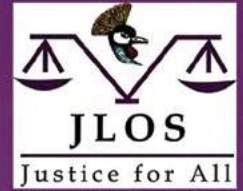




The JLOS Bulletin



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JLOS has evolved over the last 20 years

**Exclusive Interview with
H.E Henk Jan Bakker**



INSIDE

**Justice Centres Uganda:
10 Years of Legal Aid**

**Leveraging data to
ensure accountability**

**Using prevention
to fight crime**



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CELEBRATING 20 YEARS OF THE JUSTICE, LAW AND ORDER SECTOR

Welcome to this edition of the JLOS Bulletin. This year (2019) marks 20 solid years of the Justice, Law and Order Sector's existence. Established in 1999, the Sector has truly evolved for better – as pointed out by H.E Henk Jan Bakker, the Netherlands ambassador in an exclusive interview for this publication. JLOS has over the years been indeed at the forefront of reforms in the administration of justice and the rule of law. Now that's something worth celebrating.

Our 20th birthday is a huge cause for celebration at JLOS, because we have indeed come a long way. Hitting our birthday milestone is not the only cause for celebration however, we have developed strong relationships in the Sector that continue to grow. Relationships with other Government of Uganda Sectors, development partners and the general public is the reason for our existence.

The Sector was initiated by the Government of Uganda in 1999 to reform Uganda's justice system by addressing systemic challenges of access to justice, human rights, accountability and the rule of law.

Over the years, JLOS has been working on increasing public confidence and trust in the justice system as well as user satisfaction in the services offered by sector institutions. This is being done through strengthening policy and legal frameworks for effectiveness and efficiency; enhancing people's access to

JLOS services and driving the country towards deeper observance of human rights while promoting institutional and individual accountability.

We thank all our clients, partners for being part of this journey and look forward to



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working with you as we enter the next exciting phase in our story. We know that 2019 is going to be a great year for the Sector with all the 18 institutions embracing reforms to improve service delivery.

We commend this Bulletin and encourage you to give us feedback and thoughts by sending an email to connect@jlos.go.ug.

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ABOUT JLOS

The Justice, Law and Order Sector (JLOS) is a sector wide approach adopted by the Government of Uganda in 1999 bringing together institutions with closely linked mandates of administering justice and maintaining law and order and human rights, into developing a common vision, policy framework, unified on objectives and plan over the medium term. JLOS focuses on a holistic approach to improving access to and administration of justice through the sector wide approach to planning, budgeting, program implementation, monitoring and evaluation.

VISION

"Ensure that people in Uganda live in a Safe and Just Society"

MISSION

"Improve the safety of the person, security of property, observance of human rights and access to justice for accelerating growth, employment and prosperity".

VALUES

The Sector upholds the following values:

- Participation, empowerment and ownership through mechanisms that enable all JLOS institutions to access and control structures and processes that transform their outputs into desirable sector outcomes;
- Growth and equity in service provision to remove the gender, age, social and geographical disparities in the distribution of benefits from JLOS SIP III investments;
- Deepening and strengthening de-concentration in line with the overarching policy of moving political and governance structures nearer to the people;
- Transparency in the partnership; Accountability to stakeholders;
- Excellence in implementation processes and outputs.

MEMBER INSTITUTIONS

The sector comprises of 18 Government of Uganda institutions, namely: Ministry of Justice and Constitutional Affairs (MOJCA); Ministry of Internal Affairs (MIA); The Judiciary; Uganda Police Force (UPF); Uganda Prison Service (UPS); Directorate of Public Prosecutions (DPP); Judicial Service Commission (JSC); The Ministry of Local Government (Local Council Courts); The Ministry of Gender, Labor and Social Development (Probation and Juvenile Justice); The Uganda Law Reform Commission (ULRC); The Uganda Human Rights Commission (UHRC); The Law Development Centre (LDC); The Tax Appeals Tribunal (TAT); The Uganda Law Society (ULS); Centre for Arbitration and Dispute Resolution (CADER); The Uganda Registration Services Bureau (URSB); and the National Identification and Registration Authority (NIRA).

JLOS HAS EVOLVED OVER THE LAST 20 YEARS

The Royal Kingdom of Netherlands has been a strong partner of the Justice, Law and Order Sector providing significant financial support to the implementation of the JLOS reform program. **Edgar Kuhimbisa** and **Sheila T. Wamboga** spoke to **H.E Henk Jan Bakker**, the Netherlands Ambassador to Uganda on a wide range of subjects.



H.E Henk Jan Bakker, during the interview at the Netherlands Embassy in Kampala.

In commemoration of 20 years of the Justice, Law and Order Sector, we sought out H.E Henk Jan Bakker to share his thoughts on the Sector's performance so far and what the future holds. Below are the excerpts.

The Justice Law and Order Sector launched its 4th Strategic Development Plan (SDP) in 2017. What undertakings from this plan stand out and how do they align to the Netherlands' security and rule of law priorities in Uganda?

Dutch support has been earmarked for case backlog reduction, juvenile justice, Sexual and Gender Based Violence, safety/security in refugee settlements and commercial justice and these are part of the undertakings of the JLOS

under SDP IV.

One year into the implementation of the SDP IV, do you feel there is significant progress being made on these promises and undertakings?

Yes, there is a lot of progress being made in the Sector all geared at enhancing access to justice for the marginalised. When I arrived here two years ago, the big issue that everyone was talking about was case backlog. There were a number of written proposals that were made on how to deal with it and we are beginning to see the results of that.

The strong leadership of Chief Justice is paying off and there is increasing evidence that the reforms are getting momentum at the different levels.

There is increase in the use of child friendly services in the JLOS which is a positive development even though there is still a long way to go. Too often youth under 18 years end up in police cells while they are supposed to be sent to remand homes.

Progress can equally be seen in the recent pilot Sexual and Gender Based Violence special trial sessions and the Plea Bargaining court sessions that were a huge success.

The Sector is trying to tackle the most important problems that it is facing. I am optimistic because the nature of the JLOS Sector is a unique set up. I don't know many countries where 18 institutions including the Judiciary work together so closely in order to tackle the issues that are affecting

dispensation of justice. That in itself in the last has evolved over the last 20 years. Furthermore, the case backlog reduction during this first half of SDP IV has been tremendous as reflected in a 51% increase in the numbers of inmates vis a vis Pre-Trial detainees.

In your view how can the Justice, Law and Order Sector position Uganda to attain the SDG16+ commitments and how do you evaluate our progress so far?

JLOS is a very important Sector worldwide. In respect to the rule of law, it is also the Sector that takes longest to achieve tangible results. It has long lead times and requires a change of institutional mindset. The Netherlands have been in the Sector for a very long time and this is a very conscious choice. When you look back to 20 years ago, we have come a long way. There is still a lot of work to be done to improve the rule of law in Uganda.

In my view, progress on SDG 16 will impact the progress on the other SDGs, since SDG 16 is critical for enhancing democratic governance which is an important condition for sustainable and inclusive development.

The Dutch ministry of Foreign Affairs held (in February 2019) a ministerial forum on Access to Justice with focus on SDG16+ in The Hague. Tell us more about the purpose of this event and how does it add value to access to justice efforts by the Sector in Uganda.

It is based on SDG Agenda so it looks forward to the 2030 Agenda that is based on a vision of a "just, equitable, tolerant, open and socially inclusive world in which the needs of the most vulnerable are met."

The objective is to come to a shared understanding of the opportunities to strengthen support and commitment for Access to Justice ahead of the High Level Political Forum (HLPF) and the SDG Summit in 2019, and to agree on ways of working together to maximize these opportunities.

In 2015, 193 countries agreed to make "equal access to justice for all" one of the goals for achieving sustainable development (SDG16.3).

It is against this backdrop that the Ministerial Roundtable in The Hague convened a coalition of countries and

international organizations to promote access to justice. Invitees included Ministers of Justice or International Cooperation from a wide variety of countries, and heads of international organizations and agencies.

One-stop service points (Justice Centres) The Dutch Government has been at the forefront of access to justice initiatives in the Sector over the years especially through support to the construction of justice centres across the country. How important are justice centres to aspects of service delivery for ordinary Ugandans?

In my first year in Uganda, I went on a field visit with some people from the JLOS



There needs to be reduction in human rights violations and quick and adequate compensation to victims of these violations. Acts of torture, violence and repression have no place in Uganda and can never be justified under any circumstance.

Secretariat and some people from the JLOS family to Nakaseke. We visited the prison and the police station, the court and the Resident State Attorney's office. They were all in different locations. The prison was quite a distance from the town about 25km. So, for the remand inmates to access court, they have to move that whole distance.

The facilities for all these institutions were inadequate. And so, I think it makes a huge difference in the access to justice if all these institutions are in one place. It does not have to be clad in marble but some very basic

facilities need to be in place so that officers can do the job they are supposed to do without a lot of improvisation. For example the courthouse did not have a toilet.

Sometimes, the physical infrastructure is very important in improving the rule of law and access to justice. In that sense, I am very happy to be part of the development of those centres.

In your speech at the 23rd annual review last year in October 2018, you mentioned an innovation being carried out by SEMA in the Uganda Police and lauded its contribution to performance assessment, improvement and accountability. What more can be done to create more accountable institutions in the Sector?

There are many ways to do that. The SEMA project is an exciting one. We had a conference on innovations and justice where a number of organisations were lauded for their innovations. I think the bottom line is to make it cheaper for people to access justice. Even for me as a Dutch citizen and with my position, I would still find it very daunting to go to court. I can imagine the situation for a poor farmer in the countryside. That is a very big step. So, anything we can do using ICT, mobile platforms and other solutions to improve the possibility and opportunities to access justice is an important leap.

SEMA is very different, it is a good monitoring instrument. The pilot in Kampala has produced results as we have seen improvements in the delivery of services.

Aside from the SEMA pilot project in a number of police stations in Kampala which has been helpful for performance assessment and improvement by the police officers in the piloted stations, we commend the progress made in terms of infrastructure, staffing and staff capacity development, case management, procedural laws, supervision and inspections, and outreach activities.

It is important to note that the number of districts with one-stop frontline JLOS services has increased and access to legal services has expanded for which JLOS has also received financial support from the

Democratic Governance Facility. These and similar developments are having a positive impact of the internal efficiency of the Sector as indicated by the clearance rate, average stay on remand, congestion of prisons and case disposal.

On the human rights observance issue, what is your assessment of the Sector's performance over the years?

Like I said in my speech at the JLOS Annual Review 2018, over the years marginal progress has been recorded in the area of human rights observance of JLOS Institutions. More significant progress can be achieved if human rights violations are more strictly addressed in line with the legal frameworks. The approval of the Regulations for the Prohibition and Prevention of Torture Act would be an important step forward.

At the same time, we acknowledge some promising developments such as the improvement of the clearance rate of the Uganda Human Rights Commission, the decentralization of court awards, the setting up of human rights desks in key JLOS institutions, the scaling up of Joint JLOS inspections and the inspections of the Human Rights Commission and the UPF in places of detention, and the outreach activities.

But I also see too many instances of disregard to human rights. There are still many instances of torture, violent arrests. We see many people being arrested not by police but by other security operatives and held incommunicado from their families and lawyers. Sometimes I hear things like we are a young democracy but I don't buy that argument very much. I always say, to torture people takes more effort than not to torture them.

To take someone to an undisclosed location takes more effort and money than to take them to a designated detention centre and allow them access to their family and lawyers. It is cheaper to abide to the rule of law than not to do so.

How can JLOS position itself as a central player in facilitating economic development in Uganda and contribute to Uganda's Vision 2040?



H.E Henk Jan Bakker, the Ambassador of the Royal Kingdom of Netherlands to Uganda

Rule of law is extremely important for economic development. It doesn't only apply to individuals but also to businesses. Businesses are uncertain about the rule of law; whether when there is a business conflict they can go to a court and get justice, the rules are clear and transparent, that the criminal justice will not be abused to settle economic differences between individuals or companies which happen quite a lot in Uganda.

Last year, in my National Day speech and also in the interview that I had in the New Vision I expressed my concern in the sense that there were many Dutch and other foreign companies that would run into trouble with the law based on grounds that were either unfounded or have nothing to do with the business they are in. A few cases where people were being criminally charged for something

that was untrue and very easy to prove so. There are increasing tendencies of the parties abusing the criminal justice system and so to have a solid commercial justice system is extremely important in the development of Uganda.

I believe all companies and foreign investors operating in Uganda need to be accorded the same stability across the board in the applications of the rule of law. That notwithstanding, we commend the JLOS for improving the environment of doing business. Furthermore, we appreciate that there is an increase in Dutch and other companies coming to and registering to do business in Uganda. There is also a marked improvement in the disposal of commercial and land disputes, which will go a long way to increase investment in Uganda. Special mention is made to the Ugandan Registration Services Bureau

for reaching out to groups like youth and women with empowerment activities because according to the demographics of Uganda, these are a big group of stakeholders.

