1.1.1.1.1	Printing of regulations for Prevention of Trafficking in Persons Act 2009	MIA/FA	GOU	20,000,000			
MIA 1.1.1.2	Development of Regulations for NGO Act	MIA/NGO	GOU	50,000,000	7,000,000	7,000,000	NGO regulations drafted, consultation meetings on draft regulations held with (donors, NGOs, URSB, NGO Bureau staff, NGO Bureau Board of Directors, Ministry of Internal Affairs) and held validation meeting.
UPS: 1.1.1.1.1	Development of the Corrections policy	UPS	GOU	60,000,000	60,000,000	60,000,000	The draft Research proposal for conducting a study to assess the Correctional gaps in the three correctional Institutions has been developed pending is data collection which will be handled in Quarter three.
TAT: 1.1.1.1	Review of TAT Act	TAT	GOU	18,000,000	18,000,000	18,000,000	5 consultative meetings held in Mbarara, Mbale, Arua, Gulu
ULR: 1.1.1.1.2	Develop a Criminal Procedure Bench Book	ULRC	EKN	73,900,000	73,900,000	73,900,000	Laptop procured and draft bench book prepared and approved by the Judiciary
LDC: 1.1.1.3	Harmonisation of the Law Council Regulations, Advocates Act and the National Council for Higher Education Act in view of the wider operation of the EA Community	LDC	EKN	33,800,000	33,800,000	33,800,000	Two staff visited Arusha for bench marking. They interfaced with the members of the EAC Legal Education Committee. A validation report is ready for consultation with the stakeholders. A validation workshop was held and printing of the validation report has been completed. The report is to be disseminated to stakeholders that include the Law Council, JLOS Secretariat, MOJCA, NCHE, Universities teaching law, ULS and all other stakeholders in the legal sector. On the basis of the recommendations in the report, necessary legal framework will be put in place to address the problem.
ULR: 1.1.1.3	Amendment of the Arbitration and Conciliation Act, Cap. 4	ULRC	GOU	40,000,000	40,000,000	40,000,000	Concept prepared and Issues paper prepared, One technical working group meeting held, Preliminary consultations conducted and Benchmarking study undertaken in Kigali
ULR: 1.1.1.4	Review of the land laws (to address the challenges under mailo land (Succession certificates, Bibanja holders)	ULRC	EKN	110,090,000	110,090,000	110,090,000	Field consultations conducted in 4 regions and data analysis concluded. The report is to be presented to the commission.

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
LDC: 1.1.4.1	Printing of ready manuscript for (2010), (2011) & (2012) Uganda Law Reports Volume 11000 copies	LDC	GOU	100,000,000			2000 copies of the Uganda Law Reports for years 2010, 2011 and 2012 were printed and launched by the Chief Justice of Uganda..
MIA: 1.1.4.1	Review of CEWERU operational guidelines to handle cases related to land, Oil & Gas	MIA/NFP	GOU	28,750,000	26,250,000	26,250,000	Consultations with the peace actors in the 7 districts of Kasese, Kabarole, Ntoroko, Kagadi, Hoima, Masindi and Bulisa on the review of Conflict Early Warning and Early Response Operational Guidelines to include emerging conflict issues like land and oil conducted.
MoJ: 1.1.4.1	Conduct 4 Regional trainings for newly sworn in Councillors in Legislative Drafting ordinances and bye laws.	MoJCA/FPC	GOU	112,000,000	100,000,000	100,000,000	FPC Conducted and internal capacity building Workshop aimed at reviewing internal systems and processes for better service delivery.
ULR: 1.1.4.1	Preparation of Grey Book	ULRC	EKN	45,675,000	45,000,000	45,000,000	Final editing carried out.
MoJ: 1.1.4.2	Procurement of legal reference materials for the Headquarters Library and 5 Regional offices	MoJCA/DLAS	GOU	88,480,000	88,480,000	88,480,000	legal reference materials Procured
ULS: 1.3.1.1	Equipping the ULS Legal Resource Centre with Current Legal Materials, updating and purchase of Law Reports.	ULS	EKN	27,000,000	27,000,000	27,000,000	3 Computers and 3 UPS were purchased. This has revamped the entity's access to online legal materials and law reports enabling easy access for the Lawyers and staff as opposed to sharing the limited materials hence saving on time. Legal materials were purchased and this enhanced the ULS Resource Center in terms of Legal materials.
UPF: 1.3.1.1	Print investigation manuals for investigators & disciplinary court handbook	UPF	GOU	86,000,000	80,000,000	80,000,000	2,000 copies were printed. Pending final printing of departmental manuals
DCI: 1.3.1.1	Printing National Immigration Policy, laws and guidelines, launch of the national Immigration Policy, Popularization National Immigration Policy through workshops, media etc. Promotion of transparency.	DCIC	GOU	35,000,000	35,000,000	20,000,000	Completed drafting the National Migration Policy due for tabling in Cabinet.
Jud: 1.3.1.1	Facilitate roll out of the Performance Enhancement tool to monitor compliance with the set performance Targets	Judiciary	GOU	100,000,000	50,000,000	50,000,000	Judiciary is finalising the training of trainers program to facilitate the pilot and eventual roll out of the Performance Enhancement Tool. The target setting meetings in the targeted pilot courts have been held and the targets.
UPF: 1.3.1.2	Print 10,000 Police Forms PF3 to facilitate investigations of victims of SGBV	UPF	GOU	50,000,000			No release
DPP: 1.3.2.1	Strengthening public complaints management function	DPP	GOU	16,800,000	16,000,000	16,000,000	Procurement on-going
MoJ: 1.3.2.1	Conclude 150 cases against errant Lawyers and a 4 day retreat to write Rulings and Judgements.	MoJCA/LC	GOU	78,500,000	78,500,000	78,500,000	Disciplinary Committee concluded 104 cases in 37 sittings convened

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
UPF: 1.3.2.2	Develop Police Sentencing Guidelines to strengthen Police Disciplinary Court legal framework	UPF	GOU	32,448,000	27,000,000	27,000,000	4 Regional consultations conducted and 2000 copies printed
JSC: 1.3.5.1	Conduct quarterly court inspection trips to enable enhancement of work environment of judicial officers	JSC	EKN	112,320,000	112,320,000	112,320,000	Quarterly court inspections conducted. Inspectorate now headed by a Justice of the Supreme Court
MoJ: 1.3.5.1	Inspection of 700 Law Firms Country wide	MoJCA/LC	GOU	45,900,000	15,900,000	15,900,000	726 advocate chambers inspected 932 firms approved and 86 were not approved for not meeting the requirements.
TAT: 1.3.5.1	Digest of tribunal decisions and editorial development of law reports online	TAT	GOU	25,000,000	25,000,000	25,000,000	8 Editorial meetings held Law report ready for publication by LDC
MoJ: 1.3.5.2	Inspection of 13 Universities offering Law programmes Country wide	MoJCA/LC	GOU	17,900,000	12,300,000	12,300,000	8 Universities were inspected; 3 were accredited bring total number of approved universities to 11.
Jud: 1.3.5.2	Facilitate quarterly reporting by the Registry of planning and development through targeted quarterly M&E visits	Judiciary	GOU	20,000,000	15,000,000	15,000,000	M&E was carried out in areas with ongoing JLOS construction projects like Masindi, Buhweju, Mitooma,
Jud: 1.3.5.4	Facilitation for the office of the Chief Registrar for monitoring of compliance with service delivery standards.	Judiciary	GOU	60,000,000	45,000,000	45,000,000	Field inspections were done in the High Courts of Soroti, Mbale and Tororo in the East Region as well as Mbarara and Kabale in the Western Region
	Data Collection	Judiciary	GOU	40,000,000	35,000,000	35,000,000	Field visits to audit adherence of standards was carried out in the Chief Magistrates Courts of Mbale, Soroti, Kapchorwa, Bushenyi, Rukungiri and Mbarara
MoJ: 1.4.1.1	Retool First Parliamentary Counsel to effectively draft legislation	MoJCA/FPC	GOU	50,000,000	50,000,000	50,000,000	Procured equipment including 3 Laptops, 5 desktop and shelves for FPC.
ULR: 1.4.1.1	Revision of laws (Revision of statutory Instrument 2001-2013)	ULRC	EKN	104,025,000	104,025,000	104,025,000	All laws (15 Volumes) revised and peer reviewed
MoJ: 1.4.1.2	Print JLOS 15 Priority Bills cleared by Cabinet and 15 Laws by parliament	MoJCA/FPC	GOU	33,750,000	33,750,000	33,750,000	Drafted and Published 19 Bills; and published 16 Acts against a target of 10 Acts. Other pieces of legislation drafted included 80 Statutory Instruments, 20 Legal Notices and 7 ordinances.
DCI: 1.4.3.1	Hold workshops for review of Cap 66. on the proposed amendment of the Uganda Citizenship & Immigration Control Act - consultation with stakeholders	DCIC	GOU	30,000,000	28,000,000	28,000,000	Reviewed the Uganda Citizenship and Immigration Control Act Cap 66 in consultation with Uganda Law Reform Commission, Ministry of Justice and Constitutional Affairs and the 1st Parliamentary Counsel for amendment in conformity with the East African Common Market Protocol as well as other laws.
TAT: 1.5.1.1	Procure 8 computers for 4 regional registries	TAT	GOU	28,000,000	28,000,000	28,000,000	8 laptops procured for registries. Computer peripherals bought
ULRC 1.5.1.1	Post enactment advocacy on selected commercial and business laws	ULRC	EKN	325,600,000	180,000,000	180,000,000	User guides for companies Act, Chattel Securities Act, Hire Purchase Act and Partnership Act prepared Implementation audit meetings held in 4 regions
TAT: 1.5.1.2	Updating and developing a case management manual	TAT	GOU	10,000,000	10,000,000	10,000,000	Case Management Manual updated & published

