



THE JUSTICE LAW AND ORDER SECTOR



ACCESS TO JUSTICE SUB PROGRAMME/JLOS



**ANNUAL
REPORT**

2022/23

November 2023



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Foreword

The Access to Justice sub-programme (Justice Law and Order Sector) presents the Annual Performance Report for the Financial Year 2022/23, the second performance report under the Access to Justice sub-programme strategic plan. This year, the report highlights follow-up efforts JLOS is making towards empowering people, building trust and upholding rights – the Sub-programme’s theme. As per the promise under the strategic plan, there is growing public trust, people-centred service delivery and commitment to a human rights-based approach.

The access to justice sub-programme under the Governance and Security programme brings together 18 institutions responsible for enhancing access to justice, maintaining law and order and promoting the observance of human rights.

This report tracks the performance of the Access to Justice sub-programme in the implementation of the strategic plan and the NDPIII. The report shows the performance against the Programme Implementation Action Plan (PIAP) result targets.

We acknowledge the contribution of the Government, our development partners, other JLOS stakeholders and the staff of JLOS institutions who worked hard to make this change happen.

As we continue with the implementation of the strategic plan, there is need to safeguard the



gains we have made, address the challenges we are facing and overcome our weaknesses.

On behalf of the JLOS leadership, management and institutions, we reaffirm our joint commitment to empowering the people, building trust and upholding rights as we fully embrace the programmatic approach under the third National Development Plan.

Hon. Norbert Mao

**MINISTER OF JUSTICE AND
CONSTITUTIONAL AFFAIRS/
CHAIRPERSON ACCESS TO JUSTICE SUB-
PROGRAMME**

Executive Summary

At impact level, public trust in the justice system remains high compared to the SDPIV end-term evaluation and efforts to maintain it at higher levels are under implementation including addressing lead times for delivery of services, opening up of more service points, ensuring certainty in service delivery and making use of online services.

The sub-programme invested in the construction of justice centers increasing the number of districts with one-stop frontline JLOS points from 90 to 92 out of the targeted 117 districts.

The Construction of the JLOS house phase one launched on 10th June 2022 is now over 60% and is expected to be completed in 2024.

The sub-programme registered an increased disposal of cases from 52% in 2020 to 63% resulting in a 10% reduction in the proportion of backlog. Also, a 72% conviction rate was registered due to improved investigations and strong coordination. While the proportion of pretrial detained reduced to 48%

The continued use of correctional approaches in the rehabilitation of inmates led to a 20% reduction in the rate of re-offending to 13.9% compared to the baseline of 17.2% in FY 2017/18.

Public trust in the justice system is 69% according to data collected from the SEMA pilot program located at 50 frontline JLOS service points. Average satisfaction levels as measured by the SEMA applications at selected JLOS service points stand at 70%.

During the reporting period, Pre-trial detainees reduced from 50.8% at the beginning of the financial year, to 48.5%. This is attributed to increased disposal of cases by the Judiciary, from 55% in FY2021/22 to 63% in FY2022/23. In addition, increased use of non-custodial punishment such as community service has reduced the inflow of convicted persons into prisons. For instance, the MIA was able to supervise a total number of 14,595 Community

Service Orders (13,505 male, 1090 female) against an annual target of 14,000 orders representing 104.25%. Convicts sentenced to community service increased from 67.8% to 70% in the reporting period. However, the crime rate increased from 457.94 in FY 2021/22 to 524 in FY 2022/23 per 100,000 population.

The CCTV surveillance project has revolutionized crime response and prevention with the system being operational (Phase II) in 71 districts, 10 cities, 20 municipalities, 35 towns, 06 border points and all major highways. The use of the Automated fingerprint Information system (AFIS) also helped to identify 3266 repeat offenders, while 219 people with criminal records seeking certificates of good conduct were identified.

The plea bargain approach enabled the ODPP to deal with case backlog by fast-tracking cases, resulting in reduced case disposal time. It also improved the conviction rates since it offers 100% conviction rates.

A total of 41 legal aid clinics run by JCU, ULS and LDC are fully operational and supported by JLOS. Those reached out to 141,347 vulnerable individuals and communities.

Automation of Case management systems is ongoing in many institutions including the Judiciary, Uganda Registration Services Bureau (URSB), Directorate for Citizenship and Immigration Control (DCIC), National Identification and Registration Authority (NIRA), Office of the Director of Public Prosecutions (ODPP) and Judiciary. Other key areas of focus are streamlining processes, strengthening records management and reforming civil and business registries.

The ODPP rolled out the Prosecution Case Management Information System (PROCAMIS) although it was slower than planned. The system has coverage of 42 (30%) out of 136 offices. The scope of automation covers headquarters, regional offices, and field stations.

With regards to national identification and registration which is a key driver for the improvement of service delivery in the country, cumulatively, a total of 16,749,675 cards have been issued to eligible citizens out of 19,761,668 cards printed.

With regards to immigration, 12,354 work permits, 6,888 dependent passes, 12,786 foreign students were facilitated. In addition, 7,030 people were granted special passes, 238,986 entry visas were issued, and 8,154 sought visitor pass extensions.

During the reporting period, Anti-Corruption Agencies registered major progress in strengthening transparency, accountability, and anti-corruption systems. Conviction rates of corruption cases increased from 74% in 2017/18 to 82% in the reporting period due to the use of prosecution let investigation while the clearance rate of cases increased from 98% to 110% in the review period. This was because of the use of the interagency forum and stronger coordination and collaboration of the agencies involved in the fifth against crime.

UHRC carried out inspections in 163 detention facilities including, 86 Police stations, 31 Prisons, 41 Police post 3 remand homes and 2 military detention facilities. There were noticed improvements in living conditions, however, congestion remains an eye soar. To address this challenge, UPS constructed four (4) wards that increased the holding/ sleeping capacity from 19,986 prisoners (71,949.6M2) to 20,321 prisoners (73,155.6M2).

The National Action Plan for Business and Human Rights is being implemented to mainstream human rights norms in the private sector. In addition, MoJCA mainstreamed the

accepted recommendations from the third Universal Periodic Review into the National Action Plan for Human Rights (NAP). The NAP articulates human rights priority actions and interventions for implementation by both State and non-state actors.

The program enhanced compliance with the bill of rights, with the Uganda Human Rights Commission (UHRC) continuing to maintain an international 'A' status. UHRC conducted Tribunals across the nine (9) Regional offices. As a result, a total number of 143 matters were handled by the tribunal and complaints 93 (32 Male, 61 female) were resolved through mediation

Challenges in the reporting period that need to be addressed include:-

The low staff numbers across the sub-programme institutions. Failure to address staffing has far-reaching implications and may reverse the gains made so far. This is made worse by the disproportionate recruitment in the judiciary as compared to other JLOS institutions.

Increased Prisoners Population and Congestion in Prisons that exceeds carrying capacity by more than double. This may be addressed partly through expanding carrying capacity and crime prevention measures, in addition to focusing on alternative modes of punishment away from traditional incarceration. The increasing prisoners' population puts pressure on housing, sanitation, medicare, feeding, uniforms, staff numbers and delivery of prisoners to courts.

Inadequate facilitation of Attorneys and witnesses, affects the ability of Government to be effectively represented in the courts of law for local and international cases.

List of Abbreviations

ACD	Anti-Corruption Division	IGG	Inspectorate of Government
ADC	Austrian Development Cooperation	ISO	Internal Security Organization
ADR	Alternative Dispute Resolution	JCU	Justice Centers Uganda
AIDS	Acquired Immune Deficiency Syndrome	JLOS	Justice Law and Order Sector
ASTU	Anti-Stock Theft Unit	JLOSIC	Justice, Law and Order Sector Integrity Committee
BDR	Birth and Death Registration	JSC	Judicial Service Commission
CAO	Chief Administrative Officer	J4C	Justice for Children
CCAS	Court Case automation system	KCCA	Kampala City Council Authority
CDO	Community Development Officer	KMP	Kampala Metropolitan
CFPU	Child and Family Protection Unit	LASP	Legal Aid Service Provider
CFPOs	Child and Family Protection Officers	LASPNET	Legal Aid Service Providers Network
CID	Criminal Investigations Directorate	LCC	Local Council Court
DCI	Directorate of Crime Intelligence	LCCA	Local Council Courts Act
DCIC	Directorate of Citizenship and Immigration Control	LCV	Local Council Five
DCSC	District Community Service Committee	LDC	Law Development Centre
DEI	Directorate for Ethics and Integrity	MDAs	Ministries, Agencies and Departments
DGAL	Directorate of Government Analytical Laboratory	M&E	Monitoring and Evaluation
DLAS	Directorate of Legal Advisory Services	MIA	Ministry of Internal Affairs
DNA	Deoxyribonucleic Acid	MoFPED	Ministry of Finance, Planning and Economic Development
DPC	District Police Commander	MoGLSD	Ministry of Gender, Labour and Social Development
ODPP	Office of the Directorate of Public Prosecutions	MoJCA	Ministry of Justice and Constitutional Affairs
EAC	East African Community	MoLG	Ministry of Local Government
FAL	Functional Adult Literacy	DCS	Directorate of Community Service
GBV	Gender-Based Violence	NFP	National Focal Point (For Light Arms and Small Weapons)
GoU	Government of Uganda	NGOs	Non-Governmental Organization
HRBA	Human Rights Based Approach	NCIC	National Citizenship and Immigration Control
ICT	Information Communication Technology	NIRA	National Identification and Registration Authority
IEC	Information Education and Communication	OAG	Office of the Auditor General
IFMS	Integrated Financial Management System	ODPP	Office of the Director of Public Prosecutions

PDU	Procurement and Disposal Unit	UGX	Uganda Shillings
PPDA	Public Procurement and Disposal of Assets	UHRC	Uganda Human Rights Commission
PPTA	Prevention and Prohibition of Torture Act	ULRC	Uganda Law Reform Commission
PPU	Policy and Planning Units	ULS	Uganda Law Society
PWD	Persons with Disabilities	UPDF	Uganda Peoples' Defence Force
RCC	Regional Chain-linked Committee	UPF	Uganda Police Force
RLP	Refugee Law Project	UPS	Uganda Prisons Service
RSA	Resident State Attorney	URSB	Uganda Registration Services Bureau
RIA	Regulatory Impact Assessment	URA	Uganda Revenue Authority
SALW	Small Arms and Light Weapons	VAC	Violence Against Children
SGBV	Sexual and Gender Based Violence		
STA	Senior Technical Advisor		
TIA	Trial on Indictments Act		

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Introduction

This JLOS/Access to Justice Sub-programme Annual Report 2022/23 provides information on the performance of the sub-programme for FY 2022/23. The objective of the report is to highlight performance made against set targets and actions. In turn, this is intended to aid the sub-programme and its stakeholders to support the sub-programme in ensuring that agreed targets are met.

This report is supplementary to the Government Annual Performance Report produced by the Office of the Prime Minister. The outputs, their indicators and associated targets, and actions outlined in the FY2022/23 Sub-programme work plan and budget are used as the framework for the analysis.

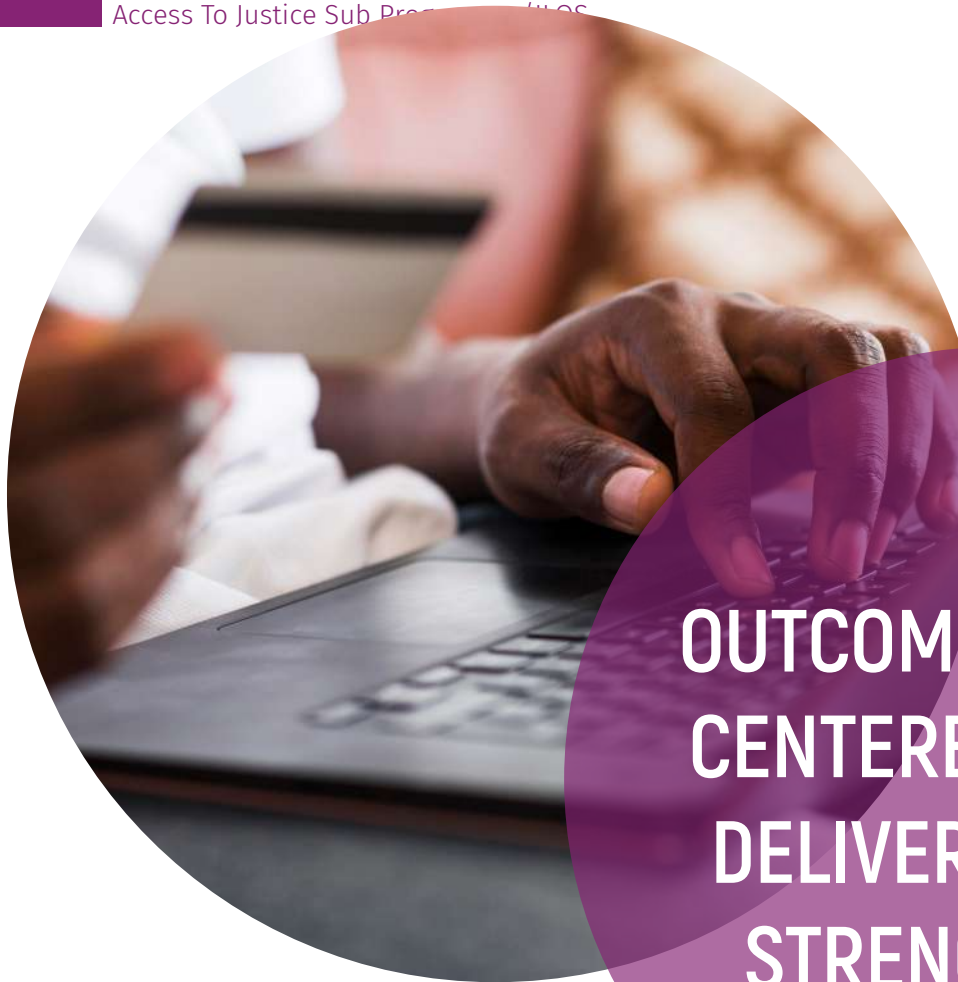
The performance information in the report is generated from the analysis of the data from institutional submissions.

This strategic report tracks progress and results in information in the outcome areas of the access to Justice/JLOS business to enable the Sub-

programme and Development Partners (DPs) as well as other key stakeholders to assess progress and target areas for reorganization or increased investment. The progress report is about the totality of the A2J/JLOS resource envelope which includes the SWAp basket funds, GoU recurrent and development expenditure as well as other multilateral and bilateral project support that the Sub-programme institutions accessed during the FY 2022/23.

The report follows the Access to Justice strategic plan structure and tracks progress against targets set out in the 2022/23 work plan and the A2J Monitoring and evaluation framework.

It should be noted that the report largely tracks the implementation of the A2J strategic plan, the A2J work plan, and commitments in the Budget Framework Paper and Ministerial Policy Statement. Integrated in the report is an account of the A2J performance on each of the activities in the work plan.



OUTCOME 1: PEOPLE CENTERED SERVICE DELIVERY SYSTEM STRENGTHENED

Following the previous reforms under the sector-wide approach that concentrated on institutional stabilization, followed by the brick-and-mortar reforms and then strengthening results management, the focus is now on building a systematic approach that addresses the justice needs of the people. It is against this background that public trust and satisfaction in the justice system is being tracked. The Sub-Program, working with non-state actors established that in 2022/23, public trust in the justice system was 69% according to data collected from the SEMA pilot program located at 50 frontline JLOS service points. Efforts to maintain it at higher levels are under implementation including addressing lead times for delivery of services, opening of more service points, ensuring certainty in service delivery and making use of online services.

Table 1: Performance against outcome one indicators

Indicators	Baseline	Actual	Actual	2022/23	
	FY2017/18	2020/2	FY2021/2	Target	Actual
% of backlog cases in the system (%)	18	18	30.1	15.5	27
Proportion of selected simplified laws.	11.1		16	12.0	29
Proportion of translated laws.	16.7		9	20.0	22
Laws enacted as a % of those presented	65	59		75	
Public satisfaction in the Justice system (%)	40	65	69	70	69
Conviction rate (%)	61	71.9	73	61	72
Rate of recidivism	17.2	14.7	14.3	14.6	13.9
Level of public trust in JLOS		59%	59%	70%	69%
Crime Rate		502	457	434	524

The sub-programme is continuing to invest in the construction of justice centers increasing the number of districts with one-stop frontline JLOS points from 76 in 2018/19 to 92 in the reporting period out of the targeted 117 districts translating into 78% district coverage. Even where construction is awaited, the sub-programme frontline institutions (Judiciary, ODPP and UPF) are functionally present in all 136 districts and 10 cities. Notably, the increase and opening of more police stations has facilitated the increase in the number of cases reported and is partly the reason for the increased reported incidents of crime. The increased crime rate is partly attributed to the full re-opening of the economy following the long lockdown due to Covid 19 pandemic. It is expected that this rate will go down as we strengthen community policing, offender rehabilitation and the use of e-policing.

The construction of the JLOS house was launched on 10th June 2022 and by the time of writing this report, the first phase was at 60% and is expected to be completed in 2024. The opening of new service points strengthened the use of the chain-linked initiative, the appointment of new judicial officers, recruitment of State Attorneys in ODPP and MoJCA enhanced emoluments have increased disposal of cases from 52% in 2020 to 63% resulting in a 10% reduction in the proportion of backlog and over 70% conviction rate during the NDP III period.

The sub-programme investments in the rehabilitation of inmates too led to a 20% reduction in the rate of re-offending to 13.9% compared to the baseline of 17.2% in FY 2017/18.

These office buildings on completion will bring services closer to the people and therefore improve the number of people accessing justice, law and order services.

1.1 Develop appropriate infrastructure to enhance access to justice

The JLOS institutions continued to enhance access to justice through the establishment of permanent infrastructure across the country. These include construction of:

- The Justice, Law and Order Service House. The construction works in Naguru stand at 54% and are expected to be completed in 2024. This phase shall provide purpose-built office accommodation for JLOS institutions including MoJCA, MIA, UPS, ULRC, JSC, ODPP, UHRC and TAT.
- DCIC Suam One Stop Border Post (OSBP) in Bukwo and the construction of Gulu Regional Office (Phase II) were completed
- Modification of the building for the Printing and Publishing Section at LDC is ongoing.
- The ODPP Regional Office blocks in Soroti, Mbarara and Mbale are at the roofing stage, and the Jinja & Fort Portal Regional Offices were at groundbreaking stage. Justice Centers at Kyotera for Court, DPP & Police were at 85% completion.

- Construction of service points in Refugee settlements and host districts including one stop justice centres in Adjumani, 3 police posts in Rhino Camp, Imvepi and Palabek; ODPP office in Madi Okollo, and a female prisons ward in Lamwo.

Table 2: Performance against Intermediate outcome one indicators

Performance Indicators	Baseline 2016	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
							Target	Actual
No. of JLOS frontline one-stop service points constructed	60	72	76	84	87	90	92	92
No of districts with all frontline JLOS service points opened	92	101	101	109	117	117	120	126

1.1.1 Service delivery (JLOS service points) Deconcentrated

The JLOS House project is a key flagship project intended to improve institutional coordination and the working environment of the staff involved in the administration of justice and reduce government expenditure burden of UGX 30Bn per year on rent.

Construction of JLOS House, Naguru project at an estimated cost of UGX 256bn was at 54% completion at the end of the reporting period and by the time of publishing this report construction of phase one was at 71%. This project will house institutions including:-




PHASE 1

- Phase on which started in **June 2022** is currently under construction and is now 53% completion.
- The phase includes the construction of **12 storied twin towers** comprising of 2 shared basement levels, htree shared storeid levels; two towers of 8 levels including a roof terrace / service level equivalent to a gross area of **28,373** square meters.

Ministry of Justice and Constitutional Affairs (MoJCA), the Judiciary (High Court), the Ministry of Internal Affairs (MIA), Uganda Prisons (UPS), Judicial Service Commission (JSC), Uganda Human Rights Commission (UHRC), Uganda Law Reform Commission (ULRC), Office of the Director of Public Prosecutions (ODPP), Tax Appeals Tribunal (TAT), among others.



Gulu regional office (Phase II)

In a bid to extend services closer to the people, DCIC completed phase II of the construction of regional office in Gulu City as shown in the picture below. The project shall be finalized in the current financial, 2023/24.

To strengthen border control, the DCIC gazetted and operationalized 6 new border points in the reporting period, registering an increase from 61 to 67. With support from Trademark East Africa,

DCIC completed the construction of One-Stop Border Posts (OSBP) at Mpondwe and Goli as well as commenced construction of Suam One-Stop Border Post (OSBP) in Bukwo works are ongoing and this will improve service delivery in the area. The existence of the OSBPs reduces the time taken to clear travellers since immigration formalities are handled and completed on one side of the country.

The construction of the OSBP in Suam is ongoing, left is a pictorial presentation of the works so far.



In preparation for the establishment of a printery, the LDC continued to modify the building that is going to house the printing and publishing section. This is expected to reduce the cost of publication as well as generate revenue.



Left: Ongoing Modification of the building that is going to house the LDC printing and publishing section.

In the spirit of taking services closer to the community, ODPP continued with the construction of Regional Offices. Construction is ongoing in three Regional Offices of Soroti, Mbale and Mbarara. At the time of preparing this report, roofing was complete in Soroti and Mbale regional offices while Mbarara regional office was at the roofing stage. The procurement process for the construction of Jinja and Fort Portal Regional Offices and Resident State Attorney's offices at Pallisa, Kira, Alebtong, Kamwenge and Amuria was in the advanced stages.



Construction of Soroti ODPP Regional Office

The ODPP established and operationalized three Regional Offices in Luwero, Moroto and Tororo to ensure effective and timely review of cases arising from the decision of Resident State Attorneys and State Prosecutors under their respective regions. The ODPP further renovated and elevated two Resident State prosecutor offices of Serere and Katakwi to Resident State Attorney Offices. The creation of these offices will result in a more effective prosecutorial service to the public.



Renovated Abim RSA's Office showing newly fitted gutters, painted walls and windows, cleaned roof tiles



Renovation of RSA's office in Apac

The new regional offices will ensure effective and timely prosecution of capital cases in the new regions created due to a considerable reduction in workload and this will lead to increased disposal of cases and delivery of justice. Secondly, the supervision and monitoring of the performance of Resident State Attorneys and Resident State prosecutors will be more effective.

Regarding the Justice Centers, construction works resumed at the Kyotera justice centres (Court, DPP and Police) sites. Status of completion is at 90%. Construction works are in their final phase with external works and painting ongoing.



Kyotera Police Station



ODPP Kyotera

Additionally, the sub program is enhancing service delivery within refugee settlements and host communities through renovations under the EU SUPREME Project. This is through establishing physical presence and accessibility of JLOS frontline actors, furnishing and JLOS service points, the project enhanced. Three 3 police posts were constructed in Kato-Imvepi, Terego; Ofua IV, Rhino camp in Madi-Okollo; and Palabek in Lamwo refugee settlements which are all at 80% completion. It is expected that upon completion, these police posts will augment the efforts of already existing police establishments to extend policing services to the refugee population and host communities. Construction of the police posts is at different stages as depicted below;



At Ofua IV in Rhino camp (Madi-Okollo), the project is at 80% level of completion. The plumbing works are ongoing. Remaining with plastering, shuttering and finishes.



Kato - Imvepi refugee camp (Terego), the roofing of the structure has been completed. At finishes level. Works ongoing



In Lamwo, the construction of a Police post and a female prisons ward are ongoing. Left is the female ward with works ongoing.

Also, the construction of a JLOS one-stop point centre in Adjumani, ODPP office in Madi Okollo as well as female inmate’s ward in Lamwo prison are also ongoing.



Construction of RSA’s office at Madi Okollo

The construction of the Adjumani Justice Centre consists of a court building, police building and ODPP and staff residences for the Judiciary and ODPP. The Court building and residence are at the roofing stage, while the police building is at ring beam level. This Mini-JLOS Centre will enhance access to Justice for refugees and refugee hosting communities in and around Palorinya, Pagrinya and Nyumanzi Refugee settlements among other neighbouring settlements.

Under the EU- SUPREME Project the Mini-JLOS Centre is going to be furnished; and equipped with computers and Court Recording and Transcription Equipment.



Table 3: Summary of Progress of Constructions

Institution	District	Category	Progress/Status
UPF	Kyotera	Justice Center	Works at the justice center site resumed and are ongoing to complete the construction of the justice center. However, the release of 100% of the funds is required to enable the completion and commissioning of the project.
	Madi- Okollo	Police post	The police post is based at Ofua IV in Rhino camp (Madi- Okollo). The project is at 80% level of completion. Plumbing works ongoing. Remaining with plastering, shuttering and finishes. Funded under EU SUPREME project

Institution	District	Category	Progress/Status
	Terego	Police post	Based at Kato - Imvepi refugee camp. The structure is at ring beam level. Works ongoing. Funded under EU SUPREME project
	Lamwo	Police post	Based at Palabek refugee camp. The structure is at ring beam level. Works ongoing. Funded under EU SUPREME project
MojCA	Soroti	Justice Center	The procurement of a supervising consultant for the construction of Soroti Regional office was concluded, and structural plans and bills of Quantities were prepared. The procurement of the contractor to carry out the works was also concluded. However, site hand over awaits disposal of a dispute on ownership of the site now before Court.
DCIC	Gulu	Regional Office	Construction is ongoing and expected to be completed in September 2023

The activities were funded and implemented under de-concentration of Service delivery (JLOS service points) as shown below: -

Table 4: Progress against planned activities

Code	Activity Description	Amount	Released	Spent	Status
DGA: 1.1.1.1	Operationalization of Mbarara Regional Forensic Laboratory	170,000,000	0	0	Not funded
DPP: 1.1.1.1	Construction of 2 Regional RSA offices in Kira Municipality, Pallisa	600,000,000	390,000,000	0	Land negotiations on ongoing in Kira municipality
Sec: 1.1.1.1	Construction of JLOS House	20,160,000,000	12,919,869,433	12,979,869,433	The construction is at 54% completion.
Sec: 1.1.1.2	Supervision of construction of Justice centres	200,000,000	80,000,000	80,000,000	Supervision visits for Justice Centers conducted.
Sec: 1.1.1.3	Construction of Kakumiro Justice centre	1,700,000,000	0		
Jud: 1.1.1.1	Fabricated office set-up(containers) for JCU Hoima and Fort Portal office. At the moment the Judiciary has no space and we have been requested to obtain containers	80,000,000	24,000,000	24,000,000	JCU secured a 20ft by 8ft container that has been painted, fully fabricated, insulated, wired and fitted with windows and doors.
LDC: 1.1.1.1	Construction of the second phase of the multistoried building at LDC Kampala Campus	5,000,000,000	1,550,000,000	1,550,000,000	Construction at 35% completion
Moj: 1.1.1.1	The second phase of construction of Soroti Regional Office	1,000,000,000	0	0	No release

Code	Activity Description	Amount	Released	Spent	Status
UPS: 1.1.1.1	Management of congestion- Phase 2 construction of Ntungamo Prison	1,500,000,000	800,000,000	265,336,702	Construction of a female ward at Ntungamo Prison is complete awaiting Commissioning.
UPS: 1.1.1.3	Completion of Butabiika Prisons mental hospital	958,761,750	0	0	No release
URS: 1.1.1.3	Procure IP Cisco Desktops	64,000,000	59,773,500	59,773,500	11 Desktops and 3 IP phones procured
DCI: 1.1.1.5	Decentralize passport enrollment in 2 divisions in Kampala to decongest the Immigration Headquarters	1,763,771,082	457,110,264	457,110,264	With clearance to vary the work plan, funds were utilized to Procure consultancy services for the indexing and digitizing of 160,000 manual passport files as a compliment of funds provided for the activity

11.2 Functional Presence Strengthened (Equipping, furnishing, transport)

Under the strategy of enhancing and strengthening functional presence, various activities were planned. Some of the activities were facilitated.

Under the EU SUPREME, the capacity of frontline actors was enhanced through retooling to enable them to respond to the justice needs of refugees and host communities in the target districts through several planned activities. Justice Center Uganda established a service point in Yumbe district. The sub program acquired 7 Motor Vehicles and 11 motorcycles for UPF, UPS, UHRC, Judiciary and ODPP as well as 30 computers for the frontline actors. These were handed over to the JLOS actors. The UPF procured assorted office furniture, filing cabinets and 08 counter telephone sets for police posts to facilitate service delivery.

To offer more accessible forensic, analytical and advisory services to stakeholders at the regional level, DGAL, established four Regional Laboratories in Mbale, Mbarara, Moroto and Gulu. Presently, all four regional forensic laboratories are supported with basic facilities for the preservation, proper storage, collection and transportation of exhibits collected in the respective regions before analysis. An operationalization plan was developed for Regional Forensic Laboratories to methodologically guide the development of the regional laboratories.

At full operation, the regional laboratories are expected to mirror the services offered by the main laboratories at DGAL. The operation of the regional laboratories has been constrained by inadequate analytical capacity – the unavailability of requisite scientific equipment, staff, operative funding and other requirements.

The strategic and systematic operationalization of the regional laboratories is pertinent in easing access to services for users at the regional level and relieving the main laboratory of the high burden of cases and ensuing backlogs currently experienced. This will also drive the realization of the planned objectives in the Development Plan.

URSB relocated to its premises at the Uganda Business Facilitation Centre (UBFC) located at Plot 1 Baskerville Avenue, Kololo. The Centre whose construction was funded by the World Bank and the GoU, houses URSB, Uganda Investment Authority (UIA), and Capital Market Authority (CMA).

The Uganda Business Facilitation Centre is to serve as a central hub and one-stop center for the formalization of businesses, and related services.

The ODPP established and operationalized Luwero, Moroto and Tororo Regional Offices to ensure effective and timely review of cases arising from the decision of Resident State Attorneys and State Prosecutors under their respective regions. The new regional offices will ensure effective and timely prosecution of capital cases in the new regions created due to a considerable reduction in workload and this will lead to increased disposal of cases and delivery of justice. Secondly, the supervision and monitoring of the performance will be more effective.

UPS continued to use e-justice mechanisms that is the Video Conferencing Systems/Virtual courts. In the FY2022/2023, the UPS installed three (3) virtual court systems in 3 prisons at Masaka, Kaweri and Soroti raising the number of prisons with virtual courts to 19 hence increasing the ease of access to justice for inmates. The UPS also Procured 08 vehicles, and 10 motorcycles raising the fleet to 305 vehicles to facilitate the delivery of prisoners to court services. Within the reporting period, LDC procured and set up 200 chairs and desks for students, 50 desks and 5 chairs for staff; procured 2 omnibus vehicles for Mbarara and Lira campuses to ease transportation of staff and students within the regional campuses and set up a biometric system for staff and students.

MoJCA procured furniture, 43 Laptops for State Attorneys and 10 newly recruited Attorneys. Furniture was also procured for the regional offices of Soroti (4), Arua (5), Gulu (5), Mbale (5), Mbarara (5) and Moroti (5) to support officers in performing their duties effectively and efficiently. In addition, the Ministry acquired 3 motor vehicles.



The Director-LDC receiving the two newly procured Omnibuses for LDC Mbarara and Lira

Gazetting of more border points was implemented, registering an increase of 67 from 61 in the reporting period. This included the construction of Mpondwe and Goli One Stop Border Post (OSBP) with support from Trademark East Africa. The existence of the OSBPs reduces the time taken to clear travellers since immigration formalities are handled and completed on one side of the country. They were officially opened and are now operational and this goes a long way to strengthening border control. The newly constructed One Stop Border Post at Mpondwe.

Table 5: Progress against planned activities

Code	Activity Description	Amount	Release	Spent	Status
DCI: 11.2.1	Strengthen border control and surveillance	342,028,000	333,028,000	242,416,006	A double cabin pick-up Reg. No UG0452G was procured (fitted with bullbars) and deployed to Kikagagti border to strengthen border security in the country. 5 mobile kits were procured to facilitate enforcement and surveillance
MoG: 11.2.1	Disposal of cases filed at the Industrial Court	932,000,000	386,000,000	386,000,000	250 cases disposed of; 70 cases successfully mediated off. 8 cases were weeded out. 3 regional circuits held in Lira, Jinja and Central
UPF: 11.2.1	Furnish Bunyangabo and Kyotera police stations.	120,000,000	120,000,000	0	The activity has not yet been conducted. Bunyangabo and Kyoterapolice stations cannot be furnished because they are still under Construction.

Code	Activity Description	Amount	Release	Spent	Status
URS: 1.1.2.1	Purchase of motor vehicles to increase regional coverage and access to communities, with an expected 30% increase in the uptake of registration services, leading to a growth in Non-Tax Revenue	440,000,000	440,000,000	396,290,292	The two planned motor vehicles were procured and remained with a balance of UGX 43,709,708
	Establish client self- service points to improve access to registration services.	534,025,000	10,000,000	10,000,000	5 desktops for 5 branches procured
	Establish 3 new regional offices in the Eastern (Jinja and Soroti) and Albertine region (Hoima), to decentralize registration services.	70,600,000	70,600,000	20,363,839	1 workstation for the regional office against the 1 workstation planned. The funds were fully utilised to procure 3 chairs for regional offices against the 3 planned.
	Purchase of computers to retool URSB directorates to enhance quick services to clients and further reduce the turnaround time	108,000,000	98,000,000	98,000,000	20 laptops were procured and deployed
JSC: 1.1.2.2	Equipping four regional offices i.e, Arua, Masaka, Mbarara and Moroto with Laptops, Printers, mobile Internet, & motor vehicles	147,800,000	129,000,000		Procured
LDC: 1.1.2.2	Equip the 3 Law Development Centre Campuses (Kampala, Mbarara& Lira)	190,000,000	306,000,000	306,000,000	Procured power inverter for Lira and Kampala, powered CYC Sample punch and rivo collator for exam duplication machine; procured server for Mbarara centre and video conferencing equipment; smart boards for and podium for Lira campus.
MIA: 1.1.2.2	Procure a double cabin pick-up to enhance the capacity to prevent and respond of trafficking in persons.	220,000,000	0		No funds released
MoG: 1.1.2.2	Setting up and Opening sub-registries at 5 High Court Circuits. Assorted furniture and customized stationery	120,000,000	96,500,000	96,500,000	Assorted stationery purchased for all the 9 sub-registries, Furniture purchased for the new judge and Archives and Court Hall 2
UPF: 1.1.2.2	Completion of Kyotera justice centers (Court, DPP & Police). Additional unforeseen costs of swamp reclamation caused variations in costs.	456,000,000	450,000,000	450,000,000	Construction works are still ongoing for external works and painting.

Code	Activity Description	Amount	Release	Spent	Status
LDC: 11.2.3	Procure 1000 Legal Reference Materials (books) for Lira Campus Library to reduce the ratio of books to students from 1:30 to 1:20	240,000,000	165,000,000	165,000,000	5000 reference books were procured; 50 tables procured; and 200 chairs
DPP: 11.2.4	Purchase of ICT infrastructure to equip 6 field stations	150,000,000	150,000,000	0	Procurement process ongoing
DCI: 11.2.5	Rolling out e-immigration services to regional offices of Gulu and Arua	385,000,000	280,000,000	219,778,200	4-all-in one personalisation workstations procured to extend e- immigration outreach to 2 more service delivery stations

11.3 Customer Care & Information desks strengthened at JLOS service points

DCIC continued to support the newly set up Call Centre and carried out awareness campaigns to enlighten the public on the immigration facilities. In addition, it held a student pass sensitization meant to harmonize business processes. This includes handling foreigners who access education in Uganda, highlighting the importance of legal stay in the country and building the capacity of education institutions to handle foreign students in Uganda's education institutions. The President of Uganda, H.E Yoweri K. Museveni inspected the DCIC information desk during the National Youth Day celebration in August 2022.

DCIC through its Public Relations Office, made numerous appearances on different media houses to explain to the public the cause of delays in passport issuance in the first quarter of the year and carried out sensitization on other immigration facilities. These Public Relations engagements were undertaken by the DCIC to improve immigration service delivery. These include 10 TV talk shows done in the reporting period to sensitize the public on immigration services and 12 Radio talk shows were conducted to create awareness of immigration issues.



Others were 4 press conferences held on: Passport issuance delays, Operations of the Inspection Section, Students Pass Sensitization, and Gulu Regional Passport Office operations. Social media presence was increased with over 4,000 followers across our social media handles.

UPS opened 75 Customer care desks and trained 100 staff in Customer care from the Mid-Western, Mid-Eastern, Kooki and Eastern regions. Community engagements were conducted in 90 Prison settings including the regions of North-Central; and Central and Communities were sensitized on key Government interventions in Prisons and their achievements. Other work plan activities implemented include the following

Table 6: Progress against planned activities

Code	Activity Description	Amount	Release	Spent	Status
LDC: 11.3.1	Renovation and equipping of the LDC Kampala, Mbarara and Lira Customer Care Desks	26,200,000	0	0	No released
UPS: 11.3.1	Promote customer care and visibility in UPS. Training of staff; customer care desks in 30 Prisons stations	240,000,000	230,000,000	230,000,000	100 staff trained and 75 Customer care desks were opened.

Code	Activity Description	Amount	Release	Spent	Status
URS: 11.3.1	Procure Queue Management System to manage service points clients at the new URSB Home and branch offices (UIA, Posta, Nakivubo & Gulu)	110,000,000	50,000,000	49,205,332	Procured Vcount module for the Queue management system
DCI: 11.3.2	Strengthen customer care and public relations to improve access to immigration services	39,000,000	39,000,000	38,704,800	6 computers were procured to support the operations of the DCIC Call Center. 3 printers procured for DCIC Call Center
MIA: 11.3.2	Train Ministry staff in customer care and public relations	33,000,000	33,000,000		82 Secretaries and Office Attendants trained in customer care and public relations
Sec: 11.3.10	JLOS@20 commemoration [Publication of the JLOS@20 special edition souvenir /commemorative handbook, celebration and Recognition Awards event]	0	0	0	unfunded
Sec: 11.3.11	Publication of 3 issues of the JLOS Magazine / Bulletin	68,000,000	0	0	unfunded
Sec: 11.3.4	Hold quarterly television talk shows on access to justice, governance and security	50,000,000	0	0	unfunded
Sec: 11.3.8	Hold quarterly engagement events between the JPC and media executives and journalists	8,000,000	0	0	unfunded
Sec: 11.3.3	Hold a 01-day multi-stakeholder conference on E-Justice/systems integration and launch of the E-Justice Strategy	45,000,000	0	0	unfunded
TAT: 11.3.2	Stakeholders Sensitized On Business Processes	20,000,000	10,000,000	10,000,000	User committee in Gulu, Mbale, Mbarara and Arua Sensitized On Business Processes
URS: 11.3.5	Hire a consultant to develop an examination manual for trademarks	40,000,000	0	0	unfunded

11.4 Chain-linked Initiatives implemented

The sub-programme continues to foster communication and collaboration in the criminal justice chain. This enhanced a very good working relationship among the relevant criminal justice stakeholders i.e. the police, ODPP, ULS, LACs, MoGSLD, prisons and Judiciary. Coordination meetings are held once every quarter for every high court circuit and pre-session meetings are held before the start of every session. Community service officers were brought on board to identify placement areas and supervise accused persons convicted and sentenced to community service in petty offences. This was employed in magistrate courts.

ODPP participated in the ODPP-Police CID coordination meetings at headquarters, regions and district levels aimed at improving and ironing out issues affecting the management and prosecution of criminal matters and cases and thus fostering communication and **collaboration in the criminal justice chain**. During FY 2022/23, the ODPP made 52 referrals for witness protection in various cases.

ODPP participated in the ODPP-Police CID coordination meetings at headquarters, regions and district levels aimed at improving and ironing out issues affecting the management and prosecution of criminal matters and cases and thus fostering communication and collaboration in the criminal justice chain. The UPF and ODPP coordination meetings also focus on addressing challenges in investigations and facilitating prosecution-led investigations. The ODPP made 52 referrals for witness protection in various cases.

The plea bargain approach enabled the ODPP to deal with case backlog by fast-tracking cases, resulting in reduced case disposal time. It also improved the

conviction rates since it offers 100% conviction rates. The plea bargain approach has also helped to weed out cases that are poorly investigated and have no sufficient evidence.