JLOS celebrates 20 years of existence this year (2019). Any quick thoughts on this journey so far? The Netherlands Government has certainly been a key player in this journey, what would you term as the underlying legacy of JLOS so far? Do you feel optimistic about the future of the Sector in view of championing access to justice (especially for the marginalised and poor) and attaining justice for all?

Twenty years is a long time and it is a great achievement that the Sector has evolved into what it is right now. We started this journey in 1999, with 10 institutions, JLOS took that first step, which has had great results for the last 19 years. Like I said,

the rule of law in the sector takes longest to show tangible results. All the JLOS stakeholders, we need to work together to critique performance of the Sector with a view of development. We have been moving in the right direction and I think the JLOS is very important for the future of Uganda and the attainment of Vision 2040. For this fact, the Netherlands government is proud to have been part of this historic arrangement and we are committed to work together for another couple of years.

The legacy of JLOS is a solid Sector. At the Annual Review Conference last year, I was really impressed with the quality of the people in the Sector, right from the Judiciary to the other institutions. One institution that has positively changed over the last 20 years is the Uganda Prisons Services. It wants to correct offenders rather than to punish and that is something that has probably taken them sometime to get to that point. There has been a shift in mindset that has happened there and I can see that in other parts of JLOS.

As per JLOS Annual performance reporting, there is a growing trend of increase in public confidence and public trust in JLOS institutions. What more can be done to enhance this trust and have a more pro-people justice system in Uganda?

Public trust is an indicator of the quality of the JLOS. If the public trust improves then that means the Sector is improving its performance. If you can manage to implement as before then the public trust will improve. People become confident that if they go to JLOS institutions they will get the service they need. That they will access to justice for all in a fair, equal and timely manner.

There needs to be reduction in human rights violations and quick and adequate compensation to victims of these violations. Acts of torture, violence and repression have no place in Uganda and can never be justified under any circumstance.

When this happens, the Uganda Police Force becomes a friend to the people of Uganda and people are no longer scared when they see a police person. The safety and security of the people should be the highest law. Last but not least, there needs to be zero

tolerance to corruption and perpetrators at all levels brought to book.

What are the most pressing challenges the Sector faces and how could these be addressed in your view?

The biggest challenge in the Sector is the one that the Chief Justice keeps talking about and that is Corruption. He has been outspoken about corruption in the Sector, this needs to be addressed.

There needs to be steps taken to ensure there is automation in the Sector. This is necessary in courts, ODPP where files are kept and often get misplaced. IT systems are very important for efficiency and transparency in the Justice sector. If you have digitized the files, it is much easier for all stakeholders to access them. It is also one of the ways to tackle corruption. I was once in a courtroom in Zambia about eight years ago, where they had digitised all the files and also the proceedings in the courtroom. Anything that the judge had in front of him could also be seen on screen by everybody who was in court. And in that way, no one can bribe their way through the system because everything is there for everyone to see. That is very important. The others include inordinate delays in effecting justice, lack of adequate capacities and resources (financial and human) to exhaustively implement SDP IV.

Going forward, are you optimistic about the future of the Sector and the rule of law in Uganda?

The glass is half full. I am very impressed by the leadership of the Chief Justice. I see very good people in the Sector who both their heads and hearts in the right place. I am optimistic that the quality of the people in the Judiciary will only go forward. The current Chief Justice is in particular a strong leader of the Sector. At some point there will be a new Chief Justice and I hope the Government will choose a strong leader as well.

The glass is half empty when I look at how many people are willing to bypass the rule of law to serve their own interests and these include some people in government as well as the business sector. I think there is still a lot of work to do to change mindsets in abiding by the rule of law. ■

JUSTICE OFFICIAL CALLS FOR ROBUST REFORMS AS JLOS CELEBRATES 20 YEARS

By Sheila T. Wamboga



Mr Byakusaaga Bisobye, the Head of Policy and Planning at the Ministry of Justice and Constitutional Affairs

As the Justice Law and Order Sector (JLOS) marks 20 years of existence, a senior official at the Justice ministry, among others proposes that the Ugandan government will go a long way in apprehending suspected criminals should it come up with a national DNA data bank.

Mr Byakusaaga Bisobye, the Head of Policy and Planning at the Ministry of Justice and Constitutional Affairs and is of the view that once the national DNA data bank is established, it will ease the work of forensic experts in

gathering evidence against suspected criminals to be used in courts of law to secure convictions.

"I would love a situation whereby the country has a programme for having a DNA databank for all Ugandans. The DNA needs to be generated and kept as this will ease the work of forensic investigations," Mr Byakusaaga avers.

The plea by the ministry official comes at the time when there is a law in offing which is intended to establish a DNA data bank that will store the blood of the sexual offenders.

"The Court shall, where the accused person is convicted, order that

the DNA sample be stored in a databank for sexual offenders. The sexual offenders databank referred to in subsection (1) shall be kept for such purpose and at such place and shall contain such particulars as may be determined by the Minister," Section 36 of the Sexual Offences Bill 2015 reads in part.

A DNA database/bank refers to a collection of DNA profiles which can be used in the analysis of genetic diseases, genetic fingerprinting for criminology, or genetic genealogy.

Research shows that DNA databases of criminal offenders reduce crime rates. This is because DNA data

banks help catch criminals because the databases are particularly useful in identifying people who have committed violent crimes.

The other reform that Mr Byakusaaga wants to see in JLOS institutions and in particular the Uganda Police is reinstating of a special branch of plain clothed operatives to effectively combat crime.

He explains that majority of the current investigators have had their identity revealed and hence can't effectively carry out their secret investigations if we are to work towards achieving a crime free society.

"The Police should rediscover and reinstate the Special Branch (the plain clothed operatives). I think this would assist us in following up criminals and checking on criminal practices," he notes

Adding: "Right now all investigative officers are known in the villages and this alone is disadvantageous. Reinventing the Special Branch would ease on effective investigations since the officers operate incognito".

He further urges government to facilitate the Uganda Police Force with tools and equipment to train inmates to reduce rates of recidivism.

Turning on to the Judiciary which is one of the key JLOS institutions, the official is of the view that the ban on the recruitment of more judges should be lifted if the ever increasing case backlog is to be tackled head-on.

"Equally, the ban on recruitment of personnel in the Justice Sector needs to be revised taking into account the plight of public institutions. The parliament's resolution increasing the number of High Court Judges to 82 needs to be implemented," he urges government

He continues; "In MOJCA, there are few state attorneys, some have died while the others have moved on yet there are no replacements. The caseload increases yet the human resource is static".

While officially opening the 21st



When we construct the JLOS House, we will become more a nucleus family. We still have some traces of disjointedness. We will be more cohered together. We are still emphasizing infrastructure development to try and move JLOS services near to the people.

annual judges' conference earlier this year, President Museveni flatly turned down the call by the Chief Justice to provide resources and recruit more judicial officers to tackle the huge case backlog that the institution is grappling with.

The President instead advised that it's better to pay the fewer judicial officers more money than recruiting numbers.

The Judiciary case census report of 2015, showed that there were 37,827 cases that formed backlog, a figure that was alarming. A case qualifies to be backlog when it is two years and above in the judicial system without being concluded and judgment passed.

"Therefore, rather than insisting on numbers, more numbers when you are not able to manage them, I would rather concentrate on remunerating the ones we have and then see how to manage other shortages," President Museveni assured the judges during the 21st annual judges conference.

20 Years of change

looking back over the 20 years of the existence of JLOS, Mr Byakusaaga brags of a number of huge strides achieved.

For example, he recalls of how

the Uganda Prison Services had only one bus but to date, the force has many buses that take suspects to different courts spread across the country on a daily basis.

He also points the increased number of High Court circuits from 7 to 14 with about 6 more circuits yet to be operationalized.

The other notable change over the 20-year period is the systematic phasing out of Grade Two magistrates, a bid that is aimed at having a professional Judiciary.

"We have also ensured that the people who adjudicate cases know the law. This has seen phasing out of Magistrate Grade IIs. We have equally addressed human rights," he brags.

He also cited the introduction of community service programmes as a way of easing up the pressures of incarceration of petty offenders and have equally increased on the number of personnel.

What the future holds for the sector?

Summarizing what he thinks the future holds for the Sector, Mr. Bisobye says the future is a bright one especially when the construction of a one-stop JLOS house comes to pass.

"When we construct the JLOS House, we will become more a nucleus family. We still have some traces of disjointedness. We will be more cohered together. We are still emphasizing infrastructure development to try and move JLOS services near to the people," Mr Byakusaaga says

Some of these front line JLOS institutions include; Ministry of Justice, Judiciary, Directorate of Public Prosecutions (DPP), Uganda Police Force, Uganda Prison Service, Uganda Law Society (ULS), Law Development Center (LDC) among others.

Sheila T. Wamboga is the Communications Officer at the Judiciary

MY WISH IS TO SEE UGANDANS GIVEN JUSTICE BY JLOS PLAYERS

Justice Dr. Yorokamu Bamwine is the Judiciary's principal Judge and a member of the JLOS Leadership Committee. We spoke to Justice Bamwine and he shared his perspectives on access to justice in Uganda, the role played by the Justice, Law and Order Sector and on being awarded the JLOS Lifetime Achievement Award in 2018.



Justice Yorokamu Bamwine the Principal Judge

The wish for Principal Judge, Dr Yorokamu Bamwine, who hangs up his boots at the end of the year, is to see all the 18 institutions that form the Justice Law and Order Sector (JLOS) serve the general public with justice. The administrative head of the High Court and courts subordinate there to, says it's time to see justice done but not to seem to be done. "My wish is to see JLOS giving the people of Uganda, through the services of the various stakeholders the much cherished commodity called justice. We want to see justice as a reality and not as myth as people think it is and I think together we can achieve that," PJ Bamwine says.

The Sector comprises of the justice ministry, Internal affairs ministry, the Judiciary, Uganda Police, Uganda Prison Service (UPS); Directorate of Public Prosecutions (DPP); Judicial Service Commission (JSC); The Ministry of Local Government (Local Council Courts), gender ministry, (Probation

and Juvenile Justice). Others are; the Uganda Law Reform Commission, the Uganda Human Rights Commission, the Law Development Centre (LDC), the Tax Appeals Tribunal, the Uganda Law Society (ULS), Centre for Arbitration and Dispute Resolution (CADER) and the Uganda Registration Services Bureau (URSB).

On the future of JLOS

The PJ is optimistic that the future of JLOS is bright as they look at the past 20 years. "The future is bright all factors remaining equal. I say so because once you achieve that level of organization where one stakeholder will not be left behind either on the budget process or the performance process, you then start harvesting the benefits of cooperation," he says. Adding: "As far as I am concerned, that is what JLOS was put in place for. We have no regrets as to our coming together 20 years ago."

Innovations in place

Speaking on behalf of the Judiciary, the JLOS institution that he belongs, the PJ, says there are reforms that have been introduced in the Judiciary. He named them as; creation of Divisions and Circuits which he said have made it possible for judicial officers to concentrate on specific areas of the law.

He chaired the committee that made proposals for bringing judicial services nearer to the people by way of increasing magisterial areas from 41 to 82. High Court circuits have also been increased from 13 to 20.

Other reforms that he named include; Small Claims Procedure, an innovation where people with a commercial dispute not exceeding Shs10m can go to court and without hiring lawyers, present their claim and they are paid. "And this has given hope to Ugandans that whatever the value of

the subject matter, you will get justice that you deserve. We have introduced Plea Bargaining in a bid to decongest prisons and to expedite the disposal of cases where suspects who know that they committed the offences they are charged with come out to admit guilt and get deserved punishments," he boasts

Continuing: "As we talk, the number of people on remand in this country is proportional to the number of people who have been convicted and they are serving their sentences. And that is all courtesy of JLOS interventions. I cannot exhaust all the reforms that we started. Others are a work in progress," he adds.

Summarizing the reforms, the Principal Judge notes that the same have promoted specialisation which has contributed to better performance and quality of justice administered.

On corruption

About corruption, the administrative head of the High Court states that there is real corruption and perceived corruption which needs to be dwelt with decisively if the public is to have confidence in them.

In breaking down the "real corruption", Justice Bamwine explains that there is the Anti-Corruption Court that can adjudicate such cases and that those found guilty will be punished accordingly.

Explaining what can bring "perceived corruption", the PJ said since there are winners and losers when it comes to judgments, the losers sometimes throw any dirt at them without any proof of being involved in corruption.

The JLOS lifetime achievement award

On his thoughts about winning the JLOS lifetime achievement award, the PJ recalls how he came on board as the administrative head towards the end of 2010 and that since then, he had been involved in spearheading various reforms in the Judiciary and JLOS at large.

"So it has been my pleasure and privilege to be part of the actors in the Judiciary who have been spearheading these reforms. We have been working as a team and it takes quite a winning and strong team to achieve these sort of results we have been able to marshal over the years," he said.