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
URS: 1.5.1.2	Stakeholder awareness for all regional duty bears on registration procedures	URSB	GOU	1,250,000	1,250,000	1,250,000	User committee meetings held quarterly at all regional offices
URS: 1.5.1.3	2 Quarterly meetings with 40 duty bearers in regional centres, Mbale, Arua, Gulu and Mbarara	URSB	GOU	16,000,000	16,000,000	16,000,000	
URS: 1.5.1.4	Establish an Intellectual Property enforcement Unit	URSB	GOU	26,200,000	26,200,000	26,200,000	Unit established
URS: 1.5.2.19	3 stakeholder workshops on Chattels Securities Act, Companies Act, Partnership Act, Bankers Association	URSB	GOU	75,000,000	6,000,000	6,000,000	Workshops held and process of establishment of digital registry commenced
URS: 1.5.2.31	2 stakeholder workshops on Industrial Designs and Geographical Indications bill	URSB	GOU	3,900,000	3,900,000	3,900,000	Workshop held
URS: 1.5.2.34	Stakeholder sensitisation to increase number of marriages registered by Faith Based Organisations	URSB	GOU	41,900,000	40,000,000	40,000,000	Printed material for the Directorate of Civil Registration
URS: 1.5.2.35	Equipment for Regional Offices	URSB	GOU	34,750,000	34,750,000	34,750,000	Completed
URS: 1.5.2.36	Purchase and printing of Registration materials	URSB	GOU	12,525,000	12,525,000	12,525,000	Completed
URS: 1.5.2.37	1 Regional Motor Vehicle for Lira	URSB	GOU	180,000,000	180,000,000	180,000,000	vehicle purchased
URS: 1.5.2.38	Business meetings, training with farmers, traders association and women entrepreneurs in Business formalization	URSB	GOU	11,970,000	11,970,000	11,970,000	Hotel services to facilitate meeting with some members of the business community on compliance of annual returns and business registration
URS: 1.5.2.39	Facilitate Field Outreach Activities on compliance on Annual returns and Business Registration	URSB	GOU	4,840,000	4,840,000	4,840,000	Quarterly Business Committee Meetings Conducted
URS: 1.5.2.42	Improvement of physical file storage and shelf management	URSB	GOU	1,900,000	1,900,000	1,900,000	Completed
URS: 1.5.2.46	Staff retention, Skill Development and team Building	URSB	GOU	16,000,000	16,000,000	16,000,000	Completed
URS: 1.5.2.51	Purchase of Disaster recovery & Backup solution 2 Servers	URSB	GOU	45,000,000	45,000,000	45,000,000	Completed
URS: 1.5.2.52	Re-designing Bridal Receiving room client Ambiance	URSB	GOU	11,100,000	11,100,000	11,100,000	Completed
URS: 1.5.2.53	Digital Maintenance and Indexing Marriage Archives	URSB	GOU	37,550,000	37,550,000	37,550,000	Completed
URS: 1.5.3.1	Drafting insolvency practitioner Regulations	URSB	GOU	35,000,000	34,000,000	34,000,000	Completed

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
MIA: 1.5.4.1	Pilot community corrections offender rehabilitation model in 2 areas of Mbale and Lira	MIA/NCSP	GOU	60,000,000	50,000,000	50,000,000	210 offenders profiled for orders in Mbale and Lira; home visits & reconciliation meetings held and others placed on skilling projects for rehabilitation. 3313 social inquiry reports prepared. 45% of convicts on community service.
MIA: 1.5.4.2	Preparation of Social Inquiry Reports	MIA/NCSP	GOU	75,000,000	75,000,000	75,000,000	Made 3313 social inquiry reports, Central-435, Northern-804, Eastern-411, Kampala Extra-897, and Western-766, over 12,000 offenders were given community service; other orders were got from courts without volunteers.
MoL: 1.7.1.1	Study for local council courts at parish and village levels conducted	MoLG	GOU	65,050,000	35,000,000	35,000,000	Consultant procured
UHR: 1.8.2.1	National Conference to discuss treaty body obligations - Follow Up Of Recommendations (Government's compliance)	UHRC	EKN	19,034,000			
MIA: 1.8.3.1	Complete the Joint EAC Non Custodial Training Manual	MIA/NCSP	GOU	59,400,000	11,000,000	11,000,000	One consultative meeting was held
MoJ: 1.8.3.1	Attendance of Attorney General, Solicitor General and a team (3 from FPC, DCL, DLAS) in 10 EAC meetings to facilitate development of protocols, drafting legislation, MOUs	MoJCA/ DLAS	GOU	82,500,000	42,500,000	42,500,000	Attorney General, Solicitor General and a team Attended 11 EAC Meetings.
TAT: 1.8.3.1	Cooperation with EAC partner states to enhance capacity	TAT	GOU	19,200,000	19,200,000	19,200,000	3 members attended Ghana Tax Court meetings
UHR: 1.8.3.1	Participation in the EAC meetings	UHRC	EKN	42,975,000	42,975,000	42,975,000	attended meeting of EAC partner states, including experts from ministries responsible for EAC affairs, Electoral management bodies, National Human Rights Commissions and staff from EAC secretariat.. The purpose of the meeting was to; • Share and contribute towards the planning process for EAC observations of the electoral process in two partner states. • Share appreciation of electoral observation on a process and its role in promotion of democracy and democratic culture. • Receive a briefing from public of Kenya (IEBC) on the preparations for the august elections and conclude a calendar and sequencing of activities leading to the mission

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
ULR: 1.8.3.1	EAC integration	ULRC	EKN	85,950,000	80,000,000	80,000,000	<p>Participated in the EAC Common Market Protocol National Implementation Committee Meeting.</p> <p>Participated in the EAC CPM: Policy proposals for review of EAC's investment related policies, laws and regulations organized by Southern and Eastern Africa Trade Information and Negotiation Institute (SEATIN) on 16th March 2017</p> <p>Participated in meeting on the validation of the draft policy brief on the EAC investment policies, laws and regulations held on 6th March 2017.</p> <p>Participated in meeting on validation of findings of a study on the current EAC intellectual Property laws and illicit trade in EAC on 23rd March 2017. (organized by Kenya Association of Manufacturers(KAM))</p> <p>Participated in the 7th Sectoral Council on Tourism and Wildlife Management organized by the EAC Secretariat</p> <p>Participated in the Oversight activity on the Approximation and Harmonisation of laws by the East African Legislative</p> <p>Participated in a meeting of the Expert Sub-Committee on Free Movement of Persons, Labour and Right of Establishment (6th December, 2016).</p>
UPS: 1.8.3.1	Implement the joint Technical committee work plans of EAC Prisons; conduct joint review meetings and host 01 bilateral meeting in Kampala.	UPS	GOU	30,000,000	30,000,000	30,000,000	Participated in a meeting of the Expert Sub-Committee on Free Movement of Persons, Labour and Right of Establishment (6th December, 2016)
URS: 1.8.3.1	Participating in EAC, northern corridor, and international meetings on business formalizations and collateral registries	URSB	GOU	9,000,000	9,000,000	9,000,000	Participated in a meeting of the Expert Sub-Committee on Free Movement of Persons, Labour and Right of Establishment (
MoJ: 1.8.3.2	Defend 20 cases against GoU in the East African Court of Justice (E.A.C.J)	MoJCA/DCL	GOU	248,000,000	58,500,000	58,500,000	T54 cases were concluded out of which 23 cases were won saving Government UGX. 198.155bn. 30 cases were lost due to lack of witnesses and instructions from MDAs.
URS: 1.8.3.2	Participation of EAC Intellectual Property Law Harmonisation	URSB	GOU	12,640,000			No-Release
MIA: 1.8.3.3	Support to the Ministry to coordinate the Northern Corridor initiatives under EAC	MIA/FA	GOU	40,000,000	40,000,000	40,000,000	One Consultative meeting was held.
Sub Total Legal and Policy Framework				3,445,141,000	2,619,065,000	2,603,475,000	
OUTCOME 2: ACCESS TO JLOS SERVICES ENHANCED							
DCI: 2.1.1.1	Expansion of e-visa system to more border points, inteEKNt subscription, hosting servers at data centre, system & web portal maintenance, training, sensitization on use of e-visa	DCIC	DANIDA	215,000,000	35,000,000		Inspected borders of Malaba, Busia, Mutukula, Elegu and Cyanika in respect of their suitability and / or connectivity in preparation for the expansion of the E-Visa System. With counterpart funding from MTEF, equipment for disaster recovery and consumables for extension of E-Visa to missions abroad procured. Process of procurement of laptop computers is at evaluation stage

