



THE JUSTICE LAW AND ORDER SECTOR

ANNUAL REPORT 2019 / 20

Foreword

The Justice Law and Order Sector presents its Annual Performance Report for the Financial Year 2019/20, the Third Performance Report under the Fourth Sector Development Plan (SDPIV). This year, the report highlights efforts the Sector is making towards empowering the people, building trust and upholding rights which is the theme of the SDPIV. As per the promise, there is growing public trust, people centred service delivery and commitment to a human rights based approach within the sector.



JLOS, now in operation for 20 years, is a holistic Government approach to planning and implementation of programmes, whose goal is to promote the rule of law using a sector wide approach. The Sector brings together 18 institutions responsible for administering justice, maintaining law and order and promoting the observance of human rights.

This report tracks the performance of the Sector in implementing SDPIV and the extent and direction of movement towards the 2021 targets. The report shows positive performance towards attainment of the SDPIV result targets.

I acknowledge the contribution of Government, our development partners, other JLOS stakeholders and the staff of JLOS institutions who work to make this change happen

As we conclude the implementation of the SDPIV there is need to safeguard the gains made, address the challenges faced and overcome any weaknesses.

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

Alfonse Chigamoy Owiny-Dollo

CHIEF JUSTICE AND CHAIRPERSON JLOS LEADERSHIP COMMITTEE

TABLE OF CONTENTS

OUTCOME 1: INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED.. 19

STRATEGIC INTERVENTION 1.1: ELIMINATE CASES THAT ARE OVER THREE YEARS IN THE SYSTEM 20

1.1.2 Rules and Procedures that lead to delay in disposal of cases reviewed..... 31

1.1.3 Chain linked initiative strengthened 32

1.1.4 Capacity of Staff enhanced 33

STRATEGIC INTERVENTION 1.2 STRENGTHEN BUSINESS PROCESSES AND INFORMATION MANAGEMENT SYSTEMS..... 37

1.2.1 Business processes reformed..... 38

1.2.2 Records management and storage automated 40

1.2.3 Information Management Systems of institutions integrated 41

1.2.4 Supervision and M&E systems enhanced 44

During the reporting period support supervision and monitoring activities were scaled-down following the partial lockdown as a result of the global COVID-19 Pandemic. 49

1.2.5 Innovations developed and implemented 49

STRATEGIC INTERVENTION 1.3 DECONCENTRATE SERVICE DELIVERY TO COUNTY LEVEL BY 2021 51

1.3.1 Functional JLOS infrastructure and services established country wide..... 52

1.3.2 Complete chain of front line JLOS services at the County level..... 56

STRATEGIC INTERVENTION 1.4 STRENGTHEN JUSTICE FOR CHILDREN 58

1.4.1 Child friendly services enhanced 59

1.4.2 Capacity for duty bearers and institutions in child justice enhanced..... 63

1.4.3 Disposal of child related cases fast tracked at all levels of the justice chain..... 64

Table 41 Cases diverted by fit persons during the reporting period 67

1.4.4 Rehabilitation and Remand homes established at regional level..... 67

STRATEGIC INTERVENTION 1.5 STRENGTHEN ACCESS TO LEGAL AID SERVICES..... 68

1.5.1 State brief scheme and pro-bono services enhanced 68

1.5.2 Legal Aid Service Providers (LASPs) coordinated and regulated 76

1.5.3 Laws promoting legal aid proposed for enactment..... 77

1.5.4 Self-represented litigants support systems improved..... 77

STRATEGIC INTERVENTION 1.6. STRENGTHEN MEASURES TO EFFECTIVELY AND EFFICIENTLY PREVENT AND RESPOND TO CRIME..... 78

| | |
|---|------------|
| 1.6.1 Crime fighting agencies strengthened | 79 |
| 1.6.2 Comprehensive standards for investigation, prosecution, adjudication and correctional services developed and maintained | 82 |
| 1.6.3 Use of scientific evidence in crime management increased..... | 89 |
| 1.6.4 Neighborhood watch programmes and community policing enhanced | 90 |
| STRATEGIC INTERVENTION 1.7 STAKEHOLDERS EMPOWERMENT AND ENHANCED ACCESS TO LEGAL INFORMATION | 91 |
| 1.7.1 Customer Care and Information desks established at JLOS service centre points | 91 |
| 1.7.2 Periodic service user dialogues, Open days and awareness weeks conducted..... | 93 |
| 1.7.3 Civic education on maintenance of law and order and administration of justice conducted | 97 |
| 1.7.4 Laws simplified..... | 99 |
| STRATEGIC INTERVENTION 1.8 PROMOTE GENDER EQUALITY AND EQUITABLE ACCESS TO JUSTICE | 100 |
| 1.8.1 A common framework for gender mainstreaming in the Sector Implement | 100 |
| 1.8.2 Capacity of Sector institutions to mainstream gender enhanced | 101 |
| 1.8.3 Collection, analysis, of gender disaggregated data strengthened..... | 102 |
| 1.8.4 Justice needs of vulnerable groups including refugees addressed..... | 103 |
| 1.9.1: Local Council Courts I and II established and strengthened..... | 107 |
| OUTCOME 2: OBSERVANCE OF HUMAN RIGHTS AND FIGHT AGAINST CORRUPTION PROMOTED | 115 |
| STRATEGIC INTERVENTION 2.1 STRENGTHEN MEASURES TO REDUCE HUMAN RIGHTS VIOLATIONS BY JLOS INSTITUTIONS..... | 117 |
| 2.1.1 Functional JLOS human rights structures in all service points | 117 |
| 2.1.2 Uganda National Action Plan on Human Rights implemented | 122 |
| Table 79 Progress of implementation of planned activities | 122 |
| 2.1.3 Existing legal and policy frameworks enforced | 124 |
| 2.1.4 Staff capacity in human rights based approach enhanced at the service points | 130 |
| 2.1.5 Human Rights case management systems in UPS, UPF and DCIC improved | 135 |
| STRATEGIC INTERVENTION 2.2 EMPOWER CITIZENS ON HUMAN RIGHTS AND OBLIGATIONS | 136 |
| 2.2.1 Public awareness on human rights standards and citizens' responsibilities Increased..... | 136 |
| 2.2.2 Information dissemination on HRs enhanced..... | 137 |
| 2.2.3 Environmental and ESCR (Economic and Socio-Cultural Rights) promoted | 137 |

| | |
|--|------------|
| STRATEGIC INTERVENTION 2.3 ENHANCE EFFICIENCY AND EFFECTIVENESS OF JLOS INSTITUTIONS TO FIGHT CORRUPTION..... | 140 |
| 2.3.1 Anti-corruption laws updated and enforced | 140 |
| 2.3.2 Corruption in JLOS institutions detected and investigated | 145 |
| 2.3.3 JLOS Anti-Corruption Strategy customized and implemented in all institutions..... | 147 |
| 2.3.4 Capacity of JLOS anti- corruption agencies enhanced | 149 |
| COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS STRENGTHENED | 151 |
| 3.1 Reform, Enforce and Update Laws To Promote Competitiveness and Regional Integration | 152 |
| 3.1.1 Legislation proposed in new and emerging areas of commercial justice and land justice | 153 |
| 3.1.2 Access to commercial laws enhanced..... | 155 |
| 3.1.3 Rules and procedures in commercial justice simplified..... | 155 |
| 3.1.4 Appropriate regional laws harmonized and domesticated | 156 |
| 3.1.5 Commercial Laws Enforced..... | 157 |
| 3.2: Strengthen Business Registries | 157 |
| 3.2.1 Registries reformed and equipped | 158 |
| 3.2.2 Business registries automated..... | 162 |
| 3.2.3 Staff capacity enhanced in e-registry..... | 163 |
| 3.2.4 Stakeholders sensitized on business processes..... | 165 |
| 3.3: Strengthen Commercial and Land Dispute Resolution Institutions and Processes.... | 167 |
| 3.3.1 Case management systems enhanced..... | 168 |
| 3.3.2 Mediation, Small Claims Procedure and Land Courts Rolled Out..... | 171 |
| 3.3.3 Capacity of Duty Bearers in Commercial and Land Justice Built..... | 173 |
| 3.3.4 RULES AND PROCEDURES THAT CAUSE DELAYS REFORMED..... | 174 |
| PROGRAMME MANAGEMENT..... | 174 |
| ACCESS TO JUSTICE CIVIL | 174 |
| MONITORING AND EVALUATION | 177 |
| HUMAN RIGHTS AND ANTI-CORRUPTION | 180 |
| FAMILY JUSTICE SUBCOMMITTEE: | 182 |
| FINANCIAL REPORT FY 2019/2020 | 183 |
| National budgeting and implementation process..... | 183 |
| Performance against the SWAP development fund..... | 186 |

ACRONYMS

| | |
|--------|---|
| ACD | Anti-Corruption Division |
| ACTV | Coalition Against Torture Victims |
| ADC | Austrian Development Cooperation |
| ADR | Alternative Dispute Resolution |
| AIDS | Acquired Immune Deficiency Syndrome |
| ASTU | Anti-Stock Theft Unit |
| ART | Anti-Retroviral Therapy |
| BDR | Birth and Death Registration |
| BFP | Budget Framework Paper |
| BWG | Budget Working Group |
| CAO | Chief Administrative Officer |
| CCAS | Court Case automation system |
| CB | Case Backlog |
| CDO | Community Development Officer |
| CFPU | Child and Family Protection Unit |
| CFPOs | Child and Family Protection Officers |
| CID | Criminal Investigations Directorate |
| CIID | Criminal Investigations and Intelligence Directorate |
| CJ | Chief Justice |
| CJRP | Commercial Justice Reform Programme |
| CJS | Criminal Justice System |
| CLOs | Community Liaison Officers |
| CMP | Common Markets Protocol |
| CR | Chief Registrar |
| CS | Community Service |
| CSOs | Civil Society Organisations |
| DANIDA | Danish International Development Agency |
| DFID | Department for International Development |
| DC | Disciplinary Committee |
| DCC | District Coordination Committees/District Chain Linked Committees |
| DCI | Directorate of Crime Intelligence |
| DCIC | Directorate of Citizenship and Immigration Control |
| DCSC | District Community Service Committee |
| DGAL | Directorate of Government Analytical Laboratory |
| DGF | Democratic Governance Facility |
| DLAS | Directorate of Legal Advisory Services |
| DNA | Deoxyribonucleic Acid |
| DPC | District Police Commander |
| DPG | Development Partners Group |
| ODPP | Office of the Directorate of Public Prosecutions |
| DTB | Diamond Trust Bank |
| EAC | East African Community |
| EDF | European Development Fund |
| EU | European Union |
| FAL | Functional Adult Literacy |
| FBOs | Faith Based Organisation |

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| GAL | Government Analytical Laboratory |
| GBV | Gender Based Violence |
| GIZ | German International Cooperation |
| GOU | Government of Uganda |
| HIV | Human Immuno-Deficiency Virus |
| HRBA | Human Rights Based Approach |
| ICC | International Criminal Court |
| ICITAP | International Criminal Investigations Training Assistance Programme |
| ICT | Information Communication Technology |
| IDF | International Development Forum |
| IEC | Information Education and Communication |
| IFMS | Integrated Financial Management System |
| IGG | Inspectorate of Government |
| ILI-ACLE | International Law Institute – African Centre for Legal Excellence |
| ISO | Internal Security Organisation |
| JCU | Justice Centres Uganda |
| JIF | Justice, Law and Order Sector Inspectors Forum |
| JLOS | Justice Law and Order Sector |
| JLOSIC | Justice, Law and Order Sector Integrity Committee |
| JSC | Judicial Service Commission |
| J4C | Justice for Children |
| KCCA | Kampala City Council Authority |
| KMP | Kampala Metropolitan |
| KIDDP | Karamoja Integrated Disarmament and Development Programme |
| LABF | Legal Aid Basket Fund |
| LAC | Legal Aid Clinic |
| LADASA | Labour Disputes (Arbitration and Settlement) Act |
| LASP | Legal Aid Service Provider |
| LASPNET | Legal Aid Service Providers Network |
| LEAP | Legal Aid Project |
| LCC | Local Council Court |
| LCCA | Local Council Courts Act |
| LCV | Local Council Five |
| LDC | Law Development Centre |
| LRA | Lord’s Resistance Army |
| MCA | Magistrates Courts Act |
| MDAs | Ministries, Agencies and Departments |
| M&E | Monitoring and Evaluation |
| MIA | Ministry of Internal Affairs |
| MoU | Memorandum of Understanding |
| MoFPED | Ministry of Finance, Planning and Economic Development |
| MoGLSD | Ministry of Gender, Labour and Social Development |
| MoJCA | Ministry of Justice and Constitutional Affairs |
| MoLHUD | Ministry of Lands, Housing and Urban Development |
| MoLG | Ministry of Local Government |
| MoPs | Ministerial Policy Statement |
| MRA | Mutual Recognition Agreement |

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| MTEF | Medium Term Expenditure Framework |
| NAP | National Action Plan for Human Rights |
| NARO | National Agricultural Research Organisation |
| NEMA | National Environmental Management Authority |
| DCS | Directorate of Community Service |
| NFP | National Focal Point (For Light Arms and Small Weapons) |
| NGOs | Non-Governmental Organisation |
| NIRA | National Identification and Registration Authority |
| NORAD | Norwegian Agency for Development Cooperation |
| NUDIPU | National Union of Disabled Persons of Uganda |
| NURU | Network of Ugandan Research Users |
| NUSAF | Northern Uganda Social Action Fund |
| NTR | Non Tax Revenue |
| OAG | Office of the Auditor General |
| OC-CID | Officer in Charge – Criminal Investigations Directorate |
| ODPP | Office of the Director of Public Prosecutions |
| OHCHR | Office of the High Commissioner for Human Rights |
| PDU | Procurement and Disposal Unit |
| PILAC | Public Interest Law Clinic |
| PISCES | Personal Identification Secure Comparison Evaluation System |
| PET | Performance Enhancement Tool |
| PLA | Platform for Labour Action |
| PLE | Primary Leaving Examinations |
| PPC | Probationary Police Constable |
| PPDA | Public Procurement and Disposal of Assets |
| PPTA | Prevention and Prohibition of Torture Act |
| PPU | Policy and Planning Units |
| PRDP | Peace, Recovery and Development Plan |
| POMA | Public and Order Management Act |
| PSO | Police Standing Order |
| PSU | Police Professional Standards Unit |
| PSSM | Physical Security and Stockpile Management |
| PSWO | Probation and Social Welfare Officer |
| PTS | Police Training School |
| PWD | Persons with Disabilities |
| QMS | Quality Management System |
| RCC | Regional Chain-linked Committee |
| RLP | Refugee Law Project |
| RSA | Resident State Attorney |
| RSP | Resident State Prosecutor |
| RIA | Regulatory Impact Assessment |
| RTRR | Reporting Tracking Referral and Response |
| SALW | Small Arms and Light Weapons |
| SB | Special Branch |
| SDP | Strategic Development Plan |
| SGBV | Sexual and Gender Based Violence |
| SIP | Strategic Investment Plan |

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

Definition of Key Performance Indicators

$$\textit{Disposal Rate} = \frac{\text{Number of Cases Disposed of}}{\text{Caseload}} \times 100\%$$

$$\textit{Caseload} = \text{Number of Cases Brought forward} \\ + \text{Number of new Cases registered}$$

$$\textit{clearance Rate} = \frac{\text{Number of Cases Disposed of}}{\text{Cases filed in a reporting period}} \times 100\%$$

$$\textit{Crime Rate} = \frac{\text{Number of reported crimes}}{\text{Total population}} \times 100,000$$

$$\textit{conviction rate} = \frac{\text{Number of convictions}}{\text{Total number of criminal cases disposed of}} \times 100\%$$

EXECUTIVE SUMMARY

The Justice Law and Order Sector (JLOS) Annual Report 2019/20 provides information on the performance of the Sector at the end of the Financial Year (FY) 2019/20, the third year of implementation of the 4th sector development plan and the 19th year of the JLOS under the sector wide approach .

Three years of implementation of the Sector Development Plan IV has yielded a 9% reduction in people facing justice problems and increased dispute resolution by 6% points according to the recently launched HiL Justice Needs Report 2020.

Case management continued to improve following adoption of the case backlog strategy and as a result there was a reduction in case backlog from a baseline of 24% in 2016 to 18.2% in 2019/20. This could have been better if there was no lockdown for most of the 2nd half of the FY 2019/20. Despite the country wide lockdown, over 130,000 cases were disposed of leading to a reduction in the time taken to dispose of cases from 1,094 days in 2016 to 794 days, as well as a reduction in average length of stay on remand to 17.9 months for persons charged with capital offences. The impact of this performance has manifested in the reduction of remand prisoners from 54% in 2016 to 46.6% in December 2019. Due to Covid-19 there was a reversal of this gain. However, following concerted efforts by Sector institutions, gains have been made reducing the proportion from 54% in June 2020 to 50% by September 2020. Satisfactory implementation of planned activities was registered except for staff capacity building. The Sector however produced impressive performance with senior man power gaps standing at an average of 64.8% like some institutions such as Uganda Human Rights Commission (UHRC) 28.4%, NIRA 50%, and Ministry of Internal Affairs (MIA) 40.4%.

In terms of measures to embrace efficiency and effectiveness, the Sector continued to roll out automation programmes including the adoption of video conferencing in court hearings. The UPF criminal records management information system now covers 88% of KMP and the PROCAMIS is operational in 26% of the Office of the Directorate of Public Prosecutions (DPP) offices. The Smart Cities Project (CCTV) has covered KMP and has been rolled out to 47 Municipalities. The only challenge is interconnectivity of the various towns and municipalities due to limited roll out of the fibre optic cable network. The Sector is also fast tracking efforts towards ICT integration and the establishment of a sector wide ICT integration bus. As a result the level of automation increased from 12% to 46%. This is to exponentially increase as soon as the ongoing set up of ECCMIS at the Judiciary is concluded.

The Sector is also strengthening collection of data and started the roll out of a programme to measure customer satisfaction at various service points, using an application called SEMA. Within the secretariat an enterprise resource planning tool to support automation in planning and management was developed and user testing is on-going. The Sector has developed SDPV as a successor to the SDP IV but due to changes in government programming, from Sector to programme planning, the draft is to be aligned to the new approach. Steps will also be taken to ensure that all Sector institutions have an M&E plans to support strategic decision making.