Unlike before, the focus was on capital cases, which helped both magistrates and prosecutors to adopt proper procedures for the plea bargain process. Another good practice adopted for the prosecution is to ensure the police file has at least two plea bargain agreements as sometimes these documents go missing from the court file and to tender in court all relevant documentation evidence to give the court a clear picture of the nature of crime committed. This would help in maintaining sentences during appeal.

It was observed that there were improved conviction rates in normal high court sessions; the number of convicted cases were more than the number of cases dismissed. This is attributed to weeding out old cases that resulted in high rates of dismissals in the financial 2021-22 following the COVID-19 period were most of the witnesses had changed location.

An effort was made to summon victims to participate in plea bargain activities intended to keep the victims up-to-date with their cases and to cater for their interests. The victims who were fully involved in plea-bargain appreciated this initiative as it helps resolve cases expeditiously, promotes reconciliation and brings out the victim's impact statement where the impact of the offence on the victim is known and their interests are taken into consideration. Where victims were summoned, the use of probation and social welfare officers in securing victim impact statements was employed during the sessions and this enabled the courts to assess the impact of the crime on both the victim, the family and the community.

The ODPP participated in 07 International meetings/ engagements in criminal matters both physical and online/virtual meetings. Some of these include; the third session of the United Nations Ad-hoc Committee on **Cybercrime** in New York, USA; meeting of the Regional High-Level meeting of Heads of Prosecuting



Above the Principal Judge Hon Justice Flavian Nzaija and the DPP Hon Lady Justice Jane Francis Abodo at the launch of the Plea bargain camp for Masindi and Hoima, plea-bargain camp, in February 2023.



Above, the DPP participated in plea bargain negotiations in Hoima. Right is the Focal Point officer for Plea bargain Margaret Nakigudde, ADPP negotiating with defense lawyers

and Investigating Authorities on Combating Terrorism, Violent Extremism and its Financing in Maputo, Mozambique; Online coordination with the Head Rule of Law Governance and Peace Directorate, Commonwealth Secretariat, meeting of the EAAP Focal Points of the Executive Committee in Nairobi, Meeting of Focal Points for the Regional High-Level Heads of Prosecutions and Investigating Authorities on combating Terrorism, violent extremism and its financing; and the Eleventh session of the Conference of the Parties to the UN Convention against Transnational Organized Crime, Vienna, Austria.

In addition, the ODPP participated in other inter-agency engagements including 18 case conferencing meetings; 15 meetings or online, webinars, workshops, conferences held with partners such as UN Agencies of UNODC, IOM, ILO, MGLSD, Ministry of Internal Affairs (COPTIP), and the CSO umbrella organization of UCATIP. Operation Under Ground availed 10 laptops to ODPP.

In FY 2022-2023, the ODPP inspected 105 out of a target of 136 ODPP offices as well as 13 out of 22 Agencies with a delegated prosecutorial



function that adhered to set minimum performance standards. However, only 14 agencies were licensed to carry out delegated prosecutorial functions. Of these, only 13 were inspected and one could not be inspected since it got licensed after the inspection exercise. This performance is attributed to understaffing. Four reports were generated and presented to Top management. It is hoped that the exercise will improve adherence to set prosecution standards at all levels of prosecution.

These inspections were carried out in the regions of Gulu, Mubende, Arua, Soroti, Mbale, Mbarara, Kabale, Fort portal and Karamoja; and Agencies with a delegated prosecutorial function in and around Kampala.

Table 7: Progress against planned chain-linked activities

Code	Activity Description	Amount	Release
DPP: 1.1.4.1	Prosecution of cases through court sessions at various court levels	2,595,000,000	1,875,000,000
DPP: 1.1.4.2	Witness preparation, facilitation and protection	600,000,000	250,000,000
DPP: 1.1.4.3	Case weeding out. Quarterly facilitation for officers for review of committed High Court cases in all ODPP regions	121,900,000	60,000,000

1.2 Promote equitable access to justice

Through various interventions, the subprogram prioritized the provision of legal aid services to the vulnerable, strengthening of justice for children, family justice, gender equality and stakeholders' empowerment and enhanced access to legal information.

1.2.1 Functional legal aid services and pro bono schemes enhanced

The legal aid service providers including JCU, LDC Legal Aid Clinic, ULS, J4C, ULRC provide legal aid through community sensitizations and court representation through which awareness is increased as well as supporting reducing court case backlog.

Table 8: Indicator Matrix

Indicator	MDA	Baseline 2020/21	2021/22	2022/23	
				Target	Actual
Percentage of legal aid service providers meeting service standards	MoJC A	95%	85%	95%	50%

Functional Legal Aid Clinics established

JCU established and operationalized one additional JLOS point/Centre at Yumbe Chief Magistrates Court to make a total of 13 legal aid clinics. Overall, a total of 41 legal aid clinics run by JCU, ULS and LDC are fully operational and supported by JLOS. These reached out to 141,347 vulnerable individuals and communities in the reporting period as presented in the table below.

Table 9: Number of people who accessed legal aid

Institution	Number of Clinics	Persons supported	Persons reached	Women	Men
LDC - LAC	6	5,378	19,186	5,736	13,450
JCU	13	3,494	32,709	15,205	17,504
ULS	22	60,241	94,008	30,263	63,745
Total	41	78,365	141,347	51,204	94,699

JCU conducted 32 mobile legal aid clinics reaching 2,706 (1,288-M, 1,418-F) citizens from which 283 (137-M, 146-F) cases were registered and 232 (119-M, 113-F) clients were provided with Legal Advice. The MLACs saw 72 (54-M, 18-F) stakeholders coming through and being a part of the While You Wait (WyW) sessions.

The LDC Legal Aid Clinic (LAC) reached and impacted 19,186 persons, 13,450 male and 5,736 female. The number reached includes Bar Course Students, children in conflict with the law, prisoners, indigent accused persons and litigants and community members seeking access to justice. LAC impacted the above categories of persons through Alternative Disputes Resolution mechanisms such as reconciliation, mediation and diversion, legal services including legal advice, counselling, representation, coaching for self-representation, police and prison outreaches, services of our community structures-fit persons and social services to children in conflict with the law and their parents to participate in the dispensation of justice. 5,648 clients (4,770 male and 878 female) received legal aid services, as well as 809 children in conflict with the law (721 boys and 88 girls). 1,805 juvenile offenders (1,591 boys and 214 girls) were diverted, counselled and prepared for Court sessions by LAC. 8,089 persons, 4094 male (inclusive of 2232 boys) and 3995 female (inclusive of 2513 girls) were reached through outreaches geared toward legal awareness at Police Stations, Prisons, schools and in the communities.

Legal aid service Providers regulated

The Ministry of Justice inspected 105 legal aid service providers out of which 40 were approved and 53 were not approved. Also, 12 legal service providers closed their offices. Further, the MoJCA provided amendments of the pro bono regulations to determine the operations of the Pro Bono board. These are still in progress with the First Parliamentary Council.

Pro bono services strengthened

Under the Duty Counsel, 151 (F=48, M=103) clients benefited from legal assistance provided at the Courts (Chief Magistrates at Kasangati, Nabweru and KCCA) and Old Kira Road police station and Wandegeya Police station. Out of these, 12 of them were represented in the courts of law 135 were given legal advice on different criminal and civil cases, and 04 were referred to other service providers for further support as illustrated below.

Table 10: Table 9: Legal advisory support and legal representation by Duty counsel Advocates

Intervention	Cases	Gender		Company	Completed	Status	
		Male	Female			Ongoing	Failed
Support duty counsel at 3 courts ¹ and 2 police stations ²	151	103	48	00	135	16	00

Table 11: Nature of Cases reported by clients to Duty counsel Advocates

Nature Of Cases	Kasangati Court	Nabweru Court	KCCA Court	Old Kira Police Stations	Wandegeya Police Stations	Total
Divorce		7				7
Separation						
Claims for Maintenance	5					5
Custody of children			4	1	3	8
Administration of Estates		2	5			7
Criminal	38	13	5	42	11	109
Variation Orders						
Debt Claims	1	1	1	4	3	10
Land and Property	2	2	1			5
Employment Claims						
Adoption						
Others						
Total	46	25	16	47	17	151

During the reporting period, LAC planned to handle 2500 cases. The advocates in their respective stations were able to handle 5,648 cases, consisting of 4,770 males and 878 females were handled through legal advice, counselling, court representation, coaching for self-representation, and Alternative Dispute Resolution (ADR). 475 were land matters, 71 were labour disputes, 244 were family disputes, 190 were Succession matters, 417 were civil matters and the bulk of 4,251 cases were criminal matters.

Case Category	No of cases handled
Land Disputes	475
Labour Disputes	71
Family Matters	244
Succession Matters	190
Civil	417
Criminal cases	4,251
Total	5,648

Table 12: Legal Aid services were provided by the Legal Aid Clinics as summarized below;

Legal Aid to Indigents	Gender		Status			Total
	Male	Female	Completed	Ongoing	abandoned	
Legal Advice and Counselling	463	283	679	67	0	746
Legal Advice at Police	76	11	87	0	0	87
Legal Representation for Adults	2188	281	1177	1289	3	2,469
Legal Representation at Police	54	16	12	58	0	70
Coaching for Self-Representation	629	91	677	43	0	720
Plea Bargain	735	47	1040	109	3	1152
Drafting of Pleadings	94	67	153	8	0	161
Referrals	4,634	800	3,853	1,575	6	5,434

Table 13: Legal Aid services were provided by the Legal Aid Clinics as summarized below;

Legal Aid to Indigents	Gender		Status			Total
	Male	Female	Completed	Ongoing	abandoned	
Legal Advice and Counselling	463	283	679	67	0	746
Legal Advice at Police	76	11	87	0	0	87
Legal Representation for Adults	2188	281	1177	1289	3	2,469
Legal Representation at Police	54	16	12	58	0	70
Coaching for Self-Representation	629	91	677	43	0	720
Plea Bargain	735	47	1040	109	3	1152
Drafting of Pleadings	94	67	153	8	0	161
Referrals	4,634	800	3,853	1,575	6	5,434

ADR Mechanisms Strengthened

At the LDC-LAC, 1366 cases were resolved through mediation and plea-bargaining. Of these, 1241 were male and 125 females.

Plea Bargaining: A total of 1,152 cases, 1,105 male and 47 female were handled by LAC through plea bargaining. 1,040 were successfully handled while 109 case is ongoing and 3 failed.

Under Mediation: 141 cases, 76 male 65 Female were handled through mediation. 73 were completed, 64 were pending and 4 failed. Reconciliation: LAC was able to handle 73 cases, consisting of 60 males and 13 females through reconciliation. 61 cases were completed while 12 cases are ongoing.

Case Category Breakdown

No.	Gender		Status			Total
	Male	Female	Company	Completed	Ongoing	
Plea Bargaining	1105	47		1040	109	1,149
Mediation	76	65	73	64	4	141
Reconciliation	60	13	61	12	0	73
Grand Total	1241	125	134	1116	113	1,363

Persons with special needs handled

During the reporting period, LAC handled a total of 365 people, 217 males and 148 females with special needs. Details of the people handled are captured in the table below.



After a successful office mediation, the mother of six (in a blue dress on the left) re-unites with her children after 1 year of being denied access to them

Table 14: Vulnerabilities Table

Disability	Male	Female	Total
Physically challenged	10	13	2
Hearing Impairment	0	0	0
Visual impairment	0	1	1
Mentally incapacitated	11	2	13
Elderly	67	48	115
HIV/ AIDS	31	3	34
Refugees	98	81	179
Total	217	148	365

A team of five advocates were facilitated by LDC to travel to the districts of Lira, Mbarara, Kamuli and around Kampala to interact with stakeholders within the justice system including prisons warders, Magistrates, State Attorneys, Probation and Social Welfare Officers, juvenile offenders, accused persons on remand among other person to capture voices of the vulnerable persons accessing the justice needs. A report was generated capturing stories of the vulnerable persons and key recommendations were made to improve service delivery to the vulnerable persons within the justice system.

Outreaches at Police: - A total of 216 suspects, 138 male and 33 female, were reached during the police outreach conducted by advocates and Bar Course Interns in Masindi district. They were all eventually helped to secure police bond. Remand Homes 177 child offenders, 174 male and 3 girls were reached through the various Remand Homes by the LAC stations and sensitized about dispute resolution mechanisms. As a result of these outreaches to secure court bond and police bond for detainees who had overstayed on remand and suspects who had stayed in police custody beyond 48 hours. Prisons on remand were encouraged to use Alternative Dispute Resolution mechanisms. This has also increased stakeholder engagement and networking. Three sets of radio jingles relating to three functions of the Legal Aid Clinic of Legal Aid Service Provision, Mediation and Reconciliation and child justice diversion were developed and are ready for airing.

Table 15: Progress against planned activities under 1.2.1

Code	Activity Description	Amount	Total	Spent	Status
LDC: 1.2.11	Provision Legal Aid services to 5000 poor and vulnerable persons in Kampala, Mbarara, Lira, Kabarole, Adjumani and Masindi. Computers for the Legal Aid Clinics in Lira, Fort Portal, Adjumani and Masindi	40,000,000	25,000,000		Legal Aid services provided to poor and vulnerable persons in Kampala, Mbarara, Lira, Kabarole, Adjumani and Masindi
ULS: 1.2.11	support to 6 legal aid clinics of; Kampala, Jinja, Gulu, Kabale, Kabarole and Masindi to conduct community legal and human rights sensitizations / awareness	103,452,000	49,452,000	38,349,300	The activity was partially conducted and it is still ongoing activity.

Code	Activity Description	Amount	Total	Spent	Status
LDC: 1.2.110	Conduct mediation and reconciliation in 14 courts Lira, Iganga, Jinja, Nateete-Rubaga, Kire, Kasangati, Nakawa, Luzira, Matugga, Nabweru, Wakiso, Mukono, Makindye	190,030,000	190,030,000	190,030,000	Thirteen (13) court-annexed Reconciliators/mediators facilitated monthly to mediate and reconcile cases at 13 courts. 582 were handled for both mediations and reconciliations. On the other hand, 178 cases consisting of 94 male, and 84 females were handled through mediation.
LDC: 1.2.113	Document stories of vulnerable users of the justice system including members of the community in hard-to-reach areas, women, children and refugees	35,000,000	35,000,000	35,000,000	A team of five advocates generated a report capturing stories of the vulnerable persons and key recommendations were made to improve service delivery to the vulnerable persons within the justice system.
LDC: 1.2.114	Prisons outreaches to women prisoners to conduct sensitization on ADR and offer legal representation and fast-track cases in Lira, Adjumani, Masindi, Mbarara, Kabarole and Kampala	37,800,000	37,800,000	37,800,000	Police A total of 216 suspects, 138 male and 33 female, were reached during the police outreach conducted by advocates and Bar Course Interns in Masindi district.
LDC: 1.2.115	Conduct Community Outreaches/Legal Awareness sessions and Radio Programs to reach 10,000 pax to create civic awareness and access to justice mechanisms and paths, create demand for justice services- Adjumani, Masindi, Lira	106,400,000	30,000,000	30,010,000	4 Radio jingles were created and 4 radio programs held.
LDC: 1.2.12	Equipment (Computers) for 5 LAC offices	63,000,000	45,000,000	45,000,000	Computers procured for 4 legal assistants. 6 Computers procured for the Lira legal practice
MIA: 1.2.12	NGO Policy 2010 & NGO Act 2016 reviewed	88,600,000	51,600,000		The review of the policy and Act are still ongoing. Currently conducting the Regulatory Impact Assessment
ULS: 1.2.12	Support to the 6 legal aid clinics to enable them to offer legal support and also integrate the Probono and duty counsel scheme to provide effective legal aid services Throughout the year.	231,760,000	132,216,498	23,040,000	The activity was partially conducted and it is still ongoing activity

Code	Activity Description	Amount	Total	Spent	Status
LDC: 1.2.1.3	Operationalization of the Clients interview rooms for Mbarara and Lira	166,000,000	5,000,000	5,000,000	Partitioned Masindi LAC office
ULS: 1.2.1.3	Maintenance of the developed "PULIDA WO" App to support online access to legal support	26,000,000	19,891,751	8,891,750	Payment was partially paid due to cash flow challenges. The balance is yet to be paid. Only part of the funds was received and paid out as allowances.
LDC: 1.2.1.4	Court Representation for 500 indigents in Kampala, Mbarara, Lira, Adjumani, Masindi and Kabarole	395,000,000	174,500,000	174,500,000	The advocates and Bar Course interns handled 5,378 cases through legal advice, counselling, court representation, coaching for self-representation, Alternative Dispute Resolution (ADR). 475 were land matters, 71 labour disputes, 244 were family disputes, 190 were Succession matters, 238 civil matters and the bulk of 4,160 cases were criminal matters. 3,815 cases were completed.

1.2.2 Strengthen Justice for Children

The Justice for Children Programme (J4C) is strengthening the justice service delivery systems to respond to the needs of children in timely, effective and child-friendly practices and procedures. Under this intervention, the diversion of children, resettlement and use of non-custodial sentences as well as fast-tracking of juvenile cases is prioritized.

Table 16: J4C indicators

Indicators	Baseline	Actual	Actual	2022/23	
	FY2017/18	2020/21	FY2021/22	Target	Actual
No of children diverted from the criminal justice system	75%	72	71	75%	71%

The ULRC transcribed the Children Act in braille and the copies were made and disseminated to the respective stakeholders and institutions for the visually impaired persons.

During the reporting period, 35,444 child-related cases were identified in the system. Of which 9,228 (4885M, 4,343F) criminal and 5,270(2,046M, 3,224F) Civil in nature were disposed of leading to 40% disposal rate. Out of the 4,343 cases involving female child cases, 3,258 were SGBV Cases.

A total of 2,539 criminal-related child cases were fast-tracked (1,196 capital cases and 1,343 petty cases). Out of these, 9,228 cases were disposed of. This represents 27% of child-related cases resolved before clocking the mandatory period.

Further, a total of 3,232(2,357M, 891F) were registered as divertible cases. Out of which, 2,282 (1586M, 696F) juvenile offenders were successfully diverted, which is a 71% diversion rate.

The program registered a 4% increase in the number of non-custodial orders issued, a total number of 1,902 (1554M: 348F) child offenders received non-custodial orders while 696 (604M: 92F) children received custodial orders. This is due to the continuous promotion of child-friendly sentencing by programme coordinators together with advocates representing juvenile offenders.

LDC developed a Social Workers manual to facilitate the social workers and advocates to effectively handle child justice in and out of the justice system. This enhanced diversion and provision of child-friendly legal aid services. The eight (8) social workers and eight (8) legal assistants under LDC were facilitated to provide legal aid in six (6) districts of Kampala, Mbarara, Kabarole, Masindi, Adjumani and Lira in eleven (11) various courts where LAC has presence. They were able to provide legal aid and social counselling services to 2,614 child offenders including 2,312 boys and 302 girls. Of these, 1,987 cases were completed within the reporting period.

Further, a total of 240 fit persons in the districts of Kampala, Lira, Mbarara, Kabarole, Masindi and Adjumani were mobilized and supported to divert child offenders from the justice system. As a result, 350 juveniles, 301 boys and 49 girls were diverted from the formal justice system. However, failure to release funds for the Fit persons greatly affected the mobilisation of juveniles in the six districts.

In addition, to equip and support the maintenance of 26 child reception centers under UPF, 4,250 pieces of sanitary pads, 255 jerry cans of liquid soap and 300 blankets were procured and distributed to 17 UPF child reception centres of Hoima, Bundibugyo, Kabarole, Masaka, CPS Kampala, Jinja Road, Lira, Mbale, Alebtong, Nwoya, Buyende, Kamuli, Mukono, Tororo, Busia, Pallisa and Nateete.

The MoGLSD resettled 1,700 juveniles in the various Regional Remand Homes, Reception Centre and Kampirigisa National Rehabilitation Centre (Naguru, Mbale, Fortportal, Maindi, Kabale, Arua and Gulu, in addition to Kampirigisa National Rehabilitation Centre and Naguru Reception Centre).

Preparation and submission of Victim Impact Assessment Reports for child victims

During the reporting period, 363 cases of victims of crime were identified for victim impact assessment reports. Only 172 cases had reports attached. The low number of cases handled was due to the low number of High Court sessions conducted and the limited participation of Probation and Welfare Officers in the management of child-related cases. LAC through concerted efforts of social workers and the legal assistants were able to provide legal aid and social counselling services to 2,614 (302 girls) child offenders.

The construction of Moroto Remand Home started in the FY 2018/2019 under the funding of JLOS Access to justice sub-programme. The total project cost was UGX: 4,743,938,138 out of which 53% of the funds were received and utilized to achieve construction works validated at 68% by the Ministry of Works and Transport. The original scope of works included the construction of a girls' dormitory, a boys' dormitory, 2 staff houses, a sickbay, a kitchen, an administration block and 4 number drainable pit latrines.

The construction works for the current reporting period stands at 68% with the boys' and girls' dormitories already roofed, one Staff house roofed as well as the sickbay. The chain-link fence is complete. The Administration block, kitchen and the second staff house are at the ring beam levels. One of the staff houses blocks



Boys' dormitory



Girls' dormitory



Administration block



Sick bay

Legal aid services for children in conflict with the law

The LDC Legal Aid Clinic (LAC) reached and impacted 809 children in conflict with the law (721 boys and 88 girls) in Kampala, Jinja, Iganga, Masindi, Mbarara, Kabarole, Lira and Adjumani. 676 of the cases were completed within the reporting period while 133 cases are ongoing. Details of the cases are illustrated in the table below:

Table 17: Legal aid services for children in conflict with the law

No		Male	Female	Comp	Pending	Failed	Total
1.	Kampala	140	11	106	45	0	151
2.	Masaka	122	24	125	21	0	146
3.	Wakiso	146	28	171	3	0	174
4.	Masindi	38	5	25	18	0	43
5.	Kabarole	80	0	61	19	0	80
6.	Adjumani	6	1	7	-	-	7
7.	Mbarara	1	0	1	0	0	1
8.	Lira	84	11	95	-	-	95
9.	Jinja	-	-	-	-	-	-
10.	Iganga	-	-	-	-	-	-
11.	Reconciliators	104	8	85	27	0	112
12.	Bar Course Interns	-	-	-	-	-	-
Total		721	88	676	133	0	809

Also, 1,805 juvenile offenders (1,591 boys and 214 girls) were diverted, counselled and prepared for Court sessions by LAC. 8,089 persons, 4094 male (inclusive of 2232 boys) and 3995 female (inclusive of 2513 girls) were reached through outreaches geared toward legal awareness at Police Stations, Prisons, schools and in the communities. *Legal Aid / Representation for juveniles.*



Juveniles represented from Fort Portal Remand Home by LAC Kabarole

Diversion of child offenders by social workers and legal assistants

LDC-LAC through the social workers and the legal assistants interfaced with and diverted 1,805 child offenders from the formal justice system to the communities in the districts of Kampala, Adjumani, Masindi, Kabarole, and Mbarara, Iganga and Jinja at the various police stations. Of these 1,591 were boys and 214 girls. 1,191 cases were successfully diverted while 611 cases are still ongoing with the child offenders reporting to police on bond.

The cause of juvenile offenders is still largely due to the failure of parents to shoulder their responsibilities. Cases of theft are the most common offences committed by children. Findings reveal that the offenders were not getting enough food at home. Others were coming from broken homes. Mostly, the mothers were the breadwinners and the Covid restrictions made them close their evening small businesses.

Category	Number
Boys	1591
Girls	214
Completed	1191
Ongoing	611
Total	1802

Left: Table showing statistics for the cases diverted by social workers and legal assistants.

Diversion of child offenders by fit persons

In a bid to promote diversion of juveniles at the grassroots community level, LAC trained 136 fit persons in 6 districts (Kampala, Masindi, Kabarole, Adjumani, Lira and Wakiso) consisting of 72 males and 64 females. The trained fit persons from the above-mentioned 6 districts handled a total of 186 cases including 108 boys and 78 girls.

Table 18 Fit persons trained during the reporting period

District	Male	Female	Total
Kampala & Wakiso	19	13	32
Masindi	22	12	34
Kabarole	18	22	40
Adjumani	7	6	13
Lira	6	11	17
Total	72	64	136



LAC training fit persons in Kabarole

Capacity of UPF Child and Family protection services strengthened

To enable the mobility of CFPU officers, UPF procured 10 motorcycles for the districts of Pallisa, Kyankwanzi, Kibaale, Kagadi, Buliisa, Ntungamo, Kabarole, Kumi, Manafwa and Ssembabule. This enables follow-up on child-related cases and conduct outreach activities in communities. Delivery of these motorcycles will now bring the total coverage of Policing Districts/Divisions with CFPU motorcycles to 57%.





Child-friendly rooms established & equipped in all JLOS Service Points

ODPP embraced the use of available child-friendly rooms, court audio/visual facilities, and trauma-minimizing approaches in handling Trafficking in persons (TIP) victims.

To promote awareness of the provisions of the Children Act for visually impaired persons, ULRC transcribed the Children Act Cap. 59 into Braille. Article 21 (1) of the Constitution provides for the equality of all persons before and under the law and Article 21(2) protects disabled people, including the visually impaired, from discrimination. The right to equality and freedom from discrimination can only be enjoyed by visually impaired persons when given aspects of the law are transcribed into the Braille version.

Child reception centres established at UPF police stations

Child & SGBV victims as well as Witnesses Interview rooms/spaces established at police stations. UPF established 01 new child reception center at Natete Police Station.

Capacity of JLOS Actors in child-friendly procedures and handling cases enhanced

UPF successfully investigated 7,614 SGBV cases and forwarded them to courts and rescued 64 victims of SGBV involved in sexual abuses, torture, defilement and Human trafficking. Additionally, UPF provided psycho-social support to victims, transferred victims to different homes and referred others to various shelters for further management.

Table 19: Progress against planned activities 1.2.2

Code	Activity Description	Amount	Total	Spent	Status
DPP: 1.2.2.1	Establishment of child-friendly spaces at the ODPP regional offices in Fort portal, Mubende, Arua and Gulu	200,000,000	160,000,000		
JSC: 1.2.2.1	Customer care & Information desks strengthened at JLOS service points	15,200,000	15,120,000		
LDC: 1.2.2.1	Provide holistic Legal Aid Service to 1500 children in conflict with the law using lawyers and social workers in the districts of Kampala, Wakiso, Masindi, Adjumani, Lira, Kabarole, Mbarara	327,100,000	123,250,000	123,260,000	Eight (8) social workers and Eight (8) legal assistants provide legal aid and social counselling services to 2,614 child offenders
MoG: 1.2.2.1	Purchase of vehicles for Masindi Remand Home	250,000,000	0		
NIR: 1.2.2.1	Facilitate Child Protection through Birth Registration and subsequent Issuance of NIRA Birth Certificates to 40,000 children aged < 5 years across six refugee settlements and host communities in Western Uganda	290,000,000	92,048,000	50,000,000	50,000 blank birth certificates procured each at 1000shs totalling the allocated 50m

Code	Activity Description	Amount	Total	Spent	Status
Sec: 1.2.21	Implement the J4C programme payment of 6 J4C coordinators and admin assistant	336,000,000	104,500,000		J4C implemented
ULS: 1.2.21	Legal support to the 6 legal aid clinics to provide legal assistance to children in conflict with the law	77,146,500	0	8,746,500	Activities were still ongoing. Advocates' allowances to be paid next month of July 2023.
DPP: 1.2.2.2	Prosecution-led-investigations in child-related cases	150,000,000	30,000,000		Cases prosecuted
LDC: 1.2.2.2	Enhance the capacity of fit persons and community leaders on use of restorative justice, ADR and legal aid services	110,950,000	62,500,000	62,499,000 0	240 fit persons in the districts of Kampala, Lira, Mbarara, Kabarole, Masindi and Adjumani were mobilized and supported to divert 350 child offenders from the justice system.
ULS: 1.2.2.2	Support to the 6 legal aid clinics to provide sensitization at the regional level about children in conflict with the law	36,000,000	0		Unfunded
ULR: 1.2.2.3	Transcribe the Children Act in braille	49,000,000	49,000,000	49,000,000 0	Transcribed copies were made and disseminated to the respective stakeholders and Institutions for the visually impaired persons.
UPF: 1.2.2.3	Procure 10 motorcycles for CFPU officers in the districts of Pallisa, Kyankwanzi, Kibaale, Kagadi, Buliisa, Ntungamo, Kabarole, Kumi, Manafwa and Ssembabule.	100,000,000	100,000,000	1000,000,000 00	10 motorcycles were procured for CFPU officers of Kyankwanzi, Kibaale, Kagadi, Buliisa, Kumi, Manafwa, Bushenyi, Kasangati, Wakiso and Ssembabule.
MoG: 1.2.2.4	Attendance of both lower and Higher courts	925,000,000	501,720,000	501,720,000 0	1,700 juveniles resettled in the various Regional Remand Homes, Reception Centre and Kampirigisa National Rehabilitation Centre
UPF: 1.2.2.4	Equip and support the maintenance of 26 child reception centers.	78,000,000	63,000,000	42,000,000 0	A total of 4,250 pieces of sanitary pads, 255 jerry cans of liquid soap and 300 blankets were procured and distributed to 17 UPF child reception centres

1.2.3 Strengthen family justice

Family arbitrations and mediations conducted

The Ministry of Justice and Constitutional Affairs under the Administrator General conducted a total of 362 mediations and arbitrations in a way to promote equitable access to justice. From these family arbitrations and mediations, justice was brought closer to the people.

Administration of properties of the deceased and those of unsound mind enhanced

The ULRC produced a User Guide on Succession aimed at creating awareness of the amendments and relevant topics of succession in Uganda. In its preparation of the User Guide, the Commission adopted the use of easy-to-understand words. Legal terms were applied only where it was deemed necessary, and the rest of the terms were explained in the glossary to the said guide.

The User Guide provides the reader with information on writing a will, management of an estate where there is a will, administration of an estate without a will, how property is to be distributed and who is entitled to a share in the deceased's estate. The User Guide further covers some of the offences and penalties under the Succession (Amendment) Act, No.3 of 2022, changes introduced by the Succession (Amendment) Act, No.3 of 2022 and concludes with commonly asked questions.

Letters of Administration issued and Land transfers made

The Administrator General administered 12 letters of Administration and made 28 land transfers successfully through the FY 2022/23. Concerning the administration of estates, 8302 estates of deceased persons and persons of unsound mind were registered, inspected and administered.

1.2.4 Promote Gender Equality

In the reporting period, a 78.1% achievement on birth registration was recorded as 999,633 births (489,820 males and 509,823 females) were registered out of the planned 1,280,000. On death registration, a total of 72,336(39,061 males & 33,275 females) were registered out of the planned 340,000; this represented a 23.3% achievement in the financial year. KCCA contributed a total of 20,688 (9,693 males and 10,955 females) births registered 490 (304 males and 186 females) deaths registered during the year.

Despite the improvement in death registration, more sensitization is required as communities lack motivation to notify and register deaths especially when there are no benefits associated with the deceased's death like estates. In addition, there is need to decentralize BDR further from District to Parish level.

Additionally, the MoJCA was able to conduct 250 searches to verify the authenticity of information presented to the office of the Administrator General in the succession registers.

Table 20: Progress against planned Activities 1.2.4

Code	Activity Description	Amount	Total	Spent	Status
DPP: 1.2.31	Prosecution of cases involving refugees in settlements	180,000,000	45,000,000		
MoJ: 1.2.31	Verification of 500 estates recorded in Succession Registers	222,004,000	132,004,000		The Ministry conducted 250 searches to verify the authenticity of information presented to the office of the Administrator General in the succession registers.
ULR: 1.2.31	Post Enactment Advocacy of Succession (Amendment) Act	110,000,000	110,000,000	110,000,000	Printing of the said Acts, study reports and User guides was undertaken, and a launch of the Succession (Amendment) Act was also undertaken.

Code	Activity Description	Amount	Total	Spent	Status
UPF: 1.2.3.1	Support investigations of 8,000 Sexual Gender Based Violence crimes.	400,000,000			
UPS: 1.2.3.1	Management of sex offenders in UPS	360,000,000	150,000,000	150,000,000	500 inmate counsellors were trained in 10 Prisons in Southwestern Region including Jinja complex, Kamuli, Iganga among others; 20 Prisons in Eastern Region including Mbale main and Women, Tororo main and women, and Masafu Prison among others and 10 Prisons in Southern regions including Masaka and Saza Prisons. The 50 staff were mainly from Jinja complex 25 and Mbale 25. 2000 inmates; 500 from Western, 500 from Southwestern and 1000 from Mid-Eastern regions and 200 staff were trained in behavioral change management.
NIR: 1.2.3.2	Printing and dissemination of Birth and Death Registration Guide Handbooks to be distributed to Sub-Counties and Health Facilities to enable the duty bearers to undertake their role of Notification of these events	300,000,000	0	50,000,000	
MIA: 1.2.3.3	Developing a gender book on non-custodial offenders (Community Service)	110,000,000	10,000,000		Development of a gender book on non-custodial offenders (Community Service) is still ongoing
ULR: 1.2.3.3	Preparation of Compendium of the Family Laws	148,000,000	98,000,000		

1.2.5 Stakeholders' empowerment and enhanced access to legal information

During the period under review, out of the 65 languages in the Third Schedule of the Uganda Constitution, the ULRC translated the Uganda Constitution into 21 languages bringing it to a cumulative total of 33. The languages that were undertaken during the year included: Lunyole, Kumam, Samya, Lunyala, Ik, Runyaruguru, Pokot and Kuliak. As a result of the translation, indigenous communities will appreciate and understand the law which will ultimately promote the rule of law and enhance access to law and justice.

In a bid to ease procedures of searching for laws and develop a quick guide to the status of the laws of Uganda, the Index of the Laws of Uganda as of 30th December 2022 (Index) was developed and printed in the period under review. The Index is divided into two parts; part one contains the Constitution of Uganda and subsidiary legislation made under it. Part two contains principal laws (Acts of Parliament) and subsidiary legislation (Statutory Instruments, Legal Notices, Practice Directions, Ordinances and Byelaws) made under the listed laws. The annexure contains a list of principal laws passed between 2001 to 2022.

Furthermore, the ULRC's Uganda Living Law Journal (ULLJ) published Vol. 11 No. 1 of 2022 with articles on the impact on access to justice from the perspective of persons with disabilities, electoral democracy, matters of succession, data collection and management and alternative dispute resolution. The ULLJ seeks to create public awareness of contemporary legal issues and to highlight

efforts towards the promotion of access to justice in Uganda through the publication of legal and socio-legal articles and lead judgments on topical issues.

In the period under review, ULRC published the 7th revised edition of Principal laws. To this end the following was done: review of the Animal (Prevention of Cruelty) Act, Cap 39; review of the Industrial Licensing Act, Cap 91; review of the Warehouse Receipt System Act, No. 14 of 2006; review of the Copyright and Neighbouring Rights Act, No. 19 of 2006; the Constitution of the Republic of Uganda, 1995; the Local Governments Act, Cap 243; the Presidential Elections Act, Cap.142; Parliamentary Elections Act, 2005, Act No. 17 of 2005; Electoral Commission Act, Cap. 140; and the Political Parties and other Organisations Act, 2005, Act No. 18 of 2005.

In the period under review, the Uganda Law Society launched two Rule of Law Quarterly Reports as planned. The reports provided critical analysis and evaluation of the rule of law events in the country and made recommendations to state and non-state actors on upholding human rights and the rule of law. A total of 200 copies of the rule of law reports were printed and disseminated.

More so, ULS held the 14th Annual Rule of Law symposium under the theme, “*Human-Induced Climate Change and Possible Remedies*” which attracted several dignitaries and stakeholders from various sectors. As a result, the general public acquired knowledge of the rule of law through radio talk shows and TV talk shows. The University Rule of Law Clubs of Cavendish University, Makerere University, Uganda Christian University and Bishop Stuart University conducted awareness engagements in the northern, eastern, central and western parts of Uganda.

Through support to 6 legal aid clinics of ULS to conduct community legal and human rights sensitizations /awareness, the Uganda Law Society with funding from Justice Law and Order Sector (JLOS) organised human rights awareness and sensitization sessions. The sensitizations were conducted in 10 districts. The sessions were aimed at equipping the participating communities with legal knowledge and skills in identifying their rights, enforcing them and identifying the various fora for seeking remedy

Legal Aid Clinic	Male	Female	Total
Kabarole	94	78	172
Kampala	322	279	601
Kabale	132	246	378
Jinja	164	86	250
Masindi	134	96	230
Gulu	158	169	327
Total	1004	954	1958

in case of infringement of their rights. The topics discussed during these sessions include; land tenure and protection of interests in land, succession and inheritance, domestic violence, children’s rights and juvenile justice, administration of estates to intestate succession, gender-based violence, marriage and divorce and criminal trial processes. An overall total of 1958 (1004 male and 954 Female) people benefitted from these sensitization sessions as shown.

LDC Legal Aid Clinic (LAC) Advocates and Bar Course Interns made outreaches to Police, remand homes, prison and the community, with the aim of creating legal awareness and providing legal aid services to adults and children in pre-trial detention. A total of 8,089 persons including children under pre-trial detention and in the community were reached at the various prisons, police stations and remand homes. 4,094 were male (inclusive of 2,232 boys) and 3995 were female (inclusive of 2,513 girls).

Prison: A total of 747 inmates on remand, all male, were reached during the prison outreaches conducted by advocates and Bar Course Interns in the various districts where LAC has a presence. The inmates were educated about the various access to justice options like plea bargaining and reconciliation.

Police: A total of 216 suspects, 183 male and 33 female, were reached during the police outreach conducted by advocates and Bar Course Interns in Masindi district. They were all eventually helped to secure police bond.

Remand Homes: 177 child offenders, 174 male and 3 girls were reached through the various Remand Homes by the LAC stations and sensitized about dispute resolution mechanisms. As a result of these outreaches to secure court bond and police bond for detainees who had overstayed on remand and suspects who had stayed in police custody beyond the 48 hours. Prisons on remand were encouraged to use Alternative Dispute Resolution mechanisms. This has also increased stakeholder engagement and networking.

Community Sensitization: 2,381 members of the community, 932 male and 1449 female from the various districts in which LAC operates. The community was sensitized about children’s rights, land justice and family rights.

School outreaches: A total of 4,568 children consisting of 2,058 boys and 2,510 girls were reached through the school outreach programs. Children were educated about children’s rights and responsibilities.



Children from 2 primary schools that were reached by LAC in Mayuge district

Under the EU SUPREME project, refugee and host communities were empowered with knowledge of their rights and obligations, where a total of 6,986 (4256 M, 2730 F) community members including refugees benefited from community outreaches and barazas. Additionally, 20,313 IEC materials were developed and disseminated in local languages geared towards empowerment. Consequently, the target groups were able to advocate for their rights and also seek remedies at the setup JLOS service points.

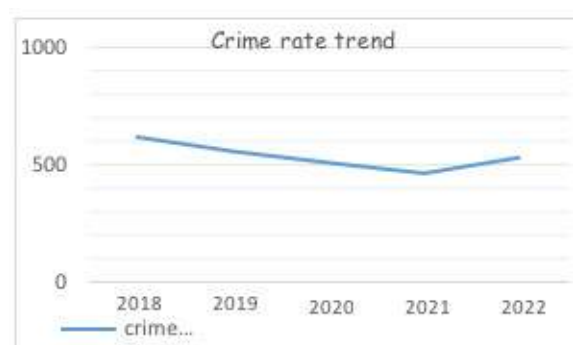
1.3 Measures to effectively and efficiently prevent and respond to crime Strengthened

According to the Annual Police Report 2022, there was an 18% increase in the number of crimes reported to Police from 196,081 cases reported in 2021 to 231,653 cases. This was mainly attributed to the full opening of the economy after the Covid-19 lockdown and growing confidence to report the crime to the Police.

Out of the total cases reported to Police in 2022, 68,405 cases were taken to Court, 26,749 cases were not proceeded with, and 136,499 cases were still under inquiry. This was an improvement compared to 2021 where 65,008 cases were taken to Court, 60,095 cases were not proceeded with, and 70,978 cases were under inquiries. This reflects a great improvement in cases taken to Court by 5.2% as shown.