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
DPP: 2.1.1.1	Construct new regional office premises in Mbale and Arua; 2 new Residential premises in Kotido and Moroto; Renovate 5 premises and install Solar energy in 8 office premises without and/or unreliable Hydro-electricity supply	DPP	GOU	1,210,000,000	1,115,115,010	476,311,214	Construction ongoing, certificates paid
JSC: 2.1.1.1	Recruitment of Judicial Officers at all levels	JSC	EKN	86,964,800	86,964,800	86,964,800	The recruitment process is being carried out in phases starting with the higher bench officers
Jud: 2.1.1.1	Facilitate and equip the new High Court circuits of Mukono, Iganga, Rukungiri, Mpigi and Mubende	Judiciary	GOU	410,000,000	100,000,000	100,000,000	Furniture procured and delivered.
TAT: 2.1.1.1	Equip and operationalise the tribunal registries	TAT	DANIDA	43,500,000	43,500,000	43,500,000	5 staff trained at head office Mbarara, Mbale, Arua, Gulu 8 filing cabinets procured 5 laptops procured
UPF: 2.1.1.1	Open 3 marine detachments on border waters of Victoria, Albert & Edward.	UPF	GOU	82,000,000	50,000,000	50,000,000	6 Tents and navigation and floatation procured and delivered
MIA: 2.1.1.2	Establishment of the District Peace Committees in the Albertine and Rwenzori regions	MIA/NFP	GOU	9,850,000	6,250,000	6,250,000	Established District peace committees in Ntoroko and Bundibugyo
UPF: 2.1.1.2	Construct 10 dog kennels at Kakiri, Nakaseke, Gomba, Katakwi, Busia, Kumi, Kyenjojo, Amuria, Apac and Nebbi police stations.	UPF	GOU	100,000,000	100,000,000	100,000,000	Construction at Kakiri, Nakaseke and Kyenjojo completed and functional. The remaining 7 are under construction
LDC: 2.1.1.4	Ongoing Consultant for streamlining Planning and Policy Analyst	LDC	EKN	75,000,000	75,000,000	75,000,000	The Consultant has completed the streamlining of the LDC Planning unit.
MIA: 2.1.1.6	Capacity development of NGO Monitoring Committees in line with NGO Policy 2010	MIA/NGO	GOU	180,000,000	180,000,000	180,000,000	One vehicle procured
UPF: 2.1.2.1	Construction of a Min-Max Prison at Kitalya - Phase 2	UPS	GOU	4,000,000,000	2,700,000,000	2,700,000,000	The foundation for wards, fencing and administration block is on-going (40% of the work has so far been done.
MoG: 2.1.3.1	Continue with construction of Kabale regional remand home phase 2 (4 semi-detached staff houses) one block	MoGLSD	GOU	55,894,000	55,894,000	30,850,000	Power was installed at Kabale Regional Remand Home Water was installed at Kabale Regional Remand Home
Sec: 2.1.3.1	Contractual obligations on ongoing construction projects	Sector wide	GOU	950,000,000	950,000,000	950,000,000	Contractual obligations for Construction at Kiruhura and Kiboga paid
MIA: 2.1.3.2	Remodelling of Ministry Headquarters Administration offices	MIA/FA	GOU	350,000,000	100,000,000	100,000,000	Remodelling completed
UPS: 2.1.3.2	Completion of construction at Ndoorwa Prison	UPS	GOU	845,000,000	300,000,000	300,000,000	

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
Jud: 2.1.3.3	Completion of ongoing construction	Judiciary	GOU	1,550,000,000	1,498,000,000	1,298,000,000	Construction on completed in Kiruhura and ongoing in Buyende, Mitoma, Nwoya and Masindi
Jud: 2.1.4.1	Transformation of Chief Magistrates courts into High Court Circuits at Mpigi, Iganga, Rukungiri, Mubende and Mukono	Judiciary	GOU	700,000,000	300,000,000		Remodelling of CM courts to accommodate high court circuits on going in Mukono, Mpigi and Mubende
LDC: 2.1.4.1	Information Management System improved	LDC	EKN	50,000,000	50,000,000	50,000,000	A power inverter was procured all LDC systems are always online and available even in the absence of power. A projector and wide projection screens were procured and fitted in the auditorium..
MIA: 2.1.4.1	Purchase of 1 motor vehicle for early warning information collection and verification	MIA/NFP	GOU	180,000,000			
MoJ: 2.1.4.1	Construction of MOJCA Regional office in Fortportal	MoJCA/FA	GOU	350,000,000	35,000,000	35,000,000	Construction to be undertaken under SDPIV. Regional office opened up in rented premises
UPF: 2.1.4.1	Construct two police stations in Pakwach and Paidha	UPF	GOU	600,000,000	600,000,000	315,000,000	Building materials delivered, construction undertaken by Police construction unit
UPS: 2.1.4.1	Construct of Perimeter wall in Paidha Prison	UPS	GOU	100,000,000	100,000,000	100,000,000	
UPF: 2.1.5.1	Procure uniports for 10 sub county police posts without adequate office space	UPF	GOU	245,000,000	245,000,000	205,000,000	17 uniports procured
Sec: 2.2.1.1	Due diligence on JLOS House PPP.	Sector wide	GOU	250,000,000	50,000,000	50,000,000	Due diligence conducted on members of the consortium in Uganda Mauritius and South Africa
LDC: 2.3.1.1	Support 3 Reconciliators in 12 courts of Iganga, Lira, Makindye, Entebbe, Mwanaga II, Nabweru, Nakawa, KCCA, Kajansi, Kira, Matuga and Luzira	LDC	GOU	137,220,000	137,220,000	137,220,000	1664 cases were handled in the 12 courts. Out of these 1167 cases were handled successfully, 365 cases failed and were handed back to the courts and 132 cases were still being handled by the end of the year.
MoJ: 2.3.1.1	Fast track conclusion of Estates recorded in Vol I and Vol II of the Succession Register.	MoJCA / AdminGen	GOU	168,000,000	168,000,000	168,000,000	conclusion of Estates recorded in Vol I and Vol II of the Succession Register ongoing
Sec: 2.3.1.1	Working Group Management support supervision visits to identify and share best practices on case disposal, processes and standards	Sector wide	GOU	160,000,000	160,000,000	160,000,000	Sector committees all levels of the sector management structures facilitated to meet regularly
TAT: 2.3.1.1	Handle case backlogged tax disputes	TAT	GOU	80,000,000	80,000,000	80,000,000	7 staff Members trained in mediation and judgment writing 3 members underwent IBFD training attended in Ghana 55 outstanding disputes investigated and cleared upcountry

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
DCI: 2.3.2.1	Support to enforcement of immigration laws through prosecution of offenders of immigration laws for headquarters and the regions	DCIC	GOU	180,000,000	180,000,000	180,000,000	vehicle procured
MoJ: 2.3.1.2	Retooling the Civil Litigation directorate to enhance Court attendance and Case administration	MoJCA/DCL	GOU	37,500,000	14,000,000	14,000,000	All offices in Directorate of Civil Litigation furnished and retooled with Computers
Jud: 2.3.1.2	Support to JSI to train Commercial Court Judicial Officers in modern adjudication of Commercial Court Disputes; Family Division in Child friendly services and Anti-Corruption Judicial Officers in modern adjudication of ACD Cases	Judiciary	DANIDA	80,000,000	80,000,000	80,000,000	Training was carried out for judges of the commercial division on in modern adjudication of commercial court disputes 22 Judicial officers were trained, a training in anti-corruption on modern adjudication of disputes for 8 Judicial officers. 28 non judicial officers trained in combating corruption
Jud: 2.3.1.4	Support to JSI to train ter adjudication	Judiciary	GOU	160,000,000	80,000,000	80,000,000	Training of Registrars and Magistrates in in small claims; mediation / and matters conducted
Jud: 2.3.1.5	Joint training of 200 court clerks and police officers in interpretation skills and sign language at Judicial Studies Institute	Judiciary	GOU	50,000,000	25,000,000	25,000,000	Training in interpretation skills conducted for court interpreters
Jud: 2.3.1.6	Support to JSI Training for Judicial officers and other authorised legal officers in Principles, Practices and Challenges in Land Management and Execution in Uganda	Judiciary	DANIDA	50,000,000	50,000,000	50,000,000	Training on Land management and execution was carried out were 15 Magistrate Grade 1s were trained between 30th June to 1st July 2016
Jud: 2.3.1.7	Overhaul of the JSI curriculum to bring it in tandem with the overall objective of the JLOS strategic framework	Judiciary	DANIDA	50,000,000	48,000,000		procurement of a Consultant before contracts Committee to award the contract pending release of additional funds
DCI: 2.3.2.5	Reduce the congestion at Kampala Passport Control Office through holding Public Awareness clinics for Mbale, Mbarara, Gulu and Arua; drive advertising, Radio and TV talk shows, meetings with Government stakeholders, outdoor Public sensitization meetings.	DCIC	GOU	80,000,000	67,000,000	45,000,000	Public awareness clinics conducted in the new passport issuance centres in Mbarara and Gulu
	Completion of projects started under DANIDA support to judiciary	Judiciary	DANIDA	1,000,000,000	900,000,000	900,000,000	Piloting of the performance enhancement tool ongoing
Jud: 2.3.2.1	Plea Bargaining roll out to all courts targeting 2000 cases	Judiciary	GOU	350,000,000	350,000,000	350,000,000	1550 cases were disposed of by plea bargaining. The exceeding good performance can be contributed to a well coordinating training programme that involves all key stakeholders at prisons namely Judges advocates, prisoners and accusers as well as support from Pepperdine University in these trainings

