



THE JUSTICE LAW AND ORDER SECTOR

ANNUAL REPORT 2017/18

Foreword

The Justice Law and Order Sector presents its Annual Performance Report for the Financial Year 2017/18, the first Performance Report under the Fourth Sector Development Plan (SDPIV). This year, the report highlights efforts the Sector is making towards empowering the people, building trust and upholding rights which is the theme of the SDPIV. As per the promise, there is growing public trust, people centred service delivery and commitment to a human rights based approach within the sector.

JLOS, now in operation for 18 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.

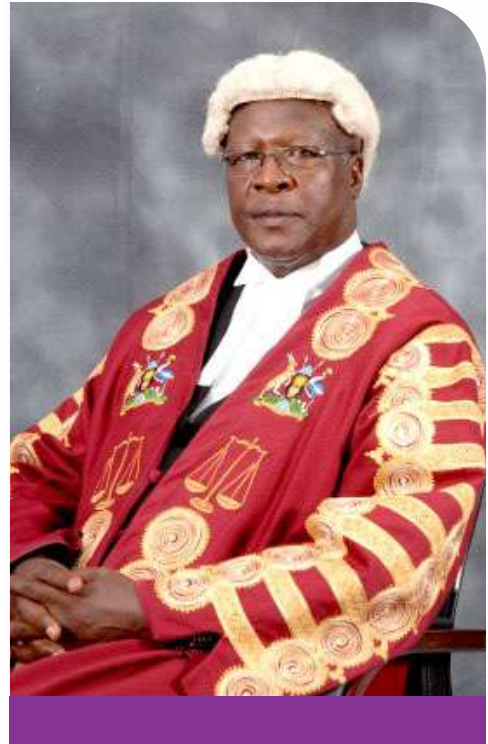
This report tracks the performance of the Sector in implementing SDPIV and the extent and direction of movement

towards the 2021 targets. The report shows positive performance against the impact and outcome indicators with increased public trust and satisfaction compared to the SDPIV baselines.

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 pace for realisation of the SDPIV targets has been set. We need to safeguard the gains we have made, address the challenges we are facing and overcome our weaknesses as we implement the SDPIV.

On behalf of the JLOS leadership, management structures and institutions, I reaffirm our joint commitment to a empowering the people, building trust and upholding rights with a special focus on elimination of case backlog, increased access to JLOS services, strong institutions and systems, human rights observance and zero tolerance to corruption,



Bart M. Katureebe

Chief Justice And Chairperson JLOS Leadership Committee

ACRONYMS

ACD	Anti-Corruption Division
ACTV	Coalition against 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 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
EAPCCO	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'Abo gados)
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
IGG	Inspectorate 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
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
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
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

The Justice Law and Order Sector (JLOS) Annual Report 2017/18 provides information on the performance of the Sector in the Financial Year 2017/18. It is the first such report under the Fourth Sector Development Plan (SDPIV)

One year into implementation of the SDPIV trust of the people in JLOS institutions has increased from 49% to 59% according to the LASPNET State of Access to Justice Report 2017. The challenge however is for the Sector to maintain this high level of trust. There is need therefore to tackle the concern that may affect this level of confidence such as acts of torture, delayed disposal of matters and quality of services as well the ease of access to JLOS services. According to the HiiL report, Family Justice in Uganda 2017, the public rated solutions provided by dispute resolution institutions 3.8 on a scale of 1 to 5, translating to 76% satisfaction.

The Sector also registered an improvement in the index of judicial independence to 3.42 in 2018 from 3.41 in 2017, according to the World Competiveness Report 2018 while in terms of the ranking of the national human rights body, the UHRC maintained an A status.

In terms **of enhancing infrastructure and access to JLOS services** a four-pronged strategy is being employed to eliminate cases that over 3 years in the system through strengthening case management systems. The Sector is implementing the Case Backlog Reduction Strategy, which is already beginning to yield fruit. The Sector has registered a total reduction in backlog of 12.5% in one year and an overall 70% reduction since 2015 taking into consideration the growth in case disposal. Growth in backlog has been arrested and what is needed now is enhancing Sector effort to manage the existing load. Without the strategy, the backlog would have been at 38%. The investments in case management led to an increase in the clearance rate of cases from 95.2% in 2016 to 96.1% in 2017/18 with a total of 164,530 cases disposed of.

Case management in many Sector institutions such as URSB, DCIC, NIRA, DPP and Judiciary is getting automated. As a result the level of automation of case management systems increased by 75% to 21% from the baseline of 12% though it was less than the targeted 25% due to the delayed procurement of the new case management system in the Judiciary as well as limited funding for the automation of the chattel securities registry.

Following the completion of more justice centers district coverage of the Sector in terms of one stop service points increased to 61.5% in 2018 from 59.3% in 2016 despite the creation of more districts i.e. from 112 to 117 districts in 2017/18. This translates into a 77% achievement of the 2020/21 SDPIV target. Crime rate reduced from 298 to 287.9 for every 100,000 as a result of increased geographical spread, adoption of crime prevention measures such as community policing among others. The challenge however was the wave of kidnaps and high profile murders during the year under review which the Sector must thoroughly investigate.

Magisterial areas were increased to 82 from 49 following the gazetting of new magisterial areas. A new Deputy Chief Justice and Justices in the Supreme Court and Court of Appeal and Judges of the High Court were appointed and sworn in to fill existing vacancies in the Court. This is a departure from the past where the offices remained unfilled for a long time. Congratulations to the JSC and the Judiciary for the milestone achievement.

As result of the performance, the average time taken to dispose cases reduced from 1,095 days to 810 days. Though the trend was positive it remained short of the targeted 720 days.

The JLOS construction programmes and the extension of JLOS services around the Country are on track. Following various investments the Sector has covered 61.5% of the districts thereby reducing the distance people travel to access JLOS services. As a result there has been registered an increase in case filing, case disposal and more coordination between institutions. Complaints about lost files and overstay in Police cells were significantly reduced. Although this does still occur it is for reasons other than inability to travel to Court and the Sector institutions are tackling these situations whenever they occur.

JLOS agencies such as Ministry of Justice and Constitutional Affairs, ODPP, UHRC, URSB, DCIC (Passport and Immigration Services), Government Analytical Laboratory and Law Development Centre have also de-concentrated their services and are now available around the Country.

The Sector's Justice for Children programme has grown in strength. The Coordinators located around the Country are well integrated into the District Chain-Linked Committees and are working closely with the institutions to ensure that child friendly processes and diversion programmes are implemented.

The different institutions have instituted other measures to support the child-friendly environment. Ministry of Gender Labour and Social Development has completed the Kabale Regional Remand Home and commenced on the construction of the Moroto Regional Home to provide appropriate accommodation for children in conflict with the law. The ODPP has created a child-friendly space in its facilities as part of its efforts to improve the response to the needs of children who are witnesses or victims of crime and reduce the trauma of the judicial process. It is expected that these facilities will be created throughout the Country. The Law Development Centre and Justice Centres Uganda continue to emphasize diversion of children from the Justice system, whenever possible. With the reinstatement of the Local Councils at the village and parish levels, this will be further strengthened. The national diversion rate is now 76.3% compared to the baseline of 75% and the 2021 target of 80%. This was as a result of the capacity building of JLOS institutions, especially UPF and the support of the J4C coordinators, in the 13 JLOS regions.

Vulnerable persons have been availed services to ensure equal access to the legal system with the objective of not only promoting quality of life but also to maintain the quality of justice available to everyone in Uganda. Programming is being targeted at cascading the State Brief scheme to Chief Magistrates' Courts. Training of Legal Aid Service Providers is ongoing through strengthening the capacity of Justice Centres Uganda to reach more people.

Legal Aid programmes are being implemented by several institutions. The Pro-bono programme has been fully embraced by members of the Law Society and will be implemented country-wide.

The Paralegal Advisory Services is in the process of being fully integrated into the Sector, and will be housed by the Uganda Prisons Services. This will strengthen the paralegal services in the Prisons and support the plea bargaining efforts.

Justice Centres Uganda, Uganda Law Society and the Law Development Centre are engaged in coordinated efforts to ensure full coverage of the Country by the end of the SDPIV period.

In a bid to reduce lead times and improve case disposal the Sector through the ULRC and the Judiciary is reviewing all procedural laws including the TIA, MCA, and CPR among others to address inherent delays. The Chief Justice commissioned a committee that reviewed the Civil Procedure Rules.

File rehabilitation and indexing at the URSB has been completed. UPS is implementing a computerised prisoner information system while a suspect profiling system is being rolled out to more police stations. The Sector rolled out Prosecution Case Management Information System (PROCAMIS) to 14 ODPP regional offices in Arua, Gulu, Fort Portal, Jinja, Kabale, Kampala, Lira, Masaka, Masindi, Mbale, Mbarara, Mpigi, Mukono and Soroti.

MIA completed the physical indexing and zoning of the warehouse and digitization of 467,411 records comprising of 71,930 immigration files and 395,481 passport records in preparation of the automation of Passports and other immigration facilities.

Under the chain linked initiative RCCs held quarterly reviews and open days while DCCs held case management meetings, outreach activities, meetings and open days. The Sector facilitated DPP/ CID coordination meetings and supported national level meetings of the JLOS structures including the Leadership committee, steering committee and working groups.

In addition to procurement of court recording equipment, vehicles were procured for the courts in hard to reach areas including Abim, Nakapiripirit, Buhweju, Amolatar, Adjumani, Buliisa, Kaabong, Bulambuli, Namalu, Moroto, Nebbi, Arua and Lira. The Sector also supported UPS to buy buses to facilitate the delivery of inmates to court.

As part of staff capacity building the UPS conducted training of 706 recruit warders and wardresses in Basic Prisons Management while 213 Non Commissioned Officers underwent refresher training. These were passed out by H.E the President in January 2018.

The Sector held the last JLOS annual review under SIPIII and launched the Fourth Sector Development Plan SDPIV.

The Sector continues to strengthen policing services through provision of infrastructure, automation of systems, and training of officers in various areas including human rights based approaches. In addition, innovations such as UPF MOBI APP and SUMA APP that the UPF has put in place will go a long way in bringing services nearer to the people. As a result of investments into crime fighting agencies the conviction rate increased to 62% from 60% in the previous years. Investments in rehabilitation of inmates led to a reduction in the rates of reoffending from 20% to 17%. The Sector also registered a 7% increase in the proportion of eligible convicts sentenced to community service. However, Uganda's reliability of policing service (index) had a slight drop from 4.0 in 2017 to 3.8 in 2018 partly due to the low police numbers and limited use of technology. Through construction and renovation programmes, the holding capacity of UPS has increased from 11,000 in 2005 to 17,500 over 10 years. Congestion is still high due to other factors such as improved investigations, strengthened prosecution and enhanced case disposal. Pre-trial detainees as a proportion of the total prison population reduced to 51.4% from 53% in the previous year. The Prison population is likely to remain high given the high conviction rates and therefore efforts towards renovation and provision of more appropriate facilities in prisons must continue to ensure that human rights standards are met.

Numerous activities have been undertaken to empower stakeholders and enhance access to legal information in order to strengthen their ability to leverage and take advantage of services offered by JLOS to protect their interests. Periodic service user dialogues, JLOS Open days and awareness weeks were held at national and sub national level.

The efforts to respond to Sexual and Gender Based crime are multi-faceted. These included amendments of the law that have taken place and strengthening of the measures to ensure the implementation of the law. Specialized training is planned for CIID Officers on the law aimed at improving their investigation skills, particularly in SGBV cases. The ODPP has prepared a Prosecutors Manual to guide State Attorneys in the handling of SGBV cases and the Judiciary is in advance stages of planning Special Sessions of Court to specifically address SGBV cases.

There are still challenges with the Forensic examinations, particularly DNA examinations that are critical to SGBV cases. Regional Laboratories have been constructed however they lack critical equipment, particularly the Genetic Analyser. The acquisition of these items will be one of the areas of focus in the SGBV efforts.

The Sector stepped up efforts to improve the presence of key JLOS actors in refugee hosting communities, to bring services closer to the refugee communities and their host communities.

Primary focus was on Policing services and legal aid services. The Sector also piloted the use of mobile courts in the refugee communities and other hard to reach areas. These efforts are in addition to other programmes to support birth registration and other critical services.

As part of deliberate strategic direction of the Sector, activities were carried out **to promote gender equality and equitable access to justice**. Particular focus was on addressing the steeper barriers women face in accessing justice, countering underrepresentation of women within the workforce in JLOS institutions and addressing the rise in crimes that specifically target women and girls. Resources have also been targeted at enhancing the capacity of Sector institutions to mainstream gender in planning, budgeting and monitor progress in promoting gender equality; strengthening the collection, analysis, documentation and dissemination of information on gender issues and impacts on access to justice; As a result the Sector average score in terms of engendering the budget framework paper according to the Equal Opportunities Tommission now stands at 60% and some institutions such as MOJCA scored 80%.

The Village and Parish Local Council Court election took place and the full structure for Local Council Courts is in operation. Through the Democratic Governance Facility the Sector has prepared for their capacity building in preparation for their roles. Fully prepared trainers are in place and training materials are available. The Ministry of Local Government has also put in place Desk Officers in all the Districts to oversee the operations of the Local Council Courts at all levels. The Judiciary in turn is building the capacity of the Magistrates to perform the supervisory role over the Local Council Courts.

In terms of observance of human rights and promotion of accountability, the focus was on enhancing human rights awareness and practice at Sectoral and institutional level to reduce the incidence of human rights violations and mainstream the National Policy on Zero Tolerance to Corruption and accountability in management of public services by implementing the Sector anti-corruption strategy.

JLOS is on course of to realize planned targets by 2020/21 under the fight against corruption, demonstrated by improvement in the 2017 corruption perception score by Transparency International from 25% to 26%, narrowing the overall performance gap by 20%. This is attributed to sustained enforcement of internal and external accountability by both Sector, and other public institutions

The culpability of JLOS institutions for human rights violations continues to reduce. A 2.1% reduction was registered by the UHRC, from a 46% to 43.9%, and overall closing in to the SDP IV targets by a 13% performance.

The Sector reiterates its stand against torture and all forms of cruel, inhuman and degrading treatment or punishment and emphasize that individuals should be held accountable for any acts of torture that they perpetuate. The Anti-Torture law should be enforced. As a proactive measure, through the Law Development Centre the Sector is carrying out specialized training in Human Rights to improve the knowledge, conduct and performance of our staff and to eliminate excuses for non-compliance with the law. Also due to commence is specialized training in law and prosecution for CID officers at Diploma level.

The performance of the UHRC in the protection of human rights improved more than two-fold, posting a case clearance rate of 49.5% compared to 21% the previous year.

The UPF improved its regional coverage of functional human rights desks by 18%, closing in to 77.7% national coverage, while the UPS maintains a 100% coverage of human rights committees in all its prison units.

The UHRC received a total of 3,506 complaints and registered a total of 556 cases. This was through walk-ins, telephone calls via paid and toll-free lines, radio and television talk shows, during field mobile complaint handling outreaches, among others. Only 16% of the complaints received revealed human rights violations

The clearance rate of corruption cases by the Anti-Corruption Division (ACD) increased from 96% in 2016/17 to 97.7% in 2017/18 while the clearance rate of complaints against lawyers, police and JLOS officers increased from 75% in 2016/17 to 97.7% in 2017/18.

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.

In terms of **strengthening commercial justice and the environment for competitiveness**, the Sector took the strategic direction to reform, enforce and update laws to promote competitiveness and regional integration. Activities under this component included domestication of regional laws, simplification of Rules and Procedures in commercial justice, preparation of compendium of commercial laws which is on-going. The Sector is working towards greater automation to provide a customer-oriented service.

The Sector has focused on improved disposal of commercial and land disputes to promote the free flow of capital and has also focused on improving the lead time for provision of key services.

These are primarily from URSB and DCIC as well as the reform of key laws by the Law Reform Commission and training of legal professionals by the Law Development Centre and Uganda Law Society. Significant innovations from these institutions, resulting in a reduction in lead times for registering a business and obtaining work permits have been implemented. There have also been reforms to the Trade Licensing laws to reduce the number of permits required to start a business. These innovations are all being bolstered by increased use of technology and e-based services that are expected to culminate in Integration of JLOS services.

Over the years the Sector has increased the use of alternative dispute resolution mechanisms and these have now become firmly grounded in our practice. Court annexed mediation is now an integral part of the dispute resolution mechanisms and the legal professionals are now firmly on board with this. There are over 100 trained and accredited Advocates as well as other trained officers in JLOS institutions and in the Community. The Judiciary is also building on the training conducted with support from the Austrian Government and specialized training for judicial officers and other core JLOS personnel is being conducted with support from Pepperdine University in the United States. The Uganda Law Society has also taken on ADR as a critical aspect of legal practice. A specialized mediation centre to grow the profession and services in Uganda is planned to be set up. This will create a stronger environment for alternative dispute resolution in Uganda.

In terms of financial performance, improvements were recorded in financial management, with growing absorption rates as well as higher fiduciary discipline. Most Sector institutions returned clean audits in FY2016/17 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 2018 is attached as an annex to the report. The Netherlands Government released 90% of its commitment in line with the funding agreement. The ADC provided 2 million Euro under Sector budget support. UNICEF is supporting the implementation of 5 year rolling work plan, while support was provided towards legal aid 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, as well as corruption and human rights violations by some Sector institutions.

The understaffing in most JLOS institutions particularly Judiciary, police and prisons 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.

The challenges notwithstanding, implementation of the work plan 2017/18 and targets there in was largely satisfactory. The Sector however needs to review the areas of underperformance and build the capacity of institutions in planning and execution of the plans..

1.0 INTRODUCTION

The Justice Law and Order Sector (JLOS) Annual Report 2017/18, provides information on the performance of the Sector for the Financial Year 2017/18. It is the first such report under the fourth Sector Development Plan (SDPIV).

The outputs, their indicators and associated targets, and actions outlined in the FY2017/18 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 report tracks performance against targets set out in the SDPIV results matrix.

The Justice Law and Order Sector (JLOS) Annual Report 2017/18 component provides information on the performance of the Sector in the Financial Year 2017/18. It is the first such report under the Fourth Sector Development Plan (SDPIV). Under the SDPIV, in line with the overall goal of promoting the rule of law, the Sector committed to increase public trust in JLOS from 49% to 55% and public satisfaction with JLOS services from 72% to 78% as well as increase the index of judicial independence from 3.41 to 3.8 by 2020. The Sector also committed to ensuring that the A status of the Uganda Human Rights Commission is maintained.

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 Development Plan IV. 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 2017/18. The performance information in the report is generated from the analysis of the data from institutional submissions. The Sector acknowledges the continued support, commitment and funding provided by the JLOS development partners towards the implementation of the Fourth Sector Development Plan (SDPIV). Suffice to add that in the history of the Sector the SDPIV is the first to be launched with firm commitment from Development Partners on how much each will provide towards the implementation of the plan.

This report is supplementary to the Government Annual Performance Report produced by the Office of the Prime Minister.

The report follows the SDPIV structure and tracks progress against targets set out in the 2017/18 work plan and the SDPIV.

1.1 The impact of JLOS investments under SDPIV

One year into implementation of the SDPIV trust of the people in JLOS institutions has increased from 49% to 59% according to the LASPNET State of Access to Justice Report 2017. This is in tandem with the 2020 target of 55%. The challenge however is for the Sector to maintain this high level of trust. There is need therefore to tackle the challenges that may affect this level of confidence such as acts of torture, delayed disposal of matters and quality of services as well as the ease of access to JLOS services. According to a HiiL report, Family Justice in Uganda 2017, the public rated the quality of solutions provided by dispute resolution institutions at 3.8 on a scale of 1 to 5, translating to 76%. Using this as a proxy indicator to measure satisfaction, it can therefore be

concluded that public satisfaction with JLOS services has increased from 72% to 76% one year into the implementation of the SDPIV. This increase is also attributed to various interventions such as staff capacity building, greater geographical reach, faster processing of cases and matters, increased levels of independence among others. The Sector also registered an improvement in the index of judicial independence from 3.41 in 2017, to 3.42 in 2018 according to the World Competiveness Report 2018. In terms of the ranking of the national human rights body, the UHRC maintained an A status. The performance against the baseline and progress towards the 2020 targets is shown in the table 1.0 below.

Table 1.0: Performance against output indicators

Impact level Indicators	Baseline 2016	Performance 2017/18	Target 2020/2021
1. Public satisfaction with JLOS services	72%	76% ¹	78%
2. Public trust in the Justice system	49%	59% ²	55%
3. Index of Judicial Independence	3.41	3.42	3.8
4. Status of accreditation of UHRC	A	A	A

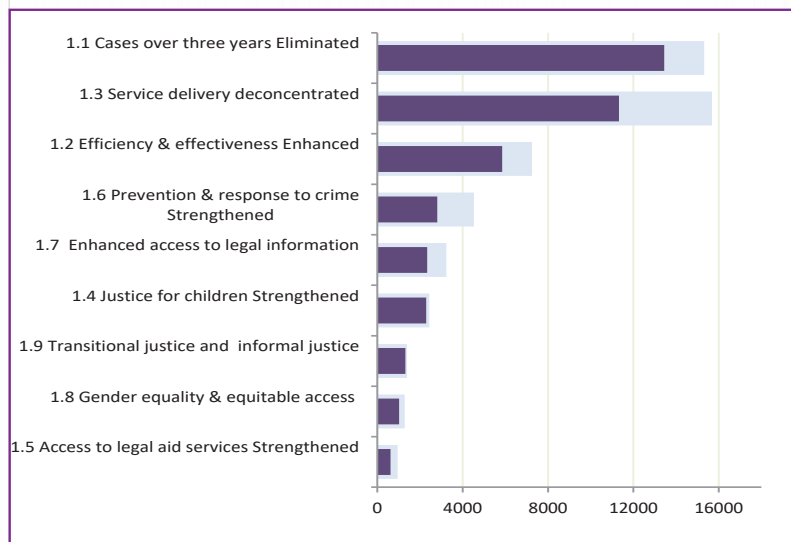
¹ Family justice in Uganda 2017-HILL, based on rating of solutions provided by dispute resolution institutions ie 3.8 on a scale of 1 to 5

² State of access to justice report 2017- LASPNET

OUTCOME 1: INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED.

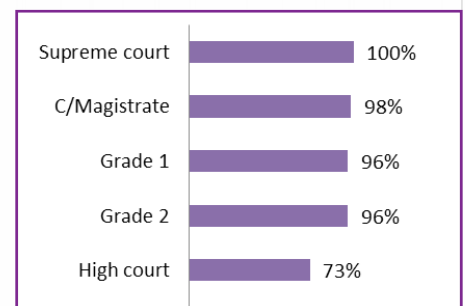
Outcome indicators	Baseline	Target 2017/18	Performance 2017/18	Target 2021
% of backlog cases in the system	24.0%	19.3%	21%	9.0%
% of districts with one stop frontline JLOS service points constructed	59.3%	59.8%	61.5%	80.0%
Crime rate for 100,000	298	298	287.9	287

Funding (millions)



Key Highlights

- ✓ improving the police to population ratio from 1:816 to 1:754;
- ✓ Remand population reduced from 52.4% to 51.4%
- ✓ Case backlog 21%
- ✓ Case clearance rate 96.1%
- ✓ Over 164,000 cases disposed
- ✓ Diversion rate 76.3%
- ✓ Crime rate declined to 287.9



Access to JLOS services is critical in fostering good governance and strengthening the rule of law. Over the years, Uganda through Vision 2040 and NDP II has prioritized improving access to justice through enhancing physical presence of key institutions involved in the delivery of justice. In the Fourth Sector Development Plan (SDP IV), the focus is not only on physical infrastructure but also addressing the critical barriers that limit access to services of the JLOS institutions including but not limited to cost, distance, procedures, knowledge, time and technicalities. This objective is to support institutions to deliver services in accordance with the user entitlements and standards stipulated in the Constitution.

Recognizing that the peoples' needs and aspirations of the justice system are closely intertwined with their livelihood opportunities and that prompt settlement of disputes is critical in an effective justice system, the Sector commenced the implementation of the case backlog reduction strategy. The Sector set up a case backlog monitoring committee to oversee the implementation of the Sector Case Backlog Strategy over the next three years until 2020. As part of the strategy case clearance plans were developed for each court unit and emphasis was placed on the implementation of the plans and regular reporting. The committee facilitated each court unit to develop a case clearance plan using a uniform template. Each unit developed an aging list of all cases in the system and on the basis of the lists, prioritized disposal of cases in a ratio of 6:4 i.e. for every ten cases concluded in a reporting period 4 must be backlog cases.

The Case Backlog Reduction Strategy is already beginning to yield fruit. The Sector has registered a total reduction in backlog of 12.5% in one year and an overall 70% reduction since 2015 taking into consideration the growth in case disposal. The growth in backlog has been arrested and the focus moving forward is on managing the existing load. Without the strategy, the backlog would have been at 38%. This was the result of concerted efforts across all the frontline institutions, improved coordination and communication and increased use of innovative means to address the backlog, including mediation, plea bargaining and small claims procedures. We are also focusing on specialized measures for some categories of cases including cases involving children and sexual and gender based crime.

At the start of SDP IV, the Sector had 37,827 cases that had stayed in the court for more than three years. To eliminate these cases, a four pronged strategy was adopted including:- strengthening case management systems; reviewing procedures that lead to delay in disposal of cases; improving records management; and strengthening the chain linked initiative.

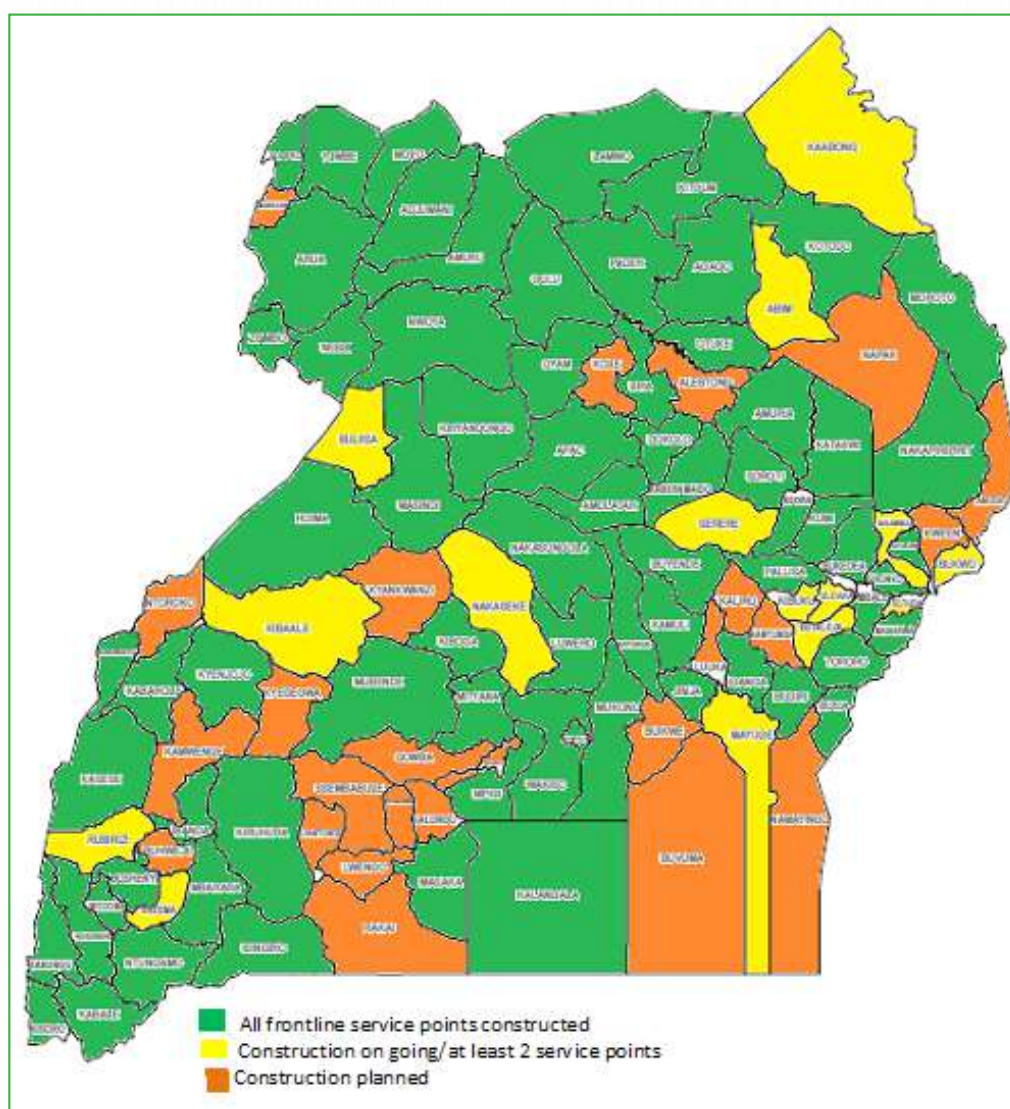
Following the completion of more Justice Centers district coverage of the Sector in terms of one stop service points increased from 59.3% in 2016 to 61.5% in 2018 despite the creation of more districts (i.e. from 112 to 117 districts in 2017/18). This translates into a 77% achievement of the 2020/21 SDPIV target. Crime rate reduced from 298 to 287.9 for every 100,000 as a result of increased geographical spread and adoption of crime prevention measures such as community policing among others. There was a challenge however with the wave of kidnaps and high profile murders during the year under review. The Sector must thoroughly investigate these cases. We hope that the installation of CCTV in major urban areas that has since commenced and strengthening of community policing will help to track and deter future incidences.

All the outcome performance indicators as indicated in the table below, showed a positive trend towards the 2020 target despite challenges such as the industrial action by prosecutors and judicial

officers and delays in conclusion of the Joint Sector Reform Contract that affected the amount of resources available to the Sector among others. To address case backlog in the High Court specifically the Sector should in addition to the current efforts consider the use of stipendiary judges whose role would be to deal with the existing backlog on a temporal basis.

Table 2: Performance Against Outcome One Indicators

Outcome Indicators	Baseline	Performance 2017/18	Target 2020
1. % of backlog cases in the system	24%	21%	9%
2. % of districts with one stop frontline JLOS service points constructed	59.3%	61.5% ³	80%
3. Crime rate for 100,000	298	287.9	287



³In light of creation of new districts

Strategic Intervention 1.1: All cases that are over three years in the judicial system eliminated by 2020

The key output performance indicators under this intervention showed a positive trend as indicated in Table 1.1 below. The investments in case management led to an increase in the clearance rate of cases from 95.2% in 2016 to 96.1% in 2017/18 with a total of 164,530 cases disposed of. It should be noted that court at all levels registered a clearance rate of over 90% with the Supreme Court and Court of Appeal disposing more cases than were registered in the reporting period. As a result of the performance, the average time taken to dispose of cases reduced from 1,095 days to 810 days. Though the trend was positive it remained short of the targeted 720 days as shown in the Table below-

Table 1.1: Performance against output1.1 indicators

Outputs Performance Indicators	Baseline 2016	Target 2017/18	Performance 2017/18	Target 2021
Case clearance rate	95.2%	96.1%	96%	98%
Average length of stay on remand for capital offenders committed for trial (months)	10.5	10	19.5	9
Average time taken(days) to dispose of cases	1,095	720	810	450
Supreme Court (days)		970	758	450
Court of Appeal (days)		504	1,205	450
High court (days)		850	549	450

Source: Judiciary CCAS

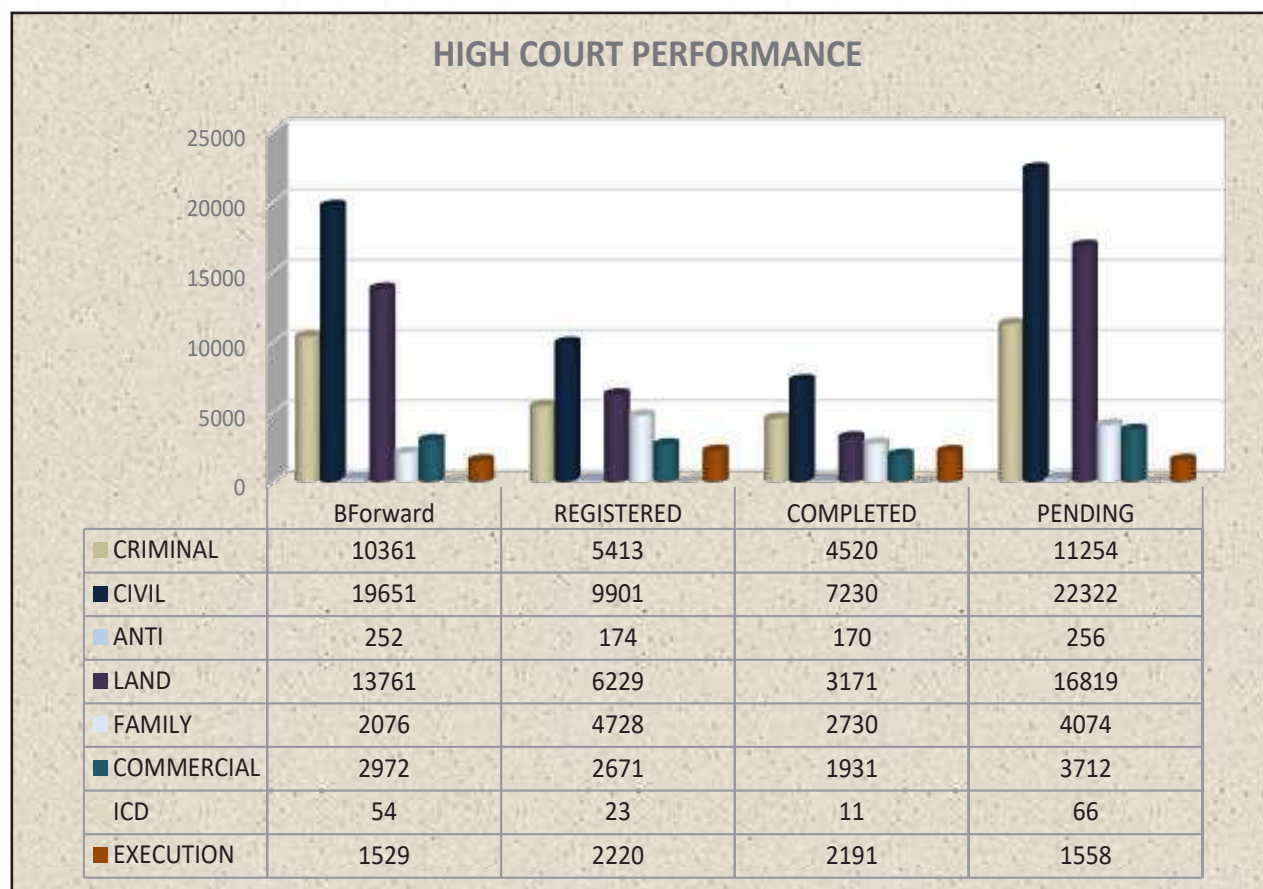
According to the court case administration system of the Judiciary 164,530 cases were disposed of and the total clearance rate for all courts was 96% at a disposal rate of 52%. Meaning the courts were able to clear cases equivalent to 96% of newly registered cases and 52% of all cases in the system as shown in Table 1.1.1 below-

Table 1.1.1: Case Disposal by Courts 2017/18

Level	Brought Forward	Registered	Completed	Pending	Clearance Rate %	Disposal Rate %
Supreme Court	151	39	72	118	185%	38%
Court of Appeal	7,662	1,317	1,411	7,568	107%	16%
High Court	58,135	31,359	29,433	60,061	94%	33%
Chief Magistrate	58,763	95,125	91,318	62,570	96%	59%
Magistrate Grade I	17,718	39,566	38,909	18,375	98%	68%
Magistrate Grade II	1,543	3,534	3,387	1,690	96%	67%
GRAND TOTAL	143,928	170,940	164,530	150,382	96%	52%

Source: Judiciary CCAS

The Sector held sessions to dispose of cases at various levels of court. Given the chain-linked nature of justice delivery, all critical players within the chain were part of the planning and support activities captured. Besides the Judiciary, other institutions that implemented the programme include ODP, Uganda Police Force, Uganda Prisons Service, Uganda Law Society- Legal Aid Project, Justice Centres Uganda, and LDC–Legal Aid Clinic. The strategy includes forensic evidence gathering, weeding out of cases, and production of inmates and review of procedures.



Source: Judiciary CCAS

To fast-track case disposal, the Chief Justice issued a circular in August 2017, directing all judicial officers with overdue pending judgments to deliver the same within 3 months. Most of the judicial officers have since adhered to the directive and delivered the outstanding judgments.

Case backlog sessions were conducted by the Court of Appeal, High Court and Magistrates Courts. The Sector also facilitated disposal of matters that have been pending for long in other quasi-judicial institutions specifically, the Law Council, Administrator General’s Office and Judicial Service Commission. In the courts a total of 41,132 backlogged cases were disposed of at all levels of court. The performance reduced the case backlog from 24% to 21% of the total pending cases, leaving 31,580 backlogged cases in the system as at 30th June 2018. It should be noted that in July 2017 at the start of the reporting period, 37,827 cases were backlog and within the financial year an additional 34,885 cases became backlog. It should also be noted that the case backlog clearance performance would have been much better if there was no prolonged industrial action by state attorneys and judicial officers.

Table 1.1.2: Backlog cases disposed by level of court

Level	Backlog disposed
Supreme Court	41
Court of Appeal	786
High Court	5,142
Magistrates courts	35,163
GRAND TOTAL	41,132

Source: Judiciary CCAS



HE. The President (with a hat) after presiding the Annual Judge’s Conference 2018 that among others adopted the case backlog elimination strategy

Under case backlog, 41 cases were disposed of by the Supreme Court, 786 cases by the Court of Appeal; 5,142 by the High Court and 35,163 by Magistrates courts. As a result case backlog now stands at 31,580 cases, equivalent to 21% of the total number of pending cases. Over the period there was a notable reduction in the average time taken to dispose of cases from 36 months to 27 months.

However due to the strike by prosecutors and judicial officers the average length of stay on remand for capital offenders increased to 19.8 months and 2.5 months for petty offenders as there were no criminal sessions during this time. Overall average length of stay on remand now stands at 10.9 months. Despite an increase in average Prisoners’ population from a daily average of 51,772 inmates to 52,427 inmates the remand population decreased from 52.4% to 51.4%. As a result of construction of reception centres and renovation of existing prisons, the Prisons holding capacity increased from 16,612 to 17,138 and an escape rate of 3.1 per 1,000 held offenders was recorded maintaining the same level as the previous financial year.

The above performance was also aided by the procurement of 7 buses by UPS which were delivered to Bushenyi, Fort Portal, Ntungamo, Dokolo, Kakika, Kigo (to handle Mpigi and Wakiso areas) and Kampala Courts. This facilitated the delivery of a daily average of 1,486 inmates to courts resulting in the reduction in the remand population from 52.4% to 51.4%. Other interventions to reduce remand population in Prisons included use of Paralegal Advisory Services and Pro Bono Services reaching out to 84,845 (4,811 females) remand inmates who were enabled to access basic paralegal services, and linking 28,089 (1,842 females) inmates to actors in the criminal justice system as well as timely adherence to all lawful production warrants ensured.

Key highlights in case disposal in the financial year included the disposal of 51 Criminal Appeals in an up country Court of Appeal session as well as 197 Courts of Appeal cases disposed of through weeding out sessions. In the Civil Division of the High Court, 301 backlog cases were cause listed and 285 cases disposed of. The failure to dispose of all the cause listed cases was attributed to poor turn up by witnesses and unavailability of State Attorneys in some cases resulting into adjournments. The Criminal Division cause listed a total of 170 backlogged cases and disposed of 160 cases. On the other hand, the High Court Circuits of Soroti, Jinja, Mpigi, Masaka, Arua, Mukono, Fort Portal, Mbale, Masaka, Jinja, Lira, Gulu and Masindi conducted criminal case backlog reduction sessions in which 520 cases were cause listed and 458 cases were completed. Under the Family Division of the High Court 706 cases were disposed of through backlog Reduction sessions and weeding out sessions with support from JLOS in 2017/18.



A key input for improvement of case management especially in management of land matters is transport equipment for visiting locus in quo. Double Cabin pickups were procured for the Chief Magistrate Courts of Moroto, Nebbi, Arua and Lira in the Financial Year 2017/18.

The ODPP prosecuted criminal cases in 23 plea-bargain sessions and 38 criminal sessions disposing of 1,520 cases at the High Court, 3 Supreme Court criminal sessions disposing of 59 appeals and 3 criminal applications, and disposed of 210 cases in 4 Court of Appeal sessions. Weeding-out of 2,920 non-starter criminal case files was carried out in 25 field stations. To fast track case disposal the ODPP held a meeting with the Judiciary over the management of court sessions. The ODPP also initiated three outgoing Mutual Legal Assistance requests to South Africa, Rwanda, and the Netherlands and received and handled six incoming Mutual Legal Assistance requests from the Swedish Economic Crime Authority, Federal Attorney General of Ethiopia, the Netherlands, UK National Crime Agency, Belgium and the UN Residual Mechanism for Criminal Tribunals. To improve management of prosecution of cross-border cases in the different parts of

the country five regional offices have been selected to help in identifying and establishing clear systems and ascertaining training needs for prosecuting cases involving international cooperation.

To support the clearance of cases in the courts, UPF investigated and concluded 4,174 cases that are now pending court process. This implies that 174 cases more than the targeted 4000 cases were concluded hence showing positive progress towards weeding out backlog cases from the system.

Under forensic investigations DGAL's case backlog reduced from 7,072 to 5,911 cases following procurement of additional reagents and equipment such as a Gas Chromatography Mass Spectrometer. DGAL has embarked on weeding out of cases that are in the backlog at DGAL but were dropped by the Office of the Director of Public Prosecutions. Additional funding should be sought to acquire more reagents and reduce on the pending cases.

At the Law Council a case backlog reduction plan is under implementation. The Disciplinary Committee (DC) of the Law Council concluded 73 cases against errant lawyers in 38 sittings. The low performance was as a result of the limited number of sittings due to lack of quorum and expiry of the term of office of the President of ULS who is a member of the DC.

The Attorney General represented and defended Government against in Civil Suits in various courts and tribunals across the country. A total of 827 cases were filed against the Attorney general in various Courts and Tribunals, of these, 30 cases were won and 28 cases were lost.

Output 1.1.2: Rules and procedures that lead to delay in disposal of cases reviewed

The Sector embarked on popularizing the use of Prosecution-Led-Investigations especially in high profile corruption cases and other criminal cases. In the period under review, ULRC together with the Judiciary and MOJCA reviewed procedural laws including the TIA, MCA, and CPR (Civil Procedure Rules) among others to address inherent delays. The Chief Justice commissioned a committee chaired by the Principal Judge to review the Civil Procedure Rules.

The Judiciary Rules Committee has reviewed/introduced and approved the following

- Guidelines/rules on adjournments;
- Judicial review guidelines;
- Recusal rules ;
- Rules on Amicus curiae (to facilitate and allow people to access and advise court on a specific matter); and
- Reviewed CPR to enhance powers of registrars and introduced a new case management system which begins with filing of pleadings, followed by summons for direction by the Registrar, thereafter scheduling by a Judge, mediation and hearing if mediation fails.

It is estimated that over 40% of the matters will be disposed of at the stage of summons for direction. The committee is also reviewing the reference to mandatory mediation. These among other proposals will help reduce the lead times in case disposal. Currently it takes 60 days before one can appear before a judge at the earliest as a result of the current case management system.

The rules were approved and await gazetting. At the same time the committee is also reviewing the requirement for mandatory mediation even in circumstances where the issue is not sustainable for mediation.

The DGAL draft Standard Operating Procedure was reviewed by top management and are pending their approval.

Output 1.1.3 Chain Linked Initiative Strengthened

Chain Linked Initiative is essential in improving coordination of JLOS institutions at all levels with an aim of enhancing efficiency and effectiveness of Sector programmes. The Sector has 127 District Chain-linked Committees (DCCs) and 18 Regional Chain-linked Committees (RCCs) across the country.

In the reporting period, the Sector planned to facilitate 127 DCCs, 18 RCCs and ODPP/CID coordination meetings. As a result, 127 (100%) operational DCCs, and 15 operational RCC (83%) were facilitated to conduct inspections, case management meetings, outreach activities and open days. A total of 168 DCC community outreach programmes, 119 meetings and 92 inspections of detention facilities and other JLOS institutions were conducted. The RCCs conducted 19 inspections of detention facilities and other JLOS institutions and 21 meetings. In addition, quarterly reviews and 26 open days were held. These improved inter-institutional coordination and communication resulting into fast tracking of cases, ensuring quality assurance and awareness creation. The programmes of DCCs and RCCs feed into the National Level Sector structures including the Leadership Committee, Steering Committee and working groups.



DCC open day at Buganda Road Court

The key issues of concern in these meetings are speed and quality of investigations, reduction of case backlog, land related crimes, SGBV, child justice, congestion in prisons, manual nature of operations, poor physical infrastructure, human rights, staffing levels and customer care.

As part of the ODPP/CID coordination, a workshop was held at Kabira Country Club in June 2018, under the theme, “Effective coordination for improved service delivery”. The workshop drew 60 participants from ODPP senior and top managers, ODPP delegated Agencies, CID and other stakeholders to discuss collaboration, coordination and communication within the criminal justice institutions for improved service delivery.



JLOS open day in Soroti 2018



Prosecutors and police officers pose for a photo with the Chief Justice at the ODPP/CIID coordination workshop at Kabira Country Club

Output 1.1.4: Capacity of staff enhanced

Many institutions still have gaps in staffing and skills required to deliver services efficiently. This was prioritized in SDP IV to bridge the gaps by filling the organizational structures and providing relevant training. The Sector also continued to advocate for restructuring to enhance staff capacities and also improve welfare of staff.

Table 1.1.4.1 Staffing position in the Sector

Institution	Approved Posts	Filled Posts
Judiciary	3863	1801
UPS		
UPF	66,388	43,942
MoJCA	358	201
UHRC	426	121
ULRC	79	60
LDC	102	99
URSB	158	154
MIA	270	109
DCIC	690	639
JSC	112	112
ULS	130	114
ODPP		
NIRA	857	247
DGAL	75	66

Source: Ministerial policy statement 2018/2019

The Ministry of Public Service approved the restructuring of the JSC and this is expected to enhance the capacity of the Commission to investigate errant behavior and undertake civic education.

To enhance the staffing position in the Judiciary, new magisterial areas were gazetted and increased from 49 to 82. Also the Sector through JSC recruited of 51 judicial officers comprising the of Deputy Chief Justice, 2 Justices of the Supreme Court, 4 Court of Appeal Justices, 10 High Court Judges, 5 Registrars, 7 Deputy Registrars, 4 Assistant Registrars and 18 Chief Magistrates. The Commission conducted interviews for filling the position of Chief Registrar and also guided the appointment of the Chairpersons of the Amnesty Commission and Tax Appeals Tribunal.

JSC also held a performance management workshop for 18 judicial officers under two High Court circuits of Kabale and Mpigi. The participants gained knowledge on mental preparedness and mindset change to handle challenging situations.

ODPP Prosecutors were trained in plea-bargaining and electronic evidence organized by the EU and Ministry of Foreign Affairs aimed at enriching officers' skills in handling International Cooperation matters. Prosecutors also attended training in skills for handling International Crimes, Wild life crimes and money laundering. 27 prosecutors trained were also in handling Gender Based

Violence cases. The ODPP sponsored 53 staff for various courses in Management and three in Human Rights. A total of 290 officers participated in workshops and conferences covering Plea bargaining, Training in child psychology and development, extradition, human trafficking, Gender and Sexual violence, Management of cases of minorities and marginalized persons, Sentencing guidelines among others.

During the reporting period the Sector recruited and trained 706 warders (509) and wardresses (197) in Basic Prisons Management. Despite the recruitment, the warder to prisoner ratio stagnated at 1:7, due to 8.3% increase in prisoner population and staff turnover of 257. Nonetheless 213 principal officers were trained in command course; 8 in management; 33 in leadership skills; 13 ICT staff in disaster recovery and business continuity management; and 50 Senior Officers retrained in arms handling and range drills.

MoJCA filled 14 vacancies of which 8 (5 females) were State Attorneys and 6 non legal staff. These were posted to the regional offices to enhance access to Ministry services. In addition, 50 staff were trained in various disciplines. Of these, 32 were legal staff (21 females) and 18 were non legal staff (10 female).

The Directorate of Community Service recruited and trained 39 volunteers as a stop gap measure for the thin staffing of the Directorate which stands at 13% of the approved structure. The volunteers conduct social inquiries for pre-sentence reports, identify placement institutions, provide offender counseling, conduct home visits, reconciliatory meetings, and provide feedback to courts on the progress of orders, among others.

A total of 276 (89 Females) community service placement supervisors were trained out of the targeted 300 supervisors in the districts of Isingiro, Kasese, Buikwe, Namayingo, Oyam and Hoima. The training covered Community Service implementation process, roles of various stakeholders, management of offenders, and social rehabilitation/reintegration. This resulted in enhanced feedback to courts and improvement in completion of sentences in these districts. Sixty District Community Service Committee members from Mpigi, Wakiso, Luuka and Kaliro in Community Service processes were also trained.

URSB trained staff in cyber security, electronic records management, techniques of management of domestic and international contracts and customer care to enhance their capacity in executing their duties.

To enhance legal education, LDC trained 50 lecturers in pedagogical skills. The training was specifically tailored on how to effectively impart legal skills and conduct assessments. Lecturers now use improved teaching methods like student centered learning, leading to improvement in the pass rate from 78% in FY2015/16 to 90% in 2017/18 This training has further enabled an improvement in the standard and quality of legal training.

In addition, two lecturers were attached to Ghana School of Law and Nigeria Law School with the aim of benchmarking best practices and systems in handling large numbers of students, new assessment methods and improved teaching methods. Other lecturers undertook training in emerging trends in Law in the areas of Cyber Crime, Contractual Laws and Dispute Resolution.

DGAL Officers were trained in operation and maintenance of newly acquired GC/MS; and 5 officers were trained in operation and maintenance of HPLC equipment.

The Sector however must develop and implement elaborate training programmes and focus on building a critical mass of well-trained officers. Training of a few staff each year is very expensive and not sustainable.

Under Immigration, 320 staff were trained in performance management and its relationship to the realization of the organization's objectives, 50 staff trained on the passport tracking and client alert system, while 22 are undertaking the Immigration basic level training and Foundation Course at the Immigration Training Academy in Nakasongola.



A trainees at the Immigration training academy and inset is top management of Ministry of Internal Affairs led Gen. Jeje Odong inspecting the training facilities

As part of the capacity building initiative, the Sector procured 4 vehicles for the Chief Magistrate Courts of Moroto, Nebbi, Arua and Lira as well as 3 vehicles for Grade one Magistrates Courts in hard to reach areas of Abim, Buliisa and Bulambuli. This has gone a long way in addressing the challenge of visiting locus in quo. This raised the proportion of magisterial areas with vehicles from 30% to 40%. In addition, Bukwo Court was furnished and Legal reference materials for 25 Chief Magistrate Courts including Hoima, Kiboga, Mubende, Mbarara, Nabweru, Luwero, Mityana, Wakiso, Moyo, Koboko, Arua, Nebbi, Kumi, Kaberamaido, Katakwi, Kotido, Soroti, Moroto, Pader, Kitgum, Apac and Dokolo Chief Magistrates' Courts were procured. Eight sets of East African Law Reports were also procured for Kitgum, Dokolo, Oyam, Mityana, Luwero, Kamuli and Kasese Chief Magistrates Court.

The Sector supported UPS to buy 7 buses to facilitate the delivery of inmates to Court. This led to an increase in the daily average number of inmates delivered to courts from 933 to 1,486. UPS also built the capacity of the UPS industries to provide durable furniture for JLOS institutions instead of procurement of imported furniture which is quite costly. The Sector procured seven (7) tractors and accessories to reduce working hours by inmates, constructed cotton and seed store at Amita, as well as a drying platform at Ruimi to reduce post-harvest losses. Seed cribs were also constructed at Amita-and Ruimi. Installation of main irrigation machine and pumping at Bulaula prison farm is on-going, while the Pipe work and reservoir installation was completed. As a result of improved capacity in the prisons industries, production output and revenue continued to improve. In the reporting period, 2,039 bales of cotton were harvested from 4,004 acres-valued at shs.1.75bn; and 10,000 acres of maize grain were planted in 2017/18.

In the reporting period the LDC procured and installed 5 projectors in lecture rooms out of the 11 required to enhance the ability of lecturers to deliver lectures in light of the big student population.

To further enhance capacity, MoJCA procured 24 computers and office furniture for regional offices in Mbale, Fort Portal and for the directorates of civil litigation and FPC.

Procurement of office furniture for NIRA in 25% of the district offices was completed This has provided a more conducive atmosphere for clients to be served satisfactorily.

Strategic intervention 1.2: Enhance efficiency and effectiveness of JLOS institutions and strengthen business processes and information management systems.

To improve the quality of services, the Sector prioritized review and automation of business processes, provision of tools, infrastructure and capacities to integrate the rights based approach and results oriented management across the institutions.

Taking advantage of technology and strengthening data capture for decision making are some of the measures employed by the Sector to enhance efficiency. Case management in many Sector institutions such as URSB, DCIC, NIRA, DPP and Judiciary is being automated. As a result the level of automation of case management systems increased by 75% to 21% from the baseline of 12% though it was less than the targeted 25% due to the delayed procurement of the new case management system in the Judiciary as well as limited funding for the automation of the Chattel Securities Registry in URSB.

All the JLOS institutions that are votes now have functional M&E frameworks and systems. This therefore increased the number of institutions with a functional M&E systems from 44% to 67%. However some institutions had draft strategic plans and before they are approved they cannot be regarded as having functional M&E system. The Sector has procured an enterprise resource planning tool that is expected to enhance the capacity of M&E. There is also a growing demand for information for decision making in the Sector which is pivotal for strengthening the supply side of M&E. The Sector is also equipping the units with vehicles and office equipment necessary for effectively delivery of the function of M&E.

The challenge however is the capacity and staffing of most M&E units in institutions coupled with a high turnover of M&E staff due to frequent transfers that affects the growth of a critical mass.

Table 1.2: Performance against efficiency and effectiveness indicators

Performance Indicators	Baseline 2016	Target FY 2017/18	Performance 2017/18	Target 2021
Level of automation of case management systems	12%	25%	21%	60%
Proportion of JLOS Institutions with a functional M&E System	44%	75%	67% ⁴	100%

⁴ 12 institutions that are votes have an M&E system

Output 1.2.1: Business processes reformed

As part of the efforts to reform business processes focus was on rollout of PROCAMIS to 10 districts; digitisation of law reports; phased reform of court registries to ease filing and retrieval of records.

The ODPP Prosecutions Case Management Information System (PROCAMIS) was rolled out to 17 RSA stations including Kampala, Nakawa, Mpigi, Entebbe, Mukono, Masaka regional offices and Masaka. In addition, 28 officers were trained on the system. To enhance the rollout, six field offices were connected to the ODPP Wide Area Network. The ODPP initiated networking of Kabale, Mbale, Gulu and Mbarara offices. However NITA (U) pace of implementing the process remain a challenge.

The UPF has rolled out the Crime records Management System (CRMS) to 10 divisions within Kampala Metropolitan (KMP) Area. This has enabled CID to more effectively track files that enter the systems up to court and minimised loss of files. Also the suspect profiling system has been rolled out to 10 more police stations bringing the total of stations covered to 25. This system is used to monitor how long the suspects are detained in the police stations.