Category	Year		
	2020	2021	2022
Total Cases Reported	195,931	196,081	231,653
Cases Under Inquiry	75,799	70,978	136,499
Cases Not Proceeded With	63,481	60,095	26,749

In the period under review, the focus of the Police was on improving the quality of services offered to the public in terms of enhanced law and order, engagement of communities through community policing programmes, capacity building, and developing the initial phase of digitalising processes for purposes of easing detection, reporting, tracking, supervision and analysis of crime trends. The management of UPF also focused on improving the welfare of personnel especially in terms of accommodation to enhance performance.



In terms of case categories, in the period under review, Domestic violence increased by 1% from 17,533 in 2021 to 17,698 in 2022, and child-related offences increased by 55% from 8,681 in 2021 to 13,489 in 2022. Among other reasons, increments in these cases throughout the country are caused by family disputes, drug and alcohol abuse, and infidelity. Cases of domestic violence and child-related offences were high in Luwero, Kiryandongo, Kampala, Wakiso, Hoima, Dokolo, Lira, Tororo, Kapchorwa, Busia, and Omoro districts.

However, sex-related offences decreased by 10% from 16,373 in 2021 to 14,693 in 2022. Reduction in sex-related offences is partly attributed to; enhanced community sensitizations and awareness to deter sex-related offences, the increased investment in the management of such crimes especially capacity building of detectives to investigate sex-related crimes, procurement of SOCO kits to improve evidence gathering and medical examination of victims to adduce scientific evidence to aid prosecution.

Economic and corruption-related crimes increased by 19%, especially cases of obtaining by false pretense surged from 8,634 in 2021 to 10,652 in 2022. Most cases were reported in the Districts of Kampala, Mukono, and Wakiso.

There was a 9% increase in Assault cases reported countrywide from 29,317 in 2021 to 32,041 in 2022. Cases of assault have been mainly associated with drugs and substance abuse, alcoholism, violence in homes, land wrangles, gambling, and others. Other notable crimes with increments were thefts, homicides, narcotics-related offences, human trafficking, malicious damage to property, and criminal trespass.

Table 21: Breakdown of cases in the reporting period by category

Category	Cases	Total Cases Reported	Cases under inquiry	Cases not proceeded with
SGBV	Rape	1,623	986	80
	Aggravated defilement	3,620	1,721	125
	Defilement	8,960	5,317	692
	Indecent assault	355	183	36
	Incest	52	39	6
	Unnatural offences	83	44	3
	Child neglect	6,505	3,668	2,623
	Child desertion	2,126	1,188	888
	Child stealing	245	145	45
	Child trafficking	532	298	35
	Child abduction/kidnap	205	157	29
Child disappearing/ Missing	2,530	1,497	1,023	
Child Abuse/Torture	1,240	673	490	

Category	Cases	Total Cases Reported	Cases under inquiry	Cases not proceeded with	
	Infanticide	47	33	3	
	Abortion	59	51	1	
	Domestic violence	17,698	9,916	6,425	
	Sub total	45,880	25,916	12,504	
Economic & Corruption related crimes	Embezzlement	128	123	2	
	Causing financial loss	55	54	0	
	Abuse of office	61	58	1	
	Corruption	37	36	0	
	Counterfeiting	388	263	17	
	Forgeries & uttering of documents	804	656	17	
	Issuing false cheques	185	159	7	
	Bank & other corporate frauds	82	66	7	
	Obtaining by false pretenses	10,652	7,520	858	
	Cyber crimes	286	232	9	
	Land frauds	347	306	18	
		Sub total	13025	9473	936
Assaults	Aggravated assault	5,917	3,215	262	
	Common assault	26,124	17,674	4,357	
	Sub total	32,041	20,889	4,619	
Others	Thefts	61,508	32,501	3,717	
	Homicides	4,043	3,237	43	
	Narcotics related offences	2,797	921	60	
	Threatening violence	10,345	6,069	894	
	Human trafficking	668	479	38	
	Malicious damage to property	7,838	5,285	596	
	Criminal trespass	8,418	5,845	798	
	Terrorism	15	12	0	
	Offences under Immigration Act	380	76	14	
	Offences under Fish & crocodile Act	2,409	619	181	
	Offences under Firearms Act	163	78	5	
	Offences under UWA statute	988	399	21	
		Sub Total	99,572	55,521	6,367
		All other offences	41,135	24,700	2,323
	Grand Total	231,653	136,499	26,749	

To curb crimes that have led to an increase in the volume of crime by 18% in the period under review, among other strategies, the UPF intends to continuously build both human and non-human capacity of the force to prevent and manage crime and conduct targeted community policing.

1.3.1 Capacity of crime-fighting agencies built

The Access to Justice Sub-Programme strengthened the capacity of crime-fighting agencies through training, equipping, inspections and establishment of call response centers and other early warning mechanisms.

In terms of capacity building, UPF conducted a criminal investigations induction course for 132 officers (79M & 53F) drawn from all policing regions and CID headquarters. Given the skills acquired, the officers will be able to apply forensic science in investigations and consider human rights, professionalism, proper case file management and legal frameworks while conducting investigations. It is envisaged that this knowledge gained will enable investigators to conduct thorough investigations and therefore take more cases to court and ultimately secure more convictions.



Course participants with H.E the President upon completion of the course.



Course participants during lectures.

Lately, fraud cases have increased in the country, 319 cases were registered in 2020 and these increased to 561 in 2022. The majority of which were land fraud cases. It is therefore important to equip detectives with up-to-date skills to successfully handle such cases. UPF conducted fraud investigations training for 84 (50M and 34F) officers. The officers gained knowledge from external facilitators from the Judiciary, ODPP, MUK, UMI, National Archive Centre, among others.

Additionally, UPF also conducted exhibits management training for 127 (79M & 48F) officers. The new skills acquired in exhibit management will enable officers to ensure proper store management, accurate chain of custody for exhibits and consider professionalism and correct documentation during exhibit management. This will greatly improve investigation processes to secure more convictions in court.

DGAL conducted training of 11 forensic scientists in emerging areas of forensic investigations and laboratory analysis. The Microbiology quality and safety study of spring water in Kampala Metropolitan Area. Also, the Potable Water Quality Study in Kampala in Kampala Metropolitan Area was conducted. As a result, DGAL identified that the water quality of the majority of the water sources (49.2%) was excellent, 32% were good and the rest (18.8%) were below average. DGAL recommended that standards for pit latrines or septic systems should be streamlined and enforced and there should be annual monitoring of water sources in urban areas using available water laboratories in the country. This will ensure public safety.

As part of the process to enhance the capacity and capability of the sub-programme, the respective institutions embarked on recruitment, for example, the UPS recruited and trained 1,899 warders and wardresses, 200 Cadet ASPs & 318 Cadet Principal Officers.



Trainees during the parade drillings



Trainees undergoing shooting training

Aside from enhancing capacity, this recruitment was aimed at improving the staff-to-prisoner ratio from 1:7 to 1:6. However, the ratio remained at 1:7 because of the ever-increasing prisoner population and staff attrition. The UPF also recruited 1,276 police officers out of whom 388 were female which has not only enhanced police capacity but also increased the officer-to-population ratio to 1:898. This progression is also set to meet the international recommended ratio of police to the population, which is 1:500.

The UPF continued with the establishment of call response centers to provide an effective and efficient means of reporting crime and emergencies to the area police. Timely information about crime will be reported and this will greatly improve UPF's response to crime and emergencies. As part of the establishment of call centers, UPF procured and installed 20 telephone sets at various police stations and posts in Kitgum, Agago, Lamwo, Pader, Amuru, Nwoya, Omoro, Amuria, Serere, Bukedea, Moroto bus park police post, Napak, Nandunget, Rupa, Camp Swahili, Nakiloro, Namalu, Karita, Loroo and Alakas.

Private security organizations work with UPF to mitigate gaps in securing the lives and properties of people living in Uganda, therefore, continuous monitoring and inspection accompanied with sensitization on set guidelines are key to building their capacity in deterring crime in the communities. Therefore, UPF inspected 150 private security organizations to ensure compliance with set guidelines and regulations across 16 policing regions. The inspection exercise was focused on; compliance with the Firearms Act, management and supervision of private security guards, security management, records management and registration & licensing of private security services. The inspection team recommended the suspension of 39 non-compliant organizations and sensitized the private security organizations on proper security management.



With private security officers in Kiira region



With private security officers in Rwenzori East region

The Police also fingerprinted all new firearms for PSO's and civilians, carried out validation of civilian firearms in Greater Masaka & Rwizi regions and audited 171 guns in both Regions. They also renewed 139 PSO's operator's license, issued 172 firearms movement permits to PSOs, issued 182

permits to acquire civilian firearms to applicants and monitored 33 recruitment exercises by Private Security Companies. Last, they verified and audited 125 police-leased firearms in 12 PSO's.

Similarly, conflict early warning and response mechanisms were strengthened in conflict-prone regions like Karamoja, and Rwenzori sub-regions. Various interventions were put in place to avert and manage human trafficking, and in this period, 700 victims of trafficking were rescued and provided temporary shelter, medication, food, and transport. MoIA through the National Focal Point on Small Arms and Light Weapons also made progress in national contribution to the control and management of commercial explosives as well as regulation of non-governmental organisations through implementation of the existing legal framework.

The National CCTV project under UPF was rolled out to 10 cities, 12 municipalities and all major highways across the country. In the reporting period, the CCTV project was able to identify 266 repeat offenders, 692 people with criminal records were identified as they sought jobs. In addition, a total of 22,209 incidents were monitored out of which 3,576 criminal elements were investigated resulting in 279 convictions. The CCTV system was also able to identify and follow up on 195 sexual-related cases including Domestic Violence, Rape, Defilement and child stealing.

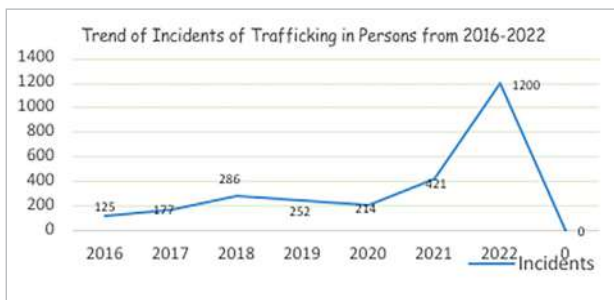
Suspects were captured by private cameras at the scene and after analysis, the number plate was identified using Police CCTV surveillance cameras. With the aid of Police CCTV cameras, suspects were monitored transporting stolen items on Motorcycles. They were trailed, arrested and recoveries made. Recovery of an 85-inch screen



The Security Agencies are on alert as Uganda is both a source and a destination for men, women, and children trafficked for forced labour and

sexual exploitation. As is still with the global trend, Uganda saw a surge in human trafficking at 1,200 in the reporting period compared to the hundreds in the previous years. This trend runs especially from 2021 to 2022 which could be attributed to the full opening of the economy after the Covid-19 lockdown, the increase in public awareness and sensitization campaigns against trafficking in persons, and increased enforcement by police and prosecutors.

Figure 9.1: Trend of Incidents of Trafficking in Persons from 2016-2022



Source: Human trafficking annual report

Figure 9.2: Trend showing of Trafficking registered by month in 2022



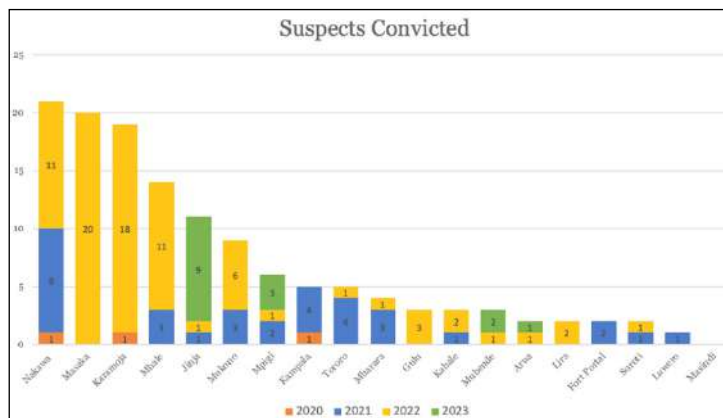
Source: Human trafficking annual report

Table 22:Victims of Crime for the year 2022

Category	Male		Female	
	Adult	Juvenile	Adult	Juvenile
Child Trafficking	-	104	-	513
Human Trafficking	371	123	762	226
Total	371	227	762	739
Grand Total	2,099			

Despite the concerning trends in trafficking, the agencies made cognizable progress in the prevention of trafficking in persons through various measures including data collection and information management.

To strengthen the prevention of trafficking the ODPP registered 402 cases were registered, and the office apprehended and charged 517 suspects/persons accused persons of trafficking resulting in 55 convictions and 3 TIP acquittals.



The ODPP also supported the referral of 351 out of 573 victims identified. The office notes that most of the TIP witnesses need out-of-court protection and support measures such as psycho-social support, medical, resettlement and rehabilitation etc.

A summary of activities funded in the workplan under this output is presented below.

Table 23: Progress against planned activities 1.3.1

Code	Activity Description	Amount	Total	Spent	Status
LDC: 1.3.11	Train 150 CID officers in Investigations	225,000,000	210,000,000	210,000,000	150 CID Officers trained in Investigations and graduated
MIA: 1.3.11	Purchase of pickups for Rwenzori region operations	220,000,000	0	0	Not funded
UPF: 1.3.11	Specialized training for 150 CID officers in Fraud, Cyber, Homicide and Narcotics related crimes investigations.	175,000,000	37,500,000	37,000,000	A total of 84 (50M & 34F) officers trained in fraud investigations.
URS: 1.3.11	Establishment of a Customs Control Unit for intellectual property protection.	48,000,000	0	0	Not funded
MIA: 1.3.114	procure double cabin pick-up to Enhance monitoring of the usage of commercial explosives in the country in compliance with the law	220,000,000	0	0	Not funded
MIA: 1.3.12	Purchase of 5 motorcycles for district operation	75,000,000	45,000,000		2 motorcycles procured
MIA: 1.3.13	Training of 90 staff in community correctional approaches	74,000,000	74,000,000		90 staff trained in community correctional approaches
UPF: 1.3.13	Induct 200 officers in traffic and road safety to enhance the directorate's capacity to respond to incidents.	242,500,000	0	0	No release
UPF: 1.3.14	Inspection of all private security organisations to ensure compliance with guidelines and regulations.	120,000,000	60,000,000	60,000,000	150 private security organizations inspected.
UPF: 1.3.15	Establish 20 sub-county police station call response centers.	9,200,000	9,200,000	9,200,000	20 telephone sets procured and installed in various police stations.
UPF: 1.3.17	Training inspection officers to strengthen the inspection function of the UPF.	30,000,000	0	0	The activity was not funded

11.2 Offender rehabilitation and reintegration strengthened

Social rehabilitation of offenders is essential for reintegration of offenders into their communities. Different agencies including UPS, MIA(DCS) and MoGLSD are involved in the rehabilitation and integration of offenders.

UPS undertook a number of offender rehabilitation programs aimed at the total transformation of the offenders and their successful reintegration into their communities. These rehabilitation programmes include formal education, Functional Adult Literacy, and vocational training (Carpentry, tailoring, soap making, basket weaving) among others. With 30 learning institutions (23 primary schools, 5 secondary schools and 2 universities offering education by correspondence – Makerere University Business School (MUBS) and the University of London) in prisons spread across the country. The learners were supported through the provision of scholastic materials, and textbooks to facilitate teachers learning. The enrolment of learners undertaking formal education as per category as reflected in the table.

Functional Adult Literacy (FAL) education is offered within 138 prison units to inmates. In FY2022/23, 3,643 (321F and 3,322M) inmates undertook functional adult learning. Several vocational trades including carpentry, tailoring, metal fabrication, screen- printing, salon and hairdressing, Art and Design, and Crafts among others, across all the 128 training facilities.

Category	Male	Female	Total
Formal education			
Vocational training	36,358	36,358	51,718
FAL	3,322	321	3,643
Total			

UPS also offered vocational training to 51,718 inmates (1,774 females) of which 36,358 inmates (1,285 females) undertook vocational training in industrial vocations while 15,360 inmates (489 females) undertook training in Agriculture at various prison demonstration farms. All these programmes implemented impacted the rate of reoffending/ recidivism from 14.7% in FY2021/22 to 14.3%



Inmates tailoring the National Flag



Inmates engaging in carpentry

To guide Judicial officers on the suitability of offenders for community service orders, the Programme through the DCS prepared 16,876 social inquiry reports against an annual target of 13,300. The report detailed the offender’s circumstances, background information, and opinions of victims, communities and the offender themselves.



The key highlights in terms of community service orders and social rehabilitation and reintegration are summarised in the table below.

Table 24: Key Highlights of Community Service

Category	Total	Male	Female
Number of Orders Issued	14,595	13,505	1,090
DCS committees	103		
Social inquiry reports	16,876		
Community Sensitizations conducted	966		
Participants Sensitised	31,969	19,589	12,380
Number of talk-shows	601		
Offenders Sensitised	13,751	12,577	1,174
Victims offered psycho-social support			
Reconciliatory Meetings Conducted			

The MIA was able to supervise a total number of 14,595 orders (13,505 male, 1,090 female) against an annual target of 14,000 orders representing 104.25 %. The table below shows a detailed breakdown of orders supervised per region.

Out of the 146 operational District community service committees, a total of 103 committee meetings were held across the regions. There is need for increased emphasis on holding DCSC meetings as a major platform for the

Table 25: Orders registered in FY 2022/2023 by region.

Region	Orders achieved		
	Male	Female	Total
Central	2114	130	2244
Kampala Extra	4436	298	4734
Busoga	1448	134	1582
Eastern	1524	137	1661
Northern	1223	193	1416
West Nile	805	90	895
Western	1186	92	1278
Rwenzori	769	16	785
Total	13505	1090	14595

coordination of community service. Some of the key issues highlighted in these meetings included;

- i. Failure by police officers to fill the PF 105;
- ii. Abscondment rate of offenders and mechanisms to re-arrest defaulters;
- iii. Joint sensitization by all stakeholders and the community service officer to popularize community service in the different regions;
- iv. Need for project initiatives for offender skilling in districts without projects for better impact on rehabilitation;
- v. Need to improve the quality of supervision through supervisor training.

A total of 10,190 offenders (9,448 male, 742 female) were followed up at placement institutions to ensure compliance with the community service order with a default rate of 3%, a total of 445 (414 male, 31 female) and a 34% re-arrest i.e. 151 (146 males, 05 females).



L- DCSC meeting held at Pader Prisons R- DCSC members in Kasese after meeting Rearrest of defaulters in L- Iganga C- Kiryandongo & C- Entebbe

The Directorate engages in several activities aimed at enhancing awareness of Community Service among stakeholders and the general public. This was done to equip stakeholders with the knowledge and skills required for them to perform their duties and enhance the implementation of the program.



Police pose for a photo after training in Bwebaja, CSO conducting Supervisor training in Health Workers in Ibanda



The Directorate continued to make use of Radio and Television talk shows to enhance awareness of Community Service in various districts across the country. Staff identify synergies within their districts through Police and RDCs, District Communication Officers, and Legal Aid project among others.

The Directorate had planned to facilitate 500 radio talk shows but managed to achieve only 601(600 Radio, 01 Television) in various regions across the Country.

From the table above, the Eastern region had the highest number of Radio Talk Shows with Mbale having the highest number of programs; 146. These were mostly call-in talk shows, and these are aimed at educating the masses about Community Service Orders, how to access them and the role of the community members in the implementation process.

There was an increment in the number of talk shows as compared to FY2021/2022 where 536(531 radio, 5 television) were recorded. The increment can be attributed to an increase in staffing levels in the districts.

Number of Talk Shows attended per region			
No	Region	Target	Actual
01	Central	80	93
02	East	120	146
03	North	80	106
04	Rwenzori	25	29
05	West	75	80
06	West Nile	40	49
07	Busoga	50	60
08	Kampala- extra	30	38
Total	500	601	



Community Service Staff in the various regions

Community Sensitization aims at increasing awareness of Community Service at grassroot level. These are mainly conducted at village and parish levels through synergies and the Directorate’s workflows. Accordingly, 966 Community Sensitization meetings were conducted across the Country compared to 656 in the last year. These participants comprised 31,969 (12,380 females and 19,589 males) an increment compared to 6,372(2,521 female, 3,851 male) in the last FY.



Sensitization of Communities in different districts across the country

Staff at various courts participated in 11 court open days organized by the Judiciary in various districts across the country in Mityana, Kabarole, Kyaka II Refugee Settlement in Kyegegwa, Kasese, Maracha, Arua, Koboko, Yumbe, Moyo and Adjumani.



Open day in Kabarole C- Open day in Kyaka II in Kyegegwa

Social reintegration focuses on activities geared towards achieving behavioural change for the offender hence reducing their chances of reoffending and rebuilding broken social relations. This is done by ensuring proper Case Management and associated interventions of counselling, home visits, and reconciliatory meetings. A total of 13,751 (1,174 female, 12,577 male) were counselled during the reporting period out of 14,595 which constitutes 94.2% of the orders managed.



The Directorate registered an increment in the number of home visits conducted from 2,001(283female, 1,1718male) in FY 2021/22 to 2,853(251 female, 2,602 male) during the reporting period against a target of 2,000.

Promoting peaceful co-existence in communities is key in restorative justice on which Social Reintegration approaches are premised. The Directorate identified and engaged 1324 offenders in reconciliatory meetings thereby promoting peaceful coexistence.

Table 26: Reconciliatory Meetings Conducted Against the Target

Region	Target	Female	Male	Total
Central	442	15	199	214
East	400	7	166	173
North	364	19	96	115
Rwenzori	166	3	157	160
West	364	18	213	231
West Nile	166	13	214	227
Busoga	198	1	136	137
Kampala- extra	198	14	53	67
Total	2298	90	1234	1324

A total of 227 (108F, 119M) victims were offered psycho-social support.



CS personnel facilitating reconciliatory meetings

During the reporting period, 128,254 seedlings of different species were raised from 31 rehabilitative projects. Out of these, 88,692 were distributed to various institutions across the country. The Directorate still had a balance of 38,820 seedlings of varied species by the close of the reporting period. 506(47



Visit to Tree Nursery Sites in L- Arua & R- Luwero during Support supervision visits L- NCSC at the Sembabule Woodlot planted by offenders

female, 459 male) offenders served in tree nurseries in various districts across the country.

In Sembabule and Mbarara districts, the officers engaged in training offenders in vegetable and banana growing. 500 varied vegetable species were raised in the 2 districts with each producing 250. Three male offenders served on the project in Sembabule, while six males served in Mbarara. In Sheema, offenders continued working on the banana plantation established at Kagango with the aid of labour from Community Service. 100 suckers were planted during the period and 20 were harvested from what had previously been planted.

The Directorate also introduced initiatives aimed at diversifying the range of skilling options available to offenders. Offenders were trained as part of their sentences in liquid soap and briquette making. In the reporting period, 6,000 briquettes were made and distributed to the District Health Officer in Kamuli to facilitate needy persons to prepare meals for patients admitted to health facilities within the district. 12 male offenders were engaged and acquired skills in the same. 1,020 litres of liquid soap were produced and distributed to various stakeholders and institutions including; the District Health Officer, Nawankofu Health Centre II, Busota Health Centre III, ODPP, Kamuli Prisons, and Kamuli Chief Magistrates Court. 20(04 female, 16 male) offenders were equipped with skills in the same.

The Reusable Sanitary Pads project was set up at Mityana Chief Magistrate’s Court to enhance livelihoods by equipping offenders with employable skills. It was envisaged that the project would address menstruation management challenges among girls from low-income families who cannot afford disposable sanitary pads within the district. This is the leading cause of absenteeism among girls in schools and this puts them at a disadvantage compared to their male counterparts.



Extreme L- Offenders L- Busoga Staff learning how to make liquid soap. R- Distribution of liquid soap to various institutions. Extreme R- Offenders packing briquettes after curing them

A total of 28 Reusable Sanitary Pads were made by the end of the financial year by 1 female offender. However, 02 female offenders were placed on the project, but the second one was still training and is yet to start production. Distribution is envisaged to begin after production of at least 500 pieces. The project is also intended to benefit the girl-child in public and community schools, female inmates and women who give birth in public and community health facilities. The project started with the training of the Community Service Officer/Mityana and Peer Support Persons in tailoring and making reusable sanitary pads who would in turn serve as TOTs.



Offenders, CSO undergoing making reusable sanitary pads after training

Table 27: Progress against planned activities 1.3.1

Code	Activity Description	Amount	Total	Spent	Status
MIA: 1.3.2.1	Prepare social Inquiry reports	125,000,000	62,500,000	62,500,000	20,000 social inquiry reports prepared
UPS: 1.3.2.1	Recidivism reduction strategies in UPS	558,600,000	119,000,000	119,000,000	11,913 inmates were reintegrated (476 females). Scholastic materials were purchased 1500 urban offenders were rehabilitated and trained in various trades.
MIA: 1.3.2.2	Rehabilitate and Reintegrate offenders on community service	324,000,000	154,500,000		<ul style="list-style-type: none"> • 75 peer support persons identified & trained • 13,751(1,174F, 12,577M) orders counselled • 2,853(251F, 2,602M) home visits conducted • 1,324(91F, 1,233M) meetings held • 234 PSP Jackets procured

1.3.3 Community Policing and Neighborhood Watch programmes strengthened

As per the 2022 Annual Crime Report, the volume of crime increased by 18% in 2022 with notable increments in domestic violence, drug abuse and child-related crime. To mitigate these crimes, UPF conducted community policing and neighbourhood watch programmes. These targeted the regions of North Kyoga, Greater Masaka, East Kyoga, Savannah, Rwizi and Katonga North West Nile regions in Palorinya (Obongi District), Bidi Bidi (Yumbe District), Rhino (Terego District) and Imvepi (Terego District) and refugee host communities. Various mediums that included 659 radio and 42 TV talk shows were used including physical engagements with stakeholders where a total of 1,096M and 1,572F listenership, viewers and participants were engaged.

Following the recent armed attacks on police posts in different parts of the country, the police posture has been reorganized, consolidated, and enhanced with Patrols. This reorganization takes cognizance of the territorial police system, which is comprised of 29 police regions, 184 police districts/ divisions, 1,553 police stations and 1,663 police posts. The UPF also conducted an assessment and concluded the compilation of the status for implementation of the sub-county policing model in 8 regions. UPF also facilitated operations of Field Force Command in Kasese, Fort Portal, Ntoroko, Bundibugyo, Mayuge, Namayingo, Jinja, Bugiri to counter threats of ADF rebels regrouping and recruitment cells.

1.3.4 Use of scientific evidence in crime management strengthened

To improve Forensic analysis in the country the UPF trained 214 personnel in effective Management of Forensic Evidence and SGBV and Conducted ISO/IEC 17025:2017 Lead Implementer Certification Course for 3 forensic scientists in Cyber security.

In addition, 73 officers (10F and 63M) were trained on the scene of crime management and handling emerging crimes by UPF. The participants gained skills in crime investigations, forensic investigations, crime scene processing, evidence gathering from crime scenes, SOCO specialist techniques, management and leadership, health and safety at a crime scene, reporting and crime scene recreation.



SCP DR. Nuwamanya delivered his lecture about the role of medical services in Forensics.

An ISO 17025:2017 Lead Implementer Certification Course was conducted for UPF- Forensics staff to enhance their knowledge and competence to implement a Laboratory Management System based on ISO17025:2017. The training comprised 3 (1 female and 2 males) course participants drawn from the Forensics' department of CBRNe-A. The training was delivered by a PECB (Professional Evaluation Certification Board) certified trainer through Computer Forensics Consult-Uganda, a gold partner of PECB. The participants were taken through; ISO/IEC 17025 and initiation of the Laboratory Management System (LMS) implementation, Planning the implementation of the System, System monitoring, continuous improvement and preparation for accreditation. The course participants were also subjected to a certification examination. It is envisaged that the participants will aid the implementation of the Laboratory Management System by increasing the number of trained ISO 17025:2017 Lead Implementers.

Additionally, UPF procured 08 complete Scene of Crime (SOCO) kits with consumables which were distributed to 08 divisions in the new cities. This now brings district coverage with SOCO kits to 90%.



Some of the procured SOCO kits

In a bid to increase canine coverage in the country, UPF constructed 06

dog kennels in the districts of Mitooma, Buliisa, Kalungu, Kanungu. By the end of the reporting period, all were awaiting the deployment of the dogs. This will bring canine coverage countrywide to 60%.

Canine has been effective in tracking criminals and in the period under review, 5,570 canine trackings led to arrests of 4,395(491F) suspects of whom 1,536 persons were taken to court having recovered 1,768 exhibits.

Additionally, UPF Canine Unit increased its specialized support services in the Karamoja region to support joint operations and investigations and trained 33(10F) personnel in the Basic Dog Handling and Care Course. These dog handlers were deployed in new establishments.



Mitooma Dog kennel



Buliisa Dog kennel

Continued support for medical examination of SGBV victims is important to enable the victims to acquire justice. Medical examination of victims has improved the production of scientific evidence against offenders to enable successful prosecution. To support the speedy investigation of gender-based violence, UPF medical team conducted 4,400 SGBV medical examinations on victims from 21 policing regions.

Table 28: Progress against planned activities 1.3.4

Code	Activity Description	Amount	Total	Spent	Status
DGA: 1.34.1	Analysis of 1000 case backlog cases in the system (500 DNA cases and 500 Non-DNA cases)	760,000,000	561,124,000	561,124,000	Laboratory reagents for analysis were acquired. 375 DNA, 425 DNA cases analysed. Forensic analysts provided expert witnesses to 32-court summons.
URS: 1.34.1	Procurement of cameras for field operation in crime investigations & radio jingles	24,000,000	0		
DGA: 1.34.2	Implementation of the DGAL Case Backlog Reduction Strategy	163,000,000	22,584,000	0	Not funded
UPF: 1.34.3	Construction of 10 dog kennels in Buliisa, Kalungu, Mitooma, Alebtong, Pader, Kanungu, Pakwach, Bukedea, Buyende and Amolatar.	100,000,000	90,000,000	90,000,000	06 Dog kennels were constructed in Mitooma, Buliisa, Kalungu, Kanungu Agago and Isingiro.
UPF: 1.34.4	Train 100 officers in exhibit management.	120,000,000	90,000,000	60,000,000	A total of 127 (79M & 48F) officers have been trained in exhibit management.
UPF: 1.34.5	Provide support for medical examination (SGBV and Postmortem).	500,000,000	110,000,000	110,000,000	A total of 4,400 SGBV victims were examined from 21 policing regions.
UPF: 1.34.6	Enhance the mobility of regional police surgeons of Busoga East and Greater Bushenyi to reach target areas and crime scenes.	360,000,000	0	0	Procurement of double cabin pick-ups was not funded.
UPF: 1.34.7	Procure 30 complete SOCO kits for the newly formed police divisions of the new cities.	195,000,000	110,000,000	110,000,000	8 complete SOCO kits with consumables were procured for the newly formed police divisions to ensure good evidence gathering.
UPF: 1.34.8	Conduct advanced training for 100 Scene of Crime Officers to build capacity in handling emerging crimes.	140,000,000	75,000,000	75,000,000	73 officers (10F and 63M) trained on scene of crime management and handling emerging crimes.
UPF: 1.34.9	Support certification of forensic experts to promote quality control and assurance.	52,000,000	14,023,440	14,023,440	An ISO 17025:2017 Lead Implementer Certification Course was successfully conducted.

1.3.5 Improved coordination in response to crime by crime-fighting agencies

UPF had engagements with the JLOS stakeholders that included; ODPP, IGG, UHRC and the Attorney General at the CID training school at Kibuli and the initial training of the recruits at PTS kabalye. The trainees appreciated the different roles played by the different justice law and order actors.

The Ministry of Internal Affairs rolled out the Peace Building sub-program to seven (7) districts of; Kamwenge, Ntoroko, Mukono, Karenga Sembabule, Masaka and Entebbe Municipality, a process which starts with consulting the District Leadership on their views regarding the introduction of the Peace Building program and the unique issues to be considered during the trainings. It is during these consultative meetings that the leaders opened up on conflict issues faced in the districts.

As a result, seven (07) District Peace Committees were formed and 183 (127M&56F) stakeholders were trained, which further led to stakeholder input to review the CEWERU Operational Guidelines that define the different roles and tasks for every Stakeholder/Peace Actor. Aside from the new District Peace Committees, four district peace committees were revitalized in Moroto, Abim, Napak, and Nakapripit and their scope broadened to include governance, economic, social, and environmental and security issues from the traditional pastoral issues. 95 (18 F & 77 M) stakeholders participated in the revitalization workshops in the four districts.



Sembabule



Moroto

Table 29: Progress against planned Activities 1.3.5

Code	Activity Description	Amount	Total	Spent	Status
DPP: 1.3.5.1	Prosecution-led-investigations for the execution of Incoming Mutual Legal Assistance (MLA) Requests	200,000,000	282,000,000		21 MLA requests were processed
MIA: 1.3.5.1	Support District Community Service Committees to coordinate, plan & implementation of community service	480,000,000	0		
ULR: 1.3.5.1	Advocacy for quick passage of criminal-related laws (Witness Protection, Evidence, Penal Code, TIA, MCA, Online grooming, Recovery of proceeds of crime)		0		Unfunded
DPP: 1.3.5.2	Strengthen case management processes. Hold ODPP-UPF CID regional case management and service delivery coordination meetings	300,000,000	80,000,000		1 coordination meeting was held

Code	Activity Description	Amount	Total	Spent	Status
UPF: 1.3.5.2	Conduct a study jointly with UPS to reconcile crime rate with prisoner population.	90,050,000	78,400,000	78,400,000	The research study was completed. The report highlights underlying factors for the trend in crime rate, prisoner population growth and the correlation between the two variables.
UPF: 1.3.5.3	Conduct the annual CID retreat for periodic reflection and learning.	64,250,000	0	0	Not conducted. No funds were released.

1.3.6 Comprehensive standards for investigation, prosecution, adjudication and correctional services developed and implemented

To reconcile the crime rate with prisoner population, the sub-program conducted a study about the relationship between the crime rate and prisoner population. This was intended to inform policy formulation and decision-making.

Data was collected from police and prison establishments and analyzed to respond to the specific objectives of the study. The study was aimed at producing evidence-based research about the crime rate and prisoner population. The report highlights underlying factors for the trend in crime rate, prisoner population growth and the correlation between the two variables. Necessary actions to undertake to address the prisoner population growth and crime in Uganda were identified for stakeholders to implement.

The study identified some of the key factors responsible for decreasing crime trends as a) Heightened community policing programs, b) the Development of human and non-human resources and c) the Dismantling of organised criminal syndicates among others. The factors responsible for the increase in criminal apprehensions include a) the Use of technology and scientific methods; b) Enhanced vigilance by the public; c) Increased operations and d) availability of work resources.

On the other hand, the factors that explain the increase in prisoner population trends are a) Court practices; b) Punitive criminal justice policies; c) Unethical behaviour; d) Non-use of alternatives to imprisonment and e) Overuse of pre-trial detention.

Generally, by comparison, crime rate figures do not match prisoner population figures because; a) Prisoner population is a cumulative count whereas crime rate is an annual ratio; b) Crime rate is measured using reported cases whereas prisoner population is measured using suspects charged to court and forwarded to prison; and c) Crime rate shows victims of crime whereas prisoner population shows offenders incarcerated.

The key recommendations were i) Information sharing among institutions; to easily monitor the length of stay in prison and its effects; ii) Constant liaison with courts for better sentence planning; iii) Fast track the use of alternative measures to imprisonment; iv) Need for an independent crime survey to supplement police crime statistics and v) Strengthening crime prevention interventions. Furthermore, additional 3-Dimensional Integrated Ballistic Information System (IBIS) sets were acquired to enhance UPF capacity to trace firearms used in committing crime where 521 incidences were linked to reported cases. An electronic database of all the weapons in the country is being created

to help monitor and improve their management and use. So far 93.3% of the police guns, 99% of the prisons, 100% of the PSOs and 64.5% of private individuals/civilians have been test-fired.



MIA inspected armories in the eight (08) police regions; Sipi, Busoga East, Mt Moroto, North Kyoga, Bukedi, Elgon, Kidepo and North West Nile. The inspections sought to; verify firearms security, establish men's - armoury knowledge and ammunition storage and handling, verify records management versus inventory management, identify and collect Faulty and excess firearms, verify firearms not marked or test-fired and ascertain the levels of risk management in the armoury in terms of emergency planning and the response of the officers. The findings from the inspections led to the recovery of firearms that were not marked, test-fired, faulty, and uncounted for, some of which were exhibits or had obsolete ammunition. These recoveries are kept at Classified Stores in Naguru for further management.

The Conflict Early Warning and Early Response Unit (CEWERU) implemented 04 Rapid Response Fund projects funded by IGAD/CEWARN intended to support conflict prevention, management and resolution (CPMR) measures emanating at the local level and to build the required capacities of actors (government and civil society actors).

To further address issues of social cohesion among the different ethnic groups, four (4) projects were implemented in the pastoral region of Karamoja covering the 6 districts of synonymous with Livestock raiding and competition for water and pasture that lead to cycles of reciprocal violence among the pastoral communities. Another project was implemented in the Rwenzori region – Kasese district which has a long history of armed conflict revolving around the struggle of the minority groups versus the majority ethnic groups. Another was implemented in the West Nile region – Arua district which has a colonial history of similar ethnic groups across borders of DRC and S/Sudan associated with the influx of refugees, arms trafficking, and illegal trade in drugs. Below are the activities that were implemented.

- i. Community Peace Dialogues among the conflicting communities such as interface peace dialogue and intra-community campfires among inter-ethnic groups of elders, kraal leaders, youth, women, and religious leaders.
- ii. Advocacy campaigns on Peace Caravans and awareness campaigns on conflict early warning and peace messaging through radio talk shows.
- iii. Training of Peace Committee members and women mediators.
- iv. Coordination meetings with District Committee Security Committee Leaders etc.





Participants during the interface meeting between District Security committee and women peace mediators on the persistent conflict in Kotido district Both pictures show activities on the training of women mediators in Kasese district

The MIA coordinated and participated in Stakeholders' engagements on strengthening collaboration between National Early Warning Structures (NEWS) and non-state actors in conflict prevention and peacebuilding within the EAC region.

In Addition, conflict early warning and early response were strengthened by procuring 95 smartphones and deploying them to the field monitors to enhance coordination and timely intelligence collection.

Table 30; Progress against planned activities 1.3.6

Code	Activity Description	Amount	Total	Spent	Status
UPF: 1.3.6.1	Comprehensive assessment of the current UPF case management business process and digital information for E- crime policing	272,000,000	211,561,720	211,561,720	A consultant is undertaking a pre-feasibility
UPS: 1.3.6.1	Conducting 3 applied/policy research to inform strategic decisions and planning	100,000,000	190,000,000	190,000,000	The study on the effects of long-term sentences on the rehabilitation and social welfare of offenders in UPS is at the report writing stage, the study was delayed due to delayed release of funds but will be due for completion by October 2023

14 Transitional justice and informal justice processes Strengthened

The National Transitional Justice Policy 2019 (NTJP) set the framework for the implementation of Transitional justice interventions within the programme. The Policy is an overarching framework to address the peace, justice, accountability and reconciliation needs of post-conflict Uganda. Interventions on TJ targeted armed conflict-affected communities in the Northern, Eastern and Rwenzori sub-regions. Prosecution of international crimes, resettlement and rehabilitation for amnesty awardees and preparation of guidelines and manuals for the implementation of the Policy were undertaken by respective institutions.

To address post-conflict abuses and violations in affected communities the ULRC developed a

manual for adjudication of traditional justice having built consensus in various regions of the country affected by war. This is in line with the key thematic areas in the approved national transitional justice policy. Equally, the ODPP is prosecuting war/international crimes and conducted outreaches in Gulu and the Rwenzori sub-region as part of prosecution initiatives.