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
UHR: 2.3.2.1	Case backlog reduction and expedition of disposal of cases at tribunal through facilitation of Commissioners and witnesses.	UHRC	EKN	262,680,000	262,680,000	262,680,000	110 cases disposed of
Jud: 2.3.2.2	Conducting JLOS open days and meetings for court users	Judiciary	GOU	105,000,000	56,000,000	56,000,000	Court User's meetings were held in selected High Court Circuits. And some activities were not carried out due to lack of funds
MIA: 2.3.2.2	Remodelling and Partitioning of office space for NGO Board	MIA/NGO	GOU	43,342,637	43,342,637	43,342,637	Paid the contractual obligation
MOG 2.3.2.2	Build the capacity of staff in Remand Homes, Kampiringisa NRC and of probation officers to effectively collect, assemble and store Juvenile data, (Naguru, Mbale, Fort-Portal, Arua, Gulu, Masindi, Reception centre, and Kampiringisa NRC.	MoGLSD	GOU	39,340,000	39,340,077	39,340,000	Juvenile institution staff, Probation officers and other justice implementers attended joint in-house refresh trainings on juvenile issues and management of cases.
MoJ: 2.3.2.3	Procure 4 motor vehicles to support Court Attendance, Contract Management, district legislative support and ICT support services at Regional office and Headquarters	MoJCA/FA	GOU	540,000,000	540,000,000	540,000,000	4 Motor Vehicles Procured and delivered
Jud: 2.3.2.4	Popularisation of new initiatives by the Public Relations Office	Judiciary	GOU	80,000,000	50,000,000	50,000,000	The Chief Justice inaugurated a Sentencing guidelines Committee that has embarked on the development of Sentencing guidelines for Magistrate Courts and review of the guidelines for the High Court.
Jud: 2.3.2.5	Facilitate sessions at all court levels namely Supreme Court, Court of Appeal, High Court and Magistrate Courts	Judiciary	GOU	2,890,000,000	2,625,000,000	2,553,000,000	Case backlog reduction was carried out with 68 cases completed in industrial court Case backlog reduction was carried out at Anti Corruption Division with 57 cases completed by the last quarter Case backlog reduction was carried out at the Commercial division concluding with 5 sessions of 60 cases by the end of the last quarter were completed with 41 cases were completed and 19 pending in the by last quarter. 5 Special sessions were carried out that disposed of 180 cases Case backlog reduction was carried out at the civil division. 3 sessions 23 Criminal sessions were held with a total of 828 cases disposed of by quarter 4. Case backlog reduction was carried out at the Land Division. 11 sessions were carried disposing of with 140 cases Case backlog reduction was carried out at the in High Court Circuits across the country concluding with 41 sessions of 500 cases by the end of the last quarter 5 sessions were carried out. 2 were out of station in Mbarara and Mbale and 3 were in station. 204 criminal appeals were completed, 42 are still pending judgement. 115 criminal applications were conducted
Sec: 2.3.4.1	Study on impact of phasing out Gil and the introduction of LCC in the Judiciary	Sector wide	GOU	100,000,000	100,000,000		Procurement at contract award stage

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
Jud: 2.3.5.1	Enhance capacity to clear cases in courts by purchasing transport and ICT equipment and supporting periodic inspection	Judiciary	GOU	820,000,000	725,000,000	485,000,000	Two Monthly Law digest were produced and distributed to Courts. 4 vehicles procured as well as furniture.
MIA: 2.3.5.1	Provide expert opinion to courts of law	MIA/DGAL	GOU	500,000,000	490,000,000	480,000,000	Paid contractual obligation for DNA reagents acquired in the FY15/16. Procured DNA reagents; 1230 new forensic cases were received while a total of 630 cases were analyzed and reported (51.2% of received cases); Analysis of exhumed bodies and sexual assault cases; 77 courts attended out of 82 court summons received; Responded to the call by Uganda Police for Government Analyst experts for 7 fire scenes which were visited, investigated and reports forwarded
MoL: 2.3.5.1	Translation and printing of the revised Information Education and Communication (IEC) materials on LCCs	MoLG	GOU	94,140,000	94,140,000	94,140,000	Translation of IEC materials ongoing
UPF: 2.3.5.1	Procure 100 office cabinets for safe storage of files for Land Protection Units/ Anti-Corruption Departments SIU/10 new districts of Nwoya, Amuru, Kanungu, Mitooma, Sheema, Buyende, Abim, Bulisa, Ngara & Serere	UPF	GOU	60,000,000	60,000,000	30,000,000	50 Office cabinets delivered
UPS: 2.3.5.1	Linking remand prisoners to other social actors reduce remand population in prisons	UPS	GOU	150,000,000	0	0	2,596 inmates linked to various stakeholders to enable them access justice.
UPF: 2.3.5.2	Facilitate and protect vital state witnesses of Counter terror, transitional justice and violent crime cases	UPF	GOU	64,800,000	21,000,000	21,000,000	protected witnesses in Acholi and Lango sub regions
MoL: 2.3.5.2	Training of Local Council Courts Desk Officers on records data collection and management	MoLG	GOU	110,310,000	110,310,000	110,310,000	51 local council courts desk officers and 50 alternate persons trained on data collection, records and information management on local council courts
MoL: 2.3.5.3	Capacity of Local Council Court members built at all levels	MoLG	GOU	64,600,000	64,600,000	64,600,000	685 local council court members trained from 117 local council courts
MoG: 2.3.5.3	Staff allowances on resettlement activity	MoGLSD	GOU	15,120,000	15,120,000	15,120,000	57.7% of juveniles resettled upon release by court
UPF: 2.3.5.3	Support investigations of 1,000 homicide cases through post-mortem and 5,000 examinations of SGBV victims	UPF	GOU	175,000,000	150,000,000	150,000,000	1,000 post-mortem in Homicide and 4,000 SGBV examinations conducted
MIA: 2.3.5.3	Servicing and calibration of specialized equipment	MIA/DGAL	GOU	50,000,000	20,000,000	20,000,000	Carried out servicing and calibration of the genetic analyser for DNA Analysis. Repaired and serviced 02 Autoclaves for DNA Laboratory and Microbiology laboratory.

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
DPP: 2.3.5.3	Data collection management, collection, collation and processing	DPP	GOU	52,000,000	52,000,000	52,000,000	Data collection carried out in 15 DPP Regions per Qtr
MoL: 2.3.5.4	Printing of the Local Council Courts register	MoLG	GOU	100,500,000	100,500,000	100,500,000	Register printed to be used by LCCIII
UPF: 2.3.5.4	Complete investigations of identified 14 International crimes cases in Northern, Western, and Mid Eastern Uganda	UPF	GOU	300,000,000	100,000,000	100,000,000	Conducted investigations of 14 war crimes in Gulu, Amuru, Nwoya, Lamwo, Agago, Lira, Otuke, Oyam and Apach Districts. Two of the cases have been completed and are undergoing trials, one at The Hague in Netherland and another at the War Crime Division of High Court Gulu. In addition, the Division also conducted inquiries in Kasese and Bundibugyo districts
UPF: 2.3.5.5	Reduce 4,000 case backlog from the system	UPF	GOU	700,000,000	600,000,000	500,000,000	All district CID facilitated. Investigated backlog of 876 cases, 133 cases taken to court 197 committed 483 in Court/ pending inquiries
DPP: 2.3.5.6	Prosecution of cases at Supreme Court, COA, High Court	DPP	GOU	820,000,000	800,000,000	800,000,000	79 high profile cases prosecuted
	Prosecution of International crimes cases						
	Prosecution of cases at Magistrates' Courts	DPP	DANIDA	400,000,000	350,000,000	350,000,000	46,036 cases prosecuted
	Prosecution of cases in High Court sessions	DPP	DANIDA	300,000,000	300,000,000	300,000,000	1,359 cases prosecuted
	Prosecution of cases at Court of Appeal sessions; Anti-Corruption Division of High Court; and under Plea-Bargain initiatives	DPP	GOU	450,000,000	350,000,000	335,000,000	141 cases prosecuted
							2017 cases prosecuted in 47 plea bargain sessions
MIA: 2.3.5.6	Train staff in specialized skills in scientific investigation of forensic cases mainly crimes involving Arson/fire, DNA, Poison, explosives analysis	MIA/DGAL	GOU	80,000,000	80,000,000	80,000,000	Trained all 07 DNA Laboratory staff in DNA extraction and Analysis from bones of exhumed bodies. Trained on 02 staff in Russia; in Ballistics and another criminal investigations
MIA: 2.3.5.7	Development of Electronic Data Management System (EDMS)	MIA/NGO	GOU	152,116,473	177,116,473	152,116,473	Paid contractual obligations
MoI: 2.3.5.8	Training 5 state Attorneys in procurement Negotiations, mediation, Contracts management and ADR	MoJCA/DLAS	GOU	125,000,000	125,000,000	125,000,000	Five State Attorneys trained in Negotiations and Contracts Management.
MIA: 2.3.5.8	Support to GAL to setup Policy Planning Unit	MIA/DGAL	GOU	53,500,000	26,800,000	26,000,000	Acquired Furniture and Desktop computer for the Planning unit.