PROFILE OF THE PRINCIPAL JUDGE



It has been my pleasure and privilege to be part of the actors in the Judiciary who have been spearheading these reforms. We have been working as a team and it takes quite a winning and strong team to achieve these sort of results we have been able to marshal over the years - **Justice Dr. Yorokamu Bamwine.**

He holds a Bachelor of Laws Degree of Makerere University, Uganda; a Diploma in Legal Practice of Law Development Centre, Uganda; a Master of Laws Degree of the University of Sydney, New South Wales, Australia (1984/86); and an Honorary Doctorate of Philosophy in Humanities of United Graduate College and Seminary International, USA (December 2013).

regulate Plea Bargains. These have gone a long way in improving efficiency in the administration of justice.

The Principal Judge also chaired the committee of taking evidence by video link. With this, evidence can be taken outside jurisdiction. Currently, he is the chairperson of the committee that is making proposals to reform of civil procedures in courts.

Hon. Justice Dr. Bamwine has great passion for Alternative Dispute Resolution. He believes that though courts of law exist to resolve disputes, a dispute resolved by the parties themselves with the assistance of a neutral person acting as mediator gives more happiness and lasting peace to the parties than judgment of court obtained after years of bitter conflict. He is a firm believer in a Judge as a dispenser of justice; a manager, in terms of providing effective leadership; and a provider of legal protection to the community.

As an administrator in the Judiciary, Justice Bamwine has passion for access to justice for the poor and the other vulnerable people in society such as widows, children and orphans. He chaired the committee that made proposals for bringing judicial services nearer to the people by way of increasing magisterial areas from 41 to 82. High Court circuits have also been increased from 13 to 20. He also has keen interest in judicial reforms that enhance performance and improved public image of the Judiciary.

As Principal Judge, Justice Bamwine has been central in the key innovations and reforms in the Judiciary. He chaired the committee that developed Sentencing Guidelines for the High Courts. These have gone a long way in improving uniformity and consistency in sentencing.

He chaired the committee that has grown and rolled out Plea Bargaining including issuing guidelines that

In 2016, the Principal Judge was the recipient of the Global Justice Program of the Year Award for his contribution in the Justice Sector. Recently, he was named as a member of a committee to make recommendations on how to achieve Goal 16 of the Sustainable Development Goals at the Hague Institute for Innovation of Law.

WHAT OTHERS SAY ABOUT THE PRINCIPAL JUDGE

In October 2018 the Principal Judge was awarded the Justice Law and Order Sector Lifetime Achievement Award in recognition for his contributions in the justice sector. We asked different stakeholders on their take and this is what they had to say;

I don't know much about that judge as he stepped into the big shoes of his successor James Ogoala. His judges that he oversees also rarely make bold and independent judgments like those of the past. They are intimidated to make political judgments.

Lominda Afedraru, *journalist*

I congratulate The Hon Principal Judge upon meriting that award, but I have serious reservations about his overall record and legacy. The Principal Judge set a very bad precedent when he excluded himself from the panel of judges that actively hear cases in the ordinary courts while shaping himself into a judicial ambassador of mediation and alternative dispute resolution. That was a big disservice to the Judiciary, the Legal Profession and the Country.

Justice Bamwine is one of the best common law jurists in this country, and by refusing to sit and hear cases in the Civil, Commercial or Criminal Division, he has denied us that unique contribution to jurisprudence for which he had excelled before achieving the high office of PJ.

A Principal Judge should hear the most difficult, complex and controversial cases of the day so as to help promote the reputation of the Judiciary. When a PJ doesn't undertake such work it might actually diminish public confidence in the Judiciary. Why hold a judge in high regard if he does not rule?

The precedent he has set of an armchair captain of the High Court should not be repeated by his successor.

Secondly, the PJ and JLOS excessively glamorize the processes of civil mediation and criminal plea-bargaining while sweeping challenges under the proverbial carpet.

Isaac Kimaze Semakadde

He has fairly performed his duties as the administrative head of the High Court and also coordinating activities in some of the JLOS institutions.

Samuel Muyizi, *lawyer and court user*

He deserved it. He is a very hardworking judicial officer who wants to see that everyone wins and is served with justice.

I know him of being the father of plea bargaining, a number of prisoners have been helped through this justice system. Kudos to him.

Anthony Wesaka, *journalist and frequent court user*

He deserves it. He has been innovative and at the forefront of coming up with a number of innovations such as sentencing guidelines, plea bargaining, small claims procedure which have been helpful to the criminal justice system.

As the legal fraternity, we have always found him approachable in brain storming, he can talk through things.

Francis Gimara, *former president, Uganda Law Society*

He has been very instrumental in coming up with many innovations such as plea bargaining and this has helped to reduce congestion in prisons. When suspects go through plea bargaining, this brings peace to their souls and reconciliation.

My brother is a beneficiary of the plea bargaining programme.

The Principal Judge also has been doing the follow up on the innovations he has always started, I have always seen him in prisons speaking to prisoners. This is commendable.

Fred Enanga, *Spokesperson of the Uganda Police*

Absolutely, he deserves it more than many other people. He has for the last many years been committed to his

service in JLOS institutions. He rose through the ranks from the lowest level as a magistrate to become the third most important judicial official in the Judiciary.

This should now be an aspiration to the magistrates that they can rise through the ranks to the top. Also, I have not known anyone open like him, his humility is amazing. His competence is also not questioned as his judgments that he writes form good jurisprudence. He has also mentored many young lawyers since he has a lot of international exposure.

I have no reservations at all for him to take this award.

Mr Frank Nigel Othembi, *the Director of the Law Development Center (LDC)*

The JLOS committee that handles the awards is very rigorous in its selection, this means that he was deservedly awarded. During his time, he has come up with various innovations that have decongested the prisons. He has also set up mobile courts in places there is a lot of remand congestion. From time immemorial, the remand prisoners were more than 50% but with his innovations like plea bargaining, the remand prisoners and convicts are balancing in figures which is a great achievement on his side.

Frank Baine, *Prisons spokesperson*



He has been very instrumental in coming up with many innovations such as plea bargaining and this has helped to reduce congestion in prisons. When suspects go through plea bargaining, this brings peace to their souls and reconciliation.

JUDICIAL SCORE CARD: THE STORY SO FAR

By Deborah Gasana



H.E Yoweri Museveni at the 21st Annual Judges Conference in January 2019

The Judiciary is a member of the Justice and Law Order Sector, a reform program that has been in existence since 1999 to create an effective system for the administration of justice and the rule of law. Over the years the Judiciary in execution of its duties has registered some achievements and challenges.

The Judiciary through its judicial system has registered a 90% disposal rate of cases that have been registered basing on the results of The Uganda Judiciary Score card Report of 2017. Various court users gave their views about performance of the Judiciary and specifically the legal profession ranked the courts as follows:

The high court circuit sitting at Arua with a score of 97.3%, Criminal court, Supreme and Commercial court received 93.2%, 89.2% and 86.9%, respectively, due to strong perception about their impartiality, professionalism, fairness in administration of justice and communication. This was followed by the Land division and Court of Appeal



The Plea bargaining process has also enabled the Judiciary dispose of many cases without having to go through expensive criminal trials. Over 3,000 cases were cleared under the scheme between 2015 and 2016

with 79.2% and 72.2%. The Chief Magistrates in Arua, Mbale both attaining less than 80% Chief Magistrate's court of Arua stood out for communication professionalism and impartiality. Mbale Chief Magistrate's court was applauded for fairness in administration, certainty and impartiality.

The high court in Gulu with 52.9% score had challenges in its fairness in the administration of justice, certainty, impartiality, behavior and attitudes.

The Small Claims Procedure has enabled the Judiciary to reduce the backlog of cases though it's not being implemented countrywide. It is operational in 26 of the 38 magisterial areas within the country. This system has also enabled the indigent access justice since it does not require legal representation.

The plea bargaining process has also enabled the Judiciary dispose of many cases without having to go through expensive criminal trials. Over 3,000 cases were cleared under the scheme between 2015 and 2016 as per The Judiciary Insider Report of May -June 2016.

The Judiciary still faces some challenges and these include; Continuous industrial actions, limited number of judicial officers, underfunding, court systems not being automated (for example lack of e-filing mechanisms), corruption (both perceived and actual) and challenges associated with ADR such as inadequate participation of lawyers.

Conclusively, the Judiciary needs to continue working hand in hand with other players and stakeholders in the Justice, Law and Order Sector to ensure effective implementation of its goals and objectives.

Deborah Gasana is an advocate of the high court and head of legal aid and pro-bono services at the Uganda Law Society

MOJCA'S COMMITMENT TO ENSURING ACCESS TO JUSTICE

By Simon Peter Jamba



Officials from the Ministry of Justice and Constitutional Affairs during an e-government learning visit to Vienna, Austria in August 2018

Access to justice in Uganda always comes at a high cost, from court fees, to lawyers.

This might steadily be a thing of the past, if the increasing number of regional offices of the Ministry of Justice and Constitutional Affairs (MOJCA) is anything to go by. Take for example one of the plans to construct a new Fort Portal regional office. By having an office of the Ministry in the region, the people of Fort Portal and their neighbors wouldn't need to travel to Parliament Avenue office in Kampala to file legal complaints or seek advice on legal matters. Seeing as one of the Ministry's mandates is to ensure that legal due process for all citizens and residents is taken care of, this is a step in the right direction. The Fort Portal regional office will be joining others in Mbarara, Gulu, Arua,



Staff trainings are continuously being carried out to boost the Ministry's human resource and aid service delivery. The ministry also takes issues of gender mainstreaming seriously when it comes to staffing with about 60% (165) of the total staff being female.

Moroto and Mbale to bring the number of regional offices countrywide to six - all of which have been started over the years.

On the Ministry's current priorities is to automate case management systems mainly in the directorates of civil litigation and legal advisory services - a move which would be a remedy for case backlogs, a cause for justice delayed which often as we know, translates into justice denied. Plans for sensitization of stakeholders and the public on legal aspects; violation of human rights are a crucial undertaking considering the present cases of wrangles arising from land grabbing.

The Ministry will be training staff in emerging areas of the law and improving customer care services at all Ministry premises in an effort to further bring justice closer to the people. MOJCA typically coordinates and

implements the national policy on a functional and desirable legal system through its principle sector - The Justice, Law and Order Sector (JLOS). With JLOS' support, the Ministry of Justice and Constitutional Affairs has registered several achievements.

Up to 300 cases were handled in the Courts of Judicature and 150 cases in Tribunals. And among these, Government won 16 cases worth over UGX.5 billion while 20 cases amounting to UGX.2bn were lost. Whereas other cases are still ongoing, the ones that were won saved Government lots of money that can be used for developmental purposes.

In FY 2017/18, The First Parliamentary Council (FPC) processed a total of 40 bills. This enables better legislation in terms of closing loopholes in archaic legal systems and harmful practices. In addition to the bills; 25 statutory instruments, 7 ordinances and

1 legal notice were processed while 4 Acts were published.

Provision of legal advisory services falls within the mandate of the Ministry. Out of the 1,722 requests for contracts services received, 1,675 were responded to while 47 are still pending. 497 requests for legal opinions and advice were also received. 455 of these got responses and among the remaining 42, some are locked in ongoing court processes and others are being subjected to a mediation process through ADR.

The 6th Periodic Report of the Government of the Republic of Uganda to the African Commission on Human and Peoples' Rights was completed and submitted to Ministry of Foreign Affairs. The Draft National Action Plan on Human Rights is to be submitted to the Cabinet Committee on Human Rights.

The disciplinary committee of the Law Council concluded 60 cases

against errant lawyers in 18 sittings. The Law Council also inspected 49 law firms out of which 48 were approved and 1 not approved. 26 supervisory inspections were conducted and all approved. Most Law Chambers were inspected in the third quarter.

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Despite challenges, MOJCA's overall performance in accordance with the JLOS Strategic Development Plan (SDP IV) agenda of increasing access to justice for Ugandans is good.

Simon Peter Jamba is the Public Relations Officer, Ministry of Justice and Constitutional Affairs



THE NEW EAC E-PASSPORT: ALL YOU NEED TO KNOW

By **Jacob Siminyu**

The Government of Uganda, introduced the new international EAC e-passport on 18th December 2018 and to date the Directorate of Citizenship and Immigration control has issued over thirty-five thousand e-passports to Ugandans. Ugandans who received messages urging them to pick their Passports should do so immediately or as advised in the SMS Alert.

The New EAC e-Passport is complete and has all the essential data for travel contrary to media reports that it lacks vital information for facilitating secure travel. The new EAC e-Passport has a microchip which contains the

necessary biometric data (information) and no further information is expected to be written on it once it is personalised and delivered to the applicant.