URSB developed an online system for filing of civil (marriages) and companies' annual returns. The system is less cumbersome for the faith based organizations, CAOs, sub county chiefs to file the returns to the Registrar of Marriages. In addition, the SMS notifications System is integrated with Business Registration System. It sends notifications to the directors of companies concerning their obligation to file returns in time and also share information with stakeholders, for instance; URA for verification of payments, NIRA for identification of parties involved and KCCA for licensing. This has boosted the submission of returns in time and is partly the reason for the 22% increase in the NTR collection from UGX.32.5bn in FY 2016/17 to 39.3bn. It also provides a platform for information

However, all these systems are isolated and operating on various platforms. There is need to integrate the systems to facilitate communication and sharing of data.

The Prisoner Management Information System (PMIS) was developed and deployed at the prisons headquarters. Collection of the master data from Luzira prisons is ongoing filling the master data template that will be used for upload to the PMIS database. The uploaded data will be used for User Acceptance Testing. The procurement process for the extension of the network (LAN, WAN, VPN) to other Kampala extra region stations and offices and their internet connectivity is already in progress.

The E-Visa system is now live and the Sector is procuring for its integration with MIDAS and PISCES starting with Elegu, Malaba, Busia, Katuna, Entebbe, Mutukula, Goli, Mpondwe, Cyanika, and Saum River. The Sector has also provided funding to NIRA to procure software that will facilitate interface with other organisations such as UPF, URA, and URSB among others. During the period under review, the DCIC continued with the implementation of the E-Immigration System. A number of outputs were achieved. Notable was the development of work flows for implementation of the citizenship application on the e-immigration system. Terms of Reference (TORs) for the integration with URA payment portal were also developed. DCIC signed the contract for the upgrade of the e-visa permit system into a citizenship application and deployment of full Border Control Management Systems (BCMS) at Entebbe International Airport which is currently ongoing. However, PPDA had halted the earlier implementation of the contract for the upgrade of evisa/permit system to include citizenship application and its associated equipment pending investigation until a ban

was later lifted. Concluded in the reporting period were negotiation for a joint venture for the provision of the e-passport by 2019 as directed by the H.E. the President of Uganda. During the period under review branding of the remodeled arrival counters at Entebbe International Airport was undertaken in addition to 32 radio talk shows, 8 Television talk shows and other community awareness campaigns on immigration and citizenship services. The Directorate Citizenship and Immigration Control procured a Double cabin to support Mirama Hills Cluster and its attendant borders of Bugango and Kikagati; a van for the Inspection and Legal Services Department to aid surveillance and post entry management of aliens; 2 double cabin pickups and 3 motor cycles to strengthen border management through regular surveillance, patrolling and monitoring of borders. In addition, Nakabat border post in the Karamoja region was also operationalized.



Branded Arrival Counters at Entebbe airport inset are the old counters in red color.

The above investments have resulted in the reduction of time taken to issue passport to within 2 days if the applicant presents all required information. While visa applications are processed online. This has also addressed opportunistic corruption at the points of entry and reduced the time immigrants stay at the counters.

NIRA acquired 2000 laptops to be used across the different departments. The laptops were partly used during the registration of learners aged 5-16yrs. Over 9.6 million learners against a target of 10 million were registered. Those above 16yrs have already been issued with a National Identity card. However NIRA underestimated the target since there are over 14 million learners. Another challenge is that the laptops were procured towards the end of the project.

Output 1.2.2: Records management and storage automated

Records management is essential in efficient and systematic control of JLOS processes including the capturing and maintaining of evidence, information and transactions of institutions. As part of the processes to automate record storage the following were undertaken-

NIRA acquired and installed a Central System Server upgrade, and 36 oracle licenses (RDBMS) Central Storage System upgrade. These have helped to improve on the Turnaround Time of processing National ID data owing to faster processing speed and increased application storage capacity. The turnaround time for processing of a national ID reduced from 90 to 30 days. However, NIRA noted that there were common masquerading as NIRA staff and extorting money from the public. A mobile application using code ***216#** is available for tracking the ID application status.

The Judiciary conducted a review of the Court Registers to ensure the capture of adequate data on the gender and equity requirements of the institution. This was followed up by an initiative to print Uniform Court Registers for all Courts. With support from JLOS 469 new Case Registers were procured and distributed to Courts. However, the contract for procurement of 749 Court Registers was awarded and awaiting delivery. The Judiciary undertook a needs assessment and advertised for the procurement of an automated case management system. Also to be undertaken as part of the ongoing procurement is a comprehensive review of business processes in the Judiciary.



The Deputy Chief Justice Ho. Justice A. Owiny Dollo Inspects the reorganized Court of Appeal registry

URSB completed file rehabilitation and indexing the civil registration documents and a total of 367 records were scanned and will feed into Electronic Document Management System. It will provide e-filing platform to ease marriage registration especially from hard to reach districts through Marriage Registration System. In addition, quality assurance and data cleaning of documents on Electronic Document Management system was done and sent to offsite storage.

MIA commenced the process of developing a database on commercial explosives. It is expected that this database keep track of all analytical data for commercial explosives and energetic compounds used that will be used by computer searchable reference by police and prosecutors.

Rehabilitation, scanning and indexing of files is 85% complete in DCIC which has facilitated the faster processing of applications for passports and work permits. There is however need to fast track automation of the files. Physical indexing and zoning of the warehouse and digitization of 467,411 out of 571,934 records comprising of 71,930 immigration files and 395,481 out of 500,004 passport records in preparation of the automation of Passports and other immigration facilities was undertaken. At the time of reporting it was established contracts were awarded for procurement of the; Access Control Systems for the server rooms at Entebbe and the Ministry Headquarter. The Passport Application, Tracking and Alert system was set up and sends SMS alerts. There is an ongoing, upgrade of the E-immigration system to include citizenship and online passport application processing. These processes are aimed at reducing the time involved in processing facilities. The facility allows Mass Messaging which has improved real time feedback to clients on the readiness of passports at passport issuance centres.



DCIC Server and File digitization room

Output 1.2.3: Information management systems Integrated

The Sector embarked on automation of business processes and the integration of information systems in the Sector as a basis for improved service delivery to citizens.

In line with integrating information management systems in the Sector institutions, Hardware infrastructure for Prisoners Management Information System was procured and deployed. SSL Certificates of UPS were developed and deployed on Human Resource Management Information System and Internal Communication system. Integration of Human Resource Management Information system & Prisoners Management Information System in ongoing – APIs for integration of HRMIS with PMIS was provided; Disaster recovery and business continuity software and its licenses was acquired.

UPS also completed the deployment of a Local Area network for Luzira complex (Upper, Murchison Bay, Luzira women and data Center at Prisons Training School), Prisons Headquarters and installation a fiber cable by UTL & NITA – In addition, Installation of the IP Camera system at Luzira prisons and command centre at prisons headquarters completed.

DCIC started the process of integrating the MIDAS, PISCES with E-visa systems for Elegu, Malaba, Busia, Katuna, Entebbe, Mutukula, Goli, Mpondwe, Cyanika, and Suam River. However, the activity was halted due to investigation into the alleged e-Visa procurement irregularities.

As part of the Sector wide integration process, a study visit to the United States was undertaken to private and public institutions where business process reform, automation and systems integration was successfully implemented. The purpose of the visit was to interface and engage with entities in the United States Justice, Law and Order service domain on aspects of how technology can be leveraged to deliver better services to citizens and improve operational efficiency. The major focus was on JLOS computerization initiatives, opportunities for automation in the SDP IV, E-justice best practices and the growing need for E-government in Uganda. Following the visit the Sector set up an ICT integration committee that is to oversee-

- i) Comprehensive workflow process mapping across JLOS institutions by focusing on business process documentation, review and improvement as a core basis for computerization. A comprehensive process flow map that represents all tasks and procedures executed in

justice service delivery is critical in setting the stage for effective systems integration in the Sector.

- ii) Development of a Sector -wide E-justice strategy that describes the scope, goals and objectives of automated information systems in the Justice, Law and Order Sector.
- iii) Implementation of information systems across the Sector should be done from a systems integration perspective with information sharing and collaboration across institutional boundaries at the core.
- iv) Define structure and map all the data captured and processed across JLOS institutions in the course of conducting business as a basis for inter-agency / intra-agency information exchange.
- v) Coordination between all Sector stakeholders in ICT implementation at technical, management and policy levels through establishment of a fully-fledged JLOS Integrated Information Systems Committee (JIISC). The committee will be responsible for the development of the Sector ICT (systems integration strategy and plan of action).

Output 1.2.4: Supervision and monitoring and evaluation system enhanced

The Sector planned to align institutional Strategic Plans to the JLOS SDP IV results framework; retool and build capacity of the Policy Planning Units (PPUs) to effectively undertake planning and M&E.

This was intended to track the progress of the implementation of the SDP IV.

The 22nd Annual Joint Government of Uganda JLOS Development Partners Review was held on November 30th 2017 at Speke Resort and Country Club, Munyonyo, Uganda. The theme of the review was 'A Pro-people justice system: Profiling vulnerability; delivering on the promise'.



Chairperson JLOS Leadership Committee Hon. Justice B Katureebe and Chairperson JLOS Development Partners, HE. Amb. Henk Jan Bakker at the JLOS annual review

The main objectives of the review were to:

- Review the performance of the Sector over financial year 2016/17;
- Take stock of the Sector achievements; and
- Present and launch the Fourth JLOS Sector Development Plan (SDP IV)

The JLOS Development Partners' reiterated that the overall performance of the Sector in 2016/17 of each of the three outcome areas of SIP III was satisfactory but the demand for JLOS services is growing fast, mainly because of rapid population growth. The Sector therefore needs more resources to meet the demands for better services. They noted that there are many ingenious ideas on how to enhance the delivery of JLOS services. It was also pointed out that Implementation of the SDP IV requires strong leadership, strategic management, as well as solid monitoring and evaluation. Stakeholders appealed for more transparency and accountability and that the Sector should continue to invest in more effective mechanisms to curb corruption.

During the review the Sector launched the 4th Sector Development Plan (SDPIV) which was welcomed by all JLOS stakeholders. During the occasion of the launch of SDP IV, His Excellency, Ambassador Henk Jan Bakker of the Kingdom of the Netherlands and Chairperson of the JLOS Development Partners' Group reiterated the support of the Development Partners towards the Sector. He highlighted the Development Partners' contributions under SDP-IV as follows:

- Austria Sector Budget Support to the Sector for the first three years of the SDP IV. A total of 6 Million EUR was allocated for this purpose. In addition, a second phase was being prepared to support the rollout of Alternative Dispute Resolution.
- The European Union -Sector Reform Contract worth EUR 66 million will provide direct budget support and technical assistance for the implementation of JLOS SDP IV and the Accountability Sector Strategic Investment Plan over three fiscal years from July 2018.
- Sweden: Sweden would continue to support the Sector through a number of initiatives. Through a partnership with IDLO, Sweden would support access to justice initiatives by JLOS institutions and Civil Society Organisations with approximately USD 11 Million for 3 years. Another support through
- The Hague Institute for Innovation of Law (HiIL) of approx. USD 2.8 Million for 3 years would be provided building on their previous research survey "Justice Needs **Uganda 2016**".
- UNICEF would continue to advocate for a more child-friendly justice system in Uganda whether for alleged child offenders, victims or witnesses. Approximately USD2.5M for the next three



The Chief Justice after handing over the SDPIV to the minister of Finance Planning and Economic Development

years to JLOS institutions would be allocated as part of the Country Programme Action Plan 2015-2020.

- The Netherlands Government would continue to support the JLOS under its SDPIV and following assessments made, had increased its funding level from annually 1 million euros to 2.5 million for the coming 4 years.

In his remarks, the Minister of Finance and Economic Development, Hon. Matia Kasaija noted that during the SIPIII, JLOS registered huge milestones towards achieving its NDP II goals including public confidence, access and satisfaction in the JLOS institutions. However, he observed that JLOS needs to double her efforts to enable our people feel that justice is not delayed for “justice delayed is justice denied” Innovative approaches to institutionalize justice measures like plea-bargaining, mediation and community service should be encouraged during the implementation of SDP IV as these will help reduce the backlog of cases significantly. He expressed optimism that whereas the case backlog had increased, he was impressed with the vitality of the Justices to timely dispose of the cases. The 2018 Doing Business Report published by the World Bank indicated that Uganda was not performing at her best in facilitation of private Sector development, particularly in enhancing Judicial Efficiency. A judicial system that provides effective commercial dispute resolution is crucial to a healthy economy.

He pledged that the Ministry of Finance, Planning and Economic Development would continue to ensure that the budget for JLOS institutions is increased to ensure achievement of planned targets. He strongly recommended that the Sector should improve on her synergies to ensure that resources are optimally utilized.

Joint M&E: The Justice Law and Order Sector together with Development Partners conducted joint monitoring and evaluation visits to select JLOS Institutions namely. A thematic approach was adopted during the course of the joint monitoring. In the reporting period the monitoring themes included judicial corruption and human rights observance, case backlog, and justice for children. The M&E involved in depth discussion with management of the institution and Sector wide dialogue on what work and what need to change. The institutions covered were JSC, UHRC, Judiciary-Nakawa Chief Magistrate Court, and Ministry of Gender Labor and Social Development. The main purpose of the visits was to appreciate the procedures in the visited institutions, achievements, challenges and discuss a way forward on emerging issues. In addition the Court visit aimed at monitoring progress of implementation of JLOS case backlog reduction program and case management. Below are some of the recommendations adopted during the exercise.



An interactive dialogue on case backlog during the joint M&E at Nakawa court

Justice for Children

- * Increase coordination among police, court and probation to enhance fast and quick access to justice for children.
- * The Uganda Child Helpline to work closely with all other Sector actors.
- * Need to visit and review an earlier developed guideline for age determination for children.
- * Proposed that LDC organizes a tailor made course for Police Officers handling juveniles.
- * Use of paralegals in the system highly recommended.
- * Liaise with CBOs dealing with reintegration of children ("Passion for Community" in Agago District has success stories)
- * Proposal by ODPP to train judges (Annual meeting of Judges)
- * Sensitization of children on their rights is key.
- * Family, Criminal and Human Rights working groups to take up and address some of the specific issues and concrete proposals and solutions be made to the steering/technical committees.

Human rights observance

- * MOJCA and Ministry of Finance, Planning & Economic Development should establish a victims compensation fund so as of enable timely compensation of victims of human rights violations.
- * Police needs to document and publicize officers who have been prosecuted, taken to court, jailed, or sacked so the public can begin to see the efforts of police in addressing human rights.
- * Need for capacity building of Police officers in areas of interrogation
- * UHRC advised to promote accountability to the public by having effective follow-up with the disciplinary counsel in cases of dismissal.
- * UHRC and Professional Standards unit to conduct joint inspections of UPF facilities.
- * On torture, UPF should open up to UHRC and also benchmark with UPS.

Case backlog

- * Judicial officers could sit with prosecutors and communicate possible causes why they



Joint M&E team 2017/18

lost a particular case. This can be done in the case management committee so only the stakeholders who partake in prosecuting the case are present.

- * There's need for awareness creation so the police know that investigations are meant to find the truth to avoid the practice where police tend to investigate to prosecute at whatever cost.
- * The court should prioritize cases where witnesses are present so that they do not get discouraged.
- * There is need for a shelter for victims whose cases under FCC are being handled, and have no safe place to stay.
- * JLOS should review the requirement for payment of subsistence fee required at the prison for feeding the accused. It is unrealistic to expect a woman accusing her husband for failure to provide for his children to pay money for feeding the accused man in prison.
- * There's need for a new tool that will show details such as of the completed cases which were backlog cases, or gender related.

Governance and fight against judicial corruption

- * Judicial officers should continuously guide court users on; court processes, offices for payment of money, introduce court users to court officers and inform them to keep safely receipts for cash bail because it is the primary evidence for refund of monies upon acquittal.
- * Judiciary and JSC should consider inducting judicial officers on; ethical code of conduct for judicial officers, anger management techniques and the use of different tools in case management.
- * There is need to consider automating the bail application system. Meeting observed that automation requires law reforms.
- * Administrators of courts of law and police stations should take charge of the court/police premises and environment in a bid to rid it from a category of people who extort money from the populace for purportedly quick services in their favor or other reasons.
- * The Law Development Centre should design a tailor made curriculum for training police officers on principles of law to enable them distinguish between criminal and civil matters. In addition, police should implement the proposal for all police stations to have an officer of the rank of an Assistant Inspector of Police who will play a supervisory role in a police station, review all registered cases and refer all civil cases to court for adjudication.
- * Fast track enactment of a legal framework on asset management specifically for recovered assets and proceeds of crime.

In the period under review, 5 vehicles were procured for the planning units of UPF, DPP, UPS, NGO Board and MIA; 18 computers and 4 laptops were procured for the planners. The Sector also supported institutions to conduct supervisions as part of efforts to strengthen their monitoring and evaluation function. Other key achievements during the reporting period were the holding of the JLOS annual review under SIPIII and the launch of the Fourth Sector Development Plan SDPIV.

The JSC conducted court inspections and follow up actions in 19 magisterial areas and High Court circuits against the targeted 12. The inspection is intended to promote the independence of the Judiciary by improving conditions of service of judicial officers and thus strengthening effectiveness and efficiency in delivery of judicial services. Nineteen (19) Magisterial areas were inspected including Busia, Lugazi, Njeru, Kasangati, Ibanda, Kamuli, Kotido, Busembatya, Oyam, Apach, Aduku, Pader, Patongo, Kaberamaido, Wobulenzi, Ngoma, Mubende, Luwero and Nabweru. During the inspections, the judicial officers expressed concern about the delays to visit locus due to lack of transport; low pay; inadequate furniture; challenges of using CCAS system; inadequate reference materials; and unsuitable sanitation facilities at some courts like Kasangati court. Lack of transport as mentioned above gravely hinders the delivery of justice as in some instances parties to a land dispute are asked to contribute to the transportation of the judicial officers to visit the land in dispute yet the parties may not have such money.



The Chief Justice Hon B. Katureebe, Amb. Henk Jan Bakker (Chairperson JLOS Development Partners) and the American Ambassador (centre) at a JLOS event

In ensuring adherence to set minimum performance standards the ODPP conducted quarterly inspection, performance monitoring and 24 ad-hoc visits. In addition, a review workshop to consider performance of the 16 Regional Offices was held. Further 94% of public complaints against staff conduct and performance were handled. Equally, agencies mandated to protect the environment such as NFA, UWA, NEMA, KCC, Ministry of water and environment were monitored and supervised. The supervisory role of the ODPP over these agencies has strengthened the working relationship and improved performance. For instance, UWA was able to achieve a 90% conviction rate.

The ODPP carried out a survey to establish perception of the public towards her service delivery in selected districts of Jinja, Njeru, Lugazi and Mukono involving 240 respondents, 33 females and 84 males. The study revealed that 61.7% of the public was satisfied with ODPP service delivery as compared to the target of 50%.

The UPS conducted quarterly monitoring and inspections aimed at improving performance and conditions of incarceration. Recommendations were made regarding the living and working conditions as well as the hygiene and sanitation conditions for both the staff and inmates.

The UPF conducted appraisal of all 42,672 against the planned 43,942 officers and men to evaluate their performance. The 1,270 gap was due to attrition (death, Retirement, desertions, dismissals and discharges). The aim of the appraisal was to improve communication amongst staff and supervisors, encouraging good work and improvement, provide career path and resolve grievances. In addition, a man power audit was conducted to establish the effective man power; the report is yet to be released. The IGP conducted an inspection tour of greater Bushenyi and Wamala regions to assess the living conditions in the detention facilities and working environment at the stations and police posts. In addition, quarterly inspections and monitoring were conducted.

The police also conducted support supervision of 28 Private Security Organisations (PSO's) in Western, Northern, Central, Eastern and Kampala for professionalism and construction projects for adherence to the required standards. A database to track operations of PSOs is under development.

As a result, the quality of construction of buildings undertaken in house and absorption of funds have greatly improved.

URSB developed the SDP II which spans over a period of three years, FY2017/18 – FY2019/20. This is intended to contribute towards improved competitiveness in Uganda through increased access to registration services. In addition, a strategic plan for Statistics was also formulated which focuses on enhancing production of high quality comprehensive statistics to inform Monitoring and Evaluation System to enable effective progress reporting and review of the implementation of programs.

MIA developed guidelines for inspection of NGOs which awaits approval by Board of Directors. The guidelines will assess adherence to the operational standards of the NGOs. The Directorate of Community service draft M&E framework was approved by the National Community Service Committee. This will enhance community service implementation.

NIRA produced four vital statistical abstracts four Monitoring and Evaluation reports prepared and four policies and strategies reviewed. These documents were used as a basis for planning purposes and improvement of internal controls.

DGAL conducted monitoring and evaluation visits to Gulu, Mbarara, Mbale and Moroto laboratories and collected data to operationalise the M&E framework. A quality audit and management framework was undertaken to ensure consistence of the business process with ISO standard 17025:2005.

Output 1.2.5: Innovations developed and implemented

The Sector continued to implement ongoing innovations and initiatives such as plea bargaining and ADR. It must however be noted that a dedicated research and development agenda and structure must be set up in the Sector to drive innovations. Currently, with the HiiL initiative, the Sector is about to launch a mobile application J2P that will enable the public report cases for redress in the JLOS arrangement. It expected that this will enhance faster response and referral of cases within the Sector .

Notable innovations include the adoption of online business registration and an SMS notification system to ease business registration, reducing the lead time for registration of businesses and follow-up. It is now possible to register a business name instantly and a company in three hours. Other innovations include a passport application tracking system in the DCIC, card readers for work permit for Immigrants Alien Re-entry card and national ID, establishment of local council court desk at every district, child friendly witness interaction rooms at DPP, mobile application for tracking lost property by the UPF. Also commenced was a Duty Counsel at police and courts to enhance access to legal aid by ULS. Linking the public to lawyers for free legal services through a mobile application by ULS was launched. Other innovations launched included, a Birth and Death Registration solution combining Birth registration with National Id, card readers for work permit

for Immigrants Alien Re-entry card and national ID as well as operationalisation of mobile courts in refugee camps,

The UPS started a seed Maize multiplication project which was established to mitigate the challenge of inadequate maize seed supply to farmers in the Country. Currently, UPS boasts of two varieties of certified seed maize; Hybrid UH 5051 and Longe 5D (open pollinated variety). The maize seed varieties are high yielding; drought resistant; resilient to maize streak virus and can be grown in any part of Uganda. The new varieties give a yield of 20 bags per acre compared to the 12 bags per acre for the ordinary variety. So far 1,420 metric tons (MT) of seeds has been supplied to NAADS and the Wealth creation program.



UPS maize seed varieties

UPS cultivates an average of 10,000 acres of maize per year in 22 Prison farms across the Country. This is to sustain the Prison food requirements for feeding inmates as well as rehabilitation through training inmates in modern farming practices. UPS is also growing cotton in 4,004 acres with an output of 2,039 bales harvested. The aim is to boost the local textile industry.



Left: Commercial Maize at Isimba Prison farm; Right: cotton plantation

UPS invested in agricultural mechanization to reduce on the use of Prisoners' labor. During the reporting period, 7 heavy duty tractors and accessories; and a combined harvester were procured. This has also improved production and productivity.



Tractors procured for mechanization of prison farms

In addition, UPS is installing an irrigation system on 150 acres in Bulaula prison farm in the final stages (construction of water reservoir and installation of the pipes constructed, installation of the main irrigation machine – irrigation gun, and the pumps ongoing)

UPS embarked on a deliberate move to plant trees and expand afforestation in 50 prison stations. So far, 837 acres of eucalyptus, pine and other tree species have been planted for restoration of the eco-system and for wood fuel. UPS also prides itself of 391 acres of oranges, mangoes and avocado.

In a bid to promote the Buy Uganda Build Uganda (BUBU) policy, UPS is producing furniture for all government Ministries, Departments and Agencies (MDAs). This aids in rehabilitation of inmates through training them in vocational skills such as Carpentry, joinery, metal work, fabrication, tailoring, carpentry, Art and craft, among others.

During the reporting period, 61 inmates were trade tested and given certificates in various skills.



Prisons furniture production

Strategic intervention 1.3: De-concentrate service delivery to county level by 2021

In a bid to enhance access to justice, the Sector continues to improve its infrastructure through construction of offices, accommodation and ensuring proper sanitation and hygiene in all service points. JLOS has categorized and classified its infrastructure into national, regional, district and county levels. Priority is accorded to geographical areas where institutional gaps in physical presence exist to ensure presence of the right concentration of JLOS Services at all points of service delivery. The focus is on rolling out the justice centers model to ensure completeness of the chain of justice up to county level.

The Sector following the completion of ongoing constructions has now covered 72 districts against the targeted 80 districts in 2020, with infrastructure for the frontline JLOs service points while construction is ongoing in Buyende, Rubirizi and Nakaseke. In the FY 2018/19 construction of Justice centres is to commence in Serere, Shema, Buliisa, Mayuge (DPP & Court) and Abim (Court), Buhweju among others. Procurement for construction of Moroto Regional Remand Home (Phase one) has been finalised but the contract is yet to be awarded. A Consultant for architectural designs for construction of the Fort new MOJCA Portal regional office was procured. The Sector also opened new centres in new districts increasing the number of districts with all the frontline JLOs service points operational from 97 to 101 against the 2020 target of 117. It should be noted however that the Sector should avoid spreading too thin and ensure operational efficiency of the existing service points. The urban bias however remains since most of the new centres continue

to be set up at district headquarters and or upcoming town councils. With these investments, the Sector has now covered 61.5% of the districts thereby reducing the distance people travel to access JLOS services. As a result there has been an increase in case filing, case disposal and more coordination between institutions. Complaints about lost files and overstay in Police cells have also reduced. Although this does still occur it is for reasons other than inability to travel to Court and we are tackling these situations when they occur.

JLOS agencies such as Ministry of Justice and Constitutional Affairs, ODPP, UHRC, URSB, DCIC (Passport and Immigration Services), Government Analytical Laboratory and Law Development Centre have also de-concentrated their services and are now available around the Country.

Table 1.3: De-concentrate service delivery performance indicators

Performance Indicators	Baseline 2016	Target 2017/18	performance 2017/18	Target 2021
No. of JLOS frontline one stop service points constructed & completed	60	65	72	80
No of districts with all frontline JLOS service points opened	92	97	101	117

Output 1.3.1 functional JLOS infrastructure and services established country wide

The Sector planned to construct 3 Justice centers in Buhweju, Rubirizi and Nakaseke; complete the chain of justice in Mayuge, Abim, Nwoya, Masindi and Mitooma; MoJCA regional office in Fort Portal; completion of Kabale Police Station; Phase III of Kitalya Mini Max; 10 units of staff accommodation at Nagalama; canine center of excellence; operationalisation of 7 URSB regional offices; Mbarara LDC regional study center and set up and equip of satellite 3 ULS legal aid clinics in Mbale, Mubende and Kaabong.

The Sector completed 12 construction projects including Mitooma and Lamwo Justice Centres, Masindi High court, Masaka ODPP Regional Office, Natete Police Complex, Kabale Police Station, Gulu Regional Lab, DCIC detention centre at Namanve; Kizinga Border post, Nebbi, Adjumani, Orom Tikau and Ragem prisons, and ODDP at Nakapiripirit. As a result 72 districts out of 101 districts with all the front line JLOS service points operate from own premises.

For UPS staff, 155 residential units were constructed in Adjumani, Luzira, Lugore, Orom Tikau, Amita and Ragem; 82 of which were completed and 73 are still ongoing. Currently, 34% of the prison warders are housed and 17% of the entitled police personnel.



Completed Masindi High Court



Completed Mitooma Justice Centres



Completed Natete Police Complex



Completed Kabale Police station



DPP Mukono and Low cost houses at Luzira commissioned by the president



Construction of Mini Maximum prison at Kitalya is progressing well. So far the Prisoners' wards, perimeter wall have been completed while the chain link fence is at final finishes; Administration block, isolation cells, sick bay, kitchen classrooms, workshops are at roofing level. The prisons holding capacity increased from 16,612 to 17,138 inmates



Construction of a mini-max prison at Kitalya

Other ongoing projects include Nwoya Justice Centres project which is at finishing stage; Phaidha and Kyenjojo Police stations; Nagalama Staff accommodation block. The construction of a 10 units Staff accommodation at Nagalama canine centre of excellence is at roofing stage. Overall work progress at Kyenjojo Police Station is estimated at 70%. It requires floor finish, electrical works, painting, and internal doors, parking yard, pit latrine, septic tank and fencing to complete. The work progress at Paidha Police Station is estimated at 50%. The non-completion is due to non-budget performance at 100%. So far only 315million out of the 600million has been released.



The chief justice unveiling a foundation stone at the ground breaking for the construction of Rubirizi Justice centre

ODPe is at roofing stage; Mukono office premises at finishing stage. Construction of 10 units of UPF staff accommodation at Nagalama canine centre of excellence is at roofing stage.

DCIC focus is on constructing border points that meet set standards and have an element of staff accommodation which has always been a challenge to staff. Currently the percentage of immigration service delivery points which meet set standards is 46%. In the reporting period, various constructions were undertaken including Arua Regional Immigration office; Sabagoro border post; Vurra Staff House at ring beam; and Goli Border Post Staff House at roofing stage.

Output 1.3.2 complete chain of frontline JL0S service points at county level

The Sector identified 4 front line institutions which include Judiciary, UPF, UPS and ODPP to be present at in all districts by 2021.

ODPP established 3 new field offices in Kaabong, Amuria and Oyam raising the number of districts with ODPP offices to 101 a reflection of 83%. However, ODPP still has no presence in 19 districts and are therefore compelled to rely on Police Prosecutors to investigate and also prosecute thus compromising the quality of prosecution services.

The other institutions that opened new service points include URSB, LDC, MoJCA, NIRA and DCIC. URSB operationalized 6 regional offices in Mbarara, Mbale, Arua, Gulu, and City branch offices at Posta Uganda and Nakivubo. The LDC also opened study centers offering the Administrative Officers' Law Course targeting Local Government Officers in Gulu, Lira, Soroti, Mbale, Mbarara, Fort portal, Kasese and Kabale. NIRA rented offices in 63 districts, this increased presence across the country has enabled persons to ably obtain NIRA services and DGAL regional laboratories of Mbale and Gulu were operationalized.

The DGAL Gulu regional forensic laboratory was also completed and equipped with fridges, freezers and furniture in a bid to initiate full operationalization of the laboratory. Also procured was a double cabin vehicle for transporting exhibits from exhibit collection centers and regional forensic laboratories to the main laboratory at Wandegeya, Kampala for analysis. The Criminalistics department at DGAL analyzed and reported 1072 cases against a total of 1252 cases received which is 85.62% performance. Of these 247 were cases of DNA, 569 Cases of Toxicology, 207 Fire arm cases, and 49 Questioned Document cases. 826 backlog cases were analyzed and reported on.



*New Gas Chromatography Mass Spectrometer (GCMS)
at DGAL Wandegeya*

During the period under review, the process for procurement and installation of solar panels for Mbarara Regional Office strong room and other rooms was reported to be under implementation and on course. The delay was attributed to the late release of funds. During the financial year, the Sector renovated Kapchorwa RSA residence, Mbale prison, chain link fencing of Mbarara, Olia and Bubulo prisons was completed, Jinja ODPP guards' quarters and toilet facilities for clients.

Strategic intervention 1.4: Strengthen justice for children

The SDP IV emphasizes strengthening justice for children in order for the legal system to provide children with the means to obtain quick, effective and fair response to protect their rights; the means to prevent and solve disputes; mechanisms to control the abuse of power; and all of this must be available through a transparent, efficient, accountable and affordable process. Access to justice is only significant if it applies equally to both children and adults. However, children's rights are often neglected and ignored.

Aware that access to justice for children means that children, or their appropriate advocates, are able to use and trust the legal system to protect their human rights, the Sector is building a legal system that is able provide children the means to obtain a quick, effective and fair response to protect their rights; the means to prevent and solve disputes; mechanisms to control the abuse of power through a transparent, efficient, accountable and affordable process.

The Sector's Justice for Children programme has grown in strength. The Coordinators located around the Country are well integrated into the District Chain-Linked Committees and are working closely with the institutions to ensure that child friendly processes and diversion programmes are implemented.

The different institutions have instituted other measures to support the child-friendly environment. Ministry of Gender Labour and Social Development has completed the Kabale Regional Remand Home and commenced on the construction of the Moroto Regional Home to provide appropriate accommodation for children in conflict with the law. The ODPP has created a child-friendly space in its facilities as part of its efforts to improve the response to the needs of children who are witnesses or victims of crime and reduce the trauma of the judicial process. It is expected that these facilities will be created throughout the Country.

The Law Development Centre and Justice Centres Uganda continue to emphasize diversion of children from the Justice system, whenever possible. With the reinstatement of the Local Councils at the village and parish levels, this will be further strengthened.

The national diversion rate is now 76.3% compared to the baseline of 75% and the 2021 target of 80%. This was as a result of the capacity building of JLOS institutions, especially UPF and the support of the J4C coordinators, in the 13 JLOS regions. The long awaited diversion guidelines will play a critical role in enhancing the rate of diversion. There was an increase in service points offering child friendly services as the justice for children agenda is mainstreamed in the Sector. Following the roll out of the MVRS to private hospitals, the Birth Registration (notification) rate for under 5years improved from 35% to 69% based on the notification form as shown in the table below. A BDR solution is to be setup at points of notification so that the moment a birth is notified registration takes place. This innovation will help to close the gap between notification and registration and compliance with the registration of Persons Act section 54. The increased Birth notification rate was due to the scale up of the MVRS to 85 district local governments in 2017.

There was an increase in service points offering child friendly services as the justice for children agenda is mainstreamed in the Sector from 52% to 60%. This is in line with the shared view that priority should be placed on community based reintegration for children in contact with the law. It is also acknowledged by the Sector that the child protection system needs to be strengthened so that vulnerable children become a shared responsibility of the JLOs and the social development Sector . Empowering the people. Building trust. Upholding rights Page 54

Table 1.4: Justice for children performance indicators

Performance Indicators	Baseline 2016	Target FY 2017/18	Performance 2017/18	Target 2021
No. of children diverted from the formal criminal justice system (non-capital)	75%	75%	76.3%	80%
Proportion of JLOS service points offering child friendly services	52%	65%	60%	86%
Birth registration rate	30%	35%	69% ⁵	65%

The above performance is partly due to the support provided by UNICEF and Netherlands

Output 1.4.1: Child friendly services in all JLOS institutions

To promote child friendly services, the Sector planned to facilitate 17 social workers and juvenile justice lawyers; Conduct Legal awareness on Children’s rights and to develop child friendly

⁵ Unicef situation of children report 2016

sensitization materials; Continued awareness and meetings with stakeholders on the rising Human rights concern on girls school dropout, early and forced marriage in West Nile region; Affirmative action for children born in captivity; Select and train Fit persons in new districts on the use of diversion; Equip Fit persons attached to the LDC Legal Aid Clinic.

The Legal Aid Clinic facilitated 8 staff, 17 Social workers and 480 fit persons to support and handle child related cases in 18 districts of Kamuli, Iganga, Ibanda, Mbarara, Kamwenge, Kyejojo, Kampala, Wakiso, Jinja, Lira, Gulu, Soroti, Bugiri, Kagadi, Kabarole, Adjumani, Kibaale and Masindi. In addition 300 bicycles were provided to facilitate Fit Persons to resettle juveniles in their respective communities.



Bicycles procured for the fit persons during the year 2017/2018

LDC also trained and equipped a total of 260 fit persons; 120 (50 female) were selected with knowledge and skills in Children legal rights, handling, report writing, counseling and reconciliation skills between the juvenile and the community in the districts of Moroto, Zombo and Buyende and 140 (55 female) in the districts of Kibaale, Adjumani, Kagadi Masindi & Kabarole received refresher training.

The ODPP, with support of Children at Risk Network (CRANE) designated a well-furnished children's centre at its headquarters. This is a step towards promoting child friendly services in a safe and secure place as child victims and witnesses are in waiting. In addition, the room was fitted with surveillance cameras to assist in collecting evidence to supplement the victim's evidence in court.



Rachel Odoi Musoke, Senior Technical advisor JLOS launching ODPP children's centre, looking on is the DPP Justice Mike Chibita

ULS trained 120 (79 females) on Child Justice Manual to enhance child justice. The participants included Lawyers, Prosecutors, Police officers, Magistrates and J4C Coordinators.

Number of Children resettled:

The justice for children coordinators and probation officers partnering with other stakeholders and with support of fit persons, resettled 2,229 children in their respective communities across the program sites. These included abandoned children, lost and found, children at risk of violation. Most resettlements are done by the in charge Family and Child protection officer who traces their homes and relatives regardless of the distance.

Percentage of children in conflict with the law receiving non-custodial sentences:

In the reporting period, a total of 790 custodial and 1664 non-custodial sentences were issued out of 2454 juveniles sentenced. This was due to the continued sensitization, advocacy and engagement with stakeholders on child rights.

All regions had more juveniles receiving non-custodial sentences as opposed to custodial sentences except for Gulu where 76 juveniles received custodial sentences and 47 received non-custodial sentences, Moroto where 34 juveniles received custodial sentences and 25 received non-custodial sentences.

Diversion:

The Sector in partnership with other stakeholders, continued to advocate for the implementation of the diversion program. A total of 5,040 divertible cases of child offenders were received, of which 3,843 were diverted hence a national diversion rate of 76.3% as compared to the 75% rate registered in 2016/17. The increase is attributed to the increase in JLOS service points offering child friendly services as well as community sensitisation programmes. It should be noted that the delay to complete the review of the diversion guidelines impacts on the efficiency with which cases are diverted away from the justice system. CFPU has been instrumental in the diversion especially of domestic violence cases.

CFPU of police is still leading in the implementation of this program especially on the cases of domestic violence.

Output 1.4.2: Capacity building for duty bearers and institutions in child justice enhanced

Enhancing the capacity for duty bearers and institutions handling children affairs is critical. The activities identified to achieve this included conducting juvenile/ Child Justice training for adoption of child friendly services for GI Magistrates; training of all NIRA district registrars on Civil Registration and Vital Statistics; development of a pocket size Children Act as amended; joint training of 200 Child and Family Protection Unit (CFPU) and CID on Sexual Gender Based Violence (SGBV) investigations and child protection; In house training for all the staff in the remand homes and probation officers to effectively collect, assemble and store juvenile data; procurement of 10 motorcycles for CFPU officers in 10 districts.



Motorcycles procured for CFPU

Effective administration of justice for all duty bearers requires in-depth understanding of the relevant laws surrounding the subject matter. A consolidated pocket size Children Act was prepared and printed to enhance accessibility of the updated Children Act, facilitate easy and effective means of disseminating the Act and create awareness on the existence of the Act as a means of strengthening justice for children.

To support CFPU officers to conduct investigations and counseling of SGBV victims, 10 motorcycles were procured for Masaka, Mubende, Kamwenge, Namayingo, Sironko, Buhweju, Kabale, Rukungiri, Kisoro and Mbarara districts.

In the reporting period, ULS conducted a residential capacity building training for 86 participants (45M, 41F) including Lawyers, Police, and Probation Officers. Duty bearers were trained on prosecuting and handling children in contact and conflict with the law, juvenile justice, and international human rights standards on handling children's cases.

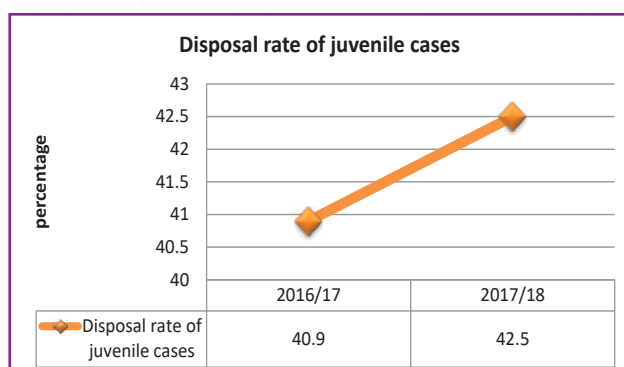
A total of 9,637,777 Learners aged 5-16 years were registered by NIRA. Registration and Identification of these children in the National Identification Register shall enable them access social services for which provision of a National Identification is mandatory.

Due to limited funding the following trainings were not undertaken:- 200 CFPU and CID on SGBV investigations and child protection; Juvenile/Child Justice for adoption of child friendly services for GI Magistrates; NIRA district registrars on Civil Registration and Vital Statistics; Remand homes staff and probation officers on effective collection, assembling and storage of juvenile data.

Output 1.4.3: Disposal of child related cases fast tracked at all levels of the justice chain

Children are vulnerable and those who get into contact with the law as offenders, victims, witnesses and those who need care and protection must be handled expeditiously. Activities planned included implementation of case backlog reduction strategy for child related cases at all Court Levels, procurement of a van to transport juveniles to court; diversion of juveniles; post enactment advocacy on Succession laws; and legal representation of Children in Courts of Law.

In the period under review a total of 17,428 children related cases including 10,360 criminal and 7,068 civil cases were registered in addition to 4,092 pending cases in FY 2016/2017, thus totaling to 21,520 cases in the system. Of these 9,156 (42.5%) cases were disposed of compared to a 40.9% disposal rate registered in 2016/17 as shown in the graph.



Out of the 9,156 child related cases disposed, 2,229 children (24%) were resettled through networking and partnering with other stakeholders. The resettlements were done by the CFPU officers and mostly included abandoned children, lost and found and children at risk.

The Sector continued to sensitize, advocate and engage stakeholders on child rights, as a result more juvenile offenders were given non-custodial as opposed to custodial sentences in the reporting period. As compared to the baseline year the custodial sentences issued increased slightly due to the fact that there were more criminal than civil cases registered.



Members of the children committee set up by MoGLSD inspecting Kampiringisa rehabilitation centre

Table 1.4.1 Sentences

	custodial	non-custodial	Total sentences issued	% of custodial	% of non-custodial
2016/17	739	1848	2587	28.6	71.4
2017/18	790	1664	2454	32.2	67.8

Source: MoGLSD remand home statistics

In partnership with other stakeholders, the sector continued to advocate for the implementation of the diversion program.

Table 1.4.2 Diversion of juvenile

Financial Year	Divertible cases	Number Diverted	%
FY 2016/17	7,340	5,858	80.0%
FY 2017/18	5,040	3,843	76.3%

Table 1.4.3 Number Diverted by institution

Institution	FY 2016/17	FY 2017/18
CFPU		1,780
CID		1,332
Probation		363
Prosecution		133
Court		235
Total		3,843

Source : J4C programme report 2018

Under the diversion programme of the LDC Legal Aid Clinic, a total of 2006 (1625 males and 381 females) cases were handled with the support of fit persons and social workers and 109 cases were successfully resettled in their respective communities. The Sector also facilitated LDC to visit Remand Homes to locate parents of Juveniles for bail applications. They have ensured that the School going juveniles are released as quickly as possible and they constantly counsel the juveniles at remand homes.

The Sector through ULS offered legal representation to 103 juveniles in courts of law. Of these, 47 were completed, 30 offered legal advice, 8 children granted bail and 8 cases are still pending in court. Cases handled ranged from aggregated defilement, threatening violence, assault, theft,

house breaking, simple robbery and murder. However, inadequate fuel for the remand home to transport children to various courts derailed completing some children's cases in time.

ODPP, with support from UNICEF conducted a joint training of prosecutors, investigators, judicial officers and probation officers in the application of prosecutor's handbook for prosecuting child related cases. It also supported monitoring and assessment of the impact of the training on the handbook.



Principal Assistant DPP opening the training on the Manual for child related cases



DPP Top and Senior Management at the Child Psychology Training sponsored by CRANE

As a result it was recommended that a special book for recording children related cases be opened; ODPP should plan to procure anatomical dolls for all service points; create child friendly space for interacting with child witnesses and victims; funding witnesses at the magistrate courts level.

The High Court Criminal Division conducted a special session for child related cases where a total of 40 cases were cause-listed and 38 cases were completed. The Chief Magistrate Courts conducted special sessions for child related cases at Busia, Nakawa, Mbale, Nabweru, Ntungamo and Mpigi courts where 120 child related cases were completed.

Uganda Child Helpline (UCHL)

The UCHL is an important tool for child protection that gives thousands of children across the country an opportunity to be heard and have their lives changed for better. Through this initiative the government is committed to ensuring that abused children get the help they need. The services provided include telephone response to cases of Violence Against Children (VAC) received through the toll free number 116; management of cases reported through various media platforms, U-report and walk-in clients; follow-up of cases of online child sexual abuse; and community awareness raising campaigns in schools, communities, on radio and television.

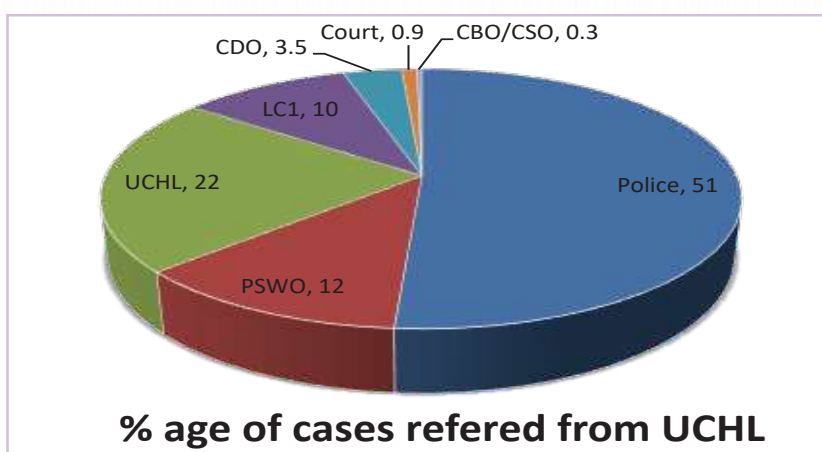
A total of 210,153 calls were received from 122 districts, of which 29.7% were female callers as compared to 2016/17 where 27% were female. 2.2% of the total callers were children reporting their own issues or on behalf of fellow children.

Further analysis of the cases registered showed that a total of 2,844 cases were of violence against children representing 1.4% of the total calls. This is a reduction of 0.3% cases compared to the previous year which had 2,878 cases. Child neglect made up the bulk

of cases consisting of 53% of total cases of VAC reported where more boys than girls were affected. Sexual violence was the second highest reported form of child rights violation with 799 (28%) clients of whom 11 were male. The youngest client was a three year old victim of defilement and the oldest seventeen year old victims of child marriage, defilement and teenage pregnancy.



The Joint M&E team at the child helpline offices



% age of cases referred from UCHL

Most times men (81%) especially fathers were mentioned as the worst perpetrators of violence against children. In terms of case disposal, UCHL was able to close 36% (1,024) of the cases of VAC reported. This is an increase from 2016/17 where only 25% of cases were closed.

With specific regards to referral partners, the police handled the highest percentage of cases followed by the PSWO, LC1 chairpersons among others. However, 22% of the cases were retained by UCHL because they previously had been reported to other partners but little to no action had been taken then. UCHL through the telephone service offered counseling to 1,159 clients out of whom 510 were female while the gender of 127 clients was not clearly stated.

Output 1.4.4: Rehabilitation and remand homes established at regional level.

Among the key output areas the Sector is focusing on is the rehabilitation and establishment of remand home at regional level. In the reporting period, the Sector planned to construct a Regional Remand Home in Karamoja to address the challenge of long distances to court by juveniles remanded in Mbale from Karamoja. By the end of the FY, the procurement process was completed.

Strategic intervention 1.5: Strengthen access to Legal Aid services

Access to legal aid is central in the administration of justice. In Uganda's criminal justice system, legal aid service provision is restricted to mainly legal representation in certain legal matters especially at higher court levels by the state. Legal aid service provision at lower courts is minimal and usually provided by non-state actors. For those unable to afford advocates, access to justice is limited. Ensuring that marginalized people have equal access to the legal system is important not only for protecting their quality of life but also essential for maintaining the quality of justice available to everyone in our society.

Under the SDP IV, the Sector seeks to strengthen and extend the State Brief Scheme to support Chief Magistrates and ensure that fewer cases are dismissed for lack of representation. The Sector specifically focuses on building the capacity of Legal Aid Service Providers to serve the population and also align the Pro Bono scheme and the State Brief Scheme.

The proportion of magisterial areas accessing state funded legal aid services increased from 26% to 30.4% as shown in the table below

Table 1.5: access to legal aid services performance indicators

Performance Indicators	Baseline 2016	Target FY 2017/18	Performance 2017/18	Target 2021
Proportion of Magisterial areas accessing state funded legal aid services (22/82)	26%	30%	30.4% ⁶	48.7%

Output 1.5.1: State Brief scheme and Pro-bono services enhanced

The State brief scheme and pro-bono services are very critical in the provision and access to legal aid services. The state has a crucial role in the provision of legal aid. Thus, the Sector planned to ensure representation of indigent clients in various courts through services of the Legal Aid Clinic (LAC); Justice Centres Uganda (JCU); and Legal Aid Project (LAP).

Under JCU 210 cases were filed while 1,723 (567female) cases were processed. Out of the cases processed 233 (81f) 13.5% cases were won, 26 (20f) cases were successfully executed with one of the defendants making a transfer of land title in JCU's clients name and giving the client the 1 acre as required by court and the other client obtained transfer of land and a car.

State Brief Cases Processed: Throughout the year, 358 (10F) cases representing 26.5% were concluded out of 1,349 (32F) cases processed against the target of 354 cases. The good performance in this period is mainly due to the good working relationship with the courts and the smooth flow of the sessions. It should be noted that performance could have been better if it was not for the industrial action by judicial officers and State Attorneys.

Cases processed under the Prison Decongestion Programme (PDP): Presence was maintained in the prisons and 669 (38F) prisoners benefited from the PDP programme and were released from prisons.

⁶3 new centres opened by JCU

Cases processed and concluded through office/Locus Mediations: Mediation is the most preferred method of dispute resolution at JCU. As a preferred way of resolving disputes, JCU processed 1,810 (1,139F) cases in the reporting period. JCU was able to successfully resolve 476 (324F) cases through office/locus mediations.

Cases processed through court annexed mediations: JCU continued to support the courts to resolve disputes through mediation. A total of 611 (227F) court annexed mediation cases were processed of which 308 (234F) were successfully concluded. The 50% success rate was attributed to cooperation between the advocates and other parties involved.

Awareness creation and outreaches: JCU conducted 122 radio talk shows against the planned 84 on topical access to justice issues and raising issues in the JCU areas of intervention. The extra talk shows were free offers from partners. JCU also reached 56,000 people through Paralegal Outreaches as shown in the table below.

Table 1.5.1 awareness by JCU

Category	Male	Female	Total
Schools	8,289	8,192	16,481
Inmates	12,777	1,301	14,078
Communities	6,282	4,698	10,980
Police stations	8,999	952	9,951
Women groups		3,378	3,378
PWDs	644	488	1,132
Total	36,991	19,009	56,000

Source: JCU data base

In the reporting period, ULS conducted training for Lawyers and State Attorneys in Mbale. The training aimed at educating Advocates on the state brief system in Uganda and how to effectively fulfill their mandate in as far as Pro Bono legal aid service provision is concerned attracted a total of 56 participants comprising 50 males and 6 females. In addition, the Legal Aid Project (LAP) of the Uganda Law Society handled 9449(3414f, 6035m) cases of indigent, vulnerable and marginalized men, women, youth and children through court representation and Alternative Dispute Resolution (ADR) mechanisms. The Legal Aid project served the above number of clients through its 11 legal aid clinics distributed across the country in Mbarara, Kabale, Kabarole, Masindi, Jinja, Soroti, Arua, Luzira, Gulu, Kampala and Moroto. Among these, 1099 were completed in Court, 536 through ADR; 1569 cases were still pending in office for mediation and 3687 in courts of law still ongoing, 2869 clients were given legal advice, 276 cases were referred to pro bono and other legal aid service providers, 204 cases were closed for lack of merit and 34 files were withdrawn upon discovering that the clients were not indigent. A total of 4692 cases were handled on land and property claims, 115 on family/divorce and separation, 432 on custody and maintenance, 66 was on accident claims, 948 on administration of estates, 96 on debt claims, 77 on employment claims, 2540 on criminal general and 483 on civil.

ULS engaged 924 (802 Male, 122 Female) Advocates as duty Counsel at Court and Police offering on-spot legal advice and legal representation in Kira Court, Kasangati, Luzira, KCCA, Buganda

Road, Nabweru, LDC, Makindye, Nakawa and various Police including Kira, Wandegeya, Kawempe, CPS – Kampala and Katwe

LDC procured a Double Cabin vehicle which has been utilized by the legal aid lawyers. This has further increased the court coverage of the legal team and the clinics service delivery to the indigent and vulnerable persons in the areas of Kakira, Lugazi, Iganga, Kamuli, Buvuma, Masaka, Mpigi, Nsangi and Rakai.

Deployment of Bar Course Students in Hard to Reach Districts:

10 Bar Course students were posted in 10 courts in the hard to reach districts of Adjumani, Amuru, Moyo, Buliisa, Kagadi, Namayingo, Serere, Kotido, Abim, Nakapiripirit. The students handled criminal cases, sensitized inmates, conducted mediations and reconciliations and provided legal advice. A total of 215 cases were handled.

Reconciliation of cases:

The reconciliation program was implemented in 18 courts namely; Iganga, Lira, Makindye, Entebbe, Kajansi, Mwanga II, Nabweru, Nakawa, Kira, Matugga, Lira, Kagadi, Masindi, Fortportal, Kibaale, Adjumani, LDC and Luzira. A total of 1952 cases were handled against a target of 1,500; of these 429 cases (9 female) were reconciled successfully. In addition, a total of 1,523 (319 female) cases were handled through mediation in the same courts. Most of the mediation cases were land related.

Table 1.5.2 Interventions undertaken at the LDC Legal Aid clinics

Activities	Gender Disaggregation				Status			% completed	Total
	Young Female	Young Male	Adult Female	Adult Male	Completed	Pending	Failed		
Legal Advice to Walk in Clients	133	156	286	303	878	-	-	100	878
Reconciliation	-	-	410	591	424	295	282	42	1001
Mediation for Walk in Clients	119	148	363	679	823	107	379	63	1,309
Legal representation	-	-	111	374	272	107	36	56	485
Diversion for Children in contact with the Law	118	178	-	-	109	187	-	37	296
Coaching on self representation			26	105	115	-	16	88	131
Court representation for juveniles	3	34	-	-				0	37
Total	373	516	1196	2052	2621	696	713	63	4,137

Source: LDC legal aid clinic

Output 1.5.2: Legal Aid Service Providers (LASPs) Coordinated and regulated

The Law Council has the mandate of regulating the legal profession including supervision of legal aid service providers. In the reporting period, the Sector supervised and inspected 53 LASPs of which 49 were approved, while 4 were not approved for not meeting the required standards.



Consultant presenting draft Advocates (Paralegal) Regulations, 2017 to Law Council and Stakeholders at a validation DGF supported workshop

During the inspections various observations were made including: failure to apply for inspection; lack of required staffs such as Paralegals and Lawyers; change of address without giving notice to Law Council among others.

To address these issues, it was resolved that: the Law Council makes information flyers for LASPs; undertake awareness workshops for LASPs and other stakeholders to ensure that performance in legal aid is improved. The Law Council conducted a validation workshop of the draft Advocates (Paralegal) Regulations, 2017; draft Law Council Strategic Plan and draft proposed Amendment to the Pro Bono Regulations at a DGF supported workshop.

The Council also conducts inspection of all law firms' country wide to ensure that chambers of advocates are decent and well stocked with law books before Certificates of Approval can be issued. In this period, a total of 1087 law firms were inspected out of which 950 law firms were approved and 137 law firms were not approved for noncompliance with the requirements.