Following implementation of the strategy to address the supply constraints to justice delivery, the number of targeted districts having a one stop JLOS front line service points increased to 72.4% in 2019/20 from 59.3% in 2016 (of 117 districts) following construction of such service

points. However, the urban bias has and creation of new administration units remain a challenge. Investment in the fight against crime has led to reduction in both the volume of crime and crime rate from 677 in 2016 to 513 in 2019/20. This was made possible through investment in use of technology as well as an increase in police strength. The number of districts with front line one stop service points increased to 84 in 2020 from 60 in 2016 while 109 districts have functional presence of JLOS service points compared to 92 in 2016.

The JLOS House project was given a green light to start and procurement using design and build is at advanced levels. Construction is expected to start by the second quarter of calendar year 2021. The construction of the appellate courts started and regional offices for Ministry of Justice and Constitutional Affairs and Uganda Human Rights Commission in Fort Portal and Gulu respectively is now reaching practical completion.

Children protection remains a priority for the Sector and the focus is on diversion, resettlement, ensuring child friendly services and strengthening birth registration. The proportion of children diverted is above the 2016 baseline of 75% while service points offering child friendly services increased to 72% from 52% in 2016. The Sector is emphasizing the use of non-custodial sentences for children and strengthening remand home management. Construction of two regional remand homes is on-going and renovation of Gulu remand home is programmed to start in 2020/21. Although the remand population increased due to Covid-19, every effort is being made to process the cases. Special sessions have since been held at all levels of court to dispose of the children matters. Implementation of activities under this output was largely satisfactory.

The challenge now is the low level of birth registration standing at 32%; partly because NIRA concentrates more on registration for National Identification.

Provision of legal aid services and strengthening duty bearers to enhance access to legal aid services using the existing legal regime continued. Currently 37 out of 82 magisterial areas have access to state funded legal aid in addition to all High Court circuits. This is complimented by non-state funded legal aid service providers regulated by the Law Council. Currently 26 such providers are approved to provide legal aid. Litigants too were couched on self-representation, while inmates in prisons were linked to actors in the criminal justice system.

Crime prevention and response are two strategies being used to fight crime. According to the World Competitiveness Report the reliability of policing services remains high with an index of 3.8 out of 5 despite the man power shortages. The Uganda Police Force (UPF) has also been voted the most humane in the World according to the World International Security Police Index 2020. The humane index measures the police threats against the reaction to the threat. Investment in professionalization of investigators and the chain-linked initiative has resulted into an improvement in conviction rates to 62.6% in 2019/20 from 60% in 2016.

Investments in strengthening crime fighting agencies, offender rehabilitation, use of scientific evidence and roll out of community policing and public sensitization programmes led to a reduction in the rates of recidivism (re-offending) to 15.1% from 21% and an increase in the proportion of offenders sentenced to community service to 67.5% in 2019/20 from 45% in 2016.

More than 80% of the Uganda population are now aware of where to find JLOS services compared to 75% in 2016. This has been complemented by an increase in JLOS institutions with a customer care desk from 08% in 2016 to 37.8% in 2019/20.

With support from various development partners, the Sector developed a Gender and Equity Strategy and gender is main streamed in all aspects of the JLOS service delivery. Special attention was placed on addressing SGBV cases. This has resulted into an increase in cases cleared and in rates of conviction to 60.1% (2019/20) from 50.5% (2016). JLOS institutions now have functional gender desks, however these need strengthening.

Under transitional justice and informal justice process, the clearance rate of cases in post conflict areas increased from 85% to 90.6%. Local Council courts at all levels were re-established and the Sector has started the process of building their capacity to adjudicate trials under the ICD are on-going but given the cost of such trials it is recommended that they are treated as special projects.

The National Transitional Justice Policy (NTJP) was approved by Cabinet. The Policy is a holistic framework of formal and informal justice processes aimed at delivering peace, justice, accountability and reconciliation for post conflict areas in Uganda. Cabinet also approved fast tracking legislation on Transitional justice as well wide dissemination of the policy. An implementation road map has since been designed for the implementation of the Policy. In the formal justice process, the Sector continues to support the International Crimes Division to try war crimes, crimes against humanity and other international crimes .

The country registered an improvement in the corruption perception index from 0.25 (2016) to 0.28 (2020) as a result of investments in the fight against corruption and manifestation of political will to fight the vice.

Following investment in human rights promotion and sensitization of staff in the Sector especially police and prisons and the establishment of human rights desks in various institutions, among other interventions, the proportion of complaints against JLOS institutions reduced from 68.9% (2018/19) to 42.7% (2019/20). The clearance rate of cases at UHRC remained low at 26% compared to the targeted 76% due to absence of a fully constituted commission for most of the FY 2019/20.

The Sector expanded prisons holding capacity from 16,000 to over 19,000 following the completion of Kitalya Mini-Max Prison. As a result, mortality rates reduced as well as the levels of congestion despite, the high growth rate of prisoner population.

The Uganda Human Rights Commission (UHRC) registered 17.7% (263 [180 Male and 83 Female] of the 1,483 [936 Male, 547 Female] human rights complaints received across the 10 regional offices. The UHRC also conducted 66 community baraza sensitization meetings in 10 regional offices reaching out to 11,393 participants (7,290 male and 4,652 females). The challenge however remained the slow disposal of complaints due to lack of a fully constituted commission.

Clearance of corruption cases and complaints through the judicial and quasi-judicial mechanisms remained high during the reporting period. The ACD registered a 101.9% case

clearance rate¹ during the period, with 159 cases completed in comparison to (108%) achieved in FY 2018/19. There was a 7.5% (13) decrease in cases completed against a 45.7% increase in cases filed, largely attributed to the enhanced anti-corruption action brought on by the State House Anti-Corruption Unit. The ACD's conviction rate currently stands at 59% and the average duration to conclude a case is 23 months (less than two years).

Under commercial justice, the Commercial Division of the High Court disposed of 1,901 Commercial Cases, while the Land Division of the High Court disposed of 3404 cases. The Small Claims Procedure (SCP), as a form of alternative dispute resolution for Civil-Commercial Suits whose value does not exceed UGX.10,000,000, recorded a total disposal of 11,757 claims out of 15,574 filings and was rolled out to 10 of the targeted 13 Chief Magisterial areas and launched in 18 Magistrates courts bringing the total to 100 courts out 151 courts.

The Secured Interest in Moveable Property Register was automated and is now fully operational. This is critical in facilitating MSMEs (Micro Small and Medium Enterprises), with no land as collateral to access credit from commercial banks using moveable securities. The Sector also rolled out the establishment of one stop business registration services to all municipalities. This collaborative implementation framework aims at not only expanding the taxpayer base and collection of taxes from small businesses, but most importantly bringing all business registration services nearer to the clients.

In the recently released World Bank Doing Business Report 2020 (comparing business regulation in 190 economies). Uganda registered an improvement in the ease of doing business index to 60 compared to 56.94 in the previous year and Uganda's ranking improved to position 116 from 127 of 190, partly because of improvements in the area of starting a business, resolving insolvency, and getting electricity. The country could do better if enacted laws are fully implemented and reforms are disseminated to the Private Sector. Implementation of newly enacted commercial laws remains a key Sector priority. The Sector, therefore drafted and gazetted implementing regulations for 90% of the enacted commercial laws and the process to cover all is ongoing.

To mitigate fiduciary risk challenges, the Sector has set up a computerised programme management system and implementation of the fiduciary risk action plan is progressing. Suffice to add that 10 out of the 12 votes under the Sector received clean audit reports.

The total approved Budget for JLOS was US\$1,733,010 Bn in FY 2019/20, of which US\$480.230Bn (27%) was for Wage, US\$752.507Bn (42%) for Non-Wage Recurrent, US\$381.400Bn (21%) for GoU Development, and US\$118.872Bn (7%) is External Financing. The Sector was also allocated US\$49.123Bn (3%) for arrears mainly under MoJCA for Compensations and Court Awards and Domestic Arrears under Police and Prisons.

By end of the FY2019/20, 104% of the approved budget had been released. The extra 4% beyond the approved budget was due to supplementary expenditures mainly to cater for Arbitration proceedings involving Rift Valley Railways Limited and Government of Uganda,

¹ Where clearance rate refers to number of cases disposed of compared to number of cases registered in a given time period expressed as a percentage

Wage enhancement for Judicial Officers. The Sector registered an overall absorption rate of 98.6% of the released budget. JLOS development partners too met their commitments as detailed in the financial report.

The expenditure trends by output class also showed that the Sector performed well for all the classes. Out of the releases, the Sector utilization under Investments (capital expenditure) was 100%, 99.8% for Grants and Subsidies (Outputs funded) and 97.9% for Consumption Expenditure (Outputs provided).

Challenges

Whereas the Sector undertook to realise its planned interventions, there remain challenges some of which were exacerbated by the COVID Pandemic. Therefore, an improvement can only be ascertained in an ideal situation of normalcy.

- i) **Case backlog:** Case backlog is still a challenge for the Sector. There are delays in administration of justice and yet Justice delayed is justice denied. The Sector continues to employ efforts towards automation of Case Management System and use of innovation in addressing case backlog.
- ii) **Increased Prisoners Population and Congestion in Prisons:** Increased Prisoners Population and Congestion in Prisons: Current prisons carrying capacity is for a daily average of 19,826 prisoners while the population is 63,851 (June 2020) exceeding the holding capacity by 44,025 inmates – Occupancy is 322%. The increasing prisoners' population puts pressure on housing, sanitation, Medicare, feeding, uniforms, staff numbers and delivery of prisoners to courts. The increasing prisoner population puts pressure on housing, sanitation, Medicare, feeding, uniforms, staff numbers and delivery of prisoners to courts. In addressing congestion and prison population, the Sector has made some infrastructural improvements and in addition focused on alternative modes of punishment away from the traditional incarceration.
- i) Emergence of the COVID-19 pandemic during budget implementation affected the budget/ work plan implementation for most of the Votes under the Sector in the third and fourth quarter.
- ii) The ability of government to be effectively represented in the courts of law is affected by inadequate facilitation of Attorneys for local and international cases and witness facilitation. In addition, due to inadequate instruction from MDAs, and overwhelming evidence, Governments position weakens in Court and in some instances, Ex parte proceedings are conducted against Government.
- iii) Delayed connectivity between NIRA district offices and Headquarters causing delays in registration turnaround times.

Recommendations

- i) The Sector should roll out all the interventions which have been developed across the Sector institutions to ensure expeditious adjudication of cases including special courts, case backlog strategy, plea bargaining, ADR, small claims, mobile courts, E-courts using video conferencing among other initiatives.
- ii) The Sector should expedite the operationalization of Kitalya Mini-Max Prison to reduce on the congestion levels and consider construction of similar facilities in every JLOS region.

- iii) National Information Technology Authority – Uganda (NITA-U) should be lobbied to prioritize connectivity of institutional offices to the Headquarters and roll out the fibre optic network.

Lessons Learned

- i) The COVID Pandemic, accelerated the need for digital transformation in service delivery especially with regards to citizen engagement and empowerment.
- ii) There is need for intra- sectoral linkages in service delivery especially in SGBV, Child justice, transitional justice, human rights and commercial justice.
- iii) The COVID pandemic exposed gaps in the implementation of laws, especially with regards to the law on parole.
- iv) There is a critical need for the appointment of institutional heads as it has a huge bearing on service delivery, a case in point is the appointment of Judges/Judicial officers and the Chairperson of the Uganda Human Rights Commission.
- v) There is need for more investment in crime response especially in light of the COVID experience

Overall, despite the challenges experienced by the Sector during the planned implementing cycle, the Sector prides itself in consistency in ensuring access to justice for all.

1.0 INTRODUCTION

This Report provides information on the annual performance of the Sector in FY 2019/20. The objective of the report is to highlight performance made against set targets.

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

The outputs, indicators and associated targets, and actions outlined in the FY2019/20 sector work plan and budget are used as the framework for the analysis. The performance information in the report is generated from analysis of the data from Sector submissions.

This report tracks progress and results information in the outcome areas of JLOS business to enable the Sector and development partners as well as other key stakeholders to assess progress and target areas for reorganization or increased investment. The progress report is about the totality of the JLOS resource envelope which includes the Sector Wide Approach (SWAp) basket funds, Government of Uganda (GoU) recurrent and development expenditure as well as other multilateral and bilateral project support that the Sector institutions accessed during the FY 2019/20.

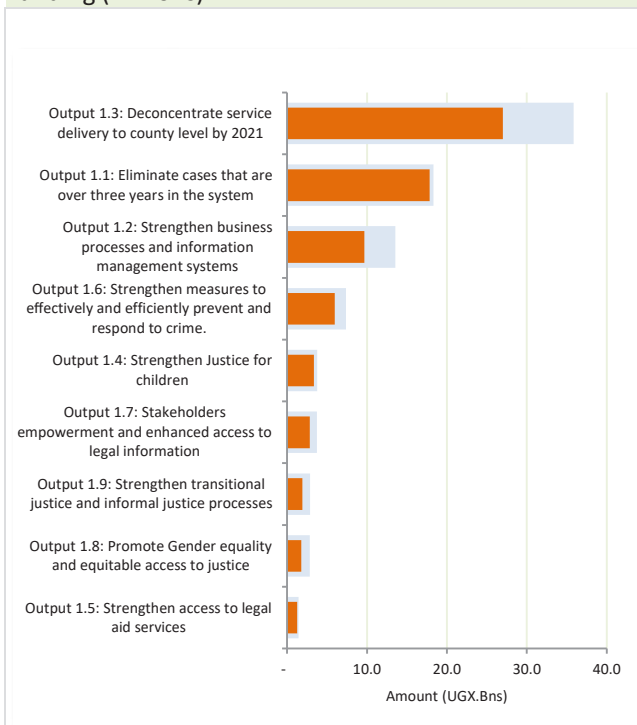
The report follows the structure of Fourth Sector Development Plan (SDPIV) and tracks progress against targets set out in the 2019/20 work plan, the Monitoring and Evaluation (M&E) context, commitments in the budget framework paper (BFP) and Ministerial Policy Statement.

It should be noted that the report largely tracks the implementation of the SDPIV, the Sector work plan, and commitments in the budget framework paper and ministerial policy statement. It is important to note that during the time of writing this report the country was in partial lock down due to the COVID-19 Pandemic. As a result various Sector institutions were partially closed and/or operated from home or with minimal staff. Most institutions adopted the use of Information, Communication Technology (ICT) and online services. Sector institutions developed and circulated guidelines for operations during the lock down and these are available on the JLOS website WWW.JLOS.GO.UG

INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED

| Outcome indicators | Baseline | | Performance | | Target |
|--|-----------|---------|-------------|---------|--------|
| | (2016/17) | 2017/18 | 2018/19 | 2019/20 | 2021 |
| % of backlog cases in the system | 24.0% | 21% | 18.0% | 18.2% | 9.0% |
| % of districts with one stop frontline JLOS service points constructed | 59.3% | 61.5% | 67.5% | 72.4 | 80.0% |
| Crime rate for 100,000 | 667 | 612 | 579.2 | 512 | 287 |

Funding (millions)



Key Highlights

- Improved the police to population ratio from 1:816 to 1:754;
- ✓ Proportion of Case backlog 18.2%
- ✓ Case clearance rate of 90%
- ✓ Over 130000 cases disposed
- ✓ JSC cleared all backlog
- ✓ Diversion rate 75.1%
- ✓ Crime rate declined to 470.5
- ✓ JLOS complete chain increased to 72.4% from 67.5%
- ✓ 127 functional District Chain linked Committees and 17 Regional Chair linked Committees across the country
- ✓ CCTV project implemented in KMP
- ✓ 100% of police guns' figure printed
- ✓ Gender and equity rating of JLO improved to 70% from 64%
- ✓ Transitional justice policy passed by Cabinet

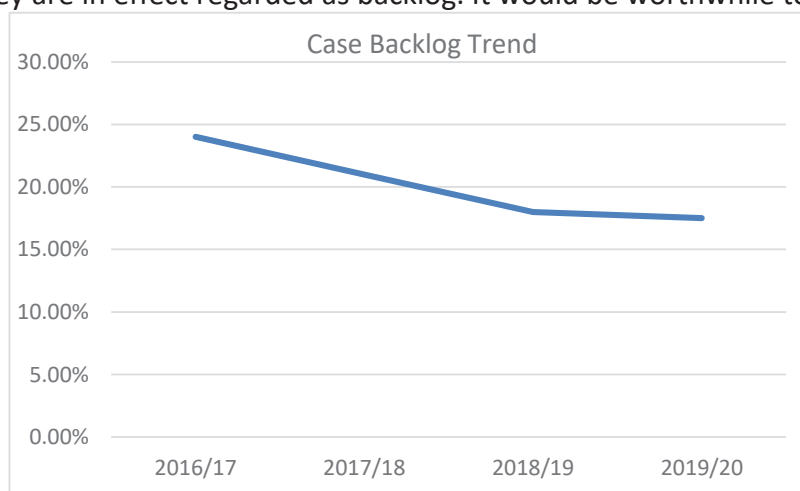
OUTCOME 1: INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED

The Sector is working to ensure that the geographical distribution of its service points provide access to all communities and are spread proportionately across institutions, services and physical locations. Despite the heavy investment required to achieve full physical presence across the country, the Sector remains mindful of the need to strike a balance between capital infrastructure reforms and building capacity of institutions to enhance access to justice.

The Sector invested in the construction of five new justice centres (Kole, Sembabule, Kyegegwa, Kibaale and Kyotera) in the reporting period increasing the number of districts with one stop frontline JLOS service points to 84 from 79 out of the targeted 117 districts translating into 72% district coverage compared to 67.5% at the end of 2018/19. The Sector geographical spread is on course as per the SDPIV target, but the creation of more administrative units has affected district coverage. There are now 127 districts meaning that district coverage has in effect reduced. The Sector is constructing on average four centres per year this implies that all other factors remaining constant, it will take another 11 years to cover the existing districts unless the number constructed per year is doubled.

The Sector targeted to reduce the proportion of backlog cases from 18% to 16% in 2019/20, but registered 18.2% as the proportion of case backlog at the end of the FY 2019/20. With improving case management systems in JLOS institutions the Judiciary disposed of 130,896 cases in the Year 2019/20 despite the country wide lock down for most of the second half of the financial year 2019/20 as a result of the COVID 19 Pandemic compared to the over 173,000 cases disposed of in 2018/19. Suffice to add that, with the current Sector definition of backlog³, it is quite difficult to have realistic targets since there are cases that graduate into the case backlog bracket every day. As a result, such cases could displace older cases in the cause listing in future since they are in effect regarded as backlog. It would be worthwhile to

reconsider the definition of backlog. If possible, provide a cut-off date and address those cases within that cut-off date for affirmative action. During planning the cases targeted should be specified to ease monitoring and ensure that budgeted funds are only applied to the cases as programmed. Currently, other than indicating the total number of cases to be disposed as per the work plan the specific targeted cases are not mentioned.