Currently, applicants for the new Uganda EAC Passport are required to fill Passport Application Form G and among other things attach the National Identification Card which has their National Identification Numbers (NIN). The NIN is then used by the Ministry to get access to the biometrics of the applicant of the passport, which information is written on the chip. The National Identification and Registration Authority (NIRA) has already provided the scanners to verify the authenticity of the National Identification Cards.

According to ICAO a country can use at least one biometric feature. There are different biometric features that may be used by a country depending on its circumstances, such as Fingerprints, Facial Recognition Scan, Body Odour, Voice Recognition, Iris Scan Recognition, Retinal Scan Recognition. The Republic of Uganda preferred fingerprint scans and scan as the biometric features.

In this current phase (phase 1), there are no fingerprints written on the chip. We are using facial recognition as the biometric feature in addition to the usual biodata information such as the names, sex, date and place of birth, date of issuance and expiration, nationality, Passport number, type of



travel document, holder's signature and the photograph of the holder. The fingerprints will only be written on the chip using the system that is provided by Veridos Identity Solutions starting with Phase 2. Fingerprints are not mandatory and are regarded as optional information as long there is one biometric feature. In brief, the new EAC e-Passport is 100% compliant with ICAO regulations.

The New Uganda EAC e-Passport is compliant to the International Civil Aviation Organisation (ICAO) recommended specification for electronic travel documents. The ICAO document number 9303 stresses that an e-passports must have special biometric features which specifically identify the Passport for purposes of enhancing the security during travel. ICAO wrote to the Ministry of Internal Affairs confirming that our new Uganda EAC e-Passport goes beyond the minimum standards for electronic Travel

Documents

The good news for Ugandans is that the New EAC e-Passport has been accepted worldwide and Ugandans are free to apply for it and use it for travel. Ugandans have already used it to travel to different destinations worldwide. To date, we have not received any single person returned from abroad at any of our borders or Entebbe International Airport on any acceptability ground related to the new passport

EAC E-Passport

The only one incident which took place at the Danish Embassy in Nairobi where two Ugandans' visas were not issued by the Danish Embassy on the basis that the Danish Government was yet to complete updating their system with the security features of our new Passport; and as such they were told to go back later for the visas since their travel was in April 2019.

The Ministry of Foreign Affairs issued a Press Statement clarifying the matter. The Danish Ambassador is also said to have taken the matter seriously and made a courtesy call to the Ugandan Ministry of Foreign Affairs explaining that the delay to issue the visa to Ugandans was because they are still updating their system so that all their embassies can have access to the security features of our new passport. The delay in issuance of the visas was not related to the quality of our e-Passport. Most of the ensuing discussion and enquiries are unfortunately based on this one incident.

Ugandans are therefore called upon to apply for the New EAC e-Passport and freely use it for travel as it is the most secure for international travel because of its enhanced security features. ■

Jacob Siminyu is the Spokesperson, Ministry of Internal Affairs



The new EAC e-Passport has a microchip which contains the necessary biometric data (information) and no further information is expected to be written on it once it is personalised and delivered to the applicant.

E-JUSTICE: IMPROVING CASE MANAGEMENT IN THE JUDICIARY



For years, the Judiciary has been grappling with large backlogs, difficulty to locate case files and documents, difficulty in reporting of court activities and corruption. However, this will be a thing of the past as the institution is implementing Electronic Court Case Management Information System (ECMIS) as part of the ongoing automation of the judiciary.

ECMIS is a fully-featured system that automates and tracks all aspects of a case life cycle from initial filing through disposition and appeal as to each individual party for any case type. It is founded on the Judiciary business rules engine which requires minimal human intervention.



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The system is able to facilitate the efficient and reliable collection, organization, distribution and retrieval of significant amounts of case specific data as well as the processing of payment of relevant court fees and fines.

According to Justice Geoffrey Kiryabwire, the chairperson of ICT/ Law reporting committee, ECMIS will help improve the efficiency and transparency of case administration, enhance the effectiveness of judicial officers and other judiciary staff and reduce the case backlog through increased information sharing amongst judicial officers. "ECMIS will enable moving from traditional paper-based case filing to paper-less case management of the entire case lifecycle," he says. He described the system as simple, efficient and secure, saying case



A recent ECMIS project stakeholder's meeting held at the High Court in Kampala.

filing and retrieval by public will be quick and cost effective using mobile phones and computers.

He notes that the E-court rooms will enable people off site to access justice. The system will also enable people to make quick payments through use of mobile money and Visa cards, enable quick decision making using dashboard and analytics and improve access to information from other institutions relating to a case such as DPP, Prisons and the National Identification and Registration Authority (NIRA).

Other benefits of the system will include personal data protection through authentication, confidentiality and user consent, data will be passed through a security server before dissemination and digital signing and stamping of judgments.

Key features of ECMIS

Some of the key features of the system include; E-filing which will enable lawyers and the public to file documents electronically and also access information for all case types across all jurisdictions, through the public portal, thereby reducing the burden of paperwork on the court system.

E-payment will allow online payment of fines, filing fees, and bail and deposit transactions, using mobile money, Visa and EFT.

Mobile Phone app will give the public the ability to access case status via Mobile Phone App and Short Messaging Services (SMS). Litigants will easily access and follow-up on all cases via mobile app

E-processing (Case management online) will allow a paperless case management after a case has been

filed, and it follows through life cycle of case, to mediation, automatic allocation of case, hearing then to delivery of judgment, execution, closure and finally archiving of a case in system.

Other features include E-Summons; E-Calendaring; E-Notification; Business Intelligence/Analytics (Data Management) – Adhoc Report Generation; Online Auction under Execution Division and E-Archiving.

Implementation

The roll out, according to Justice Kiryabwire started in this financial year (2019/2020) with system development, testing, training, awareness in the Supreme Court, Court of Appeal, Anti-corruption court, Buganda road CM and Mengo CM. He says in the financial year 2020/2021, the system will be rolled out to all the other courts in the country.

IN CRIME FIGHT, LET'S THINK PREVENTION FIRST

By Emilian Kayima



H.E Yoweri Museveni viewing CCTV camera footage at the Police CCTV command center

The Criminal Justice System (CJS) is perceived by many to be both stringent and strenuous. This is premised on the presumption of the innocence principle which states that a suspect of crime shall be deemed innocent until proven guilty through investigation and prosecution or through personal admission to the offence, which rarely happens in our Uganda. That is the English common law. It has its numerous merits and challenges too.

The Uganda Police Force, mandated under the constitution of the Republic of Uganda to keep law and order, protect life and property, detect and prevent crime, working hand in hand with leaders, sister security agencies and the population generally qualifies as the chief law enforcement body in the country, the

guarantor of peace and tranquility.

When wronged, many Ugandans look up to the police for solutions. And they are right. Many, including the elite often get disappointed and they go cursing, vowing never to look for justice again. Then you wonder what their next move is going to be. Some choose to ignore all advice and guidance given while others choose to take the law into their own hands in form of "mob justice". Is there justice in a mob? You can only nod in the affirmative ignorantly.

As a responsible and responsive law enforcement officer, quite often, I have sought to know why many of our clients get disappointed in search for justice. There are many reasons but I want to focus on the fatigue that victims and witnesses of crime suffer in search for justice.

First, telling the story many

times is stressful. When a crime occurs, you narrate the story to so many people (never mind that some victimize the victim). At the police station, you tell it at the counter. Then, you proceed to tell it in detail to the investigating officer (often in crowded offices), then to courts of law. Usually, you might have more than one investigating officer as our turn over can sometimes prove to be very high, given our work related needs.

There are possibilities of telling your story repeatedly as some clarifications are sought with guidance from experts including key handlers like the office of DPP and courts but also from supervisors through direct supervision, case conferencing and at times complaints and misgivings in the file.

Do our clients know the role played by other stakeholders like the



office of the Director Public Prosecutions (ODPP)? They are the experts that prosecute cases in courts of law. Of course they largely depend on what the Police have done. They often guide and we comply. Theirs is technical, meaning that, there is back and forth movement in search for justice. Time is lost. Anger is built. Interest can be lost.

Equally, there is fatigue suffered on the part of the victim(s). Some easily get tired, curse the handlers, and go away, leaving the case with the likely possibility of losing position in court. Eventually, such a case is dismissed for want of prosecution and related reasons, all bad for justice. And guess what? The police have an egg on their face, rather unfairly.

When it comes to attending court sessions, there are equally big hurdles therein. Some witnesses become hostile; others simply abscond with no explanations while we witness clear cases of incompetence from stakeholders too. The resilient witnesses are sometimes broken down by the numerous court adjournments that break their spirit. Some fraudsters pretending or actually working for the suspects can tell tales that further break witness's spirits alleging that the rich will buy their

way out. When adjournments are many, some count their losses and abandon cases along the way, go home limping, cursing the police and government in general.

Now, who is not convinced that justice is expensive in the aspects of time and money? Similarly, it can be draining to one's emotions. Again, the notion of "justice delayed is justice denied" remains a white horse in our Uganda. I cannot blame it on the judiciary, ODPP or the Police. I would even be pushed to look at witnesses as the cause of the problem. We are all concerned and responsible in one way or the other.

That is why we must strive as much as we can afford to prevent crime and save ourselves the hassles enumerated above for justice to prevail. The public must master the crime prevention tips we often share on our different platforms including the police website, social media platforms and on various media platforms like television and radio. You could engage into property marking, target hardening and target removal, to mention but a few.

The Judiciary came up with two crucial initiatives worth celebrating; plea bargaining in criminal justice and mediation in civil justice. Do our people

know these? If not, why not? We must seek knowledge, appreciate standards and address matters in the best way that gives the best results. That is why it is important to prevent crime rather than fight it. With this empowerment, justice will prevail ■

SSP Emilian Kayima is Senior Police Officer in the Uganda Police Force in charge of Information and Publication in the Chief Political Commissar Directorate



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HON. MED S. KAGGWA: UHRC HAS REGISTERED IMPROVEMENTS IN RESPECT OF HUMAN RIGHTS

The Uganda Human Rights Commission has made great strides in the fight for respect human rights through community engagements and bringing services closer to the people.



Hon. Med S. Kaggwa, the Chairperson UHRC receiving the 'A' Status certificate of accreditation from GANHRI officials in Geneva

We caught up with the Commission's Chairperson, Hon. Med S. Kaggwa, who shared his thoughts on the performance of the Commission and what the future holds for the Justice Law and Order Sector as a whole. Below are the excerpts of the interview.

UHRC last year (2018) celebrated its 20 year anniversary, what have been the most outstanding achievements of the Commission over the years?

Over the years, UHRC has positively changed the attitudes of people towards the respect of human rights. We have saved the lives of many people

by trying to ensure accountability for commissions and omissions of violation of human rights. This has greatly contributed to national efforts towards sustainable development that places human rights and human dignity at the centre.

We are also taking our services nearer to the people by setting up new regional centres as well as conducting public awareness campaigns in busy centres such as markets and trading centres using our civic vans. The Commission now boasts of 12 regional offices; the recent additions being Kasese and Bundibugyo due to the recent turbulence there.

As part of our mandate, we

have continued to monitor places of detention at the police stations, prisons and the Army. We now feel that human rights are becoming part of the Uganda People's Defence Forces (UPDF), Uganda Police Force (UPF) and Uganda Prisons Services.

Our recent highlight is the enactment of the Human Rights Enforcement Act, which is a big achievement for human rights activists. In 2012, the Prevention and Prohibition of Torture Act was enacted so there is legal framework in place to promote human rights observance. The Commission also spearheaded the development of the draft National Civic Education bill in partnership

with the President's Office, Ministry of Education and Sports among other ministries. This will soon be tabled before cabinet.

The Commission has been engaged in selected research and published special reports. These have made recommendations which have informed policies and legislations in different fields. These include research on rights of patients, persons with disabilities, maternal health, child sacrifice, mob action and early marriages.

Similarly, the Commission annually publishes and submits reports to Parliament as required by the Constitution. We are in the process of releasing the 21st Annual Report which will cover the year 2018/2019. These reports, since 2013, have a braille version for the visually impaired.

We have equally published reports on rights of the child, maternal and reproductive health rights, General Elections of 2011 and 2016. For example; Picking up pieces in Acholi sub-region, Building Bridges For Peace: Experiences From Implementing The Local Development And Cohesion Project in Northern Uganda, Protection And Promotion Of Human Rights On Ethnic Minority Groups, Oil in Uganda, Human Rights Implications on Child Sacrifice, Expression of Media Reforms, Rights Of Factory Workers and a Special Report on clashes in the Rwenzori region.

As a member of the justice, law and order sector what has been the Commission's contribution towards advancing human rights for Ugandans?

We have been instrumental in the establishment of human rights structures in government offices. We developed a checklist for the Parliamentary Human Rights Committee and have also spearheaded efforts to ensure that government



departments create human rights desks. Our efforts have yielded much fruit especially in the armed forces; UPF, CMI, UPDF, ISO and UPS have all created human rights desks. It is fulfilling to see agencies that are the biggest human rights violators taking strides to make amends by opening up to such interventions.