Table 1.5.3 law firms inspected

Year	Inspected	Approved
FY 2017/18	1087	950

Factors that affected performance under this activity include: change of location while some law firms were found closed during inspection especially upcountry. Others did not possess the necessary requirements to be approved. As a way forward, advocates will be sensitized on compliance with the requirements.

Output 1.5.3: laws promoting legal aid proposed for enactment

The legal aid policy was submitted to cabinet and no substantive progress was registered in the reporting period. There is need to identify champions in Cabinet and Parliament to fast track this bill.

Output 1.5.4: Self-represented litigants support systems improved

The Sector strategized to link remand prisoners to other social actors so as to reduce remand population in prisons. In the reporting period, a total of 11,789 inmates in prisons were linked to actors of criminal justice system. Paralegal Advisory Services funded by Democratic Governance Facility (DGF) covered 70% of the remand inmates. These two interventions resulted in many of the inmates getting bail, acquittals, early convictions and community service sentences. These interventions contributed to the reduction of the remand population from 52.4% to 51.4%.

The Sector coached 131 inmates (26 females) at the LDC Court on self-representation. This led to the appreciation of court proceedings by the clients and faster handling of cases by the judicial officers. Furthermore, the 6 legal aid clinics under LDC handled 3815 clients (810 female) walk in clients who were significantly more than the 329 handled last financial year. Most walk in clients had family related cases i.e. succession, child neglect, domestic violence matters. Walk in clients are provided with free legal aid services in terms of counseling and legal advice whereas the petty offenders are provided free legal advice as well as coaching on self-representation.

JCU also supported people to build their capacity in self-representation in court. As a result, a total of 170 (63F) cases were processed in the course of the reporting period of which 30 (12F) successfully concluded their cases.

Self-represented litigants manual was prepared and is available. The Sector however must ensure its accessibility in languages understood by the community.

Strategic Output 1.5.5 ADR enhanced

During the period under review, the UHRC successfully mediated a total number of 89 cases, Mediations (ADR) are conducted to give quick remedies particularly to the vulnerable persons especially women and children. The UHRC through the tribunal system resolved a total of 199 complaints (174 awarded, 20 dismissed and 5 amicably settled) and a total of 720 matters were fully investigated.

ULS conducted training for advocates and paralegals on Alternative Dispute Resolution with emphasis on Arbitration, Mediation to enhance their skills on alternatives to the formal Justice to embrace informal methods of resolving disputes. Emphasis during the training lay on Arbitration, Mediation and Conciliation, as well as benefits of using other dispute resolution mechanisms. The skills gained would help to resolve a number of cases through mediation as opposed to litigation which takes longer and has led to case backlog in courts of law.

Strategic intervention 1.6: Strengthen measures to effectively and efficiently prevent and respond to crime.

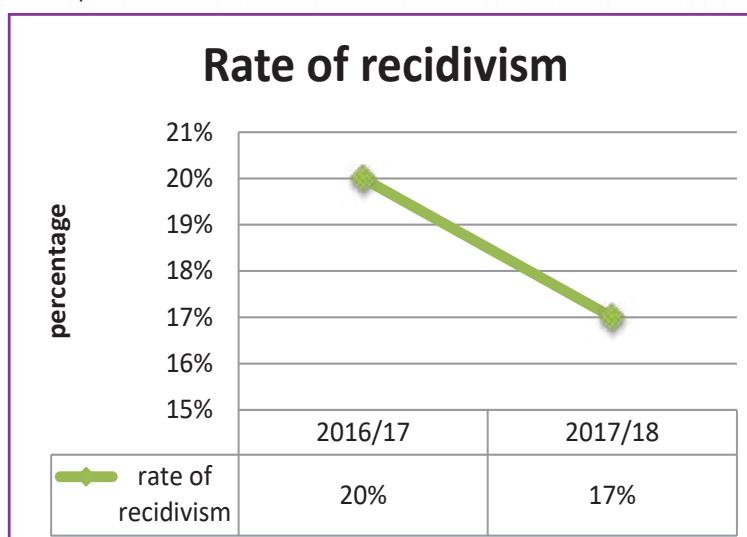
The capacity to prevent and respond to crime is essential in ensuring law and order in the country. Key among the critical components is strengthening the capacity of crime fighting agencies including investigation, prosecution and correctional institutions to reduce the crime rate and effectively and efficiently respond to crime. In addition, the Sector implements specific measures to boost rehabilitation of offenders including juveniles to reduce the levels of recidivism.

Table 1.6 performance indicators –crime prevention and response

Performance Indicators	Baseline 2016	Target 2017/18	Performance 2017/18	Target 2021
Reliability of policing services (index)	4.0	4.1	3.8	4.4
Conviction rates	60.1%	61%	62.0%	65%
Recidivism	21%	21%	17%	17%
Proportion of convicts sentenced to community service	45%	50%	48.5%	55%

According to the Global Competitiveness report of 2018, Uganda’s reliability of policing service (index) had a slight drop from 4.0 in 2017 to 3.8 in 2018 as shown in table 1.6 partly due to the low police numbers and limited use of technology. The Sector continues to strengthen policing services through provision of infrastructure, automation of systems, and training of officers in various areas including human rights based approaches. In addition, innovations such as UPF MOBI APP and SUMA APP that the UPF has put

in place will go a long way in bringing services nearer to the people. As a result of investments into crime fighting agencies the conviction rate increased to 62% from 60% in the previous years. Investments in rehabilitation of inmates led to a reduction in the rates of reoffending from 20% to 17%. The Sector also registered a 7% increase in the proportion of eligible convicts sentenced to community service.



The daily average population of prisoners in custody has been on the upsurge from 30,509 prisoners in FY2010/11 to 53,033 prisoners in FY2017/18– an Annual growth of 8.3% against the 3.0% National population growth.

Figure 01: Prisoner Population Trends

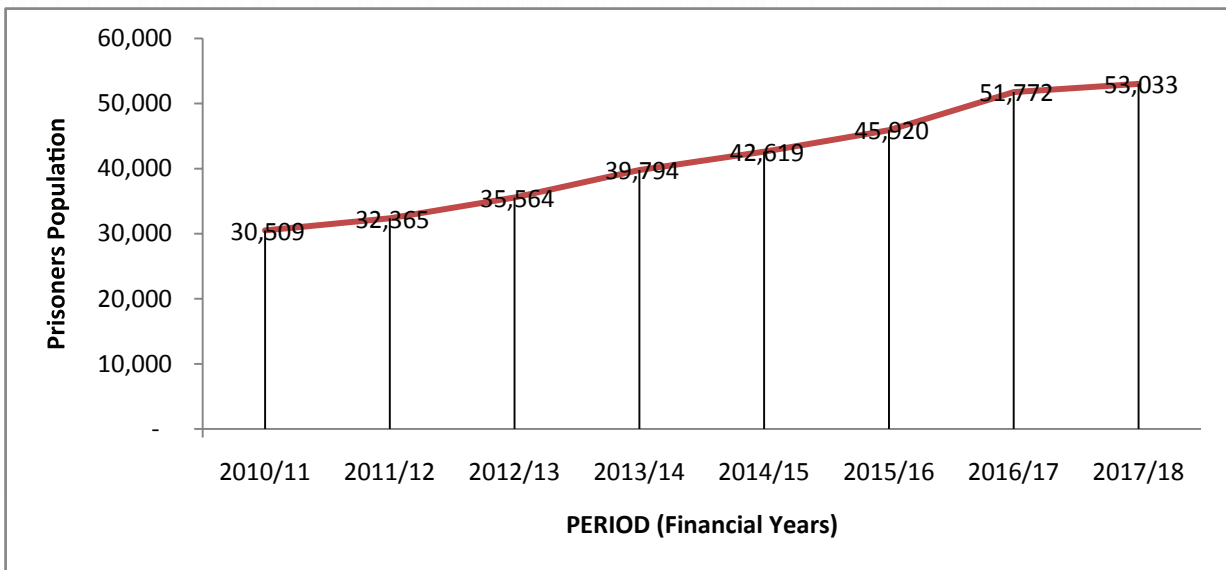
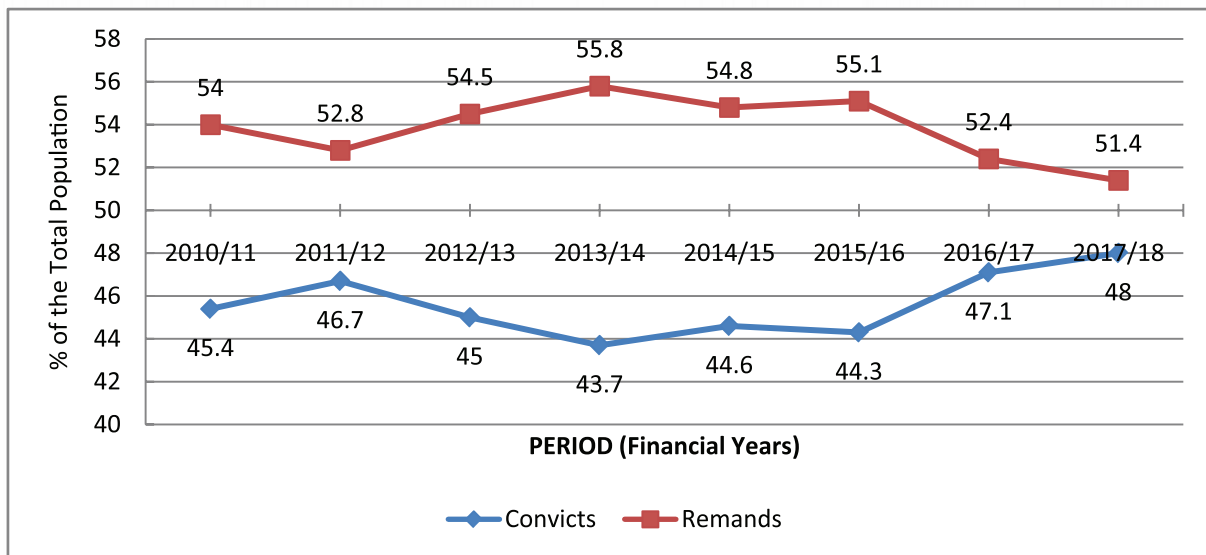


Figure 02: Proportion of convicts and remands to the total population (Trend)



Source: UPS data base

Under the Sector SDPIV, efforts have been concentrated on reducing the proportion of remands in custody to below half of the population of prisoners. However, it is evident that the proportion of remands to the entire prison population has persistently lingered above 50% between FY2010/11 and FY2017/18. Nevertheless efforts were made and the proportion of remands reduced from 52.4% to 51.4% in the same period as indicated in figure 02.

Table 1.6.0 comparison of performance against reliability of policing in the region

Reliability of Policing service		
	2016/17	2017/18
Uganda	4	3.8
South Africa		3.2
Zambia	3.4	3.7
Kenya	3.9	4.1
Tanzania	4.3	4.4

Output 1.6.1: Crime fighting agencies strengthened

The Sector planned to strengthen crime fighting agencies through training of Peace Actors in basic Conflict Prevention Management and Resolution (CPMR); provide psycho-social support to inmates; procurement of 5 specialized canine carrier vehicles for 5 regions; reintegration of 200 offenders; procurement of specialized dog handling and training equipment; use of performing arts in rehabilitation of offenders; re-arrest of community service defaulters; strengthen monitoring of Private Security Organisations; procurement of vehicles for CID to enhance speedy investigations (Gender sex crimes, Transitional Justice, Police surgeon East Kyoga and case management).

Police Organizational Structure:

Following changes in the police leadership, UPF was re-organized by merging and eliminating some directorates and units to enhance effectiveness and efficiency of key functions especially the CID, Parliament, Oil and Gas. UPF acquired equipment including helicopters and vehicles to enhance response and investigations. Police received a Bell Helicopter (picture below) after refurbishment bringing the number of Police helicopters to three (3). The UPF also procured specialized dog handling and training equipment while procurement of 5 specialized canine carrier



vehicles is still ongoing due to failure to get a supplier within the available budget. In order to enhance investigations, 3 double cabins (picture above) were procured for CID. The vehicles are expected to speed up investigations of SGBV crimes and in Transitional Justice. A double cabin pickup for Directorate of Research, Planning and Development was also procured. In addition, to the existing toll free numbers, the police set up a 24 hr call centre and three toll free numbers 0800199990, 0800199991 and 0800199992 was established to handle emergencies of kidnap. The 999 emergency response systems was reactivated. Furthermore, the police enhanced the

use of interactive social media platforms especially for surveillance for cybercrime and timely feedback to public. The impact of the above investments is reflected in the crime statistics in the recently released annual crime report 2017. According to the Annual Crime report 2017 there was an increase of 3.3% in cases reported to police from 243,988 in 2016 to 252,065 however only 112,527 cases (44.6%) were criminal. This is attributed partly to the proximity of the UPF as well as confidence people have in the institutions as place of first contact in the administration of justice and maintenance of law and order. This implies therefore that the overall crime rate reduced from 292 in 2016 to 287.9 per 100,000 persons given the current population estimated at 39.3million by UBOS.

Table 1.6.1 selected reported crimes

Category	2016	2017	% change
Murders/ homicide	4,315	4,473	3.7
Defilement	17,395	14,985	-14
Domestic violence	13,132	15,325	16.7
Child Related Offences	14,943	15,093	1
Fire Incidents	1,356	1,099	-19
Robberies	7,257	6,850	-5.6

Source: UPF crime report 2017

Murders/ homicide accounted for 4,473 cases compared to 4,315 cases in 2016 reflecting a 3.7 % increase. The motives behind the killings included land wrangles, dissatisfaction with delayed/ omission of justice, family misunderstandings and business rivalry among others.

Table 1.6.1.2 Homicides

Category of death	2017	2016	% age
Shooting	167	171	-2
Mob Action	603	580	4
Domestic violence	361	401	-10
Poisoning	95	133	-29
Fire	124	67	85
Others causes	3,123	2,963	5

Source: UPF crime report 2017

In terms of geographical locations, the Districts/Divisions that registered the highest cases of murder were Mbarara, Hoima, Masaka, Iganga, Kamwenge, Mayuge, Ntungamo, Sheema, Bundibugyo, Kamuli, Kira Rd and Katwe Division.

Defilement: 14,985 cases were reported in 2017 compared to 17,395 cases in 2016, thus giving a decrease of 14 %. Of these 4,651 cases and 4,751 suspects were taken to court, out of which 609 cases secured convictions, 20 cases were acquitted, 318 cases were dismissed and 6,807 cases are under inquiry. The districts with the highest cases have continued to be Lira, Mbale, Gulu, Kibuku, Serere, Kamuli, Mubende, Buyende, Mayuge, Arua and Dokolo.

Child Related Offences: 15,093 Child related cases where children/juveniles were direct targets/victims of crime, were reported in 2017 as compared to 14,943 in 2016 reflecting 1% increase.

Domestic violence: In 2017, a total of 15,325 cases of Domestic Violence was reported compared to 13,132 cases in 2016 giving a 16.7% increase. The districts with highest prevalence were Kumi, Kyegegwa , Tororo, Lira, Kamwenge, Jinja and Mbarara. 15,544 people were victims of Domestic Violence, of whom 3,498 were male adults, 10,833 were female adults, and 573 were male juveniles and 640 female juveniles.

In terms of performance, 66,626 cases were investigated and taken to court, an increase of 10.2% from last year were 60,462 were investigated. A total of 77,675 suspects were taken to court including 71,680 male and 5,995 were female suspects.

Table 1.6.1.3: cares report to police

	2015	2016	2017
Total cases reported	257,774	243,988	252,065
Criminal cases	102,900	102,183	112,527
Under inquiry	200,236	183,526	102,648
Cases taken to court	58,535	60,462	66,626
Suspects taken to court	69,384	75,477	77,675
Convictions	16,119	17,477	18,961
Acquittals	1,048	1,184	1,419
Dismissals	8,646	9,457	9,613
Pending in court	32,722	32,344	36,633
Case back log	101,904	95,270	105,017
Detective case work load	24	24	27
Crime rate	296	292	287.9

Source: UPF crime report 2017

Fire: A total of 1,099 fire emergencies were handled in 2017 compared to 1,356 in 2016 giving a 19% decrease. The number of people injured in fire incidents decreased from 59 in 2016 to 36 in 2017. And those that died reduced from 32 in 2016 to 23 (females 13). In other emergency operations, a total 107 (females 30) were rescued while 88 (females 22) bodies were recovered.

As part of the efforts of strengthening crime fighting agencies, the Sector through MIA established peace committees and trained 168 Peace Actors in Basic CPMR skills from the sub counties of Ngamba, Karugare and Bubukwanga in Bundibugyo district in Rwenzori region. Additionally, MIA with UNDP support established 4 District Peace Committees and trained 119 Peace Actors from the districts of Kagadi, Kiryandongo, Kakumiro and Kibale in Albertine region. The stakeholders comprised of security, political, religious and cultural leaders; women and youth representatives; media and technical officers

Building on the efforts of the previous financial year when National Focal Point (NFP) established Conflict Early Warning and Early Response (CEWERU) structures in the hot spot districts of Kasese, Bundibugyo, Ntoroko and Fort-Portal, a resolution was made to deepen the initiative to the conflict spot Sub county levels. The NFP rolled out the CEWERU mechanism to address the emerging conflicts of land, natural resource based conflicts, discoveries of oil and gas in the Albertine sub region and ethnic tensions in the Rwenzori sub region.

UPS procured two additional Belgium puppies to strengthen the canine unit bringing the total number of security dogs to 8. In addition, 100 digital cameras were procured and deployed in 100 prisons stations. Five under search mirrors and 50 heavy duty torches were delivered to Jinja Main Prison. With the increased security, the escape rate reduced from 7.5 to 3.1 per 1000 offenders.

ODPP held an Inter-agency coordination training meeting on MLA and extradition in November 2017. The was attended by 40 participants drawn from the Attorney General's Chambers, ODPP, Interpol, and Ministry of Foreign Affairs with the aim of helping participants understand individual institutional mandates in judicial cooperation on criminal matters. Strategies to improve coordination were devised and recommendations made for expedited enactment of legislation on Mutual Legal Assistance.

In addition the inter-agency network emphasizes promotion of MLA, Extradition and exchange of Fugitive offenders within the Region. This will result in connecting Central Authorities, facilitating formal and informal cooperation in criminal matters, sharing of best practices, addressing challenges and recommending solutions to address cross border crimes.

Output 1.6.2: comprehensive standards for investigation, prosecution, adjudication and correctional services developed and maintained

The Sector planned to develop and print minimum service delivery standards for DCIC; develop ODPP inspection guidelines; prepare and present social inquiries to courts; develop legislation to address medical negligence; develop SGBV guidelines; conduct social reintegration; conduct preenactment advocacy for the Evidence Act and Witness Protection Bill; develop UPS offender rehabilitation model; support offender rehabilitation projects; review of Criminal procedure Code Act.

ODPP undertook a survey to develop a database and guidelines on investigation and prosecution of land crimes in Arua, Nebbi, Masaka, Kyotera, Rakai, Mityana, Mubende, Kibaale, Jinja, Iganga, Kamuli, Amuru, Gulu, Tororo, Mbale, Busia, Masindi, Nakasongola, Luwero, Manafwa, Sironko, Kapchorwa, Lira, Kiryandongo, Apach, Sheema, Mbarara, Ntungamo, Fort portal, Kasese and Kyenjojo.

The use of prosecution-led-investigations (PLI) in anti corruption, SGBV and children related cases was promoted. On average the investigations were concluded with 44 working days, case files for a decision to prosecute or not were perused within 18 working days, case files were sanctioned within 2 working days well within the set time limits as set out in the prosecution standards. Anti-Corruption and money laundering cases were concluded within average duration of 56 working days and 7% of proceeds of crime recovered out of orders issued, against the targets of 132 working days and 20% proceeds of crime recovered out of orders issued, respectively. Despite the

above performance the ODPP in the reporting period was affected by the Prosecutors industrial action, low investigative capacity of investigators, understaffing of prosecutors, lack of full control over investigators, emerging crime trends and complexity of cases. At the Anti-Corruption court, performance was affected by the ongoing valuation process of other properties, high cost of valuation, understaffing in Government Valuation Department, the need for surveyors to open boundaries, delayed Appeals process, and lack of laws on Asset Recovery and Management. The ODPP's absence in 19 districts compels it to rely on Police Prosecutors to prosecute criminal cases. This however may compromise the quality of prosecution services since the same police officers are the investigators of what they prosecute. The absence of law on MLA (except under the Money Laundering Act), the outdated Extradition Act and other Law reforms that will enable ODPP appeal against sentences issued. Law reform on Appeals and Miscellaneous applications originating from the Court Martial should be fast tracked.

The prosecution guidelines for victims' rights and witness protection were drafted. These will serve as reference point for managing victims of crime and protection witness.

The Sector through Community Service program prepared 5,689 social inquiry reports. These reports enabled judicial officers make informed decisions on issuance of community service orders and eventual placement. The performance reflects a 30% reduction in number of reports prepared compared to 7,371 of last year due to weaknesses in the probation function and limited support to community service committees at district level.

Social reintegration: Social reintegration is very significant in community corrections as it facilitates offender rehabilitation and resettlement in communities. During the reporting period a number of programs and interventions aimed at supporting offenders, victims and reduce on rates of recidivism were implemented. The activities comprised of Counseling, Home visits, follow up of offenders at placement institutions, conducting reconciliatory meetings and identifying peer support persons. A total of 6,822 offenders were counseled, 979 home visits conducted, and 292 reconciliatory meetings conducted as in the table 1.6.2.0 below

Table 1.6.2.0 Social reintegration activities for F/Y 2017/18

Region	Counseling	Home visit	Reconciliatory meetings	Peer support	Offender placed on projects
North	592	128	88	96	152
West	780	119	33	32	175
Kampala Extra	2,055	187	42	14	224
Central	1,270	97	46	47	187
East	1,157	255	22	26	181
West Nile	563	103	40	19	121
Rwenzori	405	90	21	24	10
Total	6,822	979	292	258	1,050

Source: Community service management information system

The directorate identified 258 exemplary ex-offenders as Peer Support Persons who were involved in the sensitization of offenders and awareness creation in the communities. Community Service Orders: A total of 9,893 (81.4%) Community Service Orders were profiled and managed under the social reintegration mode against a target of 12,160. The results show 20% decline in community service orders issued as compared to the 12,353 orders issued in 2016/17. The number of men issued with community service still remains high with 8,935 orders compared to 958 orders issued to women.

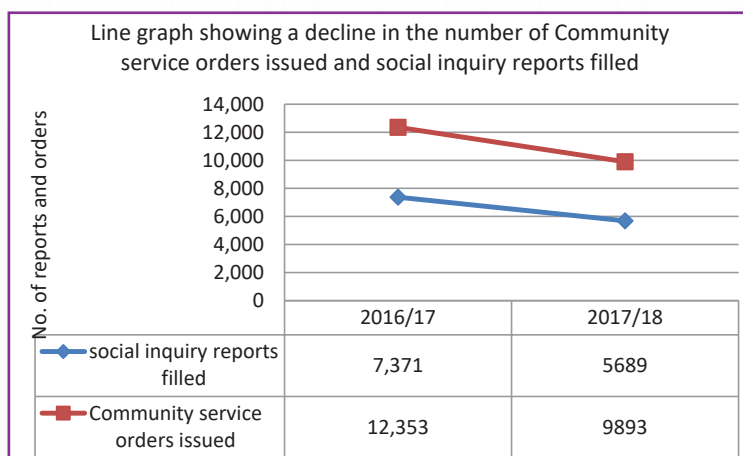
Table 1.6.2.1 orders issued by region

Region	Females	Males	Total	Target	%
Central	168	1381	1549	1550	99.9
Eastern	173	1740	1913	2000	95.7
Kampala	235	2943	3178	5000	63.6
Northern	252	1299	1551	1900	81.6
Western	130	1572	1702	1710	99.5
Total	958	8935	9893	12160	81.4

Source: Community service management information system

Of the 9,893 orders issued a total of 304 offenders representing 3.07% absconded; out of which 43 were re-arrested and sentenced to prison.

The Sector continues to put emphasis on offender empowerment projects to enhance offender skills in areas of tree nursery management, brick laying and carpentry. Under the tree nursery project, 1,050 offenders were placed at the nurseries. As a result, 103,827 seedlings were raised out of which 58,515 were distributed to various placement institutions in 21 districts. The tree nurseries are also in line with the directorate's commitment to mainstream environmental issues in its programmes. In addition 15,000 bricks were made and used to construct a latrine and a female cell at Mayuge Police station.



Rehabilitate reform and reintegrate offenders in Prisons:

The rate of recidivism reduced from 20% in 2016/17 to 17%. This positive change is attributed to the social rehabilitation programmes namely; formal and informal education, vocational skills, psycho-socio treatment programs for behavioral change, and guidance and counseling.

During the reporting period, 165 inmates sat for PLE of which 144 (87%) passed the examinations compared to a pass rate of 89% (126) of the 141 who sat in FY 2016/17. Under the Uganda Certificate of Education (UCE) 54 sat for the examination of which 53 (98%) passed compared to 44 who sat in

FY 2016/17 with a pass rate of 91%. Under the Uganda Advanced Certificate of Education (UACE), 100% of the 24 candidates passed their exams.

Under tertiary education 87 inmates graduated; 64 with Diplomas in Business Administration and Accounting of Makerere University Business School and 23 with Degrees from the University of London.



Inmates that graduated at Luzira Upper Prison under the MUBS partnership, seated is the Hon.M Obiga Kania Minister of state MIA.

Psycho-social life skills training: A total of 4,606 inmates underwent psycho-social life skills training aimed at equipping them with the necessary skills in handling peer pressure, anger and emotional management, interpersonal relationships, parenting skills, communication among others.

Guidance and Counseling of inmates: Counseling was used as a social rehabilitation tool to address inmates' life challenges which led them to commit crimes and as a process of offender reintegration. A total of 58,847 were counseled. Relatedly 66,793 inmates underwent spiritual reformation.



Inmates undergoing training in U.G Prison Mbale

In partnership with Advance Africa, 545 inmates were trained in small business skills to become self-sufficient upon integration into the community. The inmates were also provided with soft loans as seed capital to start small income generating activities. This is aimed at enabling them to live meaningful and productive lives after release.



Inmates undergoing confirmation service at Luzira

Reintegration and Aftercare Services: The UPS under the "from prison back home project" reintegrated and resettled 1,578 ex-offenders; out of these, 280 ex-offenders were provided with referrals and post release counseling. These were mostly high risk offenders whose

communities were reluctant to easily accept them back. In addition, 217 reconciliation dialogue meetings were facilitated to promote peaceful co-existence in the community.



Inmates of U.G Prison Orom-Tikau after training in entrepreneurship



A pre-release visit to a family of an inmate

Table 1.6.2.2 offender rehabilitation

	2016/17 (baseline)	2017/18
formal education	3,214	3,992
Agriculture and vocational skills	14,248	22,012
guidance and counseling	56,806	57,336
psycho-socio treatment programs for behavioral change	3,869	354
trade tested in vocational trades	122	61
Enrolled for FAL	1,090	
offenders reintegrated back into their respective societies	3,500	1,298

Other activities undertaken in the year included-

- Development of a legislation to address medical negligence to reform the law on medical negligence and provide recourse for acts or omissions by medical professionals that deviate from the accepted medical standard of care and contribute to death, damage or injury to a patient. Stakeholder consultations were undertaken to collect views that will inform the proposed legislation. The study is due to be finalized in FY2018/19
- Review of the Evidence Act to provide for the use of technological advancements, management of identification and preservation of evidence, provision of expert evidence and introduction of pre-trial hearings in magistrate’s courts. An advocacy program on the proposed amendments was undertaken through regional workshops, distribution of advocacy materials, and circulation of the proposals through newspaper supplements and publication of the report.
- Advocacy program for the witness protection bill through engagement with Members of Parliament, distribution of advocacy materials, airing of spot messages and skits, publication of newspaper supplement. In addition, the Sector disseminated the draft bill among police officers at Kabalye Training School in Masindi District and senior police officers at the Senior Police Command School in Bwebajja.
- Review of The Criminal Procedure Code Act (CPCA) to identify gaps in the law and provisions that are inconsistent with the Constitution. The Sector gathered data from relevant

stakeholders that will inform the recommendations for an amendment bill. Some of the issues being explored under this review include those of arbitrary detention, the conduct of searches upon persons arrested, the management of medical examination of arrested persons, the process of identification of suspects, the relevance of assessors and the management of committal proceedings among others.

Output 1.6.3: Increased use of scientific evidence in crime management

The DGAL Gulu regional forensic laboratory was completed and equipped with fridges, freezers and furniture in a bid to fully operationalize it. In addition a double cabin vehicle for transporting exhibits was procured. Furthermore, Atomic Absorption Spectrometer (AAS), Genetic Analyzer /DNA Equipment, Gas Chromatography Mass Spectrometer, High Performance Liquid Chromatography (HPLC) were delivered and installed.



Left: DGAL Gulu Regional Laboratory Right: Double Cabin Pick Up Vehicle For Transportation Of Exhibits From Exhibit Collection Centers And Regional Labs.

A total of 7500 victims of SGBV were examined and 1897 postmortem examinations conducted by the 12 police medical surgeons and district medical personnel. The increased availability and usage of Police form (PF) 3 has made the process easier.

A total of 50 [15F] Scene of Crime Officers (SOCOs) were trained on scenes preservation, exhibit identification & collection and storage at Kabalye. So far 240(40%) of the existing 650 SOCO have been trained. However, the force requires 2000 SOCOs to serve the entire country. SOCO training and materials are expensive and therefore not all requirements were procured.

The UPF also planned to procure and install phase one of the Automated Biometric Information System (ABIS) at UGX 18Bn. This was not funded but it is being considered under the CCTV project and the Regional Forensics centre of excellence which have components of a DNA data base equipment and IBIS

Output 1.6.4: neighborhood watch programmes and community policing enhanced

The UPF conducted Regional Community sensitization awareness programs on crime prevention, management and responsibilities; re-orientation of Station Commanders on Station management and crime prevention strategies in thirteen Police regions of Masaka, Luwero, Busoga, Kigezi, Karamoja, Kapchorwa, Mpigi, and Fort Portal. These were in form of 65 community Policing

meetings conducted in universities, secondary and tertiary schools, prominent business centres and police stations. A total of 1,352 Police officers, 2,453 members of public and 2,190 students participated.



Left: DGAL Gulu Regional Laboratory Right: Double Cabin Pick Up Vehicle For Transportation Of Exhibits From Exhibit Collection Centers And Regional Labs.

Strategic intervention 1.7: Stakeholders empowerment and enhanced access to legal information

Limited legal information on JLOS services affects the ability of public to leverage and take advantage of services offered. The Sector under SDP IV prioritized creation of awareness of JLOS services through sensitization, education and setting up functional customer relationship management desks in at least 40% of all JLOS service points; and increase the proportion of the public aware of JLOS services to 90% by 2021 in order to empower them to demand for the services. Currently according to the UBOS National Governance, Peace and Security Survey Report 2017 the overall level of awareness of JLOS institutions by the population aged 18 years and above was 86 percent. However, variations by region were observed, awareness was almost universal among persons living in Western Uganda (95%) and lowest among those from Central (76%). This is consistent with the LASPNET report 2017 which also reported 82% public awareness. This performance is attributed to community awareness programmes, the use of print and electronic media as well as the increased geographical spread of JLOS institutions country wide. The Sector also invested in



Justice Arach Amoko receiving an award as the best evaluated Justice under the Judiciary score card 2017/18

the establishment of customer relationship desks at service points and increased coverage from six fold to 37% more than double the annual target.

Table 1.7.0 Performance Indicators-stakeholder empowerment

Performance Indicators	Baseline 2016	Target FY 2017/18	Performance 2017/18	Target 2021
% of JLOS service points with functional customer relationship management desk	08%	15%	37.7%	40%
Proportion of the public aware of JLOS services	75.3%	80%	86% ⁷	90%

Output 1.7.1: Customer relationship management and information desks established at JLOS service points

The Sector planned to equip customer care and information desks; train MIA staff in customer care; evaluation and review of the UHRC Client Charter and assess its impact.

Table 1.7.1 service points with customer desks

Institution	Number of Service Points	Service Point with Customer desks
MoJCA	7	0
UPF (at district level)	140	140
UPS	272	50
LDC	2	1
URSB	7	7
MIA	1	0
ULRC	1	1
UHRC	10	10
DCIC	39	1
ULS	16	16
DGAL	4	0
JSC	1	1
Judiciary	383	99
ODPP	101	72
TAT	4	1
NIRA	117	1
MoGLSD	10	2
	1,065	402

Out of 1065 service points the Sector has established customer relationship desks at 402 service points translating into 37.7% coverage as shown in the table 1.7.1.

To measure public satisfaction, JLOS with SEMA initiated and piloted a programme at 5 JLOS

⁷UBOSNational Governance, Peace andSecurity Survey Report2017

service points in Kampala to listen to citizens at the moment that matters most, and capture their sentiments in real-time. SEMA is a social enterprise that supports public institutions in gathering feedback from citizens on their services. SEMA is currently exploring both online and offline solutions to gather useful citizen feedback on public services. Under the pilot daily satisfaction rates were monitored using digital tools between March and July 2018, volunteer-based face-to-face interviews at 5 public points of interaction and hardware systems for quick feedback voting. The service points included Ntinda Police station, CPS Kampala, Kira Road police station, Nakawa Chief Magistrate's Court, DCIC headquarters, and UHRC central offices. SEMA generated on average 500 citizen reports per month at various public services in Kampala.



SEMA hardware system at Ntinda Police station

The system was found beneficial because it provided for;

- * Anonymous data collection that is geared at the users' needs and comfort, generating more data than every traditional surveying method – accessible for illiterate.
- * Both offline and online tools for gathering data, in Luganda and English.
- * Real-time data that allows you to see your office performance from day to day, accompanied by in-depth data collection that allow you to understand where the problems and opportunities for improvement are.
- * Comparison of different offices/service points, based on their performance.
- * Insightful and actionable (weekly or monthly) data reports.

From the pilot the average rate of satisfaction on a scale of 1-5 was 3.1 and within three months of operation, service delivery improved in 5 out of the 6 offices, officers used the monthly reports for improvement and individual initiatives to improve services at various locations such as regular office cleaning were launched. The reports were also useful in staff meetings to improve performance. The Sector has from the pilot established that

- * Users of public services feel their voice is being heard and matters. This creates a sense of comfort that makes them return to your office.
- * Officers feel their daily actions are monitored and are accounted for on a daily basis, leading to improvement in service delivery from day one.
- * Officers learn what could make their service increase in value, and are applauded for good performance. SEMA
- * Managers can monitor the performance of their offices and can measure the impact of new interventions. If change is implemented, citizens feel public services are accountable and transparent, creating more legitimacy for the office.

During the reporting period, the Sector trained 467 staff across the various institutions in Customer Care, Performance Management and Communication as in table below.

Table 1.7.1.2 staff trained in customer care

Institution	Number of Staff trained
UPF	92
UPS	300
URSB	48
MIA	27

MIA trained 25 staff in customer care and performance management conducted by UNAFRI. The training included among others attitude management, ethics and integrity at the work place. In addition, 2 front desk secretarial staff were trained in Customer Care, Performance Management and Communication at Civil Service College, Jinja. The trainees were equipped with skills to better handle both internal and external clients which is core to improving performance.

URSB trained 48 staff in customer care in a bid to enhance their capacity in executing their duties. These included front desk officers, office attendants, administrative assistants, client relations officer, communication specialist, personal secretaries, project support officers, stenographers, data entry clerks and human resource officer.

UPS conducted customer care and management trainings for 300 junior staff who interface with the public on daily basis. These included court orderlies, station orderlies, receptionists and gate keepers. UPS also established 25 customer relationship desks that will be used by the trained officers. This will improve customer care services in the institution.

UPF trained 92 (16 Females) Officers in peace, conflict resolution and customer care at Police Senior Command and Staff College, Bwebajja. The selection of senior and middle level command participants was intended to improve the supervision of the junior officers in matters of customer care.

The ODPP procured and distributed Christmas cards (3000 pieces), diaries 800 pieces calendars (desk 400 pieces and wall 300 pieces) to staff and other stakeholders as a way of creating awareness about ODPP and its role in criminal justice. As a result public knowledge about ODPP increased from 40% in 2015 to 69% in 2017 according to the Laspnet Report on Access to Justice 2017.

The ODPP established mechanisms of handling public feedback on its services including; public complaints/information desks, suggestion/complaints' boxes, toll free communication, information boards and open door policy. These help in improving services and dispensation of justice. Targets are set for managing feedback, and in the reporting period, 94% public complaints against criminal justice processes were attended to, and 89% complaints against staff were attended to. This performance is against the target of 95% public complaints against criminal justice processes attended to, and 95% complaints against staff attended to.

Output 1.7.2: Periodic service user dialogues, JLOS Open day and awareness weeks conducted

Under this activity, the Sector planned to rollout Small Claims Procedure; conduct regional outreach sensitization workshops for 150 advocates in northern Uganda; Court User Committee activities; school sensitization in 100 secondary schools (Human Rights Peace clubs) through the production of IEC materials on importance of constitutionalism; civil user committee meetings with the InterReligious Council; conduct user committee meetings on doing of business with URA, KCCA, NIRA and Ministry of Local Government.



Anti-corruption department members pause for a photo with the DPP at the Anti-corruption open day function in Kololo, Kampala

Judiciary rolled out the Small Claims Procedure to the Courts of Oyam, Apac, Kamuli, Mitooma, Ntungamo, Kanungu and Kisoro. This brings the number of courts with small claims procedure to 46 (22.3%). The rollout exercise included public sensitization, media outreach and Court Open days in the target Courts. With support from JLOS, the Judiciary facilitated Court User Committees in the Courts. This has enabled lay court users to understand the process and procedures and strengthen collaborative engagement to address local constraints and share information.

ODPP organized and participated in 5 Anti-corruption open days in Kampala, Kabale, Mukono, Rakai and Bushenyi to show case their services and respond to issues raised by the public towards their operations. In addition, they participated in Public Service day celebrations and in the Tax Payers appreciation week.

In the reporting period, the Sector planned to facilitate 127 DCCs, 18 RCCs and DPP/CID coordination meetings. As a result, 127 (100%) operational DCCs, and 15 operational RCC (83%) were facilitated to conduct inspection, case management meetings, outreach activities and open days. A total of 168 DCC community outreach programs; 119 monthly meetings and 92 monthly inspections of detention facilities and other JLOS institutions were conducted. The RCCs conducted 19 quarterly inspections of detention facilities and other JLOS institutions; and 21 quarterly evaluation meetings. In addition, quarterly reviews and 26 open days were held. These improved inter-institutional coordination and communication resulting into fast tracking of cases, ensuring quality assurance and awareness creation. The programs of DCCs and RCCs feed into the National Level Sector structures including the Leadership committee, steering committee and working groups.

JLOS in conjunction with Austrian Development Cooperation (ADC) organized a media visit under the theme, "Challenges affecting criminal justice delivery" in Arua. The participants included journalists from Austria who had come to visit criminal justice delivery institutions, such as Uganda Prisons, Uganda Police, Courts of Judicature and ODPP stations in Arua.

Online presence of JLOS Institutions: The Sector maintained an online presence through websites and social media platforms including Facebook and twitter as presented below.

Table 1.7.1.3 on line presence of JLOS institutions

Institution	PRO Office	Website	Social Media
Secretariat		✓	Facebook, twitter
MoJCA	✓	✓	
UPF	✓	✓	Facebook, twitter
UPS	✓	✓	Facebook, twitter
LDC	✓	✓	Facebook
URSB	✓	✓	Facebook, twitter
MIA	✓	✓	
ULRC	✓	✓	Facebook
UHRC	✓	✓	
DCIC	✓	✓	Facebook, twitter
ULS			Facebook, twitter, instagram
DGAL		✓	
JSC		✓	Facebook
Judiciary	✓	✓	Facebook, twitter
ODPP	✓	✓	Facebook
TAT			
NIRA	✓	✓	Facebook, twitter, instagram

The Sector through UHRC conducted sensitizations in 67 schools; established 27 new Human Rights peace clubs and trained teachers, headmasters, patrons and students of Moyo, Mityana, Wakiso, Kasese, Kibaale, Jinja, Lyantonde, Kyotera, Kabale, Sembabule, Kalungu, Bukomansimbi, Sheema, Moroto, Nakapiripirit, Napak and Mbale.

URSB held 20 User - committee meetings on doing of business with URA, KCCA, NIRA, MoL G, Bankers, ULS, Institute of Certified Public Accountants (ICPA) as well as 2 user meetings with Intellectual Property (IP) practitioners. In addition, stakeholder meetings were held with the Lango Cultural Foundation, Toro Kingdom, National Women’s Council, Uganda Human Rights Commission, Uganda Law Society, UWOPA, Refugee Law Project, Ministry of Defense Ministry of Public Service, Bank of Uganda and KCCA.

Output 1.7.3: civic education on administration of justice and maintenance of law and order conducted

The Sector planned to review and update the citizen’s handbook on law and administration of justice; enhance awareness on community service; implement the JLOS IEC strategy; reprint the Local Government Act, Cap.243; conduct public awareness through spot messages on topical access to Justice issues for JCU; develop radio jingles on diversion of juveniles in 4 regions; awareness creation programs to enhance knowledge and information on law rights obligation and duties by users of Administrator Generals services; proofread and edit revised laws; radio and TV sensitization on mob justice, land dispute resolution, domestic violence, trial procedures, FMG

law, and popularization of new laws including jingles; school sensitization in 100 primary schools through production of IEC materials on children rights and SGBV protection laws.

JSC continued to empower Ugandans to demand for JLOS services as per their user entitlement through radio sensitisations. A total of 58 radio talk shows were conducted in the 27 districts of Kasese, Bushenyi, Kisoro, Mubende, Mbarara, Rukungiri, Bundibugyo, Mityana, Kiruhura, Masaka, Sembabule, Gulu, Kitgum, Nakasongola, Mpigi, Kyenjojo, Fortportal, Kamwenge, Ibanda, Kiboga, Hoima, Masindi, Busia, Bugiri, Lira, Apac, and Bweyale. The topics discussed were the:- mandate of JLOS institutions; domestic violence; resolution of land disputes; money lenders law; trial procedure; succession law; handling of sexual offences; corruption and also addressed questions of registration of marriages.

The major findings from the talk shows were the public outcry about the UPF activities (arrests, bribery and distorting court cases). Secondly, fraud by money lenders, land wrangles coupled with delayed resolution of the land cases and in other instances adults demand for land from the elderly parents as though it were their right which has fueled domestic violence. Thirdly, rampant abuse of human rights inform of increased domestic violence against women, abuse of widows and increased child marriages covered up by the communities.

ODPP held the Joan Kagezi Memorial lecture under the theme: **“Combating International & Transnational Organised Crime: Lessons Learnt and Best Practices”** in commemoration of her dedication in the fight against organised crime. ODPP held 2 TV and 9 radio talk shows where various issues on land, corruption and citizen roles in criminal justice were discussed. The directorate also carried out a regional stakeholder interface for Mpigi region and issues pertaining to the ODPP were raised and feedback instantly given.

The Sector enhanced awareness about community service by sensitizing offenders countrywide; building their confidence in the justice system; and identifying those eligible for Community Service. It was mainly carried out in prisons, police and court cells by different stakeholders. A total of 48,439 (5,196 females) offenders were sensitized



Participants At ODPP Regional Stakeholder Interface In Mpigi

throughout the country in various detention centers and in court cells. The directorate continued to utilize community meetings to sensitize the public about community service to increase awareness and building public confidence. During the reporting period, a total of 133 community sensitization meetings involving 7925 people were held. This has increased public participation in Community Service processes through willingness to provide pre-sentence information and participation in the reintegration process.

In order to promote civic education on laws, the Sector prepared a reprint of the Local Government Act, Cap.243 incorporating all amendments to the Act that were scattered. The aim was to enhance accessibility to the updated Act and facilitate easy and effective means of disseminating the Act. A total of 1090 copies were printed.

The DCIC held four press conferences and four exhibitions; responded to 8,267 messages received; retrieved and resolved 56 complaints; procured and issued out 10,000 passport fliers for exhibitions, pull up banners and tear drop banners; procured sign posts for Moroto Regional Office and Nakabat border.

LDC conducted 20 radio talk shows in the districts of Adjumani (8), Kagadi (4) and Kabarole (8) aimed at creating awareness about the services provided by the legal aid clinics and increase the number of walk-in clients. In addition, 4 sets of radio jingles, aimed at creating awareness of justice services for women, children and poor men, were developed in 4 languages namely: Lusoga, Luganda, Luo and Lunyakitara and aired in 4 regions of Uganda; Eastern, Western, Central and Northern.

The following activities were not implemented due to non-release of funds: Drama Series on TV on Domestic Violence for one year; Drama skit on land dispute resolution in five regions (West Nile, Northern, Eastern, Central, Western); Television shows including infomercials about mob justice, Land dispute resolution, Domestic violence, Trial procedures and FMG law; School sensitization in 100 primary schools through production of IEC Materials on Children rights and Sex and Gender based violence protection laws.

Output 1.7.4 Laws simplified

The ULRC compiled several Ordinances and Byelaws that were made by different authorities countrywide and consolidated them into a compendium to ensure ease of access by the different users. 150 Ordinances and Byelaws from various jurisdictions were compiled under phase 1 of the exercise. The activity further ascertained how much the district, municipal councils and parishes were executing their legislative mandate.

In addition the Sector updated the laws enacted between 2014 and 2015, correcting errors, incorporating amendments and removing repealed laws/provisions. A draft of the updated laws of Uganda as at 31st December, 2015 is in place and is undergoing proofreading. The Sector further updated four (4) volumes of subsidiary laws contained in the 2000 edition. It also embarked on updating all subsidiary legislation from 2001 to 2015. All subsidiary legislation will be consolidated to form a draft 7th Revised Edition as at 31st December, 2015.

ULS produced 15300 materials on Domestic violence, Succession, Children's rights, marriage and divorce, Refugee rights and obligations in English the same were distributed in the communities and Refugee settlements. Translation was also done in Kakwa, Arabic for booklets on Refugee rights and Responsibilities, Domestic Violence and Succession.

Strategic intervention 1.8: Promote gender equality and equality and equitable access to justice

JLOS has a duty to ensure that all Sector institutions identify and address gender inequalities to ensure compliance with Uganda's national and international commitments, including SDG 5 on Gender Equality. As part of the goal to achieve justice for all, deliberate efforts must be made to address gender and access to justice with particular focus on addressing the steeper barriers women face in accessing justice, countering the underrepresentation of women within the workforce in JLOS institutions and addressing the rise in crimes that specifically target women and girls. The key driver is finalizing and implementing the gender strategy which is still in draft form as well as setting up functional gender desks in all institutions.

The sum total of JLOS interventions has contributed to improving the conviction rate for SGBV cases to 56.1% from 50.5% in 2016/17, and a reduction in reported cases of defilement from 17,395 in 2016 to 14,985 (14% decrease) in 2017.⁹ The number of rape cases reported also decreased from 1,494 in 2016 to 1,335 in 2017 (10.6% decrease). There was a general reduction in sex related crimes from 19,548 in 2016 to 16,031 signifying a reduction by 2,686 cases. Incidences of death by domestic also reduced by 9.9% from 401 to 361 in 2017.

Table 1.8 gender and access performance indicators

Performance Indicators	Baseline 2016	Target FY 2017/18	Performance 2017/18	Target 2021
JLOS gender strategy	Draft	Adopted	Draft	Implemented
Conviction rates in cases of violence against women and children	50.5%	60%	56.1%	64%
Proportion of JLOS institutions with a functional gender desks	22%	70%	66% ⁸	100%

Output 1.8.1: a common framework for gender mainstreaming in the Sector

The Sector has a draft gender strategy that awaits ratification by the Sector management structures. The strategy provides the basic blue print towards a common frame work for mainstreaming gender in the Sector. It is critical that the Sector fast tracks the approval of the strategy and kick off its implementation

In order to fast track the enactment of the Marriage and Divorce bill, the Sector held a consensus building workshop for key stakeholders and proposals for the amendment of the original bill were made. Furthermore awareness was made through conducting three radio programs targeting the central region. Once enacted, the bill will aid fast-tracking family cases related to marriage and separation that have long dragged in the system.

With the objective of improving service delivery and effectiveness the Sector has provided resources for activities aimed at addressing SGBV and the following was undertaken-

- a) Printing of the PF 3 which is used to record evidence of sexual and any other physical violence. This is used as an evidentiary tool which is used to corroborate the testimony of

⁹ Annual Police Crime and Traffic Report 2017

witnesses during investigation and adjudication. The Sector facilitates medical doctors to carry out the much needed medical examination and treatment and eventual appearance in court during the adjudication process.

- b) The Uganda police was facilitated to carry out investigations of SGBV cases throughout the country. The CFPU was facilitated to support victims of SGBV and provide counselling and basic psychosocial support services.
- c) The J4C programme which is hinged on improving the sensitivity and responsiveness of Sector institutions to protect the rights of, and reintegrate children in contact with the law has recorded great results. The JLOS Justice for Children (J4C) programme supported by UNICEF aims to improve the safety and security of children in Uganda by improving their ability to seek and obtain remedies for infringements of their rights. In that line, the J4C Coordinators have provided onsite support to all the justice actors through the DCCs to improve general service delivery for children in contact with the law with the result that fewer children are now entering the justice system through placing priority on diversion – allowing for children to stay out of the justice system and have the chance towards becoming better citizens.
- d) The Sector supports the forensic function to beef up the investigation of SGBV cases.
- e) The Sector supported a community policing programme in refugee areas to prevent and respond to SGBV. SGBV is more pronounced in refugee camps with women and girls being at increased risk of violence. Factors such as extreme poverty, minority status, lack of access to food and water, and disrupted family and community support systems increased risk of exposure to SGBV within the refugee community.

ODPP has built capacity of prosecutors in handling SGBV and child related matters in collaboration with Centre for Domestic Violence Prevention (CEDOVIP) to popularize and disseminate the Domestic Violence Act, the Rules there under and enhancement of prosecutors' skills in handling cases of domestic violence. In respect to that 2 training workshops were held; on the Domestic Violence Act for senior and top management members; and on prosecution of SGBV related issues.

The training on domestic violence highlighted the following recommendations: fast tracking hearing of SGBV cases; establishing a committee within the ODPP to work jointly with CEDOVIP



Participants attending the GBV training pause for a photo outside Police Headquarters Naguru

in addressing complaints of SGBV by and against the ODPP staff. Fast tracking the Witness Protection Bill; Lobbying for translation of the Domestic Violence Act into local languages; embarking on mass dissemination of the Domestic Violence Act; Lobbying Government to earmark funds for recruitment of more prosecutors to cover the entire country; Lobbying for amendment of the DVA to include a clause allowing prosecution of deserving cases even without the victim; Drafting internal

guidelines on prosecuting SGBV cases, disaggregating SGBV data within the ODPP PROCAMIS; Ensuring that data is captured right from the field stations; Ensuring that Police and Judiciary also disaggregate this data within their existing information management system; and rolling out the training of the Domestic Violence Act to all field officers prosecutors.

The Training in prosecution of SGBV related issues was meant to equip participants in 10 courts with knowledge on issues of gender based violence, and to strengthen their knowledge and skills to effectively prosecute Gender based violence crimes. A followup training session for prosecutors from Alebtong, Amolatar, Iganga, Kamuli, Busia, Tororo, Masaka, Apach, Gulu and Arua was also held. Equally a subsequent training for senior state attorneys was conducted which covered topics such as; how to determine a predominant aggressor in a domestic violence case; the assessment of the needs of the victim and how to respond to them as a prosecutor; how to handle forensic evidence in a domestic violence case; the rights of the victim; and role of the prosecutor in handling cases of Domestic violence, as well as plea bargain, and how it has impacted the handling of SGBV cases.

Output 1.8.2: Capacity of Sector institutions to mainstream gender enhanced

The Sector made head way in mainstreaming gender in institutional planning and budget as shown by the performance of the institutions' gender and equity compliance assessment done by the Equal Opportunities Commission (EOC). The Sector's average performance improved from 56% to 64%. The majority of the institutions registered an improvement in their performance compared to the previous year as shown in table below.

Table 1.8.2 Score of JLOS institutions in gender mainstreaming and budgeting

Vote	Vote Name	FY 2016/17	FY 2017/18
007	MoJCA	57%	80%
009	MIA		75%
018	MoGLSD		88%
101	Judiciary		52%
105	ULRC	67%	57%
106	UHRC	51%	73%
119	URSB	43%	62%
120	DCIC		57%
133	ODPP		64%
144	UPF	61%	57%
145	UPS		64%
148	JSC		50%
305	DGAL		57%
	Sector Average	56%	64%

This improvement was as a result of a number of interventions discussed below:

UPF developed a Gender policy to support gender mainstreaming in policing structures and operations.

The Sector in partnership with UN Women and MoFPED, trained 18 Sector PPUs in collection and reporting of gender disaggregated data. However, a critical mass of such staff is still lacking because the number trained are few and some are transferred after the training. Discussions are ongoing with UN Women and other development partners to ensure that gender is mainstreamed deliberately in all interventions.



A consultant presenting during the Validation Workshop of the UPF Gender Policy

UPF with support from UNICEF conducted joint trainings 86 officers including for police officers, RSAs and Probation aimed at enhancing capacity for management of Female Genital Mutilation (FGM) cases. Two trainings conducted took place in Moroto covering the districts of Moroto, Napak, Amudat; and Kapchorwa for the districts of Kapchorwa, Bukwo and Kween.



Participants of the training on FGM in Moroto

In addition, review meetings for 65 (10 female) regional Police CFPU/CID/Probation officers was organised to address cases of Violence Against Children (VAC) in Acholi, Karamoja and Western regions. UNwomen supported UPF in the “16 days of activism” as a platform to resolve to manage Violence against Women (VAW) as well as mobilizing men’s support and engagement in eliminating the vice. Activities were organized in the 2 districts of Kampala and Kaabong where girls were trained in self-defense; as well as radio talk shows and GBV management clinic were conducted.



Girls displaying their acquired skills in self defence in Kaboong

Output 1.8.3: Collection and analysis of gender disaggregated data strengthened

The Judiciary conducted 2 exercises on the collection, analysis and reporting of gender disaggregated data to comply with the gender and equity requirements outlined in the Gender and Equity Strategy. Staff from 35 Courts was trained in management of gender disaggregated data and standard data management practices. The team further established that disparities in line with gender exist in the time taken to dispose of cases filed by women which take an average of 173 days longer to be disposed of as compared to those filed by men. UPF with support from UNICEF, trained 135 (46 female) officers in data collection and records management to ensure timely and qualitative registration of children's cases and submission to the national level for analysis and reporting. The training was conducted in the districts of Kasese, Kamuli, Kabale and Kotido.



Participants training in Kasese

Output 1.8.4: justice needs of vulnerable groups including refugees addressed.

The Sector prioritized strengthening access to justice for vulnerable groups including refugees, internally displaced persons, PWDs, women and children among others. In the reporting period various interventions were undertaken to address the needs of the vulnerable which are discussed below.

The biggest intervention in the refugee camps during the period was provision of policing services. A refugee Desk was set up at police headquarters to handle refugees' affairs headed by an Assistant Commissioners of Police (ACP). This desk will be responsible for coordinating refugee issues in the

12 settlement camps across the country, liaison with OPM and other stakeholders on matters of refugees; ensuring security in the camps and centres and follow up on all investigations concerning refugees. The UPF also received 14 vehicles and 8 motorcycles from UN and Refuge Law Project to support policing the refugee camps and host communities.