1.4.1 Capacity of LCC strengthened

In a bid to ensure that there is improved legislation within Local Governments, the Ministry of Local Government (MoLG) scrutinised local government legislation for quality assurance. MoLG also participated in conflict resolution and mitigation by providing legal interpretation and guidance in line with the law, such as the Uganda Constitution and the Local Government Act – the conflicts were both inter and intra-district disputes. Several Dialogue meetings were held between the political and technical wings to ensure enhanced and quality legislation within councils to realize improved service delivery and ensure a smooth working environment within the Local Governments. Some of the districts that were assisted included; Lyantonde, Masaka, Arua City, Masaka City, Terego, Koboko MC, Lira City West Division, Kakumiro, Nwoya, Amolatar, Kagadi (Kiryanjagi TC), Masindi, Bugweri and Omoro.

The MoLG printed, Disseminated and distributed 3,150 copies of the local council court registers. These have enhanced the Knowledge and skill of the local council court members on record keeping and information management.

The ULRC translated the Local Council Courts Act, 2006 into Luganda, Lunyole, Samya, Runyakore/Rukiga, Acholi, Lusoga, Ateso, Runyoro/Rutoro, Shwahili, Ik. The translation is intended to enable the Ugandan local Language-speaking communities to appreciate and understand the provisions of the Local Council Courts Act. The translation was undertaken in accordance with Article 4 of the Constitution, which imposes a duty on the State to translate the laws into local languages and disseminate them widely. It is expected that the translated version of the Local Council Courts Act will promote the rule of law and enhance access to law and justice.

MoLG undertook training of local council courts and a total of 3,850 local council court members of these 1,284 were women and 2566 were men. They were trained in the 4 districts of Kalaki, Gomba, Hoima and Mpigi. Ten (10) sub-counties were sampled and in total targeting 244 villages and 43 parishes. The training was focused on equipping the court members with skills and knowledge of handling cases presented before them. Further, the training focused on data and information management. The target districts had at least 2 sub-counties or town councils sampled out but targeted all the court members of the villages and parishes of the sampled sub-counties trained. The major strength of the structure is resolving conflicts in the communities even with the limited knowledge and skill to do it. The Ministry's selection criteria are an attempt to reach every district though not entirely. The resources available always dictate the process.



LCC training at one of the centers in Kalaki District

It should however be noted that at least there is the full composition of the local council courts at all the three levels of village/cell, parish/ward and Sub-county/town council/Municipal division. The training was the first ever, following the election of the members in 2018, and prior to the exercise, the court members were handling cases under unclear procedures. After the trainings, the court members improved the procedures followed in handling the cases presented before them and

appreciated their jurisdiction. Cases beyond their Jurisdiction are now referred to the rightful institutions.

The improved performance of the structure has contributed to the reduction of case backlog in the formal courts within those areas where the training was carried out and of petty offences that used to clog the formal system.



Relatedly, under the EU SUPREME Project, MoLG trained 2,186 local council court members in the refugee hosting districts of Terego, Yumbe and Madi-Okollo out of the planned 15,000 registering 28% achievement. In each district, one sub-county was selected, and training was conducted at all levels i.e. village/cell, parish/ward and sub-county. In one sub-county i.e. three (3) sub-counties covered, One (1) Subcounty identified from Districts including Madi – Okollo, Yumbe and training conducted at all the 3 levels i.e. Village/cell, Parish/ward including the sub-county Court members Terego (5 parishes), 2 Zones (refugee structure of the equivalent): Madi - Okollo (6 parishes), 6 Zones (Refugee structures of the equivalent) and Yumbe Bidi-Bidi, 7 Zones (Refuge Structure of the Equivalent).

Table 31: Progress against planned Activities 1.4.1

Activity Code	Activity Description	Amount	Total	Spent	Status
MoL: 14.1.1	Training of local council courts 1 and 11 on procedures to handle cases	378,560,000	275,003,000	275,003,000	A total of 3,850 local council court members trained
MoL: 14.1.3	Printing of Reference materials for Local Council Courts	500,000,000	310,000,000	309,868,523	3,150 local council court registers printed, disseminated and distributed
ULR: 14.1.1	Translation of the Local Council Courts Act into 10 languages (Alur, Adhola, Nga Karimajong, Kumam, Madi, Lugwere and Lugisu)	311,800,000			
ULR: 14.1.2	Finalisation of translation of the Local Council Courts Act into 10 Languages (Luganda, Lunyole, Lusamia, Runyankole/Rukiga, Acholi, Lusoga, Ateso, Runyoro/ Rutoro, Swahili, and IK)	201,800,000			Local Councils Court Act translated

14.2 Transitional justice policy implemented

To strengthen the implementation of traditional justice in armed conflict-related matters as stipulated in the Policy, the ULRC prepared a Manual for the Adjudication of Traditional Justice (MATJ), to provide generic principles and guidelines within which the various traditional justice mechanisms can operate flexibly within acceptable standards to ensure justice, peace and reconciliation. The Commission held technical working group meetings to prepare the draft manual. To build consensus on the content of the Manual and ensure ownership at the regional level, a total of eight (8) meetings were held in the sub-regions as clustered during the national study on Traditional Justice and Truth Telling and National Reconciliation. These are Acholi, Ankole/Toro/Bunyoro, Buganda, Busoga/ Bugisu, Karamoja/ Sebei, Lango, Teso and West Nile sub-regions.

Relatedly, the ULRC developed Guidelines for the use of Informal Justice in the Administration of Justice, to guide how informal/alternative justice systems and procedures can be used to resolve conflicts and disputes in the communities. This initiative was informed by the Transitional Justice Policy and reinforced by national consultations which revealed the indispensable role alternative/informal justice mechanisms play in relieving the formal justice mechanisms of backlog while offering satisfactory justice to communities.

As mandated in the Amnesty Act, and in line with the National Transitional Justice Policy (NTJP), MIA through the Amnesty Commission reintegrated 2,534 reporters and victims (30% female) through training in Agriculture environmental management, Apiary, Metal fabrication, Tailoring, entrepreneurship, bakery, handcrafts, fish farming and metal fabrication.



Figure 1 Reporters and selected community members undergoing Agricultural Skills training at Labongo Amida-Kitgum district on 17/5/2023.



Figure 2 Reporters and selected community members undergoing Agricultural Skills training at Labongo Amida-Kitgum district on 17/5/2023.

Figure 3 Reporters undergoing metal fabrication training at Mucwini -Kitgum district on 23/6/2023 at the sub-county headquarters.

The Amnesty Commission also provided 290 reporters with reinsertion support, demobilized 419 Reporters, and resettled 134 reporters (mainly youth) in their communities. Of these, 104 were provided with resettlement packages in the following areas. Bweyale TC at Bweyale Public Primary School Kasese DRT: 32 (male 15 and female 17), Ntoroko TC: 36 (male 10 & female 26) and 36 in Arua while 30 reporters (all male 30) were linked to Government opportunities and Program (OWC) in Obongi TC, Obongi District and carried out needs assessment in Kitgum DRT in the districts of Pader, Agago, Kitgum and Lamwo: 60 (male 35 & female 25).

In a bid to create harmony between the reporters and their communities of return, the programme conducted 6 dialogue and reconciliation meetings between reporters and communities. 39 (male 25 & female 14) in Mbale DRT attended these meetings as below: Mayuge TC (male 12 & female) Kapyanga Bugiri District 24 (male 13 & female 11) and 51 in Gulu DRT Odek sub-county (31 male and 20 female).



Outreach for war crimes cases conducted

To enhance victim participation in the TJ cases, outreach was also conducted in Gulu as part of the community engagement in the Thomas Kwoyelo trial. This was combined with two witness verification exercises that were successfully done. However, the expectations of the affected communities are high (they expect reparations support for harm suffered), and this limits the effectiveness and

capacity of the ODPP in the outreach activities. Therefore, ODPP has recommended the involvement of other MDAs such as the Ministry of Gender and Social Development, Office of the Prime Minister, and Local Governments in future engagements to effectively address some community concerns.

The ODPP also received and responded to 4 requests/applications for Amnesty made under the Amnesty Act. The reports were provided to The Amnesty Commission to facilitate any responses in that area.

War/international crimes cases investigated and prosecuted

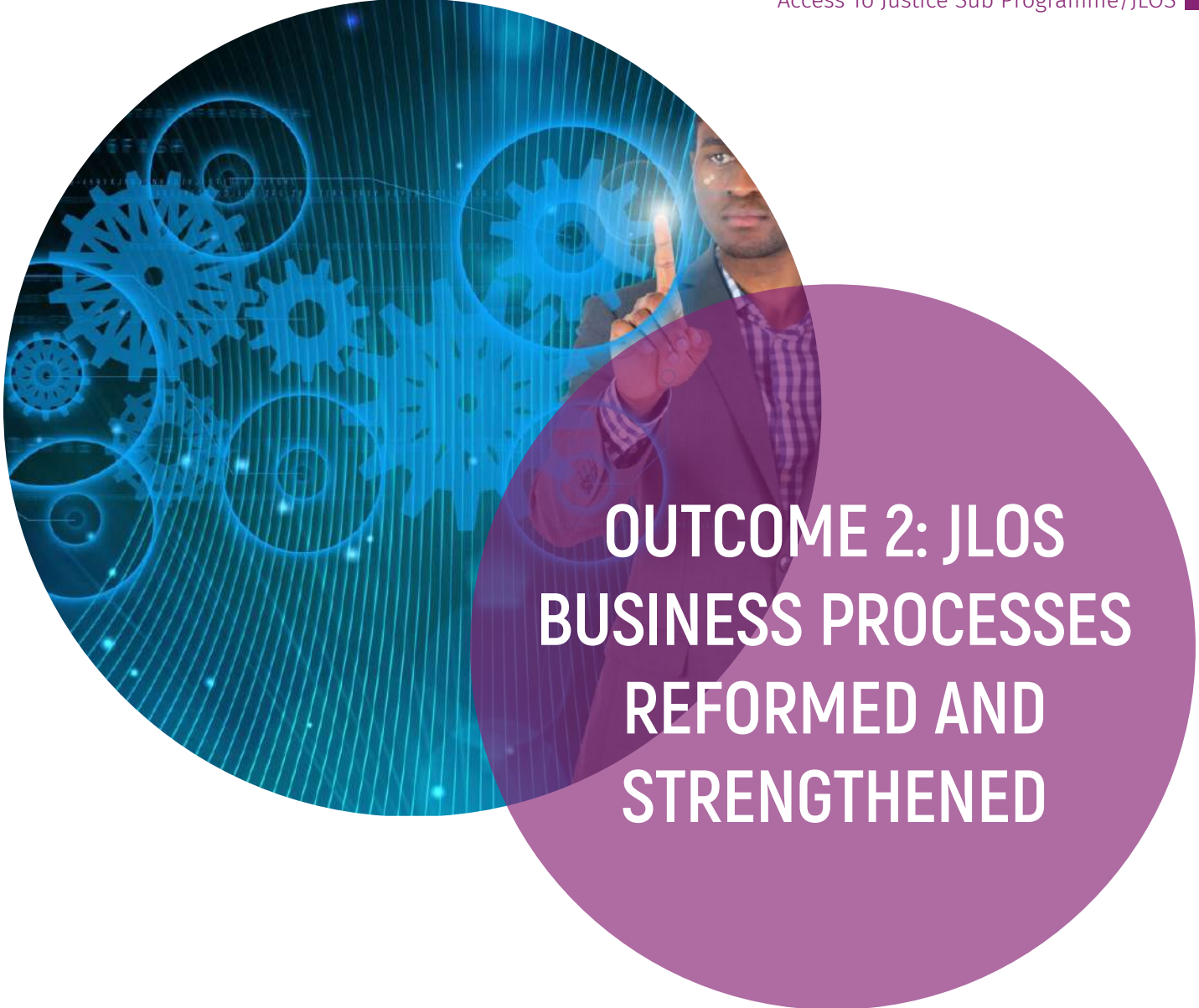
The ODPP plays a vital role in the implementation of the Transitional Justice Policy, which provides for the prosecution of war crimes and requires the protection of witnesses and the participation of victims. The ODPP concluded prosecution-guided-investigations in an international crimes case against humanity concerning atrocities committed by ADF in Western Uganda. Examination of the case file is going on with the intent to prefer a charge during the next financial year.

The following cases were handled in the reporting period;

- a. Jamil Mukulu - Eastern Uganda. A plea bargain and negotiation process are underway and are expected to be concluded in the early half of FY 2023/24. This case has had a few setbacks considering that, i) the hearing of the case began in FY2020/2021 with a mention and plea taking, but due to its sensitivity, court proceedings were conducted from within Luzira Prisons. ii) Its progress was also interrupted by the COVID-19 restrictions. The case finally progressed with a mention in the FY2022/2023 but a proposal for a plea bargain under the Judicature (plea bargain) rules, was made by a section of the accused persons.
- b. Thomas Kwoyelo - Northern Uganda. The prosecution closed its case (submissions made) on this matter at Gulu High Court in the last quarter of the year. The case is now set for a defence hearing.
- c. The Mumbere case - Rwenzori sub region. Pre-trial in this case started in FY 2020/2021, including disclosure and application for witness protection by the prosecution to the court. In FY2022/23, pre-trial proceedings advanced, however, several of the accused persons' submitted applications for amnesty under the Amnesty Act 2000, which were granted. Consequently, the DPP terminated criminal proceedings against 218 out of the 220 accused persons originally charged. Those discharged by the court in FY2022/23 have since returned home. Currently, only two (2) accused persons face trial before the ICD, and it is expected that the case will be concluded in FY2023/24.
- d. Gen. Katumba Wamala attempted murder case. This case was assigned to the department after investigations indicated it was linked to ADF operatives. The case is being handled by way of prosecution-led investigations and 8 suspects were charged in FY 2020/2021. Investigations in the case were completed in Quarter 1 of this FY2022/23 and the accused were committed to the High Court for trial. The prosecution has preferred charges of Financing terrorism against the accused persons as well. The pre-trial proceedings in the case commenced and are in advanced stages. It is expected that the same will be concluded in FY2023/24.
- e. Twin Suicide bombings cases. - As a result of the Kampala suicide bombing of November 2021, four (4) cases arising from the incident are being handled by way of prosecution-led investigations. The accused persons were charged and are before the high court for trial. This includes a pre-trial proceeding that involves two of four cases.

Table 32: Progress against planned Activities 1.4.2

Code	Activity Description	Amount	Total	Spent
DPP: 14.2.1	Prosecution of war crimes cases in western, eastern and northern Uganda	300,000,000	20,000,000	
MIA: 14.2.1	Develop, publish and disseminate guidelines on reparations	195,000,000	25,500,000	Consultations were undertaken to inform the drafting of the guidelines on reparations
MIA: 14.2.2	Sensitization and outreach programmes on the national transitional justice policy	130,000,000	25,000,000	Sensitization and outreach programmes on the national transitional justice policy conducted in one region
MIA: 14.2.3	Enhance resettlement and reintegration activities through retooling of the Amnesty Commission		0	
MIA: 14.2.4	Monitoring resettlement and reintegration activities in the DRTs	114,000,000	60,000,000	Monitored reporters resettled in the following locations Iganga, Mayuge, Mucwini, Ollepi, and Offaka. Most of them have resettled and engaged in IGAS Monitored reporters resettled in the following locations Iganga, Mayuge, Mucwini, Ollepi, and Offaka. Most of them have resettled and engaged in IGAS
MIA: 14.2.5	Hold dialogue and reconciliation meetings between reporters and communities for peaceful coexistence	115,000,000	83,000,000	Dialogue and reconciliation meetings held between reporters and communities for peaceful coexistence in kyazanga ,kiryaasaka, padibe, pmiya ,anyima ,kasaala and akwang
MIA: 14.2.6	Training of reporters and victims in agricultural management skills. 720 hand hoes for the trained beneficiaries	46,200,000	27,540,000	Training of reporters and victims in agricultural management skills
MIA: 14.2.8	Training of reporters and victims in metal fabrication skills	36,200,000	25,000,000	Reporters and victims trained in metal fabrication skills in mucwini, midia, koboko and palabekkal



OUTCOME 2: JLOS BUSINESS PROCESSES REFORMED AND STRENGTHENED

The Sub Programme continued implementing strategies to facilitate an enabling environment for investment, productivity and competitiveness. Efficiency in handling commercial disputes and transactions was strengthened through facilitating efficient legislative framework and reforms hence improving the ease of doing business in Uganda. This was achieved through the implementation of the following strategies: strengthening case management systems; reforming rules and procedures; integrating and automating information management systems; strengthening the capacity of duty bearers; enforcing commercial laws; and rolling out alternative dispute resolution. The discussion below expounds on the above-highlighted strategies implemented in FY 2022/23 and how they contributed to strengthening JLOS business process to facilitate private sector development reform.

Table 33: Performance Outcome Indicators

Indicators	Baseline	2020/21	2021/22	2022/23	
	FY2017/18	Actual	Targets	Actual	
Disposal rate of cases	50	49	55	55	64%
Percentage of districts with one-stop frontline service points	67.5	76.3	80	82.8	84%
Conviction rate (%)	61	71.9	61	73	73

2.1 Strengthen case management systems

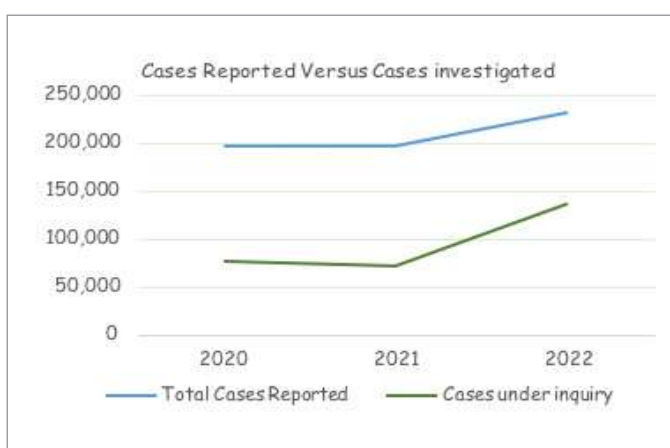
To strengthen case management systems, institutions continued to adopt technology, automate and integrate information management systems. Most institutions have automated, and they include; MOJCA, URSB, DCIC, Judiciary, NIRA but systems integration in most institutions is a work in progress, save for NIRA which has integrated with most financial institutions, and telecommunication companies among others. Case management systems automation and integration will go a long way in improving service delivery, which will in turn advance JLOS business processes for Private Sector Development reform.

Table 34: Performance against Intermediate Indicators

Outputs Indicators	2019/20	2020/21	2021/22	2022/23	
	Actual	Actual		Target	Actual
Case clearance rate	90%	95%	90%		90.6%
The average length of stay on remand overall	9.5	10.8	11.9		11.2

2.1.1 Increase efficiency in case disposal

In the criminal justice chain, there were increments in cases reported to police from 195,931 in 2020 to 231,653 in 2022. This is majorly attributed to the opening of the economy after the COVID-19 lockdown and growing confidence to report crime to the police. The cases investigated increased from 70,978 to 136,499 cases over the same period.



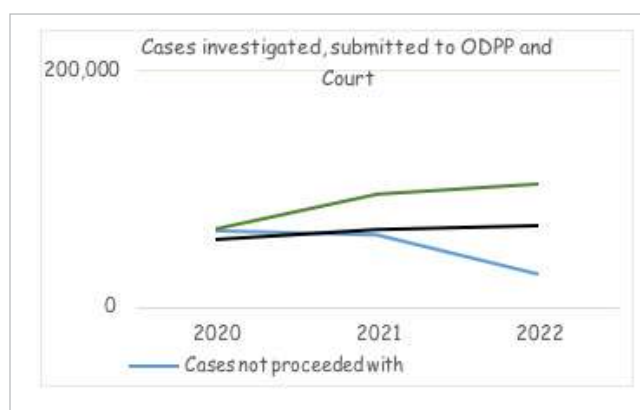
Out of the cases reported to Police in 2022, 68,405 cases were taken to Court, 26,749 cases were not proceeded with, and 136,499 cases were still under inquiry. This was an improvement compared to 2021 where 65,008 cases were taken to Court, 60,095 cases did not proceed and 70,978 cases were under inquiries. This was an improvement compared to 2021 where 65,008 cases were taken to Court,

60,095 cases were not proceeded with and 70,978 cases were under inquiries. This reflects a great improvement in cases taken to Court by 5.2% signalling a continued good performance in UPF's case management.

Table 35: Cases Reported

Category	Year		
	2020	2021	2022
Cases not proceeded with	63,481	60,095	26,749
Cases submitted to ODPP	65,529	95,179	103,874
Cases taken to court	56,651	65,008	68,405

Out of the total cases reported to the Police countrywide, 68,405 cases were taken to Court, 26,749 cases were not proceeded with, and 136,499 cases are still under inquiry. Out of the cases taken to Court, 10,648 secured convictions, 38 cases were acquitted, 213 cases were dismissed and 57,508 cases were still pending in Court. Out of the total cases reported to Police, 90,182 suspects were arrested and charged in Court. Out of whom, 14,908 were convicted and sentenced to serve in various prisons countrywide for the offences



they committed, while 73,074 suspects were still awaiting trial by Courts of Law.

Table 36: Cases reported

2022	Reported to Police			Charged in Court		
	Male	Female	Total	Male	Female	Total
Adults	83,112	4,579	87,691	13,622	755	14,377
Juveniles	2,175	316	2,491	471	60	531
Total	85,287	4,895	90,182	14,093	815	14,908

In 2022, a total of 239,988 persons (140,861 Male Adults, 61,850 Female Adults, 11,234 Male Juveniles, and 26,043 Female Juveniles) were victims of crimes.

Table 37: Category of cases reported

Category	Total Cases Reported	Cases under inquiry	Cases not proceeded with	Cases taken to court	Cases submitted to ODPP
SGBV	45,880	25,916	12,504	7,460	12,317
Economic and corruption-related crimes	13,025	9,473	936	2,616	5,889
Assaults	32,041	20,889	4,619	6,533	11,391
Others	99,572	55,521	6,367	37,684	53,248
All other offences	41,135	24,700	2,323	14,112	21,029
Grand Total	231,653	136,499	26,749	68,405	103,874

The ODPP received 151,032 newly registered cases countrywide. Out of these, 94,831 were sanctioned, 31,937 were sent back to Police CID for further investigations, and 4819 were committed to the High Court while 21,285 were closed for want of evidence. This period registered 35,216 convictions whereby convicts males were 33,131 and females were 2,085. The same period had 1,385 suspects acquitted; 1,184 males and 201 females.

Total Cases Taken to Court	68,405	%
Secured convictions	10,648	15.6%
Cases acquitted	38	0.1%
Cases dismissed	213	0.3%
Still pending in Court	57,508	84.1%

In terms of prosecution, the daily case hearing project - in contrast to the criminal session system was piloted at Kampala High Court in 2021 as an initiative to deal with case backlog and provide quick justice to litigants.

To promote Prosecution-led investigations in complicated cases, case conferencing in complicated cases has promoted teamwork and helped to expedite investigations. Currently, Prosecution-led investigations are being encouraged for cases such as Cybercrime and complex cases.

The ODPP finalized formulating charging standards, which are yet to be printed and disseminated. This will sufficiently guide the prosecutors and hence adhere to standards. The ODPP Virtual Academy was launched and its platform has resource materials that will greatly enhance the capacity building of all prosecutors and hence improve prosecution standards.

In FY 2022-2023, the ODPP inspected 105 ODPP offices and 13 Agencies with a delegated prosecutorial function, that adhered to set minimum performance standards. These inspections were carried out in the regions of Gulu, Mubende, Arua, Soroti, Mbale, Mbarara, Kabale, Fort portal and Karamoja; and Agencies with a delegated prosecutorial function in and around Kampala. The target was to inspect 136 ODPP stations and 22 Agencies. However, only 14 agencies were licensed to carry out delegated prosecutorial functions. Of these, only 13 were inspected and one could not be inspected since it got licensed after the inspection exercise. This performance is attributed to understaffing. The exercise is hoped to improve adherence to set prosecution standards at all levels of prosecution.

Under prosecutions, ODPP facilitated witness preparation and protection. By December 2022, 18 Witnesses and Victims referrals for protection and Psychosocial support had been made and 2 public awareness programs on witnesses and Victims of crime were conducted. Some witnesses were referred more than once due to the sensitivity of the cases in which they were testifying.

Sessions were conducted at various Court Sessions under the normal sessions as well as plea bargaining. Under Plea Bargaining, 30 high court sessions were held leading to the conclusion of a total of 502 capital cases. In the Chief Magistrate Court, 29 plea bargain sessions were held and 2,366 cases were concluded. All these had 100% conviction rates at both court levels.

Cases and Sessions	High Court	CM Court
Plea Bargain Sessions	30	29
Capital cases under PLI	1,502	2,366
Normal Sessions	8	14
Cases under Normal Sessions	338	784

On the other hand, 8 normal full trial sessions were held at the High Court and concluded 338 cases; while 14 sessions were held by Chief Magistrates Courts concluding 784 cases. This performance was attributed to additional funding for sessions from JLOS.

The ODPP continued to hold plea bargain camps for both high courts and lower courts and now caters for both capital offences and magistrate courts. They are run concurrently unlike in the past when these camps focused on capital offences. This helped both the magistrate and prosecutors adopt proper procedures for the plea bargain process.

ODPP also participated in the ODPP-Police CID coordination meetings at headquarters, regions and district levels aimed at improving and ironing out issues affecting the management and prosecution of criminal matters and cases and thus fostering communication and collaboration in the criminal justice chain. *ODPP Top and Senior Management members with Police CID Officials at Kibuli CID Headquarters at one of the coordination meetings.*

In addition, other inter-agency engagements the ODPP participated in included 18 case conferencing meetings; 15 physical meetings or online, webinars, workshops, conferences held with partners such as UN Agencies of UNODC, IOM, ILO, MGLSD, Ministry of Internal Affairs (COPTIP), and the CSO umbrella organization of UCATIP. Operation Under Ground availed 10 laptops to ODPP.

DGAL is implementing the case backlog reduction strategy (CBRS) and achieved 68% reduction in case backlog from 5,559 in 2018 to 1,773 cases at the end of FY 2022/2023.

The overall prisoners' average population increased from a monthly average of 70,335 prisoners in July 2022 to a monthly average of 76,041 prisoners in June 2023 which translates an increase of 8.1%. However, a slight drop in the prisoners population was registered during January 2023. It should also be noted that remand prisoners' population

Increased by 6.9% while convicts increased by 9.2%. The prison population's monthly average growth rate in FY 2022/2023 was at 0.7%.

The figure below further illustrates the upward trend in the percentage composition of convicted prisoners and a downward trend in the percentage composition of remand prisoners in FY2022/2023. The composition of convicted prisoners increased from 50.1% in July 2022 to 50.6% in June 2023 whereas that of remand prisoners decreased from 49.4% in July 2022 to 48.8% in June

2023.

Over the years, the daily average population of prisoners in custody increased from 35,564 prisoners in FY2013/14 to 73,722 prisoners in FY2022/23. This represents an annual average growth rate of 7.1% against the 3.1%

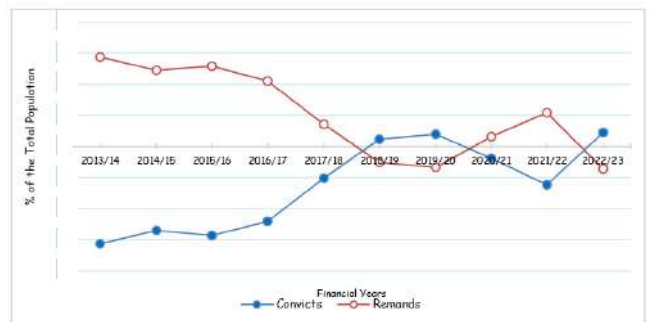
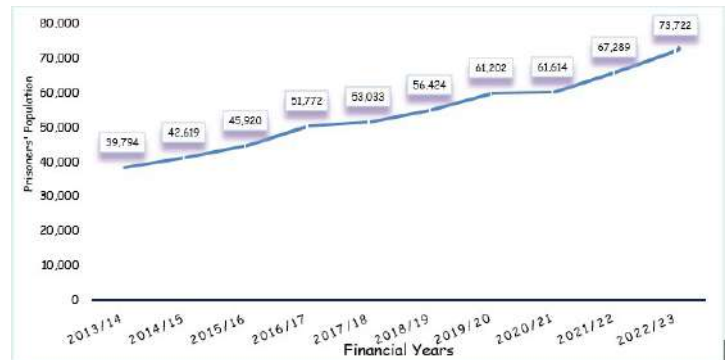
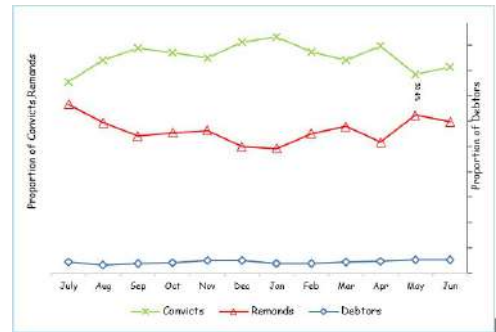
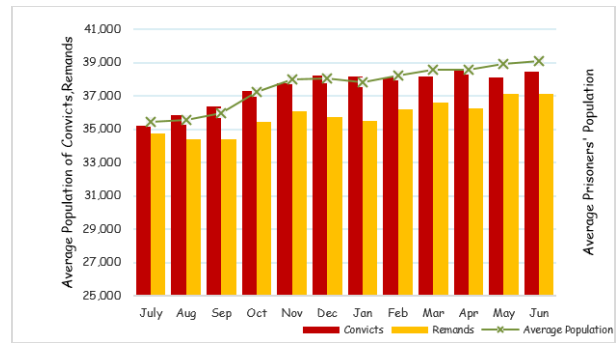
National Population growth rate (UBOS) as shown in Figure 3

On the other hand, UPS under the Access to Justice sub-program of the NDPIII has been concentrating its efforts on reducing the proportion of remands in custody to below half of the population of prisoners. However, this was interrupted in FY2020/21 and 2021/22 due to the COVID-19 pandemic which stagnated most of the courts' activities and eventually resulted in an increase in the remand proportion to 52.2% in FY2021/22.

With the resumption of normality in FY2022/23, the proportion of remand prisoners reduced to 48.6% up from 52.2% in FY2021/22.

To promote access to justice, the UPS delivered a daily average of 1,602 prisoners (71 females) to 246 courts spread countrywide. Inmates' access to actors in the criminal justice system was 55,462 (1,692 females) thereby reducing the remand population from 52.2% in FY2021/22 to 48.3% in the half of the FY2022/2023 due to an increase in court operations and continued to use e-justice mechanisms like the Video Conferencing Systems/Virtual courts. The UPS installed 3 virtual court systems in 3 prisons at Masaka, Kaweri and Soroti raising the number of prisons with virtual courts to 19 hence increasing the ease of access to justice for inmates.

To promote access to justice, the UPS delivered a daily average of 1602 prisoners (85 females) to 246 courts spread countrywide and accessed 72,562 inmates (2001 females) to actors in the criminal justice system thereby reducing the remand population from 52.2% in FY2021/22 to 48.5% this was due to increase in court operations and continued use of the e-justice mechanisms like the



Video Conferencing Systems/Virtual courts. The UPS installed 3 virtual court systems in 3 prisons at Masaka, Kaweri and Soroti raising the number of prisons with virtual courts to 19 hence increasing the ease of access to justice for inmates.

However, the length of stay on remand increased from 19.9 months in FY2021/22 to 20.2 months in FY2022/2023 for capital offenders and from 3.3 months to 2.9 months for petty offenders.

Table 38: The average period spent on remand (months)

Category 1	Sex		Overall
	Male	Female	
Capital	20.5	17.1	20.3
Petty	2.9	3.3	2.9
Overall	11.2	11.1	11.2

Table 39: An average period spent on remand (months)

Category 2	Sex		Overall
	Male	Female	
PMO	166.3	202.3	171.0
Committed to H/C	25.8	20.9	25.5
Military courts	18.7	0.0	18.6
Not Committed to H/C	6.5	7.1	6.5
On hearing in the Lower court	2.9	3.1	2.9
Overall	11.2	11.1	11.2

Table 40: Performance against planned activities

Code	Activity Description	Amount	Release	Spent	Status
Sec: 2.11.2	PPU support to M&E, data collection and report writing	760,000,000	280,000,000	280,000,000	PPUs in all 17 institutions were able to collect data and conduct M&E
Sec: 2.11.3	Preparation and dissemination of SWAP Workplan	50,000,000	50,000,000	50,000,000	SWAP workplan prepared and disseminated
Sec: 2.11.4	Quarterly Joint Monitoring	300,000,000	60,000,000	60,000,000	TA to comment
Sec: 2.11.1	Facilitate A2J chain-linked advisory board bi-annual meetings	50,000,000	0		unfunded
Jud: 2.11.1	Conduct Office and court-annexed mediations - JCU	1,093,780,000	815,987,440	815,987,4000	CU registered 1,353 (463-M, 890-F) cases for mediation. 850 (289-M, 561-F) mediation sessions were organized and executed. 1,247 (506-M, 741-F) cases were successfully concluded, and 306 (136-M, 170- F) MoU's were implemented during the reporting period. Mediations during the reporting period.

Code	Activity Description	Amount	Release	Spent	Status
MoJ: 2.1.1.1	Enhanced integration of Information and Communication by putting in place DCL system that is connected to the Electronic Court Case Management System	1,000,000,000	799,329,200		The contractor was awarded the contract and they are currently undertaking a study on the system specifications to build and install the system.
NIR: 2.1.1.1	Conduct Verbal Autopsy (VA) as a tool for the Registration of Community Deaths thus	50,000,000	25,000,000	25,000,000	A VHT training on Verbal Autopsy was conducted in Adjumani district as a pilot
	improving the production of Vital Statistics that meets the information needs of Planners.				
TAT: 2.1.1.1	Setup a Tax Case Management System and improve records management	40,000,000	16,780,000	16,780,000	The system is in place
UPS: 2.1.1.1	Case backlog reduction in Prisons; procurement of vehicles for delivery of inmates to Courts	300,000,000	300,000,000	294,168,242	2 lorries were Procured for Kotido Prison and new Kyenjojo Prison and have already been deployed for delivery of inmates to Courts
UPS: 2.1.1.2	Other Case Backlog Interventions in UPS	1,050,000,000	348,730,021	348,679,000	38,168 litres of fuel purchased; A daily average of 1657 Prisoners delivered to Courts. 3,129 staff were facilitated to deliver and guard inmates in Courts in the districts of Kampala, Fortportal, Bushenyi, Mbale, Iganga, Kasese, Kiboga, Soroti, Masaka, Mbarara, Tororo, and Masindi Among others
JSC: 2.1.1.3	Training in Sign language for Legal Officers	30,000,000	0		

2.1.2 Cases that are over 2 years disposed

The UPF had a total of 210,626 case backlogs that had accumulated over the years cleared from all policing regions. Among others, most cases cleared were under the categories of Homicides, Sex-related offences, Economic crimes, Child-related offences, Thefts, robberies, breakings and Assaults.

At MOJCA, partial funds were received to Appear and defend 775 Backlog Cases by the Directorate of Civil Litigation of which 399 are at the Regional level and procure vehicle support asset recovery activities. The Ministry defended Government in several cases and concluded 68 cases of which 55 were won saving Government UGX 90.606Bn. On the other hand, 13 cases were lost, worth UGX41.619Bn. In addition, funds were transferred to regional offices of the Directorates of Civil Litigation to appear and defend 399 backlog cases all of which were ongoing. This has led to a significant reduction in backlog cases under civil litigation and improved services offered by the Ministry in representing Government in courts of law, tribunals and commissions. In addition, 14 computers were procured and distributed to State Attorneys in Regional Offices, which increased the efficiency in case management and improved on capacity of the State Attorneys within the regional offices.

At the ODPP, 54 plea bargain high court sessions were held and this concluded 2,964 capital cases while 29 plea bargain sessions in chief magistrate court were held and concluded 2,366 cases and 17 Magistrate Courts sessions led to the conclusion of 2,123 cases, 31 normal full trial sessions were held and this concluded 1,216 cases. Suffice to note that, all the cases concluded yielded 100% conviction rates at all the court categories.

DGAL responded to 58 court summons out of 64 court summons received, which is 90.6% performance. This was the need for scientific evidence in court.

To promote access to justice, the UPS delivered a daily average of 1,602 prisoners (74 females) to 246 courts spread countrywide and accessed 55,462 inmates (1,692 females) to actors in the criminal justice system thereby reducing the remand population from 52.2% in FY2021/22 to 48.5%.

Table 41: Table 25: Performance against planned activities

Code	Activity Description	Amount	Release	Spent	Status
Jud: 2.1.2.1	Client Court Representation - JCU	1,041,000,000	37,800,000	37,800,000	JCU managed to file 42 (1-M, 41-F) cases at court, make 135 (2-M, 133-F) court appearances and win 27 (1-M, 26-F) cases losing only 8 which were all female.
Moj: 2.1.2.1	Hold 40 sessions of the Law Council Disciplinary Committee with 12 of them being at Regional level to dispose of backlog cases in the Information Management System	179,200,000			No funds were made to undertake the activity.
TAT: 2.1.2.1	Dispose of 150 backlogged tax-related cases	91,000,000	75,000,000	75,000,000	264 disputes worth 306 billion shillings were resolved through hearings and mediation.

Code	Activity Description	Amount	Release	Spent	Status
UPF: 21.21	Investigation and conclusion of 3,000 case backlog.	480,000,000	150,000,000	150,000,000	The activity was completed; the few cases completed were due to limited funds provided.
MoJ: 21.2.3	Appear and defend 775 Backlog Cases by the Directorate of Civil Litigation of which 399 are at Regional level and procure a vehicle support asset recovery activities	1,000,000,000	557,996,000		The Ministry defended the Government in a number of cases and concluded 68 cases of which 55 were won saving Government UGX 90.606Bn. On the other hand, 13 cases were lost, worth UGX41.619Bn. 399 cases are still ongoing. 14 Computers were procured and distributed to State Attorneys in Regional offices.

2.2 Automate and Integrate information management systems

Adoption of technology and strengthening data management is very critical for decision-making. Case management in some institutions such as URSB, DCIC, ODPP are being automated to enhance service delivery but remains less than optimal for institutions such as UPF. More investment is still required to fast-track automation and integration.

2.2.1 Business Processes Streamlined

To strengthen and streamline business processes, institutions continue to strengthen the capacity of duty-bearers through skilling and training. This improved the delivery of services to the private sector and the general public.

DCIC opened three new passport enrolment centers at Missions abroad that is at the Missions of Ottawa in Canada, Pretoria in South Africa and Copenhagen in Denmark. The setting up of these centers is to enable Ugandans in the stated countries and neighbouring countries to access services like biometric capture, pickup and delivery of passports more efficiently and effectively.

A Multiple Bank model (Round Robin Model) was adopted to improve the collection of Non-Tax Revenue from visas paid online. In the First half of the FY2022/23, Equity Bank

Uganda was added to the list of service providers to handle the collection of Visas Online.

On the establishment of Visa payment collection points at various Entry Points, a feasibility study was carried out by DCIC in collaboration with the Uganda Revenue Authority, GT Bank and Equity Bank. The following immigration one-stop border stations were visited- Mutukula, Mirama Hills, Cyanika, Katuna, Mpondwe, Elegu, Malaba and Busia. The aim was to establish the expected volumes of transactions, the possible physical location, verification of the systems in place, and the availability of space to accommodate the service providers to establish the best mechanism to collect payments for online visa applications. From the feasibility study, URA was able to set up visa collection revenue points at Malaba and Busia OSBPs.



The commissioner of Passports, the passport Control Officer and members of the National Citizenship and Immigration Board handing over the East African Passport to the first recipient in Ottawa, Canada.