The Justice Law and Order Sector aspires to build public trust in its institutions through a pro people justice system. How has the Commission positioned itself in regard to people focused approaches and service delivery?

As a Commission, we have changed our methods of sensitizing the people on matters of human rights. In the past we used to hold conferences on the assumption that people would go back to their communities and train others but we realized this was not effective. So, we decided to take civic education to the communities. We acquired two civic vans which we use for our community sensitization. We do this in partnership with other agencies so that

if a query comes up the people can get responses directly from the agencies. This has made people feel that the Commission is receptive to their needs.

Additionally, the Commission has made interventions in major political issues, most recently in the matters regarding MPs Betty Namboozee and Robert Kyagulanyi Ssentamu alias Bobi Wine. We (the Commission) have received letters of commendation from the Diplomatic Corps and this shows that our efforts are not in vain.

UHRC has established several regional offices across the country. How have these regional offices added value to your overall objectives as the commission? Is there a plan to expand the commission's local presence in the near future?

Ideally, we are supposed to have offices in every district but this is not possible. Human rights violations can happen anywhere and thanks to the regional offices we can now follow up on such matters and make reports when they happen. We are in the process of opening up more offices in Lira and

Kabale. The Ministry of Public Service approved the manpower needed to set up those offices. All we need are the finances to build the offices. With these offices, we are able to get the feel of what the country is like.

The Sector at local and regional level functions through District Chain link committees (DCCs) and regional chain link committees (RCCs). How important are these collaboration structures to UHRC in the execution of your mandate?

These Committees bring together all players in the justice system and as UHRC, it gives us a platform to engage institutions that have been found to be violating human rights in a candid manner. These structures are like a sub-commission which has brought on board cohesion, thereby reducing mutual suspicion among institutions that used to feel others are out to damage them.

DCCs equally provide prompt feedback. If a matter comes up, a response is got instantly. In institutions like Police where transfers happen often, the new officers are able to easily engage with the operators in the justice chain using this platform. It also creates a sense of accountability and helps to get issues resolved quickly.

The sector in 2019 will be celebrating its 20th anniversary. As a long serving member of the JLOS leadership committee, what key reforms has the sector (or did you mean UHRC) rolled out over the last two decades that have had significant impact on Ugandans?

The greatest achievement of the sector is trying to bring order in JLOS, particularly access to justice. On the issues of justice generally, the public was not aware of how to access justice but with reforms in place this is changing. On the part of the actors, each institution is able to share problems in access to justice. For example once we asked the in-charge of Patiko Police why suspects were spending more than 48 hours in the cells and he said lack of transportation for inmates to the nearest court, which is 30 miles away. Still with the Police,

upcountry stations do not have holding cells for women. Female suspects stay with female officers which is also dangerous and unethical.

What would you term as some of the critical challenges facing JLOS and the UHRC today?

That is a long list; the funding is not enough, we have case backlog and we are also grappling with the issue of not having commissioners in time. Sometimes, it takes up to a year to replace a commissioner which in turn affects our case disposal rate.

We have a staffing challenge. The Commission needs more than 400 staff to effectively operate. However, Ministry of Public Service has only approved about 287 and we have not got the total approved number as yet



As part of our mandate, we have continued to monitor places of detention at the police stations, prisons and the Army. We now feel that human rights are becoming part of the Uganda People's Defence Forces (UPDF), Uganda Police Force (UPF) and Uganda Prisons Services.

How can the Commission leverage technology in delivery of services to the people?

We recently visited the Kenya Human Rights Commission in Nairobi. They have a referral system for human rights issues which we want to replicate here. This system has been streamlined and has improved the justice terrain greatly. It is a computerized system with an automated feedback system. GIZ has pledged to support us to get it. When we start the data search system, we can know what is required of Government or any other entity on human rights matters. This can be

accessed by anybody at a press of button. We want to invest in technology to deal with information and caseload management.

We have a staffing challenge. The Commission needs more than 400 staff to effectively operate. However, Ministry of Public Service has only approved about 287 and we have not got the total approved number as yet.

As UHRC moves into a 3rd decade of existence, what areas in the next 10 years present opportunities for the Commission to advance its agenda and achieve "justice for all"?

Need to get closer to the people. Having institutions when they don't serve the interests of ordinary person is useless, so all institutions need to be mindful of this.

Keep monitoring the violations of human rights of the people including those who are incarcerated. It is already bad when one's rights are violated and it is even worse when one is incarcerated.

We also want to focus on our reporting system to the UN Mechanisms. We should see to it that we adhere to reporting timelines both regionally and internationally.

Further, we need to promptly ratify the signed protocols. We need to look at protocols that we have signed but not ratified, and those that have both been signed and ratified but made reservations. We need to look at those.

What are the Commission's "resolutions" for 2019

It is fulfilling to be in this office especially when you are working. I was once in traffic and a man approached me and thanked me. He said he came to the Commission and was helped without anyone asking for money. Also when donors come and compliment us we feel elated and know that our efforts are not in vain.



UHRC ACCREDITED AS AN 'A' STATUS HUMAN RIGHTS BODY

By Edgar Kuhimbisa

The Uganda Human Rights Commission (UHRC) was on March 6th 2019 certified as an 'A status' National Human Rights Institution (NHRI) by the Global Alliance of National Human Rights Institutions (GANHRI) in Geneva, Switzerland. This 'A' status certificate of accreditation was presented to the UHRC Chairperson, Hon. Med S. Kaggwa during the annual meeting of NHRI's hosted by GANHRI in partnership with the Office of the United Nations High Commissioner for Human Rights (OHCHR).

'A' status accreditation

In accordance with the 'Paris Principles', GANHRI has devised three (3) classifications for accreditation for NHRI's across the world:

'A' status - Fully compliant with the Paris Principles; 'B' status - partially compliant; and 'C' status - Non-compliant. The 'Paris Principles' were defined at the first international workshop on National Institutions for the Promotion and Protection of

Human rights held in Paris in 1991 and adopted by the United Nations General Assembly in 1993. These principles are globally acclaimed and recognised as an international benchmark for National human rights institutions in the execution of their mandate.



The certification of Uganda's UHRC as status 'A' compliant is a huge recognition of the Commission's adherence to international standards and protocols that define the protection and promotion of human rights

What this means for UHRC and JLOS

The certification of Uganda's Human Rights Commission as status 'A' compliant is a huge recognition of the Commission's adherence

to international standards and protocols that define the protection and promotion of human rights. This recognition also underscores significant progress made by the Justice, Law and Order Sector in strengthening and empowerment of institutions that oversee the promotion and observance of human rights. UHRC is a member of the Justice, Law and Order Sector and a key player in the execution of the Sector's human rights observance agenda underlined in the Strategic Development Plan (SDP IV).

The Uganda Human Rights Commission is no stranger to international acclaim. The Commission was in October 2012 recognised as the best National Human Rights Institution that has contributed the most to human rights work in Africa during the 25th Anniversary of the African Commission on Human and People's Rights held in Cote d'Ivoire.

Edgar Kuhimbisa is the Information, Communication and Technology Officer at the Justice, Law and Order Sector (JLOS) Secretariat

ENTRENCHING CHILD FRIENDLY PROCEDURES AND PRACTICES IN THE ODPP

By Irene Nakimbugwe



Ms. Rachel Odoi-Musoke, the JLOS Senior Technical Advisor at the opening of the ODPP's facility for child victims and witnesses.

The Office of the Director of Public Prosecutions (ODPP) is mandated under Article 120 of the Constitution of the Republic of Uganda, 1995 to institute criminal proceedings against any person or authority in any court with competent jurisdiction other than the court martial.

The ODPP is one of the institutions in the Justice Law and Order Sector (JLOS) that are entrusted to deliver criminal justice. In the course of our work, the ODPP encounters children who come into contact with the law as child victims of crime, child witnesses to crime, and children in conflict with the law (juvenile offenders). Therefore, it is the duty of the

prosecutors in the ODPP to prepare child victims and witnesses so that their voices can be heard in judicial proceedings.

The ODPP has embarked on putting in place measures geared towards entrenching child friendly procedures and practices in its work, the latest of them being the establishment of a children's room at the head office, which was launched on the 29th of August 2018. The purpose of this facility is to promote child-friendly procedures within the ODPP.

This initiative was made possible through our partnership with and support from the Children at Risk Action Network (CRANE)

with the hope of rolling out to the Regional Offices of the ODPP. It was envisaged that this room which had been designed and tooled in a child friendly manner will serve as; A reception and holding space for child victims and witnesses before their appearance in court, Preparation room for child victims and witnesses for court by the prosecutors, Interview room for child victims and witnesses and therapeutic room for emotional healing as a safe space for children who are at risk and may be in need of advice and support.

Currently, the bulk of cases handled by ODPP are mainly defilement cases (aggravated defilement meted against



In the course of our work, the ODPP encounters children who come into contact with the law as child victims of crime, child witnesses to crime, and children in conflict with the law (juvenile offenders). Therefore, it is the duty of the prosecutors in the ODPP to prepare child victims and witnesses so that their voices can be heard in judicial proceedings.

children below 14 years and simple defilement where children are above 14 years but below 18 years). The ODPP annual performance reports clearly show that defilement is rampant with the highest numbers of child victims.

In the course of handling child related cases, the ODPP prosecutors encounter various challenges such as inadequate specialized skills by the prosecutors to effectively engage child victims and witnesses (prosecutors are not trained to be social workers, counsellors or psychologists), lack of special, child friendly spaces at the ODPP offices for preparation of children for court, lack of special waiting rooms at court and witness protection legislation and inadequate psychosocial support services to the victims of crime.

What is available is provided by Civil Society Organizations and they largely depend on development partners' support and victim unfriendly legislation regarding presentation of evidence of children.

Key mile stones by the ODPP so far

- ◇ Established the Department of Gender, Children and Sexual Offences.
- ◇ Established the department of Witness Protection and Victim Empowerment.
- ◇ Developed a Handbook for Prosecuting Child related cases in Uganda.

- ◇ Sensitization of all prosecutors on the above Manual.
- ◇ Training of Prosecutors on Child Psychology and Development.
- ◇ Establishment of a children's room at ODPP head office.

Future interventions

- ◇ Establish children's room at Regional and Resident State Attorney's (RSA) offices.
- ◇ Continue sensitizing players involved in handling child related cases.
- ◇ Review the Prosecutors' manual on handling child related cases to match the emerging trends.
- ◇ Continue advocating for the enactment of Witness Protection Act.
- ◇ Design a Special Criminal Witness Protection.
- ◇ Continue to implement the Public Private Partnership Policy through establishing working linkages with possible partners handling children and SGBV matters.
- ◇ Continue promoting use of child friendly mechanisms while handling child related matters.

Irene Nakimbugwe is a State Attorney at the Office of the Director of Public Prosecutions and the Deputy Public Relations Officer

Sn.	Period	Aggravated Defilement	Simple Defilements
1	2017/2018	1,518	2,516
2	2016/2017	2,425	4,060
3	2015/2016	2761	4,857
4	2014/2015	3179	4997

Defilement Statistics: 2014 -2018 (Source: ODPP)

JUSTICE FOR CHILDREN PROGRAM: BEST PRACTICES, ACHIEVEMENTS AND LESSONS LEARNED

By Charles Mugobera and Linda Arombo

The Justice for Children (J4C) Program aims at strengthening the Justice Law and Order Sector's (JLOS) capacity to respond to the needs of children in the justice system. Funded by UNICEF, J4C advocates for justice for all children especially children who come into contact with the law through institutional reforms, improvements in legislation/policy, capacity development of stakeholders and targeted support to key institutions.

Implementation of the program is premised in the DCC and RCC local based coordination structure of JLOS at district and regional levels. This is to ensure strict application of the law by the justice system through diversion of all petty offences from the formal justice system, zero tolerance to detention of juveniles in adult facilities, utilization of custodial sentences as a last resort, fast tracking of cases of children in accordance with the time standards laid out in the Children Act and fair and child sensitive treatment in the pursuit of justice.

The program has been rolled out to all the High Court circuits since its launch in 2011 and implementation is carried out by regional coordinators posted to every High Court Circuit. The Program has registered great success in achieving access to and justice for children who get into contact with the law, transformed their lives and created positive change in communities.