Furthermore, the UPF under the program **“Support Refugee Settlement in Northern Uganda”** (SPRN) funded by EU, conducted 33 Community Policing outreaches in Rhino and Invepi camps (Arua), Bidibidi camps (Yumbe) and 19 Zones (Adjumani) focusing on conflict management where a total of 225,000 refugees are being hosted with notable common crimes that include domestic violence, defilement, child to child sex, theft, assaults and land disputes.

Due to the increasing human rights violations in the camps, the UHRC conducted sensitizations to create awareness in the West Nile region. The sensitization focused on responsible living, rights and avoiding becoming victims of crime.

The Sector funded a special program to enhance access to justice in the camps. Special mobile courts involving key players were set up in refugee camps. ULS also held legal information sessions in 4 settlements where 2,977 refugees (1416 female) in Bidibidi (Yumbe), Bweyale (Kiryandongo), Palabek (Kitgum), Kamwenge and Bunagana (Kisoro) were sensitized on refugee rights and obligations, Domestic violence, Succession and Administration of estates.



A mobile Court presided by Chief Magistrate Arua in process at Bidibidi refugee camp Yumbe District 2018

Support to Legal Aid in Refugee Camps: ULS has since established permanent staff and presence to offer free legal services to refugees. Free legal services were offered to refugees through our offices in:

- a) Arua to Refugee settlements in Bidibidi, Omugo, Rhino, Imvepi,
- b) Gulu Legal Aid Offices offered services in Palabek,
- c) Kabarole Legal Aid Office offered services in Kamwenge Refugee settlement,
- d) Kabale Legal Aid to Kisoro Bunagana border post and Nyakabande Refugee transit centre.

Outreach / sensitization sessions were conducted on key issues earlier identified on Refugee rights and Obligations, Succession laws, Children’s rights, Domestic violence, advise on where to seek for services in case of abuse in Prison and Police cells. A total of 2977 (1416 Females, 1561 Males) were sensitized during the outreach sessions in the settlements. Legal representation was offered

to 98 refugee cases during the Mobile Court sessions in Yumbe, Bidibidi and Koboko. ULS together with the Office of the Prime Minister is offering Legal Aid to conduct name verification for refugees statutory declarations have been drafted and will be registered with the Uganda Registration Services Bureau to ensure proper registration of refugees.



Left: ULS Sensitization in Imvepi Refugee settlement (Arua), Right: sensitization in Kisoro at Nyakabande Refugee transit centre

UPF with support from UNWomen conducted awareness among 408 girls and women, 792 boys and men in the districts of Gulu, Kitgum, Pader and Kamuli on rights of women and girls as well as Violence Against Women and its impact in order to enhance prevention and response mechanisms during management of GBV cases.



A VAC sensitisation at Ogom sub-county in Pader district

JCU sensitized 4,042 vulnerable people, 41% (1,668) of whom were women. These outreaches were carried out in the 12 districts of Apac, Buliisa, Butaleja, Busia, Hoima, Kampala, Kiryandongo, Lira, Manafwa, Pader, Tororo and Wakiso. The key areas discussed included women and children's rights regarding land; gender based violence; administration of estates; marriage and divorce. JCU also conducted outreaches of 691 PWDs (299f). As a result of the interventions, several women and PWDs approached JCU with legal problems connected to the outreach topics.

In addition, JCU distributed IEC materials to 13,645 (5,585 females) on marriage and divorce, mediation, rights of widows and children, information on JCU, administration of estates, bail and addresses of other justice institutions.

Strategic intervention 1.9: Strengthen transitional justice and informal justice processes

The conflicts in Northern, Eastern and Rwenzori sub regions led to marked lawlessness and limited access to justice considering that the formal administrative and enforcement mechanisms of the justice, law and order were strained. The sub regions still bear vivid scars of the conflicts with a considerable number of victims. Whereas the Sector recognizes Government initiatives to address conflict and its effects there are serious shortfalls that have been experienced, creating the need for a holistic and comprehensive approach to institutionalize Government initiatives to address the current gaps and outstanding effects of conflict on the citizens of Uganda. In the SDP IV the Sector focus on Transitional Justice (TJ) will be on enabling institutions and structures within and outside the Sector to implement transitional justice initiatives/mechanisms.

The role of informal justice mechanisms especially Local Council Courts in access to justice in communities cannot be over emphasized. The nature of cases that are presented before local council courts are mostly civil in nature and appear to be petty which if not addressed congest the system hence strengthening the informal justice system will go a long way in reducing the case backlog that would have rather clogged the formal justice system.

The clearance rate of cases in post conflict areas increased from 85% in FY 2016/17 to 95.8% in the reporting period.

Table 1.9 transitional justice and informal justice performance indicators

Performance Indicators	Baseline 2016	Target FY 2017/18	Annual performance 2017/18	Target 2021
Clearance rate of cases in post conflict areas	85%	92.5%	95.8%	98%
% of LCC I & II legally constituted	0	Elections held	100%	90%
TJ policy approved	Draft	Presented in cabinet	In Cabinet	Approved

Output 1.9.1: Local Council Courts I&II established and strengthened

Notably, by the time of writing the report, the elections for the local councils at village and parish levels had been successfully conducted. As a result 100% of LCC I and II Courts are now legally constituted. With the complete structure in place, it is expected that the performance of the local council courts shall greatly improve. It should however be noted that the members of the local council courts I and II need capacity building to enable them appreciate the principles of delivering justice.

The delay in conducting the LC I and II elections which also perform the judicial function at those levels and form part of the structure for the LC courts, affected the performance of LC III courts. However, the Sector empowered the LC III which is an appellate court in 13 districts of Mpigi, Kasese, Ntungamo, Sironko, Kyenjojo, Tororo, Namutumba, Dokolo, Soroti, Masindi, Katakwi, Gomba

and Buikwe to conduct ADR as a solution not to delay or frustrate justice at the community level. A total of 739 local council III court members were trained. Whereas the trainings were successfully conducted, it was observed that members of the community are still engaging with the political structures, the legally known structures to them. Therefore, there is need for awareness creation of the members of the community on the alternative approach of conflict resolution.

In addition, MoLG trained a total of 20 Trainers of Trainers (ToT) who subsequently trained 139 desk officers from 52 local governments on data collection and records management. The trainings covered the districts of Bundibugyo, Bushenyi, Hoima, Kasese, Masindi, Mbarara, Kiruhura, Rukungiri, Nakasongola, Kamwenge, Isingiro, Buliisa, Lyantonde, Kyegegwa, Ntoroko, Sheema, Mitooma, Kagadi, Rubanda, and Sembabule. The establishment and empowering of the local council courts desk officers shall facilitate easy implementation and coordination of local council courts activities.

The Sector is in final stages of completing the study on the use of informal justice mechanisms, which has undoubtedly; gained a lot of interest in the country, considering the challenges of case backlog. The Uganda Law Reform Commission will undertake bench marking studies to consolidate proposal on the study.

Output 1.9.2: Transitional justice mechanisms strengthened

The process of developing a transitional justice framework commenced in SIP III. The process is complete with a draft National Transitional Justice Policy (NTJP) that proposes a comprehensive mechanism for administration of justice in post conflict. These include formal and informal justice processes. The framework envisages complementarity between the formal and non-formal justice processes in as far as they promote restorative justice; where both perpetrator and victim receive justice and as such restore the rule of law in the community. There is therefore need to fast track the approval of the draft NTJP which is currently before Cabinet in order to implement comprehensively the proposed justice processes.. As such the affected communities and victims will be able to access JLOS services. In the interim, the Sector continues to support and strengthen the formal criminal justice process.

The ODPP continued reviewing case files from western Uganda (Rwenzori sub region) in respect to Jamil Mukulu over atrocities he committed in the Rwenzori Region.

Investigations were concluded in Tanzania in Namayingo against Jamil Mukulu and others to obtain relevant evidence and authorizations from Tanzania. The case is now at the pre-trial stage.

Amnesty Commission held 9 dialogue and reconciliation meetings between reporters and the affected communities in Masaka, Kitgum, Kasese, Mbale, Arua and Gulu as a way of promoting peaceful co-existence between reporters and communities of return. The Ministry also monitored resettlement and reintegration activities in Gulu and Kitgum. The Ministry also sensitized the members of the district task forces on their roles and responsibilities in the implementation of the small arms strategy.

Amnesty commission activities were monitored to check on the progress of implementation of all reintegration activities and to ascertain whether there was any impact created. It was found out that the training of reporters and victims has enabled them to settle peacefully in the communities.

However, it was also noted that the beneficiaries needed more financial and physical support for development.

The Sector through MIA reintegrated 290 reporters and victims through training them in various life skills including environmental management, tree planting and agriculture. The trained beneficiaries were provided with improved tree seedlings, fruit seedlings as a start up from the training. These were trained in the DRTs of Central (Masaka (20 (15 male & 5 female), at Masaka municipality Masaka district and Bombo TC Luweero district 20 (14 male & 6 female); Gulu DRT -20 (13 male & 7 female) at Iceme sub county, Oyam district); Kitgum DRT- 20 (20 male & 7 female) at Kitgum MC, -20 (17 male & 3 female) at Labango Layamo, -25 Akwang (20 male & 5 female), -40 (28 men & 12 female) at Orom in Kitgum district, -40 I (30 male & 10 female) at Palabek Kal & Palabek Gem in Lamwo district, -40 (27 male & 13 female) at Acholi bur & Laguti in Pader district; In addition to the training, the beneficiaries who were trained in agricultural management were provided with 02 maize mills. 105 Traumatized reporters and victims in the areas of Gulu (40), Central (25), Kasese (20), and Kitgum (20) were provided with psychosocial support as a way of helping them cope with the effects of the war.

Furthermore, a total 91 Victim-offender mediation and reconciliation meetings were held out of the targeted 200 across the country. The meetings involving local leaders, community members and relatives help to create peace and harmony. Offenders were able to take responsibility of their misdeeds and make apologies.

One pillar of TJ is conflict prevention and mitigation in order to sustain peace gains. During the FY 2017/18, workshops to roll down the CEWERU initiative to the three sub counties of Bubukwanga, Karugaire and Ngamba were conducted in Bundibugyo district. Kasese and Bundibugyo districts comprise of the Bakonjo, Bamba, Babwisi, Basongora and Batuku. The Bamba being the majority tribe in Bundibugyo district and the Bakonjo are the majority tribe in Kasese district. The ethnic clashes in the Rwenzori sub region were promoted by the cultural institutions of the Obusinga Bwa Rwenzururu (OBR) and Obudingiya Bwa Bwamba (OBB) which have gone further to divide the people under them and overtime have clashed killing each other. Both government and non-state actors have had several interventions in the sub region to address the drivers of conflicts but with minimum success. There is need to strengthen Peace building structures for resolving conflicts in the sub region for detection, management and prevention of conflicts from escalating. The purpose of workshops was to roll down early warning and early response mechanism so as to mitigate conflicts within communities and promote nonviolent means of resolving conflicts in communities.

Investigation and prosecution of TJ related cases. In the period under review, the UPF war crimes investigations unit conducted investigations into major incidents of atrocities by the LRA in the districts of Gulu, Nwoya, Amuru Agago, Omoro, Alebtong, Otuke, Amuria, Adjumani, Soroti, Dokolo, Kaberamaido and Kitgum. These incidents were given priorities because of the greater number of fatalities during the attacks. In total Fifteen (15) cases were investigated. Four (4) of the cases were fully completed and they have been added to the indictment against Kwoyelo Thomas who is awaiting confirmation of charges against him in the International Crimes Division (ICD) of the High court of Uganda. Among the charges are sexual and gender based crimes. Seven (7) of the cases are fully investigated but charges have not yet been preferred because the suspects are still

in the LRA ranks, others had earlier been granted amnesty, others are dead and one is currently undergoing trial at the International Criminal Court (ICC). These are to be forwarded to the Director of Public Prosecutions (DPP) for legal advice. Four (4) of the cases were partly investigated.

Location, verification and protection of witnesses in the Thomas Kwoyello case: Due to the lapse of time since the arrest, charge and trial of Thomas Kwoyello a number of witnesses who had been interviewed while still in IDP camps have either relocated to their original homes, have suffered memory loss, while others have died. As a result, the UPF war crimes unit had to undertake location, verification and protection of the witnesses in the districts of Kampala, Nwoya, Amuru, Gulu, Omoro and Adjumani. In addition, the activity was also meant to identify other witnesses to replace the aged, dead and those who cannot completely be traced.

In the spirit of complementarity the UPF War Crimes Unit has also been engaged in protection of witnesses for the International Criminal Court (ICC) especially in Northern Uganda and Kampala. The War Crimes investigations unit also continues to support the ongoing trial of former LRA second in Command Dominic Ongwen in The Hague in Netherlands and other selected cases in the International Court Division (ICD). In addition, more files have been opened up from the 14 case files following the discovery of new crimes.

Despite the good work of the UPF war crimes Investigations Unit, the Unit is not well resources in terms of transportation considering the wide coverage of investigative areas as well as continued training for the investigators. As such in the succeeding period; this unit needs more capacity enhancement and resource allocation.

The ODPP War Crimes Prosecutions Unit has been engaged in not only prosecutions, but also community based activities, to support communities in affected areas understand the need for prosecution of war crimes and crimes against humanity. As such the ODPP was engaged in outreach activities carried out in December 2017 and others are planned to take place before the pretrial hearings and during the trials.

An analysis of the outreach activities depicts that more community engagement by lead actors is essential in order to alleviate misunderstanding about the particular intervention. In this regard, the communities seemed frustrated about the prolonged trial of Thomas Kwoyello; they hoped for a verdict by then. In addition, there are still mixed reactions on the need for accountability through alternative justice processes. The Unit also engaged in an analysis of best court practices to improve witness and victim protection, sourcing for experts to conduct research for prosecutors and Pretrial of the case of Thomas Kwoyello. The Pretrial has been challenged by a number of preliminary applications and objections by the Defense team, which has unprecedentedly led to the delay of this case. The ODPP Prosecutions unit attended workshops hosted by the UNHCR and REDDRESS UK to build their capacity in prosecution of War Crimes.

The greatest challenge in the proceeding of the Case of Thomas Kwoyello are the counter applications by the Defense team which delays or derails trial and this is interpreted negatively by the public and victims as failure on the part of the ODPP. Second is the resource envelope for the Unit to participate proactively in the protection of witnesses, information to the communities and continued capacity enhancement for the team to meet up global prosecution trends. This is crucial for the success of international crimes prosecution.

The Sector continues to support the International Crimes Division (ICD) to adjudicate international crimes. By the reporting period, the Court had fixed July the 23rd as the date for the confirmation of charges against Thomas Kwoyello the former LRA commander who has been on remand for about 8 years now pending full trial. The trial First commenced on 11 July 2011, in Gulu, but halted due to a number of preliminary objections from his defense team that lead to protracted Court applications and decisions.

In the dispensation of post conflict justice, the ICD is faced with a number of challenges due to the international standards set for trial of international crimes. These standards have financial, technical and logistical implications to defense, victims' lawyers, prosecution and the Court itself. This has led to the delay in the trial proceeding which have gone beyond the desired time frame hence infringing on the due process and fair trial rights of the accused and victims. The HRDP implementation begun in December, 2015 with the conceptualization of the programme, administrative and logistical arrangement to kick start the implementation. Actual implementation of the programme commenced in April, 2016. In June, 2016 progress was reviewed with JLOS secretariat and the need to conduct conflict mapping of all conflicts in Uganda for the period in question to provide a basis for comprehensive documentation was raised. The conflict mapping process is similar to HRDP except that latter is in-depth in substance. In terms of principles, the conflict mapping derives its principles from the HRDP document.

The focus of the mapping exercise was to identify by name, duration, causes and effects of all conflicts and identify the patterns of serious violations of International Humanitarian Law and gross violations of human rights in Uganda. The conflict mapping is based on the concept and principles contained in the HRDP programme document. The target groups included CSOs, Government Officials, private Sector, FBOs, CBOs and Security agencies among others. Political and cultural leaders will also be consulted.

- The outcome of the mapping report is expected to contribute to the comprehensive HRDP by providing a basis for in-depth documentation of violations that are targeted to filling any gaps that may be established and focused of facilitating future transitional justice processes. This is now being finalized by the Directorate.
- Therefore a national mapping report is expected to be generated as a final product of the exercise. This is also intended to guide the implementation of the HRDP that has for now been shelved. Women survivors, children born in captivity, victims of SGBV, ex-combatants etc.

Some of the conflicts mapped out included:

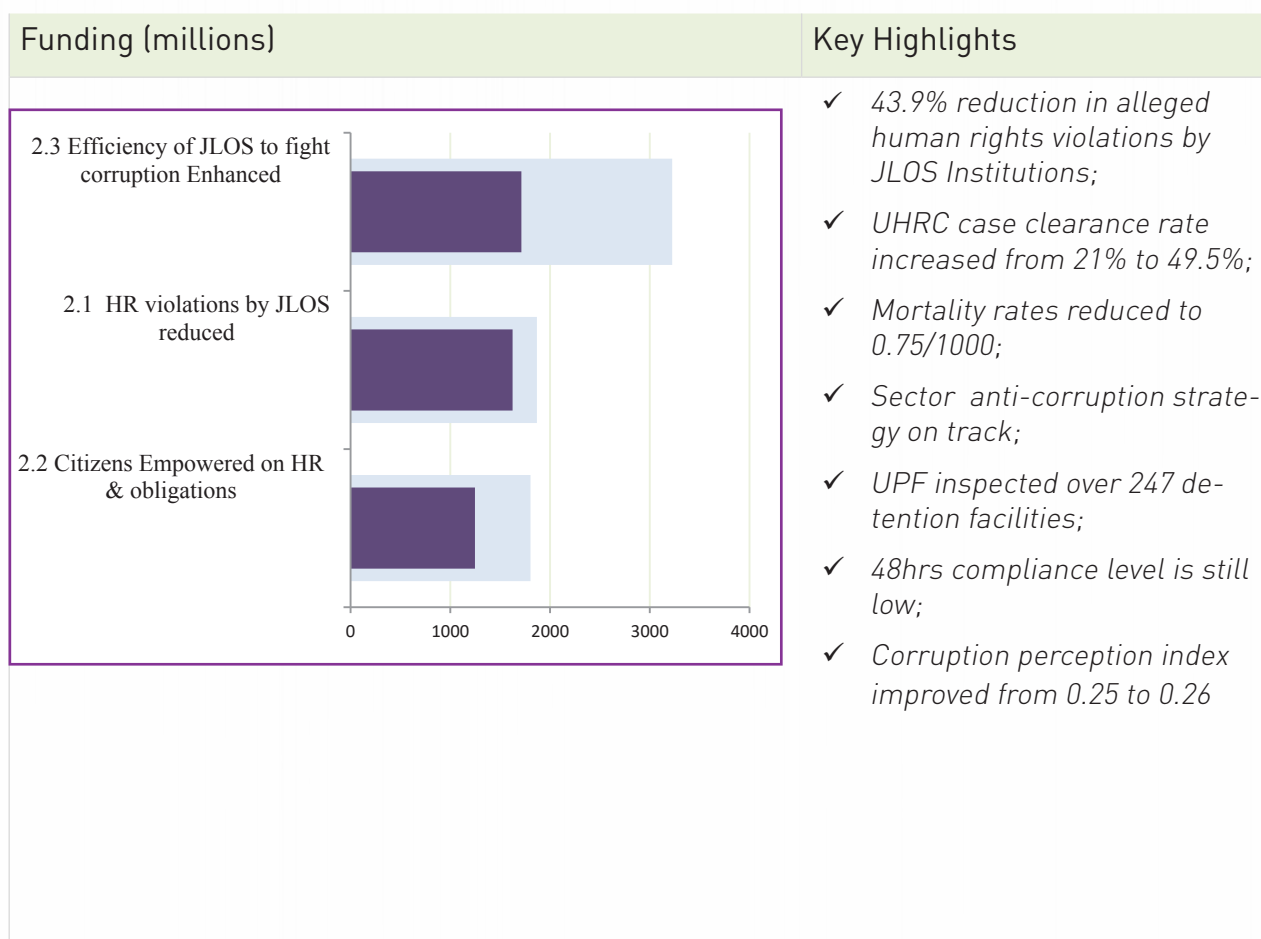
- a) Lord's Resistance Army (LRA)
- b) Bagisu Vs Sabiny- (Bududa Land Dispute)
- c) Uganda Salvation Army and Uganda
- d) Karimojong Raiders/NRA against Cattle of Civilian Populations
- e) Karamajong and Uganda Government (UPDF) - Disarmament.
- f) Pian (Karamajong) and Bokora (Karamajong) g) National Democratic Alliance (NDA) h) And Government of Uganda (NRA) now UPDF

OUTCOME 2: THE OBSERVANCE OF HUMAN RIGHTS AND FIGHT AGAINST CORRUPTION PROMOTED

Human rights observance is a critical feature of Uganda’s governance and the rule of law as emphasized in the Vision 2040. The Sector is focusing on strengthening JLOS institutions to eliminate human rights violations as well as promoting citizens’ rights and obligations within the framework of the National Action Plan for Human Rights.

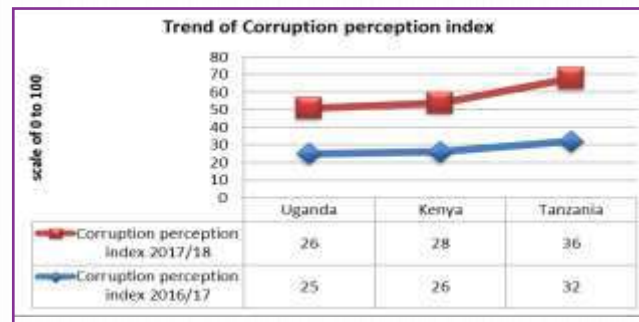
Similarly, acts of corruption in JLOS undermine the efficiency and effectiveness of institutions and staff in providing professional services to the public. This often results in high costs of accessing justice and a break down in institutional development.

Out come Indicator	Baseline 2016	Performance 2017/18	Target 2021
Corruption perception index	0.25	0.26	0.30
Proportion of decisions against JLOS institutions to total cases concluded by UHRC	46%	43.9%	30%
Proportion of remand prisoners	52%	51.4%	45%



The fight against corruption and observance of human rights are central undertakings of JLOS aimed at ensuring accountable services to the people of Uganda and upholding their inherent dignity.

JLOS is on course of to realize planned targets by 2020/21 under this strategic outcome, demonstrated by improvement in the 2017 corruption perception score by Transparency International from 25% to 26%, narrowing the overall target gap by 20%. This is attributed to sustained enforcement of internal and external accountability by both Sector, and other public institutions thereby tipping public confidence. Improvements have equally been reflected at the East African regional level as illustrated in the figure. Source: Transparency international



Source: Transparency international

With a 2.1% improvement, JLOS has exceeded its macro human rights performance target in respect to protection of human rights by reducing numerical culpability of JLOS staff and time spent on remand. Reduced violations by JLOS staff stems from sustained investment in human rights institutional framework development in all key JLOS institutions, continuous training and disciplinary action against abusers of human rights. The government policy to decentralize payment of court awards to institutions and individual responsibility for torture have also enhanced individual responsibility and avoidance of abuses such as torture within JLOS institutions.

The Sector, reiterate its stand against torture and all forms of cruel, inhuman and degrading treatment or punishment and emphasize that individuals should be held accountable for any acts of torture that they perpetuate. The sector firmly believes that the Anti-Torture law should be enforced. This is the reason the Sector through the Law Development Centre carries out specialized training in Human Rights to improve the knowledge, conduct and performance of its staff and to eliminate excuses for non-compliance with the law. Also due to commence is specialized training in law and prosecution for CID officers at Diploma level.

In addition, a combination of interventions including streamlining adjudication processes, reducing case disposal lead times, and targeted case backlog reduction effort account for the reduction in the proportion of remand population from 52.4% to 51.4%. Achieving a marked reduction was undermined by the protracted nationwide industrial action by both State Attorneys and Judicial Officers.

Overall, improvements in human rights observance and reduction in corruption are critical behavioural reforms that take sustained multi-pronged interventions to influence, and collective responsibility to sustain. These enhancements are also reflected in the improvements in the levels of public trust and satisfaction with JLOS services.

Strategic intervention 2.1: Strengthen measures to reduce human rights violations by JLOS institutions

Human rights observance is a corner stone of not only Uganda’s governance reforms but also the quality of services delivered by particularly JLOS institutions. Mainstreamed in all JLOS processes through dialogue, capacitation, and human rights accountability, the human rights improvements are demonstrable in all JLOS institutions and processes.

The culpability of JLOS institutions for human rights violations continues to reduce. A 2.1% reduction was registered by the UHRC, from a 46% to 43.9%, and overall closing in to within 31% of the SDP IV target. This performance yields from the comprehensive establishment of human rights promotion and accountability mechanisms in all key JLOS MDAs, including UPF, UPS, MoJCA, ODPP, MoLG, among others, and drawing on technical support from the UHRC.

The performance of the UHRC in the protection of human rights improved more than two-fold, posting a case clearance improvement margin of 135.7%. This has reduced the targeted performance gap by 48.3%. UHRC case clearance increased to 49.5%.



The Chief Justice delivers a lecture to senior police officers at the senior Police officers training centre Bwebajja 2018

Strengthened and enforced human rights frameworks have improved the working environment for human rights promotion and observance. For instance, the coming into force of the 2017 Regulations for the Prohibition and Prevention of Torture Act, the government policy on decentralization of payment of court awards, and sustained dialogues and action planning to implement the Universal Periodic Review undertakings, have had a positive impact. Macro performance indications are illustrated in the table below.

Table 2.1: human rights performance indicators

Performance Indicators	Baseline FY2016/17	Performance FY2017/18	Target FY2020/21
Clearance rate by UHRC	21%	49.5%	80%
Proportion of decisions against JLOS institutions to total cases concluded by UHRC	46%	43.9%	30%
Mortality rate per 1000 inmates held	0.75	0.75	0.45

Output 2.1.1: Functional JLOS human rights structures in all service points

Functional and resourced human rights institutional structures are central in translating human rights policy and legislation into action, and entrenching Sustainable Development Goals. Therefore, the Sector rolled out structures including human rights desks and committees to combat human rights violations and abuses to most of its services points.

The UPF improved its regional coverage of functional human rights desks by 18%, translating into 77.7% national coverage, while the UPS maintains a 100% coverage of human rights committees in all its prison units. The UPF expansion comprised of five Human Rights Regional Desks in Wamala, Busoga East, Moroto, Sezibwa and KMP south regions bringing the total number of regions with human rights desks to 21 out of 27 police regions. In addition, four Human Rights Desks were established in specialized units including; Field Forces Unit (FFP), Professional Standards Unit (PSU), Very Important Persons Protection Unit (VIPPU), Forensics, Logistics and Engineering were established. The four at the specialized units is to handle various complaints arising from field operations and entrenching human rights standards and accountability in police operations.

The UPS established 13 new Human rights desks and committees to monitor and supervise the observance of human rights within staff and inmates. This 100% coverage of all 253 Prisons stations across the country, under the oversight of a designated Assistant Commissioner of Prisoners, to whom regular activity and issue based reports are submitted. These were all supported with funding, stationery and scholastic materials to enable functionality. In addition, 480 staff underwent refresher training in human rights with support from the UHRC, FHRA, HRCU, PAS, and other strategic partners.

As part of improving oversight and institutional accountability for human rights, 215 visiting justices were trained in Gulu, Kitgum, Lira, Apac, Oyam, Masindi, Hoima, Kagadi and Kibale Districts. These are deployed in all prison regions and serve as independent inspectors on the welfare and management of prison services, and provide an external voice for human rights concerns. So far, 267 visiting justices have been trained in 7 out of 16 Prisons regions. The operations of the visiting justices have greatly reduced human rights violations against UPS by 55% from 31 to 14 cases reported to UHRC.

The human rights desk of MoJCA continues to play a key role in bridging the gap between Uganda's international human rights obligation and local implementation. As a designated focal entity to advise government on local and national human rights processes, there has been regular dissemination of acceded human rights obligations to responsible MDAs, facilitated a series of dialogues on international and regional human rights compliance, and preparation of the State report to the African Union Human Rights Commission that awaits Cabinet approval. The desk also led processes for the final preparation of the National Action Plan on Human Rights (NAP) implementation matrixes and monitoring frameworks that are now awaiting Cabinet approval.

The UHRC, the principal JLOS and national human rights body, expanded its coverage by opening two new field offices in Kasese and Bundibugyo to serve the Rwenzori sub region. This brings the total number of field offices to 12.

During the period, the UHRC inspected 873 places of detention comprised in; 132 were prisons, 314 police stations, 408 police posts, 15 military detentions, and 4 remand home. Among the findings, it observed that all prisons provide special attention and meals for the children and the sick inmates. Police facilities lack self-contained facilities and suspects use the pit latrines. It observed inadequate transportation to take inmates to Courts of Law and expedite investigations, poor staff accommodation, overstay on remand, lack of cells for juveniles, and cases of non-observance of the 48hr constitutional rule.

On its own accord, the UPF also conducted inspections in 247 detention facilities in 9 regions of KMP, Greater Bushenyi, N. Kyoga, Rwizi, W. Nile, Kiira, Elgon, G. Masaka, Albertine and Katonga for compliance and observance of human rights, and particularly the 48hrs rule. The findings showed the 48hrs compliance level is still low and the soil bucket system is still in use in most stations especially at night.

Output 2.1.2: Uganda National Action Plan on Human Rights implemented

The Uganda National Action Plan on Human Rights (NAP) was finalized and awaits Cabinet approval. The final frameworks, including a costed implementation matrix and a monitoring and evaluation framework were developed during the year with support from the Democratic Governance Facility (DGF).

Institutional human rights promotion frameworks have also been developed by some institutions such as UPF, and substantially aligned with the NAP priority undertakings. The UPF policy that integrates HRBAs and key undertakings under the NAP is awaiting approval by the Police Council and is expected to provide a comprehensive reference point and coherent framework for entrenching the HRBA in policing work. Other JLOS institutions, including the MoLG, have mainstreamed human rights and NAP undertakings within their institutional standard operating procedures and manuals.

While formal approval of the NAP remains pending, the implementation of the Universal Periodic Review (UPR I & II) is being implemented to bridge the time that could be lost waiting for the finally approved NAP. The UPR accepted recommendations comprise the majority of the interventions under the NAP, and indeed implementation realized has covered; passing and implementing the PPTA Regulations, ensuring LC I and II elections to enhance grass root access to justice, expanding coverage of state supported legal aid, increasing registration of births, establishing and operationalizing local government human rights structures, combatting domestic violence, enhancing access to justice in refugee settlements, providing special attention to victims of sexual and gender based violence, improving conditions of detention, mainstreaming gender in JLOS, integrating rights and accommodation of PWDs in JLOS services, among many others.

The implementation of these activities is spread across various JLOS institutions in partnership with non-state actors under a consensus of ensuring that UPR undertakings are implemented. JLOS has harnessed critical partnerships with the Human Rights Centre, the Institute of Social and Economic Rights, the African Prison Project, the Legal Aid Service Providers' Network, Foundation for Human Rights Initiative, Human Rights Network, and the National Union of Disabled Persons among others.

Output 2.1.3: Existing legal and policy frameworks enforced

The Sector has a responsibility of enforcing the existing legal and policy framework and galvanize the rule of law in Uganda. This requires ensuring awareness of laws and policies by both duty bearers and rights holders, and physical presence of JLOS institutions to ensure protection of rights and compliance with procedures.

To promote voluntary compliance and enforcement of laws, the Sector conducted various outreach programs under the leadership of the JSC, UHRC, UPF, ULRC and the JLOS legal aid mechanisms (LDC/LAC, JCU, and ULS/LAP).

JLOS has supported and provided strategic input to the development of the Human Rights (Enforcement) Bill that gives effect to Article 50 (4) of the 1995 Constitution on enforcement of laws for the guaranteed rights and freedoms enshrined in Chapter 4 of the 1995 Constitution. The Bill is currently in Parliament¹⁰.

UHRC has reviewed and enriched other similar legal frameworks aimed at enhancing enforcement of human rights, including:

- a) The Minimum Wage Bill 2015 with a view to address human rights concerns within the provisions especially on: the non-applicability of the Bill to security forces, public workers and Government Employees; setting minimum wage for different classes; establishment of the contractual minimum wage; functions and power of the Minimum wage advisory board; aligning the provisions of the Bill with the provision of the employment Act¹¹.
- b) The Uganda National Health Laboratory Service Bill 2016. The human rights concern in the provisions of the Bill included health service delivery to encompass forensics; guarantees of legality; and inadequate provisions on affirmative action.

In order to streamline the rights of migrants in the country, the Sector completed drafting the National Migration Policy and is due for submission to Cabinet. The policy critical issues and embraces Uganda's regional and international obligations on immigration, including addressing human trafficking, migrant smuggling, labour migration, border management, refugee issues, among others. Operationally, it underpins establishment of coherent migration institutional framework and ensuring timely dissemination of data to ease cross border movements. In line with the proposed policy developments and emerging demands of more efficient and effective immigration services, the DCIC also reviewed the Uganda Citizenship and Immigration Control Act Cap 66.

The ULS' Rule of Law project continues to provide quarterly analysis of mainly human rights law enforcement and compliance by both duty bearers and rights holders. Supported by JLOS, ULS produced and distributed 1,813 **Rule of Law Reports** on checks and balances; transparency and accountability; due process and climate legality; and human rights. The quarterly **Rule of Law Reports** are publicly launched before various stakeholders including development partners and

¹⁰UHRC The Twentieth Annual 2017 Pg 133

¹¹UHRC The Twentieth Annual 2017

trigger critical dialogue on the state of rule of law in Uganda. There is improved vibrancy and discussion on the number of omissions and aspects affecting the country and the Rule of law reports highlight recommendations essential to building the rule of law culture within government and the general populace. Feedback from the reports distributed shows positive and accountable leadership with redress to some of the rule of law issues raised. The Rule of Law reports will continue to shape and make institutions/people accountable.

A key feature of enforcement of human rights laws and policies is knowledge on the part of citizens and all people required to comply with the law. The sector employs multiple approaches for information simplification, dissemination, and communication. Numerous social media platforms, websites, live broadcast shows, physical materials and collective engagements are undertaken to build knowledge and inform both rights holders and duty bearers. For instance, to deepen knowledge and support operations of non-governmental organizations in line with the law, all relevant information is uploaded on the NGO Bureau's website and interactive engagements are held on the ICT platforms. In addition, over 1,000 copies of NGO Act 2016 and 1,000 copies of NGO Regulations 2017 were printed and disseminated in central region, Kigezi sub-region, Ankole sub-region, Lango sub region and Karamoja sub region. The guidelines for the NGO, CBO, District NGO Monitoring Committees (DNMC) and Sub County NGO Monitoring Committees (SNMC) were also reviewed and printed.

Over and above provision of information, JLOS institutional structures and duty bearers are continuously strengthened to ensure that they effectively implement their mandate. Filling vacant staff positions and inductions are essential. Indeed, the NGO Bureau Board that was constituted and is now fully operational following the induction of the new board members. In addition, 18 District NGO monitoring committees were trained and operationalized; 198 NGOs monitored for compliance and 356 desk reviews conducted. The new NGO fees were effected which will enhance the Appropriation In Aid (AIA) for the Bureau. This approach undertaken in all institutions enhances efficiency and enforcement of the laws, at the national and local government levels.

To demonstrate direct enforcement and compliance with human rights laws, the welfare of in-mates was improved through identifying and providing nutritional services to 5,725 prisoners with low Body Mass Index (BMI). In addition, UPS provided special care to 263 TB cases resulting into a cure rate of 74%. TB prevalence rate currently stands at 25%. Similarly, incidences of disease reduced through medically examining 67,002 newly admitted prisoners as well as testing and counselling 66,942 prisoners and staff. Mortality rate among prisoners stands at 0.75/1,000; and HIV/AIDS prevalence at 11.1% among prisoners on entry. Furthermore, 593 UPS staff living with HIV-AIDS were provided with drugs to treat opportunistic infections and nutritional support. However, 24 of the 53 prisons health units supplied by National Medical Store reported no stock out of any of the tracer drugs.

Further, JLOS ensured the well-being of a daily average of 53,033 inmates including children (235) of female prisoners staying in prison who were provided with meals, clothing, bedding, medical care and other necessities.

All UPS staff (9,300) were provided with at least a pair of uniform and their welfare improved through credit support from prisons SACCO, whose membership increased from 7,400 to 7,958. The UPS is constructing 155 housing units at Lugore, Orom-Tikau, Olia, Ragem, Isimba, Adjumani, and Amita; 82 of these have so far been completed and 73 are still ongoing. UPS also enabled 119 staff to construct permanent homes through the Prisons Duty Free shop, making a total of 1,902 staff since inception in 2011.

Indicative of improved adjudication of justice across the entire chain, the proxy indicator of remand prisoner population demonstrated an improvement, with a reduction from 52.4% to 51.4%. A combination of more streamlined processes, improved oversight and inspections, strong institutional leadership and more informed users of JLOS services accounts for this improvement. While impact requires sustained and adequate investment through multipronged justice innovations and reforms, the Sector is committed to bring down the remand prisoner population to 45% by 2021.

Output 2.1.4: Staff capacity in human rights-based approach enhanced at the service points

A sustainable human rights culture and practice is best achieved through human rights knowledge capacity building. Continuous training in the Human Rights Based Approach (HRBA) has been undertaken targeting all staff of JLOS institutions. These trainings are undertaken under the UHRC's human rights promotion programmes, the JLOS Diploma in Human Rights Scholarships at the Law Development Centre, trainings targeting Judicial officers under the Judicial Training Institute, the Uganda Law Society's Continuous legal education, and tailored training programmes designed and delivered by civil society organisations including HRCU, FHRI, ISER, among others. For instance, the Human Rights Centre with support from the Austrian Development Cooperation (ADC) conducted 12 capacity building workshops 332 JLOS staff (145 female/187 Male), four regional dialogues attracting 225 (175 male/50 female) stakeholders working on human rights, four community dialogues involving 1,009 (294 female/715 male), and produced and disseminated 8,690 copies of human rights laws (PPTA, POMA, and APA) to JLOS duty bearers in addition to IEC materials.

The focus of most of the JLOS trainings was on understanding the substantive human rights, procedures for enforcement and opportunities to claim and demand protection.

The LDC was supported to train 50 JLOS staff on the Diploma in Human Rights Course to enhance their capacity to promote and protect human rights. This covers both substantive and procedural human rights issues within the local and international mechanisms. LDC also conducted tailored human rights enforcement training for 400 lower cadre JLOS officers.

The training enlightened the participants on the various components of human rights studies so as to be better advocate for human rights. Participants were drawn from the MoLG, MoGLSD, MIA, Police, Prisons, MoJCA, Judiciary, UHRC, and ODPP. Training was conducted in 8 districts namely Masaka, Ntungamo, Iganga, Arua, Mityana, Gulu, Mbale and Hoima. Other trainings conducted by institutions are summarized in the table.

Table 2.1.4: HR training initiatives

Institution	Number of Staff	Area of Training
UHRC		
ULS	141	Respecting Human rights
JSC	5	
UPF	850	Prevention and Prohibition of Torture, POMA, observance of Human Rights
UPF	1000	Application of Police Disciplinary Court sentencing Guidelines
UPS	480	Awareness and observance of Human Rights

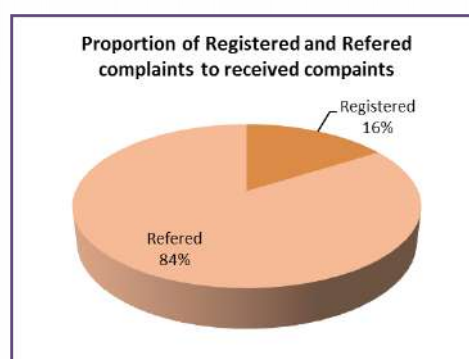
Output 2.1.5 HR case management systems in UHRC, UPS, UPF and DCIC improved

The UHRC received a total of 3,506 complaints (1,283 female/2,223 male) and registered a total of 556 cases (152 (27%) female / 404 (73%) male). This was through walk-ins, telephone calls via paid and toll-free lines, radio and television talk shows, during field mobile complaint handling outreaches, among others. Only 16% of the complaints received revealed human rights violations, and the 84% were referred to others institutions such as FIDA, UPF, and Judiciary, among others. The correlation of between increased UHRC coverage to two more field offices in the Rwenzori region, and reduction is the complaints received and handled points to a marked reduction in human rights violations around the country.

Table 2.1.5: UHRC case registration

	FY 2016/17			FY 2017/18		
	M	F	T	M	F	T
Complaints Received	2,709	1,518	4,277	2,223	1,283	3,506
Complaints Registered			1,008	404	152	556
Total Case Load						

On the other hand, a total of 350 (60%) of the complaints were reported against the JLOS institutional staff out of the 582 respondents. The alleged human rights violations reported against JLOS institutions were against UPF (319), UPS (14) and Local Governments (17). Overall, there was a 43.9% decline in total complaints registered against JLOS institutions compared to the 624 in FY2016/17. The summary is presented in the graph. The reduction in overall complaints registered and complaints against JLOS institutional staff is a result of the sustained efforts of building human rights knowledge and awareness, while at the same time consistently holding violators accountable. The impact of the PPTA and complementary efforts by human rights based civil society organisations cannot be over looked. The Sector is now focusing on strengthening the UHRC tribunal to further increase the clearance rates and also the volume of complaints handled.



Furthermore, 875 alleged human rights violations were registered of which 252 (28.8%) related to right to personal liberty, 233 (26.6%) on freedom from torture, 113 (12.9%) on denial to provide child maintenance, 91(10.4%) on deprivation of property, among others. As compared to the baseline data, the results reflects a 31.6% reduction in the number of alleged violations of human rights from 1,280 in FY2016/17 to 875 in FY2017/18.

Table 2.1.6: Complaint registered

Respondents	FY2016/17	FY2017/18	Difference	Variance
UPF	580	319	261	45
UPS	31	14	17	54.8
Judiciary	1	0	1	100
LGs	12	17	-5	-41.7
JLOS total	624 (67%)	350 (60%)	274	43.9
Total registered	1008	582	426	42.3

Comparatively, deprivation of the right to personal liberty and freedom from torture are the leading human rights violation registered by UHRC in the last two years. This is attributed to the election related violence and enforcement of the Public Order Management Act within a politically charged

Table 2.1.7: Nature of Violations

Nature of violation	FY2016/17	FY2017/18
Personal liberty -48hrs	422	252
Torture	434	233
Child Maintenance	149	113

environment. Incidents of violation the right to personal liberty were exacerbated during the protracted strike by judicial officers and ODPP's State Attorneys. It was not possible to present and charge suspects before Courts of Law, while at the same time suspects could not be released on police bond especially in serious offences where the public threatened mob action by lynching.

With regard to disposal of human rights complaints during the period under review, the UHRC successfully mediated a total number of 89 cases. Mediations are conducted to give quick remedies particularly to the vulnerable persons especially women and children. The UHRC through

Table 2.1.8: UHRC case management

Category	FY 2016/17	FY 2017/18
Cases investigated	698	720
Tribunal	151	199
Mediation	131	89
Total Disposal	282	287

the tribunal system resolved a total of 199 complaints (174 awarded, 20 dismissed and 5 amicably settled) and a total of 720 matters were fully investigated. The performance of the UHRC tribunal improved by 31% with a clearance rate of 49.5%, despite the limited number of Commissioners and resources required. The Sector will continue to appeal to the Government leadership to expedite the appointment of Commissioner to fill up the short fall in UHRC staff and commissioners, and it is this that will ensure increased and sustainable faster complaints clearance rates.

The UPF expanded the District coverage of the suspect profiling system that from 20 to 25. The five (05) new districts covered were Mbale, Iganga, Jinja, Mpigi and Masaka. Limited financial resources could not allow for further expansion to 30 districts as previously planned for the financial year 2017/18. The UNDP also supported the roll out of the Criminal Records Management System (CREMS) to three divisions in the Kampala Metropolitan Policing area to improve case handling. Mobilisation for additional support from Development Partners and the UNDP's Rule of Law and Constitutional Democracy programme is on course to ensure further coverage.

DCIC investigated and arrested 1,241 immigrants. Of these 41 offenders were arraigned in Courts of Law, 25 were successfully prosecuted, and 255 illegal immigrants were removed from the country through organized departure. A total of 228 appeals for entry permits were rejected.

Strategic intervention 2.2: Strengthen measures to promote citizens' rights and obligations

Human rights violation and abuses are partly caused by lack of information by the citizens about their rights and also where to claim for protection. The Sector has commenced the development of a coherent framework that would streamline and further guide knowledge empowerment of the people of Uganda. Specifically, the UHRC and JSC commenced the development of a civic education strategy that will among others support compliance with legal and human rights, provide for platforms for social accountability, re-enforce participatory governance, and foster constitutionalism and the rule of law.

Table 2.2: Performance against indicators on strengthened measures to promote citizens' rights and obligations

Performance Indicators	Baseline FY2016/17	Target FY2017/18	Performance FY2017/18	Target 2021
JLOS civic education strategy developed (UHRC & JSC)	None	Draft	On-going	Developed

Output 2.2.1: Public awareness on human rights standards and citizens' responsibilities increased Category

Regional offices UHRC	No. of Barazas	Male participants	Female participants	Total	District of coverage
Arua	15	1,162	1,838	3,000	6
Central	13	2,093	1,026	3,119	13
Gulu	15	1,226	856	2,082	9
Fort Portal	6	278	236	514	3
Hoima	18	842	466	1,308	5
Jinja	6	430	262	692	5
Masaka	13	1,340	834	2,174	7
Mbarara	6	475	448	923	3
Moroto	16	5,057	4,378	9,435	3
Soroti	13	927	897	1,824	7
Total	121	13,830	11,241	25,071	61

The Sector implemented simultaneous and multipronged approaches to raise awareness and civic consciousness on human rights principles /standards, procedures for claiming protection, and citizens' responsibilities. The UHRC, JSC, NIRA, UPF, and ULRC are at the forefront of JLOS' human rights awareness raising. Awareness campaigns, community barazas, kraal out reaches, print and electronic media reach out, and theme trainings for targeted audiences were implemented.

Arua	15	1,162	1,838	3,000	6
Central	13	2,093	1,026	3,119	13
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Total	121	13,830	11,241	25,071	61

For instance, specific audiences such as refugee camps were targeted by among others the UHRC to raise awareness about their human rights and responsibilities, and general issues on access to justice and rule of law. Outreach campaigns were also held in West Nile focused on human rights and how to avoid crime.

Mass media /broadcasting platforms have been fundamentally useful in achieving a wider coverage of the targeted population at national and regional levels, amidst resource constraints. Radio and television talk shows and social media interactions were most utilised to reach the ever-growing population coverage and demand for civic education. Specifically, UHRC conducted 193 talk shows with 976 call-ins (151 females), 141 television spot messages, and 5,900 radio spot messages across the 10 regional offices to inform the citizenry in respect to their various human rights and responsibilities.

The common narrative on issues for sensitisation include: Prevention and Prohibition of the Torture Act (PPTA); detention beyond 48 hours; deprivation of personal liberty; concept of human rights with a specific focus on non-derogable rights and limitations; the duties and responsibilities of citizens; Rights of Vulnerable persons; right to personal liberty; the mandate, powers, access to the UHRC, complaints handling procedures; children's rights and administration of justice to children; duties and responsibilities of duty bearers and of rights holders, on the existing laws; and the duties that different public institutions are obliged to fulfil. On a similar footing, the JSC also conducted various media engagements in different parts of the country focusing on legal and human rights, and the administration of justice in Uganda. Similarly, NIRA conducted 10 TV and radio talk-shows to promote awareness on identification and registrations of births, deaths, adoptions and national identification.

Interactive community dialogues and JLOS open days are the Sector 's most effective public awareness building interventions. UHRC alone conducted a total of 121 community barazas in 61 districts, attracting 25,071 (11,241 female/13,830 male) persons in different parts of the country. The JSC also held various civic education outreaches mainly target the youth in secondary schools,

vocational institutes and universities. With support from UNDP, the JSC covered areas in the eastern and northern parts of the country.

In light of the high demand for awareness services, the Sector enhanced the tooling and equipping of some of the institutions involved in civic education, the acquisition of the two customized civic education vans has made it possible for the UHRC to reach out more districts with ease, attract more attention from the public thus having greater impact. UPF procured 2 electronic Notice boards for Rwizi and Savannah regions against the target of 5, bringing the total number to 12.

Besides the versatile options of electronic mass media and outreaches, there was limited use of the print media. However, thematic and targeted press statements were published, UHRC specifically published a total of 3 full-page advertorials entailing the plight of enjoyment of rights and freedom of the youth in Uganda, rights of mining communities, among others. In addition, MIA, through PTIP published 6 print media sensitization adverts in New Vision (2), Monitor (2), Red Pepper and Bukedde newspapers to sensitize the public on how to avoid becoming victims of trafficking crime. The ministry has commenced the development of a video documentary on trafficking of persons.

JLOS has also harnessed partnerships with civil society organizations to promote civic education especially on observance of human rights. Organizations such as FHRI, HRC- U, FIDA, UWONET, and LASPNET have been pivotal in promoting trainings within /among JLOS staff and also with the public.

In response to public concerns, and tying up with the trends of complaints registered and handled by the UHRC tribunal, the ULRC produced and disseminated a simplified version of the Prevention and Prohibition of Torture Act. This is part of the fulfilment of the recommendations of the UHRC to the ULRC to produce and disseminate an abridged version of the Act. The abridged version is aimed at enhancing public awareness and thereby empower people to demand justice, accountability and effective remedies at all levels and to enable duty bearers to observe the rule of law.

Output 2.2.2: Information dissemination on human rights including social and cultural rights promoted

The dissemination of human rights information serves to provide a reference point of the provisions of the law and human rights standards. This is sustainable approach to building knowledge among the public and especially among duty bearers, over and above conducting trainings.

Sector institutions various produce IEC materials on human rights, including social economic and cultural rights. These are disseminated during all outreaches conducted countrywide by the UHRC, JSC, NIRA, ULRC, ULS, and UPF, among others. These materials are also made available on the various institutional websites as all-time reference depositories for the public and also duty bearers that work up country and do not have access to properly stocked libraries. For instance, the laws of Uganda are available online on the ULRC website, the Uganda online law library, and the Uganda Legal Information Institute website. Confined communities, particularly persons in detention and schools benefited from human rights materials developed and disseminated by the UHRC, ULS/LAP, the Paralegal Advisory Programme, and the Justice Centres Uganda. For instance, the UHRC established 27 additional human rights clubs and supplied them with human rights IEC materials and other information. Further, non-state actors have also pitched in, targeting

mainly prison populations. These include the African Prison Project (APP), FHRI, African Centre for Rehabilitation of Torture Victims, among others.

JLOS partnerships with civil society organisations has enhanced the coverage of dissemination of human rights information. Some civil society organisations are theme focused – for instance the Initiative for Social and Economic Rights (ISER), which has played a pivotal role in disseminating information and uplifting consciousness on economic social and cultural rights. The Human Rights Centre of Uganda with support from ADC also disseminated various human rights information materials targeting duty bearers in eastern Uganda.

Strategic Output 2.2.3: Environmental and ESCR (Economic and Socio-Cultural Rights) promoted

Economic, social and cultural rights resonate with the livelihood, welfare, and dignity of person, providing a premise for self-actualisation for especially the marginalised. The aspiration and realisation of economic, social and cultural rights bears a lot on environmental rights and protection, within the context of sustainable development and inter-generational equity.

A number of measures have been undertaken to strengthen environmental protection including capacity building of ODPP staff in handling environmental offences and creating linkages with agencies such as UWA, NEMA, African Wildlife Foundation (AWF) and others handling environment matters. However, there is need for more capacity building in this area since there are very few experienced staff. To ensure effective enforcement, the Sector launched the Standards and Utilities Court at Buganda Road Court which handles most of the high-profile environment and wildlife crimes. The achievements of the Court thus far include expeditious trials, high rates of conviction (about 87% conviction rate has been registered in 2017/2018) which has sent a deterrent message to the public. The challenge is insufficient manpower required to dispose of the cases. This therefore calls for rolling out of this court to different regions.



Encroachment at Kinawataka Wetlands

The Uganda Police set up an Environmental Police Unit that is dedicated to supporting the Ministry of Environment, Water and Sanitation, the National Environment Management Authority (NEMA), and the Uganda Wildlife Authority in the enforcement of the environmental laws. They oversee the demarcation of wet lands, eviction of encroachers and poachers of trophies. This inter-Sectoral partnership has arrested the previously massive evasion of the natural estates and has contributed to the restoration of observation of environmental laws in many parts of the country.

In the context of education, the UPS continues to make available education services in prison units with enabling learning facilities and personnel. They include primary, secondary, tertiary and

vocational education. One of the former prison inmates who was on death row – Suzan Kigula, was able to graduate with a degree in law (LLB) in a collaboration with the University of London. The Makerere University Business School has also provided tertiary education services for inmates at Luzira prison. This is part of promotion of the right to education and empowers people with knowledge and skills that are requisite for engaging in economic activity and productivity.

The JSC, in partnership with the Ministry of Education and Sports, supported music, dance and drama competitions in 80 schools with a theme on anti-corruption in justice agencies. The Commission facilitated the Ministry to promote learning and civic consciousness about justice and challenges of corruption.



Ivory recovered from Bweyogerere, Kiira Division

The ODPP has ensured that wind breakers are planted and maintained around its offices as a way of promoting environment conservation. About 70% of the offices have windbreakers however, not all offices have sufficient wind breakers.

Environmental Police: This is a unit supporting the ministry of Environment, water and sanitation, NEMA and Wild life Authority in the enforcement of the environmental laws. They oversee the demarcation of wet lands, eviction of encroachers and poachers of trophies

UHRC trained 150 members of miners associations, mining companies and natural resources officers on human rights, duties and obligations on ESCR in Moroto, Jinja, Central, Fort Portal and Mbarara regional offices.

Strategic intervention 2.3: Enhance efficiency and effectiveness of JLOS Institutions to fight corruption

The Sector focus is now on enforcement of measures to fight corruption to reverse the past trend where the Sector institutions are perceived to be corrupt. The implementation of the Sector anticorruption strategy remains a priority and on track. The major performance indicator under the output is the case clearance rate in both the Judiciary and the quasi-judicial institutions. The clearance rate of corruption cases by the Anti-Corruption Division (ACD) increased from 96% in 2016/17 to 97.7% in 2017/18 while the clearance rate of complaints against lawyers, police and JLOS officers increased from 75% in 2016/17 to 97.7% in 2017/18.

Table 2.3: Anti-corruption performance indicators

Performance Indicators	Baseline 2016	Target 2017/18	Performance 2017/18	Target 2021
Clearance rate of corruption cases	96%		97.7%	98.7%
Clearance rate of complaints against lawyers, police & JLOS officers	75%		97.7%	98.9%

Output 2.3.1: Anti-corruption laws updated and enforced

The sector undertook an amendment in the Leadership Code Act to provide for the online declaration of assets for public servants while a proceeds of crime law is being developed in collaboration with the accountability Sector. This is intended to deepen anti-corruption interventions in respect to asset recovery that is designed to deepen anti-corruption interventions in respect to asset recovery which serves to take the profit out of corruption. Currently, a Regulatory Impact Assessment (RIA) for the proposed law is being undertaken in further collaboration with the Inspectorate of Government as a precondition for consideration of the principles of the law by Cabinet. Amendment of the Leadership Code Act is being discussed and planned in respect to providing for sanctions that are to be passed and enforced by the Leadership Code Tribunal. The current legal frame does not provide for a firm sanctions regime under the Act.