³ Case backlog in Uganda is defined as cases that have been pending for two or more years.

STRATEGIC INTERVENTION 1.1: ELIMINATE CASES THAT ARE OVER THREE YEARS IN THE SYSTEM

The Sector's commitment to eliminate cases that are three years or older was on track for most of the year but the accomplishments were reversed due to the suspension of sessions following the Covid -19 pandemic lockdown. The Judiciary registered a decline in the number of cases completed in FY2019/20 to 130,869 cases compared to the 173,200 cases completed in FY2018/19. This was largely as a result of the COVID-19 global pandemic that saw a nationwide lockdown and a slowdown of Court business. In addition to this, the retirement of Justices of the Supreme Court and the Court of Appeal and the elevation of Justices of the Court of Appeal to the Supreme Court and promotion of Registrars to High Court Judges also contributed to the decline in the number of cases registered and completed in the Judiciary. Suffice to add that by the time of writing this report over 40 sessions were on going in the various courts and it is expected that the drop in disposal in the last quarter of 2019/20 will be more than compensated for in the first quarter of 2020/21.

As a result of the disposal, the percentage composition of convicted prisoners was on the increase in the first half of the FY2019/20 from 51.7% in July 2019 to 53.4% in December, 2019, however by June, 2020 a significant reduction to 44.9% had been registered. On the other hand, that of remand prisoners was on the decrease in the first half of the FY2019/20 from 47.7% in July 2019 to 46.6% in December, 2019. However a drastic increase to 54.8% by June, 2020 had been registered. These changes in the trends were mainly attributed to the COVID-19 pandemic which affected nearly the entire world, changing the course of the then prevailing situation which did not spare the criminal justice system. However, by the time of writing this report and following partial easing of the lock down the proportion of remands had reduced from 54.8% in June to 50% in September 2020. It should be noted that there was a Presidential Prerogative of Mercy that resulted in the release of over 823 convicts during the reporting period as a measure against the spread of COVID-19 by decongesting the prison facilities countrywide. The list of pardoned inmates included petty offenders whose sentences were not more than two years and had completed three quarters of their sentences, breast-feeding mothers and those aged 60 and above.

It is important to note that despite the COVID-19 pandemic most of the activities contributing to this output were achieved as shown in the table below.

Table 1 Progress of implementation of planned activities under strategic intervention 1.1

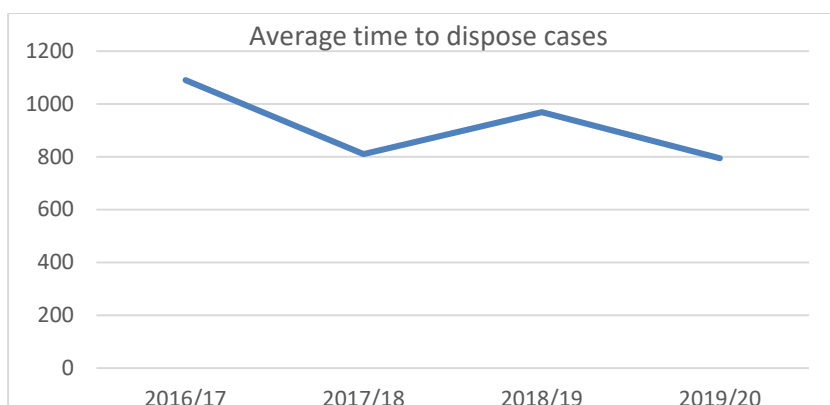
| Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|--|
| 1. Acquire laboratory reagents for analysis of 1000 DNA cases (24 test kits) | DGAL | 800,000,000 | 800,000,000 | Procurement for supply and delivery of Assorted DNA Laboratory reagents and chemicals for the analysis of 898 DNA cases was done [89.8%]. |
| 2. Acquire laboratory reagents for analysis of 1000 non DNA cases | DGAL | 304,000,000 | 304,000,000 | Acquired Assorted Reagents and Chemicals for analysis of 725 non DNA cases (452 Toxicology cases and 32 Questioned documents cases) representing 72.5% |

| Activity | Institution | Budget | Release | Performance |
|--|-------------|---------------|---------------|---|
| 3. Facilitation of experts traveling to courts of law to provide expert witness to 200 court summons | DGAL | 200,000,000 | 200,000,000 | 100% court attendance |
| 4. Prosecute case cause listed in Supreme court, Court of Appeal, High Court, Chief Magistrate's court, Anti-corruption court, International crimes division court, and case under Plea-bargain initiative | DPP | 4,560,000,000 | 3,352,939,380 | Prosecuted 75 cases in Supreme Court, 290 in Court of Appeal, 1848 in High Court and 2408 in 53 Chief Magistrate (CM) Court sessions |
| 5. Conduct case backlog sessions (including panelists allowance) | MoGLSD/IC | 360,000,000 | 360,000,000 | 356 cases disposed of |
| 6. Handle Citizenship Review cases across 117 districts to enable the affected persons in the respective districts gain access to National Identity Documents (IDs) upon successful clearance | NIRA | 96,160,000 | 96,160,000 | Citizenship Review cases disposed of by the Citizenship verification committees |
| 7. Dispose 215 backlogged tax related cases | TAT | 322,500,000 | 322,500,000 | 155 cases disposed of (representing 72% of cases disposed of) |
| 8. Clear 250 complaints against errant judicial officers (investigations, Disciplinary Committee sittings and retreat, serving sermons, witnesses allowances, stationery ,preparatory meetings and drafting reports) | JSC | 125,000,000 | 125,000,000 | 141 cases disposed of (56.4%) |
| 9. Support to pre-session and preparatory meetings and research for enhanced court attendance | MoJCA/DCL | 71,500,000 | 71,500,000 | Witnesses prepared and appeared in court |
| 10. Implementation of the DGAL case backlog reduction strategy | DGAL | 320,000,000 | 320,000,000 | The number of backlog cases reduced by 37% |
| 11. Conduct weeding out sessions; process serving, Newspaper Advert | MoGLSD/IC | 20,000,000 | 20,000,000 | 48 cases disposed of |
| 12. Investigate 4000 case back log expeditiously in the country in 20 regions/125 districts. | UPF | 1,600,000,000 | 1,600,000,000 | A total of 4,000 case files were investigated from all policing regions for the FY 2019-20 (100%). |
| 13. Purchase of fuel for delivery of Prisoners to Courts and vehicle maintenance | UPS | 705,000,000 | 574,466,680 | 3900 inmates on average taken to court per day Facilitated all staff while escorting prisoners to courts, inspection and monitoring of court activities for 137 main sessions and 30 plea bargain sessions. |
| 14. 16,015 Backlog Cases disposed of across all Court levels | Judiciary | 7,375,400,000 | 5,940,736,800 | 14,047 cases disposed of in backlog sessions including plea bargain sessions held in Mbarara, Bushenyi, Mbale, Gulu, Mukono, Jinja, Moroto, Masaka, Lira, Masindi, Arua, Kabale, Criminal Division- Kampala (88%) |
| 15. Setting up and Opening sub Registries at 4 High court Circuits: Purchase of furniture and Customized Stationery | MoGLSD/IC | 60,000,000 | 30,000,000 | Registries set up in 2 circuits |

| Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|---|
| 16. Facilitate forensic examination and crime scene officers attending court and procure VMD | UPF | 480,000,000 | 424,130,000 | Forensic experts in Questioned documents, Scene of crime, Ballistics and Cybercrime have been facilitated to respond to court summons in various court. Procurement process and VMD delivered |
| 17. Purchase of motorcycles for process serving | MoGLSD/IC | 20,000,000 | 10,000,000 | one motorcycle was procured |
| 18. Defend 1100 backlogged Civil Cases | MoJCA/DCL | 845,000,000 | 394,644,280 | 149 cases were concluded out of 598 cases that are ongoing including 13 Constitutional cases Government won 80 cases saving 1.2 tn UGX while 69 cases with awards of 18bn were lost. |
| 19. Linking remand Prisoners to the outside world | UPS | 320,000,000 | 250,000,000 | 34,451 male inmates and 1,893 female inmates (36,344 inmates) were linked to the outside world. |
| 20. Defend 6 cases in East African Court of Justice | MoJCA/DCL | 72,048,000 | 72,048,000 | case handled |
| 21. Case review and weeding out | DPP | 136,000,000 | 136,000,000 | 1917 cases in 16 regions weeded out |
| 22. conduct case census to determine ODPP case backlog in 134 stations | DPP | 134,000,000 | 134,000,000 | Census in 4 regions conducted |
| 23. Conduct 4 Quarterly backlog sessions to hear 400 out of 736 cases against errant Lawyers (in four sessions each 100 cases) | MoJCA/LC | 67,600,000 | 67,600,000 | Concluded 67 cases against errant Lawyers in 28 sittings. |

Table 2. Performance against output1.1 Indicators

| Outputs Performance Indicators | Baseline | | Performance | | Target |
|--|----------|---------|-------------|---------|--------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |
| Case clearance rate | 95.2% | 96% | 91% | 90% | 98% |
| Average length of stay on remand overall | 10.5 | 10.5 | 10.4 | 9.5 | 9 |
| Average Time taken(days) to dispose of cases | | 810 | 969 | 794 | 450 |
| Supreme court | | | | 846 | |
| Court of appeal | | | | 1400 | |
| High Court | | | | 653 | |
| Magistrates courts | | | | 278 | |



Case Clearance Rate

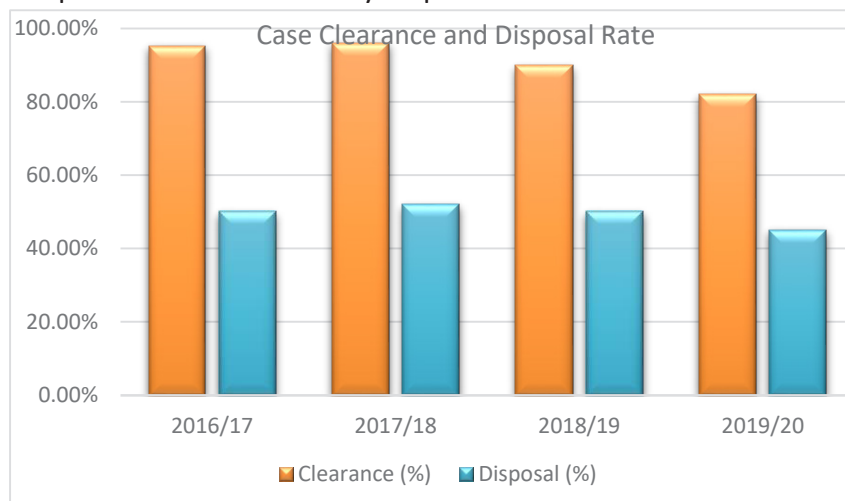
Institutions continue to operate the existing institutional case management systems in line with their institutional mandates under the chain of justice. The Judiciary continued with the implementation of the Judiciary Case Backlog Reduction Strategy to guide the Institution towards elimination of Case Backlog hence enhancing speedy dispensation of justice for all.

Table 3: Summary of Judiciary Court Performance for the FY 2019/20

| Court Level | Brought Forward | Registered | Completed | Pending | Disposal Rate (%) | Clearance Rate (%) |
|-----------------------------------|-----------------|----------------|----------------|----------------|-------------------|--------------------|
| Supreme Court | 383 | 173 | 94 | 462 | 17 | 54 |
| Court of Appeal | 7,214 | 1,308 | 975 | 7,547 | 11 | 75 |
| High Court (Divisions & Circuits) | 60,316 | 25,081 | 17,083 | 68,330 | 20 | 68 |
| Chief Magistrates' Courts | 44,227 | 97,501 | 79,906 | 61,822 | 56 | 82 |
| Magistrates Grade I Courts | 16,836 | 33,478 | 30,907 | 19,407 | 61 | 92 |
| Magistrates Grade II Courts | 917 | 2,002 | 1,904 | 1,015 | 65 | 95 |
| Total | 129,893 | 159,543 | 130,869 | 158,583 | 45 | 82 |

As reported in the table above the combined effort of the key players in the chain of justice resulted into a 82% case clearance rate on average with highest performance recorded at the magistrate court level. Despite the low clearance rate, the average time for disposal of cases reduced as well as the average length of stay on remand because focus was placed more on clearing older cases that had overstayed in the system. The performance at other court levels was partly due to the COVID-19 global pandemic that saw a nation-wide lockdown and a slowdown of Court business. In addition to this, the retirement of Justices of the Supreme Court and the Court of Appeal and the elevation of Justices of the Court of Appeal to the Supreme Court and promotion of Registrars to High Court Judges also contributed to the decline in the number of cases registered and completed in the Judiciary. The increase in case disposal was due to availability of funding, increased number of staff and use of initiatives such as plea bargaining.

Despite the overall Judiciary FY performance of 82% based on cases registered and disposed



of in the reporting period, the cumulative performance when cases carried forward are factored in stands at 45.2%. With the number of pending cases higher (at 158,583) than those brought forward in FY 2019/20 (129,893), there is need for more efforts to mitigate the likely growth of case backlog

Court Performance by Court level and focus area

Supreme Court

The Supreme Court recorded a general improvement in registration and completion of cases from 53 cases registered and 69 cases completed in FY2018/19 to 173 cases registered and 94 cases completed in FY2019/20. The best performance was registered in the completion of Criminal cases and this is attributed to the facilitation that was availed to the Court to hold 04 Criminal sessions and implementation of the Backlog Reduction Strategy. In spite of the fact that the performance of the Court was hindered by the COVID-19 pandemic especially in the 3rd and 4th quarters, the Court still managed to surpass its annual case disposal targets for Criminal (45 cases) by 17 cases (representing 37%). The Court however failed to meet its annual target (35 cases) for disposal of civil cases and fell short by 7 cases (20%).

Table 4: Supreme Court Case Disposal Rates⁴ (%)

| Focus Area | Total Disposal Rate (%) | Disposal Rate % of Filed Cases |
|----------------|-------------------------|--------------------------------|
| Criminal | 15 | 53 |
| Civil | 21 | 56 |
| Constitutional | 27 | 80 |

Court of Appeal

The Court of Appeal registered a 5% decline in the number of cases registered from 1,364 cases in FY2018/19 to 1,308 cases in FY2019/20. The Court also recorded a 35% decline in the number of cases completed from 1,513 cases in FY2018/19 to 975 cases in FY2019/20. This performance is largely because of the retirement of the Justices of the Court of Appeal in the first half of the financial year and the COVID-19 pandemic in the second half of the year that led to a great interruption in the Court's business processes. With a total of 419 civil cases and 523 criminal cases disposed of, the Court exceeded the set Annual Case Disposal Target of 200 cases and 400 cases by 110 % and 30% respectively for Civil and Criminal matters.

⁴ Case disposal rate means

Table 5: Court of Appeal/ Constitutional Court Case Disposal Rates (%)

| Focus Area | Total Disposal Rate (%) | Disposal Rate as % of Filed Cases |
|----------------|-------------------------|-----------------------------------|
| Criminal | 13 | 88 |
| Civil | 11 | 64 |
| Constitutional | 6 | 57 |

The Court of Appeal registered slow progress in clearing available caseload as shown by the low disposal rate for both the Civil and Criminal cases. The court has for the second year running registered slow progress towards clearing backlog (disposal rate as a % of filed cases) for all case types given the low number of judicial officers relative to the workload at hand.

High Court

In general, there was a decline in the number of cases registered by 31% and a decline in the number of cases completed by 38% in FY2019/20 as compared to FY2018/19.

Despite the decline in case registration and disposal across all types of cases, the Court managed to dispose of more than 13% their annual case disposal target of 15,000 cases surpassing it by 2,083 cases.

Table 6: High Court Divisions and Circuits Case Disposal Rates (%)

| Focus Area | Total Disposal Rate (%) | Clearance rate |
|-----------------------|-------------------------|----------------|
| Anti-corruption | 48 | 98 |
| Civil | 19 | 64 |
| Commercial | 26 | 70 |
| Criminal | 19 | 61 |
| Executions & Bailiffs | 24 | 92 |
| Family | 27 | 101 |
| International crimes | 16 | 93 |
| Land | 15 | 55 |

The High Courts did not perform well in clearing the workload in their dockets for the period under review as shown by low disposal rates partly because of suspension of sessions due to the Covid 19 pandemic and low number of judicial officers servicing the court. With the exception of the Family cases. Only the Anti-Corruption Division (ACD) of the High Court was able to register an improvement in the total disposal rate for the FY2019/20 as compared to FY2018/19. In addition to this, with the exception of the Executions and Bailiffs Division, Family case type and International Crimes Division, the courts registered a lower total disposal rate and disposal rate as % of filed cases in FY2019/20 as compared to FY2018/19.

The Honorable Chief Justice constituted a committee to undertake a study on the operations of the Execution Division. The study findings will inform the re-organization of the bailiffs and execution matters in the Judiciary.

Magistrates' Courts

The Chief Magistrates (CM) courts outperformed their annual case disposal target of 60,000 cases by 19,906 cases (33%) but there was a decrease in the number of cases registered from 105,322 cases in FY2018/19 to 97,501 cases in FY2019/20 and a decrease in the number of cases completed from 97,553 cases in FY2018/19 to 79,906 cases in FY2019/20. With regard

to the individual case types, the Courts were able to dispose of more than three times the annual case disposal target of 3,800 civil cases. The courts were also able to dispose of 30,446 cases more than the annual case disposal target of 13,400 criminal cases in the period under review.

There was also continued use of the Small Claims Procedure where 11,575 cases (15%) were completed. However, the court fell short of achieving its annual case disposal targets for both the Family and Land cases. There is need to explore why despite the stellar performance by magistrates' courts amidst a decline in registration of cases, the pending cases are on the increase.

Table 7: Chief Magistrate Courts Case Disposal Rates (%)

| Focus Area | Total Disposal Rate (%) | Clearance rate |
|--------------|-------------------------|----------------|
| Civil | 51 | 83 |
| Criminal | 65 | 83 |
| Family | 59 | 92 |
| Land | 32 | 85 |
| Small Claims | 57 | 75 |

In comparison to the previous financial year, the Court performed better in relation to clearing the backlog and caseload at the CM stations in the period under review although the performance was also not enough to significantly reduce the total caseload (cases brought forward plus cases filed) as depicted by the low total disposal rates.