Best practices registered across all the sites

- Designating specific days for hearing juvenile cases in various courts. This has helped in quick disposal of juvenile petty cases and also harmonised movement of the Remand Home officials. Hearing of



Children entertaining guests during celebrations to mark international human rights day



The Program has registered great success in achieving access to and justice for children who get into contact with the law, transformed their lives and created positive change in communities

- Juveniles cases in chambers in the morning before entering court halls.
- Mobile courts conducted in refugee settlements in Arua and Yumbe. Children cases are quickly handled including simple defilement. In Kiryandongo, the DCC resolved to handle some juvenile refugee cases from within the settlement and also sensitize the communities.
- Joint resettlement of juveniles and reintegration into communities by JLOS actors especially CFPU, CLO, probation and J4C. For instance, in Mbale J4C site, 345 were rehabilitated and resettled in 2018, 243 from Mbale, 49 from Bududa and 53 from Tororo by Mbale Remand home, district CFPU's and CLO. These include children who were juvenile offenders, missing,

- idle and disorderly children on drugs and children who had run away from home because of domestic violence.
- Juveniles are granted bail without regard to bail requirements provided parents or guardians are present.
- Mediation encouraged at Police for petty juvenile offenders thereby practicing diversion.
- Special attention is given to breast feeding mothers when handling their cases in court.
- Sorting of juvenile petty offenders to avoid over stay beyond the 45 days.
- Non-Custodial sentences encouraged other than custodial sentences.
- Identifying and utilization of fit persons to assist police

Cross cutting issues to note

- especially CFPU in counselling and resettlement of juveniles. For instance, LDC Legal Aid Clinic in Masindi trained fit persons and provided them with bicycles, for quick response.
- Routine re-examination of suspected juveniles to determine age and take the appropriate action.
- Coordinators have created a mapping chart for advocates who are called upon whenever required to represent juveniles in court.
- Key partnerships have also been made with various NGOs/CSOs to support juveniles when needed.
- Utilizing the DCCs and RCCs to spearhead monitoring of institutions to ensure that child friendly practices are utilised and practiced. In some sites, the DCCs carry out sensitizations for instance, in Kisoro on 21st March 2018, the DCC resolved to organize a compressive training on sexual and domestic violence cases for its members.
- DCCs also rotate their meetings in different institutions which has helped to address emerging issues within those institutions

- Age determination: Juveniles on borderline ages of 17 bring issues leading to suspected juveniles in adult prisons on charge sheets carrying adult ages.
- Medical re-examination is conducted when juveniles are at police custody and this makes children overstay at police cells.
- Limited knowledge on juvenile justice among some JLOS actors. Despite one on one sharing of information, there is still a gap
- No holding facilities in Police Stations, thus continued detention of juveniles in adult cells.
- The probation function is insufficient in many districts, which creates a gap in handling juveniles.
- Observance of 24-hour rule within which, to charge children and suspects at Police is not strictly observed.

Charles Mugobera is the J4C Program National Coordinator and Linda Arombo is the J4C Program Coordinator in Masindi District

Lessons learnt

- Unless JLOS actors get trained on the concept of Diversion, the practice of diversion will be misunderstood and less practiced
- Commitment of the justice actors enhances child justice especially by practicing child friendly procedures
- Parental involvement on juvenile cases is key in quick disposal of children cases.
- Juvenile justice will fully be realized largely when structural challenges are addressed for example, having holding facilities for children in all the JLOS institutions particularly the Police stations.
- Regular DCC meetings minimize issues especially for those which are not structural.
- The commitment of DCC Chairpersons to DCC work makes a functional and active DCC.
- Constituency building/networking with all actors on child protection enhances child justice.
- The J4C programme is focused on legal justice for children, but it has also indirectly brought social justice offered by partners.
- Some private legal practitioners are now aware of juvenile justice and they do identify children issues in the course of their work, particularly at Police.
- Parents who follow up cases of their children have continued to benefit from the advice and sensitization given on children.



Launch of the SGBV Special Court Sessions project by JLOS Stakeholders at the Law Development Centre.

JLOS SPECIAL SESSIONS TO FAST TRACK DISPOSAL OF SGBV CASES IN UGANDA

By Lucy Ladira

The Justice Law and Order Sector (JLOS) is a Sector Wide approach of the Government of Uganda bringing together 18 institutions with related mandates of maintenance of law and order, administration of justice and promoting the observance of human rights under a single sector development plan with a common vision of ensuring that the people in Uganda live in a safe and just environment.

Following the recognition of the prevalence and devastating impact of sexual and gender based violence (SGBV) in the Great Lakes Region by the Heads of

State and Government of Member States of the International Conference on the Great Lakes Region (ICGLR) in a special session at the Fourth Ordinary Summit on SGBV in 2011 under the theme: 'United to Prevent, End Impunity and Provide Assistance to Victims of Sexual and Gender Based Violence in the Great Lakes Region', Member States agreed to and signed what became known as the Kampala Declaration. Resolution 8 of the declaration mandates state parties to: "Direct concerned ministries to establish and strengthen special courts, sessions and procedures in order to fast track SGBV cases in the police and the Judiciary (with adequate financing, facilities and gender

sensitive officers) to improve access to justice and protect SGBV victims/survivors in line with Article 6 (5) of the ICGLR Protocol (2006) on Prevention and Suppression of Sexual Violence against Women and Children"

The Sector under the leadership of the Judiciary with support from United Nations' Population Fund (UNFPA) undertook a pilot special SGBV session to implement this commitment in 14 courts through the disposal of 50 SGBV cases per court in one month from 12th November to 15th December 2018. The objective of the pilot was met with unprecedented success leading to

the disposal of over 788 cases against the target of 650 cases. The ICGLR framework, the Maputo Declaration on Gender mainstreaming and other national, regional and international legal frameworks were used as the basis of the project. Reports and recommendations from the pilot session sites emphasized and reiterated the need to expedite the process of setting up of a special court to fast track the disposal of GBV cases.

Fourteen (14) pilot courts were selected based on level of back log and rate of SGBV crimes as evidenced in the Uganda Police Annual Crime report (2017) and Uganda Prisons statistics. The pilot courts comprised of the High courts of Mbale, Soroti, Moroto, Gulu, Mbarara, Bushenyi, Mukono, Criminal Division Kampala and Masaka, and Chief Magistrate courts of Nabweru, Sironko, Kapchorwa, Lira and Iganga.

The sessions were targeted at improving the experience of survivors/victims of SGBV as they interface with the criminal justice system through emphasis on victim-centred and gender-sensitive approach; promotion of a coordinated and integrated approach among the role-players in the chain of justice; and strengthening of the investigation, prosecution and adjudication functions in the management of sexual offences.

Key activities in the project entailed:

1. Development of a compendium of case law and best practices in management of SGBV cases,
2. Conducting a one day joint pre-session training of all stakeholders and launching the sessions,
3. Media and communication outreach,
4. Holding the sessions in 14 pilot sites,
5. Collection of information to inform victim impact assessments reports by Probation and Social welfare officers from the Ministry of Gender, and
6. Continuous support supervision, monitoring and evaluation.

The pilot project confirmed the need for the government to expeditiously establish



Some of the best practices identified during the project highlighted the need for the development, adoption and implementation of criminal procedures for the prosecution of persons accused of crimes of sexual violence which are sensitive to the emotional state of the victims and survivors of such crimes

and strengthen special courts, sessions and procedures in order to fast track SGBV cases. The objective of the project was met with unprecedented success backed by reports and recommendations from all pilot sites emphasizing and reiterating the need to expedite the process of setting up of a special court/mechanism to fast track the disposal of GBV cases.

The project contributed to the disposal of pending cases thereby reducing the number of pending SGBV cases in the project areas, identification and sharing of best practices in dealing with SGBV cases, and training of over 200 justice sector actors and civil society actors on the management of SGBV cases; equipping them with the requisite knowledge, information, skills and experience to render the expeditious handling of cases of GBV as well as availing of resource materials to inform decision making.

The need for the development, review, enactment, adoption and implementation of criminal procedures/guidelines/standard operating procedures for the prosecution of persons accused of crimes of sexual violence which are sensitive to the emotional state of the victims and survivors of such crimes was also highlighted.

The project provided important lessons in collaborative case management, partnerships and networking between key stakeholders

for SGBV cases evidenced by increased collaborative networking between members of the community (Fit Persons) at pilot sites, between justice actors, the Uganda Law Society and the Ministry of Gender which as purposed in the design of the project. "The SGBV session was a success, and with more appropriated time and funds, greater success will be registered in the next sessions. However, more resources and attention should ensue to curb SGBV than waiting for their adjudication," said an official from ODPP.

Some of the best practices identified during the project highlighted the need for the development, adoption and implementation of criminal procedures for the prosecution of persons accused of crimes of sexual violence which are sensitive to the emotional state of the victims and survivors of such crimes. It was further proposed that under these procedures, victims/survivors should give evidence in camera, or by video links, and that they should as far as practicable neither be compelled nor required to give evidence in open criminal proceedings.

The joint meetings, training and sharing of information set a new trend on how to effectively manage SGBV related data and information which the actors are now using as the norm during sessions. This collaboration, communication and coordination forms a more concrete basis for future sessions on the delivery of justice and tracking and information and data in respect to cases of SGBV.

The best practices which were identified in the course of implementation of the Pilot Sessions on Special court will be utilized to inform the establishment of a special GBV court/mechanism in Uganda.

Lucy Ladira is the Advisor, Criminal Justice at the JLOS Secretariat



INTELLECTUAL PROPERTY PROTECTION AS A DRIVER OF SOCIO-ECONOMIC TRANSFORMATION

By *Sylvia Bahizi and Gilbert Agaba*

Intellectual Property (IP) contributes enormously to our national economy. Dozens of industries across our economy rely on the adequate enforcement of their IP rights. Consumers too use IP to ensure they are purchasing safe and guaranteed products. In the last five financial years, we have seen a steady increase in applications and registrations of IP rights with trademark applications constituting about 90%.

Intellectual Property broadly means the legal rights, which result from intellectual activity in the industrial, scientific, literary and artistic fields. The intent of the Intellectual Property regime, as part of the society's innovation

system, is to provide incentives to innovate by allowing innovators to restrict the use of the knowledge they produce, by allowing the imposition of charges on the use of that knowledge, thereby obtaining a return on their investment. In both developed and developing economies, Intellectual Property systems have been developed with a sole purpose of promoting social welfare through stimulation of innovation, research and creativity.

At the Uganda Registration Services Bureau (URSB), we believe IP rights are worth protecting, both domestically and abroad. To this end, URSB has spearheaded the drafting of a National IP Policy, developed and



“The Bureau has also embarked on the process of full automation of all its services and has adopted an automated system known as the Industrial Property Automation System (IPAS) in order to enhance, promote and provide efficient services to all its clients”

supported by all relevant stakeholders. The policy, currently in draft form, will provide a good framework for IP development. It will play a key role in the socio-economic development of Uganda and contribute to the realization of Uganda Vision 2040 and the Second National Development Plan's aspirations through catalyzing transition from agrarian to knowledge-based economy and promoting IP as a tool for all-inclusive transformation of different IP stakeholders in public and private sectors of the national economy.

With support from the Justice, Law and Order Sector, the Bureau has embarked on several sensitization projects in the media. Several radio and TV talk shows have been held as well as engagement with the public via Facebook, twitter and other media platforms. Several Intellectual Property workshops and trainings have also been held in order to educate and train the public on the various forms of Intellectual

property rights, process of protection and the benefits that accrue from the protection. This is all aimed at informing and encouraging public to explore the use of IP as a mechanism and tool for economic growth and development.

URSB has also entered into several partnerships with government agencies, academic institutions, research institutions, Uganda Police and the private sector such as the National Agricultural Research Organization (NARO), Uganda National Council for Science and Technology (UNCST), THETA-Uganda. These efforts are geared toward promotion of the role of IP, improve on registrations and allow the everyday Ugandan access and benefit from URSB services. Currently, there is an ongoing process to amend IP laws like the Trademark Regulations in order to remove redundancies in the registration of Intellectual property rights and ensure an efficient registration system.

The Bureau has also embarked on the process of full automation of all its services and has adopted an automated system known as the Industrial Property Automation System (IPAS) in order to enhance, promote and provide efficient services to all its clients.

We as URSB are committed to promoting and enhancing registration and protection of IP in order to ensure that Uganda will view and use Intellectual property to enhance the competitiveness of their enterprises.

Sylvia Bahizi and Gilbert Agaba work in the Directorate of Intellectual Property at the Uganda Registration Services Bureau



Officials from the Uganda Law Society (Legal Aid Project) receiving the JLOS Excellence Award from the Chief Justice at the Annual JLOS Review in October 2018

ASSESSING THE PERFORMANCE OF THE LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

By Deborah Gasana

Established in 1992 to provide assistance to indigent and vulnerable people in Uganda, the Legal Aid Project (LAP) has transformed lives and empowered communities, touching lives of indigent, women, children and men. It is noteworthy that a large part of Uganda's population about 8 million lives below the poverty line, without means to access justice. In the year 2018, LAP scoped a JLOS Excellence Award for its access to justice interventions through its legal aid clinics in Jinja, Soroti, Moroto, Gulu, Kotido, Arua, Moyo, Masindi, Kabarole, Kabale, Mbarara, Luweero, Kampala and Patongo (Agago district).