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
MoJ: 2.3.5.10	Equip and resource the monitoring and evaluation function	MoJCA/PPU	GOU	32000000	32,000,000	32,000,000	PPU equipped with furniture and computers
MoJ: 2.3.5.11	Train 2 officers in strategic Planning, Budgeting and public policy formulation to enhance coordination	MoJCA/PPU	GOU	40000000	40,000,000	40,000,000	One PPU Officer trained in Strategic Planning and budgeting
MoJ: 2.3.5.12	Install LAN at MoJCA Regional offices and an Intranet portal at Headquarters	MoJCA/FA	GOU	50,000,000	50,000,000	50,000,000	LAN for regional offices set up
MoG: 2.3.7.4	Support juveniles for attendance of both lower and high court sessions (transportation of juveniles in 6 homes to and fro)	MoGLSD	GOU	114,284,000	114,284,000	114,284,000	Juveniles delivered to court, reduced over stay on remand
Output 2.4: User empowerment services							
DCI: 2.4.2.1	Procurement of office equipment to facilitate awareness creation and reporting	DCIC	GOU	45,000,000	45,000,000	45,000,000	Furniture procured and other equipment
JSC: 2.4.2.1	Develop and produce IEC materials (Brochures, Pupils handbook)	JSC	GOU	80,000,000	80,000,000	78,000,000	Procured and delivered
MIA: 2.4.2.1	Conduct mass sensitisation using multi-approach campaign	MIA/NCSP	GOU	34,000,000	10,000,000	10,000,000	26896 (24413 males, 2483 females) offenders sensitized from Prisons, Police and Court cells; 102 community meetings involving 3815 (2216 males and 1599 females);
Sec: 2.4.2.1	Grassroots communication in the targeted areas sensitized on the DVAVR	Sector wide	GOU	50,000,000	50,000,000	50,000,000	Sensitisation on DVA conducted
TAT: 2.4.2.1	Conduct 8 tax dispute awareness seminars in four regions	TAT	GOU	47,800,000	47,800,000	47,800,000	4 court user meetings held in Mbale and Mbarara Fuel bought
UHR: 2.4.2.1	Conducting Human Rights sensitization meetings through Barazas and the Civic Education van, 50 community meetings and vehicle	UHRC	EKN	457,800,000	280,000,000	280,000,000	A total of 76 villages were reached through the civic education van. These villages benefited from the human rights road shows in the 10 regional offices. An estimated population of 23,675 people were reached. The Commission conducted 43 Community barazas in the 10 regional office which represent 90% of the target performance. A total of 13,558 Community members were informed and gained knowledge about their rights in the society
ULR: 2.4.2.1	Advocacy on pre-enacted bills (Marriage and Divorce Bill and Witness Protection Bill)	ULRC	EKN	339,315,000	339,000,000	339,000,000	2 advocacy workshops held Marriage and Divorce bill redrafted to the Marriage Bill, 2017 A double cabin pick up procured
UPF: 2.4.2.1	Train 258 district desk officers (Counter staff) on customer care	UPF	EKN	77,400,000	77,400,000	77,400,000	No progress reported

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
ULS: 2.4.2.2	Annual Rule of Law commemoration week, Sensitisation of Lawyers and other Stakeholders on the observance of Rule of Law, Legal and human rights to create awareness in the General Public.	ULS	EKN	32,050,000	32,050,000	32,050,000	Quarterly Rule of law reports which point out various violations within the quarter, analyse the same and offer recommendations to the various institutions or Ministries was launched. The reports are shared with the different Stakeholders.
UPF: 2.4.2.2	Conduct community policing in selected schools in the Regions of Greater Masaka, Rwenzori, Savannah and Aswa	UPF	GOU	218,760,000	13,000,000	13,000,000	40 Community sensitization in schools was conducted to 4,000 students and teachers.
MIA: 2.4.2.2	Printing of pamphlets, brochures and posters on Anti human trafficking	MIA/FA	GOU	30,000,000	20,000,000	20,000,000	5000 Posters and 5000 brochures printed
MoJ: 2.4.2.2	Awareness creation programs to enhance knowledge and information on law rights obligation and duties by users of Administrator Generals services	MoJCA/ AdminGen	GOU	59,000,000	59,000,000	59,000,000	Administrator General sensitized the public about the work under the Department and succession in the media on television and radio talk shows.
UHR: 2.4.2.2	UHRC institutional media campaign through Radio talk shows and spot messages	UHRC	EKN	124,800,000	124,800,000	124,800,000	Aired a total of 100 spot messages of 30 seconds 50 in Luganda and 50 in English in regards to the location and mandate of the Commission. The UHRC couldn't fully air out 180 spot messages each on the four radio stations as planned due to less release of fund as planned. Run a total of 12 live talk shows 6 in Luganda and 6 in English in regarding the mandates and role of UHRC to the community, UHRCs location and contacts. The performance was affected by the limited resource released to the planned.
ULR: 2.4.2.2	Pre enactment Advocacy for quick passage of the Prisons Act	ULRC	EKN	25,550,000	25,550,000	25,550,000	Advocacy meeting held with Prisons Authority and bill updated
JSC: 2.4.2.2	Conduct radio talk shows	JSC	GOU	85,600,000	85,600,000	85,600,000	Held radio talk shows in Kasese and on-going in Jinja and Iganga. The Commission will continue to prioritise radio talk shows hitherto with the current change in approach ensuring more participation by the targeted group by the different radio stations that are commonly used.
Jud: 2.4.2.2	Branding (signage)	Judiciary	GOU	137,500,000	112,000,000	102,000,000	The signposts were delivered for 32 Chief magistrates Courts were prepared but delivery awaits completion of payment for the 8 CM courts and High Court Circuits
MIA: 2.4.2.3	Carry out media talk shows	MIA/FA	GOU	36,000,000	35,000,000	35,000,000	Held 2 TV and 2 Radio talk shows on how to prevent trafficking in persons.
ULR: 2.4.2.3	Post enactment awareness of enacted laws (Children Act, Domestic Violence Act, EAC CMA, POMA, Anti torture Act)	ULRC	EKN	282,000,000	115,000,000	115,000,000	Post enactment advocacy carried out for: i) Prohibition of Torture Act ii) the Children (Amendment) Act iii) the Domestic Violence Act, 2010 iv) the East African Community Customs Management Act v) Public Order Management Act, 2013

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
DPP: 2.4.2.3	Printing and dissemination of Victim Rights and Friendly Procedures guide	DPP	GOU	60,000,000	60,000,000	60,000,000	Completed and disseminated
JSC: 2.4.2.4	Conduct District public sensitisation workshops on the administration of Justice	JSC	GOU	15,000,000	15,000,000	15,000,000	Conducted district Public sensitization in the district of Kailiro and on-going in Kisoro, Rukungiri and Mitooma. The activity was carried out as planned
UHR: 2.4.2.4	Capacity building to equip UHRC Staffs on Human Rights knowledge	UHRC	EKN	19,492,000	19,492,000	19,492,000	Refresher Skills improvement training for 22 field offices volunteers who were equipped with the skills of report writing, investigations of complaints, conducting mediation and Human rights education
JSC: 2.4.2.5	Purchase of Motor vehicles for Civic education activities	JSC	EKN	180,000,000	180,000,000	180,000,000	The vehicle purchase has eased the transport in the implementation of civic activities thus timely delivery
JSC: 2.4.2.6	Equip and retool the resource centre this also envisages creation of an e-resource centre linked to JSC website.	JSC	GOU	19,000,000	19,000,000	19,000,000	Procured and the computers have facilitated the resource centre users to do research.
Moj: 2.4.2.7	Publication of both approved and non approved law chambers, licensed lawyers and universities in New vision and Monitor newspapers.	MojJCA/LC	GOU	50,000,000	50,000,000	50,000,000	Published 923 approved law firms 57 law firms not approved
ULR: 2.4.3.3	Simplification of the Customs Management Act	ULRC	EKN	121,400,000	121,000,000	121,000,000	A simplified Customs management Act
LDC: 2.5.1.1	Procure bicycles for 80 fit persons in the operational districts of Kyenjonjo, Gulu, Mbarara, Jinja, Bugiri, Soroti and Arua.	LDC					No budget
UPF: 2.5.1.2	Develop a central database for tracking juvenile justice	UPF	GOU	56,500,000	56,500,000	56,500,000	Database was developed pending User Acceptance Testing and deployment
UPF: 2.5.1.3	Procure motorcycles for CFPUs in the 10 districts of Kole, Entebbe, Kalangala, Bukwo, Oyam, Isingiro, Hoima, Katakwi, Kiruhura and Kamwenge	UPF	GOU	100,000,000	100,000,000	100,000,000	The 10 motorcycles were delivered at L&E waiting distribution
LDC: 2.5.2.1	Training of 280 fit persons in Kamuli, Kyenjonjo, Gulu, Mbarara, Jinja, Bugiri, Soroti and Arua	LDC	EKN	46,500,000	46,500,000	46,500,000	280 Fit were trained in the districts of Kamuli, Kyenjojo, Mbarara, Jinja, Bugiri and Soroti, Ibanda, Arua and Iganga. They were trained on how to handle the juveniles and also writing reports that they submit to courts. Social workers compiled reports on juveniles in remand homes and sent them to courts. They also linked up with the LDC Reconciliatory at the 12 courts to follow up cases of juveniles.
UPF: 2.5.2.1	Train 100 SGBV desk officers in 5 regions	UPF	GOU	49,500,000	49,000,000	49,000,000	Trained 100 detectives in the investigation of SGBV