Despite the limitations in the anti-corruption asset recovery laws, the ODPP has in place a functional asset recovery unit that was administratively set up in 2013. The ODPP hired investigators in specialized fields such as financial analysis and valuations to support prosecution of cases in assets valuation, management, recovery and tracing as well as undertaking research on enforcement of AntiCorruption laws. The ODPP has built expert technical capacity of the State Attorneys and deployed investigators in asset recovery and on an annual conducts training for at least two officers at the Asset Recovery Initiative for South African Countries (ARISA) with support from the UN Office on Drugs and Crime.

Furthermore, the ODPP made applications for 7 orders (in respect of 138 properties) for restraining properties of officers implicated in corruption cases. Consequently, 7% of the value of proceeds of crimes was recovered vis-à-vis the set target of 20%. The low performance was due to; on-going valuation process of some properties, high cost of valuation, understaffing in Government Valuation department, need for surveyors to open boundaries, and delayed appeals process. Despite the recoveries made, the ODPP has not benefitted from the funds which would otherwise have helped in facilitating activities to recover more assets. ODPP recommends that it should be allowed to retain and use the recovered funds at source and that Government should expedite passing of the Asset Recovery and Management law

In the same vein, the civil legal action for recovery of outstanding proceeds from successful criminal prosecution is being streamlined to ensure recovery of judgment debts due to government. With support from the SUGAR-TAF, the Attorney's General's chambers initiated 6 cases to recover over 3billion shillings. Despite the progress, there are still challenges in regard to execution of court orders by the Attorney General's chambers in the absence of a specialized team for asset tracing, and attachment. Perpetrators of corruption often hide their assets under titles of third party persons, unregistered land and chattels, discreet legal entities, and off-shore accounts or portfolios that make tracing a challenge. Building on local partnerships with the Accountability Sector institutions, the ongoing extra-territorial collaborations between the ODPP and international and regional mechanisms such as ARINSA, UNODC, International Centre for Asset Recovery (ICAR), the World Bank/UNODC's StAR Initiative, and also pursuits to join the Egmont Group, beam rays of hope in Uganda's asset recovery efforts.

Output 2.3.2: Corruption in JLOS institutions detected and investigated The principal intra JLOS anti-corruption efforts are focused on prevention and elimination of opportunity for corruption. However, it is imperative to also keep track of detection and investigation, as one way of fighting impunity and promoting accountability. JLOS relies on both internal and external mechanisms for detection and investigation of corruption cases, through its main accountability agencies that include; Judicial Service Commission, UPF/Professional Standards Unit, Law Council, Inspectorate of Courts, and the Anti-Corruption Division of the High Court.

JLOS institutions implemented various activities such as: Community Anti-corruption Barazas; enhancing UPF/PSU capacity to monitor and investigate corruption complaints; inspection of law firms country wide; conducting prosecution led investigations; strengthening investigation of complaints by JSC; clearing corruption related complaints against errant Judicial officers; popularization of the ODPP public complaints handling mechanisms; and concluding of cases against errant lawyers.

In the criminal justice adjudication sphere, the Anti-Corruption Division of the High Court had a total of 426 cases of which 174 were newly registered cases. Of these, 170 cases were disposed showing a clearance rate of 97.7% compared to 96% for 2016/17. Overall, the case disposal rate was 40% during the year as indicated in the table below. According to the ODPP PROCAMIS, the conviction rate of corruption cases was 55.7%. The ODPP prosecutes approximately 70% of all corruption cases at the ACD.

Table 2.3.2: ACD performance 2017/18

	B/Forward	Registered	Completed	Pending	Total Cases	Clearance Rate	Disposal Rate
Anti-corruption	252	174	170	256	426	97.7%	40%

Source ACD-Judiciary

The Sector is also strengthening its complaints receiving and handling mechanisms to bolster the support of the public in detection and responding to corruption complaints. Toll free phone call lines are established in most JLOS institutions, both URSB and the Judiciary have set up call centres, and complaints desks are functional in all JLOS institutions. The public is guided by service delivery standards to ensure compliance with certain and predictable service delivery processes. The JSC upheld accountability of Judicial Officers, aimed at enhancing discipline and professionalism in service delivery through the complaints management function. Overall, 58.7% (323) of the 550 complaints in the system were cleared. Specifically, the Commission received 124 corruption related complaints (23 F). Of these, 74 complaints were against male Judicial Officers, 47 against female and 1 against a Chief Magistrates court. The Commission procured 5 computers and a double cabin to fast track the investigation of the corruption related complaints and enhance the disposal of the complaints. The Commission investigated 95 complaints in the areas of Kapchorwa, Mbale, Mbarara, Kabale, Mityana, Masaka, Paliisa, Masindi, Arua, Bundibugyo Kakiri, Kiboga, Hoima, Kyazanga, Lwengo, Sembabule, Mpigi, Bushenyi, Nsangi, Kasangati, Mubende, Jinja, Kamuli, Kagoma, Mukono, Kasese, Fortportal, Nakawa, Abim, Lira, Ibanda, Iganga, Nagongera, and Buganda road. 323 complaints were completed by the Disciplinary Committee from the total of 550 complaints in the system.

JSC also held public outreach programs in form of anti-corruption barazas in the districts of Mayuge, Kiryandongo, Masindi, Kamwenge, Kabarole and Kiboga through which 800 members of the public were reached. Issues discussed included disappearance of court files, land and family matters, lack of interpreters for the deaf in the criminal justice system, and why judicial officers ask litigants to buy fuel to visit locus. The barazas are meant to fight corruption through providing quick feed back to the public and to enhance accountability.

In the UPF/PSU, 461 cases related to corruption and human rights violations were investigated and completed. These include unlawful arrest, unlawful detention and detention of suspects over the constitutional 48 hours, assault/torture and death of suspects in police custody. 54 of these cases were of criminal nature and were taken to court. 69 cases were handled in the police disciplinary courts. The UPF also established Traffic Alert Squad to arrest indiscipline traffic officers who act unprofessionally and ask for bribes from motorists. In 2017, 134 traffic police officers were arrested and action taken against them.

The disciplinary committee of the Law Council concluded 73 cases against errant Lawyers in 38 sittings. The Disciplinary Committee of the Law Council concluded 73 complaints against errant Lawyers in 38 sittings. This is in addition to interventions of the ULS' Ethics and Integrity Committee that is at the fore front of entrenching ethical conduct in the legal practice. Currently, the ULS call centre (0800 100 151/ 0800 100 150) receives various complaints about the conduct of lawyers and many of these are resolved through mediation and ensuring that rights of litigants are not compromised. The ULS is in the process of developing a more structured complaint tracking and referral mechanism to enhance accountability and the fight against corruption in legal practice.



Figure shows cameras installed at the passport delivery point

As a mechanism to strengthen measures to detect and investigate corruption, the ODPP designed and designated a form to all Accounting Officers of MDAs whose staff were involved in corruption. The form spells out specifics of the judgments in the corruption cases implicating convicted officers for the purpose of not retaining them in the civil service. This will help in detection and investigation of corruption.

The MIA with support from JLOS procured and installed CCTV in identified risk areas; this is intended to check corruption and bribery tendencies within the premises of the Ministry.

The URSB Call Center and social media platforms have facilitated interaction between the public and the Bureau, to ease access of information about services to clients and facilitate feedback. As shown in table below, there was increase in activity at the call-center as the public made 200% more calls as compared to the 7,126 calls made in 2016/17. Similarly, the number of incoming calls answered increased from 5,478 to 10,955, and the number of outgoing calls made increased by 249% from 1,325 to 4,623 as compared to 2016/17. This increased activity implies that the public is more aware of the availability of the service, and has also enabled the Bureau boost the support of public participation in detection and responding to corruption issues.

Table 2.3.2.1: URSB Call Centre Data

Category	2016/17	2017/18	Remark
Calls received	7126	21,416	Upward trend
Calls answered	5,478	10,955	Upward trend
Calls answered by IVR	1399	9,939	Upward trend
Calls made out	1,325	4,623	To invite clients to come and pick finished work, do searches, answer queries, etc.

Output 2.3.3: JLOS anti-corruption strategy customized and implemented in all JLOS institutions

Implementation of the JLOS anti-corruption strategy is on course, and during the period, two additional JLOS institutions – UPF and UHRC developed and finalized their customized anticorruption frameworks. The implementation of the anti-corruption frameworks is overseen a number of structures including; heads of institutions, institutional disciplinary units, inspection units, and also JLOS sector wide oversight mechanisms such as the JLOS Inspectors Forum and the JLOS Integrity Committee.

The JLOS Inspectors Forum was re-invigorated under the new leadership of Justice Rubby Opio Aweri of the Supreme Court. A programme for quarterly meetings and inspections was initiated and this will be rolled out in the FY2018/19.

Similarly, the Sector also facilitated the JLOS Integrity Committee (JLOSIC) to oversee the implementation of the Sector anti-corruption strategy. Following the JLOSIC nation-wide tour of 2016, a sub-committee headed by an Assistant Inspector General of Police has been progressively following up on implementation of recommendations made. Institutional, structural and practice reforms are progressively strengthened and streamlined.

JLOS continues to participate under the Inter Agency Forum (IAF) coordinated by the DEI, to harness synergies with the Accountability Sector in implementing the JLOS anti-corruption strategy and strengthening the anti-corruption action chain. With the enhanced coordination, inter-sectoral lessons and experiences have enriched the JLOS and national anti-corruption approaches. In line with these inter-sectoral collaborations, the JLOS hosted the anti-corruption open day in December 2018 to dialogue with the public about performance and necessary anti-corruption reforms especially for the ACD. The public and users of the ACD commended the outstanding performance of the ACD, having exhibited professionalism beyond reproach.

Internally, institutional disciplinary units were strengthened through tailor made trainings as necessary capacitation programmes for improved performance. In the UPF Regional sensitization to police middle managers (RPCs, DPCs and OC Stations) on the customized UPF JLOS Anti-corruption strategy was undertaken. The Internal Audit Units were facilitated to conduct quarterly inspection of internal controls.

The UPF finalized its institutional anti-corruption plans of action to domesticate the Sector anti-corruption strategy. Rated as one of the institutions perceived to have a high rate of infractions, the anticorruption framework provides a streamlined approach to enhancing corruption control at institutional and individual levels.

Similarly, the UHRC finalized the printing of 200 copies of the Anticorruption Strategy and disseminated to all staff, at both head office and regional office. This was meant to strengthen the capacity of the UHRC staff to deal with corruption, strengthening integrity, transparency and service delivery. The strategy is in line with the international and national obligations and the JLOS Anti-corruption strategy. By close of the financial year, JLOS had set aside funds to support the development, completion, and dissemination of anti-corruption frameworks for nine additional institutions including; ODPP, MIA, TAT, LDC, DGAL, URSB, NIRA, ULRC, and UPS. UPF and Judiciary shall be supported to deepen implementation of the frameworks.



Output 2.3.4: Capacity of JLOS anti-corruption agencies enhanced

The ACD conducted a performance review entitled; “Review of the Judicial Response to Corruption through the Anti-Corruption Division of the High Court and Related Courts”. This revealed that as at July 2017, the ACD had concluded 86% of all the cases filed since inception with a conviction rate of 60%. Key areas of reform were highlighted including; prompt capacity building for judicial officers to match the fast mutating forms of corruption, expand its jurisdiction to include civil cases such as asset recovery, development of ACD case management rules, among others.

Key challenges related to ambiguity in legislation on admissibility of digital evidence, lack of clear asset recovery management regime, case backlog and delays in associated courts such as Court of Appeal and the Execution Division of the High Court, and the lack of decentralization of the ACD from Kampala, among others. As part of the implementation of recommendations for reform, the ACD developed draft ACD Case Management Rules with support from SUGAR-TAF. The Rules are intended to improve case adjudication procedures and afford litigants a more streamlined court process. These Rules are now before the Rules Committee of the Judiciary for consideration and approval.

In a bid to further strengthen administrative action against corruption, the JSC with support from SUGAR-TAF, installed an automated complaint handling system to ease the tracking and management of complaints. This is intended to reduce delays in complaints handling processes, enhance efficiency and accountability.

Across the sector, Review, Refinement and Automation (RRA) of business processes is being encouraged and supported as one of the ways of curbing opportunistic corruption. This has been effectively achieved by the URSB, and the DCIC, and as such improving immigration and workpermit issuance process. In addition, the Judiciary’s Court Case Administration System (CCAS), the ODPP’s Prosecutions Case Management and Information System (PROCAMIS), and the UPF’s Criminal Records Management System (CREMS) have demonstrably improved their respective capacity to

manage processes and records, and minimize opportunistic corruption within the criminal justice chain. This has also enhanced efficiency, effectiveness, and accountability in the execution of the respective institutional mandates.

At institutional level, the ODPP Anti-Corruption division undertook capacity building in the following areas: Assets Forfeiture and Recovery, illicit enrichment, Case Management Rules for the AntiCorruption Court, Mutual Legal Agreement (MLA), Recovery of Assets, Money Laundering and Asset Recovery, Corruption in Procurement, Digital Forensics and drafting of charges among others. These enhanced capacities focused on improving the effectiveness of the ODPP and entire national anti-corruption chain, with a focus on taking the profit out of corruption through asset recovery.

Vote	Status of Institutional Anti-Corruption Framework	Anti-Corruption Framework funded under 2018/19
MoJCA	Draft	-
MIA	None	✓
MoGLSD	None	-
Judiciary	In place	-
ULRC	In place	✓
UHRC	In place	-
URSB	Draft	✓
DCIC	None	-
ODPP	Draft	✓
UPF	In place	✓
UPS	Draft	✓
JSC	Draft	-
LDC	None	✓
DGAL	None	✓
NIRA	None	✓
TAT	None	✓
ULS	Draft	-
CADER	None	-

With support from the SUGAR-TAF, the Sector undertook staff capacity building, primarily targeting the UPF, ODPP, Judiciary, DGAL, and institutions from both the Accountability Sector and Private Sector. This involved training and engagement of experts in critical workshops. The training focused on asset recovery, managing and evaluation of forensic evidence, among others, that were conducted

In a similar perspective, the UPF conducted Anticorruption training for 500 CID and PSU staff. The training of PSU will enhance operations of the unit in tracking, handling and managing corruption cases in the UPF. While training of CID will strengthen its capacity to investigate corruption related crimes.

In the fight against corruption, a draft MoU among ODPP Uganda, DPP Denmark, and IG Uganda has been approved by the Ugandan Institution heads and submitted to Denmark for endorsement. A response is awaited from the Danish Authorities on when the MOU can be signed and commence further anti-corruption capacity building training activities. The training is expected to cover areas such as money laundering, asset recovery, computer/ electronic evidence, international cooperation in corruption matters.

During the reporting period, Uganda was formally admitted as a member State in the Asset Recovery Inter Agency Network for Southern Africa (ARINSA) and this paves way for enhanced international collaboration and share capacity development. This network will also be beneficial in the fight against corruption especially in asset recovery, training, information sharing, and model legislation, among others.

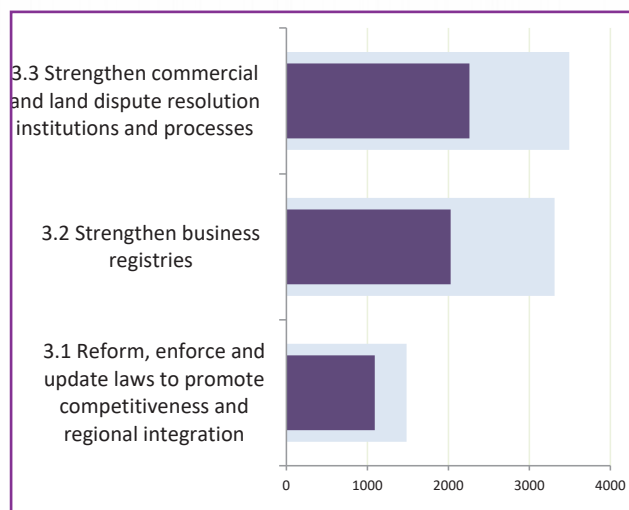
Overall, corruption is a multifaceted vice that negatively affects all JLOS programmes and developments. Indeed the Sector has taken on a wide-sweeping approach to combat its occurrence and spread. Beyond the traditional administrative and criminal anti-corruption legal action, JLOS invests in reforming /strengthening governance systems to eliminate opportunity for corruption; empowering its staff and users of JLOS services to ensure certainty and predictability; and implements a sector wide communication and complaints handling system to bridge the information asymmetry between front line staff and institutional managers. This multi-pronged approach has paid dividends so far and is aligned with entrenching good governance and the rule of law. The lack of adequate interventions to combat corruption in other spheres of the public service and the wider society in many cases a place pressure and sometimes reverses the gains realized by the Sector. Corruption cannot be fought within only sector limits but rather must addressed nationwide in the same combative measure.

OUTCOME 3: COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS STRENGTHENED

The rule of law regulates economic activity, defines and affirms rights and obligations, therefore clarifying to investors the laws and institutional environment for doing business. An efficient and effective justice delivery system is fundamental for poverty reduction and inclusive growth. The Sector under SDPIV is implementing strategic interventions to provide an enabling environment for productivity, investment and competitiveness. The aim is to improve the ease of doing business and enhance the efficiency of the legal framework in settling commercial disputes.

Out come Indicators	Baseline 2016	Performance 2017/18	Target 2021
Ease of doing business index (DTF)	57.7	56.94	63
Efficiency of the legal framework in settling disputes(index)	3.8	3.8	4.1

Key Achievements



- ✓ Increased the proportion of Ugandans issued with IDs to 64.3%
- ✓ NIRA completed registration of 9 million Ugandan citizens aged 5 -16 years;
- ✓ Roll out the E-Visa system, allowing immigrants to apply for Uganda visa on line;
- ✓ Judiciary accredited and appointed 125 mediators
- ✓ All commercial laws are published online
- ✓ Average time taken to register a business improved to 3 hours

The Sector focused on improved disposal of commercial and land disputes to promote the free flow of capital and on improving the lead time for provision of key services. These are primarily from URSB and DCIC as well as the reform of key laws by the Law Reform Commission and training of legal professionals by the Law Development Centre and Uganda Law Society.

A significant number of innovations from these institutions resulted in a reduction in lead times for registering a business and obtaining work permits. There were also reforms to the Trade Licensing laws to reduce the number of permits required to start a business. These innovations are all being bolstered by increased use of technology and e-based services that are expected to culminate in Integration of JLOS services. As a result Uganda remained competitive with a 56.94 score on the competitiveness index according to the Global Competitiveness report 2017/18.

Though the index showed a 1.3% drop it was on account of other of other factors such business cost of terrorism, tax measures Uganda’s, access to financing to mention a few. With regard to the efficiency of the legal framework in settling disputes (index) fo Ugandas index remained stable at 3.8. The Efficiency of the legal framework in settling disputes (index) is scored on a scale of 1(extremely inefficient) to 7 (extremely efficient).

Over the years the Sector has increased the use of Alternative Dispute Resolution mechanisms and these have now become firmly grounded in its practice. Court annexed mediation is now an integral part of the dispute resolution mechanisms and the legal professionals are now firmly on board with this. Over 120 trained and accredited Advocates as well as other trained officers in JLOS institutions and in the Community are now available to offer mediation services. The Judiciary is also building on the training conducted with support from the Austrian Government and specialized training for judicial officers and other core JLOS personnel is being conducted with support from Pepperdine University in the United States.

The Uganda Law Society has also taken on ADR as a critical aspect of legal practice. Together with the Uganda Banker’s Association, they are in the process of establishing a specialized mediation centre to grow the profession and services in Uganda. This will create a stronger environment for alternative dispute resolution in Uganda.

Strategic intervention 3.1: Reform, enforce and update laws to promote competitiveness and regional integration

The Sector is reviewing the legal framework for commercial justice and identifying areas for law reform and development to address the needs of new, emerging and changing areas of commercial business and practice. This is aimed at providing a robust and supporting legal and policy framework for the growth and operation of new industries and business models as well as those areas that have been introduced to support Uganda’s interventions in regional integration.

Table 3.1: performance indicators Reform, enforce and update laws

Indicators	Baseline 2016	Target 2017/18	Performance 2017/18	Target 2021
No. of priority laws prepared for enactment developed	No priority list	Priority list approved	Consultations on going	All on priority list
Proportion of newly enacted commercial laws that are operational	65%	70%	90%	95%
proportion of commercial laws published online	0	20%	100%	60%

All commercial laws are published online on the following platforms Uganda Legal Information Institute (ULII), ULRC website and Ugandan Online Law Library. The Judiciary has uploaded online the laws, court decisions and other legal reference materials. Specific institutions including URSB, TAT, and DCIC have uploaded their respective laws on their websites in line with their mandates.

Output 3.1.1: legislation proposed in new and emerging areas of commercial and land justice

The Sector is in advanced stages (78%) of putting together a list of priority areas in new and emerging areas in respect to commercial and land justice. That notwithstanding some critical legislation have been identified for immediate review and reform in line with commercial justice needs for example Land Valuation Law, UNRA Act. Currently, there is an ongoing review of the Land Act.

The Sector through the First Parliamentary Counsel (FPC) drafted and published 13 Acts, 61 Statutory Instruments, 7 Ordinances, 14 Legal Notices and 16 bills. These legislations are intended to enhance competitiveness in the business environment.

The Acts published include:

- i) The Appropriation Act, 2017.
- ii) The Income Tax (Amendment, No.2) Act, 2017.
- iii) The Uganda Communications (Amendment) Act, 2017.
- iv) The Common Market for East and Central Africa Treaty Implementation Act, 2017.
- v) The Constitution (Amendment) Act, 2018.
- vi) The Tax Appeals Tribunals (Amendment) Act, 2018.
- vii) The Appropriation Act, 2018.
- viii) The Lotteries and Gaming (Amendment) Act, 2018.
- ix) The Traffic and Road Safety Act 1998, (Amendment) Act, 2018.
- x) The Stamps Duty (Amendment) Act, 2018. xi. The Income Tax (Amendment) Act, 2018.
- xii) The Value Added Tax (Amendment) Act, 2018.
- xiii) The Excise Duty (Amendment) Act, 2018.

The Bills published include:

- i) The Supplementary Appropriation (No. 2) Bill, 2017
- ii) The National Environment Bill, 2017
- iii) The Security Interest in Movable Property Bill, 2018
- iv) The Administration of the Judiciary Bill, 2018
- v) The Tax Appeals Tribunals (Amendment) Bill, 2018
- vi) The Appropriation Bill, 2018
- vii) The Lotteries and Gaming (Amendment) Bill, 2018
- viii) The Tax Procedures (Amendment) Bill, 2018
- ix) The Traffic and Road Safety Act, 1998 (Amendment) Bill, 2018
- x) The Stamps Duty (Amendment) Bill, 2018
- xi) The Income Tax (Amendment) Bill, 2018
- xii) The Value Added Tax (Amendment) Bill, 2018
- xiii) The Excise Duty (Amendment) Bill, 2018
- xiv) The Accreditation for Conformity Assessment Bill, 2018
- xv) The Roads Bill, 2018

The variation in the number of Bills published was due to increase in the number of Finance Bills passed in preparation of the Budget for the FY2018/19. The increase in the number of Legal Notices published was due to an increase in the number of institutions applying for licenses and certificates

from the National Council for Higher Education. Three scheduled meetings were not attended due to non-availability of funds to attend the meetings.

Table 3.1.1 laws drafted

Category	2016/17	2017/18
Acts	16	13
Bills	19	16
Statutory Instruments	80	61
Ordinances	07	07
Legal Notices	30	14

The ULS held four symposia in Gulu, Mbarara, Kampala and Mbale on land justice, management, administration, adjudication and enforcement involving 234 participants. In addition, they hosted the annual law conference under the theme “the legal profession and Uganda’s economic development; locating the missing link”, and attended by 435 participants.

Output 3.1.2: Access to commercial laws enhanced:

All commercial laws are published online on the following platforms Uganda Legal Information Institute (ULII), ULRC website and Ugandan Online Law Library. The Judiciary has uploaded online the laws, court decisions and other legal reference materials. Specific institutions including URSB, TAT, DCIC have uploaded their respective laws on their websites in line with their mandates.

Commercial Courts decisions were published by the Judiciary and are available online. However, the planned Compendium of Commercial laws was not prepared due to non-release of funds.

Output 3.1.3: Rules and procedures in commercial justice Simplified:

URSB designed and digitalized user forms and set reviewed the National Intellectual Property Policy, The ongoing review of business processes in the Judiciary is expected to support the simplification of the processes farther The ongoing regulations and amendments include: i) The draft Rules for the Cross Border Insolvency Rules 2017 to regulate multi-jurisdiction insolvency proceedings in Uganda; ii) The National Intellectual Property Policy; iii) The Geographical Indications Regulations; iv) The draft Bill on Security Interest in Movable Property,2017; v) Proposed amendments of the Copyrights Act, 2006; vi) CMO Regulations for the amendment of Copyright Regulations,2010; vii) Amendments of the Trademarks Act, 2010; viii) Draft amendments of the Companies (General) Regulations, 2016; ix) Amendment of Marriage Acts (Hindu, Customary, Mohammedan and Civil) awaits enactment of marriage and divorce bill by Parliament.

Output 3.1.4: Appropriate regional laws harmonized and domesticated:

In compliance with state duty obligations, the Sector institutions participated in regional conferences, meetings, benchmarking visits and field exercises that were organized to deepen integration and reforms in EAC and African Union; Association of Law Reform Agencies of Eastern and Southern Africa (ALRAESA); Commonwealth Association of Law Reform Agencies (CALRAs) and the United Nations Commission on International Trade Law (UNCITRAL) These were on:

Meetings of the Sector al Council on Legal & Judicial Affairs: ULRC was designated by the Hon. Attorney General as the lead agency on matters of United Nations Commission on International Trade Law (UNCITRAL), to coordinate government ministries and departments on all developments that take place during working group meetings and the plenary.

UNCITRAL commenced the development of a model law for easy dispute settlement and enforcement of commercial decisions on matters of international commercial law or transactions. The convention will facilitate settlement of investment contract disputes using an arbitrator. In addition, UNCITRAL is also reforming rules relating to investor state disputes. The rules will among others enable; third party appointed arbitrators and create an international court to handle matters relating to investor state dispute.

The Association of Law Reform Agencies of Eastern and Southern Africa (ALRAESA) was established for the purpose of exchanging and sharing ideas on best practices in law reform and developing the law within member states in accordance with the principles of human rights, good governance and rule of law. ULRC participated in ALREASA conference with a theme: "The Role of Law Reform in Development." Several recommendations were made including: the need to invest more in civic education of the masses to create awareness and collaborate with various CSOs in the promotion and protection of human rights; the need to focus on execution of their mandate and purpose through the appointment of dedicated Commissioners; tailor-made internal structures and undertaking reviews of subjects which are broader and more closely interlinked; and the need to collaborate with the legislature to ensure quick passage of Bills.

URSB promoted the ratification of the Marrakesh Treaty to facilitate access to published works for persons who are blind, visually impaired or otherwise print disabled. The arrangements between URSB and FPC are ongoing to draft a bill to domesticate the treaty.

Output 3.1.5 Commercial laws enforced

The Sector developed regulations for 3 laws including:

- i) The Insolvency (Investigation and Prosecution) Regulations 2017, to strengthen the procedure that the Official Receiver will follow in investigating and prosecuting insolvency practitioners, directors, shareholders and contributories was passed.
- ii) The Insolvency Practitioners Regulations, 2017 was passed to provide for registration of Insolvency Practitioners with the Official Receiver.
- iii) Amendment of the Insolvency Fees Regulations 2013 that prescribes fees that are payable pursuant to the Insolvency Act 2011 was passed.

As a result of reforms in URSB it now takes 3 hours to register a business on average and there is documented proof that one can even register a business within an hour, while business names are registered instantly.

DGAL verified and reported 723 commercial and illicit products analyzed, verified and reported to ensure public safety. A total of 877 forensic cases were investigated and concluded to support safeguards for public health, food and environmental safety.

Strategic intervention 3.2: Strengthen business registries

Through the SDP IV period, strategies are being implemented to enhance the efficiency of all the business registries, including measures to support integration for better communication between the various registries. This is intended to promote effectiveness and enhance the ability to adequately monitor and track the performance of various entities in order to provide appropriate support services. The Sector is thus working towards greater automation to provide a customer-oriented service that promotes efficient growth and operation of businesses.

The average time taken to register a business improved to 3 hours as well as the level of automation of business registries at 45%. The proportion of Ugandans with National ID increased significantly from 45.2% to 64.3% as shown in the table 3.1.2.

Table 3.1.2: performance indicators registries

Performance indicators	Baseline 2016	Target 2017/18	Performance 2017/18	Target 2021
Proportion of Ugandans with a National ID	45.2%	56%	64.30%	85%
Time taken to register a business/company	2days	2days	3 hours	8hrs
Level of Automation of business registries	45%	45%	45%	75%

Output 3.2.1 Registries reformed and equipped

The Sector rolled out the E-Visa system, allowing immigrants to apply for Uganda visa online and procured 10 computers meant to support the Integration of the MIDAS, PISCES with E-visa systems for Elegu, Malaba, Busia, Katuna, Entebbe, Mutukula, Goli, Mpondwe, Cyanika, and Suam River. DCIC further procured an access control system for the server rooms, 25 shelves and racks for the registry. These are meant to strengthen document management through proper storage and retrieval of documents as we progress towards full implementation of e-Immigration and e-passport transition.

NIRA registry was equipped with a server room cable, power extension cables, hard disk spares for the central system and UPS battery packs thus enhancing storage of records. NIRA registered citizens and issued National IDs, increasing the proportion of Ugandans issued with IDs to 64.3%.

In a bid to enhance compliance in filing of marriage returns to Office of Registrar of Marriages, URSB distributed civil registration materials (600 booklets – Customary marriage Certificates, 20 booklets – Civil marriage Certificates, 240 booklets – Customary marriage Register books, 28 booklets – Civil marriage Register books, 25 reams – Certificate Detail Forms, 25 reams – Notice of marriage Forms, 25 reams – Statutory Declaration Forms, 50 reams – I call Upon Forms, 37 booklets – form F) to 56 districts and Faith Based Organizations. Establishment of electronic Chattels Registry is on course and a systems requirement review is under way.

Output 3.2.2 Business registries Automated:

The Sector strategized to automate business registries in all the Sector institutions under SDPIV. Among the planned activities in this output area was the upgrading of Civil Registration Information Management System (CRIMS).

URSB commenced the process of designing and developing a web-based security interest in movable property registry system. This System will allow secured creditors to register their security interests in movable assets online and provide financial institutions with a platform through which they can inform other lenders (and buyers of chattels) about their interest in a particular chattel. This will reduce the risk that the buyer might fraudulently take a loan against the chattel or dispose of it without informing the financial institution. It will also enable individuals and entrepreneurs to use un-utilized (or under-utilized) movable assets or chattels such as plant and machinery, accounts receivables, inventory, crops and livestock as well as intangible chattels such as patents, trademarks and intellectual property rights as collateral for accessing credit.

The establishment of electronic chattels registry will address the challenge of sky rocketed interest rates due to high risks for lenders thus enhancing quality of credit portfolio through increased competitiveness in the financial market which eases doing business. Implementation awaits funding provision of the total amount required.

DCIC procured computers and 10 network printers for passport receiving section at headquarters, Mbarara, Gulu, Mbale and Inspection and Legal Services. These are aimed at supporting the digitization processes and / or automation of the regional offices.

NIRA developed Alien machine specifications, Alien registration forms designed and Alien registration software development was completed. Alien registration will enhance security and better service delivery owing to the fact that the government shall have conclusive records of all nationals and non-nationals in the country. With regards to automating case management systems, TAT acquired equipment to support case management; and trained 8 Staff in arbitration/ international tax issues. The Tribunal also conducted Case management training in Gulu, Mbarara, Arua and Mbale. In addition, case management manuals were discussed and distributed; decided cases were edited and are ready for publication.

The Sector also procured hardware to support digitization processes/ automation at regional offices; designed, trained and implemented E-publishing and E-Marketing systems within LDC.

Table 3.2.2: Performance indicators lead times

Key Output Indicators	Target 2017/18	Actual
No. of days taken to issue of a passports.	7	3
Average time taken in clearing travellers at the borders (Minutes)	3	2
Number of days taken to issue a Work Permit	5	5

Output 3.2.3: Staff capacity enhanced in e-registry

DCIC trained a total of 248 staff in performance management and its relationship to the realization of the organization's objectives. They further trained an additional 50 staff at Nakasongola Immigration Training Academy in who did not undertake induction and immigration basic level training.

Output 3.2.4: Stakeholder sensitized on registration process:

The Sector sensitized Stakeholders on business processes through court user committee meetings and regional stakeholder awareness seminars. Tax Appeals Tribunal (TAT) held 5 court user meetings countrywide.

URSB with its partners URA, KCCA and MoLG established 34 Tax Payer Registration Expansion Program (TREP) centers in various municipalities. These increased access to registration of businesses through One Stop Shops. This has been done through;

- i) Educating and sensitizing the public about the importance of formalizing their businesses through formal registration and payment of taxes and other dues;
- ii) Reducing the time and cost of compliance by simplifying the process for business entities in registering for and conducting business;
- iii) Harmonizing tax administration systems and minimum enforcement of government institutions in the partnership.

Furthermore, business clinics were conducted in 17 districts and instant registration of businesses done. The Bureau also carried out publicity outreach and media campaigns to promote business registration in Greater Kampala Metropolitan area through; street pole advertising, 12 market barazas and branding commuter taxis. The Bureau further sensitized the youth and entrepreneurs on business registration in Busia.



URSB business clinic



URSB TV talk show

Additionally, 20 radio and 13 TV talk shows in both English and local languages were conducted covering the following areas: types of marriages recognized in Uganda; the importance of marriage registration and the procedures for registering Civil marriages; benefits of formalizing businesses; business and intellectual property registration.

URSB also organized a youth conference at Mt. of Fire and Miracles Ministries, Kanyanya, and sensitized the youth, church leaders and pastors about the different types of marriages recognized

in Uganda, the importance of marriage registration & the procedures for registering Civil marriages. A women's stakeholder's workshop was carried out by the Directorate of Civil Registration to sensitize women on securing marriage through registration.

A Traditional Knowledge (TK) sensitization workshop was organized by URSB for Traditional Health Practitioners at THETA Uganda. Researchers were sensitized on the benefits of Intellectual Property registration, the use of Technology and Innovation Scientific Centers (TISC) services to improve on the quality of Research. Another workshop with Church leaders, CAO's, Town Clerks, Sub County Chiefs, Muslim leaders and cultural leaders was conducted to sensitize them on marriage formalization, filling of marriage returns and licensing of churches.

Strategic intervention 3.3: Strengthen commercial and land dispute resolution processes and institutions

Under the SDP IV, the Sector is reviving efforts to build the Commercial Court as a Centre for Excellence in dispute resolution and will also strengthen the capacity and operations of the other commercial justice institutions to provide fast and effective dispute resolution in all specialized areas and in the area of ADR.

Table 3.3: Performance indicators commercial and land dispute resolution

Performance indicators	Baseline	Target 2017/18	Performance 2017/18	Target 2021
Clearance rate of land cases	77.1%	90%	53%	98%
Clearance rate of commercial cases	71%	93%	64%	98.7%
Mediation success rate	55%	60%	57.1%	60%

Output 3.3.1 Case management systems enhanced

The Land Division had a total of 19,990 cases of which 6,229 were newly registered cases. Of these, 3,171 cases were disposed of showing a clearance rate of 50.9% and disposal rate of 15.9%. The judges were unable to complete all the cases within the given time due to Poor turn up of witnesses, Court vacation, and Annual leave. However, the judges are continuing to hear the part heard cases and writing the pending Judgments/ Rulings. TAT handled and disposed of 94 cases in Mbarara, Gulu, Arua, Kampala and Mbale out of the planned disposal of 110 disputes.

Table 3.3.1 High Court – Land Division performance 2017/18

	B/For-ward	Registered	Completed	Pending	Total Cases	Clearance Rate	Disposal Rate
Land Cases	13,761	6,229	3,171	16,819	19,990	50.9%	15.9%

Land justice disputes continue to take up a large proportion of the load in terms of case backlog in the civil arena and have been noted to contribute to several criminal matters, including murders, arsons, assaults and trespass. The delay in disposal of these matters also means that vast

assets are tied up in litigation for prolonged periods, therefore hindering economic development processes. Strategies will be employed to give particular attention to the disposal of land matters and to strengthen the institutions that are specialized in this field.

In the reporting period a 64% clearance rate of commercial cases was registered which was less than the baseline average while that for land cases stood at 50.1%. The poor disposal of cases in the reporting period is attributed to the court vacation and poor turn up of witnesses. However, the judges are continuing to hear the part heard cases and writing the pending Judgments/ Rulings and performance is expected to improve.

The Judiciary aspires to enhance the enabling environment for investment and economic activity at large. This is intended to be realized through providing quick and effective Commercial Justice and Land Justice as land is a primary factor of production. This frees up disputed business capital under dispute for investment. The Judiciary conducted a number of Case Backlog Reduction sessions targeting Commercial and Land matters at both High Court and Chief Magistrate Court level.



The Attorney General Hon. William Byaruhanga (standing) presiding the enrollment of lawyers as advocates of the High Court

The Commercial Division of the High Court adjudicates over commercial disputes over Ushs.40million. The Court cause listed 480 cases of which 143 cases were disposed of. The Land Division of the High Court disposed of 1,345 cases. The High Court Circuits of Mubende and Soroti held Case Backlog Reductions Sessions where they cause listed a total of 200 land cases of which 183 cases were disposed of.

The Chief Magistrate courts also conducted Backlog Sessions to handle Land Matters in Makindye, Mayuge, Kasangati, Lugazi, Rakai and Mityana and completed 100 Criminal Backlog Cases. The Chief Magistrate Courts of Fort portal, Rukungiri, Arua, Makindye, Masaka, Entebbe, Mengo, Hoima and Nakawa allocated and completed 103 land backlog Cases.

A total of 3,612 requests for contract reviews were received out of which 3,426 were responded to and 186 are still pending. Those that are pending were due to delays by MDAs in submitting additional information and also incomplete requests submitted by the entities. The above performance

represents 95%. The Ministry of Justice also received 940 requests for legal opinion out of which 890 were responded to representing 95% and 50 are still pending. The ones that are pending were due to delay in submitting additional information, incomplete requests submitted by the entities, ongoing court process and negotiations between the parties.

The Office of the Administrator General opened 4,371 new files for clients, inspected 99 estates, made 10 applications to court to grant letters of administration, and filed 39 applications for winding up of estates. Since the beneficiaries are encouraged to administer their estates, applications for winding up are reducing. The office also issued 2,993 certificates of No Objection, 119 certificates of land transfers, conducted 977 family arbitrations/ mediations and concluded 215.

MIA developed General Rules and Guidelines for the Adjudication Committee; and TAT held up country sessions and handled 94 disputes worth 245 billion shillings in Mbarara, Gulu, Arua, Mbale and Kampala.

Output 3.3.2 Mediation, small claims procedure and land courts rolled out

SDP IV prioritized the roll out of initiatives which include alternative dispute resolution mechanisms, small claims, plea bargaining and land courts with a view of enhancing expeditious and specialized case disposal. These innovative legal approaches are also aimed at addressing cases backlog which comprises of more than 30% civil cases. The Judiciary registered a case disposal rate of 57.1% compared to 48.5% in 2016/17, the slight decrease in number of cases disposed through mediation is attributed to the increased case filling compared to 2016/2017.



The Chief Justice Launching the small claims procedure at LDC Court 2018

During the reporting period the Judiciary conducted sensitization on mediation, training, accreditation and appointment of Judicial mediators to relieve the Judiciary structure which is constrained in handling the growing case load since it has about 328 Judicial officers and 184 operational courts in the whole country serving a population of about 38 million. The Judiciary conducted public awareness programmes and trained 844 mediators in the following districts; Gulu, Arua, Lira, Jinja, Soroti, Mbale, Kabale and Fort Portal High Court Circuits. The mediation trainings targeted internal and external mediators which as part of a comprehensive intervention of improving access to justice and enhancing business processes. The trained stakeholders include; judicial officers, advocates, cultural, religious, community and civic leaders who will participate in

resolving disputes in Courts through mediation. Implementation of the above highlighted activities have enhanced public awareness on mediation, increased the pool of trained mediators, increased the use of mediation in dispute settlement and enhanced conduct of mediation in a systematic-manner while following the Judicature mediation Rules, 2013.

In addition to the above, the Judiciary accredited and appointed 125 mediators in a phased manner in six (6) High Court circuits comprising of advocates, judicial officers, cultural, religious, political and opinion leaders. They include the following number of mediators per High Court Circuit; 31 in Jinja, 13 in Arua, 14 in Gulu, 34 in Lira, 10 in Soroti and 23 in Mbale. The phased accreditation of 10 mediators per High court Circuit will increase on the pool of court-accredited mediators and enhance the use of court annexed mediations in dispute resolution. This activity was completed in Jinja, Gulu, Lira, Soroti and Mbale High Court Circuits. However, despite the successfully implementation of the public sensitizations, training , accreditation and appointment of mediators, the following challenges were identified; insufficient funds for accreditation of more mediators in other High Court Circuits in which training was conducted in previous years, limited facilitation to courts for accredited mediators, lack of furniture in mediation rooms and registries, nonattendance of parties, un-stable internet/low connectivity in the Judiciary hence interfering with smooth running of the mediation registry, and absence of a mechanism for monitoring and regulating mediators.

The Sector conducted an end of ADR Project evaluation and a validation meeting for the final report on the short term consultancy on end of project evaluation was held on 26th September 2017. The consultants submitted an End of Project Evaluation Report and the Sector is designing a successor Project for ADR Project. The Final Report on End of ADR Project Evaluation revealed that the project delivered most of the planned results which include the following; training of personnel, preparation of information and awareness raising materials, sensitization, establishment of mediation registries, preparation of documentation on mediation which include the Handbook on Engendering ADR in Dispute Resolution Processes, Mediator's Training Manual and a Mediator's Manual. Project implementation resulted to an increased use of ADR services and some disputes were resolved expeditiously and at a low cost.

However, despite the successes registered under the ADR Project some of the major challenges in implementation of mediation reported include the following; inadequate space, low remuneration, few mediators and inadequate skills in mediation were rated as being of high priority requiring attention. Inadequate space and few mediators per court emerged as the greatest challenges, at 79% in both cases. It was reported, and in some cases observed by the evaluation team that mediation sessions were often held in courtrooms where formal court cases are heard which creates competition for space. In other instances, mediation was conducted under tents and trees. Other challenges reported were nonreimbursement of travel costs incurred by mediators and inadequate/non-existence of registry facilities in some courts. There is, therefore, need to provide adequate space, facilities that create a conducive environment for mediation, continuous training, accreditation and appointment of mediators, sensitization of stakeholders, advocates and the public on mediation, an increment of funds allocated for mediation, furniture for mediation rooms and registries, increase internet band width for stable connectivity in the mediation registry and introduction of wireless connection.

The Judiciary has prioritized the mechanism for fast tracking dispute resolutions. The Small Claims Procedure was established to adjudicate over Civil-Commercial claims whose subject matter does not exceed ten million shillings such as, matters arising out of supply of goods, debts or rent. The Small Claims Registry in conjunction with the Public Relations Office conducted a Small Claims Procedure rollout exercise in 7 Courts including; Oyam, Apac, Kamuli, Mitooma, Ntungamo, Kanungu and Kisoro. The rollout exercise included Public sensitization, Media Outreach and Court Open days in the target Courts.

ULRC undertook a review of the land laws operational in Uganda to provide a comprehensive legal regime to harmonize the varying rights and interests over land and support commercial land utilization. The review aimed at improving land ownership, use, planning, management and administration. A legal audit of the conflicting tenure rights and interests on land was conducted and undertook social research to investigate the causes and nature of the land conflicts prevalent in Uganda today. The study made recommendations for flexible dispute resolution mechanisms that will provide certainty and predictability in the resolution of land disputes and administrative machinery to facilitate proper planning, management and administration of land.

Output 3.3.3 Capacity of duty bearers in commercial and Land justice built

Through the Judicial Training Institute and other programs the Sector is training commercial lawyers and other duty bearers. Country wide sensitization programs are also under taken regularly. The users committees have been strengthened and resourced.

Output 3.3.4 Rules and procedures that cause delays reformed

Completion of the review of Land laws: Land is a critical resource for Uganda's social and economic development. A study to address land reforms was commissioned. The study is intended to address challenges affecting the implementation of Uganda's land laws, conflicting and competing interests in land, land use planning, conflict and dispute resolution mechanism. In the reporting period, the Sector has carried out field consultations and embarked on data analysis the will inform the report.

Stakeholders in their user committees have voiced a number of concerns that the Sector must address urgently.

- i) Funds in banks are tied up owing to commercial claims which remain unresolved in Courts which reduces the banks viability of lending. It is estimated that the Value of Cases in Court over 12 months with an average value above Ugx 180M or \$50,000 is equivalent to Ugx 729.6Bn. This negatively impacts on Bank earnings and capital, crowding out Money that would have been available for lending and makes businesses stuck and unable to progress or turnaround.
- ii) The Garnishee process is being abused and has become a fishing expedition with disclosure of information of persons with similar details being inconvenienced and having their personal data being disclosed in matters not concerning them. Also Garnishee orders are meant to be for a specific amount and run for a specific period of time. However, there are currently instances where orders are running for an undefined period of time and attachment continues even after the specified period.

- iii) The 30% injunctive remedy on mortgages is not properly appreciated and being applied by courts. Courts should invoke Regulation 13 (1) of the Mortgage Regulations and order a 30% payment as provided for when applications are lodged against Banks for injunctions. This has caused further defaults by borrowers.
- iv) Fraudsters are not made to pay back the stolen monies after conviction; fraudsters convicted by courts, receive sentences exclusively and the imposition to pay back the stolen monies is not made. The rationale that a conviction serves enough punishment and compelling the criminals to pay back the monies would be an excessive punishment should be revisited.
- v) Delayed closure/resolution of recovery cases in courts owing to shortage of judges and injunctions.

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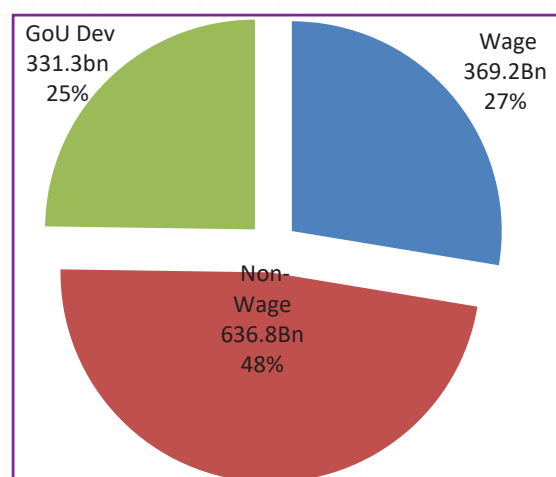
This financial report reflects the budget performance for all Sector institutions for the financial year 2017/18. The Sector was funded by GOU and development partners to implement the JLOS work plan 2017/18 in particular and the SDPIV in general. The development partners who are funding the implementation of the SDPIV include the Governments of the Netherlands, Austria 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. The EU and Sweden are also finalising arrangements to fund the implementation of the SDPIV.

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 of 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.

National Budget allocation to JLOS 2017/18

At the start of FY 2017/18, JLOS was allocated a total budget of shillings 1.192 trillion. This was revised to shillings 1.337 trillion compared to shillings 1.155 trillion provided in the previous FY 2016/17. The allocation translates into 33.7% increase in the overall Sector budget. The overall national budget was 30.84 trillion, implying JLOS received 4.34% of the approved National Budget of the Financial Year. This MTEF allocation includes shillings 47.964 billion for the JLOS SWAP Development Fund.

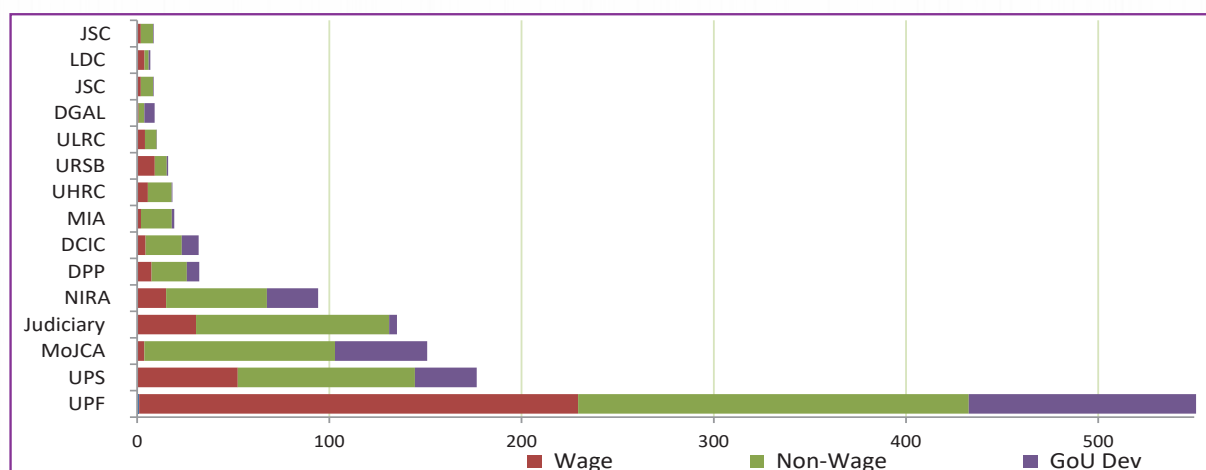


Non-wage recurrent budget allocation significantly increased by 41% from UGX.450.4 billion in 2016/17 to UGX.636.780 billion; while Capital development increased from UGX.299bn to UGX.331.3 billion while the wage provision increased marginally from UGX UGX.354 billion in FY 2016/17 to UGX UGX.369.2 billion in the reporting period.

In terms of institutional allocations, 46.9% of the Sector budget is earmarked for policing services. The other institutions are Uganda Prisons receiving 13.2%, Judiciary 11.3% while MoJCA was allocated 10.1% which includes the SWAP Development Fund. The breakdown by institution is as shown in table 1.

Table 1: Revised Budget allocation to JLOS for FY 2017/18¹²

Vote	Description	Wage	Non-Wage	GoU Dev	Total	% share
144	UPF	228.436	203.266	196.124	627.827	46.9%
145	UPS	52.354	92.139	32.140	176.633	13.2%
007	MoJCA	3.717	99.173	47.964	150.854	11.3%
101	Judiciary	30.628	100.467	4.070	135.165	10.1%
309	NIRA	15.062	52.462	26.604	94.128	7.0%
133	DPP	7.459	18.361	6.455	32.275	2.4%
120	DCIC	4.384	18.787	8.813	31.984	2.4%
009	MIA	1.954	16.057	1.259	19.269	1.4%
106	UHRC	5.591	12.305	0.412	18.308	1.4%
119	URSB	9.115	6.276	0.710	16.101	1.2%
105	ULRC	4.073	6.004	0.200	10.277	0.8%
305	DGAL	0.759	2.945	5.344	9.048	0.7%
148	JSC	1.904	6.384	0.289	8.577	0.6%
109	LDC	3.804	2.154	0.873	6.831	0.5%
Total		369.240	636.780	331.257	1,337.278	100.0%



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 Sector respectively, while Uganda Law Society is not a department of Government and CADER is under MoJCA.

JLOS Budget Performance for FY 2017/2018

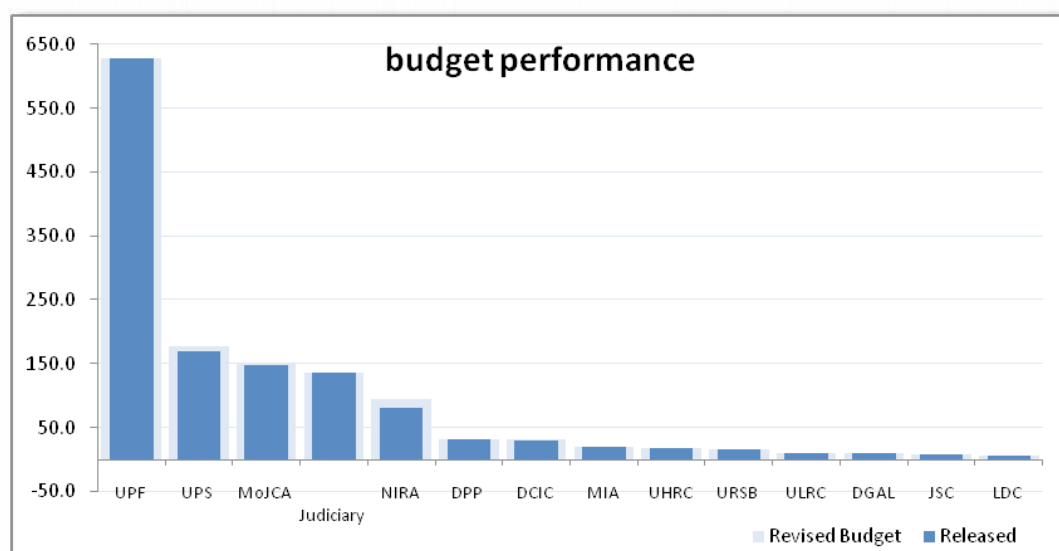
In the reporting period, the disbursement to the Sector was 98% amounting to UGX. 1.311 trillion of the revised annual budget of UGX. 1.337 billion. Nine of the Sector institutions received 100% of their approved budgets. Only NIRA's outturn performed at less than 90%. Of the funds released, UGX. 1.285 trillion was expended giving an impressive overall absorption rate of 98%.

¹²The Votes are arranged in ascending order based on funds allocated for ease of comparison

Only two institutions i.e. NIRA and JSC, absorbed less than 95% of their releases. The institutional performance is as presented in table 2.

Table 2. Performance against budget

Vote	Description	Approved	Supplementary	Revised Budget	Released	Spent	% Released	% Spent
144	UPF	533.366	94.461	627.827	627.827	627.186	100.0%	99.9%
145	UPS	158.633	18.000	176.633	169.512	169.408	96.0%	99.9%
007	MoJCA	121.546	29.308	150.854	147.492	143.786	97.8%	97.5%
101	Judiciary	134.965	0.200	135.165	135.165	134.844	100.0%	99.8%
309	NIRA	84.226	9.902	94.128	81.391	65.153	86.5%	80.0%
133	DPP	32.275	-	32.275	32.275	30.985	100.0%	96.0%
120	DCIC	31.984	-	31.984	29.937	29.846	93.6%	99.7%
009	MIA	19.269	-	19.269	19.269	18.504	100.0%	96.0%
106	UHRC	18.308	-	18.308	18.308	18.094	100.0%	98.8%
119	URSB	13.442	2.660	16.101	15.006	14.528	93.2%	96.8%
105	ULRC	10.277	-	10.277	10.277	10.010	100.0%	97.4%
305	DGAL	9.048	-	9.048	9.048	8.774	100.0%	97.0%
148	JSC	8.577	-	8.577	8.577	7.619	100.0%	88.8%
109	LDC	6.831	-	6.831	6.831	6.804	100.0%	99.6%
Total		1,182.75	154.53	1,337.278	1,310.916	1,285.541	98.0%	98.1%



The overall wage outturn was 100% i.e. the release was UGX. 369.2 billion as approved and all Sector institutions received their approved wage budgets in full. URSB received a supplementary of shillings 1.565 billion while UPF had a reallocation of shillings 7.966 billion from wage to non-wage. Seven of the institutions spent over 98% of their wage releases. The average expenditure was 99% with only JSC, DPP, DGAL and MIA below 90%. The low performance for JSC was because of the

unfilled vacancies. The recruitment was eventually undertaken. The detailed wage performance is presented in the table below.