As was the case with the other Courts, the Magistrate Grade I Courts also registered a 30% decrease for all the case types during FY2019/20 in comparison to FY2018/19. There was also a 29% decline in the number of cases disposed of in FY2019/20 as compared to FY2018/19. With regard to the individual case types, the Courts were able to dispose of 7,092 cases more than the 17,500 annual case disposal target for Criminal cases. However, the court fell short of achieving its annual set targets for Civil, Family and Land cases by 8,783 and 9,377 and 12,025 cases respectively.

Table 8: Magistrate Grade 1 Courts Case Disposal Rates (%)

| Focus Area | Total Disposal Rate (%) | Disposal Rate as % of Filed Cases |
|------------|-------------------------|-----------------------------------|
| Civil | 49 | 95 |
| Criminal | 68 | 92 |
| Family | 68 | 110 |
| Land | 34 | 92 |

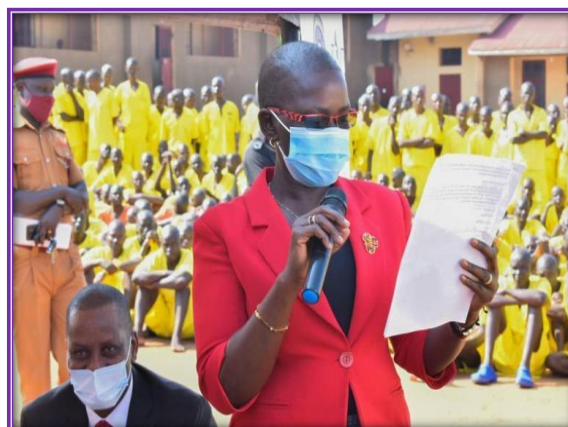
The Courts registered good progress towards clearing backlog in family cases. With the exception of Criminal matters, the Grade I Magistrates Courts performed better in FY2019/20 as compared to FY2018/19 in terms of clearance rate (%) but had a decline in terms of Disposal rate (%) for FY2019/20 as compared to FY2018/19.

Magistrate Grade II Courts registered the highest activity in registration and completion of criminal matters registered by Judiciary. However, the implementation of the Professionalization of the Bench Policy has affected their clearance rates since this cadre of judicial officers as their numbers are reducing.

Table 9: Magistrate Grade II Court Case Disposal Rates (%)

| Focus Area | Total Disposal Rate (%) | Disposal Rate as % of Filed Cases |
|------------|-------------------------|-----------------------------------|
| Civil | 49 | 69 |
| Criminal | 66 | 96 |
| Land | 23 | 50 |

The ODPP initiated the development of Prosecutor Guidelines on Plea-Bargain by hiring a consultant who has commenced work. The guidelines focus on considering victims concerns, specifying their roles in prosecution as a way of increasing victim participation in court processes, and enhancing case management. While addressing case backlog clearance in the FY 2019/20, the ODPP concluded 1,941 criminal cases at the High Court and 125



The DPP, Justice Jane Frances Abodo at the Plea Bargain Session Launch at Nakasongola Main Prison



Preparing for a plea-bargain sessions in Mbarara Prisons

cases at Magistrates Courts through plea-bargaining.

The ODPP applied the plea-bargain approach to handle cases during the COVID 19 lockdown as part of the efforts to enhance case management. To this end, plea-bargain sessions were conducted in Masindi, Nakasongola, Gulu, Mbarara and Masaka Districts. The following pictures were taken during the various plea-bargain sessions.

In the Chief Magistrate court, cases were also disposed of through the Plea bargain Initiative especially in Mukono, Gulu, Tororo, Mbale, Luwero and Kyejojo districts.

Plea bargaining helped in reduction in the lead time of case disposal, reduction of case backlog, reduction in costs of the justice process and enhanced coordination of stakeholders.

The above notwithstanding, plea bargaining still has challenges of moving cases from investigations to committal at the High Court for trial. Resource constraints inhibit the promotion of victim participation during the plea bargain process. Families of the victims are still reluctant for the accused to receive a reduced sentence on account of plea-bargain, preferring the maximum sentence. Sentencing disparities have been observed during plea bargains, which may impact on willingness of inmates to embrace the programme.

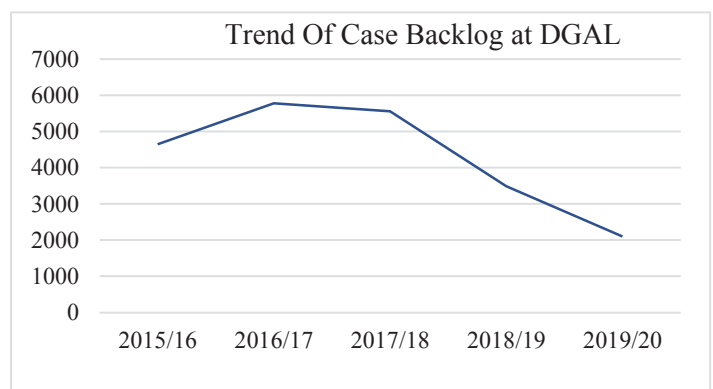
One of the best practices adopted by the ODPP is having prosecutors initiating plea bargaining by coming up with sentencing proposals instead of the accused. This has enabled prosecution to get reasonable offers from accused persons. Having plea bargain camps where the prosecution team, defense team and the court move to the prisons also made the plea bargain process more efficient and reduced complaints from the inmates that range from insufficient time with their defense lawyers and sentences being enhanced without their consent. It is also envisaged that plea bargain guidelines which are being formulated will enable the prosecutors come up with uniform sentences and that significant sensitization and training of the prosecutors on plea bargaining will increase the coverage of the programme. All this is aimed at enhancing institutional case management.

Improved coordination with JLOS partners as well as case review and weeding out reduced the delays in prosecution. These efforts help ensure that only deserving cases are taken to trial, adjournments are minimized, and speedy trials are maintained. Weeding out exercise was conducted by the ODPP regional offices where 2128 committed case files were reviewed out of which 272 were weeded-out. In addition, 181 case files were also weeded out in Magistrate Courts system. This exercise covered 16 ODPP regions and headquarters.

The DGAL case backlog reduction strategy achieved its set target of 75% as at June 2020. The target for FY 20/21 is 37.5% analysis of case backlog to bring the cumulative performance to 100%.

The case backlog stood at 5,559 cases at the commencement of the DGAL Case Backlog Strategy in July 2018 and currently stands at 2,099 cases as at the end of FY 2019/2020. DGAL had a target of 100% clearance of case backlog by June 2021, but this target will be affected by the advent of the COVID-19 pandemic and its related effects on case receipt volumes, staff training, recruitment and maintenance of modern scientific equipment among others.

The graph shows a steady decrease in backlog from 2018/19 to 2019/20 as at June 2020. The continuous progress on case backlog reduction at DGAL is attributed to ; good analytical staff capacity and commitment to goal setting and achievement; effect of new, efficient equipment on forensic case backlog; improved funding that ensure regular and reliable supply of laboratory chemicals and reagents; good collaboration and skills sharing among Divisions and equipment functionality. This has resulted in a notable reduction in the average time taken to handle cases from 60 days to 30 days. However, there is a slight growth in the categories of ballistics and food and drugs due to increased number of cases registered.



Average length of stay on remand: Case backlog performance was monitored across all 16 regions to improve service delivery. Relatedly, UPS registered 100% adherence to sentences

as passed by courts. Also registered was a reduction in average length of stay on remand for capital offenders from 19.5 months in 2017 to 18 months in 2019.

Table 10 Average length of stay on remand over SDP IV

| Disaggregation of length of stay (Months) | FY 2016/17 | FY 2017/18 | FY 2018/19 | FY 2019/20 |
|---|------------|------------|------------|------------|
| Capital | 22 | 19.5 | 18.3 | 18.0 |
| Petty | 3.6 | 3.0 | 2.0 | 2.4 |
| Overall | 11.8 | 10.5 | 9.5 | 9.6 |

This was partly attributed to the actions of the prisons social workers through the linking of remand inmates' programs which led to the linking of 23,410 inmates to different actors in the criminal justice system. UPS also procured seven vehicles for delivery of inmates to Courts. A daily average of 1,643 inmates were taken to Courts hence expediting the hearing of their cases.

Table 11 Average length of stay on remand (Months)

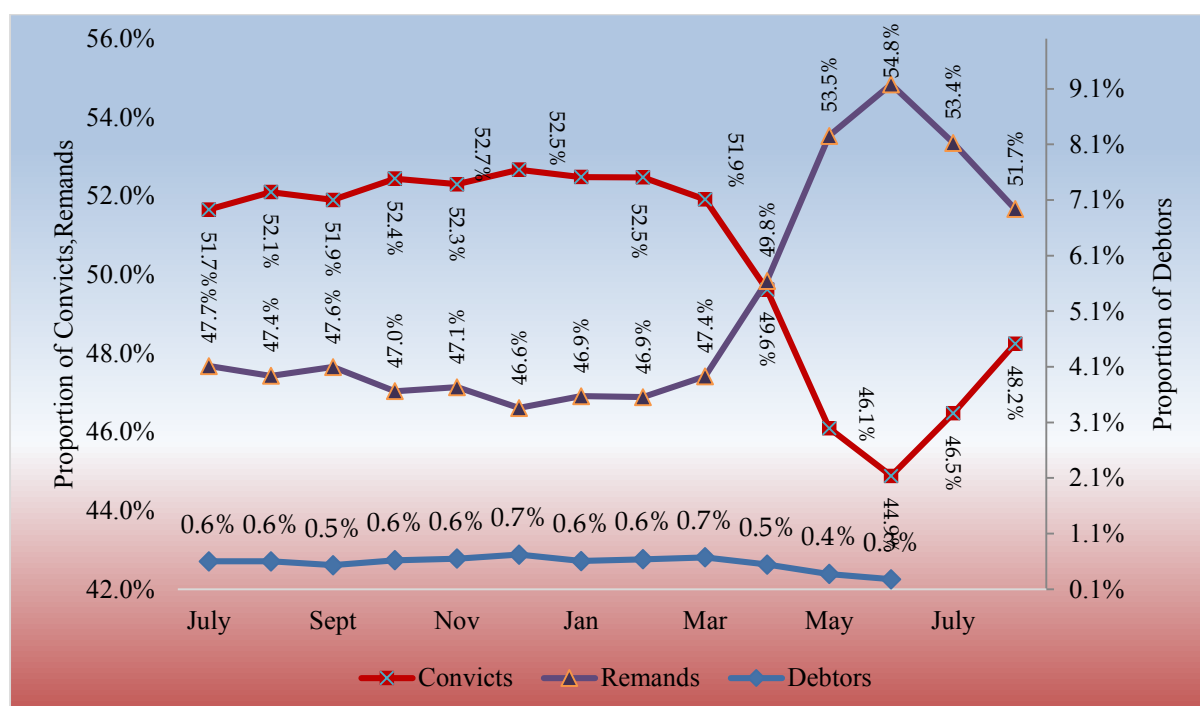
| Disaggregation by category | Male | Female | Overall |
|----------------------------|------|--------|---------|
| Capital | 18.1 | 15.0 | 18.0 |
| Petty | 2.5 | 2.3 | 2.4 |
| Overall | 9.7 | 9.0 | 9.6 |

Table 12: Average period spent on remand (Months)

| Disaggregation by category two | Male | Female | Overall |
|---------------------------------|-------|--------|---------|
| Committed to High court | 23.5 | 19.2 | 23.3 |
| Military court | 11.1 | | 11.1 |
| Not yet committed to High court | 4.1 | 5.0 | 4.2 |
| On hearing in the Lower court | 2.5 | 2.2 | 2.4 |
| Pending Minister's Order | 135.9 | 152.5 | 138.5 |
| Overall | 9.7 | 9.0 | 9.6 |

It is important to note that the Service realised an increase in the Prisoner Population during the reporting period from 59,280 in June 2019 to 63,851 in June 2020 (7.7% increase). The figure below shows that the percentage composition of convicted prisoners increaseD in the first half of the FY2019/20 from 51.7% in July 2019 to 52.7% in December, 2019, however by June, 2020 a significant reduction to 44.9% had been registered. On the other hand, that of remand prisoners decreased in the first half of the FY2019/20 from 47.7% in July 2019 to 46.6% in December, 2019, however a drastic increase to 54.8% by June, 2020 had been registered. However, at the time of writing this report, due to concerted efforts of the Sector and adoption of technology as well as new standard operating guidelines the remand population is now decreasing and stands at 50% as at September 2020. These changes in the trends were mainly attributed to the global COVID-19 pandemic, hence changing course of the then prevailing situation which did not isolate the criminal justice system.

Trends of convicts, remands, and debtors' composition July, 2019-June, 2020



In terms of criminal investigations, the UPF investigated a total of 4,000 case files from all policing regions. Forensic experts in questioned documents, scene of crime management, ballistics and cybercrime have been facilitated to respond to court summons in various courts of Greater Masaka, West Nile, KMP East, KMP South, KMP North, Kidepo, Rwizi, East Kyoga, Busoga East, Albertine, Elgon, Sipi, Kigezi, North Kyoga and Bukedi regions.

The Attorney General represented Government in various courts of Judicature and Tribunals. A total of 80 cases were won and 69 cases were lost. The 80 cases won saved Government UGX. 1,226,726,285,804 and USD 6,075,195 while the 69 cases lost were equivalent to approximately UGX.18,374,438,598 and USD 1,076,775.15. In addition, a total of 598 cases were filed against the Attorney General in various courts of law and 204 complaints from various Tribunals. Some cases are still ongoing in the Courts and Tribunals.

Table 13 Backlog cases by other non-Judicial Institutions

| Institution | Total Cases cleared | Current Backlog | Backlog disposed |
|-----------------------------|---------------------|-----------------|------------------|
| Judicial Service Commission | 211 | 0 | NA |
| Law Council | 196 | 700 | 109 |
| Tax Appeals Tribunal (TAT) | 141 | | 141 |
| Industrial court | 189 | | 171 |

The Disciplinary Committee (DC) of the JSC recommended 98 cases for closure. The table below summarizes the Commission's annual performance on the complaints cases received from the public.

Table 14 JSC Annual performance on complaints received

| S/N | Category of output | No. of cases |
|-------|--|--------------|
| i. | Cases recommended for closure | 98 |
| ii. | Cases deferred for further investigations | 7 |
| iii. | Cases recommended for charging | 23 |
| iv. | Cases requiring further hearing | 8 |
| v. | Cases recommended for disciplinary penalty | 7 |
| vi. | Cases recommended for interface with DC | 20 |
| vii. | Cases for interface with full Commission | 1 |
| viii. | Cases referred to full Commission for guidance | 1 |
| ix. | Cases for delivering ruling | 2 |
| | Total | 167 |

This activity is partly funded with the GoU recurrent budget. It should be noted that the high number of cases recommended for closure is partly due to limited investigative skills within the JSC and delays resulting into loss of interest by complainants as well as forum shopping.

1.1.2 Rules and Procedures that lead to delay in disposal of cases reviewed

To strengthen Sector efforts to fight case backlog, rules and procedures in all JLOS institutions are being considered. The only activity funded under the SWAp fund this year was popularization of the prosecution led investigation initiative under ODPP which remains on track.

Table 15 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Progress |
|---|-------------|------------|------------|--|
| Popularize the use of Prosecution-Led-Investigations initiative in pronounced public interest cases and develop required guidelines | DPP | 40,000,000 | 40,000,000 | Initiative popularized and rolled over to SGBV |

The ODPP continued to build capacity and promote prosecution led investigation mainly in high profile cases as well as in anti-corruption cases. ODPP is now rolling out the initiative to Sexual and Gender Based Violence (SGBV) cases as well.

The ODPP also carried out research to establish the causes of the rampant dismissal by courts, of criminal cases in some parts of the country such as Amuru, Arua, Lira, Buganda Road, City Hall, Luwero, Law Development Centre (LDC), Moroto, Kalangala, Mubende, Soroti and Gulu. The findings indicated that witnesses fail to turn up when summoned to give evidence in courts; complainants feel satisfied when suspects are remanded and do not attend court to

give evidence; Judicial Officers dismiss cases when cases are mentioned on three occasions without witnesses; suspects jump bail and the case is dismissed; complainants in minor cases do not turn up after reporting the case to Police; reports from Government Analytical Laboratory delay, especially in cases of opium and other narcotic drugs; witnesses abandon their cases especially in cases of simple defilement after reaching a compromise with the suspects; some witnesses such as fishermen keep migrating from one landing site to another in search of fish and cases are dismissed because they cannot be traced to testify as witnesses.

From the findings, the team recommended solutions such as sensitizing the public and bringing services closer to the communities especially in hard to reach areas. They also recommended that the Chain Linked Committees should interest themselves in studying unique causes of dismissals in their area and forge ways of resolving them. The team further recommended sharing best practices within the regions and across the regions. This being an Action Research to adopt best prosecution practices, it is expected to contribute towards improved case management within the ODPP.

The Witness Protection and Victims’ Rights and Empowerment Guidelines that had been developed were disseminated to all the ODPP field offices and to all the prosecutors. The guidelines are now in force and serve as reference points for managing victims of crime and protection of prosecution witnesses, in the absence of a witness protection law. These form part of efforts to enhance institutional case management.

At an International level, ODPP handled 4 extradition requests from China, Burundi, Turkey and Australia.

1.1.3 Chain linked initiative strengthened

The chain linked initiative remains the pivot on which the Sector operates for coordination and networking. It is against this background that the Sector continues to nurture the chain linked structures at both national and subnational levels. As result of the funding provided as shown in the table below, 238 District Chain-Linked Committee (DCC) meetings were held by the 127 operational DCC. This translates into about two meetings per DCC. Also 18 Regional Chain-Linked Committee (RCC) review meetings were held in the JLOS regions. In addition, 26 DCCs held open days in the reporting period. The regular operations (face-to-face DCCs meetings) were affected by the COVID-19 pandemic, however in pursuit of their coordination and collaboration mandate, DCCs across the country have continued meeting through online platforms in order to identify local solutions to access to justice problems.