URSB equipped 631 duty bearers with knowledge and skills to enhance their ability to efficiently and effectively carry out their roles in filing marriage returns and licensing places of worship to conduct marriages. These were drawn from the 17 districts. So far, 606 National Marriage Registration System Accounts have been registered in the system. This resulted in a 15.7% growth in the number of civil marriages celebrated in Kampala in FY 2022/23 from 1,718 in FY 2021/22 to 1,987 in FY 2022/23; 1,271 customary marriages were registered in FY 2022/23 compared to 867 in FY 2021/22 representing a growth of 46.6%; and 259 churches were licensed to celebrate marriages in FY 2022/23. Further, 10,829 marriage returns (Muslim returns 1,306, Other faiths 9,287 and from Districts 236) were filed in FY 2022/23 compared to 6,671 in FY 2021/22 representing a percentage growth of 62.33% in filing of marriage returns.

The MoJCA held professional meetings to enable attorneys to effectively prepare for cases. Meetings were also held with the different MDAs to obtain sufficient information regarding matters filed in court. This enabled the Attorneys to adequately prepare for cases and effectively represent the government.

With regards to national identification and registration which are key drivers for the improvement of service delivery in the country; 748,946 (366,984 male and 381,962 female) citizens were registered and assigned NINs out of the 769,082 applications received. Cumulatively, a total of 16,749,675 cards have been issued to eligible citizens out of 19,761,668 cards printed.

Table 42: Performance against planned activities

Code	Activity Description	Amount	Released	Spent	Status
DGA: 2.2.1.1	Review and develop a report on the integration of Laboratory Management System (LIMS) in the DGAL Regional Forensic Laboratories		0		
MIA: 2.2.1.1	Train Ministry staff on the use of e-registry		0		
MoG: 2.2.1.1	Periodic Service user Dialogues and open days conducted	8,000,000	8,000,000	8,000,000	4 user committee meeting held

2.2.2 Records management and storage strengthened

During the period under review, the Tax Appeals Tribunal (TAT) commenced developing a tax case management system. The system was completed and its key components include; online filing, case tracking, document management and scheduling hearings. A communication channel and a mediation module were integrated into the system to facilitate alternative dispute resolution and enhance the system's functionality. The system can perform all core processes of case filing and supports multiple users' roles. This will help ensure an intuitive and efficient user experience.

In addition, MOJCA completed the installation of Local Area Network in Soroti and Fortportal regional offices. The infrastructure has been laid to extend IT services to regional offices and has improved on the networking in terms of internet, conferencing facility and betterment of the work environment.

In line with the ongoing multi-year digitization initiative, DCIC indexed and digitized 160,000 physical files, cumulatively, the total number of files digitized was 2,175,000 (40% of the 5.5 million physical files). This has facilitated the implementation of the electronic document management system (EDMS) which has eased management decisions and facilitated instant file retrieval for indexed physical files.

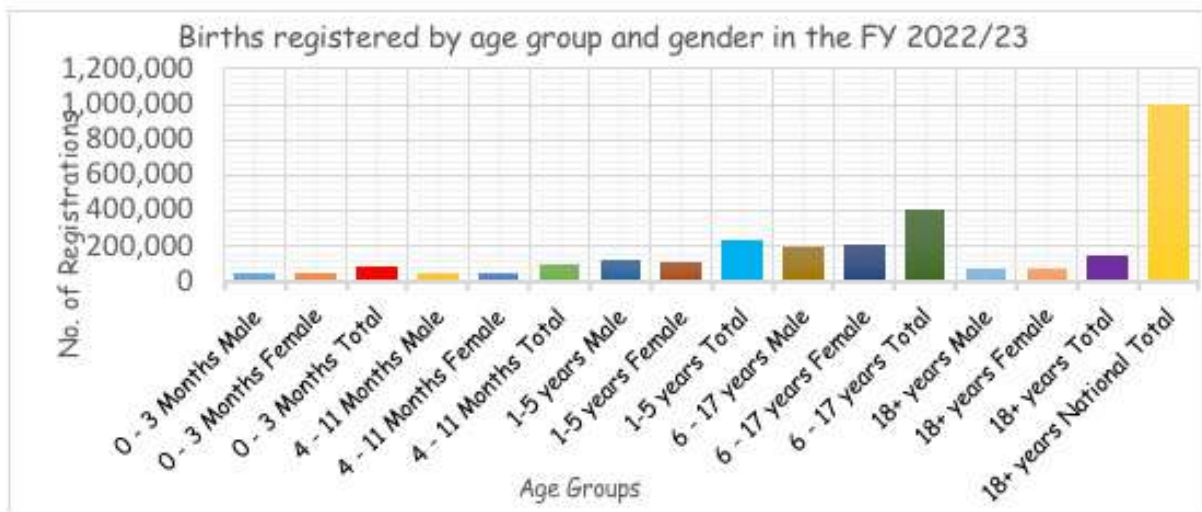
Further, to ease visa application processes on arrival in Uganda, DCIC extended Visa application services to Malaba, Busia and Mpondwe One-Stop Border Posts (OSBPS). Therefore, Visa-prone

nationalities eligible shall be able to pay and acquire visas on arrival. This arrangement ensured that all Non-tax revenue was collected directly by the tax body (URA). A total of 748,946 (366,984 males and 381,962 females) citizens were registered and assigned NINs out of the 769,082 applications received in this reporting period. It is important to also note that, since the inception of citizen registration, NIRA has cumulatively registered and assigned NINS to 26,597,581 citizens out of the 30,855,057 applications received.

In the financial year 2022/32, the organization registered and issued NINs to 748,946 citizens, issued Identity cards to 352,778 citizens, registered 999,633 births and 72,336 deaths. Alien registration was not conducted in FY 2022/23, as the upgrade of the functionality to include the Alien registration module on the NSIS did not happen. The reason that was continued to be advanced by the service provider, the USPC, was the failure to access source code from the original NSIS supplier. Below is the summary of the performance in the FYs 2020/21, 2021/22, and 2022/23

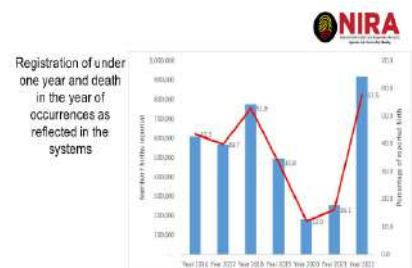
Table 43: Summary of the performance by NIRA in the FYs 2020/21, 2021/22, and 2022/23

Planned Output	FY 2020/21			FY 2021/22			FY 2022/23		
	Target	Actual	%age	Target	Actual	%age	Target	Actual	%age
Citizens registered & assigned NINS	1,712,880	189,253	11%	597,168	578,454	96.8%	1,000,000	748,946	74.9%
Citizens issued with National ID Cards	2,000,000	602,204	30%	1,000,000	327,719	33%	438,000	352,778	80.5%
Births registered	960,000	858,798	89%	1,000,000	1,255,712	125.5%	1,280,000	999,633	78.1%
Deaths registered	150,000	5,700	4%	50,000	51,341	102.6%	340,000	72,336	21.3%
Revenue Collected	15 Bn	3.6Bn		15 Bn	5.3Bn	35.1%	15 Bn	7.0Bn	46.9%



From the above figures, most registrations were realized from the 6 - 17 years age group (41.33%), followed by the 1- 5 years (24.23%). This may be attributed to the school requirements of birth certificates and NINs by the education institutions.

It is also noted that the registration of births in the year of occurrence is still low i.e. the overall registration of the 0 -11 months old contributed to only 19.1% of the total national birth registrations. This, therefore, calls for a sustained sensitization of the community on the need to register children within the year of birth.



An initiative to renew the first national IDs is underway, and as such, stakeholder engagements were held with the programs where NIRA provides support including the Governance and Security Program (GSP), Public Sector Transformation Program (PSTP) and Development Plan Implementation Program (DPIP) to discuss the mass enrolment and renewal project implementation.

In terms of Death Registration, During the Financial Year, the Authority planned to register 340,000 deaths, out of which 72,336 were registered, representing 21.3%. The underperformance in the Death Registration services is partly attributed to the lack of motivation to register death, especially in cases where there is no material benefit associated with the deceased like estates (money, land, houses etc.)

In terms of capacity building, UPS trained 72 (30 female) against a target of 180 records officers in data management to improve CID records management in all policing districts. A total of 12,000 personnel files have been indexed and converted. Additionally, 08 desktop computers have been procured to enable the rollout of the system to automate the management of personnel records, track placements and manpower attrition. Also, the CRB (Crime Record Book) was digitized to produce the PF1. It was tested for accuracy and completeness before rolling out to all stations.

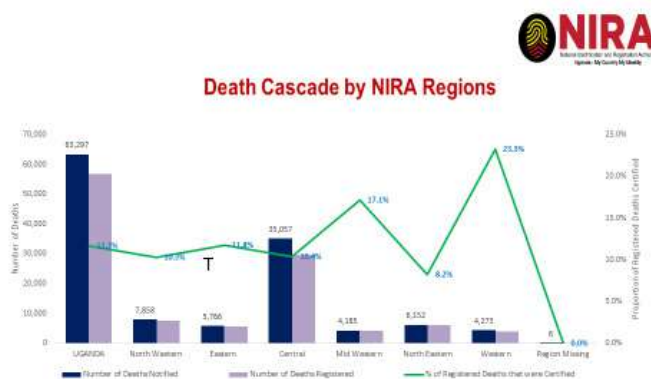


Table 44: Performance against planned activities under 2.2.2

Activity Code	Activity Description	Amount	Total	Spent	Status
DCI: 2.2.2.1	Strengthen ICT Management Information Systems and Records management for the Directorate	195,000,000	20,000,000		
JSC: 2.2.2.1	Improve JSC filing system		0		
LDC: 2.2.2.1	Procure archival boxes and carry out digitisation of phase one of archival content of the LDC Library documents.	17,500,000	0		
MIA: 2.2.2.1	Procure filling cabinets - enhance case management	75,000,000	36,000,000		23 Filling Cabinets procured
JSC: 2.2.2.2	Computerize records (EDMS)	45,000,000	35,000,000		
UPF: 2.2.2.2	Train 180 records officers in data management to improve CID records management in all policing districts.	100,000,000	100,000,000	80,000,000	The training was completed. 42 male and 30 female officers have been trained in records management.
URS: 2.2.2.2	Continuous monitoring of Service standards using technology		0		
URS: 2.2.2.3	Continuous Digitization - Scanning and indexing of backlog documents to enable easy access to services like search and certification	250,000,000	0		

Activity Code	Activity Description	Amount	Total	Spent	Status
URS: 2.2.24	Development of an electronic Case Management System to improve the case handling processes	50,000,000	0		
JSC: 2.2.23	Re-organize and create an Archive in JSC for Confidential, Open /general files	52,000,000	33,800,000		
UPF: 2.2.23	Complete digitization of PF1 (Police Form One) to ensure standard generation and quality of crime statistics. (Partly funded in FY 2020/21)	50,000,000	50,000,000		The activity was completed. The CRB (Crime Record Book) has been digitized to produce the PF1. It is being tested for accuracy and completeness before roll out to all stations.

11.3 Business Processed Automated

Table 45: Performance against intermediate outcome indicators

Performance Indicators	Baseline	2018	2019	202	2021/22	2022/23	
	2016	/19	/20	1	Target	Actual	
Level of automation of case management systems	12%	41%	46%	60%	46%		
Proportion of JLOS Institutions with a functional M&E System	44%	83%	83%	100%	100%	100%	

MoJCA is in the process of enhancing and integrating Information and Communication by putting in place a DCL system that is connected to the Electronic Court Case Management System. The contractor was identified and awarded the contract. They are currently undertaking a study on the system specifications to build and install the system. Once complete, it will increase efficiency in case management, retrieval of real-time data required by stakeholders and generate reliable reports.

Automation of immigration border services is crucial in the fight against cross-border crimes, therefore biometric enrolment of cross-border travellers facilitates tracking persons of security interest to the country. Therefore, immigration border posts of Kizinga, Isasha and Oraba were automated, bringing the total number of automated border posts to 24 out of 67 gazetted border posts; however, this is only which is only 36%, meaning more needs to be done.

DCIC also extended the electronic system to two borders (MIDAS at Kizinga and BMS in Ishasha), the extension of the electronic system supports the electronic capture of travellers especially their fingerprints instead of recording them manually, this helps counter terrorism.

The decentralization of immigration services has improved access, and during this period, the e-visa system was extended to the Uganda Mission in Rome, Italy. The total number of Ugandan missions with the e-visa system is now 22 out of the 38 Missions abroad. Consequently, revenues collected from visa fees grew from 34.5bn in FY 2021/22 to 54.086n in FY 2022/23.

In line with the joint venture agreement, the e-passport system is to be rolled out to 3 local regional offices and 7 Uganda missions abroad. As such, the E-passport system has been extended to Mbarara, Mbale and Gulu regional offices, and rolled out to three Ugandan missions abroad, i.e, Abu Dhabi, Copenhagen and Beijing, which are in addition to the Uganda Missions in London, Washington Ottawa and Pretoria. The e-passport system was upgraded to enrol, process and issue conventional travel documents for refugees.

Due to an increase in court operations and continued use of e-justice mechanisms such as Video Conferencing Systems/Virtual courts, the UPS installed three (3) virtual court systems in 3 prisons at Masaka, Kaweri and Soroti raising the number of prisons with virtual courts to 19 hence increasing the ease of access to justice for inmates.

The ULRC developed a prototype of the online publishing system integrated with EDMS, a mobile application system and a payment gateway to make e-commerce ready. In addition, the ULRC’s website is now more interactive and used in the processing of applications for online recruitment of personnel.

UPF trained 72 (42M and 30F) Records Officers and detectives in the functioning of the Criminal Records Management System, Customer care and records Management, Role of ICT in records management, Basic stores Management, Criminal Report writing, Management of police books, among others.

The UPF also indexed and converted 12,000 personnel files to track staff attrition and enable the full utilization of the Human Resource Management System in phase 2 of implementation.

The MoJCA signed a contract to upgrade its existing civil case management system to simplify digital mechanisms where services of the ministry are delineated, interactive, user friendly, remotely accessible, web-based, secure and integrated with other case management systems like the Judiciary Electronic Court Case Management Information System (ECCMIS) and other systems as may be adopted by GOU.

Table 46: Performance against planned activities 2.2.3

Code	Activity Description	Amount	Total	Spent	Status
NIR: 2.2.3.1	Phased Approach to the Digitization of the NIRA BDAR Registry. Digitization will enable NIRA to effectively decentralise all BDAR and NID services to Districts.	140,000,000	140,000,000	0	40,000 BDAR legacy documents were digitized (documents/ records inherited from URSB) and can now be electronically retrieved. NIRA is yet to digitize 500,000 old records. Payments have been rolled over to FY 2023/24.
ULS: 2.2.3.1	Conduct trainings of advocates on the Electronic Court Case Management Information System		0		
UPF: 2.2.3.1	Transform personnel filling system to track placements and manpower attrition, Phase two of the Human Resource Management System. (Phase one was funded in FY 2018/19)	188,000,000	62,000,000	62,000,000	A total of 12,000 personnel files have been indexed and converted. Additionally, 08 desktop computers have been procured to enable the rollout of the system to automate the management of personnel records, track placements and manpower attrition.
MIA: 2.2.3.2	Strengthening enforcement of Community Service Orders	100,000,000	60,000,000		8 Desktop sets procured
UPF: 2.2.3.2	Incorporate Geographic Information System (GIS) in sub-county policing to support planning, crime analysis and emergence response.	249,480,000	0		

Code	Activity Description	Amount	Total	Spent	Status
MIA: 2.2.3.3	Develop and maintain an e-recruitment system for the Uganda Prisons Authority(Phase 1)	50,000,000	20,000,000		1 laptop and 1 printer procured

2.2.4 Information Management Systems of Institutions Integrated

In terms of the E-Justice and Digital Transformation, JLOS institutions continued to implement the e-Justice strategy (2021 - 2026) as a core reference point for digital transformation. Frontline institutions such as MOJCA, Police and DCIC, embarked on a vision re-engineering process for their digital environments, whereas others notably the Judiciary and Prisons fast-tracked roll out of their signature digital platforms (ECCMIS and PIMS respectively).

The Secretariat provided support to the Ministry of Justice and ODPP in the development of digital strategies. This involved alignment meetings and engagements with key stakeholders through workshops and roundtable discussions. Draft strategies await approval by top management.

With support from the Secretariat, the Uganda Police successfully developed the Electronic Policing Information System (ePIS) project; and the Directorate of Citizenship and Immigration Control (DCIC) was supported in the development of a Full Border Automation Project.

Building on the systems integration framework and roadmap for JLOS developed through the Justice and Accountability Reform (JAR) programme in FY 2021/22, JLOS institutions with support from the Secretariat were continuously engaged in mapping of business processes relating to the sharing/exchange of criminal records between the Police, DPP, Judiciary and Prisons. The integration framework is a core foundational aspect of our e-justice agenda and has set the stage for data and information exchange in the civil and criminal justice system.

The Secretariat participated in an international conference held in Rome, Italy on e-Justice at the invitation of the Justice Administration Research (JAR) Association with support from the United Nations Office and Drugs and Crime (UNODC). At the conference, the Secretariat authored and presented a paper that showcases Uganda's experience in developing digital-driven justice infrastructure leveraging the JLOS chain-link model.

DCIC successfully integrated the e-immigration system into the NSSF system. This has eased the management of applications of foreign nationals in pursuit of NSSF terminal benefits. The application programming interface (API) was successfully developed and tested for integration of the online passport application system (OPAS) with the e-immigration system.

URSB officially deployed and operationalized the Online Business Registration System (OBRS) in November 2022, aimed at further simplification of the business registration procedures and processes. The system is fully integrated with the National Identification and Registration Authority and Uganda Revenue Authority to support end-to-end seamless registration transactions and processes. This system has reduced the cost and time of registration since clients can seek registration services online without necessarily physically going to the URSB offices. The system modules include the following: user registration, business name reservation, limited liability partnership registration, company registration, progress tracker, automatic system updates, and legal document registration among other features. The system automatically generates classified business records, and its mail/correspondence management is fully operational, resulting in efficient and effective access to information. Data Conversion services have been fully incorporated into the system which involves scanning and processing e-records.

The shift to a digital and modern registry is essential to improve the ease of starting a business in Uganda. This will support the formalization and growth of all businesses, in particular domestic micro, small & medium enterprises (MSMEs). The initiative will also position Uganda as globally competitive and will complement major upgrades currently underway in Uganda's legal framework for regulating company life cycles. Over the past years, URSB has been consistently enhancing its

service delivery to the public by digitizing its processes, offering e-services via email, and rebranding itself with the vision of becoming a modern company registry with worldwide recognition for delivering excellent and trustworthy services.

The OBRS will elevate the Registry and Uganda to global standards and transform the Registry into an all-digital leader. Industry best practices have been incorporated in the OBRS which includes the adoption of the International Standard Industrial Classification of all Economic Activities (ISIC) and the issuance of Unique Identifiers (company/business number) at registration. These features will ensure data on business entities are robust and verifiable.

URSB also introduced E-signatures in the Directorate of Intellectual Property which have facilitated the effective management of digital records hence providing a clear classification system that enables fast retrieval of correspondences.

The interventions undertaken by URSB in FY2022/23 yielded the following results which are a clear indication that business processes were strengthened which translated to private Sector development.

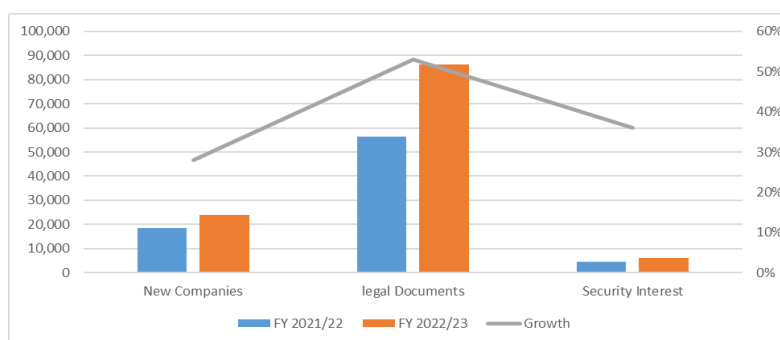
Business Registration	FY 2021/22	FY 2022/23	Growth
New Companies	18,614	23,789	28%
Legal documents	56,505	86,375	53%
Security Interest	4,530	6,179	36%

URSB registered a total of; 27,104 business names, 1,483 debentures, 1,593 Local Trademarks, 1,850 Foreign Trademarks, 2,228 Foreign Trademark renewals and 336 Local trademark renewals, 80 Copyrights and 16 Industrial Designs. In comparison with FY 2021/2022 performance below, the number of new companies increased by 28%, legal documents increased by

53%, and Security interest in Movable property registered a growth of 36%. Left: Table indicating the number of registered companies, legal documents and security interest notices in 2021/2022 and 2022/2023

A Graph Showing the Growth of Business Registration for FY 2021/2022 Compared to FY 2021/22

To strengthen the ability of public and private entities to identify individuals seeking services and to enhance the implementation of security objectives, financial institutions,



MDAs, telecommunication firms, and other public and private entities entered memoranda of understanding with NIRA to access relevant information for their businesses and other operations from the National Identification Register (NIR). Cumulatively, 83 entities were accessing information from the NIR through the Third-Party Interface (TPI) by the end of the reporting period. This includes 32 financial institutions (Banks and MFDIs), 26 MDAs, 7 Telecommunication firms, and 18 other private sector Institutions. Furthermore, there were 3 financial institutions, 7 MDAs, and 16 other private sector Institutions which were in the test environment and it is expected that they will be fully active by the end of quarter one of FY 2023-24. Access to information from the NIR by the named institutions has enhanced their ability to efficiently identify and locate individuals who access their services for commercial and security purposes.

Table 47: Institutions Accessing NIR through TPI

Category	Number	Percentage
Financial Institutions	33	40%
Government Agencies	11	13%
Ministry or Department	15	18%
Other Private Firms	18	22%
Telecom	6	7%
Total	83	100%

In preparation for the integration and automation of information management systems. The ODDP participated in the systems integration data mapping with NITA-U, Judiciary, JLOS Secretariat and Uganda Police. ODPP Application Programming Interface (API) and data points were shared with stakeholders.

UPF commenced the development of the Electronic Policing Information System (ePIS) an integrated digital platform for the management of policing services. A presentation was made to the Governance and Security steering committee and forwarded to the Development Committee. EPIS is now at the profile stage.

Similarly, ULRC commenced the procurement process for high-end switches. Prototyping of the online publication system and redesign of an interactive ULRC website was undertaken, awaiting NITA (U) to provide a hosting environment. The procurement process was ongoing for Domain migration and purchase of a database archival servers together with the purchase of high-end router switches. The purchase of image viewing software is no longer needed as the top-end versions of eDMS software come along when the said software is incorporated thus the requirement to reprioritise our funding and expenditure for procurement of an eDMS software is needed because it was under budgeted for and yet it was way ahead in the digitalisation roadmap thus calling for alignment of funding in accordance to digitisation roadmap to enable a seamless logical flow of phases sequentially.

Table 48: Performance against Planned activities under 2.2.4

Code	Activity Description	Amount	Release	Spent	Status
MIA: 2.24.1	Procure and Install Tele-conferencing equipment in the Ministry's Boardroom	146,000,000	120,000,000		Tele-conferencing equipment installed in the Ministry's Boardroom
MoG: 2.24.1	Training of Probation Officers on Remand Home Management Information System	270,000,000	140,000,000		28 computers were procured and are yet to be distributed.
Moj: 2.24.1	Installation of Administrator General System in all the 7 Regional offices and link it to the Electronic Court Case Management Information System for issuance of certificates.	372,106,000	372,106,000		The process of installing an integrated unified communication system in regional offices is still ongoing. This was delayed by the lengthy procurement process. The process.

Code	Activity Description	Amount	Release	Spent	Status
TAT: 2.24.1	Setup E- registry system. Design, train implement an automated records system	200,000,000	50,000,000	49,910,000	Service of court room gadgets, stabiliser, network gadget, photocopier and Hardware for new court room and allowances
ULR: 2.24.1	Implementation of an Electronic Document Management (e-DMS) and Online publication System	327,292,000	167,733,216	167,733,216	Procurement process for Purchase of high end switches ongoing. Prototyping of the online publication system and redesign of an interactive ULRC website undertaken, awaiting NITA (U) to provide a hosting environment.
UPS: 2.24.1	Expansion of PMIS to 5 Prison Units (Kitalya Mini-Max, Masaka, Mbarara, Bushenyi and Fort Portal Prisons)	1,125,000,000			
MIA: 2.24.2	Operationalization of MIA Smart Dashboard to facilitate information sharing and decision making	140,000,000			
UPS: 2.24.2	Procurement of digital radio communication equipment for 10 Prisons	1,225,000,000			
URS: 2.24.3	Procurement of IEC materials	21,250,000			

2.3 Reform and update laws to promote competitiveness and regional integration

To promote competitiveness, the sub-program ratified the following treaties which will improve the business environment in the country: the World Intellectual Property Organization (WIPO) Copyright Treaties (The Berne Convention for the Protection of Literary and Artistic Works (1886); WIPO Copyright Treaty (WCT) 1996; WIPO Performances and Phonograms Treaty (WPPT) (1996); Beijing Treaty on Audio-visual Performances (2012) and Marrakesh treaty on visually impaired persons (2012). However, their domestication needs to be fast-tracked for the Programme to implement the relevant provisions, including the amendment of the Copyright and Neighbouring Rights Act, whose Principles are yet to be tabled before Cabinet.

1.1.1 Access to commercial laws and service delivery points enhanced

During the period under review, URSB amended the following laws; The Insolvency Act, of 2011, the amendment seeks to achieve the following reforms; **simplify the winding-up process for companies that have no assets, reduce the time for winding up of companies, provide for post-commencement financing of companies in insolvency to enable them to settle claims, and prioritise of secured creditors.** The Act was successfully amended and assented to.

The Companies Act 2012, the reforms intend to close existing gaps in the law, introduce provisions to align with international obligations for example the requirement to register beneficial ownership and promote the ease of business by encouraging the use of ICT in company administration. And

for compliance with Recommendation 24 of the FATF which requires countries to take measures aimed at preventing the misuse of legal persons for money laundering and terrorism financing.

The Partnerships (Amendment) Act, 2022; seeks to provide for the definition of beneficial owner, a register of beneficial owners which shall contain particulars of beneficial owners and other related matters including where the register is to be kept and giving notice to the registrar of the place where the register is to be kept, empower the Minister to make regulations to prescribe additional reporting requirements to be complied with by a partnership with beneficial owners.

In addition to the above, at the time of preparing this report, URSB was undertaking a review of the under-listed laws;

- i. The Formulation of law on Traditional Knowledge to regulate Traditional Knowledge and Folklore. URSB participated in the process of formulation of the Cabinet Principles for the Traditional Knowledge Bill, which awaits tabling before Cabinet for approval.
- ii. Amendment to the Copyright and Neighbouring Rights Act; formulation of Cabinet Principles on the Amendment bill was completed and were yet to be tabled before Cabinet for approval.
- iii. Proposals to the Marriage Bill: Draft Amendments were submitted to the mover of the Private Member's Bill for inclusion in the amendment.

More to the above, MOJCA reviewed and amended the following business-related Acts which are for publication.

- i. The Physical Planners' Registration Act, 2023.
- ii. The Traffic and Road Safety Act, 1998 (Amendment) Act, 2023. Act
- iii. The Fisheries and Aquaculture Act, 2023.
- iv. The Markets Act, 2023;
- v. The Museums and Monuments Act, 2023;
- vi. The Uganda Human Organ Donation and Transplant Act, 2023;
- vii. The Lotteries and Gaming (Amendment) Act, 2023;
- viii. The Value Added Tax (Amendment) Act, 2023;
- ix. The Traffic and Road Safety Act, 1998 (Amendment) (No. 2) Act, 2023;
- x. The Supplementary Appropriation Act, 2023;
- xi. The Convention on Mutual Administrative Assistance in Tax Matters (Implementation) Act, 2023.
- xii. The Anti-Money Laundering (Amendment) Act, 2022. Act
- xiii. The Cooperative Societies (Amendment) Act, 2022. Act
- xiv. The Insolvency (Amendment) Act, 2022. Act
- xv. The Trustees Incorporation (Amendment) Act, 2022. Act
- xvi. The Anti-Money Laundering (Amendment) (No. 2) Act, 2022 Act
- xvii. The Mining and Minerals Act, 2022. Act
- xviii. The Public Health (Amendment) Act, 2023.
- xix. The Fisheries and Aquaculture Act, 2023

Reform rules and procedures

To strengthen implementation of already existing laws, MOJCA held 48 meetings for authorization of publication of the Statutory Instruments listed below;

- i. The Traffic and Road Safety (Demerit Points System) Regulations, 2023;
- ii. The Traffic and Road Safety (Digital Networks) Regulations, 2023;

- iii. The Traffic and Road Safety (Post Crash Emergency Care) Regulations, 2023;
- iv. The Traffic and Road Safety (Prohibited Drugs and Alcohol Limit) Regulations, 2023;
- v. The Traffic and Road Safety (Wearing of Safety Belts (Amendment) Regulations, 2023;
- vi. The Traffic and Road Safety (Motorcycles and Motorised Tricycles) (Amendment) Regulations, 2023;
- vii. The Traffic and Road Safety (Licensing of Manufacturers and Garages) Regulations, 2023;
- viii. The Electricity (Exemption from Holding License) (Solargen Ventures Limited) Order, 2023;
- ix. The Uganda Citizenship and Immigration Control (Designation of Entry and Exit Points) (Amendment) Regulations, 2023;
- x. The Financial Institutions (Preference and Approved Book Value) Regulations, 2023;
- xi. The Road (Speed of Motor Vehicles) (Temporary Maximum Speed Limit) (No. 3) Order, 2023;
- xii. The Roads Act (Speed of Motor Vehicle) (Temporary Maximum Speed Limit) (No. 4) Order, 2023;
- xiii. The Traffic and Road Safety (Importation of Motor Vehicles) (Exemption) Order, 2023;
- xiv. The Proclamation by the Rt. Honourable Speaker of Parliament on the Presidential Address on the National Budget for the FY 2023/2024.

More to the above, during the period under review, URSB initiated amendments to the following regulations.

- i. The Insolvency Regulations 2023; regulations will give effect to some of the provisions of the amended Insolvency Act;
- ii. The Companies (General) Amendment Regulations 2023; URSB held a stakeholders' engagement which agreed on areas for amendment. The draft-amended regulations were shared with the First Parliamentary Counsel for onward handling.

MOJCA received 17 Ordinances for verification and 12 (71%) ordinances were verified and submitted to the Ministry of Local Government, 5 were signed and authorized for publication. MoJCA also received three signed business-related Byelaws and authorized for publication, they are listed below;

- i. The Local Government (Mukono Municipal Council) (Markets) Byelaws, 2022;
- ii. The Local Government (Mukono Municipal Council) (Streets and other Designated Parking Areas) Byelaws, 2022;
- iii. The Local Governments (Hoima City) (Management of Transport, Washing Bays and Livestock) Ordinance, 2023.

Similarly, MoJCA also received, reviewed and authorized for Publication 12 Signed Legal Notices as below;

- i. The Universities and Other Tertiary Institutions (Publication of Private Tertiary Institutions issued with Provisional License) Notice, 2023;
- ii. The National Social Security Fund (Interest on Benefits) Notice, 2022; and
- iii. The Uganda National Bureau of Standards Act (Declaration of Compulsory Standard Specification) (No. 2) Notice, 2022;

The MoJCA facilitated and participated in the enforcement of commercial laws by rendering legal services to the Government, facilitating execution and implementation of court orders and transactions arising out of commercial disputes with the assistance of other MDAs like the Judiciary among others.

In addition, MoJCA participated in several meetings between November and December 2022. These were:

- i) Rwanda, Kigali- attended the various Planning conferences for the 13th EAC Armed Forces command exercise with the general objective of enhancing the state of readiness and interoperability of EAC partner State Armed Forces, Police, Civilian components and other stakeholders in responding to complex security challenges;
- ii) Nairobi, Kenya - Attended Regional Committee meeting for EAC Trade. The meetings discussed among others key issues on trade promotion and facilitation in the region with the major trade barriers;
- iii) Lusaka-Zambia -Hon. Minister of Justice and Constitutional Affairs attended the 25th COMESA Ministers of Justice and Attorney Generals and the 26th meeting of the Committee on Legal Affairs. Participated in the COMESA Policy Organs meeting of Sectoral Council and the Technical Working Group respectively;
- iv) Kisumu, Kenya - attended a joint regional policy steering committee meeting of the Lake Victoria Basin. The meeting considered the status of the implementation of decisions and directives of the previous RPSC meeting held from 10th to 14th February 2020 and progress made in project implementation from January to December 2022;
- v) Arusha, Tanzania - attended the 27th East African Law Society AGM and conference. Over 600 lawyers from across East Africa and beyond converged in Arusha Tanzania to discuss business, create networks and keep abreast with topical issues affecting the profession. A team from the Ministry also attended a sectoral committee meeting on Trade. The meetings discussed among others key issues on trade promotion and facilitation in the region with the major trade barriers.

Notably, following the 48 complaints by Intellectual Property rights holders related to counterfeiting and piracy, URSB carried out investigations including 32 Enforcement Operations. This included the seizure of goods used in the commission of offences, seizure of suspected counterfeit items and pirated goods, and enforcement of court orders. The seized counterfeit goods ranged from cell tape, oil lubricants, cooking oil, tiles, agro inputs etc. several trademarks such as Bukoola, VTM cell tape, Kangaroo, Shell, Total, STHIL and Gold Star oil among others. The operations were primarily coordinated by the URSB Enforcement Officers with the support of other Police Officers from the territorial Police Command who are taken on to offer special duty

URSB also conducted investigations, which yielded criminal proceedings and prosecution of the sanctioned case files resulting in 19 convictions, and 1 reconciliation. 3 matters were stayed pending the determination of the civil matters. At the time of preparing this report, 19 criminal matters were still ongoing in Court and others are still under investigation.

Further, during the period under review, URSB made proposals for amending the laws to strengthen the anti-counterfeiting provisions under the Trademark Act and Copyright and Neighbouring Act and incorporating more punitive and deterrent penalties against pirates and counterfeiters.

During the period under review, URSB trained 72 CID Officers and Detectives at the Police Training School – Kabalye, Masindi on URSB services, intellectual property rights and laws, enforcement and prosecutions of intellectual property rights. This equipped them with the knowledge, which will improve investigations, and enforcement and ultimately enhance case **disposal**.

Table 49: Performance against planned activities 2.3.1

Code	Activity Description	Total	Spent	Performance
URS: 2.3.1.2	Legal reform to enhance access to credit to create a conducive business environment and improve on World Bank Doing Business Ranking" Consultative meetings for the amendment of the Security Interest in Movable Property Act (SIMPA)" Cluster stakeholder consultative meeting for Regulations on Disposal for Perishable Collaterals Conference package and facilitation for validation of the Draft Regulations on Disposal of Perishable Collaterals Study tour on Regulations on disposal of perishable collateral e.g. tomatoes	86,500,000		
URS: 2.3.1.7	12 Radio talk shows per region conducted on the URSB services for in different districts at the Regional Offices.		0	
MOJ: 2.3.1.2	EAC regional integration	300,000,000		The Ministry of Justice participated in 4 EAC meetings and 1 COMESA meeting in Rwanda, Nairobi- Keya, Lusaka- Zambia, Kisumu -Kenya and Arusha- Tanzania.

2.3.2 Strengthen business registries (URSB, DCIC, NIRA, NGO Bureau)

Table 50: Performance against planned activities 2.3.2

Code	Activity Description	Total	Spent	Performance
ULS: 2.3.2.1	Hold Land Colloquium in the 4 regions across the country; East, West, North and Central to train advocates on the current land laws and policies		0	No funds were received for this activity

2.3.3 Strengthen commercial and land dispute resolution processes and institutions

To ensure efficiency and effectiveness in commercial and land dispute resolution processes across the Access to Justice, Subprogramme institutions, institutions continued implementing the following strategies: case backlog reduction strategies; capacity building of duty bearers in commercial and land justice; and alternative dispute resolution mechanisms.

ADR is very critical for the expeditious resolution of commercial and land disputes by the Courts, the tax appeals tribunals, URSB, the Ministry of Justice and Constitutional Affairs and other Programme institutions. During the period under review, subprogramme institutions and the Judiciary implemented ADR.

MoJCA through the Directorate of Civil Litigation participated in mediations in court and outside court. Negotiations were embraced especially in cases where the Government had a bad case or no good defence. There are several cases under Arbitration and the relevant MDAs were engaged for information and MoJCA effectively represented government before the Arbitral Tribunals. The Department of Civil Litigation handled 187 cases through ADR mechanisms (negotiation, mediation, conciliation, and arbitration).

In addition to the above, MoJCA through the Administrator General's Chambers opened up 4151 Estates of deceased persons, persons of unsound mind and missing person's files, of which 3301

cases were handled and certificate of no objection issued, and 362 family cases were successfully resolved through mediation and arbitration. The Administrator General's Chambers also inspected four trust causes and public trustee roles were strengthened; 190 scheduled Court cases against and by the Administrator General were attended; 295 estates inspected; 89 estates wound up and renounced; and 6 Letters of Administration were granted to the Administrator General by Court.

Furthermore, the Tax Appeals Tribunal filed 194 mediation causes and 55% of the disputes were settled through mediation. ADR should be strengthened because it is fast and a preferred mechanism for resolving tax disputes.

Table 51: Performance against planned activities 2.3.3

Activity Code	Activity Description	Total	Spent	Performance
ULR: 2.3.31	Post-Enactment Advocacy on Land Laws	180,000,000	25,140,000	Preliminary consultations were undertaken but the project was due to technicalities.
JSC: 2.3.41	Conduct 48 live Radio talk shows	114,714,920		

2.4 Strengthen Institutional Capacity and Decision-making

Capacity building is critical in the continuous improvement of service delivery. All programme institutions undertake training to skill their staff to effectively provide services to the general public.

1.1.1 Capacity of Staff Enhanced

During the period under review, DGAL conducted training of forensic scientists in emerging areas of forensic investigations and laboratory analysis. FAPAS Proficiency training for nutrients in poultry ration done by the Food and Drugs laboratory and FAPAS Proficiency training/testing Dithiocarbamates in Lettuce Pree done by the Pesticide Residue laboratory are all in progress and are partially implemented as of the half-year of the FY. DGAL staff also trained in chemical management, old chemical waste segregated/ separated and Case Study on case management (level of contamination) were initiated and are all to be implemented in quarter three.

In addition to the above, the LDC trained 8 staff in skill enhancement skills; and developed and validated the communication policy and strategy, and the training policy. And prepared Guidelines for staff performance and recognition rewards. A central registry was also established which improved record keeping for easy access to information.

During the reporting period, the Ministry of Internal Affairs recruited 25 Community Service Officers and posted them to districts (Bundibugyo, Kaliro, Mayuge, Sironko, Nakapiripiriti, Amuria, Serere, Pader, Alebtong, Agago, Nwoya, Moyo, Kanungu, Isingiro, Rakai, Ibanda, Mubende, Entebbe, Mitooma, Buikwe, Kiryandongo, Sembabule, Kamwenge, Kiboga and Kagadi). The recruitment increased staffing levels from 37.5% to 60.4%.

Under the EU SUPREME project, various trainings were undertaken by different stakeholders. The UPF trained 86 officers (34 male and 52 female) from the Child and Family Protection Unit (CFPU) and Community Liaisons Office (CLO) in refugee-hosting communities on how to respond to and manage cases related to **family conflicts and domestic violence**.



Left: Police officers pose for a group photo at the commencement of the Training at Police Training School Ikafe PTS.



Right: Police officers attending a Training session on response to cases of family-related conflicts.

UPS trained 43 (27 Males and 16 Females) police detectives/investigators (CID) drawn from refugee host districts of W. Nile in SGBV investigations. The training covered modules including case file management, preservation of evidence and response to cases of VAW/VAC, etc.



ODPP trained 247 prosecutors were trained by ODPP facilitators, the Human Trafficking Institute, UNODC, Willow International IOM among others. We also had the launch of the Trafficking in Persons TIP academy of 33 prosecutors held at the Sheraton Hotel. We had a major awareness event of the World Day against Trafficking in Persons held every 30th July. This year's event was under the theme of Use and Abuse of Technology.