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
UPF: 2.5.2.2	Construct 3 CFPU offices for counselling of SGBV victims in the districts of Rukungiri, Kitgum and Ngora.	UPF	GOU	250,000,000	250,000,000	155,000,000	Construction of 3 Private counselling rooms for victims of SGBV in Rukungiri, Kitgum and Ngora near completion
LDC: 2.5.2.2	Support to 13 social workers to visit remand homes and resettlements.	LDC	GOU	150,800,000	47,200,000	47,200,000	Social workers have continued to compiling reports on juveniles in remand homes and send them to courts. They have linked up with the LDC Reconciliatory at the 12 courts to follow up cases of juveniles.
LDC: 2.5.2.3	Training of 40 social workers on the Diversion Programme	LDC	EKN	3,100,000	3,100,000	3,100,000	40 Social Workers including Probation Officers and Community Development Officers were trained on the diversion programme.
LDC: 2.5.2.7	Public Awareness and Sensitisation on Women and Children's Rights and obligations	LDC	EKN	106,000,000	98,000,000	98,000,000	Staff conducted radio talks in on 4 radio stations in Runyoro-Kitala,Luo,Luganda and English. 2010 radio jingles were aired in 4 major languages of Runyoro Kitala,Luo,Luganda and English.
LDC: 2.5.2.8	Support to Legal Aid Service Provision.	LDC	EKN	31,000,000	30,000,000	30,000,000	Furniture has been delivered; supplier is yet to be paid. A moot court has been set up for pro bono legal aid practice.
LDC: 2.5.2.8	Community dialogue on land matters and family justice	LDC	EKN	193,760,000	193,760,000	193,760,000	20 barazas were conducted in the districts of Bugiri,Soroti,Kampala,Gulu,Adjuman,Kabalore,Jinja,Kamuli,Kamwenge,Lira,Mbarara,Masindi and Kyenjojo.
JSC: 2.6.1.2	Train 10 JSC investigators	JSC	EKN	11,115,010			The Registrar, Deputy Registrar, all principal legal officers and legal clerks in the directorate of planning Research and inspectorate were trained in investigation skills
UPF: 2.6.1.1	Induct 60 officers in scenes of crime management	UPF	GOU	53,504,000	50,500,000	30,500,000	200 SOCO officers are currently being trained at PTS Kabalye in Masindi
UPF: 2.6.1.5	Procure vehicles to enhance investigations	UPF	GOU	240,000,000	180,000,000	180,000,000	Pick-ups were procured and delivered. The additional pickup was from a saving
UPF: 2.6.1.20	Conduct Training of Trainers for 40 canine handlers	UPF	GOU	216,000,000	210,000,000	200,000,000	36 officers were inducted after 4 officers failed to qualify. Course is beginning on 27th August in Italy after the training school, Centro Carabinieri Cinofili postponed it due to other engagement
UPF: 2.6.1.26	Carry out onspot roadside sensitization on road safety in all districts	UPF	GOU	10,000,000	10,000,000	10,000,000	2,000 Brochures and stickers printed
MIA: 2.6.2.1	Support psycho-social and counselling services to reporters and victims in affected areas in the DRTs of Kitgum, Arua, Gulu, Kasese, Mbale and Central	MIA/AC	GOU	53,400,000	53,300,000	53,300,000	Provided psychosocial/counselling to 120 beneficiaries in 6 DRTs as follows; Central : (20) at Kayunga TC, Kasese (20) at Kasese TC, Arua (20) at Odruvu, Gulu (20) at Gulu MC, Kitgum (20) at Adilang and Mbale (20) at Mbale MC
MIA: 2.6.2.2	Dialogue and reconciliation meetings between reporters and the affected communities in 6 DRTs	MIA/AC	GOU	18,300,000	17,800,000	17,000,000	Reconciliation meetings held in Kasese and Bundibugyo

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
MIA: 2.6.3.1	Support to DCSC and Compliance checks of DCSC and Placement Institution follow up	MIA/NCSP	GOU	350,000,000	345,000,000	325,000,000	56DCSC supported with funds, these funds were used to carry out monitoring and supervision of offenders, buy stationary, hold DCSC-meetings, conduct court mini- sessions for the committee members
MIA: 2.6.3.3	Support 30 offenders skilling projects	MIA/NCSP	DANIDA	78,000,000	47,000,000	47,000,000	20 Projects supported Iganga, Mbale, Kapchorwa, Ngora, Mbarara, Bushenyi, Ntungamo, Arua, Nebbi, Koboko, Gulu, Apac, Lira, Kitgum, Oyam, Mpigi, Masaka, Hoima, Kira, &130,583 seedlings of various species were raised from tree nurseries.
MIA: 2.6.3.4	Conduct offender reintegration programs	MIA/NCSP	GOU	68,000,000	46,000,000	46,000,000	4,609 Community Service offenders were counselled. 404 offenders were visited at their homes, 250 offenders were reconciled with the victims and 474 offenders were placed at various projects across the country for skills rehabilitation
MIA: 2.6.3.5	Support to Peer Support Persons (PSP)	MIA/NCSP	GOU	20,000,000	20,000,000	20,000,000	supported 256 Peer support persons
MIA: 2.6.3.6	Develop Web based offender database System	MIA/NCSP	GOU	57,500,000	57,500,000	57,300,000	Procurement process ongoing, at evaluation stage
UPS: 2.6.6.1	Psycho-social support for inmates; correctional counselling of offenders; anger management training; non violent conflict resolution trainings; self awareness and emotional intelligence training	UPS	GOU	40,000,000	40,000,000	40,000,000	2500 inmates offered Psycho-social support trainings in different life skills management.
MIA: 2.6.7.1	Purchase of 2 Vehicles for Northern (23 districts), Central Region (20 districts) and Eastern Regions (31 districts) to replace vehicles UG 0137G and UG0044G bought in 2007&2001 respectively and 1 MV for national field monitoring activities	MIA/NCSP	GOU	360,000,000	180,000,000	180,000,000	Procured and delivered
UPS: 2.6.9.1	Support staff recruitment and training	UPS	GOU	500,000,000	500,000,000	500,000,000	73 CASPs, 120 CPOs and 123 POs are undergoing training at the Prisons Training School Luzira; 150 staff trained in Military skills at Butiaba UPDF training School. 75 Armoury staff and 150 instructors underwent refresher training.
Sec: 2.7.1.1	Fast-track the National Transitional Justice Policy	Sector wide	GOU	120,000,000	120,000,000	60,000,000	Certificate of financial implications issued an policy now ready for submission to cabinet
MoJ: 2.7.1.2	Conduct regional outreach sensitisation workshops for 150 advocates in northern Uganda.	MoJCA/LC	GOU	13,310,000	13,260,000	12,000,000	Outreach with advocates conducted in Gulu
MoJ: 2.7.1.3	Conduct advocacy on reparation programmes in the war affected areas of Luweero, Gulu, Lango, Teso, West Nile and Bunyoro.	MoJCA/DLAS	GOU	58,750,000	58,700,000	58,700,000	Advocacy conducted on the study report