Table 16 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Progress |
|---|-------------|-------------|-------------|--|
| Facilitate two quarterly DCC meetings for 127 lower Courts (127 DCCs x 1m x 7 mtgs) | Judiciary | 889,000,000 | 364,982,000 | 207 courts out of the potential 227 Courts held DCC meetings |
| Quarterly RCC Review Meetings | Judiciary | 780,000,000 | 390,000,000 | 30 RCC Reviews held |
| Hold open days quarterly | Sector wide | 275,000,000 | 90,000,000 | 26 open days held |
| Facilitate regional DCC evaluation workshops | Sector wide | 360,000,000 | Not funded | |
| DCC Monitoring and Handholding - (On- Site) to the RCC's | Sector wide | 15,000,000 | Not funded | |

| | | | | |
|--|-------------|-------------|------------|--|
| DCC outreach Programs | Sector wide | 190,500,000 | Not funded | |
| Facilitate JLOS chain linked advisory board bi-annual meetings | Sector wide | 100,000,000 | Not funded | |

As a result of the activities implemented, Sector institutions are addressing local and regional level problems, increasing stakeholder engagements and reducing red tape that could have stifled performance. The impact has been increased case disposal, increase in witness presence and faster disposal of cases and matters. The continued reduction in the proportion of persons on remand as well as the increase in completion rates is partly attributed to coordination, communication and cooperation of JLOS institutions through the Chain Linked Initiative.

In order to strengthen Inter-Agency Coordination, the ODDP held meetings with delegated prosecutorial organisations to build capacity, inspect, guide, and support agencies. As a result 40 licensed prosecutors from National Social Security Fund (NSSF) and 25 licensed officers from Uganda Communications Commission (UCC) were trained. Relatedly review meetings amongst the Anti-Corruption Agencies, coordinated by Directorate of Ethics and Integrity (DEI) on Uganda's compliance with Chapter Two of the United Nations Convention Against Corruption (UNCAC) were held.



DPP, Justice Jane Frances Abodo at the ODPP/Criminal Investigations Department (CID) Coordination Meeting



Director CID, AIGP Grace Akullo at the ODPP/CID Coordination Meeting

1.1.4 Capacity of Staff enhanced

The Sector, well aware of the capacity gaps in institutions and the 35% staffing gap in the sector programmed and funded the activities detailed in the table 18 below to enhance staff capacity. It is notable that many of the capacity building programmes remain behind schedule partly due to COVID-19 related effects and long procurement processes and red tape. There is therefore need for a clear Sector capacity building strategy, training plan and clear training schedules as well as adaptation to online training programmes in light of the current situation.

Table 17 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|------------|------------|--------------------------|
| 1) Capacity building for JSC Members of the Commission and secretariat | JSC | 39,000,000 | 39,000,000 | Deferred due to COVID-19 |

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|--|
| 1) Capacity building for JSC Members of the Commission and secretariat | JSC | 39,000,000 | 39,000,000 | Deferred due to COVID-19 |
| | | | | |
| in diversity management and interviewing skills. | | | | |
| 2) Equip court bailiffs with skills to effectively enforce court orders | Judiciary | 88,000,000 | 0 | |
| 3) Training of 4 Registrars in management and leadership skills. | Judiciary | 120,000,000 | 0 | |
| 4) Training of 4 Members of Senior Management, PS/SJ and CR in Results Based Management | Judiciary | 120,000,000 | 120,000,000 | Deferred due to COVID COVID-19 |
| 5) Training of Magistrates in case management, handling electronic evidence and revised rules of procedure | Judiciary | 88,000,000 | 0 | |
| 6) Conduct Regional Training of Labour Officers; Hire of venue, Training materials, Lunch and Refreshments, Per diem and Transport Refund, Fuel, Honoria, Announcements | MoGLSD/IC | 310,000,000 | 310,000 | Trained 159 labor officers |
| 7) Train 100 CID on records, store and exhibit management | UPF | 90,000,000 | 90,000,000 | 100 CID were trained |
| 8) Training of 20 State Attorneys in trial advocacy | MoJCA/DCL | 20,000,000 | 20,000,000 | Deferred due to COVID-19 |
| 9) Training Staff in Digital Court Case Management Systems | MoGLSD/IC | 20,000,000 | 20,000,000 | Trained 10 registry staff |
| 10) Training of State Attorneys in Mediation and Negotiation Skills | MoJCA/DCL | 155,952,000 | 44,548,000 | Deferred |
| 11) Equipping JLOS HRM FORUM offices | Sector wide | 20,000,000 | | |
| 12) Capacity building of 300 Scene of Crime Officers (SOCOs) to undertake modern crime scene management and documentation | UPF | 458,000,000 | 204,000,000 | Trained 41 SOCOs trained in finger print analysis and on the AFIS system |
| 13) Construct mock counters at Immigration Training Academy (ITA) | DCIC | 5,400,000 | 5,400,000 | 2 mock counters constructed and being used for training |
| 14) Conduct a comprehensive JLOS human resource needs assessment | Sector wide | 75,000,000 | 0 | |
| 15) Training staff as expert witnesses in cases of transnational organized crimes (Drug, human trafficking, terrorism and document fraud) Gathering evidence as frontline officers, interviewing techniques | DCIC | 32,920,000 | 32,920,000 | 54 immigration officers trained |
| 16) Pilot transformative strategic leadership training in 5 selected institutions (MoJCA, Judiciary, CID, DPP) | MoJCA/FA | 125,000,000 | 70,600,000 | Not undertaken |
| 17) Develop and implement an HIV/AIDS policy in MoJCA | MoJCA/PPU | 18,000,000 | 18,000,000 | Draft policy developed |
| 18) Conduct a capacity building retreat on performance management and strategic planning | Sector wide | 145,000,000 | 0 | |
| 19) Performance enhancement training for members of the commission and staff in pre employment vetting of applicants to judicial positions | JSC | 49,600,000 | 49,600,000 | Deferred |
| 20) Training in government strategic communication | MoJCA/FA | 44,548,000 | 44,548,000 | Training was undertaken |
| 21) Development and production of the investigations, prosecution and sanctions guide | JSC | 15,000,000 | 15,000,000 | Draft guide developed |
| 22) Specialized training for 3 Law Council State Attorneys in Prosecution skills | MoJCA/LC | 72,668,000 | 72,688,000 | Deferred |

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|-------------|
| 23) Training of 3 officers in international arbitration | MoJCA/DCL | 130,098,000 | 130,098,000 | Deferred |

Table 18 staffing levels in JLOS Institutions

| Institution | Approved Posts | Filled Posts | % filled | %Gap |
|--------------|----------------|---------------|--------------|--------------|
| UPF | 66,388 | 43,942 | 66.2% | 33.8% |
| Judiciary | 3,863 | 1,801 | 46.6% | 53.4% |
| NIRA | 857 | 247 | 28.8% | 71.2% |
| DCIC | 690 | 639 | 92.6% | 07.4% |
| UHRC | 426 | 121 | 28.4% | 71.6% |
| MoJCA | 358 | 151 | 58.0% | 62.0% |
| MIA | 270 | 109 | 40.4% | 59.6% |
| URSB | 158 | 154 | 97.5% | 02.5% |
| ULS | 130 | 114 | 87.7% | 12.3% |
| JSC | 115 | 90 | 78.2% | 21.8% |
| LDC | 102 | 99 | 97.1% | 02.9% |
| ULRC | 79 | 60 | 75.9% | 24.1% |
| DGAL | 124 | 66 | 53.2% | 46.8% |
| ODDP | | | | |
| Total | 73,508 | 47,615 | 64.8% | 35.2% |

Source: Ministerial policy statement 2019/20

Overall staffing across the Sector from the previous year stands at 64.8% in FY 2019/20 a slight improvement compared to 60% the previous year.

In the period under review, a number of activities were conducted towards enhancing the capacity of staff. Among the activities were the following;

Training in Mediation: The Mediation Secretariat in conjunction the Judicial Training Institute conducted an ADR training in Mubende High Court Circuit. The main objective of the



Hon. Justice David Wangutusi (standing) facilitating during the Training

Mubende mediation skills training was to improve and enhance the mediation skills of Judicial Officers, Cultural, Religious and Civic leaders, and thus establish an equipped structure for ADR in the Mubende High Court Circuit. The trained mediators are to aid Courts in the disposal of cases and will be instrumental in settlement of conflicts in their communities. Fifty seven participants (41 male, 16 female) who attended the two-day residential training were from Mityana, Mubende, Kiboga,

Kyankwanzi and Kasanda districts. Participants were trained in Mediation Rules, Procedures and Best Practices geared towards improving efficiency and effectiveness of Mediation as a form of ADR in the Courts.

By end of the reporting period, eight mediators (5 male, 3 female) were accredited to facilitate Court-Annexed Mediation in Mubende High Court Circuit. These were expected to enhance Case-Flow Management contributing to the reduction of disputes appearing before Court and promoting timely and affordable access to justice.

Training in Small Claims Procedure (SCP): The Judiciary conducted a training to build capacity of implementers in effective handling of SCP focusing on Magistrates who had never been trained in SCP and other Staff in charge of Small Claims like Clerks, Systems Administrators and Office supervisors. In the period under review, this training drew participants from Bubulo, Kayunga, Kisoro, Kasangati, Kitgum, Sembabule, Rakai, Kalangala, Sironko, Kiryandongo, Bugiri and Kapchorwa districts.



The Acting Assistant Registrar in Charge SCP, takes the participants through the SCP rules at Luwero CM court

The Judiciary also conducted coaching sessions in selected courts that are already implementing SCP. Though judicial and non-judicial officers in these courts were formally trained by the Judicial Training Institute (JTI) prior to SCP roll out in their respective courts, SCP performance reports established case and data management gaps that the registry found fit to address through problem-solution focused coaching at the respective courts. The coaching sessions were therefore intended to provide guidance and skill enhancement targeting identified gaps in case management and data/reports generation. This activity was conducted in Luwero, Nakasongola, Gulu, Kitgum, Lira, Oyam and Apac Courts.

Training in Human Rights: A training was conducted on the Human Rights (Enforcement) Act, 2019, Rules and Practice Directions in which 95 (52 male, 43 female) Judicial Officers in Northern and Eastern regions participated. The Human Rights (Enforcement) Act, 2019 provides for among others, personal liability for infringement of rights and freedoms. The training was expected to enhance the competencies of Judicial Officers in adjudicating cases associated with human rights violations.

The UPF trained 100 CID officers on records, stores and exhibits management. To modernise crime scene management and documentation, 75 SOCOs were trained within KMP and Directorate of Forensics Services headquarters. Of these 28 female and 47 male were trained in advanced technology in crime scene investigations. Forty three more officers (15 female and 23 male) were trained from West Nile and Northwest Nile regions. Additionally, the UPF trained 125 officers of the planned 300 SOCOs due to inadequate release.

The Ministry of Internal Affairs (MoIA) recruited, trained, equipped and deployed 23 Community Service Officers to enhance enforcement of community orders management in

the different regions of Uganda. In addition 15 promoted officers were trained in leadership and management.

One staff charged with quality and chemical verification in DGAL undertook specialized training in Thailand on environmental and health risk management of toxic chemicals.

To enhance the capacity of the staff; UPS trained 143 (20 females and 123 male) officers in various correctional programs; completed training of 1,753 new recruit warders and wardresses (1,312 males and 441 females) and enrolled 05 officers for various management Courses at Uganda Management Institute (UMI). Twelve officers completed leadership training at NALI; 20 officers underwent a military leadership course at Kaweweta military training wing and training of 97 Cadet Assistant Superintendents of Prisons (ASPs) (82 males and 15 females) is still ongoing;

The recruitment of more staff in UPS increased prisoner to staff ratio from 1:8 to 1:7 against the international standard of 1:3. However with staff attrition of 273, there is need for continuous recruitment.

The DCIC trained 54 immigration officers on customer care, document security and human trafficking at the Immigration Training Academy. Two mock counters i.e. court counter and entry/exit counter was built to facilitate the trainings.



A group photo of participants with Director, DCIC at Immigration Training Academy, Nakasongola (ITA).

Ultimately capacity building initiatives reported on above are all geared towards enhancing service delivery to end-users across the Sector.

STRATEGIC INTERVENTION 1.2 STRENGTHEN BUSINESS PROCESSES AND INFORMATION MANAGEMENT SYSTEMS

Reform of business processes and information management systems is ongoing in all Sector institutions. This is also in light of the efforts to automate business processes. The Sector rolled out automation of some of the business processes in NIRA, DCIC and URSB. The Prosecution Case Management Information System (PROCAMIS) was also rolled out to 14

additional DPP stations and the Judiciary procured a firm to develop an automated case management information system to replace the existing CASS that is operational in all courts.

Video conferencing facilities were used to handle cases within the Judiciary for both criminal and civil matters during the COVID-19 pandemic and lock down. The Sector working with the Uganda Bureau of Statistics (UBOS), OPM and the National Planning Authority (NPA) populated the M&E framework and is building capacity of M&E units in institutions. Though functional in most institutions the M&E units remain understaffed and under resourced. In some institutions they remain one-person units with multiple functions. Data systems remain largely manual which has continued to delay data collection. Table 19 below summarizes the performance of indicators under this strategy.

Table 19 Performance against indicators

| Performance Indicators | Baseline | | Performance | | Target |
|--|----------|---------|-------------|---------|--------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |
| Level of automation of case management systems | 12% | 21% | 41% | 46% | 60% |
| Proportion of JLOS Institutions with a functional M&E System | 44% | 67% | 83% | 83% | 100% |

Table 20 Summary of status of automation in JLOS institutions

| Institution | Process for Automation | Level of Automation |
|-------------|--|---|
| Judiciary | Case Management (CCAS) | SC, CoA, 100% High Courts, 37 of 82 CM Courts |
| | Court recording and transcription | SC, CoA, 100% High Courts, 10 CM Courts |
| | Video Conferencing | Buganda Road Court and Luzira Prison |
| ODPP | PROCAMIS | 34 of 131 Offices with PROCAMIS |
| UPF | Criminal Records Management System | 16 of 18 Divisions in KMP |
| | | |
| LDC | Student Management System | AIMS (in Kampala and Mbarara) |
| | Legal Aid Management System | Not developed |
| UPS | Prisoner Information Management System | Deployed at Headquarters, Upper Prison Luzira and Kigo Prison |

Source JLOS Information Systems Integration Committee (JISIC)

1.2.1 Business processes reformed

The reform of business processes is an ongoing effort aimed at ensuring that Sector business processes are effective, efficient and accessible at reasonable costs. The current processes are largely out of date and manual. Table 21 below summarizes the activities funded and progress recorded.

Table 21 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Progress |
|---|-------------|-------------|-------------|---|
| 1 Roll out PROCAMIS to 14 ODPP offices (Networks and Accessories) | DPP | 485,000,000 | 323,000,000 | Network rolled out to 10 stations |
| 2 Printing and dissemination of security paper for letters of Administration and probate | Judiciary | 35,000,000 | | |
| 3 Purchase of Equipment for increased efficiency in Legal Training | LDC | 130,000,000 | 130,000,000 | Duplicating machine and 20 computers procured |
| 4 Provide network Infrastructure for document management and accessibility to laws | ULRC | 100,400,000 | 100,000,000 | Consultant procured and feasibility study conducted |
| 5 Conduct Legal Aid Open weeks, Open Community Barazas, Radio Talk shows and exhibitions in the four regions. | ULS | 34,200,000 | 16,300,000 | |
| 6 Training of forensic scientists in emerging areas of forensic investigations | DGAL | 50,000,000 | 50,000,000 | One staff trained |
| 7 Records Management training in Supreme court, court of appeal, High Court and open registry | Judiciary | 88,000,000 | | |
| 8 Translating, Printing and disseminating of the Legal Aid Charter. | ULS | 60,000,000 | 31,700,000 | |

The Judiciary is finalising the design and development of the Electronic Court Case Management Information System (ECCMIS) which is meant to provide a robust solution for automation of Court processes including e-filing and e-payment of Court fees and fines. The ECCMIS Systems Requirements Specification (SRS) document and System Design Document (SDD) were approved and signed off. The Judiciary procured 4 High End Routers and 5

High End Network Switches to enhance the Judiciary LAN/WAN backbone infrastructure to effectively support the ECCMIS. In addition, the Judiciary procured 162 desktop computers and 27 laptops with their accessories and software for various users to support ECCMIS and installed LAN/WAN live equipment for the Chief Magistrates Courts of Moroto, Kisoro, Bushenyi, Rukungiri, Ntungamo, Wakiso, Nabweru, Mityana, Nakasongola and Iganga; and Magistrate Grade 1 Court Stations of Bugembe and Kakira) under Phase 1 to support the ECCMIS.



The PS/ Secretary to Judiciary and President of Synergy International Systems sign the contract for the design and development of ECCMIS

To facilitate e-Justice a Video Conferencing System was established at Luzira and Kitalya Mini Maximum Prison (Remote Site) which currently serves several courts⁵. Payment was made to an Internet Service Provider (ISP) for data connectivity-leased lines for Mukono, Mubende, Mpigi, Gulu, Lira and Arua High Courts, Family Division, Registry of Magistrates Affairs and Data Management; Chief Magistrates Courts - Kabale, Makindye and LDC G1 Court. Internet

⁵ Criminal Division, Anti -Corruption Division, International Crimes Division, ////Chief Magistrates Courts of - Buganda Road, Mengo, Mukono, Makindye, Nakawa, Wakiso, Luwero, Mpigi, Nabweru and Entebbe. The Magistrates Grade 1 Courts covered include; Nateete/Rubaga, City Hall, LDC, Nsangi, Kajjansi, Kasangati, Kira and Luzira.

Modems were also purchased for Chief Magistrates Courts of; - Nabweru, Hoima, Kiboga, Iganga, Pallisa, Busia, Wakiso, Mpigi, Luwero, Nakasongola, Mityana Block 1, Mityana Block 2; Grade 1 Courts of - Kisoro, Mitooma, Ngora, Kumi, Adjumani, Yumbe, Paidha, Koboko, Isingiro, Kiruhura, Buhweju, Kyenjojo, Ibanda & Kamwenge. Further, the Judiciary paid annual subscription to the Digital Online Legal Research Data Base (LexusNexus) for 132 Judicial Officers and 18 Libraries. All in all, this will support internal communications via Judiciary Outlook, Supporting Judiciary Business Processes through File sharing and supporting the CCAS (Court Case Administration System).

The development of the software for the Prisoners' management information system is 90% complete; user training has also been conducted on the system. To cater for data storage, 20 computers, 03 heavy duty photocopiers were procured and distributed to Prisons Headquarters, units in KER and Kitanya Prison to aid records storage and automation.