The ODPP Virtual Academy was launched and its platform has resource materials that will greatly enhance the capacity building of all prosecutors and hence improve prosecution standards.

At DGAL, the Training of forensic scientists in emerging areas of forensic investigations and laboratory analysis was carried out as below.

UPS trained 93 officers in Customer Care, this was aimed at improving the department's perception and easing access to services for clients in a professional manner. The Microbiology quality and safety study of spring water in Kampala Metropolitan Area was conducted and the potable Water

Quality Study in Kampala Metropolitan Area was conducted. This is to ensure public safety.

DGAL installed equipment (GCMS model QP2020 NX) used in toxicological analysis and trained staff on its use during investigations. Government Analysts from the Firearms and Toolmarks (Ballistics) laboratory were also trained and certified in firearms basics at the Shooting Academy, Nakawa; this is expected to improve their handling of firearms, which in turn improves their analytical results and observations.

Similarly, eight State Attorneys from MoJCA were trained in various fields including short courses (5 pax) and at an advanced level (3 pax) on International Law, Environmental Law and Arbitration specifically in the field of construction.

Table 52: Performance against planned activities 2.4.1

Activity Code	Activity Description	Total	Spent	Performance
DPP: 24.11	Awareness creation lecture through the Joan Kagezi Memorial Lecture	100,000,000	70,000,000	The Office of the Director Public Prosecutions held the Joan Kagezi Memorial lecture on 21 st April, 2023

2.4.2 Planning, Supervision and M&E systems enhanced

The first monitoring and evaluation for the EU SUPREME project were conducted in December 2022 to assess the progress of the implementation of the three-year project. The M&E team included coordination committee members from *UPF, UPS, JCU, MoIA (DCS), MoLG (LCCs), ODPP and UHRC*. The team was joined by other officers based in the region including *Regional Police Commanders, Regional Prison Commanders, District Police commanders and other officials*. The settlements visited included Rhino Camp, Invempi Camp, Palorinya, Pagirinya and Lobule.

At Rhino Settlement Camp, the team interacted with various officers based at the camp. The Assistant Settlement Commandant informed the team that the resettlement had 124,383 registered refugees, in 7 zones and each zone having a police post. The resettlement has more than 70 partners that support the refugees and host communities in terms of the daily operations within the resettlement. UNHCR provided a bike to every police post and one police car for the whole resettlement.



OPM provided vehicles occasionally to support police operations when the need arises. The settlement officials reported that various activities were undertaken in the settlement under the EU Supreme Project including community policing and outreach with the trained officers; talk shows to sensitize the communities about the law; prison visits in the resettlements and delivering prisoners to court so that they access justice in Arua, Madi Okolo, Koboko and helped aware of the process of Access to Justice processes.

Invempi Resettlement Camp has a population of 64,000 refugees with 4 zones, 42 villages and 38 parishes. The camp receives support (40% GoU and 30% partners) which caters for livelihood, education, health, water and other projects. There is teamwork amongst the project partners with good security. The main challenge faced within the resettlement is land despite OPM offering livelihoods to landlords where settlements are



situated. The camp also faces the challenge of early marriages, SGBV and drug abuse (Azange) within the settlements. The RWCs stated that there was peace within the resettlements with available services to support the refugees. The projects within the camp empower the refugees despite the meagre food ration of food (4kg of posho and 1kg of beans per month). There is no land for cultivation which affects the availability of adequate food.



On the way to Lobule settlement, the team visited Koboko Magistrate Court. Lobule Resettlement

Camp which is the second largest in Koboko district borders DRC and South Sudan with a population of 1,630. The challenges faced by the camp are difficulty in transportation, limited fuel, inadequate labour in all police directorates, no accommodation for police officers, limited logistical support,

limited medical support, no power, hostile host communities, domestic violence and stray animals thus insecurity in food safety. UNHCR has supported the resettlement in terms of community protection. They have carried out Nationality Screening procedures in partnership with NIRA to identify



Ugandans claiming to be refugees (7 were discovered). Despite the security and peace, there are only 2 police officers since most security cases are handled by the youth.

Palorinya Resettlement Camp started in 2016 with 5 zones and police posts and 23 partners within the resettlements. There is ample security and witnesses are supported regularly. The settlement is served by one magistrate who sits in Moyo thus a high workload. Since the courts are very far from the camps, there is difficulty in transporting the witnesses. Also, Police have temporary structures which allow suspects to easily escape. There are no separate reception centres for males, females and juveniles.

Pagirinya settlement Camp in Adjumani has 280,000 refugees with Pagiringi settlement hosting 41,000. The resettlement is 15 km from the borders nevertheless, the security is calm with few cases of violence in terms of assault. The police established 12 police posts in 19 resettlements. The challenges faced within the resettlement included; the long distance to Adjumani to attend court sessions; Many criminals living within the resettlement; Criminals easily escape due to porous borders thus affecting the security; Police posts having temporary structures which make it easy for criminals to escape; Cases of early marriages; High theft as well as robbery due to economic difficulty; No police accommodation, for instance, the fence is made of grass; Limited police personnel within the resettlement; and Many children conflicting with the law with no remand home.



The major challenges faced in the settlement camps include;

- i. Limited staffing in the major justice actors including UPF, ODPP and judicial officers leading to a slow disposal rate. It was also noted that there were few female officers deployed at the resettlements.

- ii. There is also limited funding for operations especially for the limited fuel for police to carry out operations.
- iii. High rates of SGBV including early marriages due to cultural norms. There is a need to take time to sensitize and educate refugees on the law.
- iv. Lack of juvenile cells for children. There is a need to add reception centres for juvenile offenders as well as gender-based centres to handle those GBV cases. Also, need to ensure diversion guidelines are fully utilized.
- v. Lack of transport especially for juveniles and suspects from Packwach and Nebbi when remanded to Arua.
- vi. Host communities harass refugees over land and Refugees jump bail by shifting to different resettlements. In some cases, the landlords do not honour land agreements with the refugees. This has affected food production leading to increases hunger in refugee homes and poor health conditions thus high death rates from poor nutrition levels.
- vii. The policy planning units were facilitated to conduct quarterly M&E



Table 53: Performance against planned activities under 2.4.2

Activity Code	Activity Description	Total	Spent	Performance
ULR: 24.21		15,000,000		
ULR: 2.24.1	Onbase (Government Enterprise License-up to 30 users. Integration of eDMS Online publishing platform	535,000,000		
DCI: 24.21	Strengthen the Planning, Statistics and M&E Unit to produce timely reports and statistics for effective service delivery. Capacity building in Monitoring and Evaluation; procure laptops; Quarterly data collection and monitoring	76,972,000	66,972,000	1 Accountant and 1 Planner attended a two weeks training in Monitoring and Evaluation at Solers Management Institute in Dubai(United Arab Emirates) 2 Laptops procured to support planning unit in report preparation
DGA: 24.21	Improve Strategic Planning, Monitoring and Evaluation at the laboratory Quality Assurance, Develop an institutional Monitoring and Evaluation framework aligned to the PIAP and NDP III. Acquire 3 laptop computers to improve data collection, statistics analysis and reporting including M&E purposes	97,000,000		
Prog: 24.21	Strengthen M&E systems in the sub programme Procure vehicle for M&E Procure motorcycles	330,000,000		
	Conduct PPU retreat	0		No funding

Activity Code	Activity Description	Total	Spent	Performance
Moj: 24.21	Production of the Ministerial Policy Statement	68,000,000		The Ministerial Policy statement for FY 2023/24 was prepared, presented before Parliament on 14/3/23, approved and distributed to relevant stakeholders.
UPS: 24.21	Collection, Mgt & Verification of data Conduct Prisoners Census 2023 Data collection tools (Prison forms and Books) Procurement of computers for 12 regional offices	363,000,000		Was conducted as planned and the report is being finalized All Prisoners' books and forms were procured and distributed to all stations. Only 06 computers were procured to due adequate funding
MIA: 24.212	Compliance checks on Police standards, policies and procedures	220,000,000		1 vehicle(double cabin) procured to facilitate inspections
UPF: 24.23	Production of Annual crime report.	47,960,000	47,200,000	District crime statistics was collected, validated and analyzed to produce the annual crime report 2022 which was launched and disseminated to key stakeholders.
	Support decentralised statistics unit to produce data for planning crime analysis for effective sub county policing	216,600,000	216,000,000	Policing regional administrative data, Crime data, Traffic & road safety data and Fire prevention & rescue data has been collected and compiled and entered in the developed statistics databases. Data analysis has also been done to produce analytical reports to aid planning, crime analysis and ensure effective policing.
UPF: 24.24	Support data collection and production of quarterly performance reports.	72,000,000	72,000,000	Through qualitative and quantitative data collection during field visits, implementation of funded activities was assessed to track performance.
MIA: 24.25	Support PPAD to enhance coordination of Ministry departments and allied agencies	60,000,000	30,000,000	Ministry departments and allied agencies coordinated



OUTCOME 3: COMPLIANCE WITH THE UGANDA BILL OF RIGHTS STRENGTHENED

There is an enhanced human rights consciousness in both private and public spheres of Uganda society. This is an outcome of consistent internal efforts of mainstreaming HRBA within the public service system while externally empowering the civic public on human rights norms, standards, and corresponding responsibilities. Human rights issues are more visible in government programming and in the delivery of public services notwithstanding resource constraints needed to achieve some performance targets. As a result of enhanced civic consciousness, the number of human rights claims or complaints presented to national human rights institutions such as the Uganda Human Rights Commission (UHRC) and the Equal Opportunities Commission (EOC) has continuously increased.

The Government has put in place a comprehensive human rights legal and policy framework that is mainly enforced by the leading national human rights institutions. Enforcement through private legal claims and actions by individuals and groups brought before judicial bodies have grown in volume and scope of issues. To further augment this regime, more policy and legal instruments are under development. These include a draft civic education policy under the Ministry of Justice and Constitutional Affairs, the Human Rights Defender’s Bill that is under consideration by the Parliament of Uganda, and the Judicature (Cases of Persons with Disabilities), Rules, 2023 that are being reviewed by the Rules Committee of the Judiciary.

Existing human rights mechanisms at local and central Government level have been further strengthened and new ones established to enhance compliance with the Bill of Rights under the Constitution of Uganda, 1995. In October 2022, Cabinet operationalized the Cabinet Standing Committee on Human Rights. The nine-member Committee is Chaired by Hon. Nobert Mao, the Minister for Justice and Constitutional Affairs. The work of the Cabinet Standing Committee is resourced and supported by the MoJCA Human Rights Desk and the Inter-Ministerial Technical Advisory Committee on Human Rights, which complement each other in coordinating Government human rights institutions and functionaries designated in all MDAs.



Figure 1 Hon Nobert Mao, Minister for Justice and Constitutional Affairs, and Chairperson of the Cabinet Standing Committee on Human Rights

During the reporting period, the Uganda Human Rights Commission (UHRC) maintained an international ‘A’ status rating in accordance with the UN Paris Principles and the Global Alliance of National Human Rights Institutions (GANHRI) Statute. This is a statement of confidence in the UHRC’s establishment, independence, and implementation of its mandate in full compliance with the UN Paris Principles. The accreditation also reflects the sufficient government support extended to the National Human Rights Institution to enable it to execute its mandate with the necessary functional independence.

The Access to Justice Sub-program enhanced compliance with the Bill of Rights, through implementation of various interventions and empowering public to comply with human rights laws. The macro performance against key targets is illustrated in the table below

Table 54: Performance against Outcome 2 indicators

Outcome Indicators	Baseline FY2017/18	2020/21	2021/22	2022/23	
		Actual	Actual	target	
Proportion of human rights recommendations implemented	60	80	85	85	50
Disposal rate of Human Rights cases	30%	10%	20%	20	4.2
The proportion of remanded prisoners	48.0	46.0	44.9	46.5	48.5
Conviction rate of corruption cases	74	80	81	85	82

The following vital facts and statistics present a more vivid picture of the Sub-Programme effort to promote and entrench human rights culture in Uganda while at the same time contributing to the fight against corruption.

20 Vital Facts & Statistics on Human Rights & Accountability Performance, FY2022/23

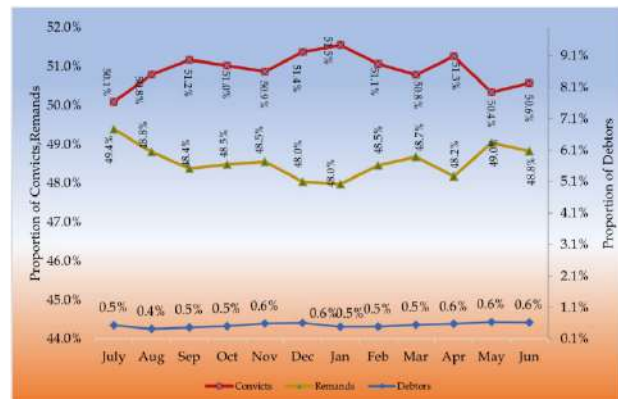
1. Human Rights Complaints Resolved (UHRC and EOC) - 898
2. Human Rights Complaints Received and Registered (UHRC and EOC) - 1,565
3. Violation of the right to freedom from torture marked a decline by 20.6% (58)
4. Places of Detention inspected by UHRC - 163
5. UHRC Civic Education Barazas (107) Beneficiaries - 16,214
6. Crime Recidivism Rate 13.9% / Effectiveness of corrections service - 86.1%
7. Housing for UPF and UPS constructed - 889
8. UPF Uniports Erected countrywide - 5,410
9. Functional UPS Human Rights Desks in all 266 prisons/units - 100%
10. UPS Population (76,041) vs Occupancy Capacity (20,321) = Congestion 374.2%
11. Functional Human Rights Desks in all UPF Regions - 100%
12. UPF Compliance with the 48-hour Rule exceeds 52%
13. UPF/PSU Corruption Related Complaints Received and Processed - 430
14. MoJCA inspected and licensed 1,519 (116%) Law Firms above the target of 1,309
15. ODPD prosecutions at 110.8% (266) exceeded planned targets
16. ODDP Conviction Rate in Corruption Cases 82%
17. ODPD prosecuted 181 Government officers, 29 were convicted by the ACD
18. ACD Case disposal at 58.4% and case clearance at 109.92%
19. Asset recovery continues to perform poorly
20. 181 Government officers were prosecuted for corruption, and 29 of these were convicted

The UHRC inspected selected various employment sites and 163 detention places to assess the state of human rights and sustained a multipronged approach to civic education. Findings point to progressive improvement in human rights consciousness in the private sector, and better human rights observance among public institutions.

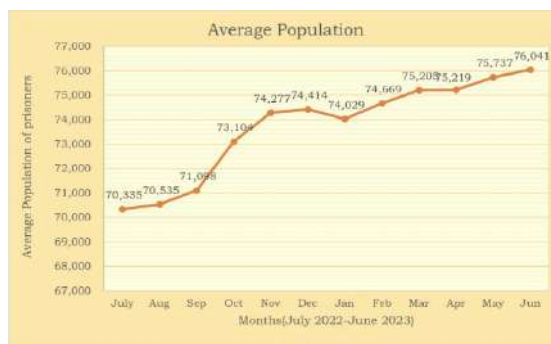
In execution of their mandate, the human rights tribunals (UHRC and EOC) concluded 898 complaints during FY2022/23. Following its reconstitution in 2022, the UHRC registered 645 human rights complaints and concluded 236. Similarly, the complaints during the reporting period. EOC received and registered 920 complaints for the year under review, out of which 662 complaints (68%) were successfully concluded.

In the context of fair trial and expeditious access to justice, pre-trial detainees in prisons reduced from 50.8% at the beginning of the financial year, to 48.5%. This is attributed to several factors including more efficient and effective criminal investigations, and more empowered prosecution services resulting in an overall average conviction rate of 72%. With a more resourced Judiciary, the overall court case disposal rate increased from 55% in FY2021/22 to 63% in FY2022/23.

While welfare conditions in prisons and police for officers and persons held in detention have registered improvements over the years, some challenges remain outstanding. On the part of entitled officers, the UPS and UPF constructed 889 housing units to ensure decent accommodation for staff in line with SDG 16.



The reporting period recorded an 8.1% increase in prison population resulting in a congestion of 374.2%. This is notwithstanding efforts to increase prison occupancy capacity to 20,321 as of June 30th 2023 and increased use of community service orders amounting to 14,595 (13,505 male, 1090 female). Substantial investment in expanding prison facilities across the country in compliance with international and national human rights standards is necessary.



At societal level, anecdotal evidence points to progressively enhanced civic engagement competencies. More citizens are more confident in discussing and debating human rights and governance issues within private social spaces- including media platforms and pro-actively engage Government in claiming the protection of their rights. A comprehensive draft civic education policy is being developed and once passed, it shall further augment this positive trajectory. The Policy is intended to enhance collaborative action among stakeholders in promoting context-relevant and more effective civic engagement programmes, resulting in a more empowered, active and patriotic citizenry.

3.1 Finalise and Implement the Uganda National Action Plan on Human Rights and SDGs;

The MoJCA finalized the technical review of the National Action Plan for Human Rights and by close of the period this was under consideration by the Ministry’s leadership for approval. The NAP, that articulates human rights priority actions and interventions for implementation by both State and non-state actors, is now more comprehensive and inclusive. The 139 accepted recommendations from the third cycle of the Universal Periodic Review (UPR-3) and other international human rights mechanisms have been integrated into the 2023 draft version of the National Action Plan for Human Rights (NAP). Nonetheless, the government continues to implement the Bill of rights under the Uganda Constitution and all accepted recommendations from domestic and international human rights mechanisms. The table below highlights various actions implementation and accomplishments in tandem with the NAP.

Table 55: NAP Strategic Objective Intervention Implementation Status

NAP Strategic Objective	Some Interventions implemented and Ongoing
To build the capacity of the Government and citizens in the protection and promotion of human rights.	<ul style="list-style-type: none"> Policy, legal and institutional framework for human rights progressively strengthened. Human resource capacities for duty bearers and rights holders enhanced through training and civic education to protect and promote human rights respectively. For example, JLOS runs annual scholarships for Diploma in human rights. Continuous citizen empowerment through civic education and public mass sensitizations implemented mainly by UHRC, EOC, MoGLSD, and JSC to enable citizens to claim and enjoy their rights. National Civic Education draft policy developed, submitted to MoJCA for review and RIA before submission to Cabinet. Human rights structures (Directorates and Desks) established across many Government MDAs at national, regional and LG to mainstream HRBA.
To enhance equality and non-discrimination for all before and under the law	<ul style="list-style-type: none"> Gender and equity mainstreamed and enforced across government, in terms of policy, strategic planning, budgeting, and implementation. JLOS Gender and Equity Mainstreaming Strategy,2019 being implemented through designated Gender focal persons in MDAs. Specialized institutional mechanism (EOC) is in place and functional. In FY2020/21, the Governance and Security Programme (including JLOS) ranked 9th of 20 Programmes with a score of 68%, against a national average of 70%. HRBA mainstreamed in NDP III and across all Government Programmes.

NAP Strategic Objective	Some Interventions implemented and Ongoing
To guarantee the enjoyment of economic, social and cultural rights	<ul style="list-style-type: none"> • Social economic, social and cultural rights and HRBA mainstreamed under NDP III and Governance and Security Programme strategy. • SDGs / 2030 UN Agenda 2030 implementation coordination framework mainstreamed across government. • Annual EOC gender and equity compliance review of BFPs sustained for inclusive budgeting and implementation.
To guarantee the enjoyment of civil and political rights and liberties	<ul style="list-style-type: none"> • Citizens civic empowerment enhanced under various initiatives led by UHRC. • Legal and institutional mechanisms in place for protection and enforcement of civil, political rights and liberties. The UHRC and Judicial mechanisms are in place and functional. • Critical HR protection legislation is in place and implementation is ongoing, these include the Human Rights Enforcement Act, 2019. The Human Rights Defenders' Bill is still in the making, and legal aid policy and bill are still under consideration.
To address the human rights needs of special groups and those of victims of conflict and disasters	<ul style="list-style-type: none"> • PWDs and other special groups such as Albinos benefit from Government health care, and tax relief on targeted consumables. • JLOS Action Plan to Mainstream PWD Rights in Access to Justice Sub-Programme developed and yet to be considered by A2J Technical Committee. • Early warning systems and mechanisms in place, in OPM and UHRC. • Ministry of Disaster Preparedness and Management and Refugees responsive in addressing emerging disasters through inter-ministerial coordination. • Transitional justice Policy was passed by Government and development of legislation for effective implementation ongoing. • Government is implementing strategic reparations programmes and specialized post conflict recovery interventions (Peace, Recovery, and Development Plan [PRDP], Northern Uganda Social Action Fund [NUSAF 1-4²]), and compensation by Government through MoJCA.
To uphold Uganda's regional and international human rights obligations	<ul style="list-style-type: none"> • Uganda's human rights treaty obligations domesticated under various national policy, legislation and development plans. • Outstanding human rights treaty obligations have been centrally documented by MoFA for streamlined domestication. • UHRC Human Rights Data base up and functional for regular implementation. Focal persons update regularly. • HR recommendations from treaty bodies embodied under the NAP for streamlined implementation. • UN human rights treaty reports prepared and submitted (CRC, CAT, ICCPR, CEDAW, CERD), including AU report on protocol on Rights and Welfare of a Child submitted. AU reports (AUCHPRs and Maputo Protocol) were finalized, cleared by Cabinet and submitted to respective treaty bodies. UN's ESCR State report was prepared and submitted to Cabinet for approval. • The Inter-Ministerial Technical Advisory Committee is functional and facilitated to coordinate and timely treaty reporting under co-leadership of MoFA and MoJCA.

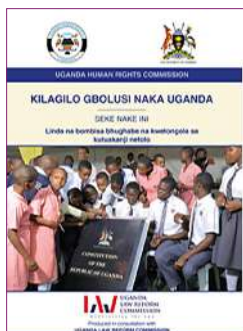
The implementation of these human rights issues has been ongoing and continue to guide and shape Uganda's governance normative standards for public service delivery. The Human Rights Based Approach is mainstreamed across Government planning and implementation of programmes.

Table 56: Performance against key indicators

Indicators	Baseline FY2017/18	Actual 2020/21	2021/22		2022/23
			Target	Actual	
The proportion of citizens aware of the provisions of the Bill of Rights.	30	40	50	41%	20%

3.1.1 Translate and disseminate human rights laws and policies in local languages

The Sub-programme promoted and enhanced human rights awareness and knowledge empowerment arising from the dissemination of various knowledge materials under conducting multi-modal training for the public. Central focus was placed on translation and dissemination of Uganda's Bill of Rights (chapter 4 of the Constitution of Uganda).



To enable local understanding and application in the different regions, the translations were made in 10 local regional languages; Acholi, Kumam, Kupsabiny, Lugbara, Lutwa, Lumasaba, Lunyole, Lusoga, Pokot and Lunyala. A total of 5,714 copies were distributed to the regional offices of Gulu, Soroti, Arua, Fortportal, Jinja, and Moroto where the respective languages fall for effective distribution to the end beneficiaries.

Handbooks on migration and human rights were developed and disseminated by UHRC to strengthen the rights-based management of migration in line with national and international laws. These are intended to help duty bearers and collaborating actors better understand how to effectively carry out their responsibilities while ensuring the protection of the human rights of migrants. They highlight the full spectrum of migration phenomenon, including causes, forms, human rights implications and duties of key actors.

3.1.2 Enhanced access to water, and living conditions in detention facilities improved

The living conditions in detention facilities have progressively improved as a result of sustained capacity building of the officers in charge, mainstreaming international human rights standards in operational instruments and increased legal action against persons and individuals found in violation. The correctional and rehabilitations services undertaken by the UPS correspond with the UN Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules) and the Economic Social Cultural Economic Rights (ESCRs). With a recidivism rate of 13.9%, the effectiveness of the corrections service can be inversely rated at 86.9%.

The UPS maintained a daily average population of 73,722 prisoner in FY2022/23. These are afforded three meals a day, have access to medical services, and necessary wears and beddings. In addition, the UPS delivered a daily average of 1,602 prisoners (85 females) to 246 courts spread countrywide and overall enabled 72,562 prison inmates (2001 females) to access criminal justice services points. However, the congestion in the Prisons facility remains a key eye soar in the criminal justice chain.

The prisons population increased at a rate of 8.1%, from a monthly average of 70,335 prisoners in July 2022 to a monthly average of 76,041 prisoners in June 2023. The congestion at 374.2% prevailed notwithstanding incremental investments to remedy the congestion problem. For instance, the UPS constructed four (4) wards that increased the holding/ sleeping capacity from 19,986 prisoners (71,949.6M²) to 20,321 prisoners (73,155.6M²). This congestion at 374.2%, has put a strain on the available human resources, infrastructure and both correctional and security services. The congestion is a driver for high morbidity within the prison facility.

To ease the pressure on the prison facility, there was increased use of community service as an alternative to incarceration, and this fundamentally reduced the inflow of convicted persons into prisons. The Ministry of Internal Affairs, through the National Community Service Programme was able to supervise a total number of 14,595 Community Service Orders (13,505 male, 1090 female) against an annual target of 14,000 orders representing 104.25% performance. Therefore, prison congestion is critical and requires dedicated substantial investment in expanding prison facilities across the country in compliance with international and national human rights standards.

In a bid to improve living conditions in Police detention facilities, there was continued effort to eliminate the bucket system to improve sanitation in detention facilities. The UPF remodelled police stations to include water-borne toilets in detention facilities at 07 police stations of Panyadoli, Kiryandongo, Paidha, Maracha, Yumbe, Atiak and Kololo Police Stations both in Amuria district.

Table 57 Table: Detention facilities inspected

Region	Prisons	Police stations	Police posts	Remand homes	Military Detention	Total
Arua	5	2	2	1		10
Central	10	16	7	0		33
Fortportal	4	8	4	0		16
Gulu		9	3			12
Hoima	1	9	7			17
Jinja	2	10				12
Lira	2	12	9	0		23
Moroto	2	10	4	0	2	18
Soroti	5	10	5	2		22
Total	31	86	41	3	2	163

All the completed detention cells are now in use. The soil bucket system is where suspects in Police detention cells use buckets, basins, half-cut jerry cans and any other open containers to ease out during the detention period. This not only violates the suspects' basic human rights but also puts the suspects at risk of contracting sanitation-related diseases. Therefore, remodelling stations with water-borne toilets will improve the observance of human rights (particularly the rights of suspects) in detention facilities hence the need to fast-track planned remodelling of all targeted stations.



As part of a standards assurance mechanism, the UHRC carried out inspections in 163 detention facilities including, 86 Police stations, 31 Prisons, 41 Police posts 3 remand homes and 2 military detention facilities. Despite the general improvement in observance of human rights, there were noted concerns in regard to sanitation, observance of the 48-hour rule, and feeding challenges. The table below illustrates the detention facilities visited during the reporting period.

Arising from the inspections, below is a summary of findings that need to be addressed to score better human rights observance in places of detention, these include:

- UHRC noted with concern poor hygiene in some detention facilities, especially the police stations and recommended immediate cleaning of the same which was done immediately.
- UHRC advocated for the release of suspects on bond who had overstayed in detention for petty offences. *“At Aywee one suspect was released immediately after it was found that he was arrested 7 days prior by the RCC in their operations and had not been charged or processed since”.*
- UHRC also noted that feeding suspects is still a big challenge for police facilities, especially police posts. Police posts inspected did not have provisions for feeding suspects who majorly relied on relatives and personal initiatives of the officers to feed the suspects where in some cases the burden of feeding suspects is left upon the complainants.
- UHRC noted a lack of sufficient means of transport to carry out their duties such as investigating cases, carrying out community policing and taking suspects to the main stations from outposts.



Figure 2 Figure 3 UHRC Regional Office Inspection Team at Kirundi Police Post Detention cells

In addition, the detention and care of persons pending minister's orders remains an issue of concern in Uganda's criminal justice system. At the time of writing this report (1st November 2023), there

were 25 persons pending Minister’s orders. 19 are on remand and six (6) are convicts. To improve the management of this category of people, the UPS with support from the Sub-Programme is working on constructing a detention facility in Butabika Hospital where appropriate care and handling can be afforded to this category of persons. As an interim measure, the Principal Judge issued an Administrative Circular No. 3 of 2022 guiding the handling of cases of persons pending Ministers orders with a view of their fast disposal and eliminating backlog. The Circular directed the transmission of certified copies of case records in this category to the Minister of Justice and Constitutional Affairs by 1st December 2022. Indeed, some cases were handled under this arrangement, but the problem continues to pertain. In the long run, law reform processes targeting the criminal justice procedural laws such as the Trial on Indictment Act are being considered to offer a more sustainable solution. The UPF and UPS have enhanced institutional collaboration with the UHRC to address the challenges and limitations that precipitate human rights violations in detention places.

At institutional level the UPF has progressively improved observance of the 48-hour rule in detention of suspects, notwithstanding structural and logistical limitations that continue to impede their work. With compliance at over 52%, while less than 40% are held for more than two days, reforms are progressively being implemented to enhance compliance. Practice reforms are being enforced to address many of these challenges and structural reforms that require enhanced recruitment of staff and establishment of service points are to be addressed in the mid-term and long-term period.

Efforts to improve the living, and working conditions of officers of the UPS and UPF have focused on expanding accommodation, work premises, health facilities. The UPS and UPF constructed housing units to ensure decent accommodation for staff. A total of 889 housing units were constructed as per the details in the table below.

Table 58 UPS and UPF Accommodation Facilities Constructed

Entity	Housing Units
Uganda Prisons Services (UPS)	320
Uganda Police Force (UPF)	569
Total	889

The UPF constructed 569 houses in Naguru, Kira, Nakasongola, Sheema, Busolwe, Mitooma, Kanungu, Kakumiro, Katwe-Kabatooro and Kafunjo and erected 5,410 uniports countrywide. Further, UPF constructed five (5) new district Police stations in Kwanja, Kapelebyong, Rukungiri, Luwero, Kakumiro and 7 Police stations namely Nakiloro, Namalu, Morulem, Alakas, Lokori, Nakaperimolu and Apeitolim (those of Karamoja Sub Region) and also completed the construction of Crime Intelligence Headquarters in Kololo.



Figure 4 New Housing units at Naguru being inaugurated by the Hon. Minister Gen Kahinda Otiari.

Health facilities for the UPF have also been developed. The UPF completed final designs of a 300-bed Police Hospital in Nsambya and are ready to procure a contractor. In addition, the construction of a Regional Police Clinic in Moroto was completed. These facilities will go a long way to improve the healthcare services of both the serving officers and also suspects detained in UPF facilities.

The UPF also erected 5,410 uniports countrywide, completed and commissioned 465 staff accommodation units for entitled lower ranks at Naguru and 24 apartments at Kira. In addition, accommodation blocks (10 units per Block) were Constructed in Nakasongola, Sheema, Busolwe, Mitooma, Kanungu, Kakumiro, Katwe-Kabatooro & Kafunjo and constructed 4 new district Police stations in Kwanja, Kapelebyong, Rukungiri, Luwero and 7 Police stations in the Karamoja Sub Region.

To improve working spaces, the UPF constructed Logistics and Engineering office block and paved the parking area, completed the construction of the Crime Intelligence Headquarters in Kololo, Kamumiro Police Station, completed superstructure and roofed SHeema & Ntoroko Police Stations with overall progress at 80% and 60% respectively. The UPF also completed construction of the plinth wall with overall progress at 15% for Lwengo Police Station. Completed Foundation works with the oversite slab cast. Physical progress at 15% for Bukomansimbi Police Station. More so, they completed the renovation of Iganga Police Station & Bukedi Regional Headquarters and completed reroofing and remodelling the detention facility for Lira Police Station with overall progress at 85%. The UPF also has ongoing constructions at different stages ie Bunyangabu Police Station, Lwengo and Bukomansimbi.

Table 59: Performance against planned activities under 3.1.2

Code	Activity Description	Total	Spent	Performance
	Enhanced access to water and living conditions in detention facilities improved	18,000,000	18,000,000	Quarterly performance reports have been produced to provide results about progress made in construction activities, procurement, training activities, investigations, inspection activities, provision of support services and other field and technical activities funded.
UPF: 3.1.2.1	Elimination of the soil bucket system. Remodelling 10 police stations with water-borne toilets.	100,000,000	100,000,000	Remodelling police stations to include water-borne toilets in detention facilities has been completed at 07 police stations of Panyadoli, Kiryandongo, Paidha, Maracha, Yumbe, Atiak and Kololo Police Stations both in Amuria district. All the completed detention cells have been already put to use.

3.1.3 Fast track disposal of human rights complaints

The protection of human rights and grant of appropriate remedies are fundamental features of Uganda's human rights system. During the reporting period, the specialized human rights tribunals and adjudication mechanisms (UHRC and EOC) concluded 898 of the registered 1,565 complaints at an average clearance rate of 54.3% during FY2022/23.

Table 60 Human Rights Complaints Received and Disposed During the FY 2022 /2023

	HR Institution	Received	Registered	Concluded	Clearance Rate
1	UHRC (Tribunal)	4,540	645	236	36.6%
2	EOC (Tribunal)	920	920	662	72%
		5,460	1,565	898	54.3%

The low performance of the UHRC Tribunal is attributed to its non-constitution for almost half of the year. Following its full re-constitution at the end of 2022, the UHRC registered 645 human rights complaints and concluded only 236. Besides the lack of full constitution of members challenge, the UHRC performance is challenged by limited logistics and a largely old fleet of vehicles required to facilitate investigations. To mitigate this challenge, one (1) station wagon was procured to support tribunals. The provision of targeted resources to the UHRC for the disposal of complaints shall be prioritized in subsequent funding periods.

Similarly, the EOC received and registered 920 complaints for the year under review, out of which 662 complaints (68%) were successfully concluded. By the close of the reporting period, 100 complaints were under investigation, 89 complaints were pending and due for investigation, while 20 were pending Alternative Dispute Resolutions (ADR).

In addition, administrative mechanisms such as the UPF's Professional Standards Unit (PSU) registered 993 human rights violation complaints against police personnel. Out of the registered complaints, 794 have been investigated to completion and submitted to the Police Council Appeals Court (PCAC) whereas 199 complaints are still pending inquiries. The human rights violations investigated include; Torture, Assault, Framed charges, Unlawful arrest, Unlawful detention, Rush and Neglect, over detention among others. So far, 18 complaints have been successfully concluded in the Police

Council appeals court and culprits/defaulters have been awarded punishments/sentenced as follows; 07 (6M,1F) Dismissal, 06 (6M, 0F) Severe reprimand, 03 (2M, 1F) Discharge, 01 (1M,0F) Reprimand, 01 (0M, 1F) Reduction in rank.

The UHRC received 4,540 cases (3,043M, 1,497F) out of which 645 (469 M, 176 F) met the UHRC human rights admissibility criteria and were registered. The 3,895 cases (2,571M, 1,324F) were provided with legal advice or referred to institutions that are best suited to handle their cases as shown in the table below.

Table 61 Cases received, registered and referred per regional offices

Region	Received			Registered			Referred		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Arua	218	88	306	74	13	87	143	76	219
Central	444	184	628	52	20	72	392	164	556
Fort portal	382	104	486	12	3	15	370	101	471
Gulu	168	188	356	33	36	69	135	152	287
Hoima	308	74	382	36	3	39	272	71	343
Jinja	237	109	346	26	9	35	211	100	311
Kabale	137	85	222	47	9	56	90	76	166
Lira	175	90	265	11	3	14	164	87	251
Masaka	156	91	247	11	5	16	145	86	231
Mbarara	344	223	567	19	11	30	323	214	537
Moroto	198	84	282	92	29	121	106	55	161
Soroti	276	177	453	56	35	91	220	142	362
Total	3043	1497	4540	469	176	645	2571	1324	3895

The total number of complaints received increased by 49.1% (1,497) and those registered also increased by 36.4% compared to the previous financial year. This is partly attributed to the fact that in FY2021/22, the UHRC was not constituted and tribunals were not held at all. This also limited the public appeal and interest to register their complaints, in the absence of certainty when these will be handled. The table below illustrates the trends of complaints submitted to the tribunal over the past few years.

Table 62 Trend of Human Rights Complaints Received and Registered Over the NDP III Period

Action taken	2017/2018			2018/2019			2019/2020			2020/2021			2022/2023		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Complaints Received	2,223	1,283	3,506	2,648	1,679	4,327	1,567	971	2,538	1,781	896	2,677	3,043	1,497	4,540
Complaints Registered	404	152	556	578	288	886	294	156	450	358	115	473	469	176	645

The 645 complaints (469 M, 176 F) registered involved 685 alleged human rights violations. Right to personal liberty was the leading violation at 33.9% (232), followed by Torture with 32.5% (223) and child maintenance with a proportion of 16.2% (111).

Compared to the previous year, there was a 20.6% (58) decline in registered complaints in respect to violation of the right to freedom from torture or cruel, inhuman or degrading treatment or punishment. For the first time in many years, the violation of the right to freedom from torture or cruel, inhuman or degrading treatment or punishment is not the most reported violation. This is a result of sustained awareness and enforcement of the Prevention and Prohibition of Torture Act that among others prescribes personal liability for torture. The UHRC has conducted various trainings for the security agencies and this is part of the outcomes. However, there is a sustained increase in the violation of the right to personal liberty since 2019/20 that needs to be checked as shown in the table below.

Table 63 Trend of Human Rights Violations Registered

Human Right	2017/18 Baseline	2019/20	2020/21	2021/22	2022/23	Variance from Base year
Torture	233	210	274	281	223	-10 (4.3%)
Personal Liberty	252	103	106	185	232	-20 (7.9%)
Child maintenance	113	88	40	72	111	-2 (1.8%)
Others	277	49	53	128	119	-158 (57%)
Total	875	450	473	666	685	-190 (21.7%)

It is apparent that with the increase in the number of registered complaints increasing 36.4%, the corresponding violations increase. The violations registered marginally increased by 2.8% (19) from the previous year's 666 violations. However, in relation to the baseline year, there was a 21.7% decrease in human rights violations. This implies that in the base year, the violations per complaint were 1.6%, while in the period under review this reduced to 1.06%. Put differently, in the base year, every two complaints revealed three human rights violations, while in the reporting period, every complaint registered revealed one human rights violation. This is a positive outturn from investments in civic education and the deterrent effect of legislation that has made human rights violation a personal liability for even public officials.

Further, the officers of the UPF continue to present as the most frequent respondents of the alleged human rights violations registered. A total of 659 respondents of the 685 alleged human rights violations were reported. As partly illustrated in the table below, the top four respondents were UPF (319), individuals (163), UPDF (103), private companies (20) and UWA (12). Other respondents included UPS, Private Companies, State House anti-corruption unit, CMI, Local Governments. The table below presents an extract of the violations reported against JLOS institutions over several years.

Table 64 JLOS Respondents for Human Rights Complaints Registered

	2017/18 [Baseline]	2018/19	2019/20	2020/21	2021/22	2022/23	Variance from Baseline
UPF	319	398	202	221	319	319	0 (0%)
UPS	14	37	20	09	13	11	-3 (21.4%)
MoLG	17	0	12	0	0	6	-11 (64.7%)
Judiciary	0	0	0	0	1	-	-
JLOS Total	350	435	234	230	332	336	-14 (4%)

Out of the UHRC registered 645 complaints, 78 were partially heard and 158 were concluded by the Tribunal during sittings held in nine (9) regional offices. In addition, 93 cases were concluded through mediation. The UHRC Tribunals were held across the nine (9) Regional offices of Central, Gulu, Soroti, Arua, Jinja, FortPortal, Mbarara, Masaka and Moroto and conclusively handled **143** complaints through the tribunal and 93 (32 Male, 61 female) complaints resolved through mediation. During the tribunal sessions, MoJCA represented MDAs in 149 human rights cases

before the UHRC tribunal and Courts of law. The Ministry appears and defends Government before the different Tribunals such as the Uganda Human Rights Commission Tribunal, and the Equal Opportunities Commission among others.