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
Jud: 2.8.1.1	Complete the operationalisation of Justice Centre Service Points in Fort Portal	Judiciary	GOU	174,000,000	173,400,000	13,400,000	JCU reopened the Jinja and Masaka service points that had been closed
Jud: 2.8.1.2	Trial advocacy training for Justice Centres	Judiciary	DANIDA	11,840,000	11,000,000	11,000,000	All branches received both printed and assorted stationery which enhanced our work for Legal Aid services. 4750 cases of indigent, vulnerable and marginalized men, women, youth and children received legal aid through court representation and Alternative Dispute Resolution (ADR) mechanisms. 1080 clients were given legal advice and no files were opened for them, 217 cases were referred to pro bono and other legal aid service providers, 57 cases were closed for lack of merit and 5 files were withdrawn as discovering that the clients were not indigent.
ULS: 2.8.1.2	Legal Aid services provision to 10,000 Indigent persons in the 10 Branches where The Legal Aid Project of Uganda Law Society has Clinics (Jinja, Soroti, Moroto, Patongo, Gulu, Arua, Mbarara, Kabale, Kabarole, Masindi.	ULS	EKN	90,000,000	90,000,000	90,000,000	JCU conducted awareness campaigns through Radio and TV talk shows and spot messages to reach out to target groups and communities. JCU printed over 12,000 copies of IEC Materials in Succession Law, Marriage & Divorce, Bail & Sureties, and Brochures in English, Luganda, Runyakitara, Iteso and Lunyoro which were distributed to our Clients during Outreaches and While you wait sessions.
Jud: 2.8.1.3	Sensitization on Legal and Human rights by Justice Centres	Judiciary	DANIDA	78,000,000	78,000,000	68,000,000	JCU mediated 209 cases in the reporting period, 47 of these were successful while the rest are still ongoing, litigated 327 cases and successfully concluded 93 of them. JCU service points were temporarily closed and this impacted litigation, most of the cases successfully litigated were criminal cases under the State Brief Scheme and the Prison Decongestion Programme and did not require execution proceedings while in the few civil cases parties complied with Court orders. JCU maintained 8 toll free lines and used them to provide free legal advice to the poor and indigent who called in to seek advice on various issues especially land matters.
Jud: 2.8.1.5	Support to provide legal aid under the Case backlog reduction and prison decongestion by Justice Centres	Judiciary	DANIDA	321,700,000	320,000,000	290,000,000	
Sub Total Access to JLOS Services				31,082,856,110	25,390,388,997	22,780,141,124	
OUTCOME 3: PROMOTION OF THE OBSERVANCE OF HUMAN RIGHTS AND ACCOUNTABILITY							
LDC: 3.1.1.1	Train 50 JLOS staff in Human Rights	LDC	GOU	125,000,000	125,000,000	125,000,000	50 JLOS staff were admitted on the Human Rights Course at LDC.
MIA: 3.1.1.1	Acquire laboratory safety and protection equipment	MIA/DGAL	GOU	50,000,000	50,000,000	50,000,000	Procured Examination and surgical gloves for handling and analysis of forensic exhibits.
MoJ: 3.1.1.1	Sensitisation of all MoJCA staff On HIV/AIDS challenges and How to promote HIV/AIDS awareness.	MoJCA/FA	GOU	13,500,000	13,500,000	13,500,000	Staff Sensitised and Condoms procured and availed to staff

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
ULS: 3.1.1.1	Know your rights, Use your rights awareness. Enhance, Promote, Respect and Enforce human rights	ULS	EKN	20,000,000	20,000,000	20,000,000	Six Radio programs were conducted on Radio Delta in Soroti, Voice of Kigezi and Radio Maria in Kabale, Hits fm and life fm in Fort Portal. 0,000 IEC Materials were printed and are being used in community sensitizations and engagements. 2000 were on land rights, 2000 on domestic violence, 2000 on marriage and divorce, 2000 on Succession / Administration of Estates and 2000 on children rights.
UPS: 3.1.1.1	Production of prisoners to 213 courts during courts (Fuel, vehicle maintenance and escort allowances)	UPS	GOU	900,000,000	890,000,000	810,000,000	Facilitated all staff while escorting inmates to courts, inspected and monitored 65 court sessions.
UHR: 3.1.1.1	Human Rights Documentation Programme (HRDP)	UHRC	EKN	400,000,000	400,000,000	400,000,000	Project launched, data base set up and process of documentation is ongoing
UPS: 3.1.1.2	Training of visiting justices in 2 regions; facilitation of visiting justices	UPS	GOU	100,000,000	100,000,000	100,000,000	27 Visiting Justices were trained in South-Eastern Region. The second training is scheduled for February 2017 in Kabarole; Visiting Justices facilitated in Southern and South-Western regions.
UPF: 3.1.2.3	Establish 6 police regional human rights offices in Elgon, Sipi, Rwizi, Kigezi, Albertine & East Kyoga	UPF	GOU	64,800,000	60,000,000	60,000,000	Computers delivered awaiting the supply of furniture
UPS: 3.1.3.1	Monitor, supervise and inspect operations of human rights committees	UPS	GOU	20,000,000	20,000,000	20,000,000	Operations of human rights Committees Monitored and supervised in only 50 Prisons due to limited funding.
MoJ: 3.1.8.1	Handle 700 cases by the committee on the Presidential Prerogative of Mercy to reduce congestion in prisons	MoJCA/ DLAS	GOU	180,000,000	180,000,000		Meetings of the Committee on the Presidential Prerogative of Mercy ongoing
MoJ: 3.1.8.2	Procure one saloon car for Inspection of Estates, winding up and court attendance and inspection of income generating assets for child beneficiaries.	MoJCA/ AdminGen	GOU	80,000,000	80,000,000	80,000,000	Wound up 47 estates, issued 1343 certificates of No Objection, issued 106 certificates of land transfers and handled;
ULS: 3.1.8.1	Conduct a weeklong Legal Aid Open week in 3 districts (Mbarara, Jinja, Gulu to handle 300 cases), extend Legal Aid and take up cases that are worthy of Legal aid and ADR in those districts of Coverage.	ULS	EKN	37,800,000	37,000,000	37,000,000	The team conducted a legal aid open week in Kabarole from 23rd to 30th June 2017. On spot Legal Aid services provided over 2373 (1596 male and 777 female) clients who approached our desk during the week. Conducted plea bargaining sensitization at Katojo prison to which 563 inmates attended and 120 enrolled into the scheme. LAP will represent them during the next criminal session. Visited police cells and identified 17 suspects who had over stayed in custody without being produced to court, most of them were arraigned before court and 4 were released without any charge.
UPF: 3.2.1.1	Expand electronic billboard system to 5 regions of Savannah, Greater Masaka, Greater Bushenyi, Elgon and East Kyoga	UPF	GOU	55,800,000	50,000,000		Electronic notice boards installed and Regional staff sensitized on their usage and purpose

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
UPF: 3.2.1.2	Expand the suspect profiling system to 15 stations of Luwero, Lugazi, Kayunga, Mityana, Mubende, Jinja, Mbale, Kasese, Mbarara, Masaka, Iganga, Rakai, Ntungamo, Kabale & Soroti	UPF	GOU	128,000,000	119,000,000	110,000,000	System extended to 10 stations due to partial release of funds except for Lugazi, Rakai, Kayunga, Ntungamo & Soroti
MIA: 3.3.2.1	Procure motor vehicle for coordination, monitoring and evaluation of Ministry activities	MIA/FA	GOU	180,000,000	180,000,000	180,000,000	Procured and delivered
DPP: 3.3.2.1	Retooling the Policy and Planning Unit(PPU) to effectively Monitor and evaluate workplan activities	DPP	GOU	180,000,000	120,000,000	120,000,000	Procured and delivered
URS: 3.3.2.1	Corruption Detection Mechanism, Installation of Que management, Monitored screens	URSB	GOU	32,000,000	32,000,000	32,000,000	Que management system deployed
MoJ: 3.3.2.1	Monitoring and evaluation, Data Gathering and production of quarterly reports Ministerial Policy Statement and Budget Framework paper	MoJCA/ PPU	GOU	164,000,000	164,000,000	164,000,000	Budget Framework Paper Ministerial Policy Statement and Quarterly Reports finalised and printed.
MoJ: 3.3.2.2	Quarterly Policy Meetings for allied institutions chaired by Minister	MoJCA/ PPU	GOU	24,800,000	24,800,000	24,800,000	Two Policy Meetings conducted
MIA: 3.3.2.2	Monitoring of Ministry activities (UPF,UPS,DCIC, NIRA, GAL & Hqtrs).	MIA/FA	GOU	40,000,000	20,000,000	20,000,000	Monitored Ministry activities in Eastern and Northern Uganda
DPP: 3.3.2.2	Training of officers on integrity and accountability in 4 regional offices	DPP	GOU	80,000,000	80,000,000	80,000,000	Completed targeting station managers
DCI: 3.3.2.2	Procurement of uniforms, pips and barrets, stamps for new staff	DCIC	GOU	50,000,000	50,000,000	50,000,000	Uniforms procured for new officers
DPP: 3.3.2.3	Development of an Internal Anti-Corruption Strategy	DPP	GOU	20,000,000	20,000,000	20,000,000	Internal anti-corruption strategy developed awaiting validation
DCI: 3.3.2.3	Procurement of advertising materials to support the awareness campaigns: Fliers, brochures, A5 Boards, Maps, Pull up BuEKNs.	DCIC	DANIDA	50,000,000	47,000,000	47,000,000	Advertising materials procured and the PRO office equipped
UPF: 3.3.2.3	Print 300 complaint registers	UPF	GOU	10,500,000	10,000,000	10,000,000	300 complaints registers printed
MIA: 3.3.2.3	Support the development of the Ministerial Policy Statement	MIA/FA	GOU	104,200,000	44,359,790	44,200,000	Activity scheduled for February - March 2017