Table 3. wage performance

Vote	Description	Approved	Virement	Supplementary	Revised Budget	Release	Spent	% Released	% Spent
007	MoJCA	3.717	-	-	3.717	3.717	3.670	100.0%	98.7%
009	MIA	1.954	-	-	1.954	1.954	1.529	100.0%	78.3%
101	Judiciary	30.628	-	-	30.628	30.628	30.320	100.0%	99.0%
105	ULRC	4.073	-	-	4.073	4.073	3.810	100.0%	93.5%
106	UHRC	5.591	-	-	5.591	5.591	5.387	100.0%	96.3%
109	LDC	3.804	-	-	3.804	3.804	3.804	100.0%	100.0%
119	URSB	7.550	-	1.565	9.115	9.115	8.845	100.0%	97.0%
120	DCIC	4.384	-	-	4.384	4.384	4.372	100.0%	99.7%
133	DPP	7.459	-	-	7.459	7.459	6.588	100.0%	88.3%
144	UPF	236.401	7.966	-	228.436	228.436	228.422	100.0%	100.0%
145	UPS	52.354	-	-	52.354	52.354	52.343	100.0%	100.0%
148	JSC	1.904	-	-	1.904	1.904	0.957	100.0%	50.3%
305	DGAL	0.759	-	-	0.759	0.759	0.620	100.0%	81.7%
309	NIRA	15.062	-	-	15.062	15.062	15.062	100.0%	100.0%
	Total	375.641	7.966	1.565	369.240	369.240	365.730	100.0%	99.0%

The release for non-wage was UGX. 622 billion against the approved revised budget of UGX. 636.780 billion thus an overall outturn/performance of 97.7%. All institutions apart from URSB, and UPS received above 95% of their approved budgets. Institutions including MoJCA, Judiciary, URSB and UPS received supplementary for non-wage. The overall Sector absorption of the release was 97%. Only NIRA absorbed (72.9%) . The detailed non-wage performance is presented in the table 4 below.

Table 4 Non wage performance

Vote	Description	Approved	Virement	Supplementary	Revised Budget	Release	Spent	% Released	% Spent
007	MoJCA	86.913	-	12.260	99.173	95.811	93.180	96.6%	97.3%
009	MIA	16.057	-	-	16.057	16.057	15.716	100.0%	97.9%
101	Judiciary	100.267	-	0.200	100.467	100.467	100.454	100.0%	100.0%
105	ULRC	6.004	-	-	6.004	6.004	6.001	100.0%	100.0%

106	UHRC	12.305	-	-	12.305	12.305	12.296	100.0%	99.9%
109	LDC	2.154	-	-	2.154	2.154	2.127	100.0%	98.8%
119	URSB	5.891	-	0.385	6.276	5.891	5.683	93.9%	96.5%
120	DCIC	18.787	-	-	18.787	18.745	18.671	99.8%	99.6%
133	DPP	18.361	-	-	18.361	18.361	18.065	100.0%	98.4%
144	UPF	195.301	(7.966)	-	203.266	203.266	202.639	100.0%	99.7%
145	UPS	75.139	-	17.000	92.139	85.139	85.046	92.4%	99.9%
148	JSC	6.434	-	(0.050)	6.384	6.384	6.373	100.0%	99.8%
305	DGAL	2.945	-	-	2.945	2.945	2.837	100.0%	96.3%
309	NIRA	41.822	(0.738)	9.902	52.462	48.462	35.352	92.4%	72.9%
	Total	588.380	(8.703)	39.697	636.780	621.992	604.440	97.7%	97.2%

The budget performance for the development component was 96.5% i.e. UGX. 319.7 billion of the approved UGX. 331.3 billion was released. All institutions received 100% of their budget apart from URSB(0%), DCIC(77.2%) and NIRA(67.2%) The absorption rate of the released funds was 98.7%. Most institutions apart from UHRC, JSC and ULRC absorbed more than 50% of their development funds. The detailed performance is presented in the table below.

Table 5 capital budget performance

Vote	Description	Approved	Virement	Supplementary	Revised Budget	Release	Spent	% Released	% Spent
007	MoJCA	30.915	-	17.049	47.964	47.964	46.937	100.0%	97.9%
009	MIA	1.259	-	-	1.259	1.259	1.259	100.0%	100.0%
101	Judiciary	4.070	-	-	4.070	4.070	4.070	100.0%	100.0%
105	ULRC	0.200	-	-	0.200	0.200	0.199	100.0%	99.6%
106	UHRC	0.412	-	-	0.412	0.412	0.411	100.0%	99.8%
109	LDC	0.873	-	-	0.873	0.873	0.873	100.0%	99.9%
119	URSB	-	-	0.710	0.710	-	-		
120	DCIC	8.813	-	-	8.813	6.808	6.803	77.2%	99.9%
133	DPP	6.455	-	-	6.455	6.455	6.332	100.0%	98.1%
144	UPF	101.664	-	94.461	196.124	196.124	196.124	100.0%	100.0%
145	UPS	31.140	-	1.000	32.140	32.018	32.018	99.6%	100.0%
148	JSC	0.239	-	0.050	0.289	0.289	0.288	100.0%	99.9%
305	DGAL	5.344	-	-	5.344	5.344	5.317	100.0%	99.5%
309	NIRA	27.342	0.738	-	26.604	17.868	14.740	67.2%	82.5%
	Total	218.726	0.738	113.269	331.257	319.684	315.371	96.5%	98.7%

Table 6 Performance under Appropriation in Aid (AIA)

Vote	Name	Budget Estimates	Supplementary	Revised Budget	Release	Spent	% Re-leased	%Spent
109	LDC	5.300	1.500	6.800	5.300	5.164	77.9%	97.4%
119	URSB	10.688	-	10.688	10.688	10.341	100.0%	96.8%
120	DCIC	11.890	5.605	17.495	17.495	17.491	100.0%	100.0%
144	UPF	-	17.281	17.281	17.281	17.260	100.0%	99.9%
145	UPS	26.860	-	26.860	3.723	3.723	13.9%	100.0%
	Total	54.738	24.387	79.125	54.488	53.980	68.9%	99.1%

Performance against the SWAP development fund

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 shs. 72.2 billion. The funds committed to funding the work plan included shs 47.9bn from GOU, which included funding from Austria as a Sector budget support donor.

The project support included part of the two years support from the Netherlands amounting to UGX, 8.5billion. The Netherlands support to JLOS is for specific activities namely case backlog, Justice for children, Transitional justice, gender equity and refugees. UNICEF support focuses on juvenile justice and selected DCCs, while DGF is supporting legal aid by financing activities of Law Council, Justice Centres Uganda, LDC, UHRC and ULS Legal Aid Project of Uganda. The UNDP supported Rule of Law and Constitutional Democracy targets the 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 7. Summary of budget performance against outcomes in the work plan

Development partner	Programme	Amount provided	Disbursement
Netherlands	Earmarked programme support	UGX. 8,559,227,045	December 2017
Austria	Budget support to MTEF FY 2017/2018	€ 2 million	December 2017
UNDP	Rule of law and constitutional democracy programme	54,075,000	December 2017
UNICEF	Justice for Children	918,133,000	December 2017
DGF	Law council for local Government activities	16,214,107	December 2017

By the time of writing this report the Netherlands Government and Austria had fulfilled their commitments while. UNICEF support to juvenile justice was also received during this reporting period. The Sector had accessed about 100% of the total funds committed for the SWAP work plan by the end of the FY 2017/18. In the period under review a total of UGX. **68.bn** was available including UGX. 3.0 billion closing balances on the SWAP and project accounts and UGX 7.4billion balances of the JLOS House for the previous financial year.

The project fund statement includes funding from for Rule of Law project, UNICEF support for Justice for Children (J4C) project, DGF support for Law council and Sector balance from previous year was for outstanding obligations out of construction project commitments on especially on retentions and JLOS House project

Table 9. The Revenue and expenditures by JLOS institutions under the SWAP development fund as at 30th June 2018.

Institution	Budget	B/f FY 2016/20017	Receipt GOU and DPG	Expenditure	Balance	%
MoJCA	4,948,956,000	88,157,871	4,946,307,584	4,953,986,348	80,479,107	98
MIA	3,105,093,000	362,570	2,560,500,380	2,559,679,545	1,183,405	100
MoGSD	1,496,424,000	1,155,394	1,015,000,000	322,520,748	693,634,646	32
MoLG	445,215,024	119,126,182	390,000,000	462,686,000	46,440,182	91
Judiciary	20,299,785,000	200,018	9,306,768,788	6,169,761,174	3,487,207,632	66
DPP	4,521,150,000	220,000	3,551,192,000	3,551,220,000	192,000	100
UPF	5,207,999,300	441,078,341	3,962,256,000	3,618,619,161	784,715,180	82
UPS	7,775,096,500	195,435	7,257,128,500	7,257,323,880	55	100
ULRC	2,921,710,000	144,350,000	2,093,300,000	1,505,274,402	732,375,598	67
UHRC	1,748,119,000	454,031,663	1,982,000,000	1,989,681,672	446,349,991	82
JSC	2,735,460,000	153,983,589	981,320,000	1,135,303,589	33,951,589	100
LDC	1,651,800,000	821,787	2,012,300,000	1,752,612,427	260,509,360	87
URSB	2,113,298,000	54,792,660	1,676,000,000	1,163,522,349	567,270,311	67
ULS	528,000,000	138,415,155	732,000,000	714,469,393	161,945,762	82
TAT	413,395,000	56,600	374,000,000	373,937,190	62,810	100
DCIC	2,003,200,000	0	1,169,900,000	1,169,865,730	34,270	100
DGAL	1,380,715,000	0	1,385,180,000	1,385,180,000	0	100
NIRA	1,180,000,000	0	180,000,000	180,000,000	0	100
Sector wide [1]	7,748,333,82	1,457,309,9	10,735,290,312	10,078,704,964	2,015,414,924	83
Subtotal	72,223,748,824	3,054,257,226	56,523,068,278	51,692,898,174	9,311,766,824	85
JLOS House		7,469,067,685		0	7,480,067,685	0
Total	72,223,748,824	10,523,324,911	56,523,068,278	51,692,898,174	16,791,834,509	75

Sources and Uses of Funds Statement FY 2017/2018

In the reporting period Government released Shs 47.9 billion, the Netherlands 8.5 billion, UNICEF 918 million, and UNDP disbursed shs 54 million under the Rule of Law and Constitutional Democracy programme while DGF released shs 16 million for capacity building in Law Council.

Table 10. The consolidated statement of Sources and Uses of Funds Statement FY 2017/2018 as at 30th June 2018

Financing	Amount shs
Sector balance from FY 2016/17	3,482,174,613
JLOS House balance from FY 2016/17	7,469,067,685
Receipt from GOU and Budget support donors	47,963,791,233
UNDP Rule of law and constitutional democracy	54,075,000
Netherlands SWAP activities	8,559,277,045
UNICEF Justice for Children (J4C)	918,133,000
DGF	16,214,107
Total Revenue	68,462,732,683
Expenditure	51,692,898,174
Un spent balance	16,791,834,509
Represented by	
Institution Balances	8,240,992,866
Secretariat Closing SWAP bank account balances	1,070,773,958
JLOS house closing bank account balance	7,480,067,685
Total Net Cash balance	16,791,834,509

The SWAP Financial Management Process Planning and Budgeting:

The SDP IV 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 SDP IV. 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 Sector al projects including analysis of Sector budgetary trends to inform the overall financial decisions.

Funds Flow Modalities: Wage and recurrent budget provisions as well as capital expenditure budgets appropriated directly to Sector institutions are disbursed directly to the Sector institutions through the approved government Integrated Financial Management System (IFMIS). The funds are however directed towards operational expenditure that provides 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 SDP IV are disbursed through the Ministry of Justice and Constitutional Affairs and are released as advances on a quarterly basis to Sector institutions in line with the approved annual and quarterly work plan. Sector institutions provide quarterly progress reports and accountabilities for previously disbursed funds for review by the Budget Working Group before subsequent releases are made.

There is a limited amount of funds retained at the secretariat to cater for programme management and other Sector wide activities such as support for the DCCs, committee meetings, and construction of justice centres, 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 2016/17. 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 11 below, summarises actions on previous audit recommendations by the Auditor General

Table 11: progress on implementation of audit recommendations

Finding	Details	Recommendation	Progress made./ What is the status.
JLOS Secretariat			
Budget performance	A comparison of the approved JLOS budget and work plan for the period 2016/17 with funds released for the financial year revealed shortfall in funding by 13.3% leading to failure to implement planned activities	Encouraged the Accounting Officer to continue liaising with the relevant stakeholders to ensure adequate funding for implementing of planned activities.	The sector SWAP budget was increased from 30bn to 84billion following the signing of the sector reform contract. development partners have pledged to provide more resources to fund the implementation of the work plan

Finding	Details	Recommendation	Progress made./ What is the status.
Judiciary			
Rising cases of case backlog	Case backlog trends revealed that the backlogs increased 12.8% overall. Outstanding cases went up to 133,820 yet it was 118,677 in FY 215/16 and will impact negatively	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.	Judiciary continues to bring alternative means to weed out case backlog. Case backlog committee was formed, Recruitment of more judicial officers, plea bargaining, mediation together improved court equipment systems case backlog reduction will improve and improve more in the future
Unutilized JLOS Community Justice Centre Lamwo	In the reporting FY Ushs. 215,415,788 was paid for final completion of the project but no official hand over done and the facility remained unoccupied and abandoned which may lead to deterioration	Management is advised to ensure that the center is put to its intended use.	By the time of the audit the process of acquiring the occupation permits was ongoing. The permit has been got together with official commissioning

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 list of prequalified suppliers, tracking all respective institutional procurement issues including being directly contact point 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.

ANNEX: PERFORMANCE AGAINST THE SWAP WORKPLAN FY 2017/18

SUMMARY BUDGET PERFORMANCE BY STRATEGIC INTERVENTION IN THE SWAP WORK PLAN FY 2017/18		
	Total Budget Allocation	Total Release
Outcome 1: Access to JLOS services and stock of infrastructure		
1.1 Cases over three years Eliminated by 2020	15,484,686,000	12,636,111,219
1.2 Efficiency and effectiveness Enhanced	7,255,763,000	5,526,365,216
1.3 Service delivery deconcentrated	15,685,485,300	14,791,202,214
1.4 Justice for children Strengthened	2,649,424,000	1,747,620,000
1.5 Access to legal aid services Strengthened	947,952,000	718,171,500
1.6 Prevention and response to crime Strengthened	4,166,423,000	3,018,477,500
1.7 Empowerment and enhanced access to legal information	3,204,190,000	2,073,160,000
1.8 Gender equality and equitable access to justice Promoted	1,286,520,000	1,042,050,000
1.9 Transitional justice and informal justice processes Strengthened	1,406,795,524	1,279,160,000
<i>Subtotal Outcome 1</i>	<i>52,087,238,824</i>	<i>42,832,317,649</i>
Outcome 2: Observance of human rights and fight against corruption		
2.1 human rights violations by JLOS Institutions reduced	1,868,625,000	1,398,242,981
2.2 Citizens on Human Rights and obligations Empowered	1,588,259,000	963,670,000
2.3 Efficiency and effectiveness of JLOS Institutions to fight corruption Enhanced	3,439,754,000	1,850,638,248
<i>Subtotal Outcome 2</i>	<i>6,896,638,000</i>	<i>4,212,551,229</i>
Outcome 3: commercial justice and the environment for competitiveness		
3.1 Reform, enforce and update laws to promote competitiveness and regional integration	1,483,396,000	1,115,900,000
3.2 Strengthen business registries	3,286,432,000	1,974,000,000
3.3 Strengthen commercial and land dispute resolution institutions and processes	3,517,820,000	1,458,450,000
<i>Subtotal outcome 3</i>	<i>8,287,648,000</i>	<i>4,548,350,000</i>
Programme Management (Secretariat)	4,952,224,000	4,929,849,400
Total	72,223,748,824	56,523,068,278

DETAILED BUDGET PERFORMANCE

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
Outcome 1: Infrastructure and Access to JLOS Services Enhanced									
Strategic Intervention 1.1: Eliminate cases that are over three years in the system									
Strategic Output 1.1.1 Institutional case management enhanced									
Jud:1.1.1.1	Jud.1.1.1.1	Implementation of the case backlog reduction strategy	Judiciary	Court of Appeal Backlog Cases. (Target 213 cases)	100	3,500,000	350,000,000	270,000,000	The Court of Appeal disposed of 51 Criminal Appeals in an out of Station Criminal Session held at Fort portal High Court. Over 1400 cases disposed by the COA
			Judiciary	Civil Div. Backlog Cases(Target 573/1145 cases)	350	500,000	175,000,000	145,000,000	The Civil Division of the High Court disposed 7230 cases
			Judiciary	Criminal Div. Backlog Cases(Target 119/119)	100	1,000,000	100,000,000	100,000,000	The Criminal Division cause listed a total of 170 cases and disposed of 160 cases across the Financial Year 2017/18
			Judiciary	Anti-Corruption Div Backlog Cases(Target 52/52)	30	5,000,000	150,000,000	145,000,000	The Anti Corruption Court Division of the High Court cause listed 59 cases and completed 23 cases ;
			Judiciary	Family Div. Backlog Cases (Target 963/963)	563	200,000	112,600,000	112,000,000	The Family Division of the High Court disposed of a total of 706 cases through backlog Reduction sessions and weeding out session with support from JLOS across the Financial Year 2017/18.
			Judiciary	Civil-Circuits (Target 2383/4383)	2,000	200,000	400,000,000	115,000,000	The High Court Circuits 7230 cases in the Financial Year 2017/18.
			Judiciary	Criminal-Circuits(Target 1934/3434)	1,500	1,000,000	1,500,000,000	1,200,000,000	The High Court Circuits 4520 cases
			Judiciary	Criminal-CM(Target 2623/4623)	1,500	450,000	675,000,000	235,000,000	The Chief Magistrate Courts of Busia, Nakawa, Mbale, Nabweru, Ntungamo,Buganda Road,Fort portal, Rukungiri, Arua,Makindye, Bushenyi,Masaka, Mbale, Lira and Mpigi cause listed 209 Criminal Backlog Cases and completed 199 cases across the Financial Year 2017/18.
			Judiciary	Family-CM(Target 844/844)	844	150,000	126,600,000	90,000,000	The Chief Magistrate Courts of Makindye, Mayuge, Fort portal, Rukungiri, Arua, Makindye, Masaka, Kabale, Nebbi, Nakawa and Soroti cause listed a total of 333 family cases and completed 310 cases.
			Judiciary	weeding out of cases			440,000,000	250,000,000	197 cases were disposed of through weeding out sessions. One other initiative towards enhancing Institutional Case Management was Appellate Mediation at the Court of Appeal where 59 cases were completed by the Hon.Mr. Justice Stephen Kawuma and Hon. Mr. Justice Geoffrey Kiryabwire.
			Judiciary	Weeding out labour disputes	60	100,000	60,000,000	25,000,000	36 cases disposed of through weeding out

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			Judiciary	Industrial court case backlog reduction	120	1,000,000	120,000,000	120,000,000	274 cases disposed including 88 backlog cases
DPP: 1.1.1.1	DPP: 1.1.1.1.1	Prosecute cases cause listed at- Supreme Court, Court of Appeal, High Court, Chief Magistrate Courts, Anti-Corruption Court, International Criminal Division Court, and all cases under the Plea Bargain initiative	DPP	Prosecution of cases at Supreme court sessions	60	1,200,000	72,000,000	71,320,000	3 Supreme Court criminal sessions were held in which 59 appeals and 3 criminal applications were disposed of
			DPP	Prosecution of cases at Court of Appeal sessions	100	1,200,000	120,000,000	120,000,000	210 cases were disposed of in 4 Court of Appeal sessions.
			DPP	Prosecution of cases at High Court sessions	1,500	1,000,000	1,500,000,000	1,312,762,000	The DPP prosecuted criminal cases in 23 plea-bargain sessions, 38 criminal sessions each amounting to 40 cases totalling to 1,520 cases at the High Court
			DPP	weeding out of cases	3,000	60,000	180,000,000	90,000,000	Weeding-out of 2,920 non-starter criminal cases files was carried out in 25 field stations.
DGA: 1.1.1.1	DGA: 1.1.1.1.1	Analysis of 4195 Criminal case backlog in the system	DGAL	analysis of exhibits in criminal cases targeting criminal case backlog in courts	4,195	217,700	826,415,000	865,030,000	826 backlog cases were analyzed and reported on.
UPF: 1.1.1.1	UPF: 1.1.1.1.1	Weed out 4,000 case backlog from the system	UPF	Facilitation of Detectives and witnesses in the investigations and	4,000	200,000	800,000,000	790,919,219	4,174 cases were investigated and concluded, pending court process.
UPS: 1.1.1.1	UPS: 1.1.1.1.1	Production of prisoners to 213 courts spread Countrywide	UPS	Procure 3 buses for Mbarara, Mpigi/Wakiso and Kampala Courts	3	280,000,000	840,000,000	840,000,000	3 buses procured for delivery of prisoners to court
			UPS	Procure 4 Mini buses of 30 seater capacity (greater Bushenyi (Mitooma, Bushenyi, Muhweju) and Dokolo/Kaberamaido, Bugungu YP and Fort portal	3	180,000,000	540,000,000	540,000,000	3 minibuses procured for delivery of prisoners to court
			UPS	Fuel for delivery of Prisoners to courts and vehicle maintenance	213	1,766,000	376,158,000	326,280,000	A daily average of 1486 inmates delivered to courts; Fuel procured and vehicles maintained; Staff allowance paid
			UPS	Allowances for staff deployed in courts	213	470,000	100,110,000	100,000,000	Development of a prosecutor's manual on Mutual Legal Assistance is ongoing.
DPP: 1.1.1.2	DPP: 1.1.1.2	Develop Prosecution case management guidelines	DPP	preparation and printing the prosecution case management guidelines	2,000	60,000	120,000,000	120,000,000	Development of a prosecutor's manual on Mutual Legal Assistance is ongoing.
DPP: 1.1.1.3	DPP: 1.1.1.3	Undertake case census	DPP	census of all cases in the system			65,600,000	60,000,000	actual number of cases in the ODPP established and census report is to be released soon
Moj: 1.1.1.3	Moj: 1.1.1.3	Procurement of motor vehicles to support Court Attendance at Fort Portal Regional office and Headquarters	MoICA/FA	2 Vehicles for Court attendance	2	180,000,000	360,000,000	360,000,000	vehicles procured and The Attorney General represented and defended Government against Civil Suits in various courts and tribunals across the country. Of these 827 cases were filed against the Attorney in various Courts and Tribunals. Of these, 30 cases were won and 28 cases were lost.
			MoICA/DCL	Facilitate Court attendance to defend 650 cases	650	500,000	325,000,000	325,000,000	witnesses facilitated
			MoICA/DCL	Witness facilitation	900	100,000	90,000,000	90,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
Moj: 1.1.1.6	Moj: 1.1.1.6	Facilitate Court Attendance in EACJ to handle 10 cases	MolCA/DCL	Attend Court to represent Government at the EACJ targeting 10 cases	10	37,720,000	377,200,000	377,200,000	
DPP: 1.1.2.1	DPP: 1.1.2.1	Popularize the use of Prosecution-Led-Investigations (PLI) initiative in cases of pronounced public interest	DPP	Perdium for 20 officers leading investigation in prosecution-led-investigations in selected areas	960	150,000	144,000,000	90,000,000	
			DPP	Facilitation for 20 officers in the field on prosecution-led-investigations	7,000	3,700	25,900,000	25,000,000	
Strategic Output 1.1.3 Chain linked initiative strengthened									
Sec. 1.1.3.1	Sec. 1.1.3.1	Facilitation of DCC meetings and open days	Sector wide	Facilitate DCC monthly meetings and open days	127	9,000,000	1,143,000,000	1,080,000,000	119 DCC and 15 RCC facilitated. The DCCs held monthly meetings while RCC held quarterly review meetings. 36open days were held as well as inspections and public outreach programmes.
Sec. 1.1.3.2	Sec. 1.1.3.2	Facilitate RCC quarterly reviews	Sector wide	facilitate RCC reviews and regional ILOS open days	18	12,000,000	216,000,000	215,000,000	21 RCC reviews were conducted
DPP: 1.1.3.4	DPP: 1.1.3.4	ODPP/Police CID HQs meetings and workshops	DPP	ODPP/Police CID HQs meetings and workshops	4	20,000,000	80,000,000	40,000,000	ODPP/ CID coordination Workshop held, and was attended by 60 participants from ODPD senior and top managers, ODPD delegated Agencies, CID and other stakeholders.
DPP: 1.1.4.1	DPP: 1.1.4.1	Training in areas to improve Prosecution case preparation capacity, and supervisory management	DPP	Facilitation for staff on training	2	80,000,000	160,000,000	80,000,000	290 officers participated in workshops and conferences covering Plea bargaining, Training in child psychology and development, extradition, human trafficking, Gender and Sexual violence, Management of cases of Minorities and Marginalized persons, Sentencing guidelines among others. 53 staff sponsored for various courses in Management and three in Human Rights.
Jud: 1.1.4.1	Jud: 1.1.4.1	Training in Trouble spots in Criminal Procedure for ILOS Staff	Judiciary	5-day Training in Trouble spots in Criminal Procedures(Conference Package)	120	1,200,000	144,000,000		No release of funds
Jud: 1.1.4.2	Jud: 1.1.4.2	Training in Trouble spots in Civil Procedure	Judiciary	5-day Training in Trouble spots(Conference Package)	150	1,200,000	180,000,000		3 State Attorneys trained
Moj: 1.1.4.2	Moj: 1.1.4.2	Staff Training for 10 State Attorneys in Civil Litigation Skills	MolCA/DCL	Training of state attorneys in civil litigation	10	29,000,000	290,000,000	286,000,000	Technical Assistance was provided.
Jud: 1.1.4.3	Jud: 1.9.3.4	Technical support	Judiciary	technical support towards new initiatives	4	45,000,000	180,000,000	90,000,000	8 sets of East African Law Reports procured for Kitgum, Dokolo, Oyam, Mityana, Luwero, Kamuli and Kasese Chief Magistrates Court; 4 sets of Laws of Uganda procured and given to two Justices of the Supreme Court; 22 sets of Red and Blue volumes procured and distributed to Hoima, Kiboga, Mubende, Mbarara, Nabweru, Luwero, Mityana, Wakiso, Moyo, Koboko, Arua, Nebbi, Kumi, Kaberamaido, Katakwi,

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
Jud: 1.1.4.4	Jud: 1.9.3.5	Procurement of Legal Reference Materials	Judiciary	Procurement of Legal reference materials for 25 Chief Magistrate Court	25	30,000,000	750,000,000	750,000,000	Kotido, Soroti, Moroto, Pader, Kitgum, Apac and Dokolo CM Courts. Filled positions 1 Deputy Chief Justice, 2 Justices of the Supreme Court, 4 Court of Appeal Justices, 10 High Court Judges, 5 Registrars, 7 Deputy Registrars, 4 Assistant Registrar and 18 Chief Magistrates. Conducted interviews for filling one position of the Chief Registrar. Magistrates Grade One were shortlisted and interviews are to be done in quarter one FY 2018/2019.
JSC 1.1.4.1	JSC 1.9.1.1	Recruitment of Judicial Officers	JSC	Advertising	4	1,000,000	4,000,000	4,000,000	100 stakeholders trained in offender management and correctional counseling
			JSC	Sitting allowances for members of the commission for 10 sittings per quarter at 10,000,000 per sitting	40	10,000,000	400,000,000	90,000,000	706 warders (509) and wardresses (197) trained in Basic Prisons Management; 213 principal officers trained in command course; 8 in management; 33 in leadership skills; 13 ICT staff in disaster recovery and business continuity management; 50 Senior Officers retrained in arms handling and range drills.
MIA: 1.1.4.1	MIA: 1.9.1.1	Training of Supervisors	MIA/NCSP	training of 300 Community service supervisors	300	185,000	55,500,000	47,000,000	A number of activities were carried out namely- preparation of the FY 2018/19 BFP, conducted quality assurance/M&E of services and activities so far conducted by the Legal Aid Clinic (satellite clinics) as well as the regional study centers in the various districts. Preparation of Q1 and Q2 progress reports FY 2017/18 and revision of LDC Strategic Plan .
UPS: 1.1.4.1	UPS: 1.9.1.1	Staff Training	UPS	Training of 471 on replacement basis	250	1,698,514	424,628,500	424,000,000	100 stakeholders trained in offender management and correctional counseling
LDC: 1.1.4.1	LDC: 1.9.1.2	Strategic planning and quality assurance	LDC	quality assurance, monitoring and evaluation of study centers	4	18,500,000	74,000,000	74,000,000	A number of activities were carried out namely- preparation of the FY 2018/19 BFP, conducted quality assurance/M&E of services and activities so far conducted by the Legal Aid Clinic (satellite clinics) as well as the regional study centers in the various districts. Preparation of Q1 and Q2 progress reports FY 2017/18 and revision of LDC Strategic Plan .
MIA: 1.1.4.2	MIA: 1.9.1.2	Staff Training in offender management and correctional counseling	MIA/NCSP	Venue costs	5	500,000	2,500,000	2,000,000	100 stakeholders trained in offender management and correctional counseling
			MIA/NCSP	Meals(25 participants for 5 days)	125	35,000	4,375,000	4,000,000	
			MIA/NCSP	Facilitation costs(5 facilitators for 5 days)	25	200,000	5,000,000	5,000,000	
			MIA/NCSP	Transport Refund	20	100,000	2,000,000	2,000,000	
URS: 1.1.4.1	URS: 1.9.1.2	Staff training on records management	URSB	Hotel package for 100 staff members	50	140,000	7,000,000	7,000,000	completed
			URSB	Trainers' fee	2	1,000,000	2,000,000	2,000,000	staff trained in communication skills
DGA: 1.1.4.1	DGA: 1.9.1.3	Strategic planning and quality assurance	DGAL	quality assurance, monitoring and evaluation of regional offices	4	12,500,000	50,000,000	50,000,000	Monitoring and evaluation trips made to Mbarara and Mbale laboratory. Data collected for development of M&E framework and quality audit and management framework

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
JSC: 1.1.4.2	JSC: 1.9.1.5	Judicial education(performance management workshops for 20 judicial officers in 12 high court circuits)	JSC	Venue hire @ 1000000	12	200,000	2,400,000	2,400,000	18 judicial officers under two high court circuits of Kabale and Mpigi were trained.
			JSC	stationery for 15 Judicial officers(20branded books@ 25000 and 20 pens @ 5000	240	30,000	7,200,000	7,200,000	
			JSC	Transport refund of 100,000 for each	240	100,000	24,000,000	24,000,000	procured
DPP: 1.1.4.2	DPP: 1.9.2.5	Acquire legal reference materials	DPP	Sets of legal reference materials	40	1,000,000	40,000,000	40,000,000	
							15,319,186,500	12,636,111,219	
							0	0	
							0	0	
Strategic Intervention 1.2: Strengthen business processes and information management systems									
Strategic Output 1.2.1 Business processes reformed									
DPP: 1.2.1.1	DPP: 1.2.1.1	PROCAMIS rollout to Arua, Gulu, Fort portal, Jinja, Kabale, Kampala, Lira, Masaka, Masindi, Mbale, Mbarara, Mpigi, Mukono, Soroti regional offices	DPP	Roll out to 10 DPP stations in 2 regions	10	43,385,000	433,850,000	383,710,000	PROCAMIS was rolled out to all the remaining Regional Offices and the 17 RSA stations, with LAN/WAN equipment installed. 28 officers trained on using PROCAMIS
LDC: 1.2.1.1	LDC: 1.2.1.1	Digitization of Law reports	LDC	procure consultant to train 7 staff, pilot, develop and implement digitization of Law Reports	1	50,000,000	50,000,000	50,000,000	Seven staff were trained in on-line law reporting. As a result, staff have gained more knowledge in collection of decisions and how they are uploaded on the database.
			LDC	software for digitalisation of Law Reports	1	40,000,000	40,000,000	40,000,000	The procurement process had not been completed by the end of the Financial Year.
Jud: 1.2.1.2	Jud: 1.2.1.2	Commence Phased Reform of Court Registries to ease filing and Retrieval of Records	Judiciary	Print Uniform Court Registers for all Courts(SC,COA,HC-8Div 20 Circuits, 82CMs, 384 GIs)	20,000	25,000	500,000,000	360,000,000	469 new case registers were procured and distributed to Courts. The contract for procurement of 749 Court Registers was awarded and awaiting delivery.
			Judiciary	Rehabilitate and Index all case files(250gms @shs.3000)	155,471	3,000	466,413,000		no funds released
			Judiciary	Print customised Registers for LC Courts	2,000	20,000	40,000,000		no funds released
							0		
UHR: 1.1.1.1	UHR: 1.1.1.1	Eliminate 500 case backlog at tribunal through in the 10 regional offices (Case backlog reduction)	UHRC	dispose 500 cases that are more than 2 years old	600,000	300,000,000	300,000,000	333,500,000	The UHRC through the tribunal system resolved a total of 199 complaints (174 awarded, 20 dismissed and 5 amicably settled) and a total of 720 matters were fully investigated.
UHR: 1.2.1.3	UHR: 1.2.1.3	Digitalization /electronic management of the central registry	UHRC	Digitization of the central registry phase two -subject files	2	20,000,000	40,000,000	40,000,000	Phase 11 of registry digitalization process involving procurement of a service provider to undertake integration of new module but the financial year ended when the contractor had not finished the work
			UHRC	Training the registry staff on handling the new system	8	700,000	5,600,000	5,600,000	
Jud: 1.2.1.4	Jud: 1.2.1.4	Increased Awareness of	Judiciary	Publish 95,000 copies of	95,000	2,500	237,500,000		no funds released

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
		Judiciary Services		Simplified IEC materials on Court services and procedure for placement at Customer Care points at 38 CM Courts					
Strategic Output 1.2.3 Information Management Systems of institutions integrated (Data sharing)									
MIA: 1.2.3.1	MIA: 1.2.3.1	Develop a database on explosives, companies that import explosives, and key government installations	MIA/GSO	Hire a consultant to develop a Electronic Document Management System	1	50,000,000	50,000,000	49,805,000	Procurement ongoing (currently at award of contract stage)
			MIA/GSO	Two Computers	2	3,500,000	7,000,000	7,000,000	two computers procured
			MIA/GSO	Scanner	1	2,000,000	2,000,000	2,000,000	1 scanner procured
Moj: 1.2.3.1	Moj: 1.2.3.1	ICT Capacity Building, use of Automated tools for information and Communication	MojCA/FA	Implementation of a Mailing system at headquarters including Regional offices	1	90,000,000	90,000,000	90,000,000	Run a VOIP unified communication system pilot at JLOS and MOJCA headquarters; renewed the Ministry domain (mail server www.justice.go.ug and www.justice.go.ug/mail). Had ISP transfer from NITA-U to UTL at Head Office, Law Council, Administrator General, Mbarara Regional Office and Mbale Regional Offices respectively.
LDC: 1.2.3.2	LDC: 1.2.3.2	Procure 5 projectors for teaching and learning (Diploma in Law, Human Rights class and firm rooms)	LDC	procurement of 5 projectors	5	10,000,000	50,000,000	40,000,000	5 projectors procured for learning purposes.
Moj: 1.2.3.2	Moj: 1.2.3.2	Install LAN at MojCA Regional offices and an Intranet portal at Headquarters	MojCA/FA	LAN (5 Regional offices)	5	20,000,000	100,000,000	92,276,586	Secured external wireless Access points; -Installation of an additional clock in machine; - Serviced and repaired 6 Photocopiers, procured 4 computers for Fort Portal Regional Office, 12 computers for DCL, 1 computer for Mbale Regional Office, 3 laptops and 4 desktop computers for FPC, offered ICT support services to Gulu and Arua Regional Office
DCI: 1.2.3.3	DCI: 1.2.3.3	Integrate the MIDAS, PISCES with E-visa systems for Elegu, Malaba, Busia, Katuna, Entebbe, Mutukula, Goli, Mpondwe, cyanika, and Saum river.	DCIC	Consultancy fees and software	1	100,000,000	100,000,000	70,000,000	Procurement is on-going for integration of e-visa system with MIDAS and PISCES
DCI: 1.2.3.4	DCI: 1.2.3.4	Procure Software for Local interface with other agencies: NIRA, URA & Interpol	DCIC	Procure computers	10	3,000,000	30,000,000	30,000,000	
Strategic Output 1.2.4 Supervision and M&E systems enhanced									
sec 1.2.4.1	sec 1.2.4.1	Development of M&E frameworks and systems for JLOS institutions	All Institutions	Facilitate the development of M&E frameworks and systems for JLOS institutions	18	20,000,000	360,000,000	360,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
sec 1.2.4.2	sec 1.2.4.2	PPU Capacity building	All Institutions	Training of officers in M&E skills	48	5,000,000	240,000,000	240,000,000	No release of funds
sec 1.2.4.3	sec 1.2.4.3	Equipping PPUs	All Institutions	PPUs retooled	18	12,500,000	225,000,000	225,000,000	
MIA: 1.2.4.1	MIA: 1.2.4.1	Develop & Print guidelines for inspection of NGOs	MIA/NGO	Printing Guidelines	1,500	5,000	7,500,000	7,500,000	Draft inspection guidelines in place waiting approval by Board of Directors
Jud: 1.2.4.2	Jud: 1.2.4.2	Procurement of Vehicles for Support Supervision	Judiciary	Gazetting the Guidelines Vehicle for I case backlog programme Support Supervision	1	700,000	700,000	700,000	
NIR: 1.2.4.2	NIR: 1.2.4.2	Undertake monitoring and evaluation in all operational offices across the country	NIRA/NIRA	Purchase of double cabin pickup for monitoring and evaluation	1	180,000,000	180,000,000	180,000,000	Double cabin procured. Inspections were carried out in 19 districts/ magisterial areas of Busia, Lugazi, Njeru, Kasangati, Ibanda, Kamuli, Kotido, Busembatya, Oyam, Apac, Aduku, Pader, Patongo, Kaberamaido Wobulenzi, Ngoma, Mubende, Luwero and Nabweru
UPS: 1.2.4.2	UPS: 1.2.4.2	Procurement of a double cabin for PPU	UPS	Procurement of a double cabin for PPU (last support was in 2007)	1	180,000,000	180,000,000	180,000,000	Double cabin procured
JSC: 1.2.4.3	JSC: 1.2.4.3	Court Inspections and Follow Up Actions in 12 magisterial areas and high court circuits	JSC	Monthly Court Inspections and Follow Up Actions in 12 magisterial areas and high court circuits	12	4,850,000	58,200,000	58,200,000	
Jud: 1.2.4.4	Jud: 1.2.4.4	Facilitate the Registry of Planning on Quarterly collection and Analysis of Gender disaggregate data	Judiciary	data collection and analysis	4	25,000,000	100,000,000	75,000,000	Field visits aimed at collecting and analyzing gender disaggregated were conducted in the Courts of Mukono HC and CM; Jinja HC and CM; Iganga CM; Tororo CM; Mbale CM; Soroti HC and CM; Moroto CM; Mpigi HC and CM; Masaka HC and CM; Mbarara HC and CM ; Rukungiri CM ; and Kabale HC and CM for Quarter 1. For Quarter 2, the team visited the Courts of Mubende, Hoima, Masindi, Fort portal, Luwero, Lira, Gulu, Iganga, Pallisa and Busia. The Team visited Courts of Mukono, Tororo, Mpigi, Masaka, Mbarara, Bushenyi, Mityana, Kagaadi, Bulisa, Kasese, Wobulenzi, Apac and Anyeke in Quarter 3. The Team also trained Court Staff in all the targeted courts in Standard Data Management Practices.
Jud: 1.2.4.5	Jud: 1.2.4.5	strengthen inspectorate of Courts for increased adherence to set targets	Judiciary	facilitate inspectorate of Courts in quarterly supervision of Judicial Officers	4	20,000,000	80,000,000		No release of funds
UPS: 1.2.5.1	UPS: 1.2.5.1	Train staff in Customer care and establish customer care desks	UPS	Train 50 staff in Customer care in 10 regions	30	5,000,000	150,000,000	150,000,000	300 staff trained in customer care
			UPS	pilot establishment of customer care desks in 20 main Prisons stations	25	7,000,000	175,000,000	175,000,000	Customer care desks established in 50 main prisons stations

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DCI: 1.2.5.2	DCI: 1.2.5.2	Procure card readers (work permit card readers) for Immigration	DCIC	Procure card readers (Alien Re-entry card and national ID card readers)	85	400,000	34,000,000	34,000,000	
MoG: 1.2.5.2	MoG: 1.2.5.2	Undertake an assessment of juvenile Justice business processes to inform the Remand Homes Management Information System development and upgrade	MoGLSD	Design and Develop the Remand Homes Management Information System	1	80,000,000	80,000,000		
URS: 1.2.5.4	URS: 1.2.5.4	Establishment of an electronic directory / registry legal entities	URSB	Feasibility study	1	20,000,000	20,000,000	20,000,000	no funds released
			URSB	Classification and identification of existing government parastatals, businesses and Faith Based Organizations	1	50,000,000	50,000,000	50,000,000	
MoG: 1.2.5.5	MoG: 1.2.5.5	Pilot the Establishment of ICT information Hubs / innovation rooms for Children in Naguru Remand Home	MoGLSD	Desktop computers	10	3,500,000	35,000,000	26,500,000	
			MoGLSD	Purchase workstations for the ICT information Hub	3	2,000,000	6,000,000	6,000,000	Inspected 1087 Law Firms out of which 950 firms were approved and 137 were not approved -Inspected 53 legal Aid Service Providers and approved 51 and the 4 were not approved. 68 cases were concluded against errant Lawyers in 38 sittings.
MoJ: 1.2.5.5	MoJ: 1.9.1.2	Inspection of 13 Universities offering Law programmes Country wide	MoJCA/LC	State Attorneys allowances	10	110,000	1,100,000	1,882,750	induction of board members conducted; & 1 Vehicle procured; and a heavy duty scanner
			MoJCA/LC	Allowances(8 Members x 5days x 4 regions)	160	140,000	22,400,000	22,400,000	
			MoJCA/LC	Stationery(4 Regions)	4	500,000	2,000,000		
			MoJCA/LC	fuel(400 liters x 4 Regions)	1,600	4,000	6,400,000	6,400,000	
MIA: 1.2.5.5	MIA: 1.9.1.5	Capacity development to monitor NGOs	MIA/NGO	induction of board members and new staff	20	1,300,000	26,000,000	26,000,000	induction of board members conducted
			MIA/NGO	Transport equipment	1	180,000,000	180,000,000	180,000,000	1 Vehicle procured
			MIA/NGO	Heavy duty scanner	1	42,000,000	42,000,000	42,000,000	heavy duty scanner procured
LDC: 1.2.5.5	LDC: 1.9.1.6	Capacity building of the Newly recruited lecturers in Pedagogical teaching skills.	LDC	procure 1 consultant to equip lecturers with pedagogical skills	1	100,000,000	100,000,000	100,000,000	Two lectures were attached to Ghana School of Law and Nigeria Law School for the purpose of bench marking best practices and teaching and systems in handling big numbers of students and teaching methods. Two lecturers undertook training in emerging trends in law in the areas of Cyber Crime,

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Moj: 1.2.5.5	Moj: 1.9.2.1	Retool First Parliamentary Counsel to effectively draft legislation	Moj/CA/FPC	Laptops	13	4,000,000	52,000,000	40,000,000	Contractual Laws and Dispute Resolution.8 staff received training in Juvenile Justice. This was intended to equip staff with skills in those areas in order to impart well informed legal knowledge to students.
Moj: 1.2.5.5	Moj: 1.9.3.1	Monitoring and evaluation, Data Gathering and production of Ministerial Policy Statement and Budget Framework paper	Moj/CA/PPU	Stationery(quarterly)	4	15,000,000	60,000,000	30,000,000	24 computers and office furniture procured for regional offices for Mbale, Fort Portal; civil litigation and FPC
			Moj/CA/PPU	Print copies of MPS	500	90,000	45,000,000	45,000,000	MPS finalized and printed; Copies of BFP printed; Quarterly reports prepared and submitted to MoFPED Meetings conducted
			Moj/CA/PPU	Print Copies of BFP	500	90,000	45,000,000	45,000,000	The MPS for FY2018/19 was printed and distributed
			Moj/CA/PPU	Fuel (6000 liters for data gathering)	6,000	4,000	24,000,000	24,000,000	Policy consultations conducted at various levels
NIR: 1.2.5.5	NIR: 1.9.3.1	Conduct Operational Research on Civil Registration and Vital Statistics	NIRA	Professional fees, fuel, printing and stationery, tablets, research assistants, staff time	1	88,000,000	88,000,000		
Moj: 1.2.5.5	Moj: 1.9.4.1	Quarterly Policy Meetings for allied institutions chaired by Minister	Moj/CA/FA	meals for participants (50pple x 4mgs)	200	30,000	6,000,000	6,000,000	One quarterly inspection conducted
			Moj/CA/FA	Hire of venue	4	1,000,000	4,000,000	4,000,000	monthly meetings of sector structures facilitated.
			Moj/CA/FA	Stationery	4	200,000	800,000	2,000,000	
PRG: 1.2.5.5	PRG: 1.9.4.1	Joint Sector inspections	Program Mgt	reports and field work	4	15,000,000	60,000,000	60,000,000	Three coordination meeting conducted
UPS: 1.2.5.5	UPS: 1.9.4.1	Completion of the development of the Corrections Policy (UPS, MoGLSD, Community Service)	UPS	6 meetings	6	1,000,000	6,000,000	6,000,000	Meetings conducted
			UPS	Retreat of 15 people for 5 days to develop the first draft of the Corrections Policy	5	6,000,000	30,000,000	30,000,000	Retreat was held.
			UPS	regional policy consultations and national consultations	6	25,000,000	150,000,000	150,000,000	Two laptops procured to support the coordination office; bi annual monitoring and inspection of projects & activities was done to ensure efficiency and effectiveness of implementation.
MIA: 1.2.5.5	MIA: 1.9.4.2	Support the development of the Ministerial Policy Statement	MIA/PPAD	Printing costs for the final copy	500	80,000	40,000,000	39,057,000	A committee was established to develop the manual, currently internal consultations are on going
Moj: 1.2.5.5	Moj: 1.9.4.2	Facilitation of the Solicitor General as JLOS Swap Accounting Officer	Moj/CA/FA	Quarterly Supervisory Visits	4	25,000,000	100,000,000	100,000,000	compliance checks carried out in 115 districts
PRG: 1.2.5.5	PRG: 1.9.4.2	Facilitate Working Groups , Technical Committee and Steering	Program Mgt	Meetings of JLOS management structures	30	10,000,000	300,000,000	300,000,000	Facilitated meetings of various working groups
MIA: 1.2.5.5	MIA: 1.9.4.3	Quarterly policy and coordination meetings for MIA and allied institutions	MIA/PPAD	Workshops costs	4	10,000,000	40,000,000	30,000,000	Three coordination meeting conducted
PRG: 1.2.5.5	PRG: 1.9.4.3	Strengthening JLOS financial management function	Program Mgt	Capacity building cost, preparation section wide final account and audit responses	4	25,000,000	100,000,000	80,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			Program Mgt	Internal audit compliance fuel - field visits, capacity building	4	25,000,000	100,000,000	75,000,000	
UPF: 1.2.5.5	UPF: 1.9.4.4	Coordination of the different JLOS working groups within UPF	UPF	Laptops	5	3,500,000	17,500,000	7,000,000	Two laptops procured to support the coordination office; bi annual monitoring and inspection of projects & activities was done to ensure efficiency and effectiveness of implementation.
			UPF	Refreshments during meetings	4	300,000	1,200,000		
			UPF	Transport	40	50,000	2,000,000		
			UPF	Bi-annual Joint M&E of work plan implementation	120	150,000	18,000,000	18,000,000	
MIA: 1.2.5.5	MIA: 1.9.4.5	Develop the Human Resource Manual for the Ministry	MIA/FA	Printing of Human Resource Manual	1,000	50,000	50,000,000	50,000,000	A committee was established to develop the manual, currently internal consultations are on going
			MIA/FA	Dissemination of the manual	5	1,000,000	5,000,000	5,000,000	
			MIA/FA	consultancy fees	1	50,000,000	50,000,000	50,000,000	
MIA: 1.2.5.5	MIA: 1.9.4.6	Compliance checks	MIA/NCSP	Fuel for 8 teams @ 1000000	4	8,000,000	32,000,000	32,000,000	105 districts supported with funds for repair of vehicles, motorcycles, DSCC meetings; offender follow up and facilitation towards social inquiries
			MIA/NCSP	Field Allowances for 8 teams once a quarter @ Sh. 3300000	4	26,400,000	105,600,000	91,000,000	
MIA: 1.2.5.5	MIA: 1.9.4.7	Support National Community Service Committee and District Community Service Committees	MIA/NCSP	Field visits by DCSCC 80 districts @1000000	80	4,250,000	340,000,000	322,833,880	
							7,255,763,000	5,526,365,216	0
Strategic Intervention 1.3: Deconcentrate service delivery to county level by 2021									
Strategic Output 1.3.1 Functional JLOS infrastructure and services established country wide									
Sec: 1.3.1.1	Sec: 1.3.1.1	Construction of justice centers	UPF, DPP, Judiciary	construction of justice centers in Buhweju, Rubirizi and Nakaseke (Court DPP and Police)	3	1,400,000,000	4,200,000,000	3,220,212,574	funded construction of Nakaseke and Rubirizi justice center
			Judiciary DPP	complete the chain of Justice in Mayuge (Court and DPP)	1	1,000,000,000	1,000,000,000	1,000,000,000	contractual obligation on Buyende
			Judiciary	complete the chain of Justice in Abimi(Court)	1	700,000,000	700,000,000	671,890,340	
Jud: 1.3.1.1	Jud: 1.3.1.1	Completion of ongoing Constructions	Judiciary	Completion of Nwoya Justice Centre	1	463,000,000	463,000,000	408,440,000	Finishing stage(Plastering and Fittings
			Judiciary	Completion of Masindi Court	1	500,000,000	500,000,000	500,000,000	Completed and handed over
			Judiciary	Completion of Mitooma Justice Centre	1	300,000,000	300,000,000	300,000,000	Completed and commissioned
LDC: 1.3.1.1	LDC: 1.3.1.1	Operationalize the LDC regional study centers	LDC	capacity building of lecturers	1	30,000,000	30,000,000	30,000,000	50 lecturers were trained in improved teaching methods. This has enabled lecturers to improve on their pedagogical skills hence leading to improvement in the standard and quality of legal training provided.
			LDC	operationalising up	4	91,000,000	364,000,000		8 study Centers have so far been opened in the

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
				country study centers				364,000,000	Districts of Soroti, Mbale, Lira, Gulu, Mbarara, Fortportal, Kasese and Kabale. Mbarara Regional Centre equipped with computers, photocopyers, cabinets, furniture and internet network is being worked on.
MIA: 1.3.1.1	MIA: 1.3.1.1.1	Map-out stakeholders in peace building in the Bundibugyo and Kasese sub counties.	MIA/NFP	per diem for 4 officers for 7 days for each of the 2 districts (Bundibugyo and Kasese)	56	140,000	7,840,000	7,840,000	Mapped-out stakeholders in peace building in the Bundibugyo. Plans are under way to map out in Kasese
			MIA/NFP	liters of fuel(300 liters to Kasese and 400 liters to Bundibugyo)	700	3,500	2,450,000	2,450,000	
			MIA/NFP	facilitation allowance(3 per workshop x 2 days x6 sub counties	36	100,000	3,600,000	3,600,000	
Moj: 1.3.1.1	Moj: 1.3.1.1.1	Construction of MOICA Regional office in Fort portal	Mo/CA/FA	Phase one construction in Fort portal (1,000,000,000)	1	500,000,000	500,000,000	950,000,000	detailed drawings and BoQ prepared and approved. Procurement of a contractor started
ULS: 1.3.1.1	ULS: 1.3.1.1.1	Set up and equip of satellite Legal Aid Clinics in Mbale, Mubende and Kaabong.	ULS	Set up and Equip Satellite Legal Aid Clinics in Mbale, Mubende and Kaabong.	2	40,000,000	80,000,000	80,000,000	18 wooden benches, 4 Laptops, 5 Wooden Cabinets, 6 Filing cabinets, 7 Office Desks, 4 Executive Tables, 11 office chairs, 5 (4) Seater bench with fabric, 2 Motorcycles procured.
UPF: 1.3.1.1	UPF: 1.3.1.1.1	Completion of Kabale Police Station (ongoing project)	UPF	Completion of kabale Police Station, ongoing project for FY 2014-15	1	262,769,300	262,769,300	262,769,300	Completed Kabale Police station
UPS: 1.3.1.1	UPS: 1.3.1.1.1	Construction of a Mini max Prison at Kitalya phase-3	UPS	Construction of Sick bay, Administration block, isolation wards	1	4,000,000,000	4,000,000,000	3,955,000,000	Construction ongoing-sick bay, Admm block, Isolation ward all at roofing stage
DGA: 1.3.1.2	DGA: 1.3.1.2	Operationalize Mbale regional laboratory	DGAL	Assorted furniture including tables, chairs, cabinets.	1	100,000,000	100,000,000	75,000,000	Assorted furniture and fittings were acquired for Mbale and Gulu regional laboratories
Jud: 1.3.1.2	Jud: 1.3.1.2	Payment of Completed Projects with outstanding balances	Judiciary	contractual obligations on completed constructions		485,000,000	485,000,000	305,000,000	Paid to contractors of Kiruhura, Kabale High Court and Ngora. 59% other obligation remain
URS: 1.3.1.2	URS: 1.3.1.2	Operationalization of regional offices in Mbarara, Mbale, Arua, Gulu, and City branch offices at Posta Uganda and Nakivubo	URSB	furnish and operationalize of regional offices in Mbarara, Mbale, Arua, Gulu, and City branch offices at Posta Uganda and Nakivubo	7	10,100,000	70,700,000	70,000,000	Regional offices in Mbarara, Mbale, Arua, Gulu, and City branch offices at Posta Uganda and Nakivubo were furnished
UPF: 1.3.1.3	UPF: 1.3.1.3	Building 10 units of staff accommodation at Nagalama canine center of excellence	UPF	Laptops Building materials, Architectural drawings	10	5,000,000 30,000,000	50,000,000 300,000,000	50,000,000 300,000,000	The construction works is ongoing and is at roofing stage
Strategic Output 1.3.2 Complete chain of front line JLQS services at the County level									
								0	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
DCI: 1.3.2.1	DCI: 1.3.2.1	Purchase vehicles for Mirama cluster (covering Kikagati and Bugango) and legal department.	DCIC	Purchase customized vehicles	1	180,000,000	180,000,000	180,000,000	Double cabin purchased to support Mirama Hills Cluster and its attendant borders of Bugango and Kikagati
URS: 1.3.2.1	URS: 1.3.2.1	Distribution of civil marriage registration materials to the Sub Counties, districts and Faith Based Organizations	URSB	Customary marriage certificate booklets	1,500	25,000	37,500,000	31,000,000	Civil registration materials (600 booklets – Customary marriage Certificates, 20 booklets – Civil marriage Certificates, 240 booklets – Customary marriage Register books, 28 booklets – Civil marriage Register books, 25 reams – Certificate Detail Forms, 25 reams – Notice of marriage Forms, 25 reams – Statutory Declaration Forms, 50 reams – I call Upon Forms, 37 booklets – form F) were distributed to 56 districts and Faith Based Organizations
			URSB	Marriage register books for Sub Counties	200	25,000	5,000,000	5,000,000	
			URSB	Civil Marriage certificate booklets	116	25,000	2,900,000	2,000,000	
			URSB	Marriage forms (Certificate detail form notice of marriage forms, statutory declaration forms, form F for FBOs)	2,464	19,000	46,816,000	36,000,000	
			URSB	Marriage register books for the districts	116	25,000	2,900,000	2,000,000	
PRG: 1.3.2.2	PRG: 1.3.2.2	Supervision of construction of Justice centers (Mini JLOS)	Program Mgt	facilitation of construction committee quarterly monitoring	4	20,000,000	80,000,000	68,000,000	Supervision of on-going constructions undertaken
DCI: 1.3.2.3	DCI: 1.3.2.3	Procure solar panel for Mbarara regional office strongroom and other rooms	DCIC	Procure and installation of solar panel for Mbarara regional office strongroom and other rooms	1	41,000,000	41,000,000	41,000,000	solar panels for Mbarara Regional Office strong room and other rooms procured
UPF: 1.9.1.1	UPF: 1.9.1.1	Procure a Double cabin pickup to enhance planning and monitoring	UPF	A Double pick up vehicle	1	180,000,000	180,000,000	180,000,000	A D/cabin Pickup for Directorate of Research, Planning & Development was procured.
DPP: 1.9.2.1	DPP: 1.9.2.1	Transport equipment	DPP	Purchase of transport equipment for transporting of officers to and from court	4	180,000,000	720,000,000	720,000,000	3 double cabin pickups procured
JSC: 1.9.2.1	JSC: 1.9.2.1	Procure computers and printers for 5 legal officers to aid investigations	JSC	Computers	5	4,000,000	20,000,000	20,000,000	4 computers and one printer procured
			JSC	Printers	5	1,000,000	5,000,000	5,000,000	
Jud: 1.9.2.1	Jud: 1.9.2.1	Enhancing capacity to clear cases in Courts by procurement of vehicles	Judiciary	Procurement of vehicles for GIs in Abim, Nakapiririt, Buhweju, Amolatar, Adjuman, Bullisa, Kaabong, Bulamulu, Abim and Namalu Courts	4	180,000,000	720,000,000	720,000,000	Vehicles procured for GIs in Abim, Bullisa, Bulambuli.
UPS: 1.9.2.1	UPS: 1.9.2.1	Equipping the Prisons Academy	UPS	Equipping the Prisons Academy with furniture	1	20,000,000	20,000,000	20,000,000	Prisons Academy equipped with furniture

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
Jud: 1.9.2.3	Jud: 1.9.2.3	Procure furniture for Bukwo Magistrate Grade 1 Court	Judiciary	Procure Furniture for Bukwo Magistrate Grade 1	1	25,000,000	25,000,000	25,000,000	Furniture for Bukwo Court was procured
MIA: 1.9.2.3	MIA: 1.9.2.3	Purchase of a Vehicles for West Nile sub region for support supervision	MIA/NCSP	purchase of 1 vehicle	1	180,000,000	180,000,000	180,000,000	1 vehicle procured
							15,685,475,300	14,791,202,214	0
Strategic Output 1.4.1 Child friendly services enhanced									
LDC: 1.4.1.1	LDC: 1.4.1.1	Facilitate 17 social workers and juvenile justice lawyers	LDC	Facilitate 17 social workers and juvenile justice lawyers	17	12,000,000	204,000,000	204,000,000	LDC Social workers visited remand homes to help them locate parents of juveniles for bail application to be successfully handled.
ULS: 1.4.1.1	ULS: 1.4.1.1	Conduct Legal awareness on Children's rights and to develop child friendly sensitization materials.	ULS	Capacity building for ULS Staff and stakeholders on the Child Justice using the ULS recently developed Child justice manual on Child Justice	4	15,000,000	60,000,000	60,000,000	120 people(41Male, 79Female) where trained to enhance child justice. These included Lawyers, Prosecutors, Police Officers, Magistrates, J4C coordinators
UHR: 1.4.1.2	UHR: 1.4.1.2	Continued awareness and meetings with stakeholders on the rising Human rights concern on girls school drop out, early and forced marriage in West Nile region	UHRC	Follow up meetings on the recommendation of the early and forced marriages in West Nile Region(Zombo, Nebbi, Moyo, Maracha and Arua)	5	5,000,000	25,000,000	25,000,000	Human Rights training was conducted on early and forced marriages of the girl child; its implication on Fundamental Human Rights; and the Strategy to curb on the increasing cases of early and forced Marriages. A total of 54 participants (10 F and 44 M) comprising of County Khadi, CFPU- cultural leaders, probation and welfare Officer, Community Development Officers, CSOs and Religious leaders among others in Yumbe District attended the training.
			UHRC	Radio talk shows within the Five districts on school dropout, early and forced marriages	10	500,000	5,000,000	5,000,000	UHRC carried out 10 talk shows within the districts of Zombo, Nebbi, Moyo, Maracha, Arua on school drop out, early and forced marriages
SEC.	SEC.	Affirmative action for children born in captivity	UHRC	Radio spot messages, Dj Mentions	50	100,000	5,000,000	5,000,000	Spot announcements/ messages were aired out as programmed.
			sector wide	undertake a study on registration of children born by abducted mothers during the LRA war		50,000,000	50,000,000	50,000,000	The activity was initiated and introduced to district authorities; consultations started in the districts of Gulu, Amuru, Nwoya, Pader, Kitgum and Agago.
LDC: 1.4.1.3	LDC: 1.4.1.3	Selecting and training Fit persons in new districts on the use of diversion	LDC	selection and training of 40 fit persons in new districts on diversion	40	507,500	20,300,000	20,000,000	120 Fit persons trained in the districts of Moroto,Zombo and Buyende. They were equipped with skills in handling juveniles and children legal rights; report writing; counseling; bail application; reconciling juveniles with their respective communities. 160 Fit persons from Iganga,Kamuli,Kabalore,Adjumani,Gulu and Ibanda given refresher training.