In addition to regular tribunal sessions, the UHRC conducted four mobile complaints handling clinics in the districts of Koboko and Yumbe reaching out to 316 people (Male: 279, Female: 37) and was able to register a total number of 46 (40 male, 6 female) complaints. The disposal of cases was negatively affected by the Commission not being fully constituted for the first half year of the FY and as a result Tribunal sessions could not be constituted. From the cases handled, the Tribunal awarded a total amount of UGX165,640,000 (One Hundred Sixty-Five Million, Six Hundred Forty Thousand Shillings Only) through compensation orders.

Additionally, UHRC concluded 93 (32 Male, 61 female) complaints through mediation as indicated in the table below. These are largely related to complaints of denial of child maintenance by fathers.

Table 65 Complaints Mediated

UHRC Regional Office	Sex		Total	Percentage
	Male	Female		
Arua	3	9	12	12.9%
Central	2	2	4	4.3%
Fortportal	2	3	5	5.4%
Gulu	9	18	27	29%
Hoima	4	5	9	9.7%
Lira	3	2	5	5.4%
Moroto	3	7	10	10.75%
Mbarara	2	9	11	11.8%
Soroti	4	6	10	10.75%
Total	32	61	93	100%

To facilitate the increased used of ADR methods in resolving human rights complaints, the UHRC developed ADR information packs to empower duty bearers and stakeholders. The UHRC developed and printed 300 copies of the ADR handbook which provides a structured framework in which the Commission conducts ADR, streams the conducting of mediation, and outlines the roles of each of the parties in mediation. This enhances the utilization and acceptance of outcomes of using the ADR mechanism that in itself is an expeditious procedure for the management of complaints. The copies have been distributed to all UHRC offices.

To enhance remote access to human rights services, members of the public were able to call and register human rights complaints, and also follow up on their registered complaints through the toll-free lines. The same platform is used to enhance human rights awareness. Information and guidance on human rights issues are provided to callers without necessarily travelling to the few UHRC offices. During the reporting period, the UHRC received 3,239 callers (2490 Male and 749 Female) as per detailed below:

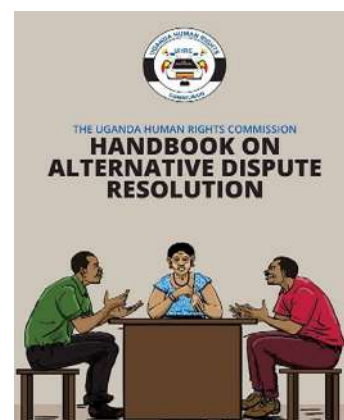


Table 66 Public Use of Toll Free Telephone Lines for Human Rights Information

Regional Office	No. of callers	Sex of callers		Reason for Calling		
		Male	Female	Register Complaints	Follow up complaints	Knowledge acquisition
Arua	187	145	42	74	113	0
Central	626	509	117	200	231	195
Fortportal	226	188	38	62	116	15
Gulu	456	323	133	62	305	86
Hoima	150	122	28	0	29	104
Jinja	150	111	39	63	62	29
Kabale	91	61	30	0	0	88
Lira	224	181	43	96	107	19
Masaka	304	225	79	30	143	131
Mbarara	428	293	135	251	143	21
Moroto	179	153	26	64	100	8
Soroti	218	179	39	86	117	15
Total	3239	2490	749	988	1466	711

Table 67: Performance against planned activities under 3.1.3

Code	Activity Description	Total	Spent	Performance
UHR: 3.1.3.1	Conduct regional tribunal hearings for human rights violations against the youth, PWDs, children among others Concluding 300 cases of human rights violations through regional tribunal hearings	240,000,000	207,881,455	Registered 645 cases, out of which 143 complaints were concluded at tribunal and 58 partially handled by the tribunal.
UPF: 3.1.3.1	Investigation of 400 human rights complaints against UPF personnel.	22,500,000	22,500,000	794 cases were completed
UHR: 3.1.3.4	Development and printing of 300 copies ADR hand handbook	20,000,000	20,000,000	ADR handbook developed and 300 copies printed
UHR: 3.1.3.6	Procure 1 station wagon to enhance disposal of human rights cases at tribunal in 12 regional offices across the country.	300,000,000	268,904,938	One station wagon was procured.

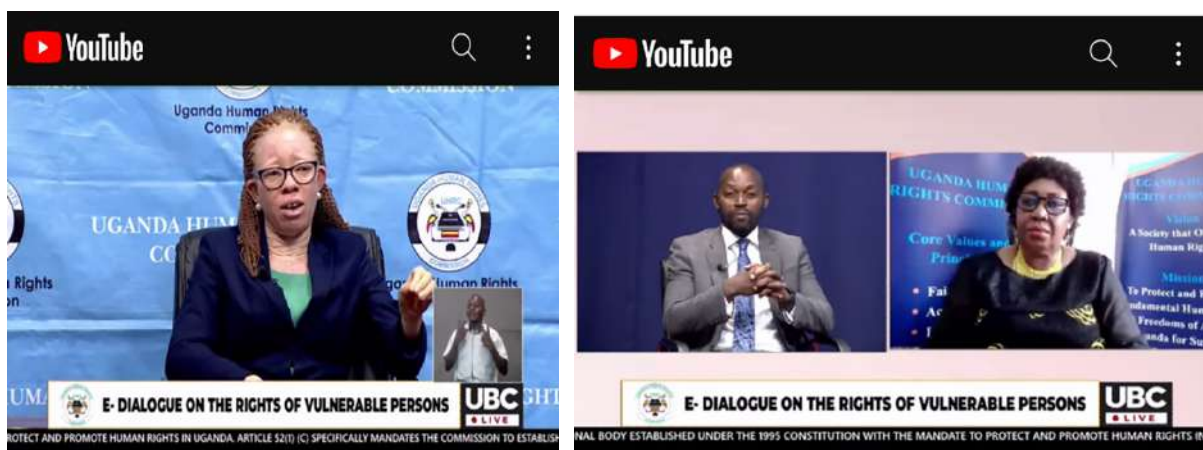
3.1.4 Public Awareness on Human Rights Standards and Citizens' Responsibilities Increased

Civic awareness and empowerment are central to facilitate emergence of a human rights culture in Uganda. The Sub-programme undertook various interventions to entrench human rights norms, standards and responsibilities through multi-modal approaches. Internally, human rights institutions have incrementally implemented efforts on mainstreaming HRBA within the public service system while externally empowering the civic public on human rights norms, standards, and corresponding responsibilities. The table below illustrates macro performance on two indicative parameters about progress periodically realized.

Table 68: Performance against key indicators

Indicators	Baseline FY2017/18	Actual 2020/21	2021/22		2022/23
			Target	Actual	Actual
The proportion of citizens aware of the provisions of the Bill of Rights.	30	40	50	41%	20%
Increase the capacity of policymakers and planners on HRBA	30	45	50	65	347

The Uganda Human Rights Commission (UHRC), in line with its mandate, organized an E-dialogue that was broadcast live on Uganda Broadcasting Corporation (UBC) Television, BBS TV and also streamed live on various social media platforms such as Twitter: Facebook, Uganda Human Rights Commission, and YouTube. The link to the dialogue is at <https://youtu.be/p4eQnOAO2v4..> As a result, the public and duty bearers alike were empowered to speak out and demand their rights, effectively participate in decision-making processes at all levels and fulfil their obligations respectively.



A total of 195 radio talk shows and 1,854 spot messages with various human rights thematic messages were aired out through 12 regional offices as detailed in the table below. These attracted 1,042 (888 male, 154 Female) callers from across the country and were able to get instant feedback in regards to legal advice, the status of their files, the location of UHRC offices, and toll-free numbers of the Commission.

UHRC conducted youth mindset change community programs focusing on rights and responsibilities in the 12 UHRC regional offices. A total of 644 (401 male, 243 female) participants attended the dialogues and acquired knowledge on the concept of human rights, the Mandate of UHRC, HRBA and the Bill of Rights. In addition, UHRC conducted 60 debates for human rights in 60 school peace clubs in the 12 UHRC regional offices on the themes of teenage pregnancies, governance, early and forced child marriages among others.



DRED Mr. Bryanbyre Kamodi and Soroti Regional Office staff during a talk show on UN Anti torture day on 26th June 2023 at Radio9 FM



UHRC staff in a group photo with the Youth at Ikumba Sub County in Rubanda district after the training



Amuru Youth Councilor, Hon. Kafama Denis giving his closing remarks during the Youth Dialogue in Lokungu.

To balance the responsibility scales, duty bearers were empowered to fulfil their obligations of ensuring respect, protection and fulfilment of the rights of vulnerable persons. One of the key areas of focus was the importance of devising and implementing sustainable solutions to issues that affect

vulnerable persons such as PWDs, elderly, children, etc. This will lead to the achievement of an integrated 2030 Agenda of leaving no one behind.

To ensure human rights standards (HRBA) are not only known but appropriately applied, inspections and monitoring exercises are conducted in different public institutions, communities and private sector establishments. Inspections were conducted by the UHRC in 163 detention places, the UPS conducted monitoring and supervision of the Human rights committees in 03 regions targeting 16 prisons, and the UPF inspected 14 districts on human rights compliance.



Figure 5 Debating session in progress at Blessed Sacrament Kimaanya SS, Masaka

The UHRC conducted a monitoring exercise in indigenous communities of the Benet in Kween, Ik in Kaabong and Batwa in Bundibugyo and Kisoro to assess the current human rights situation and evaluate the implementation of government interventions in the communities. The findings indicated challenges and inadequacies in access to justice, land ownership, infrastructure and social services among others. The critical feature was inaccessibility and cultural beliefs that hinder the usage of some of the facilities that have been set up. Discussions will be held with the different stakeholders for a targeted approach for these communities.

UHRC conducted a total of 107 community baraza were within 11 regional offices of Arua, Central, Gulu, Jinja, Hoima, Moroto, Masaka, Mbarara, Fortportal, Kabale and Soroti. The sensitization attracted 16,214 (9,172 Male, 7,042 Female) participants and 87 PWDs participated. A total of 1,213 children attended community meetings while 2,164 older persons and 5,474 youth participated.

Table 69: Community meetings/Baraza conducted per regional office

Region	No of Baraza	Participants			Age group				PWDs
		Male	Female	Total	0-17	18 - 30	31 - 59	60+	
Arua	21	1522	971	2493	121	817	1384	171	21
Central	11	633	448	1081	192	374	451	64	1
Fortportal	14	1358	833	2191	202	769	941	279	0
Gulu	28	1892	1854	3746	265	1327	1616	538	26
Hoima	3	292	138	430	72	223	113	22	0
Jinja	2	152	92	244	17	63	146	18	5
Kabale	2	156	105	261	31	106	87	37	0
Masaka	5	560	314	874	46	359	151	318	7
Mbarara	2	193	170	363	6	123	201	33	0
Moroto	13	1708	1720	3428	236	1037	1608	547	18
Soroti	6	706	397	1103	25	276	665	137	9
Total	107	9172	7042	16214	1213	5474	7363	2164	87

In addition to the Barazas, human rights awareness was enhanced through roadside shows conducted by the UHRC. A total of 32 civic education road shows and village stopovers were conducted within 8 UHRC regional offices attracting 2,084 (1,304 Male and 780 Female) registered participants.

During the human rights awareness events, various human rights concerns were noted, including poor parenting which resulted to children conflicting with the law, arrest and release



Ms. Akello Josephine RHR Soroti making a presentation on the mandate of UHRC and its functions at a community baraza in Kapnandi Town Council.

of suspects without being charged, failure by government to feed suspects in police custody resulting into community members having to feed suspects, high handedness by security agents within the fishing areas resulting into various human rights violations such as torture, right to personal liberty and the right to life. In addition, UHRC noted with concern the inaccessibility of education services by children living within the Lake Victoria islands like Buvuma, Kalangala and Namayingo resulting in high level of school dropout at primary level. Such children end up in fishing (boys) and prostitution (Girls) activities. The table below illustrates the participation in the Road-side shows

Table 70: Participation in the Road-side shows

Region	No of Trading Centers	Participants			Age group				PWDs
		Male	Female	Total	0-17	18 - 30	31 - 59	60+	
Arua	4	168	32	200	6	97	88	8	0
Central	4	135	70	205	6	68	127	4	5
Jinja	2	147	59	206	53	118	23	7	12
Lira	4	125	116	241	17	94	114	16	3
Masaka	3	183	56	239	9	127	44	4	1
Mbarara	5	122	119	241	32	84	110	15	1
Moroto	3	171	209	380	88	170	96	26	5
Soroti	7	253	119	372	56	128	154	34	0
Total	32	1304	780	2084	267	886	756	114	27

3.2 Integrate HRBA in policies, legislation, plans and programmes

Integration of HRBA in policies, regulations, plans and programs in MDAs is aimed at entrenching human rights normative standards in Uganda’s regulatory and standard-setting frameworks. This would not only ensure a human rights-driven public service delivery system, but will improve the work and living conditions of duty bearers and management of persons in conflict with the Law. This is in line with the implementation standards of the NDP III.

3.2.1 Institutional and Staff Capacity on HRBA Enhanced

The sub-programme continued to entrench HRBA through institutional strengthening and staff capacity building interventions. UHRC built the capacity of 231 (173 males 58 females) frontline JLOS actors on human rights and HRBA to service delivery as a means of enhancing access to justice for refugees and refugee communities from both Adjumani, Yumbe, Koboko, Madi Okollo, Terego, Ogongi and Lamwo districts. Participants acquired knowledge on the concept of human rights, human rights protection mechanism in Uganda, the concept of vulnerability and HRBA, Alternative Dispute Resolution and Sexual Gender Based Violence, attitude and perception change on human rights by committing to observe human rights in the course of service delivery in refugee communities.

Institutional capacity strengthening targeted existing internal human rights mechanisms and functionaries in various MDAs and public officers. Functional mechanisms in place include the UPF Directorate for Human Rights and Legal Services, human rights desks in all police regions, human rights desks in MoJCA,



Figure: Above; Participants during capacity building training of selected JLOS Actors in Yumbe District. Below: JLOS actors from Lamwo and Adjumani districts together JLOS M&E team from National Level during the training of JLOS actors in Adjumani in December

ODPP, CMI, UPDF, 266 Human rights Committees of both staff and prisoners across all the 266 units and various local governments.

To strengthen quality assurance and observance of Human Rights in all 266 prisons, the Inspectorate and Quality Assurance Department of UPS conducted investigations on suspected cases of human rights violations (Maladministration, inhuman treatment, escape, death and corruption) in 98 prison stations. In the same spirit, the Uganda Prisons Service (UPS) conducted monitoring and supervision of the Human rights committees in 03 regions ie the South-Eastern, Eastern and East-Central regions. A total of 16 Prison Units were visited and were offered guidance on challenges that were affecting the Human rights committee activities at station level. The UPS also procured 10,000 blankets at a cost of 99,500 shillings each for prisoners and procured a 50,000 litres steel tank high rise water reservoir tank for Ntungamo prison.

UPF conducted Inspections in 14 selected districts ie Pallisa, Budaka, Butebo, Kibuku, Bukedea, Kumi, Ngora, Serere, Kalaki, Kaberamaido, Kapelebyong, Amuria, Katakwi, Soroti and Kampala Metropolitan Policing region to assess compliance to human rights standards, gender sensitivity and adherence to investigation principles and procedures. Key issues of concern noted from the Districts inspected include; over detention of suspects, poor feeding of suspects, use of soil bucket system, poor sanitation of detention facilities, irregular court sessions and interference in investigations by politicians. The picture on the left is of the inspection team analyses lock-up registers in the East Kyoga region to assess compliance to the 48-hour rule. Inspection team sensitizing officers about professionalism and observance of human rights.



To enhance access and strengthen the functionality of the Professional Standards Unit (PSU) Police, the UPF Completed the procurement process for a total of 8 computers for the PSU online complaints management system. This was to clear up the

contractual obligation (FY 2020/21) for users of the PSU online complaints management system to enable the next phase of expansion to all policing regions.

Further, in a bid to enhance compliance with the 48-hour rule, the UPF undertook an internal assessment and preliminary findings reveal compliance at over 52%, while less than 40% are held for more than two days. The factors that lead to violation of the 48-hour rule are noted to include fear of mob justice against suspects, slow process of sanctioning case files by State Attorneys, court-related challenges, bribery/extortion, political or senior police officers' interference in case management, and lack of adequate sureties to comfort temporary release orders. Practice reforms are being enforced to address many of these challenges and structural reforms that require enhanced recruitment of staff and establishment of service points are to be addressed in the mid-term and long-term period. Some of the recommendations cited to improve compliance with the 48-hour rule are indicated below.

Noted Recommendations for Compliance with the 48-Hour Rule

- (i) Thorough supervision of case management processes
- (ii) Provision of community policing through widespread sensitization
- (iii) Staff welfare enhancement (more resources required)
- (iv) Adopting a reconciliation and mediation strategy
- (v) Establishing rigorous rules and practices against bribery /extortion /corruption by individual personnel in the UPF and the Judicial system
- (vi) Engaging political leaders in the fight against political involvement in cases

In addition, UHRC in collaboration with the Office of the Prime Minister (OPM), National Planning Authority (NPA), Uganda Bureau of Statistics (UBOS) and UHRC reviewed and finalized the MoU on the operationalization of a Human Rights Based Approach to Data. UHRC reviewed the Census questionnaire developed by the Uganda Bureau of Statistics (UBOS) for human rights compliance and ensured all aspects of HRBA to data were provided for in the questionnaire to harmonize data collection, analysis and dissemination.

The capacity of political leaders in HRBA was enhanced. The interventions primarily targeted the institution of Parliament and District Councils. To strengthen the capacity of Members of Parliament in democracy and human rights, UHRC engaged 23 (8 male, 15 female) members of the Human Rights Committee of Parliament. The Members were sensitized on HRBA, the respect of human rights and its fundamental principles being critical to human advancement, economic growth and development. The members of Parliament were called upon to prioritize the integration and mainstreaming of the Human Rights Based Approach (HRBA) in all national plans and implementation of national development programmes.



A cross section of some participants at the start of the engagement with the members of the Human Rights Committee of Parliament

In addition, the capacity of 489 (394 male, 95 female) district/city council members from Kabarole, Kanungu, Hoima, Jinja, Kabale, Lira, Masaka, Mbarara, Moroto and Soroti district was enhanced through training on human rights, HRBA rights and responsibilities that must be observed during elections. A total of 489 members of regional offices were trained. They were also sensitized on the Law on Prevention and Prohibition of Torture Act 2012, Land laws, Family and inheritance laws.

UHRC trained 539 (436 male, 103 female) district councils and officials in 12 regional offices on the concept of human rights, the mandate, functions and powers of the Uganda Human Rights Commission, the Law on Prevention and Prohibition of Torture Act 2012, the Rights and responsibilities that must be observed during the elections period, Land laws and the concept of Family and inheritance laws.



Figure 6 UHRC Staff and Kanungu District Local Council Leaders during the Training

Table 71: Performance against planned activities

Code	Activity Description	Total	Spent	Performance
ULS: 3.2.1.2	Conduct quarterly Trainings of stakeholders (police officers, prison officers and social workers under ministry of gender) on human rights laws	10,404,400	0	Training was not undertaken due to delayed disbursement of funds.

3.2.2 Functional human rights mechanisms established and Strengthened in MDAs and LGs

There are functional human rights mechanisms established in various Government MDAs at both central and local Government. At the highest level of Government, the Cabinet has a Standing Committee on Human Rights and so does the Parliament of Uganda.

In October 2022, Cabinet operationalised the Cabinet Standing Committee on Human Rights which to date is the highest specialised administrative human rights mechanism of the Executive arm of Government. This nine-member Committee is Chaired by the Hon. Minister of Justice and Constitutional Affairs. The Cabinet Standing Committee has enhanced the leadership and coordination of the human rights subsector comprised of both State and non-state actors. This arrangement is facilitating a more coordinated and harmonised pursuit of a common national human rights agenda, through complementary efforts as illustrated in the diagram on the right.

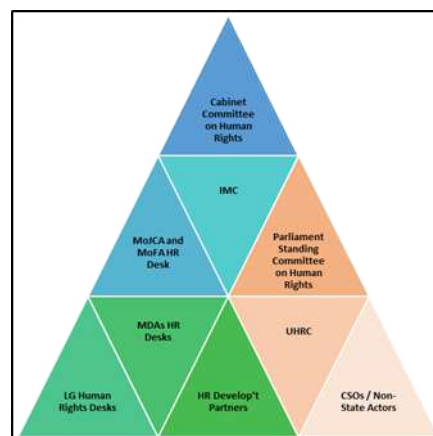


Figure 7 Human Rights Institutional Framework Alignment

At a technical level, human rights coordination and collaborations continue to be mediated through the Access to Justice Human Rights and Accountability Working Group, the Inter-Ministerial Technical Advisory Committee on Human Rights, and the MoJCA Human Rights Desk. These are under-going internal re-organisation in line with the NDP III focus and the expectations under the National Human Rights Action Plan (NAP).

The Inter-Ministerial Advisory Technical Committee on Human Rights (IMC) has maintained a functional posture over the past year. Various treaty reports have been considered and cleared by Cabinet for submission to the respective treaty and regional human rights bodies. These include the ICCPR State Report, the third UPR State Report, the State Report to the Commission on Human and People’s Rights, and the State Report under Maputo Protocol. The State Report on Economic Social and Cultural Rights (ESCR) has been prepared and is due for submission to Cabinet for approval before transmission to the UN Human Rights Committee.

The IMC has emerged as an effective central coordinating technical hub on human rights treaty reporting and compliance issues and this has enabled coherent, factual and accurate responses to human rights concerns from local and international actors. It has considered and provided factual and legal clarifications in response to various reports from international human rights human organisations and countries.

In addition, various institutional human rights mechanisms are in place, and these include the UPF Directorate for Human Rights and Legal Services, human rights desks in all police regions, human rights desks in MoJCA, ODPP, CMI, UPDF, and various local governments. UPS has functional 266 Human rights Committees of both staff and prisoners across all the 266 units. UHRC continued to support capacity strengthening of many of these mechanisms including the Human Rights committees in Parliament, Cabinet secretariat, Commissions, Ministry of Local Government, and Human Rights Desks in the various MDAs.

Additionally, UHRC created Human Rights champions in twelve (12) districts of Arua, Gulu, Moroto, Fort Portal, Central and Jinja regional offices to act as a link between the communities and UHRC. The champions were equipped with skills and knowledge to advocate against violence of human rights for girls and women in communities.

Table 72: Performance against planned activities 3.2.2

Code	Activity Description	Total	Spent	Performance
UPS: 3.2.2.1	Human rights promotion and observance in UPS	14,000,000	14,000,000	Conducted monitoring and supervision of the Human rights committees in 3 regions ie South-Eastern, Eastern and East Central regions.
	Procure prisoners' blankets	1,000,000,000	1,000,000,000	Procured 10,000 blankets at a cost of 99,500 shillings each.

Code	Activity Description	Total	Spent	Performance
	Procure Pure LP3 series-1000 1000 GPD - piloting in 5 LP3- 1000 RO System Unit [Complete] prisons	50,000,000	50,000,000	Connected water from Ntungamo town to the Prison, 6km distance to improve sanitation.
	Pure Water Stainless steel Tank 3000ltrs	15,000,000	15,000,000	Procured a 50,000 litres steel tank high rise water reservoir tank for Ntungamo
	Pipes and Fittings	11,000,000	11,000,000	Fitted water tank at Ntungamo Prison
UHR: 3.2.2.2	Training of District Councils and Officials in HRBA	83,325,000	83,325,000	Trained 539 (436 male, 103 female) district councils and officials in 12 regional offices on concept of human rights, the mandate, functions and powers of Uganda Human Rights Commission
UPF: 3.2.2.2	Conduct inspections to assess compliance to human rights standards, gender sensitivity and investigations principles and procedures in police stations of 10 police regions.	36,000,000	36,000,000	Conducted inspection in 14 selected the districts to assess compliance to human rights standards, gender sensitivity and adherence to investigations principles and procedures.
ULS: 3.2.2.3	Launch of quarterly state of Rule of Law reports	82,574,400	10,734,000	Partially conducted the launch of quarterly state of Rule of Law reports.
UPF: 3.2.2.3	Train 28 police officers in sign language skills to be deployed in all police regions.	0		Training did not take place due to lack of funds.
UPF: 3.2.2.4	Complete the development of the PSU online complaints management. [Contractual obligation FY 2020/21]	32,000,000	32,000,000	Completed the procurement process for a total of 8 computers for the PSU online complaints management system.
UPF: 3.2.2.5	Procure 10 motorcycles for regional PSU officers to support mobility of officers while investigating corruption and human rights complaints against UPF.	0		Did not take place

3.2.3 Citizens empowered on HRBA and avenues for public participation in JLO enhanced

The UHRC trained and enhanced HRBA empowerment for 2,151 persons, including duty bearers and rights holders. This is a critical contribution towards mainstreaming human rights normative standards in public service delivery with a view of cultivating a human rights culture. 644 (401 male, 243 female) members of the public participated in HRBA dialogues and acquired knowledge on the concept of human rights, mandate of UHRC, HRBA and the bill of rights. Below is a table detailing the different categories of staff that were trained in HRBA.

Different categories of citizens trained in HRBA

Table 73: Different categories of citizens trained in HRBA

Category	Male	Female	Total
Online capacity building for Local Government planners	126	104	230
Senior staff of the Uganda Prisons Service	34	12	46
frontline JLOS actors on human rights	173	58	231
Community Development Officers	183	153	336
New city leaders	59	35	94
University Student Leaders	119	81	200

Category	Male	Female	Total
Refugee Welfare Councils	37	65	102
Religious leaders	412	190	602
Teachers	231	149	380
Total	1304	847	2151

UHRC trained local government officials/planners on integration and implementation of HRBA in sector interventions and devised strategies on how to strengthen the use of HRBA for the advancement of observance of human rights and sustainable development. 230 officials attended the online training 126 of whom were male and 104 were female mainly drawn from the 56 districts⁹ and cities.

In addition, 46(34 male, 12 female) senior prison officials were trained on the Human Rights Based Approach. UHRC under the JLOS/EU Supreme built the capacity of 231 (173 males 58 females) frontline JLOS actors on human rights and HRBA to service delivery. Focus was on refugee and host communities in the districts of Adjumani, Yumbe, Koboko, Madi Okollo, Terego, Ogongi and Lamwo. Key topics included Protection of refugee rights, Alternative Dispute Resolution and Sexual Gender Based Violence, and attitude and perception change on human rights.



L-R, Chairperson/UHRC, Member of the Commission, Secretary/UHRC, and UHRC Directors with senior prisons officers' pose for a group photo during the official opening of the training workshop on HRBA.

The refugee population was identified as a vulnerable communities that need regular, measured and targeted training. Uganda currently hosts about 1,500,000 refugees and mobility across the northern and western borders is regular. The UHRC trained the leadership structures of the refugee settlements (Refugee Welfare Committees) on human rights, ADR and prevention of Sexual Gender Based Violence. UHRC trained 101 (37 female and 65 male) members of the Refugee Welfare Committees (RWC) from Terego, Yumbe, Koboko, Obongi, Madi Okollo, Adjumani As a result of the training, one case of alleged human rights violation originating from Nyumanzi settlement has so far been registered to UHRC.

One of the key influencers of the public on social and normative issues are religious leaders of various denominations. Leveraging this potential, the UHRC engaged and trained Religious Leaders on various human rights concepts and processes. The focus included Human rights, duties and responsibilities of citizens, the mandate, functions and powers of Uganda Human Rights Commission, the applicability of HRBA in their day-to-day handling of human rights issues through mediations at the local level, the Rights and responsibilities that must be observed and the concept of Family and inheritance laws. Overall, the UHRC trained 602 religious leaders (412 male, 190 female) across the 12 regional offices on human rights and the rule of law. These are expected to integrate the human rights normative standards in their respective teachings and replicate the message to a broader public audience. The regions that benefited included West-Nile, Central, Western, Eastern and Northern as illustrated on the right/above.

Region	Religious Leaders Participated		
	Male	Female	Total
Arua	15	35	50
Central	35	15	50
Fortportal	38	12	50
Gulu	24	18	42
Hoima	32	18	50
Jinja	38	12	50
Kabale	33	17	50
Lira	42	8	50
Masaka	37	18	55
Mbarara	37	13	50
Moroto	40	10	50
Soroti	44	11	55
Total	415	187	602

To effectively and sustainably engage the young leaders, the UHRC targeted and trained school teachers. The UHRC trained 380 (231 male, 149 female) teachers, students, pupils, and school management on HRBA in the 12 UHRC Regional offices. Through the training, teachers were able to appreciate the mandate of the Commission and the concept of human rights, comprehend HRBA and its applicability to the right to education and their roles as duty bearers in ensuring that students/pupils as rights holders enjoy the right to education.

In a similar focus, UHRC trained 200 (119 males, 81 females) University student leaders in Human Rights and HRBA in Western, Central, North and Eastern regions of Uganda. The training equipped the university leaders with knowledge regarding the promotion of culture and respect for human rights within the universities including their roles.

To ensure sustainable HRBA application and mainstreaming, local leaders were targeted. Both urban and rural local leadership was targeted, and this benefited a total of 583 persons (M452, F130). However, the participation of women leaders remained relatively low at 22.2%. From four new cities of Soroti, Mbale, Masaka and Mbarara, a total of 94 (59 Male, 35 Female) city leaders acquired knowledge on the Human Rights Based Approach to Development as key right from the planning processes for the various cities.

UHRC also trained 489 (394 male, 95 female) district councils from Central, Fortportal, Hoima, Jinja, Kabale, Lira, Masaka, Mbarara, Moroto and Soroti regional offices on HRBA (Human Rights Based Approach). The district councils acquired knowledge on various human rights themes including the concept of human rights, the mandate, functions and powers of Uganda Human Rights Commission. They were also sensitized on the Law on Prevention and Prohibition of Torture Act 2012, the Rights and responsibilities that must be observed during the election period, Land laws and the concept of Family and inheritance laws.



UHRC Director of Research, Education and Documentation (blue suit), KCCA officers pose for a group photo with Kawempe Division Community Human Rights Champions



Participants from Central and Rubaga Divisions of Kampala who attended a Capacity Building Workshop for Gender Based Violence Survivors at Esello Country Hotel, Wakiso District joined by the Commission's Director of Research, Education and Research Mr. Byonabye Kamadi and Ms. Juliet Logose-Regional Head CRO

Table 74 District Council Members Trained in HRBA

Region	Participants			18 - 30	31 - 59	60+
	Male	Female	Total			
Central	51	21	72	11	57	4
Fortportal	31	1	32	10	22	0
Hoima	34	7	41	0	38	3
Jinja	27	24	51	10	37	4
Kabale	43	7	50	10	32	8
Lira	17	2	19	5	14	0
Masaka	48	7	55	0	47	8
Mbarara	32	18	50	8	38	4
Moroto	65	4	69	6	61	2
Soroti	46	4	50	0	42	8
Total	394	95	489	60	388	41

Similarly, to expound the grass root leadership empowerment, the UHRC built capacity of 336 (183 male, 153 Female) Community Development Officers on HRBA to service delivery, and rights of vulnerable persons and in 10 UHRC regional Offices. Below is a table of the number of CDO trained on HRBA.

Table 75 Training of Community Development Officers in HRBA

Region	Participants				Age group	
	Male	Female	Total	Percentage	18 - 30	31 - 59
Arua	25	15	40	12%	8	32
Central	24	10	34	10.1%	10	24
Gulu	14	10	24	7.1%	3	21
Hoima	16	11	27	8%	3	24
Jinja	15	17	32	9.5%	4	27
Kabale	16	14	30	9%	3	27
Masaka	19	17	36	10.7%	4	28
Mbarara	21	15	36	10.7%	7	29
Moroto	20	20	40	11.9%	12	28
Soroti	13	24	37	11%	6	29
Total	183	153	336	100%	60	269

As part of practical empowerment on human rights and ensuring that minority populations also have space and opportunity to benefit from public services and ensure their rights are protected, UHRC conducted monitoring field exercise in indigenous communities of the Benet in kween, Ik in Kaabong and Batwa in Bundibugyo and Kisoro. The monitoring exercise assessed the current human rights situation and evaluated the implementation of government interventions in the communities. A detailed report has been prepared and is yet to be shared with the relevant stakeholders (MDAs) for action.



On the left: The Benet internally displaced and living at Rwanda Camp; **on the right:** Monitoring team with RDC of Kween district Rtd ASP Asimwe Hope and Col. Juma Seiko

Table 76: Performance against planned activities under 3.2.3

Code	Activity Description	Total	Spent	Performance
ULS: 3.2.3.2	Compilation and Publication of Volume 2 of Election Law Reports	0		Did not take place
ULS: 3.2.3.3	The ULS annual Rule of Law week ending with a symposium on the Rule of Law	17,500,000	15,130,000	Partially conducted the ULS annual Rule of Law.

3.3 Strengthen the prevention, detection and elimination of corruption

The fight against corruption and deepening accountability is central to Uganda’s agenda of entrenching good governance and the rule of law. During the reporting period, several milestones were realized in enhancing transparency, strengthening accountability and combating corruption. This was complemented by sustained efforts to entrench ethics and integrity across Ugandan society. Notwithstanding the progressive interventions and enforcement action, Uganda’s score under the Transparency International Corruption Perception Index (CPI) declined from 27% in 2021 to 26% in 2022. This decline corresponds with the baseline score of FY2017/2018.

Under the World Justice Project (WJP) Rule of Law Index, Uganda scored 39% ranking 128th of 140 countries. The index also measures the absence of corruption in government, as a component of the rule of law. Uganda improved from 26% in 2021 to 27% in 2022 (where 0% is the weakest and 100% is the strongest). On this aspect, **Uganda ranks 133 of 140 countries** assessed. The factor considers three forms of corruption: bribery, improper influence by public or private interests, and misappropriation of public funds or other resources. These three forms of corruption are examined with respect to government officers in the executive branch, the judiciary, the military/ police, and the legislature. These indices correspond with national assessments and surveys by the IG and UBOS on perceived prevalence of corruption. This is notwithstanding sustained anti-corruption action.

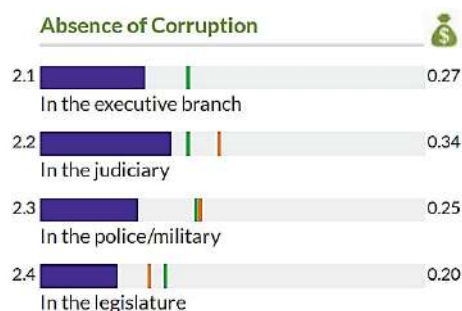


Figure 8 World Justice Project 2023

At the Sub-programme level, performance against set targets under NDP III scored a good performance except for the high perception of corruption. This is illustrated in the table below. Nonetheless, it is imperative to observe the subjectivity associated with perception ratings and may not be consistent with actual anti-corruption performance. For instance, the ongoing enhanced awareness and discussion about corruption and anti-corruption efforts often raise the perception of corruption. More impact-level indicators that are developed and natured at national level would depict a more reliable assessment.

Table 77: Table Anti-Corruption Macro Performance

Outcome Indicators	Baseline FY2017/18	Actual 2020/21	Actual 2021/22	2022/23	
				Target	Actual
Corruption Perception Index	26%	28%	27%	31.6%	26%
ODDP conviction rate of Corruption cases	74%	80%	81%	85%	82%
ACD conviction rate of Corruption cases	57%	60%	58%	65%	64.5%
Clearance rate of corruption cases (ACD)	98%	115.6%	102.9%	118%	109.92%

At institutional level, the ODPP continued to post highly impressive performance with a conviction rate of 82% in corruption cases, and exceeding its Prosecution-led Investigations (PLI) set target by 422.5%. ODPP PLI performance of 522.5% exceeded the target of 62 corruption case files. However, the asset recovery performance remained relatively low and this requires further strengthening of the illicit asset recovery legal and institutional regime.

3.3.1 Corruption in JLOS institutions detected, investigated, and combated

The sub-programme implemented both criminal justice and administrative based approaches to combatting corruption. The first line of engagement is the prevention of corruption and this has been harnessed through strengthening institutional management and supervision.

As part of institutional strengthening, the Sub-programme has enhanced automation and streamlining procedures of service delivery across all MDAs. This has enhanced efficiency, credible and reliable

information management, and ensuring auditable trails for all transactions undertaken. For instance, automation of immigration border services has supported the fight against cross-border crimes including corruption, organised crime and terrorism. This involves biometric enrolment of cross-border travellers which facilitates tracking persons of security interest to the country. During the reporting period, DCIC extended the electronic system to two borders (MIDAS at Kizinga and BMS in Ishasha), so far, 36% (24) out of 67 gazetted border posts are automated. In addition, the e-visa system was extended to the Uganda Mission in Rome, Italy. The total number of Ugandan missions with the e-visa system is now 22 out of the 38 Missions abroad. Other institutions with ongoing automation of institutional processes and service delivery systems include ODPP, JSC, UPS, UPF, ULRC, DGAL, among others.

This was complemented by sustained efforts to entrench ethics and integrity within Sub-programme MDAs. Integrity Focal Persons (IFPs) from MDAs have contributed to enhance the detection of corruption and mainstreaming integrity in Sub-programme MDAs. Customised knowledge sharing and reflection sessions are held on issues of ethical leadership and integrity, prevention of corruption and transparency. These officers, who are integrity role models in their MDAs and are senior enough to influence others have a responsibility of sensitizing fellow staff on the values of integrity and corruption-prevention measures. During the reporting period, quarterly trainings for IFPs were conducted to equip them with the necessary knowledge and skills to effectively carry out their role. This is part of the implementation of the Zero Tolerance of Corruption Policy, 2018 and the National Anti-Corruption Strategy (NACS) 20219-2024.



Figure 9 IFPs at the conclusion of a training session with Bishop Joshua Lwero on 9th November 2022

As part of its oversight and regulatory mandate, MoJCA inspected and published 1,519 licensed law chambers that were found compliant with law. The coverage exceeded the planned target of 1,309 law chambers as compliance is increasingly embraced by private legal practitioners. The publication of compliant Law Chambers is an act of transparency to curtail the emergence and mushrooming of illegal law firms that often defraud the public. This has enhanced professional practices and promoted public access to legal services from approved service providers. This also enables law students to access and undertake pupillage in licensed chambers.

Similarly, Ministry of Justice Constitutional Affairs complemented PPDA efforts by strengthening and enforcing compliance to accountability rules and regulations through provision of legal technical guidance to Entities. MoJCA reviewed and cleared 4,440 out of the anticipated 3,600 contracts within an average clearing duration of 14 days as stipulated in the PPDA regulations. Non-compliant procurement practices and concerns were advised and remedied before final clearance by MoJCA.

Under the leadership of the Judicial Service Commission and in collaboration with the IG, the Sub-programme participated in harnessing collective action against corruption with a focus on making the detection and reporting a responsibility for all citizens. Various outreaches were held in the communities and via mass media to mobilize the citizens in prevention, detection and reporting of acts of corruption. There is a more visible and renewed approach to harnessing collective action by making the fight against corruption a collective responsibility for both the duty-bearers and the people of Uganda.