The UPF, with funding from GoU, established a National CCTV Command Center at Police Headquarters Naguru, for easy monitoring of the CCTV cameras. The Force also set up a KMP Monitoring Centre at Nateete Police complex, 18 Divisional monitoring centers in KMP and 83 station monitoring centers in KMP. An ICT research and innovation center was constructed at Kikandwa and the Sector has also embarked on phase II-rolling out the CCTV project to upcountry towns and Municipalities. This system remains pivotal in preventing and investigating crime.

LDC purchased one duplicating machine and 20 computers for students. The duplicating machine has led to increase efficiency of legal training in regards to printing and duplication of examinations for the increased number of students enrolled. The computers contributed to an increase in accessibility of research materials by the students which in turn contributes to the quality of training and reduces on failure rates.

1.2.2 Records management and storage automated

In line with the strategy the Sector funded various activities as summarised in the table below with a focus on improving records management and storage. Among the many challenges in the Sector is poor record keeping and retrieval. This sometimes breeds opportunistic corruption. The Sector is funding the installation of electronic document management systems in the Industrial Court and MoJCA among others.

Table 22 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|--|
| 1) Development of an Electronic Court Information Management System; | MoGLSD/IC | 250,000,000 | 250,000,000 | System developed and deployed |
| 2) Retool the Law Council Registry | MoJCA/LC | 4,000,000 | 4,000,000 | Procured |
| 3) Setup a Tax Case Management System and improve records management | TAT | 40,000,000 | 40,000,000 | Procurement started |
| 4) Develop Electronic Document Management System (EDMS) to improve records management | MoJCA/FA | 140,000,000 | 140,000,000 | Consultant was procured and system development is on going |
| 5) Equip the Mbarara and LDC Main campus Libraries | LDC | 120,850,000 | 120,850,000 | Legal reference materials delivered |

Table 22 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|--------------|-------------|-------------|--|
| 6) Procurement of the compendiums of Labor Laws, Laws of Uganda and Other Legal Reference Materials, Procurement of International Labour Standards Reference materials, Mediation procedures Rules | MoGLSD/IC | 100,000,000 | 100,000,000 | Procured and delivered |
| 7) Establish a records center | MoJCA/FA | 105,500,000 | 105,500,000 | Records centre established |
| 8) Develop an integrated MoJCA web-based system with Civil Case Management Module, Bill tracking module, Contract Management Module, Law Council Module and Estates Management Module | MoJCA/FA | 170,000,000 | 170,000,000 | Consultant procured and development of the system is ongoing |
| 9) Upgrade current Estates Administration system to web based to print Certificates of No Objection | MoJCA/Ad.Gen | 70,000,000 | 70,000,000 | Consultant procured and inception report was cleared |
| 10) Equip and retool FPC offices | MoJCA/FPC | 51,000,000 | 51,000,000 | Procured and delivered |

In MoJCA, technical support to design, develop and install EDMS Software was provided. The Consultant to develop the EDMS was procured and started work. The inception report was cleared and the consultant is developing the system.

LDC equipped Mbarara and main campus libraries with reference materials in the form of Cambridge e-books and materials for the visually impaired students. These have also contributed to the research and learning capacity of students enrolled at the Centres and thus enabled LDC to reduce on the failure rates of the students.

1.2.3 Information Management Systems of institutions integrated

Table 23 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|---------------|---------------|--|
| Conduct a comprehensive study and analysis of the Sector information environment | Sector wide | 553,600,000 | 100,000,000 | Learning visit to Chicago undertaken by the JIISC |
| Procure HF, VHF, and Mobile digital radio Communications system for central and Southern regions | UPS | 1,613,084,000 | 1,613,084,000 | System and equipment was procured covering KMP and regional offices in Mbale, Soroti, Lira Gulu Arua, masaka, Mbarara and Kabale |
| Provide Network infrastructure, computers, court recording and Transcription system and CCTV Cameras | Judiciary | 361,000,000 | 270,000,000 | Procurement was started but halted by PPDA. This was restarted in August 2020 |
| Professional training for 1 Information scientists in IT Management Information systems to effectively support the integrated management systems | MoJCA/FA | 31,200,000 | 0 | Funds not released |
| Develop a Sector-wide integration strategy and detailed Plan of Action (POA) for the integration of information systems in the Justice, Law and Order Sector | Sector wide | 100,000,000 | 0 | Funds not released |
| Facilitation for high level Quarterly JIISC review and coordination meetings | Sector wide | 40,000,000 | 0 | Funds not released |
| Capacity building program for 25 members of the JIISC Technical taskforce | Sector wide | 50,000,000 | 50,000,000 | Undertaken after the end of the financial year |
| Development of an enterprise information architecture (EIA) for systems integration | Sector wide | 60,000,000 | 60,000,000 | Deferred |

Table 23 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|------------|------------|-------------|
| Development of technical requirements and standards/protocols for the implementation of systems integration | Sector wide | 60,000,000 | 60,000,000 | Deferred |

As a first step, the Sector has supported individual JLOS institutions to start the process of designing and developing their respective E-Service platforms (information systems) informed by internal needs/requirements assessments. These institutions include the Uganda Police that is being supported to scale up its Crime records management system and prepare for implementation across police stations in KMP.

The Judiciary completed design blue prints for its Electronic Court Case Management Information System. JLOS institutions are also being advised to develop their respective information systems with internal and external integration in mind.

At a Sector level, through the JLOS Integrated Information Systems Committee (JIISC), there are ongoing efforts to develop a Sector-wide Systems integration master plan that

when complete will provide the required standards, protocols and integration framework for integration of institutional E-service platforms.

The Sector through the JIISC has also provided a strategic framework to guide JLOS institutions as they embark on this digital transformation agenda. This framework is built on three building blocks of process reform, business process automation, systems integration and ICT governance with focus on a people-centred approach to E-Justice programming.



The JLOS delegation outside McHenry County Courthouse in Woodstock, IL

Representative members of the JIISC led by the Chairperson, Hon. Minister of Justice and Constitutional Affairs, Hon. Maj. Gen. (Rtd) Kahinda Otafiire held several working sessions and field visits in Chicago, Illinois USA that included meetings and engagements with technical staff from AST; Onsite tour of the Chicago Police Department (CPD) District, Courthouse Tour, onsite tour of CPD Loop IT and 911 Center; Meetings at the Cook County Bureau of Technology and with Hon. Dorothy Brown, the Cook County Clerk of Court and a panel discussion with the Cook County Integrated Justice Committee (CCICJIS). The JLOS delegation also visited McHenry County in Woodstock for an onsite visit of their integrated justice solution currently operational in the county's courts. Key lessons from the JIISC learning visit include-



Hon. Kahinda Otafiire, the Chairperson of the JLOS Integrated Information Systems Committee presenting a gift to Hon. Dorothy Brown, the Cook County Clerk of Court

- i. The need for JLOS to carry out a comprehensive assessment that identifies system integration needs and requirements through a review process of current and planned (proposed) information system environments (business processes, data/information exchange points, IT infrastructure, human capacity needs etc). The needs assessment should specifically include the following:
 - a) Business process review of all service delivery points in the Sector as a basis for reform, improvement and harmonization of tasks, protocols, methods, procedures and workflows across JLOS institutions.
 - b) Study and analysis of the Sector information environment to identify data and information exchange points that will facilitate the systems integration process.
- ii. Develop a Strategic Plan for the integration of information systems in the JLOS. The Strategic Plan should specifically focus on recommendation of cost-effective solutions, models and approaches that facilitate automation of business processes and standardization for systems development in the JLOS.
- iii. Develop a detailed Plan of Action (road map) for the implementation and realization of the JLOS integrated information systems strategic plan.

- iv. Communicate the integration strategic plan and plan of action to the JLOS stakeholders/structures for approval and implementation across the Sector as a basis and reference for systems integration.

The JIISC held its 2nd meeting chaired by the Hon. Minister of Justice and Constitutional Affairs. The JIISC agenda and roadmap which include development of an “integrated justice” strategy and plan of action was adopted.

The Sector supported the Uganda Law Reform Commission (ULRC) to develop

an electronic data management system. The system intends to improve; access to law for administration of justice, job performance of employees, and invest better use of available technology to enhance access to the law and other publications. During the reporting period, the process to procure a consultant to undertake a feasibility study on the adequacy of the current electronic infrastructure at the Commission was commenced. The feasibility study report was produced and the implementation of the recommendations are to be undertaken in the next financial year.

The development of the UPS Human Resource Management Information System (HRMIS) and data population into the system was completed, training of end users and hand over to the user departments is on-going; equally, UPS developed internal mailing system and intranet developed and in use; network development and expansion to Prisons Headquarters (PHQs), Kampala Extra Region (KER) and all Prisons units in the region was completed, expansion to Kitalya planned for FY2020-21 and subsequently to other regions; development of the internal telecommunication system at PHQs linked to KER regional offices and all units in the region was completed, roll out commences in FY2020-21; and the development of the digital radio Communication System (VHF and HF) has commenced. The areas so far covered by VHF include Kampala, Mukono, Entebbe, and Wakiso while HF system was established at PHQs, and regional offices of Mbale, Soroti, Gulu, Lira, Arua, Masaka, Mbarara and Ndoorwa.

1.2.4 Supervision and M&E systems enhanced

The Sector is building institutional M&E systems that can help in identifying promising interventions early so that they can potentially be implemented. It has been noted that having data available about how well a particular project, practice, program, or policy works,



The McHenry County Circuit Court Clerk, Ms. Katherine M. Keefe and the Chief Judge, James S. Cowlin (2nd and 3rd from the left) with members of the JLOS delegation during a tour of the McHenry Courthouse

provides useful information for formulating and justifying budget. It also allows judicious allocation of scarce resources to the interventions that will provide the greatest benefit. The current Sector M&E system measures and reports on outputs and outcomes that reflect the critical stated strategic objectives of the Sector, providing clear indicators against which the Sector is working, and being measured. The system ensures that information for the outputs being measured is available and verifiable. The Sector system however should be redesigned to identify the key issues and root of the problems that must be addressed in a timely manner to track and effectively support the Sector reform process.

The challenge however remains internal demand for M&E information in the various Sector institutions and use of the same information in aiding decision making. An effective M&E System must have ways to report the findings to those who can take action and use the findings for positive change, however sometimes, decisions at institutional level are adhoc and based on previous experiences as opposed to M&E data. The timely collection of data remains a challenge due to highly manual systems. It is important to note that an M&E system includes people, the processes and technology. The Sector M&E framework defines the indicators and the data collection points. However, the persons to oversee the data collection process are limited in numbers and skills. At the same time the system is highly manual with limited access to technology.

Table 24 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|---|
| 1 Strategic Planning, Monitoring and Evaluation | DGAL | 87,000,000 | 87,000,000 | M&E unit supported |
| 2 Conduct M&E, Inspections and Reviews to assess the impact of Strategies and innovations | Judiciary | 180,000,000 | 40,000,000 | State of Judiciary performance report prepared |
| 3 Regional/District monitoring and supervision of offenders | MIA NCSP | 200,000,000 | 200,000,000 | Support to district committees, through procurement of 20 motorcycles |
| 4 Dissemination of juvenile case count reports from all the remand homes | MoGLSD/Juv | | | |
| 5 Conduct monitoring and evaluation to assess the implementation of ODPP activities | DPP | 20,000,000 | 15,000,000 | Conducted and report submitted |
| 6 Support establishment of a Statistical Unit in Judiciary to | Judiciary | 100,000,000 | 100,000,000 | Procured all equipment |

Table 24 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|---|
| strengthen RPD in Data collection and Analysis. | | | | |
| 7 Conduct monitoring, supervision of and technical support to the Up-country Legal Aid Clinics (LACs) by Senior Management and Clinic Advisory Board | LDC | 47,700,000 | 47,700,000 | M&E conducted |
| 8 PPU support to M&E, data collection and report writing | Sector wide | 580,000,000 | 420,000,000 | Quarterly reports produced by JLOS institutions |
| 9 Production and launch of the Annual crime, traffic and road safety report. | UPF | 25,050,000 | 25,050,000 | Published and Launched |
| 10 Inspection Visits to districts and Licensed Churches | URSB | 115,200,000 | 115,200,000 | 9 inspection visits conducted |
| 11 Training Planning staff to enhance capacity in strategic planning, effective budgeting and cost control | MoJCA/PPU | 37,584,000 | 37,584,000 | Completed |
| 12 Quarterly Joint Monitoring | Sector wide | 240,000,000 | 48,000,000 | One joint monitoring conducted |
| 13 Enhance capacity of the Bureau to Undertake compliance inspections of NGOs | MIA/NGO | 104,000,000 | 104,000,000 | 10 motorcycles procured |
| 14 Inspection of 1100 Law Firms Country wide and Publication of both approved and non-approved law chambers in the press | MoJCA/LC | 150,000,000 | 150,000,000 | 1089 law firms inspected 991 approved |
| 15 Hold Annual and Semi Annual JLOS Review | Sector wide | 300,000,000 | 150,000,000 | Annual and semiannual review held |
| 16 Production of quarterly performance reports. | UPF | 14,000,000 | 14,000,000 | 4 desktops procured |
| 17 Support the policy and planning unit through procurement of a printer, Photocopier and a laptop | JSC | 6,000,000 | 6,000,000 | Procured |
| 18 JLOS Inspectors Forum | Sector wide | 100,000,000 | 0 | |
| 19 Strengthening Police inspection department to conduct inspections on investigations, Human rights observance, Corruption and General police discipline | UPF | 44,950,000 | 44,950,000 | Inspection tools developed and disseminated |
| 20 Enhance quality assurances and ensure value for money of SWAP fund | MoJCA/FA | 100,000,000 | 80,000,000 | Undertaken |
| 21 Preparation and dissemination of SWAP Work plan | Sector wide | 110,000,000 | 110,000,000 | Work plan completed and disseminated |
| 22 Enhance supervision and monitoring of MIA aligned and allied institutions by Top management | MIA/FA | 55,900,000 | 55,900,000 | Undertaken |
| 23 Quarterly Monitoring of JLOS supported activities | MoJCA/PPU | 122,080,000 | | On going |
| 24 Preparation and production of Ministerial Policy Statements (MPS) and Sector Budget Framework Paper(BFP) | MoJCA/PPU | 147,000,000 | 59,400,000 | BFP and MPS prepared |
| 25 Preparation of SDP [UPF, MoJCA, Judiciary, ODPP, MIA,UPS,NIRA] (7 MDAs x 30m) | Sector wide | 210,000,000 | 0 | Draft SDPV prepared and considered by Sector |

Table 24 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|---------|--|
| 26 Preparation of SDP [DGAL, LDC, UHRC, ULRC, DCIC, JS] (6 MDAs x 25m) | | | | management structures and development partners |
| 27 Preparation of SDPV | Sector wide | 350,000,000 | 0 | |
| 28 Preparation of SDP [TAT, MoLG, ULS, ULRC, MoGLSD] (5 MDAs x 20m) | Sector wide | 100,000,000 | 0 | |

Inspections by the Inspectorate of Courts The Judiciary carried out inspections to ascertain and assess the quality of services rendered by the respective Courts; assess the quality of Court infrastructure; identify challenges and limitations faced by the respective Courts and come up with recommendations. Among the Courts visited were; Luwero, Nakaseke, Wobulenzi, Mbale and Sironko Magistrates Courts. Bubulo, Apac, Amolatar, Dokolo, Hoima, Buseruka and Kyangwali Magistrates Courts were also inspected. The Inspecting Team identified staffing gaps, inadequate space for Court operations, lack of internet and funding gaps as some of the key challenges for most of the Courts. In addition, 7 disciplinary committee meetings were held and 68 courts were visited in total for the FY 2019/20.

Quarterly M&E field visits: A multi-disciplinary team conducted field visits to collect data on the implementation of the Judiciary Strategic Plan IV. Specifically, the team sought to collect data on progress of implementation, emerging issues, challenges and lessons learned. It was found that there is a large staffing gap within the Judiciary with gaps especially for data entry clerks who are very crucial in the management of data at the Court stations as well as Office Attendants to man the information desks. In addition, the need to establish fully stocked information desks country wide where Court users can easily access information regarding the Judicial system was noted. There was also found to be a problem of lack of transport equipment for the facilitation of locus-in-quo visits which delays the conclusion of land matters. The information gathered during this exercise will inform future workplans and provide a basis for the Judiciary Strategic Plan V priorities.

The Judiciary developed Terms of Reference (ToRs) for the Mid-Term Review (MTR) of the Judiciary Strategic Plan IV. The procurement of a consultant to execute this assignment is at evaluation stage.

As part of its M&E plans, the UPF published and launched the Annual crime, Traffic and Road Safety Report, 2019⁶. In addition, four complete sets of desktop computers were procured to enhance production of quarterly performance reports.

In a bid to strengthen Police inspection department to conduct inspections on investigations, human rights observance, corruption and general police discipline, inspection tools were developed and validated in Ssezibwa, Rwizi, Aswa and Busoga North policing regions. Inspection on the four thematic areas was also conducted.

To ensure efficiency and effectiveness in delivery of services, the MoJCA aimed at enhancing supervision, monitoring and evaluation through retooling, capacity building of Policy Planning

⁶ Uganda Police Annual Crime Report 2019, also available at <https://www.upf.go.ug/wp-content/uploads/2020/04/Annual-Crime-Report-2019-Public.pdf?x45801>

Units (PPUs) and aligning institutional strategic plans to the SDP IV. One staff in the PPU was trained in strategic planning, effective budgeting and cost control. The Ministry conducted M&E visits to the 6 Regional Offices and all of them were found to be adhering to set performance standards. The PPU, also conducted Quarterly Monitoring of JLOS supported activities to ensure that activities were implemented as planned. In collaboration with the JLOS Secretariat and other Sector Institutions, the BFP, MPS and Detailed Budget Estimates (DBE) were compiled and submitted to Parliament in time and copies were printed and distributed to respective allied institutions.

JSC procured a laptop and a printer to facilitate its PPU to efficiently deliver on their outputs.

NIRA conducted consultative workshop to develop an M&E framework. The overall objective was to establish an operational M&E system to enable NIRA to regularly track progress against milestones set out in its log frame for outputs and outcomes; designing a methodology for assessing impact (positive and negative) and value added on NIRA activities and setting bench marks for performance management by producing indicators for monitoring progress and impact of interventions,



Participants at the NIRA M and E workshop in November 2019

strategies, and programmes in the next two years. The workshop culminated into the development of the M&E framework and operation plan, procedures, guidelines, tool kits and the operational manual on the M&E activities. NIRA also procured a vehicle to further enhance M&E activities.