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
LDC: 1.4.1.4	LDC: 1.4.1.4	Equipping Fit persons attached to the LDC Legal Aid Clinic	LDC	bicycles for Fit persons	300	300,000	90,000,000	90,000,000	300 Fit persons were facilitated with transport in terms of bicycles. This has gone along way in helping them to handle juvenile matters on time.
Strategic Output 1.4.2 Capacity for duty bearers and institutions enhance									
Jud: 1.4.2.1	Jud: 1.4.2.1	Juvenile/ Child Justice Training for adoption of child friendly services for Magistrate Grade One Magistrates	Judiciary	Juvenile/ Child Justice Training (Conference Package)	215	660,000	141,900,000		No funds released
NIR: 1.4.2.1	NIR: 1.4.2.1	Training of all NIRA district registrars on Civil Registration and Vital Statistics	NIRA/NIRA	developing training materials, hire venues, printing, professional allowances to facilitators, provision of meals and refreshments,	234	200,000	46,800,000		
ULR: 1.4.2.1	ULR: 1.4.2.1	Develop a pocket size Children Act as amended	ULRC	Printing a pocket size Children Act as amended	10,000	10,000	100,000,000	35,000,000	2501 copies of pocket size Children Act printed.
MoG: 1.4.2.2	MoG: 1.4.2.2	In house training for all the staff in the remand homes and probation officers to effectively collect, assemble and store juvenile data	MoGLSD	Night allowances for Probation Officers 15 x 8 homes x 2 days	240	110,000	26,400,000	25,000,000	district probation officers and staff in remand homes trained
			MoGLSD	Transport refund 15 x 8	120	100,000	12,000,000	10,000,000	
			MoGLSD	Training team 3 officers x 8 homes x 2days	48	120,000	5,760,000	5,100,000	
			MoGLSD	Stationery 1 x 8 homes	8	1,000,000	8,000,000	5,000,000	
UPF: 1.4.2.2	UPF: 1.4.2.2	Procurement of 10 motorcycles for CFPU officers in Masaka, Mubende, Kamwenge, Namayingo, Sironko, Buhweju, Kabale, Rukungiri, Kisoro and Mbarara	UPF	Motorcycles	10	10,000,000	100,000,000	100,000,000	10 motorcycles were procured for CFPU offices of Masaka, Mubende, Kamwenge, Namayingo, Sironko, Buhweju, Kabale, Rukungiri, Kisoro and Mbarara.
Strategic Output 1.4.3 Disposal of child related cases fast tracked at all levels of the justice chain									
Jud: 1.4.3.1	Jud: 1.4.3.1	Case Backlog Reduction Strategy for Child Related Cases at all Court Levels	Judiciary				0		
			Judiciary	High Court-Special Sessions for Child Related Cases(Target 80)	80	500,000	40,000,000	35,120,000	Fort portal High conducted a Special Session for Child related Cases where a total of 40 cases were cause listed and 38 cases were completed in Fort portal
			Judiciary	CM-Special Sessions for Child Related Cases(Target 40 cases)	120	300,000	36,000,000	36,000,000	The Chief Magistrate conducted Special Sessions for Child related Cases under the JLOS Work plan for Quarter 4_2018/18 at the Chief Magistrate Courts of Busia, Nakawa, Mbale, Nabweru, Ntungamo and Mpigi where 120 child related cases were allocated

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
									and completed.
			Judiciary	GI-Special Sessions for Child Related Cases(Target 20 cases)	160	250,000	40,000,000		No release of funds
MoG: 1.4.3.1	MoG: 1.4.3.1	Procure transport equipment and inspection of remand homes.	MoGLSD	Van for Fort portal Regional Remand Home and Naguru Kampirngisa National Rehabilitation Centre	1	180,000,000	180,000,000		vehicle procured
ULS: 1.4.3.1	ULS: 1.4.3.1	Legal representation of Children in Courts of Law, 100 Cases.	ULS	provide legal aid to 100 juveniles in courts of law	100	200,000	20,000,000	20,000,000	98 Children represented and cases completed
MoG: 1.4.3.2	MoG: 1.4.3.2	Support juveniles for attendance of both lower and high court sessions (transportation of juveniles to and from court	MoGLSD	facilitate remand homes to produce children in Court Support for court attendance	5	36,480,000	182,400,000	182,400,000	facilitated 5 remand homes to deliver juveniles to all courts in the country
			MoGLSD	Facilitate remand homes resettle children after court sessions	8	7,608,000	60,864,000	35,000,000	resettled 247 juveniles upon release reorientation training for DPCs
LDC: 1.4.3.1	LDC: 1.4.3.1	Diversion of juveniles from Court, Police and resettle them back to communities	LDC	Diversion of juveniles from Court, Police and resettle them back to communities	2,000	40,000	80,000,000	80,000,000	A Total of 2006 cases were handled by Fit Persons, Social Workers and Juvenile Lawyers in the districts of Kibale, Kagadi, Kamuli, Iganga, Ibanda, Mbarara, Kamwenge, Kye njojo, Kampala, Wakiso, Jinja, Adjuman, Soroti, and Bugiri. Out of those handled 233 were settled back in the communities
Strategic Output 1.4.4 Rehabilitation & Remand centers established at regional level									
MoG: 1.4.4.1	MoG: 1.4.4.1	Construction of a Regional Remand Home in Karamoja Region, there s GOU-MGLSD land secured	MoGLSD	Construction (Phase 1 of 2) Total cost is 900,000	1	900,000,000	900,000,000	540,000,000	procured consultant to develop detailed drawings. Procurement of contractor ongoing
							2,439,424,000	1,747,620,000	0
Strategic Intervention 1.5: Strengthen access to legal aid services									
Strategic Output 1.5.1 State brief scheme and pro-bono services enhanced									
Jud: 1.5.1.1	Jud: 1.5.1.1	state provision of legal aid	Judiciary	operationalization of ICU	3	140,000,000	420,000,000	245,000,000	The Justice Centers operational costs were paid. One vehicle was procured. This has helped staff to move to different courts within Uganda to represent indigent persons.
LDC: 1.5.1.1	LDC: 1.5.1.1	Represent indigent clients in various courts (LAC)	LDC	procure 1 vehicle	1	180,000,000	180,000,000	180,000,000	3815 Walk-in clients were provided with free legal aid services in terms of counseling ,legal advice and coaching on self representation and payment of their court fees. 429 cases were handled through reconciliation at Court, 1523 cases were handled through mediation and 699 through Court representation. 578 clients were provided with legal
LDC: 1.5.1.1	LDC: 1.5.1.1	Represent indigent clients in various courts (LAC)	LDC	provide legal aid to indigent persons	5,000	20,000	100,000,000	100,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
UJS: 1.5.1.1	UJS: 1.5.1.1	Enroll and train advocates to handle state briefs and cases on probation and facilitate duty Counsel.	UJS	Training of 50 Advocates to handle state briefs and cases on probation in two regions.	2	5,000,000	10,000,000	10,000,000	advice and others represented by Bar Course students in hard to reach area.131 were counched on self representation. A total of 7214 cases were handled.
			UJS	Lunch and transport refund of the duty counsels at 5 Courts(Nabweru, LDC, KCCA, Kasangati and Mukono) and 5 police stations(Mukono, Wandegeya,Kawempe, Kira and Katwe).	10	3,000,000	30,000,000	30,000,000	37 Advocates were trained to properly handle state briefs and cases on Pro bono
Jud: 1.5.1.4	Jud: 1.5.1.4	Identify and Process disputes through litigation for Justice Centers Uganda	Judiciary	Litigation related transport costs per service point per quarter	4	4,140,000	16,560,000	10,171,500	JCU filed 210 cases on behalf of 210 (82M, 128F) clients. A total of 233 (152M, 81F) cases were won on behalf of our clients whereas 358 (348M, 10F) State Brief cases were concluded.Presence was maintained in the prisons and 669 (631M, 38F) prisoners benefited from the PDP programme and were released from prisons.30 (18M, 12F) of the people supported in Self Representation were successfully concluded their cases in court.
Jud: 1.9.3.3	Jud: 1.9.3.3	Trial Advocacy Training for Justice Centers Uganda	Judiciary	Litigation related stationery and sundries per service point at 2,480,000 per quarter	4	6,745,500	26,982,000	24,000,000	No release of funds
			Judiciary	Trial Advocacy Training fees (16 staff)	16	1,312,500	21,000,000		No release of funds
			Judiciary	Transport Refund for Staff attending advocacy Training	16	78,750	1,260,000		No release of funds
			Judiciary	per diem for those attending the Advocacy Training (Shs, 110,000 per day)	1	11,550,000	11,550,000		No release of funds
Strategic Output 1.5.4 Self-represented litigants support systems improved									
UPS: 1.5.4.1	UPS: 1.5.4.1	Linking remand prisoners to other social actors reduce remand population in prisons	UPS	Fuel for tressing of remand Prisoners sureties for 50 social workers	50	600,000	30,000,000	30,000,000	28,089 (1,842 females) inmates linked to actors in the criminal justice system
Strategic Output 1.5.5 ADR enhanced									
Jud: 1.5.5.1	Jud: 1.5.5.1	Resolve disputes through mediation for Justice Centers Uganda	Judiciary	Resolve 15 cases per service point	4	5,400,000	21,600,000	10,000,000	JCU was able to successfully resolve 476 (152M, 324F) cases through office/locus mediations. 308 (74M, 234F) were successfully concluded through Court annex mediation.
UHR: 1.5.5.1	UHR: 1.5.5.1	Strengthening of the Mediation Desk in all the 10 regional offices to effectively handle maintenance matters	UHRC	Process serving(Delivering of summons to the parties to appear for mediation @500,000/- per regional office per year	10	500,000	5,000,000	5,000,000	UHRC successfully mediated a total number of 89 cases, Mediations (ADR) are conducted to give quick remedies particularly to the vulnerable persons especially women and children.
			UHRC	Routine follow-up of matters mediated to ensure the adhering of the agreement	10	1,000,000	10,000,000	10,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
ULS: 1.5.5.1	ULS: 1.5.5.1	Training of Staff, Advocates and other stakeholders on ADR.	ULS	Hotel services	4	5,000,000	20,000,000	20,000,000	Over 84 staff trained
			ULS	Meals and Drinks during the trainings.	4	5,000,000	20,000,000	20,000,000	
			ULS	Facilitation of the three trainers in the four different trainings for 2 days	24	1,000,000	24,000,000	24,000,000	
							947,952,000	718,171,500	
Strategic Intervention 1.6: Strengthen measures to effectively and efficiently prevent and respond to crime.									
Strategic Output 1.6.1 Crime fighting agencies strengthened									
MIA: 1.6.1.1	MIA: 1.6.1.1	Training of Peace Actors in basic CPMR in sub counties of Kasese and Bundugyo	MIA/NFP	Per diem for 4 Officers for 14 days	56	140,000	7,840,000	7,840,000	Trained peace actors in 7 sub counties
			MIA/NFP	Meals and refreshments for 30 participants for 12 days(2 days per sub county)	360	35,000	12,600,000	12,600,000	
			MIA/NFP	Hall hire(12 days)	12	200,000	2,400,000	2,400,000	
			MIA/NFP	litters to and fro the sub counties(250x2)	500	3,500	1,750,000	1,750,000	
			MIA/NFP	assorted stationery	6	100,000	600,000	600,000	
UPS: 1.6.1.1	UPS: 1.6.1.1	Psycho-social support provided to inmates (Correctional counselling of offenders; anger management trainings)	UPS	Training offenders in anger management and non-violent conflict resolution in 30 prisons	30	1,000,000	30,000,000		354 provided with psycho-social treatment programs for behavioural change(Decision making, anger management, inter-personal skills, emotional intelligence)
			UPS	Printing of 400 copies of instructional materials	400	16,000	6,400,000	4,204,500	
			UPS	Programme supervision in 4 quarters	4	2,000,000	8,000,000	8,000,000	
			UPS	Follow up of 100 previously trained ex-convicts	100	500,000	50,000,000	50,000,000	
UPF: 1.6.1.2	UPF: 1.6.1.2	Procure 5 specialized canine carrier vehicles for 5 Regions	UPF	Specialized vehicles for carrying canine	5	88,000,000	440,000,000	240,000,000	The procurement process is still on going after it was deferred due to failure to get a company to supply modelled canine vehicles for safe carriage of Police dogs within the available budget.
UPS: 1.6.1.2	UPS: 1.6.1.2	Reintegration of 200 offenders	UPS	Pre-release visits for 65 social workers to inmates relatives to conduct mediation and reconciliation for convicts and ex-convicts	65	600,000	39,000,000	39,000,000	1,578 ex-offenders reintegrated and resettled; 280 ex-offenders were provided with referrals and post release counselling; 217 reconciliation dialogue meetings were facilitated to promote peaceful co-existence in the community.

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			UPS	Facilitation of 65 social workers to conduct follow up and conducting mediation for ex-convicts	65	700,000	45,500,000	45,000,000	
UPF: 1.6.1.3	UPF: 1.6.1.3	Procurement of specialized dog handling and training equipment.	UPF	Assorted specialized dog handling and training equipment	1	70,000,000	70,000,000		Specialized dog handling and training equipment were procured
UPS: 1.6.1.3	UPS: 1.6.1.3	Use of performing arts in rehabilitation of offenders	UPS	Purchase of assorted musical instruments	10	400,000	4,000,000	4,000,000	Assorted musical instruments and costumes for drama purchased
			UPS	purchase of 5 sets of Costumes for drama (assorted)	5	1,000,000	5,000,000	5,000,000	4816 social inquiry reports prepared
			UPS	Facilitation of 3 drama trainers	3	100,000	300,000		6822 offenders counseled, 979 home visits conducted, 292 reconciliatory meetings conducted
MIA: 1.6.1.4	MIA: 1.6.1.4	Re-arrest of community Service defaulters	MIA/NCSP	field facilitation	5	5,000,000	25,000,000	25,000,000	Prepared advocacy materials. Held two regional workshops
			MIA/NCSP	Fuel for 5 regions	2,858	3,500	10,003,000	10,003,000	
UPF: 1.6.1.4	UPF: 1.6.1.4	strengthen monitoring of Private Security Organizations	UPF	support supervision, development of data bases and monitoring of PSOs	4	21,000,000	84,000,000	84,000,000	A total of 28 Private security companies in Western, Northern, Central, Eastern and Kampala were inspected for professionalism and adherence for required standards.
UPF: 1.6.1.5	UPF: 1.6.1.5	Procure vehicles for CID to enhance speedy investigations (Gender sex crimes, Transitional Justice, Police surgeon East Kyoga and case management)	UPF	Double pick up vehicles	3	180,000,000	540,000,000	360,000,000	Three (03) Double Cabin Pickups were procured for CID to support investigations. Two (2) have been delivered.
Strategic Output 1.6.2 Comprehensive standards for investigation, prosecution, adjudication and correctional services developed and maintained									
DCI: 1.6.2.1	DCI: 1.6.2.1	Develop and print Minimum Service Delivery Standards for DCI	DCI	Print Minimum Service Delivery Standards	600	62,000	37,200,000	14,900,000	
DPP: 1.6.2.1	DPP: 1.6.2.1	Develop inspection guidelines	DPP	Printing 800 copies of inspection guidelines	800	25,000	20,000,000	21,000,000	
MIA: 1.6.2.1	MIA: 1.6.2.1	Prepare and present social inquiries to courts	MIA/NCSP	prepare social inquiry reports	14,400	30,000	432,000,000	314,000,000	4816 social inquiry reports prepared
MIA: 1.6.2.2	MIA: 1.6.2.2	Conduct social reintegration workflows (home visits, reconciliatory meetings, offender counseling)	MIA/NCSP	Field allowances per region @ Sh. 600000 per month for 6 regions	12	3,600,000	43,200,000		6822 offenders counseled, 979 home visits conducted, 292 reconciliatory meetings conducted
			MIA/NCSP	Fuel for 6 regions @ 250 liters per month	18,000	3,500	63,000,000	14,000,000	
ULR: 1.6.2.2	ULR: 1.6.2.2	Pre-enactment advocacy for the Evidence Act	ULRC	Printing of advocacy materials	3,000	6,500	19,500,000	13,000,000	Prepared advocacy materials. Held two regional workshops

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			ULRC	National dissemination and advocacy workshop with users, actors and implementers	1	20,000,000	20,000,000	20,000,000	
			ULRC	Radio programs	4	3,000,000	12,000,000	12,000,000	
			ULRC	TV programs	4	10,000,000	40,000,000	10,000,000	
			ULRC	Newspaper pull outs	2	10,000,000	20,000,000	10,000,000	
UPS: 1.6.2.2	UPS: 1.6.2.2	Development of offender Rehabilitation model for UPS	UPS	Conducting filed visits for information gathering	15	800,000	12,000,000	12,000,000	
			UPS	Production of a draft rehabilitation model	1	5,000,000	5,000,000	5,000,000	
			UPS	Meeting of 60 people to discuss the draft rehabilitation model	6	1,000,000	6,000,000	5,324,000	
			UPS	printing of 1,500 copies of the offender rehabilitation model	1,500	12,000	18,000,000	18,000,000	
MIA: 1.6.2.3	MIA: 1.6.2.3	Support offender rehabilitation projects	MIA/NCSP	Project supervision	30	500,000	15,000,000	15,000,000	44 projects supported
			MIA/NCSP	Technical Support	30	1,000,000	30,000,000	25,000,000	
			MIA/NCSP	Consumables (potting bags, pesticides)	30	500,000	15,000,000	15,000,000	
			MIA/NCSP	Seeds	30	1,500,000	45,000,000	30,000,000	
			MIA/NCSP	Shelter/fencing materials	30	150,000	4,500,000	4,500,000	
ULR: 1.6.2.3	ULR: 1.6.2.3	Pre-enactment advocacy for Witness Protection Bill	ULRC	Pretesting of advocacy materials	4	5,000,000	20,000,000	20,000,000	Prepared a draft advocacy report. Held two advocacy workshops
			ULRC	Printing of advocacy materials	3,000	6,500	19,500,000	12,500,000	
			ULRC	National dissemination workshop	1	20,000,000	20,000,000	20,000,000	
			ULRC	Radio programs	4	3,000,000	12,000,000	22,000,000	
			ULRC	TV program	4	10,000,000	40,000,000	15,000,000	
			ULRC	Newspaper supplement	2	10,000,000	20,000,000	10,000,000	
			ULRC	Audio-visual messages	10	5,000,000	50,000,000	50,000,000	
ULR: 1.6.2.4	ULR: 1.6.2.4	Review of Criminal Procedure Code Act	ULRC	Research assistant	2	12,000,000	24,000,000	10,000,000	Prepared a draft revised statutory instruments made in 2007, 2008, 2009, 2010, 2012, 2014 and 2015 (i) Report on queries from the revision of statutory instruments compiled. (iii) Proofread 14 volumes of the revised Principal laws. (iv) Incorporated comments in 7 volumes of Principal laws
			ULRC	Taskforce meetings	10	2,700,000	27,000,000	13,000,000	
			ULRC	Data analysis and report writing retreat	1	30,000,000	30,000,000	15,000,000	
DGA: 1.6.3.1	DGA: 1.6.3.1	Dissemination of Standard Operating Procedures for collection, handling, storage and preservation of exhibits for submission to of forensic exhibits to the Government	DGAL	Hire venue of training officers	7	2,500,000	17,500,000	9,000,000	
			DGAL	Stationery and materials to be used during trainings such as flipcharts, markers,	7	400,000	2,800,000	2,150,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
		laboratory		paper, pens, books.					
			DGAL	Printing guideline documents for collection, handling, storage and preservation of exhibits	1	4,000,000	4,000,000	4,000,000	
UPF: 1.6.3.1	UPF: 1.6.3.1	Induct 30 officers in dog handling and care	UPF	Induction of 30 officers in dog handling and care	30	1,405,000	42,150,000		
UPF: 1.6.3.3	UPF: 1.6.3.3	Procure and install Automated Biometric Information System (ABIS) Shs 188n (Phase one Shs 5.8bn).	UPF	Consultants	1	500,000,000	500,000,000	374,800,000	This was not funded but it is being considered under the CCTV project and the Regional Forensics center of excellence which have components of a DNA data base equipment and IBIS
UPF: 1.6.3.4	UPF: 1.6.3.4	Train 100 Scenes of Crime Officers (SOCO) in collaboration with DGAL on scene preservation, exhibit identification and collection and storage	UPF	Training of 100 Scenes of Crime Officers (SOCO) in collaboration with DGAL on scene preservation, exhibit identification and collection and storage	100	625,000	62,500,000	60,000,000	50 SOCOs (15 females & 35 males) are undergoing a 3 months course in Kabalye that commenced on 2/6/2018. SOCO training is expensive and therefore not all materials like Cameras & Photographic materials were procured.
DGA: 1.9.2.1	DGA: 1.9.2.1	Acquire Laboratory testing equipment	DGAL	Acquire suction pump for analysis of fire arms	1	50,000,000	50,000,000	50,000,000	Double cabin pick-up, a suction pump and a fridge for preservation of forensics were purchased.
			DGAL	Acquire vehicle to deliver exhibits from crime scenes.	1	180,000,000	180,000,000	180,000,000	
			DGAL	Acquire fridges for preservation of forensic exhibits collected from exhibit collection centers and regional laboratories before and after analysis	3	50,000,000	150,000,000	150,000,000	
			Judiciary	Procurement of vehicles for CJs in Moroto, Nebbi, Arua and Lira	4	180,000,000	720,000,000	360,000,000	vehicles procured
			Mo/CA/FPC	Procurement of 5 complete desktop computers	5	3,500,000	17,500,000	17,500,000	5 computers procured
Strategic Output 1.6.4 Neighborhood watch programmes and community policing enhanced									
UPF: 1.6.4.1	UPF: 1.6.4.1	Conduct 27 Regional Community sensitization awareness program on crime prevention, management and responsibilities	UPF	Facilitate CJO Officers	2,000	112,000	224,000,000	115,406,000	65 community Policing meetings were conducted in which 1,352 Police officers, 2,453 members of Public & 2,190 students participated. This covered thirteen Police regions; Masaka, Luero, Busoga, Kigezi, Karamoja, Kapchorwa, Mpigi, Fort Portal.

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
UPF: 1.6.4.2	UPF: 1.6.4.2	Re-orientation of Station Commanders on Station management and crime prevention strategies in Sipi, East Kyoga, Karamoja, Aswa, Kigezi, Rwenzori Greater Masaka and Sezibwa Regions	UPF	Staff re-orientation in station management and crime prevention strategies	10	5,368,000	53,680,000	50,000,000	re-orientation training for DPCs and OC stations conducted
Strategic Intervention 1.7: Stakeholders empowerment and enhanced access to legal information									
Strategic Output 1.7.1 Customer Care & Information desks established at JLOS service points									
DPP: 1.7.1.1	DPP: 1.7.1.1	Equip customer care and information desks	DPP	Furniture and fittings for customer care desks for	1	50,000,000	50,000,000	50,000,000	customer case desk equipped at head quarters and regional offices
MIA: 1.7.1.1	MIA: 1.7.1.1	Train Ministry staff (DGAL, DCIC, NGO & Headquarters including AC) in customer care	MIA/FA	Training of Ministry staff (DGAL, DCIC, NGO & Headquarters including AC) in customer care	800	157,000	125,600,000	120,000,000	1) Trained support staff in Customer care management 2) Trained senior managers in performance management, customer care and ethics
UHR: 1.7.1.1	UHR: 1.7.1.1	Evaluation and review of the UHRC Client Charter and assess its impact. Aligning the charter to the current NDPII	UHRC	Facilitating the Planning Unit staff (3) and one Director to 10 regional office spending 3 days each	120	140,000	16,800,000	16,000,000	UHRC carried out a rapid review and evaluation of its client charter with an objective of assessing the success of implementation and performance of the charter. The Commission identified key respondents (internal and external). The findings of the study present an inference of both internal and external stake holders not well versed with the UHRC client charter but are aware of the services that are offered by the Commission, their rights and responsibilities as stake holders of the Commission. A detailed report was produced
			UHRC	Operational fuel to facilitate the exercise	1,500	3,500	5,250,000	5,250,000	
			UHRC	Coordination of the exercise	3	50,000	150,000	150,000	
			UHRC	Printing and dissemination of the report	1,000	10,000	10,000,000	10,000,000	
Strategic Output 1.7.2 Periodic service user dialogues, Open days and awareness weeks conducted									
Jud: 1.7.2.1	Jud: 1.7.2.1	Rollout of Small Claims Procedure	Judiciary	Conduct Court Open days at 36 Courts	36	5,000,000	180,000,000		open days for small claims courts conducted
MoJ: 1.7.2.1	MoJ: 1.7.2.1	Conduct regional outreach sensitization workshops for 150 advocates in northern Uganda.	MoICA/LC	Allowances(4 facilitators)	4	200,000	800,000	800,000	
			MoICA/LC	Allowances(3 SA and 4 Members for 2 days)	14	140,000	1,960,000	1,960,000	
			MoICA/LC	Transport Refund (150 Advocates)	150	50,000	7,500,000	7,500,000	
			MoICA/LC	Venue hire	1	2,000,000	2,000,000	2,000,000	
			MoICA/LC	fuel(300 liters)	300	4,000	1,200,000	1,200,000	
Jud: 1.7.2.2	Jud: 1.7.2.2	Court User Committee Activities	Judiciary	Meetings for High Court Circuits and Divisions at Ushs, 2000,000 per quarter per station	22	8,000,000	175,000,000	51,000,000	Court User Committee Meetings held for Mbarara High Court, Fortportal High Court and Mbale High Court
UHR: 1.7.2.2	UHR: 1.7.2.2	School sensitization in 100 secondary school (Human rights Peace clubs) through	UHRC	Ordinary Posters (on durable materials)@20 for each school	2,000	20,000	40,000,000	40,000,000	100 secondary schools provided with posters on human rights and civic responsibilities.

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
		the production of IEC materials on importance of constitutionalism	UHRC	Brochures (50 per to each school)	5,000	3,000	15,000,000	15,000,000	
URS: 1.7.2.2	URS: 1.7.2.2	Civil User committee meetings with the Inter-Religious Council	URSB	Facilitation	4	1,000,000	4,000,000	4,000,000	17 User - committee with URA, KCCA, NIRA and Mol; 3 Business Users meetings with bankers, ULS; institute of Certified Public Accountants; 2 IP user meetings with IP practitioners, and Directorate of Civil Registration were conducted
URS: 1.7.2.4	URS: 1.7.2.4	Conduct user committee meetings on doing of business with URA, KCCA, NIRA and Ministry of Local Government	URSB	Facilitation	4	2,000,000	8,000,000	8,000,000	
			URSB	TV talk shows for the doing of business committee	8	2,000,000	16,000,000	15,000,000	
Strategic Output 1.7.3 Civic education on maintenance of law and order and administration of justice conducted									
JSC: 1.7.3.1	JSC: 1.7.3.1	Review and updating the citizen's handbook on law and administration of justice	JSC	Printing copies of updated handbook	10,000	20,000	200,000,000		completed
MIA: 1.7.3.1	MIA: 1.7.3.1	Enhancing awareness on Community service	MIA/NCSP	Offender/Peer support jackets	1,000	40,000	40,000,000	5,000,000	Jackets procured; 133 community sensitization involving 7925 people were held
			MIA/NCSP	Brochures	15,000	1,000	15,000,000	10,000,000	
			MIA/NCSP	Payment for Radio talk shows(airtime)	40	500,000	20,000,000	20,000,000	
Sectorwide	Sectorwide	JLOS IEC strategy	Sector wide	Implementing JLOS IEC strategy	4	25,000,000	100,000,000	100,000,000	
ULR: 1.7.3.1	ULR: 1.7.3.1	Reprint of the Local Government Act, Cap.243	ULRC	Printing	3,000	30,000	90,000,000	25,000,000	1090 copies of the Local Government Act printed
Jud: 1.7.3.2	Jud: 1.7.3.2	Conduct Public awareness through spot messages on topical access to Justice issues for Justice Centers Uganda	Judiciary	Developing quarterly scripts and audio messages for radio spot messages	4	300,000	1,200,000		No release of funds
			Judiciary	Airing spot messages (each service plans to air 4 spot messages per day for 30 days each quarter at SHs 20,000 per message	4	7,200,000	28,800,000		No release of funds
LDC: 1.7.3.2	LDC: 1.7.3.2	Develop radio jingles on Diversion of juveniles in 4 regions (Central, Eastern, Western and Northern)	LDC	airtime on jingles	1,000	30,000	30,000,000	30,000,000	Radio jingles were developed and are being aired on four radios in 4 languages namely:English,Luganda,Lumyoro Kitala and Luo.A total of 1000 Jingles.
Moj: 1.7.3.2	Moj: 1.7.3.2	Awareness creation programs to enhance knowledge and information on law rights obligation and duties by users of Administrator Generals services	MojCA/AdminGen	print 1000 copies of will Writing guides	1,000	10,000	10,000,000	10,000,000	
			MojCA/AdminGen	conduct 5 TV talk shows	5	5,000,000	25,000,000	25,000,000	
			MojCA/AdminGen	conduct 12 radio talk shows	12	2,000,000	24,000,000	24,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
ULR: 1.7.3.2	ULR: 1.7.3.2	Proofreading and editing of revised laws	ULRC	Peer review and working group workshops to review Statutory Instruments (2002, 2008-2015)	5	13,500,000	67,500,000	30,000,000	i) Prepared a draft revised statutory instruments made in 2007, 2008, 2009, 2010, 2012, 2014 and 2015 (i) Report on queries from the revision of statutory instruments compiled. (iii) Proofread 14 volumes of the revised Principal laws. (iv) Incorporated comments in 7 volumes of Principal laws
			ULRC	Research assistants	5	12,000,000	60,000,000	72,000,000	
			ULRC	Consultations on queries (stakeholders)	4	12,500,000	50,000,000	25,000,000	
			ULRC	proof reading workshops	8	5,330,000	42,640,000	45,000,000	
			ULRC	Typesetter	1	24,000,000	24,000,000	48,000,000	
			ULRC	Editorial board sessions	2	40,000,000	80,000,000	80,000,000	
			ULRC	Furniture (5 office chairs, 5 office desks)	10	1,000,000	10,000,000	10,000,000	
JSC: 1.7.3.3	JSC: 1.7.3.3	Radio sensitization on Mob justice, Land dispute resolution, Domestic Violence, Trial procedures, FMG law, and popularization of new laws including Jingo's	JSC	Airtime per hour	120	2,000,000	240,000,000	160,000,000	58 radio talk shows were conducted in the districts of Kasese, Bushenyi, Kisoro, Mubende, Mbarara, Rukungiri, Bundibugyo, Mityana, Kiruhura, Masaka, Sembabule, Gulu, Kitgum, Nakasongola, Mpiigi, Kyenjojo, Fort portal, Kamwenge, Ibanda, Kiboga, Hoima, Masindi, Bugiri, Lira, Apac, and Bweyale
JSC: 1.7.3.5	JSC: 1.7.3.5	Drama Series on TV on Domestic Violence for one year	JSC	Procure consultancy	1	50,000,000	50,000,000	50,000,000	
			JSC	T.V airtime of 30minutes @ 2000000 for 4 shows each month	12	8,000,000	96,000,000	96,000,000	
			JSC	Validation meeting(4 meetings of 15 staff at 810,000 @ meeting)	4	810,000	3,240,000	3,240,000	
JSC: 1.7.3.6	JSC: 1.7.3.6	Drama skit on land dispute resolution in five regions(West Nile, Northern, Eastern,Central,Western)	JSC	Procure Consultancy	1	20,000,000	20,000,000	20,000,000	Drama kits procured
			JSC	Transport Drama Team Twice each region for 2days @ 2000000	10	2,000,000	20,000,000	20,000,000	
			JSC	Perdiem for 3 staff for two days twice each region at 120,000	10	720,000	7,200,000	7,200,000	
			JSC	Publicity on radio one week before 3 times a day @ 30,000 for 5 regions	7	450,000	3,150,000	3,150,000	
JSC: 1.7.3.7	JSC: 1.7.3.7	Television shows including infomercials about mob justice, Land dispute resolution, Domestic violence, Trial procedures and FMG law	JSC	Talk show Airtime per hour of 4000000 for a year once a week(4weeks3x4Quater=48)	48	4,000,000	192,000,000	106,000,000	
			JSC	Infomercials@ 200,000	360	200,000	72,000,000	72,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
JSC: 1.7.3.8	JSC: 1.7.3.8	School sensitization in 100 primary schools through production of IEC Materials on Children rights and Sex and Gender based violence protection laws	JSC	per day Posters (on durable Aluminum and glass material) to take to primary schools	100,000	100	10,000,000	32,000,000	15300 IEC Materials where procured and distributed in Kabale, Kisoro, Gulu, Kamwenge, Kabarole, Palabek, Bidibidi and Arua
URS: 1.9.1.3	URS: 1.9.1.3	Training of 200 staff on customer care	JSC	Brochures	50,000	2,000	100,000,000	16,410,000	staff trained in customer care
URS: 1.9.1.5	URS: 1.9.1.5	Training of 150 staff on communication skills	URSB	Training of staff in customer case	600	140,000	84,000,000	25,000,000	Staff trained in communication skills
URS: 1.9.1.5	URS: 1.9.1.5	Training of 150 staff on communication skills	URSB	Trainers' fee	3	1,500,000	4,500,000	4,500,000	Staff trained in communication skills
URS: 1.9.1.5	URS: 1.9.1.5	Training of 150 staff on communication skills	URSB	Conference package for 100 participants for 3 days	300	140,000	42,000,000	40,000,000	Staff trained in communication skills
URS: 1.9.1.5	URS: 1.9.1.5	Training of 150 staff on communication skills	URSB	Trainers' fee for 3 days	3	1,500,000	4,500,000	4,500,000	Staff trained in communication skills
UHR: 1.9.2.1	UHR: 1.9.2.1	UHRC institutional visibility enhanced through standardized branded signages for all UHRC offices country wide in order to create uniformity of the UHRC brand among the public at all its locations	UHRC	Procure, design, production and installation of sign posts for the Commission's 10 regional offices and 10 field offices	10	4,000,000	40,000,000	40,000,000	Procurement was not accomplished by close of FY 2017/2018
Strategic Output 1.7.4 Laws simplified									
Moj: 1.7.4.1	Moj: 1.7.4.1	Conduct 2 Regional trainings for councilors in Legislative Drafting, Ordinances and Bye Laws	MojCA/FPC	Per diem (5 Councilors x 4 days x 2 regions x 10 districts)	840	120,000	100,800,000	100,000,000	training of councilors deferred to the next quarter
			MojCA/FPC	facilitators (2 regions x 5)	10	200,000	2,000,000	20,000,000	
			MojCA/FPC	Venue X 2 Regions	2	2,000,000	4,000,000	4,000,000	
			MojCA/FPC	Stationery x 2 Workshops	2	1,000,000	2,000,000	2,000,000	
ULR: 1.7.4.1	ULR: 1.7.4.1	Compilation of Ordinances and byelaws	ULRC	Assorted stationary	1	1,000,000	1,000,000		Draft compendium of Ordinances and Byelaws prepared
			ULRC	Proof reading, typesetting and final editing retreat	1	14,500,000	14,500,000	14,500,000	
			ULRC	Printing	10,000	25,000	250,000,000	100,000,000	
			ULRC	Double cabin pickup	1	180,000,000	180,000,000	180,000,000	
			ULRC	Consultations with stakeholders	1	42,900,000	42,900,000	42,300,000	
			ULRC	laptops	2	5,000,000	10,000,000	10,000,000	
			ULRC	Reporting	2		0		
ULS: 1.7.4.1	ULS: 1.7.4.1	IEC Materials on Land, Children's rights, Inheritance, Marriage and divorce, Domestic violence.	ULS	IEC Materials on Land, Children's rights, Inheritance, Marriage and divorce, domestic violence (4,000 copies of each).	20,000	3,000	60,000,000	60,000,000	15300 IEC Materials where procured and distributed in Kabale, Kisoro, Gulu, Kamwenge, Kabarole, Palabek, Bidibidi and Arua

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
Strategic Output 1.8 Promote Gender equality and equitable access to justice									
Moj: 1.8.1.1	Moj: 1.1.1.9	Issue 2200 certificates of No objection	MojCA/AdminGen	Booklets (52 booklets x 100,000 per booklet)	52	100,000	3,234,190,000	2,073,160,000	52 Booklets procured
UPF: 1.8.1.1	UPF: 1.6.3.2	Speedy examinations of 8,000 SGBV medical and 3,000 Homicide postmortem cases	MojCA/AdminGen	verification of Reports) 1000 Reports x 1 night per officer x 110,000	1,000	110,000	110,000,000	105,000,000	Issued 119 certificates of land transfers, Issued 2993 certificates of No Objection, Inspected 99 estates Opened 4371 new files, Advised on granting 10 letters of administration, Filed 39 applications for Wounding up of estates.
			UPF	police form 3	70,000	1,000	70,000,000	70,000,000	Examined 7,500 victims of SGBV and conducted 1,897 post-mortem examinations
			UPF	Facilitation of Medical Personnel in Examination of Victims of SGBV	8,000	25,000	200,000,000	200,000,000	
			UPF	Facilitation of investigators of Homicide through postmortem	3,000	50,000	150,000,000	99,850,000	
ULRC: 1.8.1.1	ULRC: 1.6.2.1	Development of a legislation to address medical negligence	ULRC	Taskforce meetings	6	3,680,000	22,080,000	11,000,000	Laws & other documents reviewed; Held peer review and taskforce meetings; Issues paper developed
			ULRC	Preparation of study report and draft bill	2	4,500,000	9,000,000		
			ULRC	national consensus and feedback building conference	1	56,070,000	56,070,000	30,000,000	
			ULRC	Validation of study findings	1	45,470,000	45,470,000	40,000,000	
DPP: 1.8.1.1	DPP: 1.6.2.2	Develop SGBV guidelines	ULRC	Research assistant	1	12,000,000	12,000,000	6,000,000	
			DPP	Printing 800 copies of SGBV guidelines	800	25,000	20,000,000	20,000,000	
Moj: 1.8.1.2	Moj: 1.5.5.1	Conduct 1000 Family Mediations	MojCA/AdminGen	family estate mediations	1,000	205,000	205,000,000	205,000,000	977 family arbitrations conducted
ULRC: 1.8.1.2	ULRC: 1.4.3.1	Post enactment advocacy on Succession laws	ULRC	Printing of advocacy materials	3,000	6,500	19,500,000	15,000,000	Advocacy materials prepared. Succession bills redrafted and revised by FPC on directives of cabinet committee.
			ULRC	National dissemination and advocacy workshop with users, actors and implementers	1	20,000,000	20,000,000	25,000,000	
			ULRC	Radio programs	4	3,000,000	12,000,000	5,000,000	
			ULRC	TV programs	4	10,000,000	40,000,000	15,000,000	
			ULRC	Newspaper supplement	2	10,000,000	20,000,000	10,000,000	
			ULRC	Desktop	2	5,000,000	10,000,000		
UPF: 1.8.1.2	UPF: 1.4.2.1	Joint training of 200 CFPU and CID on GBV investigations and child protection (to be harmonized with DPP & ULS)	UPF	Joint training of 200 CFPU and CID on GBV investigations and child protection (to be harmonized with DPP & ULS)	200	160,000	32,000,000		

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
ULR: 1.8.1.3	ULR: 1.4.3.2	Pre-enactment advocacy for the Marriage Bill	ULRC	Stationery (ULS)	10	20,000	200,000		Consensus building workshop for key stakeholders held at Speke Resort Munonyo: Proposals for amendment prepared; Held 3 radio programs in Kampala (Capital FM, Radio Uganda, and Radio One)
			ULRC	Stationery media consultant	1	10,000,000	10,000,000	10,000,000	
			ULRC	Pretesting of advocacy materials	5	5,000,000	25,000,000	25,000,000	
			ULRC	Printing of advocacy materials	5,000	7,000	35,000,000	30,000,000	
			ULRC	National dissemination workshop	1	30,000,000	30,000,000	30,000,000	
			ULRC	radio programs	6	3,000,000	18,000,000	15,000,000	
			ULRC	TV programs	2	10,000,000	20,000,000	10,000,000	
			ULRC	Newspaper pull outs	4	10,000,000	40,000,000	20,000,000	
			ULRC	Audio-visual messages	10	5,000,000	50,000,000	40,000,000	
							1,286,520,000	1,042,050,000	
Strategic Intervention 1.9: Strengthen transitional justice and informal justice processes									
Strategic Output 1.9.1 Local Council Courts established and strengthened									
MoL: 1.9.1.2	MoL: 1.8.1.2	Training of Local Council Courts on Alternative Dispute Resolution (ADR)	MoL	Training of local council courts members on Alternative Dispute resolution (ADR) in 30 districts	1,440	260,000	374,400,000	350,000,000	739 local council 111 court officials trained on ADR in 13 districts
MoL: 1.9.1.5	MoL: 1.8.1.5	Training of local council courts desk officers	MoL	Training of Local Council Courts Desk officers on data collection, records and information management in 72 Districts and Municipalities	144	491,771	70,815,024	40,000,000	139 officers trained on skills of data collection and records management. 72 of whom are desk officers and 67 of whom are alternate officers from 52 local governments
Strategic Output 1.8.2 Informal justice mechanisms and transitional justice mechanisms strengthened									
MIA: 1.9.2.1	MIA: 1.8.2.1	Training of reporters in life skills(agricultural and entrepreneurial skills) in the 6 DRTs.	MIA/AC	train reporters in skills	240	900,000	216,000,000	210,000,000	450 reporters and victims trained in environmental management and tree planting
UHR: 1.9.2.1	UHR: 1.8.2.1	Human Rights Documentation Project(Conflict Mapping)	UHRC	Advisory Committee meetings to consider and review the mapping report for 30 people for two days	60	400,000	24,000,000	16,000,000	Meetings did not take place: awaiting mapping report
			UHRC	Facilitation for two (2) Research assistants to support the project, transport, communication air time and reporting	12	2,000,000	24,000,000	24,000,000	Two research assistants paid for two months
			UHRC	Database support and maintenance for seven months(Back up materials, Laptops, Data modem, technical	10	3,629,000	36,290,000	36,000,000	database support and maintenance was done