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
Moj: 3.3.2.3	Completion of the Last phase of Electronic Records and Document Management system.	MoJCA/DLAS	GOU	100,000,000	90,000,000	90,000,000	EDMS installed
DCI: 3.3.2.4	Increase awareness on the use of National Identity Card as a travel document and on One Stop Border Posts	DCIC	GOU	45,000,000	20,000,000	20,000,000	23.5 million adult Ugandans and 8.5million pupil/ students registered
JSC: 3.3.2.4	Conduct stakeholder's forum on Anti corruption to disseminate/ communicate findings from JSC activities and assess action taken by different stakeholders to remedy problem	JSC	EKN	14,500,000	14,500,000	14,500,000	Such forums should be organised to share JLOS common goals and seek concrete solutions from stake holders on matters affecting access to Justice including enhancement of performance of judicial officers.
Moj: 3.3.2.5	Conduct induction training and reorientation of new staff.	MoJCA/FA	GOU	52,850,000	52,850,000	52,850,000	New Staff recruited. Awaiting full release of funds to induct them.
Moj: 3.3.3.1	Strengthen JLOS financial management function (SG)	MoJCA/FA	GOU	125,000,000	125,000,000	125,000,000	Quarterly Supervisory Inspections of Sector Activities Conducted
Sec: 3.3.3.1	Facilitation of the Sector Audit Sub Committee	Sector wide	GOU	39,532,000	39,532,000	39,532,000	
Jud: 3.3.3.1	Facilitate JLOSIC Nationwide visits to assess public satisfaction	Judiciary	DANIDA	210,000,000	210,000,000	210,000,000	JLOSIC draft report produced and awaiting printing and distribution
Jud: 3.3.3.2	Enhance Inspectorate quarterly inspections	Judiciary	DANIDA	80,000,000	80,000,000	80,000,000	Inspections were carried out in quarter 1 and 2 with facilitation provided
DPP: 3.4.1.1	DPP/CIID top management coordination meetings/workshops intended to develop working strategy to overcome the frequent operational challenges so as to increase case disposal	DPP	GOU	114,500,000	135,000,000	118,159,790	Monthly meetings held on prosecution led investigation
JSC: 3.4.1.1	Conduct anti-corruption barazas	JSC	EKN	42,863,000	28,993,200	28,993,200	Anti-corruption Barazas conducted in the Districts of Bugiri, Butaleja, Ngora, Serere, Katakwi and Amuria. Activities still going on.
MIA: 3.4.1.1	Enhance ICT services in the Ministry	MIA/FA	GOU	15,000,000	15,000,000	15,000,000	At evaluation stage
UPF: 3.4.2.1	Develop a data bank to track all disciplinary cases registered and disposed of with attendant sanctions	UPF	GOU	27,000,000	25,000,000	25,000,000	software developed pending User Acceptance Testing and deployment
JSC: 3.4.2.2	Conduct Disciplinary Committee retreat to Clear a backlog of Public complaints (Once in a FY)	JSC	DANIDA	42,500,000	42,500,000	42,500,000	125% clearance rate of cases registered.
JSC: 3.4.2.3	Hold Disciplinary Committee Meetings	JSC	DANIDA	91,600,000	91,600,000	91,600,000	

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
Sec: 3.6.2.1	Joint Sector inspections	Sector wide	GOU	60,000,000	60,000,000	60,000,000	Joint inspection report edited ready for publication
Sec: 3.6.2.2	Facilitate Working Groups , Technical Committee and Steering	Sector wide	GOU	200,000,000	200,000,000	198,000,000	Facilitated meeting of various working groups.
Sec: 3.6.2.3	Support to JLOS financial management function	Sector wide	GOU	100,000,000	100,000,000	100,000,000	Training of accountants undertaken
Sec: 3.6.2.4	Support for preparation and dissemination of SWAP Work plan	Sector wide	GOU	20,000,000	20,000,000	20,000,000	Work plan printed and published
Sec: 3.6.2.5	Print and electronic media outreach programmes including standardisation of IEC materials	Sector wide	GOU	200,000,000			
Sub Total Human Right			GOU	4,596,032,000	4,286,634,990	3,948,634,990	
PROG MGT: PROGRAMME MANAGEMENT (SECRETARIAT)							
Output 4.1: Coordination and Advisory Services by Secretariat							
PRG: 4.1.1.1	Staff emoluments for Secretariat	Program Mgt	GOU	2,169,672,000	2,161,672,000	2,161,672,000	Staff received salaries
PRG: 4.1.1.2	Gratuity payments	Program Mgt	GOU	650,901,600	650,401,600	650,401,601	Seven staff paid gratuity
PRG: 4.1.1.3	NSSF Payments	Program Mgt	GOU	166,194,240	166,194,240	166,194,240	Contributions to NSSF remitted
PRG: 4.1.2.1	Office running Expenses	Program Mgt	GOU	299,000,000	299,000,000	299,000,000	Fuel, office running and vehicle maintenance
PRG: 4.1.3.1	Continuous Professional development	Program Mgt	GOU	200,000,000	160,000,000	160,000,000	7 staff were facilitated to undertake short term training to enhance their capacity to perform
Sec: 4.2.4.1	Publication of Annual reports, Semi Annual reports	Sector wide	GOU	150,000,000	150,000,000	150,000,000	Published the sector annual report 2015/16 and the Midterm review reports
Sec: 4.2.4.2	Internal audit and financial management	Sector wide		120,000,000	100,000,000	100,000,000	
Sec: 4.2.5.1	Facilitation of JLOS Structures 98 DCCs, advisory board, 12 RCCs)	Sector wide	GOU	630,290,310	530,000,000	530,000,000	Monthly case management meetings held by 96 DCCs. Also 13RCCsheld quarterly review meeting and an open day each
Sec: 4.2.5.2	DCC, RCC, National Chain Link and workshop evaluations	Sector wide	GOU	120,000,000	120,000,000	120,000,000	13 RCC reviews held in all JLOS regions
Sec: 4.2.5.3	Capacity Building and support to JLOS PPU	Sector wide	GOU	500,000,000	500,000,000	500,000,000	17 JLOS staff heading the planning and policy units trained in trained in Result Based management, data collection analysis and reporting
Sec: 4.2.5.4	Implementation of MTR recommendations and development of SIPIV	Sector wide	DANIDA	350,000,000	300,000,000	300,000,000	SDP IV was developed through wide consultations with stakeholders

Code	Activity	Institution	Source	Budget	Released	Spent	Physical Performance
Sec: 4.2.5.5	Supervision of construction of Justice centres (Mini JLOS)	Sector wide	GOU	100,000,000	100,000,000	100,000,000	Supervision of ongoing constructions undertaken
Sec: 4.2.5.6	Training of 10 JLOS inspectors in inspection and quality assurance by ESAMI in Arusha, Tanzania	Sector wide	GOU	50,000,000	50,000,000	50,000,000	4 inspectors trained
Sec: 4.2.5.9	Development of a JLOS strategy to mainstream PWD rights in the sector	Sector wide	GOU	50,000,000			
Sec: 4.2.5.13	Hold JLOS Forum	Sector wide	GOU	150,000,000			
Sec: 4.2.5.14	Hold Annual and Semi Annual JLOS Review	Sector wide	DANIDA	130,000,000	130,000,000	130,000,000	Annual review 2015/16 and semi-annual review 2016/17 held
Sec: 4.2.5.15	Carry out M&E Activities (Reporting, Surveys)	Sector wide	GOU	160,000,000	130,040,000	130,000,000	Joint JLOS DPG M&E undertaken a in Northern central, western and Eastern Uganda
Sec: 4.2.5.16	Support to the Apprenticeship and awards program	Sector wide	GOU	100,000,000	96,000,000	80,000,000	Internship programme at the secretariat expanded and 6 interns were retained
Sec: 4.2.6.2	Procure computers, printers and other office equipment in the secretariat	Sector wide	GOU	25,000,000	20,000,000	20,000,000	4 Computers and printers procured
Sub Total Programme Management				6,097,490,150	5,663,304,840	5,647,267,841	
Grand total				45,221,519,260	37,959,393,827	34,979,518,955	

The Justice Law and Order Sector institutions:

Ministry of Justice and Constitutional Affairs- Lead Institution

The Judiciary

Ministry of Internal Affairs

Ministry of Gender, Labour and Social Development - (Justice for Children and Probation Functions)

Ministry of Local Government (Local Council Courts)

Office of the Director of Public Prosecutions

Judicial Service Commission

Uganda Human Rights Commission

Uganda Law Reform Commission

Uganda Police Force

Uganda Prison Services

Directorate of Citizenship and Immigration Control

Uganda Registration Services Bureau

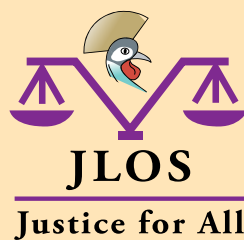
Tax Appeals Tribunal

Law Development Centre

National Identification and Registration Authority

Uganda Law Society

Centre for Arbitration and Dispute Resolution



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