LAP has extended provision of legal services to the refugees in the camps of Bidibidi, Omugo and Imvepi in Arua district, Bunagana Border post, Kiryandongo and in Rwamwanja where it has enabled refugees access to



LAP interventions include legal representation, prison decongestion and alternative dispute resolution mechanisms that have provided remedies to several juveniles, gender based violence victims, women and men, across the country

justice. LAP annually assists over 50,000 vulnerable and marginalized persons.

LAP interventions include legal representation, prison decongestion and alternative dispute resolution mechanisms that have provided remedies to several juveniles, gender based violence victims, women and men, across the country. Through community outreach engagements, several communities have been trained on their basic legal and human rights and how to obtain redress in the event of any violation.

LAP equally shares simplified

versions of some laws which are also translated in to local dialects in a bid to increase awareness among communities and has done this across the country including the island of Kalangala district. By providing information on where people can obtain redress, LAP has gone a long way in bridging the access gap to ensure that poor, vulnerable and marginalized get justice.

In the same vein, LAP engages in prison decongestion in government prisons through interventions such as plea bargain, prison sensitizations and legal representation. Throughout the aforementioned interventions, LAP has immensely enhanced access to justice for the vulnerable and marginalized people in Uganda across 70 districts.

Deborah Gasana is an Advocate and Head of Legal aid and Pro-bono Services at the Uganda Law Society



Opening of the Law Development Centre Regional Campus in Mbarara

LDC SUCCESSFULLY OPENS FIRST REGIONAL CAMPUS

By Didas Bakunzi Mutasha

The unprecedented move by the famed Law Development Centre (LDC) to establish regional campuses has finally started. It kicked off last year with admission of the first batch of students to undertake the coveted Bar Course outside its main campus in Kampala. This move is meant to decentralize services closer to the people and to buttress LDC's capacity to handle the increasing number of students.

An educational institution for higher learning that offers various legal courses ranging from one month to one year, LDC is the only institution offering the post-graduate Bar Course which is a pre-requisite for legal practice in Uganda.

However, since its inception in 1969, LDC had maintained one campus located at Kagugube along Gadaffi road in Kampala.

The new campus, located at Eden International School at Kyamugolanyi in Mbarara Municipality, opened its doors for the first students

intake in September last year, although the official opening was performed at a colorful ceremony presided over by the Deputy Attorney General, Hon. Mwesigwa Rukutana on October 22, 2018.

The opening of the Mbarara campus is the first phase of a decentralization process in which LDC will install another two campuses; one in Lira for the Northern region and the other in Mbale for the Eastern region. The campuses will be established in a phased manner.

Asked about quality control of the institution's products, the Director, Mr. Frank Nigel Othembi, said, "LDC does not compromise on quality and standards. The quality and standard of lawyers produced at Mbarara and indeed the other campuses to be established will be exactly the same as those produced at the Kampala campus. They will go through the same hands and the same system. They will be exposed to the same teaching and the same examinations."

The LDC decentralization process is unfolding as a success story. The first upcountry campus in Mbarara has provided room for increased intake of graduating lawyers seeking professional legal training. It is spacious and presents a perfect conducive environment for academic activities.

It also provides room for those wishing to undertake the Ordinary Diploma in Law, the Diploma in Human Rights course, the Administrative Officers Certificate in Law Course and other tailor-made courses.

These are part of a package of innovations being instituted by the LDC management committee headed by Supreme Court Judge Stella Arach Amoko, geared at transforming the institution into a modern and wide-reaching law teaching school.

Didas Bakunzi Mutasha is the Secretary, Law Development Centre and Editor, Law Reporting

JUSTICE CENTRES UGANDA CELEBRATES 10 YEARS OF PROVIDING QUALITY LEGAL AID

By Angela Mwanje



Butaleja women outreach by Justice Centers Uganda

The right to access justice has been recognised as one of the fundamental rights for all yet many Ugandans are denied this right because they cannot afford the services of a lawyer. It is estimated that 90% of Ugandans have experienced justice needs that were severe or difficult to resolve. However, only 1% of those had access to a lawyer. As a result, there are thousands, who suffer without hope of remedy.

Hundreds of families are evicted from their land and left with no means of livelihood, no compensation or shelter; some are at the mercy of ruthless land owners who deny them access to their livelihood while others

are innocently languishing in prison with no hopes of getting justice.

In 2009, JCU stepped in to remedy this situation. Since then, it has provided free legal aid to many Ugandans in both criminal and civil matters. It has also provided support services like counseling and self-representation. This year marks the 10th anniversary of Justice Centres Uganda, a perfect occasion to celebrate her successes and advocate for more.

JCU started out with two Centres in Tororo and Lira districts, which were established as pilot legal aid models to test the delivery of legal aid by the Government of Uganda and learn lessons that would support the conceptualization of a comprehensive

quality legal aid service in Uganda.

Due to the exceptional performance of the two centres during the pilot phase, JCU services were scaled up and eight (8) more centres were opened up in phases; in Mengo, Hoima, Jinja, Fort Portal, Masaka, Mbale, Mukono, and Mubende, making a total of 10 plus the National Coordination Office which is housed at the High Court in Kampala.

These 10 centres currently serve the Districts of Wakiso, Mpigi, Kampala, Mukono, Kayunga, Buikwe, Jinja, Fort Portal, Masaka, Hoima, Buliisa, Kiryandongo, Tororo, Manafwa, Butaleja, Lira, Apac, Pader, Mbale, Sironko, Budaka, Mubende, Kyegegwa and Mityana.



While we celebrate our 10 years of existence and all the successes we have achieved in this period, we continue to put our heart and mind to creating a sustainable basis that allows all Ugandans to access justice, and we look forward to continuing serving our clients

The centres provide a wide range of free services that include; Court representation (litigation), mediation, legal advice, support with self-representation, legal awareness and sensitisation, case referral and follow-up, as well as advocacy for reform of laws and negative practices.

From July 2016 to December 2018, JCU assisted at least 33,365 clients with legal advice, litigated 4,408 court cases, and mediated 4,406 matters. In addition, JCU held legal awareness sessions and outreaches attended by at least 205,928 participants and made at least 1,102 external referrals.

JCU also supports the Judiciary by processing state brief cases, court-annexed mediations and Plea Bargaining matters for free thereby reducing case backlog in its areas of operation. This not only ensures quick delivery of justice but also saves Government resources. In the period January to December 2018 alone, JCU processed at least 1,711 state brief cases and 547 court-annexed mediations.

The road to justice for many Ugandans is a long, arduous, complex and painful journey. The experiences of many of our clients illustrate the complex nature of these cases that quite a number of Ugandans grapple with. Most people that come to JCU have a mesh of legal, psycho-social and economic problems that need to be addressed urgently. To that effect, JCU



is not denied to any Ugandan citizen by reasons of economic or other disabilities. The National Legal Aid Bill will ensure that legal aid is a fully-fledged effective right available to all citizens who need it.

Since its inception, JCU has advocated the passing of the NLAB as the basis for justice for all Ugandans. While we celebrate our 10 years of existence and all the successes we have achieved in this period, we continue to put our heart and mind to creating a sustainable basis that allows all Ugandans to access justice, and we look forward to continuing serving our clients: the poor, vulnerable and marginalised, to contribute to a happier and transformed Uganda as together we bring justice home.

We convey our gratitude and appreciation to all our partners especially, the Justice Law and Order Sector Secretariat and institutions, the Democratic Governance Facility, the Judiciary and all other Civil Society Organisations and legal aid service providers that work tirelessly to enhance access to justice for the poor, vulnerable and marginalised in Uganda.

Angela Mwanje works with the Office of the National Coordinator, Justice Centres Uganda (a project of the Justice, Law and Order Sector based in the Judiciary)

recognises these needs and makes it a point of partnering with other institutions that can address the needs of its clients beyond just the legal problems e.g. providing counselling, economic empowerment, basic needs (food, shelter, clothing, and education), among others.

Uganda needs more

JCU and other legal aid service providers have helped thousands of people. However, much remains to be done. There are wide regions that are completely uncovered by legal aid services. Thousands of Ugandans continue unaware of their rights and helpless in the face of injustice.

The National Legal Aid Bill (NLAB) is currently before Cabinet. This bill provides a comprehensive legal aid structure that would deliver justice expeditiously to all and provide free legal services to ensure that justice



LEVERAGING DATA AS A TOOL FOR MEASURING TRANSPARENCY AND ACCOUNTABILITY IN JLOS

By Nathalie J. Dijkman

SEMA is a social enterprise established in February 2018 to improve public service delivery, accountability and transparency through collecting citizen feedback data along the sustainable development goals (in particular, **SDG 16.6**). In partnership with JLOS, SEMA measures citizen's satisfaction of their last experience with a public service office by collecting their opinions through innovative feedback systems. The mixed methods and low key technologies include:

1. A hardware polling device with ratings from 1-5, where citizens

press a button with a smiley reflecting their satisfaction with the public service.

2. An active face to face interview conducted with a (trained) SEMA volunteer, who engage citizens as they exit public service offices, and
3. A toll free interactive voice response (IVR) line where citizens can record their feedback messages.

To date, SEMA has collected over 15,000 citizen voices through these methods at the five biggest police stations in Kampala (CPS, Wandegaya, Kiira Rd, Jinja Rd and Ntinda) as well as three KCCA offices. After data is gathered

we analyze the feedback obtained and provide a customized, monthly report with individual recommendations to each office on how to better and improve their services.

To transform the citizen oriented data into better policy of public service delivery in Uganda, SEMA came up with and tested several data-to-action strategies that included; delivering feedback data to public servants at the service level, co-organizing improvements with public offices, convening stakeholder meetings with policy makers around the data, liaising with other CSOs to do follow up with our work, outreach campaigns offline and

online that lead to more accountability and introducing a system of competition by ranking the best performing public offices. The findings of this pilot and research can be found in the insightful publication 'Moving from real-time feedback to better service delivery in East Africa'.

Since its launch with JLOS, SEMA has gradually but steadily engineered positive change towards better service delivery at all the pilot public offices. This was also recognized at the JLOS Annual Review in October 2018, where the Honorable Chief Justice, Bart Katurebe launched SEMA officially and the Ambassador to the Kingdom of The Netherlands Henk Jan Bakker mentioned SEMA in his opening speech. But the real impact shows from the experiences of the officers on the ground.

An officer in charge at one of the police stations where SEMA was piloted said, "the first report had some criticism [about our services], and I wanted customers to be more happy with our performance. I engaged the SEMA team



Collecting real time citizen feedback data has a lot of potential to better public services both in the short and long term. Low-key technologies have proved to work in engaging many citizens to participate

on how to best improve as a station, and together with them, we brainstormed a few guidelines to follow forward. The next month I waited eagerly for the report and I was very happy with the outcomes, we had greatly improved. Thanks to SEMA, we couldn't have noticed where we were not doing right."

Another officer at another station said, "before, we did not know

whether clients appreciated our work or not, all we could do was to speculate. But now we can confidently measure how satisfied the clients are with our work."

In conclusion, collecting real time citizen feedback data has a lot of potential to better public services both in the short and long term. Low-key technologies have proved to work in engaging many citizens to participate in the feedback loop in Uganda. It's important that such innovative projects are piloted in partnership and with the support of JLOS, in order to be effective. This will lead to JLOS and SEMA improving public service delivery, making civil servants responsible and proud of their activities, as well as increasing trust in the justice sector with the Ugandan people.

Nathalie J. Dijkman is the Founder and Chief Executive Officer of SEMA

PROMOTING GOOD GOVERNANCE THROUGH LAW REFORM

"The law, like any other human creation has defects, some of them serious. It is in constant need of improvement." - **Hon. Murray Gleeson, Former Chief Justice of Australia**

By Rutaremwa Kenneth

The Uganda Law Reform Commission, as a member of the Justice Law and Order Sector (JLOS) is mandated to study, reform, update and keep under constant review the laws of Uganda. In exercising this mandate, the Commission may simplify the laws, consolidate, or translate laws of Uganda to enhance access to laws. JLOS has supported the Commission to undertake several initiatives towards reforming and updating the laws of Uganda.

The law reform process entails examining existing laws, developing new and emerging areas of law and advocating for implementing changes in the

legal system aimed at enhancing efficiency in legislation. Law reform therefore is a veritable tool for implementing necessary reforms to balance competing interests and promote a sustainable economy.

The necessity of law reform is premised on the need to remove defects in the law, address gaps, challenges, and provide for new and emerging issues such as technological developments. The need to reform and update laws is one of the Justice Law and Order Sector (JLOS) priority areas aimed at strengthening the administration of justice and promotion of competitiveness in the region.

The Commission has initiated reforms and review of different laws, and initiated study to develop legislation in new and emerging areas. This is aimed at strengthening administration of justice, promoting Ugandan competitiveness in the commercial and sector, promoting observance of human rights and good governance.