In undertaking its mandate of marriage registration, the URSB carried out seven (7) inspection visits in the districts of Kitgum, Lamwo, Agago, Abim, Moroto, Kotido and Pader on marriage registration sensitization, filing marriage returns and marriage registration materials distribution to religious leaders (19 Reverends and 6 Pastors) from Lango, Gulu diocese, Watoto Church and other marriage duty bearers including 2 Chief Administrative Officers (CAOs), 3 Deputy Chief Administrative Officers (DCAOs), 3 Town Clerks and 4 Sub-County Chiefs. The Bureau distributed 12 customary marriage certificate books, 5 Marriage register books and 3 Form F's to Sub-County chiefs in Kitgum, Pader; Reverends in Palabek, St. Janan, St. Paul Church of Uganda and All Saints Cathedral, Kitgum.

The JSC developed an e-recruitment system that is being used in the recruitment of Judicial officers. The Commission conducted court inspections in Magisterial areas /courts of Lugazi, Njeru, Buvuma, International Crime's Division, Kasese, Bwera, Katwe, Kabatoro, Kisinga, Hima, Maliba, Masaka (High Court and Chief Magistrates' Court), Kalangala, Mubende, Mityana, Kasanda, Kapchorwa, Bukwo, Family Division, Lira, Apac, Aduku, Patong, ACD, Aleptong and Apala. The Commission procured a laptop and a printer to facilitate its PPU to efficiently deliver on their outputs.

The LDC undertook support supervision and monitoring of four LAC offices and operational sites at 13 courts. During the visits LAC staff received technical support through LAC Secretariat, senior management and the Clinic Advisory Board to harness LAC interventions. In the process over 65 District officials and JLOS stakeholders including Judges, Registrars, Magistrates, police officers, Local Council (LC) V, Resident District Commissioners (RDCs), CAOs were engaged to support interventions of the Legal Aid Clinic to further increase the outreach of LAC to the communities. The visits also played the role of identifying access to justice needs that can be delivered through LAC.



UPS and MIA top Management conducting M&E of different projects

Monitoring and evaluation of on-going projects was also undertaken by UPS targeting; cotton and seed growing farms, UPS industries, and case backlog performance among others, with a focus on ensuring adherence to service delivery standards in all 259 prisons, 58 prisons districts, 21 divisions and all prisons farms.

In order to enhance supervision and monitoring, MIA procured 30 motorcycles. Ten (10) of which are to support 10 District NGO monitoring committees while the 20 are to support regional/District monitoring and supervision of Community service offenders. During the reporting period support supervision and monitoring activities were scaled-down following the partial lockdown as a result of the global COVID-19 Pandemic.

1.2.5 Innovations developed and implemented

The roll out of SEMA⁷ is on track and will be fast tracked as soon as procurement is concluded. Currently the SEMA application is operational in selected police stations in Kampala as well as other JLOS service points. The Sector is finalising the procurement process for SEMA to be rolled out in 05 front-line JLOS institutions: UPF, Judiciary, DCIC, URSB and NIRA. The SEMA programme is aimed at measuring customer satisfaction at 40 JLOS service points in 05 institutions earlier mentioned across the country and avail institutions at the Sector at large with data on client feedback that can be leveraged during decision making in improving service delivery.



The head of the State House Anti-Corruption Unit visit the JLOS SEMA application stall during the ICT show

Table 25 Progress of implementation of planned activities

⁷ SEMA an innovation within the Sector is a social enterprise geared towards citizen-centered improvement of public services.

| | | | | |
|--|-------------|-------------|-------------|--|
| | | | | |
| Equip and Implement Video conferencing at LDC main campus and Mbarara campus | LDC | 320,000,000 | 320,000,000 | Procurement on going |
| 16 computers for the Remand Homes to administer and implement the Remand Home Management Information System | MoGLSD/Juv | 28,000,000 | 28,000,000 | Computers procured for remand homes |
| Conduct an assessment study, Pre-Test and Pilot of Verbal Autopsy (VA) as a tool for Registration of Community Deaths thus improving production of Vital Statistics that meets the information needs of Planners | NIRA | 159,000,000 | 159,000,000 | System procured and MVRCDM was upgraded |
| SDPIV Midterm review | Sector wide | 375,000,000 | | Procurement concluded and evaluation has started |
| Rollout Sema app to track customer satisfaction to JLOS services at 100 services points | Sector wide | 228,000,000 | 228,000,000 | Procurement completed and MoU to be signed |
| Reward the best performing region, districts and individuals in investigations, human rights observance and fight against corruption. | UPF | 22,500,000 | 2,500,000 | Undertaken |
| Pilot Justice to people application in the chain of justice | Sector wide | 80,000,000 | 50,000,000 | Deferred |
| Implementation of the "PULIDA WO" App for self-help. | ULS | 32,000,000 | 32,000,000 | Consultancy procured |
| Strengthen the Research department at JTI to promote Research and Innovation for the Judiciary | Judiciary | 81,000,000 | 0 | |

In the FY 2019/20, NIRA carried a Pre-Test and Pilot of Verbal Autopsy (VA) as a tool for Registration of Community Deaths. Over 64% of the deaths do not occur in health facilities but in communities. Community death reporting efforts are few and generally lack systematic reporting processes leading to many deaths undocumented.

The UBOS in corroboration with the Ministry of Health (MoH) guided in collecting data on cause of death using the Verbal Autopsy method. Most recently, it conducted a national study in 2019 to establish causes of death among children with support from UNICEF. Linking of VA results into the Civil Registration records shall boost the provision of accurate vital statistics that can be used amongst others to guide public health policies.

The NIRA Mobile Vital Records System Community Death Module was upgraded to capture information obtained via Verbal Autopsy (VA) for community Deaths. Having the VA data uploaded onto Mobile VRS enables the relay of complete statistics on Community deaths i.e. not just indicating the details of the deceased and the overall deaths within a given period or community but also a probable Cause of Death (COD) for each death recorded. This (COD) informs the Public Health experts on what interventions are due for implementation thus guiding their planning. The work is still ongoing.

NIRA offers various services to the public including registration for National ID, Birth, Death, provision of certificates and cards. There are thousands of Ugandans that require these services on a daily basis, some of the services do not require walking to NIRA offices but rather making a call or sending an instant message to NIRA simply provides the required solution.

NIRA deployed a Call Center/Contact Center Solution to improve the Customer Service and being proactive in offering service on all the products and services to citizens of Uganda. The Call Centre is up and running and performing functions such as providing immediate feedback to clients regarding the status of their applications, guiding clients on how to resolve any outstanding issues on their applications, query tracking and resolution, providing any other information and guidance as may be needed. It acts as a single point for identification of problems reported/ detected and resolution of the problems, streamline processes and help improve the efficiency of the employees. It allows users to generate various reports from the system to monitor the performance of various parameters available in the InterDialog applications. Performance Monitor will be used for supervision and monitoring tool for users with defined privileges to view online status of the Agents, Services, Dialers, Batches etc. and generate various Inbound and Outbound reports to monitor the performance of the system.

The Centre became operational in June 2020 on toll free line 0800211700. The toll free number has been popularized to the public and there is continued increase in the number of incoming calls as the public continues to opt to make enquiries over the phone as opposed to walking to our various service points. The cumulative incoming calls since June 2020 are 63,756 and broken down as below;

Table 26: NIRA Call Centre Data

| Month (2020) | Incoming Calls | Answered Calls | Unanswered calls |
|----------------------------|----------------|----------------|------------------|
| June | 4,999 | 1,276 | 3,723 |
| July | 32,073 | 5,347 | 26,729 |
| August to 18 th | 26,684 | 3,631 | 23,053 |

STRATEGIC INTERVENTION 1.3 DECONCENTRATE SERVICE DELIVERY TO COUNTY LEVEL BY 2021

The Sector continued to close gaps and ensure the presence of the right concentration of JLOS Services at all points of service delivery, where institutional physical presence gaps exist in a geographical location. As a result of the investments in 2018/19 and 2019/20 the number of districts with JLOS front line service points constructed is 84 which is a 105% performance against the 2021 target. Also, the districts with front line JLOS service points opened is 109 compared to the targeted 117 by 2021. This translates into a 93% performance against the 2021 target. The only challenge is the standardisation of JLOS services at district level, because mere presence of JLOS service points is not enough. The time is now that the service at district and regional levels are standardised and publicised to enable stakeholders know what is available at district level and what should be sought elsewhere. The Sector plans to share with stakeholders the de-concentration plan.

It is noted with concern that newer districts are accessing infrastructure faster compared to older districts for example Sheema as compared to Kamwenge. This is partly because newer districts are able to find land for such infrastructure compared to older districts. The Sector therefore needs to sequence and share the de-concentration plan to avoid over concentration of services in some areas.

Table 27 Performance against indicators

| Performance Indicators | Baseline | | Performance | | Target |
|------------------------|----------|---------|-------------|---------|--------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |

Table 27 Performance against indicators

| Performance Indicators | Baseline | | Performance | | Target |
|---|----------|---------|-------------|---------|--------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |
| No. of JLOS frontline one-stop service points constructed | 60 | 72 | 76 | 84 | 80 |
| No of districts with all frontline JLOS service points opened | 92 | 101 | 101 | 109 | 117 |

1.3.1 Functional JLOS infrastructure and services established country wide

The Sector is improving its infrastructure by ensuring the availability of buildings, and other facilities through the construction of offices and ensuring the availability of basic services such as electricity, water, communication facilities in each service point. To ensure complete presence of JLOS services, the Sector procured for the construction of three RSA offices in Kibuku, Kisoro and Butambala. The constructions are yet to be completed due to the late start of the procurement process. Procurement therefore needs to commence as the work plan is approved. The delay to commence procurements by institutions implies that the said projects are not completed within the financial year.

Following the creation of more magisterial areas and aware of the challenges of space in some of the districts courts housing the magisterial area, the Sector has procured for the construction of three chief magistrates courts in Butambala, Mayuge and Kamwege. Procurement for construction of Mukono High Court was also concluded. This will enable the construction of a purpose-built High Court and reduce on the cost of renting and the use of substandard infrastructure. The delay was however attributed to land acquisition challenges. There was however a delay due to land availability challenges in Mukono.

At regional level construction of the regional offices in Fort portal and Gulu for MoJCA and UHRC respectively are now at finishing level.

To reduce overcrowding in prisons, Kitalya Mini Max prison was completed and operationalised. The Sector funded the equipping of the prison starting with security equipment, kitchen and beddings. Also the Sector completed the phased construction of Sheema and Kyenjojo Prisons. These have helped decongest Bushenyi and Butiti prisons. Construction of Mutufu prison is on-going but delayed due to poor terrain and bad weather conditions at the start of the construction. The table below provides progress of implementation of activities in the 2019/20 approved work plan under this strategic intervention.

Table 28 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|---------------|---------------|--|
| 1) Acquire furniture for the regional laboratories (Mbarara) | DGAL | 150,000,000 | 150,000,000 | Procured and delivered |
| 2) Construction of 3 RSA offices (Kisoro, Kibuku, Bulambuli) | DPP | 1,500,000,000 | 1,309,746,263 | Procurement concluded |
| 3) Motor cycles for process servers in field offices | DPP | 40,000,000 | | |
| 4) Standardize sign posts for all ODPP offices | DPP | 75,000,000 | | |
| 5) Construction of 3 Chief Magistrate Courts in Butambala, Mayuge and Kamwege | Judiciary | 2,550,000,000 | 2,550,000,000 | Construction is on going |
| 6) Expansion of Mukono High Court premises | Judiciary | 1,500,000,000 | 1,500,000,000 | Contract awarded, delayed due to land issues |

| Activity | Institution | Budget | Release | Performance |
|---|--------------|---------------|---------------|--|
| 7) Construction of the perimeter wall | LDC | 1,000,000,000 | 1,000,000,000 | New contractor procured |
| 8) Tarmacking parking area | LDC | 500,000,000 | 500,000,000 | Perimeter wall complete and tarmacking is on going |
| 9) Completion, Furnishing and Equipping MOJCA Regional office in Fortportal | MoJCA/FA | 207,800,000 | 207,800,000 | Awaits completion of construction works |
| 10) Installation of Solar | MoJCA/FA | 50,000,000 | 50,000,000 | |
| 11) Completion of Fort Portal | MoJCA/FA | 1,144,000,000 | 1,144,000,000 | Roofing on going |
| 12) Equip and retool TAT headquarters and regional registries | TAT | 55,000,000 | 55,000,000 | - |
| 13) Establish Fingerprint vetting desks in Greater Masaka, Gulu and Mbale regions | UPF | 185,000,000 | 185,000,000 | |
| 14) Completion of Kitalya Mini-Max Prison | UPS | 4,267,566,993 | 4,267,566,993 | Completed and handed over |
| 15) Support and equip JSC Moroto and Arua resource centres | JSC | 50,500,000 | 50,500,000 | Completed |
| 16) Facilitate DCSC to supervise community service | MIA/NCSP | 460,000,000 | 460,000,000 | Completed |
| 17) Creation of a Mini Resource Centre at Administrator General's Office. | MoJCA/Adm in | 56,000,000 | 56,000,000 | |
| 18) Completion of Gulu regional office | UHRC | 542,600,000 | 542,600,000 | Ground floor completed ready for occupation |
| 19) General Repairs of 12 Blocks at CID Training School and Headquarters at Kibuli | UPF | 986,251,000 | 965,651,000 | Renovation on track |
| 20) Equip MoJCA Moroto regional Office | MoJCA/FA | 54,600,000 | 56,400,000 | Office equipped |
| 21) Finish 14 police stations including Mityana, Anaka-Nwoya, Koboko, Bulisa, Yumbe, Manafwa, Omoro, Bududa, Serere, Pakwachi, Budaka, Paidha, Tororo, Kabale Police stations | UPF | 560,000,000 | 560,000,000 | Procured and delivered |
| 22) Furnish 14 police stations | UPF | 560,790,000 | 560,790,000 | Completed |
| 23) Procure furniture for 5 Grade 1 Courts (Nwoya, Rubirizi, Nakaseke, Sheema and Buyende) | Judiciary | 175,000,000 | 175,000,000 | Procured |
| 24) Procure furniture for Wakiso and Mityana Chief Magistrates' Court | Judiciary | 70,000,000 | 70,000,000 | Procured |
| 25) Procurement of furniture for JCU (Work stations- 6 Office desks 6 chairs 12 Visitor's chairs) | Judiciary | 10,800,000 | 10,800,000 | Procured and delivered |
| 26) Acquire a comprehensive fleet management solution to optimize UPF fleet operations | UPF | 1,015,564,000 | 0 | |
| 27) Construction of Kyenjojo Prison Phase II | UPS | 780,000,000 | 780,000,000 | Completed |
| 28) Equipping MoJCA Arua regional Office | MoJCA/FA | 93,700,000 | 66,972,000 | Completed |
| 29) Construction of Sheema Prison Phase II | UPS | 780,000,000 | 780,000,000 | Completed |
| 30) Construction of Mutufu Phase II | UPS | 780,000,000 | 780,000,000 | Finishing stage |
| 31) Equipping the security house and check points at Kitalya | UPS | 706,600,000 | 700,000,000 | completed |

| Activity | Institution | Budget | Release | Performance |
|---|-------------|---------------|---------------|------------------------|
| 32) Equipping Administrative offices at Kitalya | UPS | 1,600,000,000 | 400,000,000 | Partially done |
| 33) Equipping Administrative offices at Kitalya | UPS | 89,000,000 | 89,000,000 | Completed |
| 34) Equipping the Kitchen facility at Kitalya | UPS | 1,758,000,000 | 1,248,226,313 | Procured and installed |
| 35) procure Fire fighting system at Kitalya | UPS | 292,500,000 | 0 | |
| | | | | |

With funding from the Government of Uganda the Judiciary started the construction of the SC and CoA Building at the Judiciary Headquarters on Plot 2, The Square in Kampala started, in November 2019 when ground breaking was commissioned.

The seven storied twin tower building is expected to be completed in two years' time. It is anticipated to adequately cater for the official accommodation needs of the Justices and Staff at the Courts.



The Hon. Chief Justice, Deputy Chief Justice, Principal Judge, Permanent Secretary/ Secretary to Judiciary and other officials at the commissioning of the construction of Supreme Court and Court of Appeal



The Hon. Chief Justice (Emeritus); Principal Judge, Hon. Minister for Justice and Constitutional Affairs; Deputy Solicitor General; and other dignitaries at the Commissioning of Rubirizi Court (inset)

The Judiciary is also carrying out renovations and face lift at Iganga Chief Magistrates Court which includes the tiling and painting of the structures at the court, cleaning of roofing tiles, replacing and fixing gutters, paving the parking area and installing a container to improve office space challenges at the station.

Rubirizi Court was completed and commissioned in February 2020. The commissioning was graced by the Hon. Chief Justice (Emeritus) Justice Bart Katureebe; The Hon Principal Judge, Justice Flavian Zeija; The Honourable Minister for Justice and Constitutional Affairs, Prof. Ephraim Kamuntu; The Solicitor General, Mr. Francis Atoke among other dignitaries.

The construction of Buhweju Court; The Building was roofed and is now at plastering stage.

Completed Rubirizi Justice Centre

The construction of UHRC Gulu regional office was envisaged to be completed by 30th March 2020. However, arising from a site meeting in February 2020, it was resolved that the contract for the completion of the office is amended to cater for completion of the upper floor. More still, the completion process was affected by the COVID-19 lockdown and by June 2020, the Commission was engaged in the process to have the contract amended to extend the initial completion time and also cater for the completion of the upper floor to 30th September 2020.



UHRC-Gulu regional office

The procurement of furniture for Gulu regional office is ongoing. When the project is completed, it will improve the working conditions of staff which will improve service delivery in the region. The UHRC Gulu regional office services seven districts of Acholi sub-region in northern Uganda; Agago, Amuru, Gulu, Kitgum, Nwoya, Lamwo and Pader.

MoJCA is improving its infrastructure and access to its services by ensuring availability of buildings, and other facilities through construction of Regional Offices and ensuring availability of basic services such as electricity, water, communication facilities in each service point. Works are ongoing to fast track the completion of Fort Portal Regional Office. However, completion is expected to be in September. The scheduled completion time was affected by COVID-19. The contractor therefore, requested for contract extension. It is however, important to note that all items like computers, UPS, printer, chairs, tables among others were procured and are awaiting transportation to Fort portal to fully operationalise the office.