As part of Government efforts to combat corruption, administrative anti-corruption reporting and redress was strengthened at institutional level. The JSC, the UPF/PSU and ODPP received various corruption complaints, many of which were resolved the year. In the period under review, a total number of 430 cases of Corruption-related cases were registered by PSU countrywide. Out of the 430 corruption related reports and complaints reported to PSU, 22 cases were put away, 280 cases

were completed and forwarded for action to Director of Human Rights & Legal Services for legal redress and 129 cases are pending inquiries. The majority of the registered cases were Corrupt Practices (164 cases) by the Police Officers, followed by Extortion (135 cases) as shown in the table 2 below:

Table 78 Corruption-related cases registered; July 2022– June 2023

S/N	Case	Total	Completed	Pending	Put Away
	Corruption Complaints				
1	Corrupt Practices	164	107	49	8
2	Extortion	135	88	41	7
3	Abuse Of Office	24	16	7	1
4	Soliciting For A Bribe	95	62	29	5
5	Causing Financial Loss	12	8	4	1
	Total	430	280	129	22

Majority of the complaints registered were reported by PSU-KMP with **88** cases, followed by PSU HQTRS with **74** cases and Rwenzori West with **27** as shown in table below:

Table 79 Corruption-related complaints registered by PSU HQ and its Region officers

S/No	Region	Total	Completed	Pending	Put Away
1	Albertine	20	13	6	1
2	Aswa	26	17	8	1
3	Bukedi North	12	8	4	1
4	Bukedi South	16	10	5	1
5	Busoga East	13	8	4	1
6	East Kyoga	9	6	3	0
7	Elgon	6	4	2	0
8	Gef/PSU Hqtrs	74	48	22	4
9	Greater Bushenyi	7	5	2	0
10	Greater Masaka	3	2	1	0
11	Kigezi	11	7	3	1
12	Kiira	21	14	6	1
13	Kmp	88	57	26	4
14	Mt Moroto	9	6	3	0
15	North Kyoga	14	9	4	1
16	North West Nile	2	1	1	0
17	Rwenzori East	5	3	2	0
18	Rwenzori West	27	18	8	1
19	Rwizi	16	10	5	1
20	Savannah	6	4	2	0
21	Sipi	8	5	2	0
22	Wamala	17	11	5	1
23	West Nile	20	13	6	1
	Total	430	280	129	22

Source: Uganda Police Force - Professional Standards Unit

Under the criminal justice regime, various reported corruption-related cases were investigated with a view to the prosecution of perpetrators and recovery of proceeds of corruption. Some of the major complaints registered related to the connivance of Government officials with land grabbers, for mismanagement of cases by Government officials leading to conflicts in decisions and delays,

financial mismanagement, abuse of office and procurement irregularities. These are summarised below.

Institutions	Corruption complaints registered in FY 2022/23	No cases planned for investigation	Number of cases investigated
Uganda Police Force / CID	TBP	144	132
Uganda Police Force / PSU	430	TBP	280
ODDP PLI	13	62	324
Judicial Service Commission (JSC)	TBP	TBP	TBP
Office of the Director of Public Prosecutions (ODPP)	152	-	-
Total			

In addition, the ODPP handled 324 corruption-related cases under PLI against a set target of 62 case files, yielding a performance of 522.5%. This excellent ODPP performance against the target is attributed to the following factors:

- i) Improved coordination between the investigators and the prosecutors in handling corruption cases.
- i) Continued capacity building for prosecutors in handling corruption cases, which is attained through in-house training and continuous mentoring.
- ii) Increased appreciation and use of PLI approach by both prosecutors and investigators in handling corruption cases.
- iii) Continued funding of PLI by the ODPP

PLI procedures enhanced ODPP's efficiency in its prosecutorial function by largely working with multi-stakeholder case-handling teams. For instance, in the matter involving the diversion of iron sheets meant for Karamoja, investigation teams comprising Prosecutors and Detectives from the CID Headquarters and the State House Anti-Corruption Unit (SHACU) were constituted to expeditiously handle these cases. After the investigations, 3 of these cases were registered in Court and the accused persons, who include 3 Ministers are currently being prosecuted before the Anti-Corruption Court.

The ODPP anticipated having 436 new corruption files perused and by the end of the FY2022/2023, it had perused 798 case files (183%). This performance was a result of the improved capacity of the prosecutors in handling corruption cases, attained through continuous training and mentoring, and the general increase in the number of corruption cases received from Police Stations throughout the country.

In addition, the ODPP planned to register 80 new corruption-related cases in court and prosecute 240 corruption-related cases respectively. In the reporting period, the ODPP registered 51 new corruption-related cases in court and prosecuted 266 corruption-related cases. Fair performance in registration of new corruption cases in court is attributed to delays by police to produce suspects in court in sanctioned cases, and delays in completion of further inquiries in perused cases. On the other hand, the excellent performance in prosecuting corruption-related cases is attributable to prosecutors' capacity in processing and prosecuting corruption-related cases, continued facilitation of prosecution witnesses, and effective use of High Court (Anti-Corruption Division) (Case Management) Rules, 2021, by the prosecutors to ensure that prosecution commences within three months from the date of registration, without adjournments.

From the 266 cases prosecuted by ODPP, 71 cases were concluded from which 54 resulted in convictions, and 8 acquittals, 4 dismissals and 5 withdrawals. This translated into a conviction rate of 82%. The use of the Plea Bargain approach has contributed to ODPP's effective prosecution rating where the accused persons confess the crimes. A total of 13 cases were concluded through the Plea

Bargain approach as accused persons conceded upon disclosure of prosecution evidence.

It is noted that prosecution of corruption cases continues to be centralized in Kampala. Only 10 corruption cases were prosecuted in upcountry sessions that the ODPP held in different parts of the country. Prosecution of 2 of the cases resulted into the conviction of the accused person, while the rest of the cases are currently at advanced stages. Whereas 12 Cases were committed to the High Court. These mainly included cases of a complex nature and those that involved senior government officials such as the Ministers.

Similar to the ODPP, the performance of the Anti-Corruption Court Division of the High Court (ACD) performance has remained high over the years with a case clearance of 109.92% and case disposal of 58.44% for the reporting period. The ACD concluded more cases than those filed in court during the year. 252 new cases were filed and the Anti-Corruption Court Division concluded 277 cases out of total caseload of 474 cases. The table below illustrates a trend of ACD's performance over the past seven years.

Table 80 ACD Comparative Case Clearance and Disposal 2016/17 to 2022/23

Annual Period	Cases Filed	Case Load	Cases Completed	Case Clearance	Case Disposal
FY22/23	252	474	277	109.92%	58.44%
FY21/22	241	486	248	102.9%	51%
FY20/21	192	457	222	115.6%	48.5%
FY 19/20	259	525	254	98%	48%
FY18/19	253	530	274	108%	52%
FY17/18	174	426	170	98%	40%
FY16/17	327	589	210	89%	42%

Overall, the performance of the ODPP in combatting corruption is scored highly and exceeds many of the set targets. The effectiveness is a culmination of collective action in the case handling value chain and this is more specifically attributed to a number of factors including:

- i) The steadily improving capacity of the prosecutors in handling corruption cases.
- i) Continued use of Prosecution-led Investigations, which ensures the assembling of credible and admissible evidence.
- ii) Continued use of the Plea Bargain mechanism, which expedites trials thereby contributing to a reduction in backlog.
- iii) The issuance of the Anti-Corruption Court Users Rules, limits the number of mentions to 3 times from the date of registering the case in Court and restricts unjustified adjournments in corruption cases.
- iv) Upcountry sessions, which enabled both the Court and prosecution to travel to the various districts to hold sessions in the jurisdiction where the offences were committed thereby making it easier for witnesses to attend Court.
- v) Adequate court preparations through witness preparations and case management meetings.

It is imperative to note, the ODPP prosecuted 181 Government officers and 29 of these were convicted by the ACD, banning them from holding public offices for 10 years from the dates of their respective convictions as required under Section 46 of the Anti-Corruption Act. To ensure that these convicts do not return to their jobs or get employment elsewhere in Government, the ODPP through its Administrative Sanctions Unit wrote to the respective Accounting Officers of the affected MDA's informing them about the accused person's convictions and the orders barring them from holding public offices. For the rest of the public officials, who are still undergoing trial, the Department wrote to the respective Accounting / Responsible Officers, requesting them to interdict them as required under the Public Service Standing Orders and the Public Service Regulations.

To disincentivise corruption and other acquisitive economic crimes, the Sub-programme is implementing an asset recovery regime under various legal instruments. However, enforcement to recover illicit assets has not yielded expected result that would reflect the magnitude of converted public assets and property. During the reporting period, various properties and cash amounting to UGX835,658,749/= was recovered by ODPP as illustrated in the table below. The ODPP and other enforcement agencies are limited by largely structural challenges such as limited titled land (29%), open cash economy, poor documentation and non-registration of property transactions, public apathy and weak financial investigations.

Table 81 Illicit Assets and Property Recovered During FY 2022/2023

SN	Property Description	Value	Released to
	Cash	835,658,749/=	
1.	Coartem Drugs	5,000,000/=	Adjumani Hospital
2.	T.B. Machine	15,000,000/=	Arua Hospital
3.	Wheat Flour	72,800,000/=	Mandela Grain Millers
4.	Grinding Mill	Not established	
5.	Iron Sheets (9,395 pieces)	638,860,000/=	OPM Stores

The lack of a clear legal and administrative institutional framework on management and dealing with recovered illicit asset under the various criminal justice processes undermines effectiveness of this regime. Concerted effort in reforming and strengthening the asset recovery regime remains a priority.

3.3.2 Capacity of JLOS anti-corruption agencies and accountability mechanisms enhanced

The capacity of JLOS anti-corruption institutions is influenced by the level of resources available (human and financial), staff technical competencies and tools to work with well-defined procedural protocols and policies.

The Sub-programme is participating in multi-institutional effort under the leadership of DEI to strengthen the existing asset recovery legal regime while at the same time coordinating the effective implementation of the existing laws. The efforts to develop a common legal framework –proceeds of crime law that provides for civil asset recovery and a restrained assets management institutional remained ongoing. A dedicated Legal Task Force put in place by DEI developed Principles for a Proceeds of Crime Law. Subject to guidance by the Hon. Attorney General, the proposal is to plug loopholes that hinder the effective recovery of the proceeds of crime under the current legal regime. These include the absence of provisions on Civil forfeiture to recover proceeds of crime where the accused person cannot be prosecuted because of death, immunity under law or has fled jurisdiction; lack of provisions on the management and disposal of the recovered assets; and compensation of the victims of the crime.

Other legal frameworks that require development to strengthen the capacity of anti-corruption institutions include a witness protection law and rules/regulations under section 67A of the Anti-Corruption Act, 2009. MoJCA and ULRC are providing leadership to have these processes progress through Collaborative efforts.

The ODPP finalized formulating charging standards, which were due for publication and disseminated. This will sufficiently guide the prosecutors and hence adherence to standards. The ODPP Virtual Academy was launched and its platform has resource materials that will greatly enhance capacity building of all prosecutors and hence improved prosecution standards.

In FY 2022-2023, the ODPP inspected 105 ODPP offices & 13 Agencies with a delegated prosecutorial function that adhered to set minimum performance standards. These inspections were carried out in the regions of Gulu, Mubende, Arua, Soroti, Mbale, Mbarara, Kabale, Fort portal and Karamoja; and Agencies with a delegated prosecutorial function in and around Kampala. The target was to

inspect 136 ODPP stations and 22 Agencies with a delegated prosecutorial function. However, only 14 agencies were licensed to carry out delegated prosecutorial function. Of these, only 13 were inspected and one could not be inspected since it got licensed after the inspection exercise. This performance is attributed to understaffing of the inspection team. Four reports were generated and presented to Top management. This is hoped to improve adherence to set prosecution standards at all levels of prosecution.

To further strengthen its human resources, the ODPP had in-house and other trainings for staff in areas of Advocacy Skills Enhancement in Corruption-Related Matters, Handling Money Laundering Prosecutions and Investigations, Financial Investigations and Handling Electronic Evidence and Exhibits. Over the year, 40 prosecutors were trained in the various areas highlighted above. To ensure greater coverage and convenience, the ODPP Virtual Academy was launched, and its platform has resource materials that will greatly enhance capacity building of all prosecutors and hence improved prosecution standards.

In conclusion, the Sub-programme made a substantial contribution to national efforts in the fight against corruption. However, more targeted approaches and appropriate strategies need to be adopted to register greater national impact. A focus on prevention than punitive response will guarantee a more sustainable transformation. Nonetheless, extra resources – human and financial should be provided to anti-corruption agencies to enable them to adapt their current approaches to catch up with the fast-paced criminal enterprises both within and outside government. In addition to strengthening anti-corruption institutions of JLOS, it is imperative to address structural challenges that make enforcement difficult. These include registration and titling of all land in Uganda, reduction of the cash economy, enhancing economic opportunities in the private sector, improving remuneration of public servants and entrench a culture of ethics and integrity across the Ugandan society

To align the Access to Justice Civil Working Group to the programme approach, the Secretariat prepared terms of reference for the Access to Justice Civil Working Group which were approved by members in the Access to Justice Civil and Criminal Working Group meeting held on 2nd June 2023. Lastly, the Secretariat prepared a framework for the development of the data exchange protocols following the recommendation by the Working Group.



PROGRAMME MANAGEMENT

Access to Justice Civil Working Group

During the period under review, engagements were undertaken with civil justice stakeholders and the following concerns emerged: the need for capacity building of institutional actors including advocates and judicial officers on legal and policy reforms in civil and land justice thematic areas; increased funds for locus visits in land and civil matters; continuous user empowerment programmes on justice law and order services and processes across institutions; need to address corruption concerns; increase public awareness on Alternative Dispute Resolution Mechanisms; need for more mediation space across Courts; training, accreditation and facilitation of court annexed mediators; and addressing document forgery concerns. All these concerns are being addressed by the Access to Justice Sub-Programme institutions and the Administration of Justice Sub- programme through different initiatives including strengthening coordination, communication and collaborative efforts amongst all institutions in civil justice service delivery.

Access to Justice Civil – Land Justice Sub-Committee

The Joint Working Committee on Succession Registers and Certificates of Succession which was constituted in May, 2020 to investigate and examine all challenges in regard to Succession Registers and Certificates under the 1912 Buganda Succession Law discharged its mandate in April 2023 notwithstanding the challenges posed by Covid-19 pandemic which delayed the Committee from concluding this assignment. A Report of the Joint Working Committee was disseminated to all key stakeholders and presented to the Attorney General for consideration of the Committees recommendations.

In addition to the above, strengthened collaboration, coordination and communication between the Administrator General's Department, Courts of law and Ministry of Lands, Housing and Urban Development (MoLHUD) eased, verification of authenticity of documents such as; certificates of no objection, letters of administration and land titles which are usually subject of fraud. It is hoped that Integrating the Information Management Systems in the office of the Administrator General, ECCMIS in the Judiciary, Land Information System in MoLHUD and the National Identification Register (NIR) will go a long way in improving service delivery through; simplifying identification of service users, verification of registered land owners and authentic land titles, confirmation of relationships between the deceased and applicants for letters of administration and beneficiaries, verification of authentic letters of administration issued by the Courts and other documentation issued by MoLHUD, Administrator General's Department, NIRA and Courts.

In line with providing technical support, the Secretariat participated in preparation of the National Land Monitoring Report for Uganda which was submitted to the Intergovernmental Authority on Development (IGAD) by the Ministry of Lands, Housing and Urban Development. IGAD is currently working with member states on establishing a Regional Land Monitoring System intended to track progress in implementation of the African Union Declaration on Land Issues and Challenges in Africa, 2009 in the Seven (7) IGAD member states.

Human Rights and Accountability

During the reporting period, the Governance and Security Programme (GSP) Secretariat sustained coordination and technical support to both the Access to Justice Sub-Programme and broadly the 32 GSP Ministries, Departments and Agencies. The focus is on thematic reforms and chain-linked coordination of key interventions, while at the same time continuing to support the transition from the Sector Wide Approach (SWAp) to the Programme Based Approach (PBA). Through a change management process, the Working Groups, Chain-linked Initiative (CLI), and other mechanisms are being adapted to the PBA.

Through technical advisory support, human rights desks, committees, and related mechanisms across Government MDAs have been strengthened. The MoJCA human rights desk is now more vibrant and playing a lead role in promoting coordination and compliance by Government with human rights undertakings. The Inter-Ministerial Technical Advisory Committee (IMC) has been strengthened with clear terms of reference and a process working manual, and additional human rights desks have been created under the Uganda Police Force. The IMC and MoJCA Human Rights Desk are being engaged to support the Cabinet Standing Committee on Human Rights that is chaired by the Hon Nobert Mao, the Minister for Justice and Constitutional Affairs deputised by the Hon. Kahinda Otafiire, the Minister for Internal Affairs. With technical finalisation of the NAP, it is expected that the Cabinet Standig Committee shall consider and approve the same. Ensuring full functionality of these mechanisms¹, will go a long way in entrenching a human rights culture in Uganda while holding perpetrators accountable.

The Secretariat in partnership and members of the IMC have supported the clearance of all outstanding human rights State treaty reports. Most were approved by Cabinet and submitted to the treaty bodies. In addition, the Secretariat directly supported Uganda's third Universal Periodic Review process, from reporting to review processes to integration of accepted recommendations into the NAP for implementation. These are important processes for human rights accountability especially at the international level.

¹MoJCA, MoFA, UPS, UPF, ODPP, CMI, UPDF, LGs, and MoGLSD- including the oversight Human Rights Committee of Parliament.

The Action Plan to Integrate Rights of Persons with Disabilities in the A2J Sub-programme was developed and remains due for consideration and approval by the Sub-Programme Technical Committee. Nonetheless, some of the identified interventions are already being implemented to ensure inclusive service delivery and leave no one behind. This has been a joint activity of the Human Rights and Accountability Working Group, including non-state actors such as the National Union of Disabled Persons of Uganda (NUDIPU). The Equal Opportunities Commission is expected to augment these efforts once the Action Plan is approved.

In respect to promotion of accountability and the fight against corruption, the Secretariat continues to provide coordination and technical support at both Sub-programme and GSP level. Several meetings to joint plan, budget and report on performance have been held for the Accountability Technical Committee.

The Secretariat continued to support MDAs including to implement many of these recommendations under the Deloitte report (*the 2020 JLOS Comprehensive Corruption Risk Assessment and Vulnerability Mapping Report*). The Judiciary and other A2J institutions were supported to finalise and also implement existing institutional anti-corruption strategic plans and plans of action. To enhance implementation of these frameworks, Integrity Focal Persons were designated by DEI and the Secretariat supports the process of coordination to entrench the implementation of the zero tolerance for corruption policy. Several trainings have so far been undertaken with support from partners such as Chartered Institute of Public Finance and Accountancy (CIPFA) and the GIZ.

At the broad GSP level, various framework documents were developed and continue to be reviewed during the reporting period including the Programme Implementation Action Plan (PIAP), a Strategic Plan for the Accountability and Anti-Corruption Sub-Programme and supporting the change management processes. The results framework for the GSP has been reviewed to correspond to adjustments with resources at hand and also eliminate redundant indicators that negate performance ratings of the GSP. During the NDP III Mid Term Review, the GSP scored a 17% performance because of resource constraints, COVID-19 disruptions and have 56% of the 195 indicators redundant without any data. Review processes are addressing these challenges.

In addition, the Secretariat has supported legislative reforms on combating corruption, money laundering and terrorism financing. Having completed a Regulatory Impact Assessment and Principle Developed for the Proceeds of Crime law, the Hon Attorney General has guided on a more cautious approach and first ensuring that there are no inconsistencies with the provisions of the Constitution. The team has resolved to first accomplish development of any anti-corruption subsidiary legislation, such as under section 67A of the Anti-Corruption Act 2009, and also conduct a study on constitutional implications of the proposed civil asset recovery legislation.

Managing development partnerships and strategic engagements is an on-going key feature for A2J and the GSP Secretariat. Technical consultations and programme development engagements were held with the United Nations Development Programme (UNDP), United Nations Office on Drugs and Crime (UNODC), United Nations Office of the High Commissioner for Human Rights – Kampala (UNOHCHR), GIZ, International Development Law Organisation (IDLO), and the Royal Netherlands Embassy. In addition, platforms for thematic dialogue on human rights and accountability with civil society organisations have been sustained to facilitate continued partnerships under the PBA.

Notwithstanding the positive developments highlights above, there are outstanding deliverables and challenges yet to be addressed. The change process from SWAp to PBA and the separation of the Judiciary from the JLOS/Access to Justice Sub-programme have negatively affected holding regular Human Rights and Accountability Working Group bi-monthly meetings and other mechanisms such as the JLOS Inspectors Forum and the JLOS Integrity Committee. This has been exacerbated by limitation in financial resources to support several secretariat coordination activities, such as the working group meetings, regular M&E visits, and the CLI coordination meetings at national and sub-national level. Efforts to mobilise additional financial resources and the completion of the change management process point to an optimistic future. The emerging stability under the PBA and increased resources will enable these mechanisms to be re-organised and effectively facilitated to continue their coordination roles.

The 27th Annual Review



Hon. Justice Alfonse Owiny-Dollo (Chief Justice) presenting the 2021/22 Annual JLOS Performance Report to H. E Jan Sadek, the head of the European Union Delegation to Uganda (PHOTO: JLOS)

The Access to Justice Sub-programme held the 27th Joint Government of Uganda - Development Partners' JLOS Review for the FY 2021/22 on 6th December 2022 at Speke Resort Munyonyo in Kampala under the theme *"Empowering the people, Building Trust, Upholding Rights"*.

The review was attended by stakeholders from all Access to Justice (JLOS) member institutions, other Ministries, Departments and Agencies (MDAs) of Government, Development Partners, and representatives from civil society, the private sector, and the media.

A key component of the review was the presentation and discussion of the **Annual JLOS performance report** for FY 2021 / 2022.



Participants at the 27th Annual JLOS Review held on 6th December 2022 (PHOTO: JLOS)



Hon. Nobert Mao, Minister of Justice, and Constitutional Affairs at the launch of the 202/22 Annual JLOS Performance Report (PHOTO: JLOS)

E-Justice and Digital Transformation

With support from the Secretariat, JLOS institutions continued to implement the e-Justice strategy (2021 - 2026) as a core reference point for digital transformation. Frontline institutions such as MOJCA, Police and DCIC, embarked on a vision re-engineering process for their digital environments, whereas others notably the Judiciary and Prisons fast tracked roll out of their signature digital platforms (ECCMIS and PIMS respectively).

The Secretariat provided support to the Ministry of Justice and ODPP in the development of digital strategies. This involved alignment meetings and engagements with key stakeholders through workshops and roundtable discussions. Draft strategies await approval by top management.

With support from the Secretariat, the Uganda Police successfully developed the Electronic Policing Information System (ePIS) project; and the Directorate of Citizenship and Immigration Control (DCIC) was supported in the development of a Full Border Automation Project.

Building on the systems integration framework and roadmap for JLOS developed through the Justice and Accountability Reform (JAR) programme in FY 2021/22, JLOS institutions with support from the Secretariat were continuously engaged in mapping of business processes relating to the sharing/exchange of criminal records between the Police, DPP, Judiciary and Prisons. The integration framework is a core foundational aspect of our e-justice agenda and has set the stage for data and information exchange in the civil and criminal justice system.

The Secretariat participated in an international conference held in Rome, Italy on e-Justice at the invitation of the Justice Administration Research (JAR) Association with support from the United Nations Office and Drugs and Crime (UNODC). At the conference, the Secretariat authored and presented a paper that showcases Uganda's experience in developing digital-driven justice infrastructure leveraging the JLOS chain-link model.

Financial Report FY FY2022/23

The overall total revised budget allocation for FY2022/23 under the Access to Justice Sub Program was UGX. 2,000.207Bn, which was a 4.4% reduction from UGX. 2,091.38Bn in FY2021/22. The revised wage allocation was UGX. 581.780 compared to UGX. 552.329 for FY2021/22. The revised non-wage provision was UGX. 1,054.726bn compared to UGX. 1,128.418bn in the previous period, while development dropped marginally from UGX. 410.638bn in FY2021/22 to UGX. 359.11bn in FY 2022/23. The JLOS Development Fund captured under the MoJCA Budget was UGX. 40.921bn. The budget performance over the last six years is presented in the table below.

Table 82: Table: Trend of the Budget Allocations (Billions)

Fy	Wage	Non-Wage	GoU Dev	Total	% increase
FY 2022/23	581.780	1,054.726	359.11	2,000.21	-12.7%
FY 2021/22	552.329	1,128.418	410.638	2,091.38	4.3%
FY 2020/21	592.080	958.47	454.43	2,004.98	10.7%
FY 2019/20	495.235	881.31	435.46	1,812.00	17.5%
FY 2018/19	444.200	684.90	413.61	1,542.71	15.4%
FY 2017/18	369.240	636.78	331.26	1,337.28	

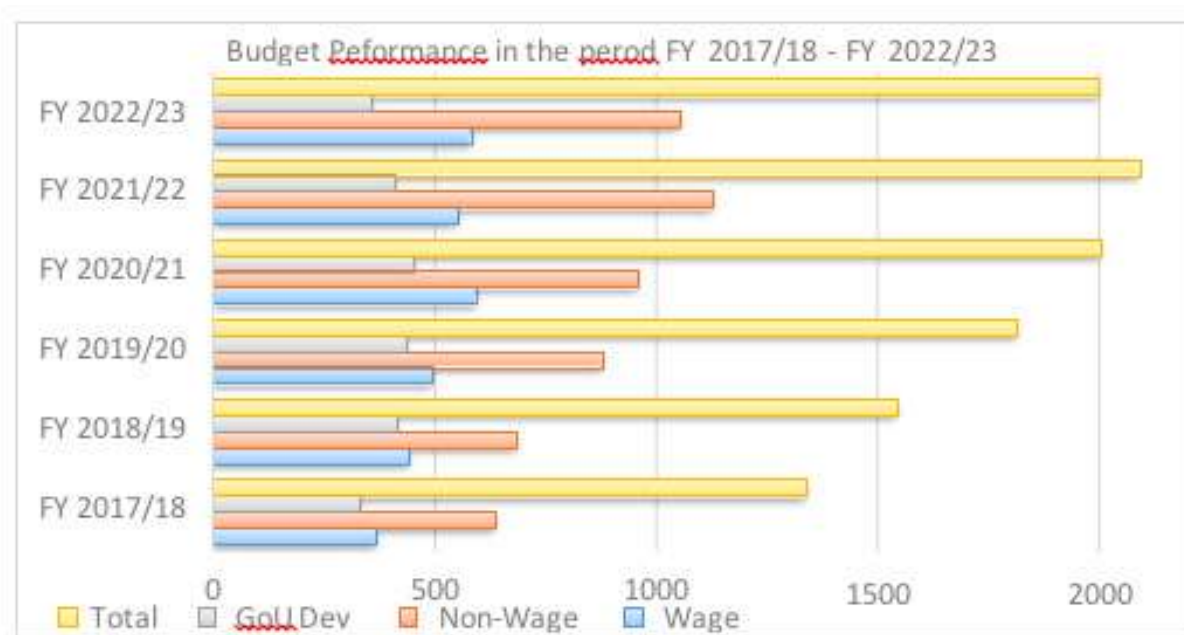


Table 83: Table: Budget allocation to Access to Justice (JLOS) institutions for FY FY2022/23

Vote	MDA	Wage	Non-Wage	Development	Total
007	MoJCA	10.904	116.11	22.247	149.261
009	MIA	2.448	54.492	3.647	60.587
105	ULRC	4.073	13.957	0.456	18.486
106	UHRC	7.595	12.014	0.631	20.24
119	URSB	7.723	17.054	0.97	25.747
120	DCIC	5.289	151.356	10.536	167.181
133	ODPP	24.179	45.187	25.935	95.301
135	DGAL	4.147	25.457	7.64	37.244
137	NIRA	20.335	36.131	4.42	60.886
	MDA		Non-Wage		total

Vote	MDA	Wage	Non-Wage	Development	Total
144	UPF	390.113	378.435	252.971	1021.519
145	UPS	101.59	189.114	26.371	317.075
311	LDC	7.975	15.419	3.286	26.68
	Total	586.371	1,054.726	359.11	2,000.207

Overall, the sub-program received a total of UGX. 1,816.05bn in the reporting period which is 90.8% of the UGX. 2,000.21bn revised annual budget. The overall absorption of the funds received was 99.1%.

Table 2 JLOS Annual Budget Performance FY2022/23

Vote	MDA	Approved Budget	Supplementary	Revised Budget	Total Release	Total Spent	% Released	% Spend
007	MoJCA	148.63	0.631	149.261	116.622	112.178	78.13%	96.19%
009	MIA	60.542	0.045	60.587	57.335	57.266	94.63%	99.88%
105	ULRC	18.15	0.336	18.486	17.686	16.57	95.67%	93.69%
106	UHRC	19.672	0.568	20.24	20.24	19.998	100.00%	98.80%
119	URSB	25.747	0	25.747	25.418	24.705	98.72%	97.19%
120	DCIC	119.831	47.349	167.181	160.343	158.944	95.91%	99.13%
133	ODPP	94.972	0.329	95.301	75.283	74.632	78.99%	99.14%
135	DGAL	36.406	0.838	37.244	14.851	14.854	39.87%	100.02%
137	NIRA	60.886	0	60.886	49.623	47.087	81.50%	94.89%
144	UPF	876.439	145.08	1021.519	939.418	939.256	91.96%	99.98%
145	UPS	308.72	8.355	317.075	312.391	310.297	98.52%	99.33%
311	LDC	26.68	0	26.68	26.843	23.872	100.61%	88.93%
	Total	1,796.68	203.53	2,000.21	1,816.05	1,799.66	90.79%	99.10%

The overall wage performance was at 95.4% i.e. received UGX. 584.13bn of the approved budget of UGX. 581.37bn in the reporting period. The overall absorption of the wage release was at 99% of the released funds.

Table Wage absorption rate for the Annual FY2022/23

Vote	MDA	Approved Budget	Supplementary	Revised Budget	Total Release	Total Spent	% Released	% Spend
007	MoJCA	10.865	0.039	10.904	10.865	8.516	99.60%	78.40%
009	MIA	2.448	-	2.448	2.448	2.448	100.00%	100.00%
105	ULRC	4.073	-	4.073	4.073	3.507	100.00%	86.10%
106	UHRC	7.595	-	7.595	7.595	7.39	100.00%	97.30%
119	URSB	7.723	-	7.723	7.723	7.45	100.00%	96.50%
120	DCIC	5.274	0.014	5.289	5.274	4.786	99.70%	90.70%
133	ODPP	24.179	-	24.179	25.53	25.315	105.60%	99.20%
135	DGAL	3.318	0.829	4.147	2.637	2.505	63.60%	95.00%
137	NIRA	20.335	-	20.335	20.335	18.667	100.00%	91.80%
144	UPF	383.034	7.079	390.113	390.113	390.069	100.00%	100.00%
145	UPS	95.63	5.96	101.59	99.561	97.919	98.00%	98.40%
311	LDC	7.975	-	7.975	7.975	7.224	100.00%	90.60%
	Total	572.45	13.92	586.37	584.13	575.80	95.40%	99.00%

Under non-wage, the Access to Justice sub-program institutions received UGX. 897.34bn of the revised budget of UGX. 1,054.73bn. This represents an outturn of 94% of the revised budget. The overall expenditure of the released funds stood at 99.2%.

Table 3 Non-Wage absorption rate for the Annual FY2022/23

Vote	MDA	Approved Budget	Supplementary	Revised Budget	Total Release	Total Spent	% Released	% Spend
007	MojCA	116.025	0.085	116.11	83.51	81.929	71.90%	98.10%
009	MIA	54.447	0.045	54.492	52.443	52.355	96.20%	99.80%
105	ULRC	13.957	-	13.957	13.157	12.632	94.30%	96.00%
106	UHRC	11.446	0.568	12.014	12.014	11.977	100.00%	99.70%
119	URSB	17.054	-	17.054	17.027	16.585	99.80%	97.40%
120	DCIC	104.021	47.335	151.356	151.212	150.439	99.90%	99.50%
133	ODPP	44.858	0.329	45.187	35.865	35.777	79.40%	99.80%
135	DGAL	25.448	0.009	25.457	6.875	6.896	27.00%	100.30%
137	NIRA	36.131	-	36.131	26.534	26.314	73.40%	99.20%
144	UPF	305.434	73.001	378.435	296.334	296.216	78.30%	100.00%
145	UPS	186.719	2.395	189.114	186.459	186.107	98.60%	99.80%
311	LDC	15.419	-	15.419	15.911	13.691	103.20%	86.10%
	Total	930.96	123.77	1,054.73	897.34	890.92	94.00%	99.20%

The performance under the development budget was at 98.5% i.e. received UGX.

334.58bn of the revised budget of UGX. 359.11bn. The overall absorption of the wage release was at 99.3%.

Table 4 development budget absorption rate

Vote	MDA	Approved Budget	Supplementary	Revised Budget	Total Release	Total Spent	% Released	% Spend
007	MojCA	21.74	0.507	22.247	22.247	21.733	100.00%	97.70%
009	MIA	3.647		3.647	2.444	2.463	67.00%	100.80%
105	ULRC	0.12	0.336	0.456	0.456	0.431	100.00%	94.50%
106	UHRC	0.631		0.631	0.631	0.631	100.00%	100.00%
119	URSB	0.97		0.97	0.668	0.67	68.90%	100.30%
120	DCIC	10.536		10.536	3.857	3.719	36.60%	96.40%
133	ODPP	25.935		25.935	13.888	13.54	53.50%	97.50%
135	DGAL	7.64		7.64	5.339	5.453	69.90%	102.10%
137	NIRA	4.42		4.42	2.754	2.106	62.30%	76.50%
144	UPF	187.971	65	252.971	252.971	252.971	100.00%	100.00%
145	UPS	26.371		26.371	26.371	26.271	100.00%	99.60%
311	LDC	3.286		3.286	2.957	2.957	90.00%	100.00%
	Total	293.27	65.84	359.11	334.58	332.95	98.50%	99.30%

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 Ugx. 89 billion. The funds committed to funding the work plan included Ugx. 52.2bn from GOU, which includes proportionate funding from Austria and IDLO.

The project support includes part of the three-year support from the European Union SUPREME Project. UNICEF support focuses on juvenile justice and selected DCCs while the UNFPA support Sexual Gender Base Violent Targets Judiciary, UPF, UPS, LDC, DGAL, ULS, and ODPP.

Summary of budget performance against outcomes in the work plan FY 2022/23

The SWAP Secretariat had a total revenue of Ugx. 77,126,043,925 from Development Partners, unspent balance from previous FY and Government which was 86% against budget of Ugx. 89,328,520,392. The expenditure for the SWAP institutions was Ugx. 53,379,638,461 out of Ugx. 1,009,266,410 contributed by the Development Partners. Ugx. 594,218,210, by UNICEF, UNFPA released Ugx. 415,048,200, and IDLO released Ushs.2,483,000,000 in budget support. GOU released Ugx. 44,455,399,620 of the SWAP contribution in the year. Austria released budget support of 2 million Euro. However, there was a budget shortfall of Ugx. 12,202,476,467. Note that all the Development Partners operate a calendar year system starting January to December.

Out of the Ugx. 53,379,638,461 spent in the year under review, Ugx. 26,794,550,561 was spent on the acquisition of assets. Ugx. 17,094,416,769 was spent on the ongoing construction of the JLOS House as disclosed in the Financial Performance. Note that most of the activities funded under SWAP are budgeted and implemented by JLOS Institutions.

The unspent balance of Ugx. 23,746,405,464 stated in the Financial Position, Ugx. 5,391,219,937 is for the JLOS House Project., Ugx. 2,575,991,151 EU SUPREME Project, Ugx. 548,827,407 UNFPA SGBV Project. These are multiyear projects. The other Ugx.15, 215,627,258 are balances at institutions for ongoing projects mainly in Uganda Police Force, Uganda Prison Service and ODP

Development Partner Support towards the SWAP Work Plan for the FY2022/2023

Development partner	Programme	Amount provided	Disbursement
Austria	Budget support to MTEF	€ 2 million	December 2022
	Programme		Disbursement
EU	SUPREME Project	UGX 10.1 billion	May 2022
UNICEF	Justice for Children	UGX 594,218,210	December 2022
UNFPA	SGBV special sessions programme	UGX 415,048,200	December 2022
IDLO	Community justice programme	UGX 2,483,000,000	MTEF support to the Ministry of Finance 2022

By the time of writing this report, the Austrian Government had fulfilled all their commitments while UNICEF support to juvenile justice was also received during this reporting period. The sector had access to about 86% of the total funds committed for the SWAP work plan by the end of the December FY 2022/2023

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

In the reporting period, the Government released Ugx.44.3bln, the EU Bal 10.1 billion for the approved work plan, UNICEF 594,218,210 and UNFP 415,048,200 for SGBV special sessions.

The consolidated statement of Sources and Uses of Funds Statement FY 2022/2023.

Financing	Amount shs
Sector balance from FY 2021/2022	30,779,249,494
Received FY2022/23	46,346,794,431
Total Revenue	77,126,043,925

Financing	Amount shs
Expenditure	53,404,609,211
Un spent balance	23,721,434,714
Represented by	
Total Net Cash balance	23,721,434,714

Institution	Approved Budget	Total Revenue	Expenditure	Balance
MOJA	4,935,810,000	4,107,101,612	1,470,298,826	2,636,802,786
Secretariat including JLOS House	31,788,514,660	33,178,295,482	33,178,295,482	8,636,046,105
MIA	3,805,000,000	2,118,239,278	1,859,302,927	258,936,351
DGAL	1,051,000,000	720,708,000	696,562,591	24,145,409
DCIC	3,554,799,063	1,528,172,356	1,492,222,144	35,950,212
NIRA	926,000,000	690,237,357	236,168,072	454,069,285
ULRC	1,092,792,000	791,332,154	452,409,192	338,922,962
LDC	7,730,950,000	2,660,270,041	2,660,228,495	41,546
Jud/JCU	2,134,780,000	6,115,159,793	3,382,049,539	2,733,110,254
UPF	5,769,870,000	6,385,602,844	4,734,194,366	1,651,408,478
UPS	9,929,361,750	5,106,991,155	3,272,176,265	1,834,814,890
JSC	1,514,290,000	867,423,853	661,809,796	205,614,057
DPP	6,006,900,000	6,948,094,995	3,067,943,085	3,880,151,910
MoGSD	2,515,000,000	1,534,258,152	1,484,265,765	49,992,387
MoLG	878,560,000	787,945,253	787,813,776	131,477
URSB	1,784,500,000	1,399,277,821	976,181,939	423,095,882
UHRC	2,353,875,000	1,760,435,793	989,950,299	770,485,494
ULS	756,517,900	409,923,099	346,686,741	63,236,358
TAT	485,000,000	161,947,367	161,857,367	90,000

The balance on the SWAP account in BOU included the multiyear project support and support from development partners who follow a calendar year as opposed to the GOU financial year..

JLOS Financial Management Strategy and the SDP IV Funding

The JLOS budgeting and financial management follows GOU regulations guided by the

Finance and Accountability Act. Institutional funds are transferred to the respective institutions in line with the approved subprogramme work plan. The money is accounted for and audited at the respective institutions. The Sector Wide Approach Program (SWAP) is supported in the following ways: -

1: - Budget basket funding - This is an arrangement where GoU and some Development Partners Group (DPGs) contribute to the basket, funds under the control of the Ministry of Finance specifically earmarked for the JLOS budget. The current strategic plan annual work plan basket funding is being contributed by GoU, and ADC, IDLO for FY 2022/23.

2: - Earmarked program support - Some DPGs opted to finance the sector work plan by choosing specific areas of interest.

3: - Project support - This is where development partners direct their assistance on projects. The

current development partners supported projects include Justice for Children by UNICEF, SUPREME project by European Union, and SGBV special sessions by UNFPA.

The SWAP Financial Management Process - Planning and Budgeting: The SDP IV provides the basic planning framework for the sector institutions. All the Access to Justice Sub Program 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 presenting it through the preparation and approval process from the Budget Working Group, the Technical Committee and the Steering Committee.

Accounting and Financial Reporting: The Sub Program 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 provides guidance and oversees the implementation of the broad Sector financial management strategy. This includes developing mechanisms for monitoring and tracking absorption and efficient utilization of funds to enhance accountability that provide an audit trail to reduce fiduciary risk; analysing and submitting financial reports for sectoral projects including analysis of sector budgetary trends to inform the overall financial decisions. Following up on the status and application of the unutilized balances at the end of each FY ending 30th June.

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 strategic plan are disbursed through the Ministry of Justice and Constitutional Affairs and are released as subvention every quarter 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 an unqualified audit report from the Auditor General in the FY 2021/2022. 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.

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 and Accountant General 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 the Ministry of Finance in their respective institutions. These staff are responsible for all GOU procurement functions including drawing of annual procurement plans, sourcing of all goods, works and supplies, compiling a list of prequalified suppliers, and tracking all respective institutional procurement issues including being a direct contact point for annual procurement audit.

Overall, there are still some challenges in 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.



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