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
				support					
			UHRC	Facilitating four data collection team, gap filling for two weeks at the regional level each focusing one on one meetings with key informants and controlled smaller focus group discussions with each team @10,235,000/=	4	10,235,000	40,940,000	40,500,000	Regional field data collection process focused on collection of corroborative information from both secondary and primary sources targeting facts on regional specific conflicts with special attention on incidences that gave rise to gross human rights violations and serious violation of humanitarian law. This mapping process covered the entire country which was divided and clustered in to UHRC administrative regional offices. The following conflicts were mapped: a) Lord's Resistance Army (LRA) b) Bagisu Vs Sabiny- (Bududa Land Dispute) c) Uganda Salvation Army and Uganda d) Karimojong Raiders/NRA against Cattle of civilian Participations e) Karamajong and Uganda Government (UPDF) - Disarmament. f) Pian (Karamajong) and Bokora (Karamajong) g) National Democratic Alliance (NDA) h) And Government of Uganda (NRA) now UPDF i) Holy Spirit Movement (HSM) j) UPDA and Severino Likoya (Jo pa won or Holy Spirit Movement II) k) Uganda People's Democratic Christians Army (Joseph Kony), UNRFI l) CIII Splinter Group insurgency. m) Cei-ibong Splinter group insurgency. n) -karimojong Cattle rustlers o) West Nile Bank Front (W/NBF). p) Uganda National Rescue Front II (UNRF II).
			UHRC	10 regional validation meeting for 1 day with 30 participants	30	3,300,000	99,000,000	99,000,000	
			UHRC	Printing of 200 copies the Final mapping report	200	25,000	5,000,000	5,000,000	
			UHRC	Facilitating an editor , expert editor in mapping to review the report	2	4,000,000	8,000,000	8,000,000	
			UHRC	Assorted stationaries for the project(30 tonners,Printing papers, Box files, Pens	20	750,000	15,000,000	15,000,000	
UPF 1.9.2.1	UPF 1.8.2.1	investigation of war crimes	UPF	Protection of witnesses (Accommodation, security&relocation expenses)	20	6,000,000	120,000,000	80,000,000	Supported the 3 ongoing trial in the Hague in Netherlands and 9 cases in the international Court Division (ICD) of Gulu. In addition more files have been opened up from the 14 case files following the discovery of new crimes
MIA: 1.9.2.2	MIA: 1.8.2.2	Support psycho-social and counseling services to reporters and victims in affected areas in the DRTs of Kitgum,Arua,Gulu,Kasese, Mbale and Centra	MIA/AC	venue	6	400,000	2,400,000	2,400,000	105 reporters and victims counseled (40 in Gulu DRT, 25 in Central DRT,20 in Kasese DRT, and 20 in Kitgum DRT)
			MIA/AC	meals and refreshments	300	35,000	10,500,000	10,500,000	
			MIA/AC	Field fuel	2,400	3,500	8,400,000	8,400,000	
			MIA/AC	facilitation allowance	12	300,000	3,600,000	3,600,000	
Sec 1.9.2.2	Sec 1.8.2.2	JLOS TJ outreach programme	MIA/PPAD	TJ outreach programme			100,000,000	100,000,000	Conducted 7 consultative meetings(6 in Kampala and 1 in the North)
MIA: 1.9.2.3	MIA: 1.8.2.3	Dialogue and reconciliation meetings between reporters and the affected communities in the 6 DRTs.	MIA/AC	Venue hire	6	400,000	2,400,000	2,400,000	Held 9 dialogue and reconciliation meetings held
			MIA/AC	meals and refreshments	300	35,000	10,500,000	10,500,000	
			MIA/AC	field fuel	2,400	3,500	8,400,000	8,400,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			MIA/AC	transport refund for participants(6 meetings) per diem for AC staff	180	100,000	18,000,000	18,000,000	
			MIA/AC		30	140,000	4,200,000	4,200,000	
MIA: 1.9.2.4	MIA: 1.8.2.4	Monitoring of resettlement and reintegration activities in the 6 DRTs.	MIA/AC	Fuel(400 liters per DRT)	2,400	3,500	8,400,000	8,400,000	Monitored AC activities in the two DRTs of Gulu and Kitgum
			MIA/AC	Per diem for 5 staff	30	140,000	4,200,000	4,000,000	Sensitized the members of the district task forces on their roles and responsibilities in the implementation of the small arms strategy
MIA: 1.9.4.1	MIA: 1.9.4.1	Sensitization of the members of the district task forces on he roles and responsibilities in the implementation of the small arms strategy	MIA/NFP	per diem of 4 officersx4 daysx4 districts	64	140,000	8,960,000	8,960,000	
			MIA/NFP	meals for 30 participants x 2 days x 4 districts	240	35,000	8,400,000	8,400,000	
			MIA/NFP	Hall hire x 8 days	8	200,000	1,600,000	1,600,000	
			MIA/NFP	transport refund for participants 25 x 8 days	200	50,000	10,000,000	10,000,000	
			MIA/NFP	Fuel(150 litresx 4 districts)	600	3,500	2,100,000	2,100,000	
			MIA/NFP	assorted stationery	4	100,000	400,000	400,000	
			MIA/NFP	payment for radio talk shows	6	1,000,000	6,000,000	6,000,000	
			MIA/NFP	facilitation allowance for 3 per workshop x 2 days x 4 districts	24	100,000	2,400,000	2,400,000	
Strategic Intervention 1.9: Enhanced efficiency and effectiveness of JLOS institutions									
ULR: 1.9.3.2	ULR: 1.9.3.2	Developing a Law Reform Agenda , 2018/2022	ULRC	Consultations with stakeholders	4	19,500,000	78,000,000	75,000,000	consultations undertaken countrywide and Draft: law reform program prepared
			ULRC	Regional consultations	4	15,000,000	60,000,000	60,000,000	
							1,392,305,024	1,279,160,000	
							52,087,238,824	42,832,317,649	0
Outcome 2: Observance of Human Rights and Fight Against Corruption Promoted									
Strategic Intervention 2.1: Strengthen measures to reduce human rights violations by JLOS Institution									
Strategic Output 2.1.1 Functional JLOS human rights structures in all service points									
UHR: 2.1.1.1	UHR: 2.1.1.1	Inspections of Places of detention (remand homes, police posts and stations and prisons) with a special focus on vulnerable persons including: children, mothers incarcerated with children, mental illness among others.	UHR	Facilitation of UHRC staff to conduct inspections in 1500 detention facilities in the 10 regional offices	1,500	129,000	193,500,000	192,000,000	A total of 873 places of detention were inspected during the reporting period, 132 were prisons, 314 Police stations, 408 police posts, 15 Military detention and 4 remand home.
UPF: 2.1.1.1	UPF: 2.1.1.1	Establish Regional Police Human Right Desks in 5 Regions	UPF	Procure motorcycles	5	10,000,000	50,000,000	50,000,000	Five (05) HR regional offices in Wamala, Busoga East, Mt Moroto, Sezibwa and KMP south were established. Additionally HR desks in 4 specialized units (FU, PSU, VIPPU, Forensics, Logistics & Engineering were established. This now brings the number of HR offices and desks
			UPF	Computers	5	3,500,000	17,500,000	17,150,000	
			UPF	Printers	5	800,000	4,000,000	4,000,000	
			UPF	Photocopiers	5	3,000,000	15,000,000	6,000,000	
			UPF	Chairs	15	500,000	7,500,000	7,081,481	
			UPF	Desks	5	800,000	4,000,000	4,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
Moj: 2.1.2.1	Moj: 2.1.2.1	Conduct advocacy on reparations programs in the war affected areas of Luweero, Gulu, Lango, Teso, West Nile and Bunyoro.	MoICA/DLAS	Fuel(150 liters x 6 vehicles x 5Regions)	4,500	4,000	18,000,000	9,000,000	DLAS received 3,612 requests for contract reviews out of which 3,426 were responded to and 186 are still pending. DLAS also received 940 requests for legal opinion out of which 890 were responded to and 50 are still pending. DLAS attended 203 Regional and International meetings.
			MoICA/DLAS	Advocacy	5	1,000,000	5,000,000	5,000,000	
			MoICA/DLAS	Media Program	5	1,000,000	5,000,000	10,000,000	
			MoICA/DLAS	per diem (6 officers x 10daysx 5 regions)	300	110,000	33,000,000	32,000,000	
ULS: 2.1.2.1	ULS: 2.1.2.1	Document, Engage and disseminate the Quarterly State of Rule of Law report, (1,000 Copies per Quarter).	ULS	Printing of Quarterly State of the Rule of Law report (1,000 Copies per Quarter).	4,000	15,000	60,000,000	52,000,000	Two sets of Rule of Law quarterly reports were printed and documented (Quarter Jan- march and April- June, 2018)
Strategic Output 2.1.3 Existing legal and policy frameworks enforced									
MIA: 2.1.3.2	MIA: 2.1.3.2	Printing of NGO Act 2016 and NGO Regulation 2017	MIA/NGO	Printing of NGO Regulations 2017	1,000	5,000	5,000,000	5,000,000	1000 copies of NGO Regulations 2017
			MIA/NGO	Printing of NGO Act 2016	1,000	5,000	5,000,000	5,000,000	1000 copies of NGO Act 2016
MIA: 2.1.3.4	MIA: 2.1.3.4	Review and print NGO, CBO, DNMC and SNMC Guidelines	MIA/NGO	Printing copies of the guidelines	2,000	5,000	10,000,000	10,000,000	NGO, CBO, DNMC and SNMC Guidelines reviewed and printed
			MIA/NGO	Transport refund for staff and Board	15	100,000	1,500,000	1,500,000	
			MIA/NGO	Consultations with Government MDAs (Meals)	25	35,000	875,000	561,500	
			MIA/NGO	Hall hire	4	500,000	2,000,000	2,000,000	
			MIA/NGO	Experts	6	300,000	1,800,000	1,800,000	
Strategic Output 2.1.4 Staff capacity in human rights based approach enhanced at the service points									
JSC: 2.1.4.1	JSC: 2.1.4.1	Train 5 staff in Human Rights	JSC	Train 5 staff in Human rights	5	5,000,000	25,000,000		Staff trained
LDC: 2.1.4.1	LDC: 2.1.4.1	Conduct tailored certificate courses in Human Rights Enforcement for lower cadre officers within JLOS institutions regionally (west: Ntungamo, Hoima; North: Gulu, Arua; East: Mbale, Iganga; Central: Mityana, Masaka)	LDC	facilitator's fee	7	500,000	3,500,000	3,500,000	400 JLOS Stakeholders trained in the districts of Ntungamo, Hoima, Gulu, Arua, Mbale, Iganga, Mityana and Masaka.
			LDC	venue, chairs regionally	8	800,000	6,400,000	6,400,000	
			LDC	stationery	1	8,000,000	8,000,000	8,000,000	
			LDC	fuel	1,500	4,000	6,000,000	6,000,000	
			LDC	per diem for 5 staff for 8 districts	40	140,000	5,600,000	5,400,000	
			LDC	transport refund	400	50,000	20,000,000	20,000,000	
UHR: 2.1.4.1	UHR: 2.1.4.1	HRBA compliance checks and Training UHRC staff and Members on the Human Rights Based Approach (HRBA)	UHRC	Hall hire, projector and PA SYSTEM	2	500,000	1,000,000	1,000,000	96 UHRC members of staff(65 F and 41 m) who are non lawyers (technical staff and drivers) acquired knowledge on human rights based approach and other basic human rights that would help them in their day to day operations. The drivers were provided with new defensive driving skills and adaptation of the working environment.
			UHRC	Facilitate participants for two days training	50	210,000	10,500,000	10,500,000	
			UHRC	Trainers/ expert facilitation to conduct the training	1	5,000,000	5,000,000	5,000,000	
			UHRC	Transport facilitation to participants	50	50,000	2,500,000	2,500,000	
			UHRC	Assorted stationaries for the workshop	50	15,000	750,000	750,000	
			UHRC	Tea/ water and bites for participants	50	40,000	2,000,000	2,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			UHRC	Rapporteurs fee	1	200,000	200,000	200,000	
			UHRC	Evaluation of SDPIV and institutional development-plans on compliance with HRBA	18	12,000,000	216,000,000	216,000,000	
ULS: 2.1.4.1	ULS: 2.1.4.1	Training legal staff in recognizing the need for respecting Human rights while handling matters during the Court Vacation.	ULS	Venue for the 2 Training on Human Right during the Court Vacation.	2	5,000,000	10,000,000	10,000,000	Funds committed To be conducted August during court vacation
			ULS	Meals and drinks for Legal staff during the Human Rights trainings.	2	7,000,000	14,000,000	14,000,000	
UPF: 2.1.4.1	UPF: 2.1.4.1	Sensitize 2,000 UPF personnel on the Anti torture Laws and Observance of Human Rights and distribute copies of Anti torture Laws	UPF	Sensitize 2,000 UPF personnel on the Anti torture Laws and Observance of Human Rights and distribute copies of Anti torture Laws	2,000	80,000	160,000,000	150,000,000	A total of 599 officers sensitized on this law and HR concepts from 04 regions of Aswa, Sezibwa, Kigezi & Greater Bushenyi.
			UPF	Copies of the Anti Torture Laws	5,000	5,000	25,000,000	25,000,000	
LDC: 2.1.4.2	LDC: 2.1.4.2	Train 50 JLOS staff in a Diploma in Human Rights	LDC	Course fees	50	2,200,000	110,000,000	110,000,000	50 students from various JLOS institutions are being trained on Diploma-in Human Rights Course.
UPF: 2.1.4.2	UPF: 2.1.4.2	Empower UPF audit team with practical risk assessment skills & methods for identification, evaluation and management of perceived inequalities and vulnerabilities in human rights approaches	UPF	Staff tuition fees, accommodation, stationery, transport and out of pocket	2	20,000,000	40,000,000		850 staff trained on Prevention and Prohibition of Torture, POMA, observance of Human Rights
UPF: 2.1.4.3	UPF: 2.1.4.3	1000 officers trained in the application of Police Disciplinary Court sentencing Guidelines in passing sentences	UPF	Feeding (Breakfast, Lunch & water)	3,000	14,000	42,000,000	42,000,000	1000 officers trained in the application of Police Disciplinary Court sentencing Guidelines
			UPF	Fuel	1,800	4,000	7,200,000	7,000,000	
			UPF	Ruled papers reams, Note books A4, Folders, Flip charts, Markers, Bic pens, Staples	1,000	10,000	10,000,000		
			UPF	Allowances for facilitators, Mobilizers, drivers & Escorts	24	1,600,000	38,400,000	38,000,000	
			UPF	Report production (photocopying, spiral binding, etc.)	1	3,280,000	3,280,000	3,000,000	
UPF: 2.1.5.1	UPF: 2.1.5.1	Expand District coverage of the suspect profiling system from 20 to 30 units	UPF	Computer	10	3,500,000	35,000,000	17,500,000	Expanded to 5 districts of Mbale, Iganga, Jinja, Mpigi and Masaka. Due to inflation, the funds could not allow expansion of the remaining 5.
			UPF	Cameras	10	1,800,000	18,000,000	9,000,000	
			UPF	UPS	10	1,200,000	12,000,000	6,000,000	
			UPF	MFP Printers	10	2,000,000	20,000,000	10,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			UPF	Train 10 operators (Instructional materials)	10	800,000	8,000,000	4,000,000	
UPS: 2.1.5.1	UPS: 2.1.5.1	Monitoring, inspect and supervise activities of human rights committees and human rights observance	UPS	Fuel in liters	2,500	3,200	8,000,000	8,000,000	
			UPS	Allowances for 6 staff 6 nights 4 quarters	4	4,320,000	17,280,000	10,600,000	
			UPS	stationery and documentation	1	4,720,000	4,720,000	4,720,000	
UPF: 2.1.5.2	UPF: 2.1.5.2	Conduct Regional quarterly inspection of police detention facilities	UPF	Subsistence allowances	432	120,000	51,840,000	15,000,000	Detention facilities in KMPA were inspected compliance of required standards and HR observance.
			UPF	Ream of papers	54	20,000	1,080,000	1,080,000	
			UPF	Production of report	54	50,000	2,700,000		
UPS: 2.1.5.2	UPS: 2.1.5.2	Sensitization and training of Visiting justices in 3 regions	UPS	sensitization of Visiting Justices in 3 regions	3	20,000,000	60,000,000	50,000,000	215 visiting justices trained in Gulu, Kitgum, Lira, Apac, Oyam, Masindi, Hoima, Kagadi and Kibale Districts.
			UPS	strengthen the functionality of visiting justices 6 regions (50 districts) biannually	50	1,000,000	50,000,000	45,000,000	
UPS: 2.1.5.3	UPS: 2.1.5.3	Strengthen capacity of UPS Human rights committees	UPS	1. Capacity building of human rights committees 126 committees	126	2,000,000	252,000,000	65,000,000	Human rights desks and committees in 253 stations supported
			UPS	Provision of stationery to aid functionality of HR committees	1	60,000,000	60,000,000	30,000,000	
			UPS	Facilitation of the HR committees in 220 prisons	220	100,000	22,000,000	22,000,000	
DCI: 2.1.5.4	DCI: 2.1.5.4	Build capacity on observance of Human Rights and fight corruption	DCIC	Procure a consultant to develop a HR case management framework	1	21,000,000	21,000,000		
			DCIC	Facilitation of Meetings	7	2,000,000	14,000,000		
							1,868,625,000	1,398,242,981	
Strategic Intervention 2.2: Empower citizens on Human Rights and obligations									
Strategic Output 2.2.1 Public awareness on human rights standards and citizens' responsibilities Increased									
NIR: 2.2.1.1	NIR: 2.2.1.1	Awareness campaigns on identification and registration (Births, Deaths, Adoption Orders and national identification registration	NIRA/NIRA	Publicity	1	256,250,000	256,200,000		Organized NIRA participation in the government taxpayer's week exhibition for MIDAs in Kampala – Awareness campaigns were held on 10 TV and radio Shows
			NIRA/NIRA	media relations (media breakfast and media field visits to regional NIRA offices	1	126,000,000	126,000,000		
UIRC: 2.2.1.1	UIRC: 2.2.1.1	Development and printing of abridged Anti-torture Act	UIRC	Reporting	1	40,000,000	40,000,000	40,000,000	Draft abridged version prepared and pretested with stakeholders
			UIRC	Preparatory meetings	2	20,000,000	40,000,000		

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			ULRC	Proof reading and typesetting	1	2,000,000	2,000,000	2,000,000	
			ULRC	Printing	10,000	10,000	100,000,000	45,000,000	
UPF: 2.2.1.1	UPF: 2.2.1.1	Expand the electronic Notice boards from 10 to 15 Districts	UPF	Television screens	5	8,000,000	40,000,000	40,000,000	Two screens were procured and established at Rwizi & Savannah
			UPF	System Installation	5	1,500,000	7,500,000	7,500,000	
			UPF	Operators	30	500,000	15,000,000		
			UPF	Accessories	5	1,000,000	5,000,000		
UHR: 2.2.1.10	UHR: 2.2.1.10	UHRC institutional human rights advocacy campaigns through networking with partners in order to create public awareness on human rights standards and citizen's responsibilities through commemoration of selected international human rights days	UHRC	Joint advocacy public campaign activities with UHRC partners to commemorate International human rights days throughout the year (International Women's Day, World Press freedom day, Anti-torture Day, Day of the African Child and International Human Rights Day	4	10,000,000	40,000,000	40,000,000	UHRC participated in joint commemoration activities with partners to mark the International Human Rights day. A panel discussion on the Rights Mining Communities was also conducted and it attracted 86 participants from the mining communities.
			UHRC	Enhance institutional profile through public events like Launches, exhibition to disseminate human rights information	4	5,000,000	20,000,000	20,000,000	
UHR: 2.2.1.14	UHR: 2.2.1.14	Conducting 90 community barazas and 20 Krall out reaches	UHRC	Conducting 90 community barazas in the 9 regional offices	50	2,500,000	125,000,000	125,000,000	121 community barazas attracting 25,071 persons (13,830 males, 11,241 females) were conducted. They were equipped with knowledge on mandate of UHRC, complaint handling, rights of children and women with emphasis on early and forced marriages, property rights, land rights, irrational justice, rights of suspects, functions of police, right to life, protection from torture, defilement, alcoholism, domestic violence
			UHRC	Creating Human Rights awareness by use of the civic education van in 200 minor and major towns of Uganda in the 10 regional offices	80	1,000,000	80,000,000	80,000,000	214 trading centers/towns/villages reached using the civic vans; Communities sensitized on various human rights issues including establishment, functions, powers & activities of the Commission, Concept of human rights, and modes of receiving a complaint; IEC materials were distributed
			UHRC	Conducting 20 Krall community outreaches in Karamoja sub region	20	500,000	10,000,000	10,000,000	20 Outreaches conducted in the Karamoja region to address various human rights issues: food security, hunger, personal safety and security; UHRC establishment; complaints handling processes; children rights; women rights

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
UHR: 2.2.1.15	UHR: 2.2.1.15	Radio Spot messages	UHRC	Conducting 300 radio spot messages in 10 regional offices including production costs throughout the year(Each regional office holding 30 spot messages and 8 times per quarter	300	200,000	60,000,000	60,000,000	5,900 spot messages were aired in the various radio stations across the 10 regional offices; as well as 141 television spot messages.
UHR: 2.2.1.17	UHR: 2.2.1.17	Conduct massive sensitization/awareness in the Refugee camps in the west Nile region as a result of increasing human rights violations in the camps.	UHRC	Facilitation of UHRC staff to the camps	9	1,500,000	13,500,000	13,500,000	Sensitization carried in 10 Refugee camps in 3 districts of Arua, Yumbe and Adjumani. The refugee camps visited include; Rhino, Ocea1 & 2, Omugoi, Mungula, Agojo 2, Elema and Boroli.
			UHRC	Fuel to transport the UHRC team to sites/Camps	210	3,600	756,000	756,000	
			UHRC	Transport to facilitate stakeholders	4	200,000	800,000	800,000	
MIA: 2.2.1.3	MIA: 2.2.1.3	Sensitization of public on how to avoid becoming victims of the crime.	MIA/PTIP	Customized vehicle fitted with a public address system and screen			215,000,000		
			MIA/PTIP	consultancy fees for development of a documentary to be used in sensitization	1	30,000,000	30,000,000	30,000,000	A documentary developed, awaiting approval by senior Management
			MIA/PTIP	Payment for quarterly publications(print) in 3 local newspapers	4	30,000,000	120,000,000	115,000,000	6 print media sensitization adverts in New Vision(2), Monitor(2), Red Paper and Bukedde newspaper
UHR: 2.2.1.4	UHR: 2.2.1.4	UHRC institutional media campaigns to disseminate information to the public on UHRC position on emerging human rights issues and calls for citizen's responsibilities	UHRC	Full page messages run in English, Luganda, the 4Rs, Ateso and Luo Newspapers through out the year	10	8,000,000	80,000,000	80,000,000	Held 6 media briefings/press conferences on Human rights concerns. such as police use of excessive force; human rights violations during evictions of vendors by KCCA; land evictions in Amuru district; increased lawlessness involving clashes by boda-boda cyclists in Nateete and killing of an IT expert by a mob in Kampala city held on 22/8/17; HR concerns arising from the removal of age limit bill and Entebbe murders held on 25/9/17 ; UHRC visit and release of its findings from its visit to detention places within Kampala held on 26/9/17 ; Human Rights concerns arising from the violence following the tabling of the removal of Presidential Age Limit Bill; police use of excessive force in dispersing crowds; intolerance of divergent views among the public held on 26/10/17; UHRC concerns following the high-handed re-arrest of suspects at Nakawa; condemnation of holding suspects incommunicado and their detention beyond 48 hours and call for calm during consultations on the Age Limit Bill held on 10/11/17 ; Human rights concerns arising from the strike by public officers such as prosecutors; call for the respect of freedom of association and findings of UHRC visit to Nalufenya

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
									held on 4/12/17
Strategic Output 2.2.2 Information dissemination on HRs enhanced									
DCI: 2.2.2.1	DCI: 2.2.2.1	Sensitize the public and staff on the evil of corruption	DCIC	Procure Consultancy to study system work flows	1	100,000,000	100,000,000	59,000,000	
Jud: 2.2.2.1	Jud: 2.2.2.1	Dissemination of messages on and about the Judiciary	Judiciary	Distribute the simplified IEC materials on Court services and procedure for placement at Customer Care points at 38 CM Courts	38	2,000,000	76,000,000		No funds released
MIA: 2.2.2.1	MIA: 2.2.2.1	Talk shows on peaceful conflict resolutions	MIA/NFP	Radio talk shows	6	1,000,000	6,000,000	6,000,000	Three radio talk show programs held on peaceful resolution of conflicts in Rwenzori and Albertine sub-regions
Moj: 2.2.2.1	Moj: 2.2.2.1	Sensitization workshop targeting 100 Government officials in 2 Regions Moroto Gulu Mbarara Arua Mbale to curb breach of contracts and Violation of Human rights.	MojCA/DLAS	Sensitization workshop targeting 100 Government officials in 2 Regions Moroto Gulu Mbarara Arua Mbale to curb breach of contracts and Violation of Human rights.	1,000	124,000,000	124,000,000	120,000,000	
Strategic Output 2.2.3 Environmental and ESCR (Economic and Socio-Cultural Rights) promoted									
JSC: 2.2.3.1	JSC: 2.2.3.1	Sponsoring Music Dance and Drama partnering with ministry of education on anti-corruption in justice agencies in 80 schools	JSC	Procure consultancy to develop theme	1	10,000,000	10,000,000	10,000,000	Facilitated Ministry of Education and sports in school drama competitions
			JSC	Validation meeting between JSC and ministry of education(3 meetings @ 810,000/=)	3	810,000	2,430,000	1,420,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			JSC	Designing 3 Trophies with JLOS logo & corruption information	3	500,000	1,500,000	1,500,000	
			JSC	Facilitation to adjudicators at regional levels(2x19 regionsx2days adjudicators@140,000	76	140,000	10,640,000	10,100,000	
			JSC	Procuring 3 Trophies(1st, 1st & 2nd Runner up) @ 1500,000	3	1,500,000	4,500,000	4,500,000	
UHR: 2.2.3.3	UHR: 2.2.3.3	Conduct capacity building to 150 members of miners associations, mining companies and natural resources officers on human rights, duties and obligations on ESCR in Moroto, Jinja, Central, Fort Portal and Mbarara regional offices	UHRC	capacity building to 150 members of miners associations, mining companies and natural resources	5	6,000,000	30,000,000	30,000,000	71 members (55 M: 16 F) of the minors association drawn from five districts within Karamoja equipped with knowledge on the role of UHRC in the protection and promotion of ESCR rights; the international and national legal framework on business and human rights; monitoring and reporting mechanisms on ESCR; redress mechanisms available for handling human rights issues in the mining sector; and the Governments position to help the industry develop through the Ministry of Energy and Mineral Development representative. The UHRC further inspected the mining sites in Lupedo gold mine, Nakabat gold mine in Rupa and Kosoroi limestone site. A capacity building workshop was there after held for the artisanal miners and mining companies, and stakeholders specifically duty bearers from the line Government Ministries of Energy and Mineral Development, MIA, UWA, NFA, LCS chairpersons, LC3s district Natural resource officers, Land officers, Sub-county Community Development officers where mining is conducted; police heads, members of the media fraternity, and members from the CSOs working directly on mining issues in the sub region.
UHR: 2.2.3.4	UHR: 2.2.3.4	Hold workshop for local council leaders from Kabarole, Kyegegwa, Kasese and Ntoroko to create awareness on Environmental rights	UHRC	Break tea for 40 participants for 2 days	80	10,000	800,000	800,000	
			UHRC	Lunch for 2 days for 40 participants	80	25,000	2,000,000	2,000,000	
			UHRC	Supper for 2 days for 40 participants	80	25,000	2,000,000	2,000,000	
			UHRC	Accommodation for 40 participants for 2 nights	80	60,000	4,800,000	4,800,000	
			UHRC	Transport refund	40	20,000	800,000	800,000	
			UHRC	Mineral water	80	1,200	96,000	94,000	
			UHRC	Hire of venue	2	300,000	600,000	600,000	
			UHRC	40 notebooks, 40 pens, a flip chart, markers and photocopying paper	1	187,000	187,000	400,000	
			UHRC	Rapporteur	1	100,000	100,000	100,000	
							1,803,209,000	963,670,000	0
Strategic Output 2.3.1 Anti-corruption laws updated & enforced									
DCI: 2.3.1.1	DCI: 2.3.1.1	Achieve compliance through stakeholder involvement in immigration enforcement	DCIC	Fuel	8	1,750,000	14,000,000	10,000,000	
			DCIC	Tents	5	2,000,000	10,000,000	10,000,000	
MIA: 2.3.1.1	MIA: 2.3.1.1	Implementation of anti corruption strategy	MIA	Electronic surveillance in at risk service points	1	300,000,000	100,000,000	110,000,000	CCTV cameras procured and installed at risk service points
DPP: 2.3.1.1	DPP: 2.3.1.1	Hiring investigators in specialist fields such as Financial analysts, Valuers, etc. to support prosecution of specialist cases in Assets	DPP	Hire Financial investigators and valuers to support prosecution services	4	50,000,000	200,000,000	100,000,000	Investigators hired to support execution of specialist cases. Applications for 7 orders (in respect of 138 properties) were made for restraining properties of officers implicated in corruption cases, where upon 7% of the proceeds of crimes were recovered out of

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
		valuation, management, recovery and tracing.							orders issued.
UHR: 2.3.1.1	UHR: 2.3.1.1	Printing and dissemination of the anti corruption strategy and actions	UHRC	Designing and Printing of the Anti-Corruption action Plan	200	30,000	6,000,000	6,000,000	The Commission finalized the printing of 200 copies of the Anti-corruption and disseminated to all staff both at head office and regional offices.
			UHRC	Dissemination of the action plans to 10 regional offices	10	2,000,000	20,000,000	20,000,000	Activity not implemented; Action Plan not yet published
			ULRC	Stationery	10	20,000	200,000	200,000	
ULR: 2.3.1.2	ULR: 2.3.1.2	Awareness creation for the Anti-Corruption Act	ULRC	Media Consultant	1	10,000,000	10,000,000	10,000,000	
			ULRC	Pretesting of awareness materials	4	5,000,000	20,000,000	20,000,000	
			ULRC	Printing of awareness materials	2,500	6,500	16,250,000	16,200,000	
			ULRC	Awareness workshops for users and actors	2	20,000,000	40,000,000	40,000,000	
			ULRC	Radio programs	5	3,000,000	15,000,000	15,000,000	
			ULRC	TV programs	2	10,000,000	20,000,000	20,000,000	
			ULRC	Newspaper pull out	2	10,000,000	20,000,000	20,000,000	
			ULRC	Audio-visual messages	10	5,000,000	50,000,000	50,000,000	
			ULRC	Report writing	1	2,000,000	2,000,000	2,000,000	
DPP: 2.3.1.3	DPP: 2.3.1.3	Research paper on enforcement of Anti-Corruption laws	DPP	Quarterly Perdiem for 10 officers carrying out research on enforcement of Anti-Corruption laws	480	150,000	72,000,000	50,000,000	The ODPD designed and designated a form to all A/Os of MDAs whose staff were involved in corruption. It spells out specifics of the judgments in the corruption cases implicating convicted officers for the purpose of not retaining them in the civil service.
			DPP	Fuel to facilitate movement of officers carrying out research	6,000	3,700	22,200,000	9,400,000	
			DPP	Anti-corruption laws					
Strategic Output 2.3.2 Corruption in JLOS institutions detected and investigated									
JSC: 2.3.2.1	JSC: 2.3.2.1	Hold 20 Community Anti-corruption Barazas targeting 1000 people	JSC	Hold 20 Community Anti-corruption Barazas targeting 1000 people	20	13,350,000	267,000,000	55,000,000	Barazas were held in the districts of Mayuge (sub counties of Kityerera, Kigandalo, and Battambangwe), Kinyandongo, Masindi, Kamwenge, Kabarole and Kiboga where 800 members of the public were sensitized about the mandate of JSC and the complaints management system
Moj: 2.3.2.1	Moj: 2.3.2.1	Conclude 100 cases against errant Lawyers and a 4 day Retreat to write Rulings and Judgments.	MoiCA/LC	conclude 100 cases against errant lawyers	100	1,050,000	105,000,000	2,000,000	68 cases were concluded against errant Lawyers in 38 sittings.
UPP: 2.3.2.1	UPP: 2.3.2.1	Enhance PSU capacity to monitor and investigate Human Rights violations and corruption	UPF	Subsistence allowances	500	120,000	60,000,000	30,000,000	PSU investigated public complaints in relation to HR violations and corruption by police officers. Established Traffic Alert Squad to arrest indiscipline traffic officers who act unprofessionally and ask for bribes from motorists.
			UPF	Reams of paper	10	20,000	200,000	200,000	
Moj: 2.3.2.2	Moj: 2.3.2.2	Inspection of 700 Law Firms Country wide	MoiCA/LC	inspection of 700 law firms	700	82,000	57,400,000	54,000,000	Inspected 1087 Law Firms out of which 950 firms were approved and 137 were not approved -

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
DPP: 2.3.2.3	DPP: 2.3.2.3	Carryout Prosecution Led Investigations	DPP	Quarterly Perdiem for 10 officers carrying out prosecution-led investigations into corruption cases	480	150,000	90,000,000	40,500,000	Inspected 53 legal Aid Service Providers and approved 51 and the 4 were not approved. quarterly inspection conducted
			DPP	Fuel for officers carrying out prosecution-led investigations	8,000	3,700	72,000,000	67,500,000	
			DPP	Pre-trial witness facilitation	370	200,000	29,600,000	50,000,000	
JSC: 2.3.2.2	JSC: 2.3.2.2	Strengthen investigation of complaints	JSC	One Motor vehicle for investigations	1	180,000,000	180,000,000	180,000,000	Double cabin pickup procured
			Judiciary	Enhance capacity to investigate	15	6,000,000	74,000,000		
JSC: 2.3.2.3	JSC: 2.3.2.3	Clear 350 corruption related complaints against errant Judicial Officers (Investigation, Prosecution, Serving Summons, Meetings and Stationery)	JSC	Case cleared (Investigation, Prosecution, Serving Summons, Meetings and Stationery)	350	2,000,000	700,000,000	316,000,000	The Commission registered 124 corruption related complaints and investigated 95 complaints in different magisterial areas/districts. The Disciplinary Committee completed 323 complaints from the total of 550 complaints in the system representing 58.7% complaints clearance rate.
Moj: 2.3.2.3	Moj: 2.3.2.3	Publication of both a approved and non approved law chambers and universities in the press.	MojCA/IC	Adverts in 2 major daily news papers	2	50,000,000	100,000,000	45,000,000	
DPP: 2.3.2.4	DPP: 2.3.2.4	Popularize ODPP public complaints handling mechanisms	DPP	Quarterly adverts & talk shows on Popularizing ODPP public complaints handling mechanisms	4	25,000,000	100,000,000	50,000,000	
Strategic Output 2.3.3 JLOS anti-corruption strategy customized & implemented in all institutions									
Moj: 2.3.3.1	Moj: 2.3.3.1	Facilitate Internal Audit Unit to conduct quarterly inspection of ministry activities	MojCA/FA	Fuel (250 liters x 5regions x 4qtrs)	5,000	3,500	17,500,000	17,500,000	One quarterly inspection conducted
			MojCA/FA	Per diem (5pax x 3days x 4 qtrs. x 5 regions)	300	120,000	36,000,000	30,000,000	No funds released
UPF: 2.3.3.1	UPF: 2.3.3.1	Conduct 27 Regional sensitization to police middle managers (RPCs, DPCs and OC Stations) on the customized UPF JLOS Anti-corruption strategy	UPF	Break tea, Lunch and evening tea	27	2,000,000	54,000,000		
			UPF	Transport refund to participants	1,350	30,000	40,500,000		
URS: 2.3.3.1	URS: 2.3.3.1	Formulate the anti-corruption action plan	URSB	Consultancy services	1,350	50,000	67,500,000		
			URSB	Printing of 300 copies	1	40,000,000	40,000,000	40,000,000	
			URSB	Printing of 300 copies	300	50,000	15,000,000	10,000,000	
Strategic Output 2.3.4 Capacity of JLOS anti-corruption agencies enhanced									

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
Jud: 2.3.4.1	Jud: 2.3.4.1	Cyber Crime and Electronic Fraud Training for JLOS Staff	Judiciary	3-day Training in Cyber Crime and Electronic Fraud Training(Conference Package) per diem	120	720,000	86,400,000		
Moj: 2.3.4.1	Moj: 2.3.4.1	Capacity building of the Internal Audit Department to effectively monitor sector activities	MojCA/FA	staff training in internal compliance	5	13,000,000	65,000,000	42,000,000 36,138,248	
UPF: 2.3.4.1	UPF: 2.3.4.1	Conduct Anti corruption training for 500 CID and PSU	UPF	Conduct Anti corruption training for 500 CID and PSU	500	152,000	76,000,000	76,000,000	The UPF conducted Anti-corruption training for 500 CID and PSU staff
DPP: 2.3.4.2	DPP: 2.3.4.2	Specialized training in cyber-crime, money laundering, financial investigations, analysis of evidence and Asset recovery	DPP	Specialized training of 20 officers in cyber-crime, money laundering, financial investigations, analysis of evidence and Asset recovery	20	10,000,000	200,000,000	200,000,000	20 staff trained on cyber-crime, money laundering, financial investigations, analysis of evidence and Asset recovery.
		Sun total outcome 2					3,224,750,000 6,896,584,000	1,850,638,248 4,212,551,229	0 0
OUTCOME 3: COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS STRENGTHENED									
Strategic Intervention 3.1: Reform, enforce and update laws to promote competitiveness and regional integration									
Strategic Output 3.1.1 New and emerging areas of commercial justice proposed for legislation.									
Moj: 3.1.1.1	Moj: 3.1.1.1	Draft and print JLOS 10 Priority Bills cleared by Cabinet and 15 Laws by parliament	MojCA/FPC	Print 450 copies of each of the 15 Bills	6,750	5,000	33,750,000	30,000,000	processed 40 Bills of which 3 were approved by cabinet and published, 4 Acts were published
ULS: 3.1.1.1	ULS: 3.1.1.1	Hold a symposium on land justice management, administration, adjudication and enforcement.	ULS	Venue hire for the symposium	1	5,000,000	5,000,000	5,000,000	a symposium in Mbarara on 17th May 2018 at Lake View Hotel and it was attended by 31 participants. Another Symposium was held in Gulu on the 6th June 2018 at Bomah Hotel and it was attended by 33 members from the Northern region. The 3rd Symposium was held in Kampala at Golf Course Hotel on 18th June 2018 where we had in 110 members in attendance. Lastly we conducted a two day symposium on Land Justice in Mbale on 28th and 29th June 2018 at Mt. Elgon Hotel and had in attendance 60 participants.
Moj: 3.1.1.2	Moj: 3.1.1.2	Attending Sectoral council on Legal & Judicial	MojCA/FPC	Refreshments for the Participants.	1	15,000,000	15,000,000	15,000,000	One Council meeting attended
				Air tickets (4 air tickets x \$1,000 x 3 State Attorneys)	12	3,800,000	45,600,000	30,000,000	
				Perdiem (7 days x 4 meetings = 28 days) x 2 Commissioners x \$390 per day)	56	1,482,000	82,992,000	30,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			Mo/CA/FPC	Per diem (7 days x 4 meetings = 28 days) x 1 State Attorneys x \$360 per day)	28	1,368,000	38,304,000	30,000,000	
ULS: 3.1.1.2	ULS: 3.1.1.2	Hold a Law Conference to deliberate cross border legal practice and other emerging trends in the legal field.	ULS	Conference facilities	1	100,000,000	100,000,000	100,000,000	This two day conference was held on 27th and 28th March 2018 at the Kampala Serena Hotel and it was attended by 435 participants.
MoJ: 3.1.1.3	MoJ: 3.1.1.3	Internal Capacity building Workshop for FPC Staff	Mo/CA/FPC	Full Board Accommodation (35 participants x 4 days)	140	555,000	77,700,000	77,700,000	
			Mo/CA/FPC	Transport refund (35 pax x 100,000)	35	50,000	3,500,000	3,500,000	
			Mo/CA/FPC	Allowance (35 pax x 4 days x 50000)	28	50,000	1,400,000	1,400,000	
			Mo/CA/FPC	Allowance for facilitators (3 facilitators)	3	500,000	1,500,000	1,500,000	
Strategic Output 3.1.2 Access to commercial laws enhanced									
ULR: 3.1.2.1	ULR: 3.1.2.1	Preparation of Compendium of Commercial laws	ULRC	Preparatory meetings	2	4,700,000	9,400,000	9,400,000	Compendium of commercial laws prepared ready for publication
			ULRC	Consultations with stakeholders	4	11,025,000	44,100,000	44,100,000	
			ULRC	Printing	500	70,000	35,000,000	35,000,000	
			ULRC	Typesetting	1	2,000,000	2,000,000	2,000,000	
URS: 3.1.3.2	URS: 3.1.3.2	Design and digitalize registration forms for user friendly services	URSB	Consultancy services for digitalizing registration forms for user friendly services	1	85,000,000	85,000,000	40,500,000	registration forms designed and digitalized
Strategic Output 3.1.4 Appropriate regional laws domesticated									
MoJ: 3.1.4.1	MoJ: 3.1.4.1	Attendance of Attorney General, Solicitor General and a team (5 from FPC, DCL, DLAS) in 10 EAC meetings to facilitate development of protocols, drafting legislation, MOUs	Mo/CA/DLAS	per diem(5 pax x 10 meetings x 4 days)	200	1,350,000	270,000,000	270,000,000	
			Mo/CA/DLAS	Air tickets(5pax x 10 meetings)	50	2,000,000	100,000,000	100,000,000	
UHR: 3.1.4.1	UHR: 3.1.4.1	EAC- activities to harmonize laws and other EAC meetings	UHRC	Air ticket four UHRC staff	4	5,550,000	22,200,000	22,200,000	Two UHRC officials participated in Monitoring of the General Election in the republic of Kenya and one other officer represented the Commission in monitoring the General Election in the republic of Rwanda.
			UHRC	Travel abroad allowances for the chairperson and secretary for 5 days each	10	2,000,000	20,000,000	20,000,000	
			UHRC	Travel abroad allowances for the two UHRC staff for 5 days each	10	1,500,000	15,000,000	15,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			UHRC	Visa handling fee	4	500,000	2,000,000	2,000,000	
ULR: 3.1.4.1	ULR: 3.1.4.1	Contribute to the legal and judicial affairs of EAC	ULRC	meeting in EAC member countries	6	10,000,000	60,000,000	20,000,000	
UPS: 3.1.4.1	UPS: 3.1.4.1	Strengthen East African Reintegration Activities in Penal Institutions.	UPS	Host 2 bilateral Conferences for the East African Correctional Services in Kampala for 50 people.	2	25,000,000	50,000,000		
URS: 3.1.4.1	URS: 3.1.4.1	Domestication of the International treaties (Banjul protocol, Marakesh, Bern Convention, NICE classification, Vienne classification, WIPO Copyright treaty, WPPT, Beijing treaty	URSB	Conference package for 3 Consultative meetings for 100 participants	300	140,000	42,000,000	40,000,000	attended EAC meetings
ULR: 3.1.4.2	ULR: 3.1.4.2	Approximation and harmonization of laws in EAC context	URSB	Printing of copies attend meetings on harmonization	300	50,000	15,000,000	15,000,000	
URS: 3.1.4.2	URS: 3.1.4.2	Participation in regional and international related forums (EAC, Northern Corridor, ECRF & CRF) on improving of doing business environment	URSB	Air tickets	6	2,000,000	12,000,000	12,000,000	
ULR: 3.1.4.4	ULR: 3.1.4.4	Participate in UNCITRAL working group meetings	URSB	allowances for 6 people	5	8,030,000	40,150,000	31,000,000	
URS: 3.1.5.3	URS: 3.1.5.3	Amendment of business names Registration Act 1918 to incorporate the current legal reforms in doing business	ULRC	Air tickets (2mths *2pax* \$2,000)	4	7,200,000	28,800,000	23,600,000	Working group II on dispute settlement from 2nd to 6th October, and Working Group III on Investor-State Dispute Settlement Reforms from 27th Nov. to 1st Dec.
			ULRC	Perdiem (2mths *2pax* \$500*1.4day*3700)	4	25,900,000	103,600,000	35,000,000	
Strategic Output 3.1.5 Commercial laws enforced									
			URSB	2 Consultative meetings for 40 (2*40)	80	140,000	11,200,000	10,000,000	
			URSB	Printing of copies	400	50,000	20,000,000	15,000,000	
URS: 3.1.5.4	URS: 3.1.5.4	Amendment of documents Act 1922 to incorporate current business reforms	URSB	2 consultative meetings for 40 participants (2*40)	80	140,000	11,200,000	10,000,000	
			URSB	Printing of copies	400	50,000	20,000,000		
							1,483,396,000	1,115,900,000	0
Strategic Intervention 3.2: Strengthen business registries									
Strategic Output 3.2.1 Registries reformed and equipped									
URS: 3.2.1.2	URS: 3.2.1.2	Establishment of electronic Chattels Registry	URSB	Ender User Requirement Elicitation	1	250,000,000	250,000,000	240,000,000	on going
			URSB	System design	1	150,000,000	150,000,000	150,000,000	
DCI: 3.2.1.3	DCI: 3.2.1.3	Procure shelves, and racks for	DCIC	Boxes	14,000	15,000	210,000,000	90,000,000	25 shelves and racks for the registry procured

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
		the registry	DCIC	Fire extinguisher system	1	120,000,000	120,000,000		
			DCIC	Racks for the registry	25	5,000,000	125,000,000		
			DCIC	Access control system equipment's	5	15,000,000	75,000,000	46,000,000	access control system for the server rooms procured
URS: 3.2.1.3	URS: 3.2.1.3	Distribution of civil registration materials to the sub counties, districts and Faith Based Organizations	URSB	Certificate detail form notice of marriage forms, statutory declaration forms, form F for 2644 FBOs (2 per FBO)	4,928	19,000	93,632,000	80,000,000	Civil registration materials distributed
			URSB	Marriage register books for the districts	116	25,000	2,900,000	2,000,000	
			URSB	Motor vehicle	1	180,000,000	180,000,000	180,000,000	procured
			URSB	Marriage register books for Sub Counties	1,500	25,000	37,500,000	34,000,000	
			URSB	Customary marriage certificates booklets (2 Per Sub County)	3,000	25,000	75,000,000	75,000,000	8 Staff trained in arbitration/international tax issues
DCI: 3.2.1.5	DCI: 3.2.1.5	Procure access control systems for server rooms (Entebbe, Headquarter, Jinja)	DCIC	Access Control doors	5	20,000,000	100,000,000	70,000,000	URSB commenced the process of designing and developing a web-based security interest in movable property registry system
			DCIC	Access Control system: finger print and magnetic lock exit switch	3	20,000,000	60,000,000	60,000,000	
Strategic Output 3.2.2 Business registries Automated									
DCI: 3.2.2.1	DCI: 3.2.2.1	Procure hardware to support digitization processes/ automation at regional offices	DCIC	computers: i5, 8gb memory, window 8.1	30	2,800,000	84,000,000	28,000,000	procurement on going
			DCIC	Scanners: Epson workforce D5780N network scanner	30	1,200,000	36,000,000	33,000,000	
			DCIC	Network printer (Receiving HQ, Mbarara, Mbale, Gulu, J&LS)	10	1,440,000	14,400,000	14,000,000	
LDC: 3.2.2.1	LDC: 3.2.2.1	Design, Train and implement E-publishing and E-Marketing systems within LDC	LDC	Procure consultant to design, train and implement E-publishing and E-Marketing systems	1	80,000,000	80,000,000	80,000,000	
NIR: 3.2.2.1	NIR: 3.2.2.1	Digitization of NIRA, Births, Deaths and Adoption Order Registration (BDAR) registry	NIRA/NIRA	Management information system for birth, death registration		196,550,000			Alien machine specifications; Alien registration forms; and Alien registration software developed
			NIRA/NIRA	Solution Specification	1	15,000,000	15,000,000		
			NIRA/NIRA	Software and licenses	1	300,000,000	300,000,000		

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			NIRA/NIRA	Hardware Servers Hardware scanners, printers and desktops	5	15,000,000	75,000,000		
			NIRA/NIRA		31	3,000,000	93,000,000		
TAT: 3.2.2.1	TAT: 3.2.2.1	Automate case management of the Tax Appeals	TAT	Procure Consultant to develop Case management System	1	150,000,000	150,000,000	150,000,000	Case management training and activities in Gulu, Mbarara, Arua and Mbale; Case management manuals discussed and distributed; Decided cases edited and ready for publication; Equipment acquired to support case management
			TAT	Staff training	4	12,500,000	50,000,000	50,000,000	
URS: 3.2.2.1	URS: 3.2.2.1	Upgrading of Civil Registration Information Management System (CRIMS)	URSB	Hire the consultant to upgrade CRMS	1	75,000,000	100,000,000	75,000,000	URSB commenced the process of designing and developing a web-based security interest in movable property registry system
DCI: 3.2.2.2	DCI: 3.2.2.2	Carry out a system audit to evaluate the e-visa system	DCIC	e-visa system audit	1	200,000,000	200,000,000	190,000,000	Conducted publicity outreach and media campaigns
Strategic Output 3.2.3 Staff capacity enhanced in e-registry									
DCI: 3.2.3.1	DCI: 3.2.3.1	Train staff in e-registry management	DCIC	Facilitation for trainers	1	6,400,000	6,400,000	6,000,000	50 staff offered immigration basic level training
DCI: 3.2.3.1	DCI: 3.2.3.1	Train 220 staff on cyber security	DCIC	Conference package for 220 participants for 2 days (220*2)	440	140,000	61,600,000	31,000,000	DCIC trained a total of 248 staff in performance management and its relationship to the realization of the organization's objectives.
			DCIC	Facilitator's fee	2	1,500,000	3,000,000	3,000,000	
DCI: 3.2.3.2	DCI: 3.2.3.2	Enhance Staff capacity on e-immigration system and technical monitoring of Missions Abroad.	DCIC	refreshments	80	35,000	2,800,000		
			DCIC	Transport (fuel) to the borders	7,000	3,400	23,800,000		
Strategic Output 3.2.4 Stakeholders sensitised on business processes									
URS: 3.2.4.1	URS: 3.2.4.1	Conducting publicity outreach and media campaigns	URSB	Market placements within Kampala metropolitan (street poles)	150	300,000	45,000,000	45,000,000	Conducted publicity outreach and media campaigns
			URSB	Vehicle branding commuter taxis & long route public service taxis	1,500	60,000	90,000,000	80,000,000	
			URSB	Market barazas	13	2,000,000	26,000,000	25,000,000	
			URSB	Radio talk shows in both English and local languages	40	1,500,000	60,000,000	30,000,000	
			URSB	Digital (online) media	4	5,000,000	20,000,000	20,000,000	
TAT: 3.2.4.2	TAT: 3.2.4.2	Conduct 8 Court user committee meetings and regional stakeholder awareness seminars	TAT	Staff training	4	12,500,000	50,000,000	11,000,000	
			TAT	Conduct 8 Court user committee meetings and regional stakeholder awareness seminars	8	2,000,000	16,000,000	16,000,000	4 court users meeting held countrywide
URS: 3.2.4.4	URS: 3.2.4.4	Conduct Business clinics in the districts of Hoima, Fort - Portal, Jinja, Kabale, Busia, Koboko, Mbarara,	URSB	Inland facilitation to 18 districts for 5 days	18	9,800,000	176,400,000	45,000,000	conducted business clinics in 17 districts
			URSB	Mobilization campaigns on TVs and radio	36	1,500,000	54,000,000	15,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
		Mukono, Wakiso, Iira, Soroti, Nebbi, Sironko, Rukungiri, Masaka, Rakai, Masindi.							
Strategic Intervention 3.3: Strengthen commercial and land dispute resolution institutions and processes									
Strategic Output 3.3.1 Case management systems enhanced									
Jud: 3.3.1.1	Jud: 3.3.1.1	Case Backlog Strategy for Commercial and Land Cases	Judiciary	Commercial Div.(Target 582/582)	582	250,000	145,500,000	80,000,000	In the Financial Year 2017/18, the Court received funding under the JLOS Work plan for Quarter 1, Quarter 2 and Quarter 4. With this funding, the Court case listed 480 cases of which 143 cases were disposed of across the captioned Quarters.
			Judiciary	Land Div. (Target 1431/2431)	1,431	250,000	357,750,000	115,000,000	With this funding, the Court disposed of 1,345 across the three captioned Quarters. The High Court Circuits of Mubende and Soroti held Case Backlog Reductions Sessions where they cause listed a total of 200 land cases of which 183 cases were disposed of.
			Judiciary	Land-Circuits(Target 988/988)	988	250,000	247,000,000	50,000,000	108 Case disposed of against 120 Cases cause listed
			Judiciary	Land- CM(Target 2794/4794)	2,794	250,000	698,500,000	55,000,000	The Chief Magistrate also conducted Backlog Sessions to handle Land Matters. The Chief Magistrates Court of Makindye, Mayuge, Kasangati, Lugazi, Rakai and Mityana cause listed and completed 100 Criminal Backlog Cases in Quarter 4_ FY2017/18.
MIA: 3.3.1.1	MIA: 3.3.1.1	Develop General Rules and Guidelines for the Adjudication Committee	MIA/NGO	Facilitator	5	500,000	2,500,000	2,500,000	Developed General Rules and Guidelines for the Adjudication Committee
			MIA/NGO	Experts	30	300,000	9,000,000	9,000,000	
			MIA/NGO	Printing copies of guidelines	2,000	5,000	10,000,000	10,000,000	
Moj: 3.3.1.1	Moj: 3.3.1.1	Fast track conclusion of Estates recorded in Vol III and Vol IV of the Succession Register.	MoiCA/AdminGen	Rebinding 2 volumes x 20 copies of succession register	40	200,000	8,000,000	8,000,000	Inspected 99 estates; opened 4371 new files; Made 10 applications to court to grant letters of administration; Filed 39 applications for Wounding up of estates; Issued 119 certificates of land transfers; Issued 2993 certificates of No Objection; Conducted 977 family arbitration
			MoiCA/AdminGen	Hold 2 stake holder meetings each at UGX 5 million	2	5,000,000	10,000,000	4,000,000	
			MoiCA/AdminGen	Adverts in print and electronic Media(5 adverts x 10 million each)	5	10,000,000	50,000,000	50,000,000	
			MoiCA/AdminGen	inspection of Succession Register estates(500 estates x 200,000/= per estate)	500	500,000	250,000,000	242,000,000	
TAT: 3.3.1.1	TAT: 3.3.1.1	Up country sessions held to handle 110 disputes worth 250 billion	TAT	Dispose 110 tax cases	110	1,345,000	147,950,000	147,000,000	94 cases handled in Mbarara, Mbarara, Gulu, Arua and Kampala (value Shillings 245 bn/=)
Jud: 3.3.1.2	Jud: 3.3.1.2	Phased Rollout of the Small Claims Procedure	Judiciary	Training of all untrained Magistrates and Support Staff(Conference Package)	400	440,000	176,000,000		Under the JLOS Work plan for Quarter 3_ FY2017/148, the Chief Magistrate Courts of Fort portal, Rukungiri, Arua, Makindye, Masaka, Entebbe, Mengo, Hoima and Nakawa allocated and completed 103 land backlog Cases.

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			Judiciary	Stakeholder Sensitization in Small Claims Procedure	45	15,000,000	675,000,000	141,000,000	The Small Claims Registry in conjunction with the Public Relation Office conducted a Small Claims Procedure rollout exercise in the Courts of Oyam, Apac, Kamuli, Mitooma, Ntungamo, Kanungu and Kisoro. The rollout exercise included Public sensitization, Media Outreach and Court Open days in the target Courts
Moj: 3.3.1.2	Moj: 3.3.1.2	Training 2 state Attorneys in mediation and Contracts management	MojCA/DIAS	Allowances (5 state attorneys X 10 days)	5	13,500,000	67,500,000	63,500,000	2 state Attorneys in mediation and Contracts management
Jud: 3.3.1.3	Jud: 3.3.1.3	Training in Emerging Areas such as Islamic Banking for CMs	Judiciary	Training in Emerging Areas Conference Package	47	720,000	33,840,000		
			Judiciary	Per diem(3 days @130000)	47	390,000	18,330,000		
Moj: 3.3.1.3	Moj: 3.3.1.3	Training of 9 Law Council Prosecutors in ADRR and prosecution Skills	MojCA/LC	Training fees for 9 state Attorneys	9	2,000,000	18,000,000	18,000,000	9 Law Council Prosecutors in ADR and prosecution Skills
			MojCA/LC	Allowance for 5 days x 9 SA	45	110,000	4,950,000	4,950,000	
Jud: 3.3.1.4	Jud: 3.3.1.4	Training in adjudicating money lending disputes for Judicial Officers	Judiciary	Training in adjudicating Lending disputes (Conference Package)	50	1,320,000	66,000,000	33,000,000	
			Judiciary	per diem for 3 days @150000	50	450,000	22,500,000		
Strategic Output 3.3.2 ADR, and land courts rolled out									
Jud: 3.3.2.1	Jud: 3.3.2.1	Increased use of mediation in case disposal	Judiciary	provision of facilities for mediation in the High Court Circuits	19	10,000,000	190,000,000		Mediation Registry of the High Court appointed 125 mediators as court accredited mediators in a phased manner in six (6) High Court Circuits as follows: 31 mediators in Jinja; 13 in Arua; 14 Gulu; 34 Lira; 10 Soroti; 23 Mbale.
			Judiciary	Phased Accreditation of 10 mediators per high court circuit for 11 High Court Circuits	110	1,000,000	110,000,000	45,000,000	
ULR: 3.3.2.1	ULR: 3.3.2.1	Completion of the review of Land laws	ULRC	data analysis retreat	1	18,300,000	18,300,000	30,300,000	Data analysis completed, writing of the study report ongoing.
			ULRC	Regional validation workshops	5	15,000,000	75,000,000	71,000,000	
			ULRC	National validation	1	50,000,000	50,000,000	50,000,000	
			ULRC	Assorted stationery	1	1,200,000	1,200,000	1,200,000	
			ULRC	Consultant -drafter	1	30,000,000	30,000,000	30,000,000	
							3,492,820,000	1,260,450,000	
							8,287,648,000	4,350,350,000	0
Prog Mgt: Programme Management (Secretariat)									
Strategic Intervention 4.1: Coordination and Advisory Services by Secretariat									
PRG: 4.1.1.1	PRG: 4.1.1.1	Staff emoluments for Secretariat	Program Mgt	Staff salary for 12 months	12	193,540,000	2,322,480,000	2,322,480,000	staff salaries paid
PRG: 4.1.1.2	PRG: 4.1.1.2		Program Mgt	Gratuity payments	12	58,062,000	696,740,000	696,744,000	Gratuity paid

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
PRG: 4.1.1.3	PRG: 4.1.1.3	Staff medical insurance and Staff welfare	Program Mgt	NSF 10% contribution	12	21,979,500	263,754,000	286,375,400	NSS contribution remitted
			Program Mgt	Staff medical insurance	1	95,000,000	95,000,000	95,000,000	paid to Jubilee insurance
			Program Mgt	Staff welfare	4	20,000,000	80,000,000	75,000,000	parking, teas and cleaning
Strategic Output 4.1.1.2 Administrative expenses									
PRG: 4.1.2.1	PRG: 4.1.2.1	Office running Expenses	Program Mgt	Stationary, Photo copying and printing	12	15,000,000	180,000,000	180,000,000	stationaries bought and consumed
			Program Mgt	Vehicle maintenance	1	50,000,000	50,000,000	50,000,000	cars all kept well
			Program Mgt	Fuel and Lubricants	12	7,000,000	84,000,000	81,000,000	routine service done
			Program Mgt	Equipment's, Furniture and machines repairs	12	4,000,000	48,000,000	46,000,000	office desks and chairs repaired
			Program Mgt	Telephones and internet	12	8,000,000	96,000,000	76,000,000	telephone bills paid to UTL and MTN
			Program Mgt	Furniture and fixtures	15	750,000	11,250,000	11,250,000	desks and chairs procured
Strategic Output 4.1.1.3 Staff continuous professional development									
PRG: 4.1.3.1	PRG: 4.1.3.1	Continuous Professional development	Program Mgt	Training and professional development (local and International)	4	50,000,000	200,000,000	190,000,000	fire proved filing cabinets procured staff trained
Strategic Intervention 4.2: Sector-wides Services									
PRG: 4.2.4.1	PRG: 4.2.4.1	Publication of Annual reports, Semi Annual reports	Program Mgt	Study reports 100m	2	50,000,000			
			Program Mgt	2 Sector inspection		25,000,000			
			Program Mgt	data collection analysis and report writing		85,000,000	85,000,000	83,000,000	regular data collection conducted.
			Program Mgt	Printing, binding Services	2,000	52,000	104,000,000	103,000,000	Annual review 2016/17 and semi-annual review 2017/18 held
Strategic Output 4.2.1.6 Support towards implementation of undertakings/New JLOS development initiatives									
PRG: 4.2.5.1	PRG: 4.2.5.1	Preparation and dissemination of SWAP Work plan	Program Mgt	Preparation and dissemination of SWAP Work plan	2,000	22,000	44,000,000	44,000,000	work plan prepared and published
PRG: 4.2.5.2	PRG: 4.2.5.2	Hold Annual and Semi Annual JLOS Review	Program Mgt	Hold Annual JLOS Review- venue, meal, water and tea	1	100,000,000	100,000,000	100,000,000	22nd review held in November and semi-annual review in March
			Program Mgt	Hold Semi Annual JLOS Review- water, tea, meal and venue	1	30,000,000	30,000,000	30,000,000	
PRG: 4.2.5.3	PRG: 4.2.5.3	Carry out M&E Activities (Reporting, Surveys)	Program Mgt	system review, data collection analysis and report writing			202,000,000	200,000,000	Joint M&E with development partners undertaken in selected institutions (Judiciary, JSC, UHRC and MoGLSD) to address specific themes
			Program Mgt	Transport equipment	1	180,000,000	180,000,000	180,000,000	procured and delivered
Strategic Output 4.2.1.7 JLOS Secretariat IT services									
PRG: 4.2.6.1	PRG: 4.2.6.1	JLOS secretariat ICT services	Program Mgt	Electronic document management system	1	50,000,000	50,000,000	50,000,000	
			Program Mgt	Biometric and time and attendance system	1	20,000,000	20,000,000	20,000,000	

Activity Code	Activity Code	Activity Description	Institution	detailed activity narration	Qty	Unit Cost	Approved budget	Release	Physical performance
			Program Mgt	JLOS online information management	2	15,000,000	10,000,000	10,000,000	an active JLOS online portal maintained
		Subtotal					4,952,224,000	4,929,849,400	
		Grand Total					72,223,694,824	56,523,068,278	