Over the years, the Commission has carried out studies, reviewed different laws and made recommendations for their amendment. For example, the Commission has reviewed and made recommendations for the amendment of the Evidence Act, Cap 6, the Penal Code Act, Cap 120, the Magistrates Courts Act, Cap 16, the Trial on Indictments Act Cap 23, Succession Act, Cap 162 and



Staff of the Uganda Law Reform Commission pose for a group photo with the Principal Judge at recent event

the Prisons Act, 2006. The Commission has also made recommendations for the enactment of new laws for witness protection; laws to create linkages of formal and informal justices systems, and a bill to govern homicide and sentencing in capital offences. It is anticipated that once these efforts are adopted by government they will strengthen administration of justice.

The Commission also undertook studies for reforms in commercial laws to promote business competitiveness. For example, the Commission has carried out a study and made recommendations for a new law imposing strict liability for defective products on manufacturers and those involved in the chain of distribution. The purpose of this law is to strengthen consumer protection by providing remedies for redress in case of injury and ensuring that products sold on the Ugandan market are of quality. The Commission also undertook a review of the Arbitration and Conciliation Act, Cap, 4 and made recommendations for amendments to modernize the Act.

Observance and enforcement of law requires that citizens are aware and have access to the law. In a bid to promote access and awareness of the law, the Commission has translated, compiled and simplified laws. The 1995 Constitution as amended has been translated in Runyoro-Rutoro, Runyankole, Kiswahili, Acholi, Lukhonzonzo,

and Luganda languages. Efforts to translate the Constitution in Lango and Rufumbira are underway.

In order to increase awareness of laws, among the citizenry, the Commission has simplified the Local Governments Act Cap, 243 (as amended), the Contract Act, 2010, the East Africa Customs Management Act, 2004 and prepared an abridged version of the Prevention and Prohibition of Torture Act, 2011. Efforts to simplify the Insolvency Act, 2011, the Mortgage Act, 2009 and the Land Act, Cap 227 are ongoing. The Commission has finalised with preparation of an updated 7th edition of the laws of Uganda, which will provide an up-to-date statute book for the laws of Uganda.

The Commission is currently undertaking studies to: review bail in the criminal justices system; review of the Railways Act, Cap 331; review of Distress for Rent (Bailliffs) Act, Cap 67.

The Commission is also undertaking a study to develop legislation for property valuation, and study on cohabitation in Uganda. Preparation of a compendium of commercial laws and Ordinances and Byelaws is also being undertaken.

These initiatives are vital in promoting good governance and rule of law in the country. It is through law reform that the law can be certain and predictable in addressing all

circumstances as they prevail at the given time. ■

Rutaremw Kenneth is the Senior Legal Officer and Public Relations Officer, Uganda Law Reform Commission



In a bid to promote access and awareness of the law, the Commission has translated, compiled and simplified laws. The 1995 Constitution as amended has been translated in Runyoro-Rutoro, Runyankole, Kiswahili, Acholi, Lukhonzonzo, and Luganda languages. Efforts to translate the Constitution in Lango and Rufumbira are underway.



MY EXPERIENCE ON THE JLOS PUBLICITY COMMITTEE OUTREACH

By Rose Mary Kemigisha



JLOS Publicity Committee members appearing at a local radio station in Lira during a recent roadtrip to Northern Uganda

What would come to one's mind seeing a picture of a family member or work colleague boarding a Uganda Prisons Service omnibus, one working day afternoon? The immediate question would be why the colleague was being transported to some prison, most likely for incarceration. It is not every day that one can get a ride on the Prisons bus. Indeed this was the case when I shared with my family a picture capturing the moment just before I boarded a Uganda Prisons Service omnibus in August 2018. I nearly caused a family crisis! I let my family go on wondering about what I had done and guessing what awaited me; but again also puzzled at the smile I wore even as I posed at the entrance of the bus.

Thank goodness it was indeed a posed picture of me at the entrance

of the famous maroon omnibus adorned with a blue and a yellow thin strip. Aboard it were about 20 public officials of the Justice Law and Order Sector (JLOS) inclusive, who were privileged to travel on it with all the freedom you can think of, during a road trip to areas of Northern Uganda. Members of the JLOS Publicity Committee (JPC) had gotten another rare opportunity for outreach to Soroti, Lira, Dokolo, Oyam and Gulu Districts.

With everyone showing up out of uniform and formal attire, in which we always saw each other, it was in some instances impossible to associate the casually dressed people we were now seated with to their usual suits, jackets, neck-ties, court wigs or starched khaki in maroon or pickle green shades and even high heels. Thankfully, the informality quickly broke down the barriers of conventionalism and its stiffness. By the

time the Prisons omnibus wormed its way through the very heavy traffic on Jinja Road, even diverting from the highway to some roads hitherto unknown by some members, interaction among the Prisons passengers for the day was so easy and animated; enabling the JPC members to further gel and crystallise for the mission they all bear.

The JPC is in charge of information dissemination in the sector aimed at fostering communication, cooperation and coordination, which are key principles of service delivery in the pursuit of justice for all. Constituted by staff of the 18 JLOS institutions and the Secretariat, the JPC implements the sector communication strategy, interfacing with the public to provide sector positions and information on human rights and JLOS services.



Some of the issues that impressed the JPC members were the innovative ways in which officers in some of the JLOS institutions managed challenges in order to be able to deliver on their mandate.

Just like the previous road trips to Western and Eastern Uganda, this particular one to Soroti, Dokolo, Lira, Oyam and Gulu districts enabled the JPC members interact with stakeholders who included staff manning the sector service points, the beneficiaries and the District Coordination Committees, as well as reach out to the general public through the media.

One key achievement of the road trips was the opportunity for the members to have an appreciation of the practical reality on the ground with respect to access to justice. It was so rewarding for members to get a feel of what was pertaining for their respective institutions but more importantly the insights into the operations and goings-on in the other institutions and how they all impacted on the sector deliverables.

It was important that each member was able to situate his or her institution in the experiences and outlook of the ordinary people seeking to access justice and enjoy their human rights. The reality came alive for JPC members that for the beneficiaries it did not matter much how many institutions are in JLOS or what each provides, but rather the holistic delivery of justice that was effective. JPC members also appreciated even more the challenges at institutional level which were impacting the entire sector. With such an appreciation of each other's mandate and operations, it becomes easier for JPC members to engage with the public on both institutional and sector issues in a contextualised manner; conscious of the need for holistic delivery

of justice. I believe that this may well end instances hitherto common, where JLOS institutions tended to blame one another for the inadequacies identified in the sector, while accounting before their beneficiaries.

Some of the issues that impressed the JPC members were the innovative ways in which officers in some of the JLOS institutions managed challenges in order to be able to deliver on their mandate. To cite a few examples: the level of coordination of the sector units for delivery of justice within the Soroti chief magisterial area was amazing; the zeal and human rights-based approach that the Dokolo G1 Magistrate demonstrated to the extent that the court had no backlog; the Soroti Prisons creative ways of using mango seeds as an alternative sources of energy instead of the scarce firewood; the high level of teamwork by the JLOS institutions in Lira and their deliberate efforts to expeditiously handle cases; and the system of special sessions put in place by the Gulu Resident Judge to tackle the huge backlog.

Others included the Prisons stretching their abilities to ensure

transportation of prisoners to court in a situation where districts and magisterial areas expanded without corresponding facilities of all JLOS institutions. The JPC felt inspired to ensure that it amplifies its voice to publicise these good practices and innovations within and outside the sector to the rest of the country so that other stakeholders can borrow a leaf or get inspired that the challenges can be creatively surmounted. Nevertheless, there were still also a number of challenges impacting negatively on delivery of justice which JPC members appreciated and acknowledged that their information function can play a big role in addressing some of them.

At a different level altogether, the JPC members also picked tit bits from the trip to enhance their skills in organisation. As spokespersons, public relations and information officers of the Sector, more often than not organising outreach activities is part of their institutional assignments. Indeed throughout the trip, members shared and learnt from experiences on how to exploit synergies and inter-institutional relations to pull off a well-organised sector outreach activity as this road trip demonstrated.

The road trip was certainly an innovation and I am looking forward to the next one! I know many on the JPC share this feeling.

Rose Mary Kemigisha is a Human Rights Officer at the Uganda Human Rights Commission and a member of the JLOS Publicity Committee

WHAT IS YOUR TAKE ON JLOS SERVICES?

This year, the Justice, Law and Order Sector celebrates 20 years of existence. Our team took to the streets to find out from the consumers of our services, their take on our performance.



MOSES MAKUMBI
A COURT USER

I started working with Century bottling company in 2009 and in 2015, my employment was terminated. I petitioned Mukono office for unfair dismissal and non-payment. I was not helped at the labour office as I didn't have an appointment letter from my former work place. I was chased away instead. I also found challenges with private lawyers who ate my money and didn't file my case before the Industrial Court. But after I struggled and filed my case against my former employer, the court has been fast in the hearing of my case in a shortest time possible so I give the Industrial Court credit for that.



DAVID WESWA
BUDUDA RESIDENT

I travelled from Bududa to Kampala just to look for my brothers who were arrested, transferred to

Kampala before being remanded at Luzira Prison. I am wondering why the prisons decided to remand them in Kampala yet there are prisons in the East. This has inconvenienced me economically by travelling this long distance from Bududa to Kampala.



ABUBAKARI MUWONGE
COURT USER

The delay to get justice is not fair: They delay to dispense justice to us the citizens. Imagine a case being in the justice system for over five years, surely, this is unfair for us who are seeking justice. I also wonder what the Police/Courts look for when a suspect/s confesses say to have killed someone and even take them to where they buried the body but still such suspects go free. I think the delay is intended to facilitate corruption.



MAUREEN NABAKOOZA
CITIZEN

The Courts are not fair as they mainly favour the rich over the poor as they handle cases usually the poor easily give up. Police can also detain a person who does not have a case and in such circumstances, it's those with small cases who are held and yet those with very grave cases are released.



TWAHA KAKOOZA
CITIZEN

Police is very lazy in its work, some of us are poor and when you report a case at Police, they ask for money at every stage to 'facilitate' the movement of the file. There is also a lot of segregation in Police on lines of religion and we the Muslims are always looked at suspiciously for allegedly being associated with terrorism.



PETER OCHIENG
BODA BODA RIDER

During the Kayihura days, it was so bad that I was arrested and charged with simple robbery yet I didn't steal anything. I was dumped at Kabalagala Police station over nothing. I was forced to pay Shs100, 000 in exchange for my freedom. Because of the injustice meted against me, I contacted my lawyers and they wrote to the officer in-charge of Kabalagala and he faced it rough.



HASSAN K
A COURT USER

There is a lot of segregation at Police stations in terms of religion and tribe. When a suspect is arrested and the officer in charge happens to be of their tribe, they switch to their mother language and the case dies a natural death. Police's challenges are endless, one can't finish them.



ISAAC KIMAZE SEMAKADDE
LAWYER AND COURT USER

I don't think very highly of JLOS Institutions. The live experiences of practitioners and their clients are not in tandem with what the official reports state. I will say more about this later.



LOMINDA AFEDRARU
JOURNALIST

During our reporting days as journalists, it was very hard to access court documents. The clerks used to make it very hard for us to access them. I don't know how it is now days. The judges of those days were also not easy to give a comment. The office of the DPP and the Police usually do shoddy investigations that have seen majority of the suspects go scot free. This is not good for our criminal justice system.



SAMUEL MUYIZI
LAWYER AND COURT USER

Some of the JLOS institutions have done their job well like the courts, DPP, Law Society, LDC, Prisons and there are those who have scored poorly like the Law Reform Commission since they have failed in their mandate to weed out scrapped laws from the law books, The Police has also performed poorly among other JLOS institutions.



DESIRE MBABALI
COURT USER

I acquired a piece of land in Wakiso District and the person who sold wants to repossess it but I have protested. I have since dragged him to Wakiso Court but the matter is moving at a slow pace. Sometimes we go there and the lawyers of the other party are not present. This is frustrating.



JENIFER AKETCH
A JOURNALIST

When my father died, my mother and I embarked on chasing for the letters of administration but I tell you, the process was so long and frustrating. Some people wanted us to bribe them but we resisted. But I also wonder why some people get their letters of administration in a shortest time possible of even one week. This means that people are treated differently when it comes to being served justice which itself is injustice. The frustrations can make some people give up on chasing some of these documents.



ANTHONY WESAKA
JOURNALIST

Very few JLOS institutions are professional, the majority of its officers want to be bribed in order to deliver a service and this is sickening. The Law Reform Commission is among the worst performing institutions as its top officials are proud.



FRANCIS GIMARA FORMER PRESIDENT, UGANDA LAW SOCIETY

There is room for improvement, coordination among the institutions to overcome the unnecessary delays. The institutions need to speak to each other in terms of support and corroboration.



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