Construction of MoJCA Fort Portal Regional Office underway

The construction works of the new Kitalya mini max prison in Wakiso district was completed and handed over. The mini-max security Prison will house 2,000 inmates



Completed Kitalya Mini Max Prison

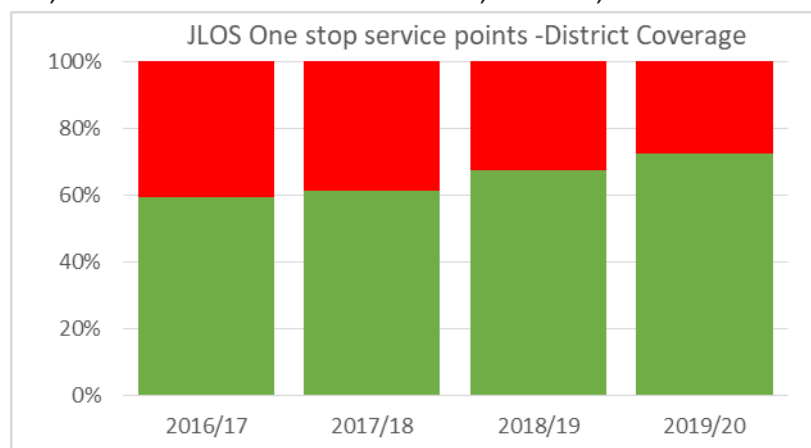
UPS realised an increase in the holding capacity from 17,304 to 19,826 prisoners due to the completion of new prisons at Sheema, Kyenjojo, Nwoya and Kitalya Mini max with the congestion rate of 322.1% against a target of 344.6%

UPF planned to establish Fingerprint vetting desks in Greater Masaka, Gulu and Mbale regions. The procurement process was concluded and the contract awarded to the supplier. UPF is awaiting delivery of the items to the Directorate of Forensic Services. Also 14 police stations including Mityana, Anaka-Nwoya, Koboko, Buliisa, Yumbe, Manafwa, Omoro, Bududa, Serere, Pakwach Budaka, Paidha, Tororo, Kabale Police stations were furnished.

In addition, the UPF planned to undertake general repairs of 12 Blocks at CID Training School and Headquarters at Kibuli. Several repairs, construction and civil works were completed during the reporting period. All buildings were painted, toilets repaired, splash aprons constructed, construction of Septic tank still in progress. All the leaking roofs were fixed and tiles washed clean. Construction of the open drainage to provide free flow of water from the springs is still ongoing. The external toilet was reconstructed and completed. The Fascia boards were replaced and gutters fitted.

1.3.2 Complete chain of front line JLOS services at the County level

Under this strategic intervention, three Justice Centres in Serere, Rubirizi, Nakaseke were handed over and are operational. These provide frontline JLOS services. Also, construction of four centres in Buhweju, Buliisa, Sheema and Sembabule funded in 2018/19 is ongoing while procurement for construction of four other justice centres funded in 2019/20 is at advanced



stages. There was a change of location for construction of a Justice Centre from Kiira to Sembabule because there was no land in Kiira. The construction at Sembabule is at plastering Level. The four centres funded in 2019/20 include Kole, Kibaale, Kyegegwa and Rakai. Contracts for construction of the Kole and Kibaale have been awarded while construction for Kyegegwa is at contract award level. This investment brings the number of districts with JLOS frontline one-stop service points constructed to 84 which is 72.4% coverage as per the SDPIV target.

Table 29 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|----------------|----------------|---|
| Opening and operationalizing offices (Sets of office equipment and furniture for new rented offices) | DPP | 125,000,000 | 125,000,000 | Procured and delivered |
| Supervision of construction of Justice centres (Mini JLOS) | Sector wide | 200,000,000 | 152,130,000 | Nine construction sites closely monitored |
| Construction of JLOS House | Sector wide | 10,000,000,000 | 10,000,000,000 | Presidential consent to start the construction under design and build arrangement was granted and procurement of contractor and consultants was started |
| Construction of Justice Centers in Kole | Judiciary | 1,700,000,000 | 1,700,000,000 | construction commenced |
| Construction of Justice Centers in Rakai | UPF | 1,700,000,000 | 1,700,000,000 | Construction is at level of installing fixtures. Delayed due to land challenges and relocation of project site to Kyotera |
| Construction of Justice Centers in Kyegegwa | DPP | 1,700,000,000 | 1,700,000,000 | Contract awarded |
| Construction of Justice Centers in Kibale | Judiciary | 1,700,000,000 | 1,700,000,000 | Contract awarded and mobilization is on going |

There was a change of location for construction of a Justice Centre (Court and DPP) from Kiira to Sembabule because there was no land in Kiira. The construction at Sembabule is now at finishing level as shown below.



The Justice Centre at Sembabule now at finishing Level

Due to land challenges construction in Rakai was relocated to Kyotera and construction commenced. The Police station has been roofed, metallic doors and windows fitted with plastering is ongoing. Similarly, the DPP office block building has been roofed, metallic windows and doors were fitted. Plastering is ongoing. The Court, construction has reached wall plate, while for some buildings it is work in progress with others ready for roofing.

The Tax Payer Register Expansion Program (**TREP**): URSB with its partners URA, Kampala Capital City Authority (KCCA) and Ministry of Local Government (MoLG) has now established 43 TREP centers in different Municipalities countrywide. The Bureau previously rolled out three new TREP centres in Kiira, Bweyogerere and Kumi (Teso sub-region of Uganda). This has increased access to registration of businesses through One Stop Shops across the country.

The goal of TREP is to formalize the informal businesses by enhancing collaboration among government institutions for purposes of expanding business registration and tax collection. This was done through; educating and sensitizing the public about the importance of formalizing their businesses through formal registration and payment of taxes and other dues; reducing the time and cost of compliance by simplifying the process for business entities in registering for and conducting business; and harmonizing tax administration systems and minimum enforcement of government institutions in the partnership.

STRATEGIC INTERVENTION 1.4 STRENGTHEN JUSTICE FOR CHILDREN

In line with the Sector strategy to promote justice for children, there is emphasis on use of non-custodial sentences and diversion of child cases. A diversion rate of 75.1% which is 91% performance against the 2021 target was recorded while the number of service points within the Sector offering child friendly services stood at 72% according to the recently published UBOS National Governance Peace and Security Survey 2017. The lower rate of diversion in relation to the target is due to cases of children accused of capital offences, repeat offenders, intolerant communities, and limited capacity of Local Council Courts (LCCs) to handle juvenile

| Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|---|
| Inspection and Monitoring of Remand Homes and Rehabilitation Center for compliance to minimum standards | MoGLSD/Juv | 76,800,000 | 76,800,000 | Inspection of all 7 remand homes undertaken |
| Develop, print and disseminate IEC materials that detail the importance, requirements and service points for birth registration | NIRA | 340,000,000 | 310,000,000 | Procurement undertaken |
| Equip 8 selected child centres with mattresses, blankets and sanitary towels. | UPF | 35,600,000 | 35,600,000 | 3 centres equipped |
| Inducting 300 officers in children's rights and protection. | UPF | 150,000,000 | 150,000,000 | 200 inducted |
| Printing of Birth Notification Records and Issuing them to all Health Centres and Sub Counties to enable them undertake timely notification of births to the NIRA for subsequent registration of these births and issuance of birth certificates | NIRA | 350,000,000 | 200,000,000 | Procurement completed |
| Establishment Of A Child/ Victim Friendly Environment At CID Headquarters (Temporary Shelter) | UPF | 50,400,000 | 50,400,000 | On going |
| Preparation of Social Inquiry Reports and Resettlement of Children | MoGLSD/Juv | 174,240,000 | 174,240,000 | 1742 social inquiry reports prepared |

In order to strengthen child friendly services, the Sector supported frontline institutions to create child friendly office space, offer pro-bono services to juveniles, inspection of child remand homes for compliance among others.

In the reporting period, the ODDP created child friendly space in its regional offices, LDC provided legal aid to juvenile offenders in addition to facilitating social workers, all juvenile remand homes were inspected for compliance by MoGLSD. The UPF equipped 3 child centres with mattresses, blankets and sanitary towels out of the planned 8 centers. The police



The District Chain-Linked Committee of Fort rPotal inspecting juvenile holding facilities.

further launched the Children Diversion Guidelines for police covering diversion of petty cases involving children in lieu of the protection of children in conflict with the law from facing the formal justice system. The guidelines once implemented are expected to promote reconciliation between the communities affected and the children, hence a need to support the UPF to effectively implement them going forward.

Social Inquiry Reports and Resettlement of Children: The Sector provided support to the District Probation and Social Welfare Officers in the districts to prepare Social Inquiry Report (SIRs) as a requirement for enabling the cases against children to be handled expeditiously and in the best interest of the children.

Supporting juveniles for court attendance and resettlement: All regional remand homes, Reception center, Uganda Child Help Line-Kireka and Kampiringisa National Rehabilitation

Centre were supported to have juveniles taken for court sessions (details in table 33 below) and for resettlement after release/completing rehabilitation programs. In addition, the District Probation and Social Welfare Officers were supported to trace for parents/ relatives and resettle children after attendance of court sessions.

Table 31 Court Attendance

| S/N | Remand Home | Lower courts | | Higher courts | | Total |
|-----|--------------------|--------------|--------|---------------|--------|-------|
| | | Male | Female | Male | Female | |
| 1 | Naguru Remand Home | 1301 | 50 | 116 | 0 | 1467 |
| 2 | Mbale Remand Home | 818 | 59 | 40 | 0 | 917 |
| 3 | Fort Portal | 774 | 75 | 45 | 0 | 1811 |
| 4 | Ihungu (Masindi) | 93 | 13 | 09 | 0 | 115 |
| 5 | Arua | 1007 | 69 | 32 | 0 | 1108 |
| 6 | Gulu | 838 | 69 | 23 | 0 | 930 |
| 7 | Kabale | 130 | 15 | 30 | 0 | 175 |
| | Total | 4961 | 333 | 295 | 0 | 5589 |

As part of a wider resettlement plan, children, while in remand centers, are trained in life skills such that they can easily re-integrate into the community once they get their freedom. Some of these skills are shown below.



Juveniles learning life skills at various remand homes

The table below shows the number of juveniles that were successfully resettled during the reporting period.

Table 32 Resettled Juveniles

| Remand Home | Male | Female | Total |
|--------------------|------|--------|-------|
| Naguru Remand Home | 439 | 58 | 497 |
| Mbale Remand Home | 268 | 45 | 313 |
| Fort Portal | 305 | 40 | 345 |
| Ihungu (Masindi) | 70 | 6 | 76 |
| Arua | 289 | 36 | 325 |
| Gulu | 260 | 41 | 301 |
| Kabale | 95 | 11 | 106 |
| Total | 1726 | 237 | 1963 |

Monitoring and inspection of Regional Remand Homes to ensure compliance to the standards: The Ministry of Gender, Labour and Social Development (MoLGSD) made quarterly inspections on work performance in all Remand Homes. In the remand homes the admission of juveniles who commit minor offences had reduced since the probation officers in charge of Remand Homes diverted the minor cases from police. The average time juveniles spend on remand is 6 months including those whose cases are under hearing. The Juveniles attended court regularly with the availability of the Social Inquiry Reports

Table 33 Juveniles overstaying on remand and escape from remand homes

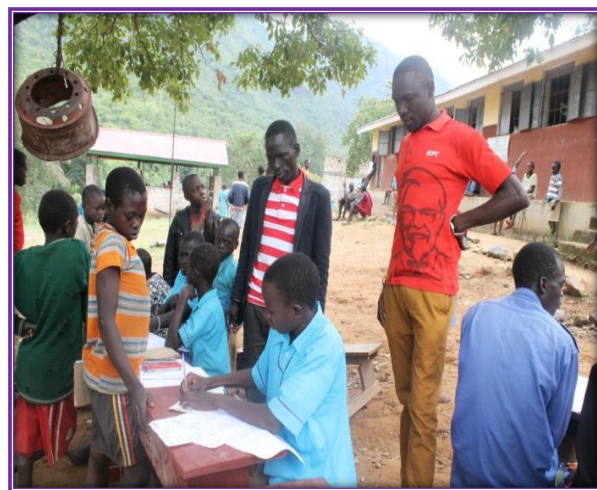
| Remand Home | No. Overstayed | Escapes |
|--------------------|---------------------------|---|
| Arua | 00 | 23 (19 boys and 04 girls) |
| Gulu | 0 | 12 |
| Masindi | 0 | 02 (during gardening because the Home has no fence) |
| Mbale Remand Home | 34 | 03 |
| Kabale Remand Home | 15 (All Male) | |
| Naguru Remand Home | 58 (56 male and 2 female) | 14 (One was a girl) |

Birth registration is considered every child’s ‘first right’, as enshrined in both the UN Convention on the Rights of the Child as well as the African Charter on the Rights and Welfare of the Child. In addition, Article 18 of the 1995 Constitution of the Republic of Uganda stipulates that the State shall register all births and deaths occurring in the country. Registering a birth and issuing a Birth Certificate protects the human rights of the child by giving them the first official and legal identity of their own and a legal relationship with the parents as well as establishing citizenship and Nationality.

The Sector, through NIRA, purposed to improve birth registration service delivery in the country through developing, printing and disseminating Information, Education and Communication (IEC) materials that detail the importance, requirements and service points for birth registration. Through these activities, there was a significant positive response to birth registration especially among the rural folks as shown in the figure below. It is anticipated that more impact will be registered going forward with increased advocacy and sensitization.



Birth Registration in Kyegwenga



Birth Registration in Amudat

The Sector established a Child/ Victim Friendly environment at CID Headquarters. Renovated the existing structure to accommodate child/victims of SGBV and furnished it with 20 beds. Also 32 police officers from Bukedia, Busia, Amudat, Mpondwe, Katuna, Malaba, Entebbe AVIPOL, Kanungu, Kyanika, Lwakhakha, Bunagana, Moroto, Kampala, Lira and other Border Districts underwent a two days training on protection of Gender Based violence (GBV) victims and investigation of GBV cases and human trafficking. As one of the immediate outcome of the training, 55 female victims of human trafficking were rescued from Busia and Malaba borders.



Rescued female victims



Structure furnished with bedding at Kibuli

MoGLSD also undertook the preparation of victim impact assessment reports from the selected districts of Mubende, Iganga, Sironko, Moroto and KCCA. In total 650 reports were prepared. The MoGLSD also worked closely with KCCA, earmarked district leaders and Non-Governmental Organizations (NGOs) to ensure that street children are withdrawn from the streets and resettled with their families.

The LDC LAC continued to offer child friendly services across all the JLOS Institutions in form of Legal and social counselling, legal representation, inspection of juvenile detention facilities and tracing for relatives of children in conflict with the Law. This has been done at court, police and the remand homes. The LAC facilitated 17 social workers and 8 child friendly lawyers to handle cases of children in conflict with the law and children in need of care and protection. The LAC staff have continuously joined the DCC members to inspect and assist children in police custody.

Table 34: LAC representation of Child offenders in FY 2019/2020

| Category | Total | Boys | Girls | Ongoing | Completed |
|----------------------|------------|------------|-----------|-----------|------------|
| Court Representation | 181 | 151 | 30 | - | 181 |
| Diversion | 601 | 532 | 69 | 53 | 548 |
| Total | 781 | 683 | 99 | 53 | 729 |

1.4.2 Capacity for duty bearers and institutions in child justice enhanced

Table 35 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|--|
| Strengthen capacity of prosecutors in handling children cases | DPP | 40,000,000 | 0 | |
| Equipping of district Birth Registrars with Motorcycles to facilitate timely registration of births and deaths that occur within the communities and the subsequent Issuance of birth certificates across the different communities | NIRA | 250,000,000 | 250,000,000 | 25 motorcycles procured |
| Citizens guide of the Children Act. | ULRC | 70,000,000 | 70,000,000 | Draft citizens guide to the Children Act was developed |
| Procure 25 motorcycles for CFPU. | UPF | 250,000,000 | 250,000,000 | 25 motorcycles procured |

As part of building capacity of duty bearers and institutions in child justice, the Sector, through NIRA, procured 25 motorcycles targeting District Birth Registrars. This is aimed at facilitating timely registration of births and deaths that occur within the communities and the subsequent issuance of birth certificates across the different communities.

Additionally, LAC working with the KCCA Probation and Social Welfare Officers conducted a meeting of stakeholders in Kampala Metropolitan Region to impart skills on diversion of child offenders from the formal justice system. The meeting also discussed strategies of working together to enhance diversion of child offenders. The meeting brought together 30 persons, (17 females and 12 males) including: 4 LAC social workers, 1 LAC legal officer, 5 Probation and social welfare officers from the five divisions of Kampala, 3 senior probation officers from the MoLGSD, 06 police officers working in the Child and Family Protection Unit (CFPU), 6 Police officers working with the CID and 05 police officers working under the Community Liaison Office (CLO).

The ULRC undertook to prepare a Citizen guide of the Children Act as amended. Access to law is vital to good governance and rule of law. Enacted laws frequently change for various reasons. The Sector's work on facilitating access to the law intends to; create awareness, make it easier for all users to understand, and to facilitate easy access for implementers, legal practitioners and others. In the reporting period, a draft proposal of the Citizen Guide to the Children Act were developed. It is anticipated that the guide will create awareness about the Children Act and reduce incidents of ignorance of the Act among the general public.

The Children Diversion Guidelines for police covering diversion of petty cases involving children in lieu of the protection of children in conflict with the law from facing the formal justice system were launched. The process will also promote reconciliation between the communities affected and the children. This however calls for collaboration from all the stakeholders to support police as they implement the guidelines. The guidelines provide for class of cases to be diverted and the procedure.

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

Table 36 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|--|
| Special sessions for child related cases | DPP | 160,000,000 | 160,000,000 | 13 sessions completed with 60% conviction rates and also weeding out 350 cases |
| Special sessions for child offenders to decongest remand homes | Judiciary | 260,000,000 | 224,000,000 | 13 sessions concluded |

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|---|
| Fast tracking child related cases | LDC | 15,000,000 | 15,000,000 | 111 juveniles supported and 7 to attend court |
| Implement J4C | Sector wide | 288,000,000 | 270,000,000 | J4C operational in all 14 JLOS regions |
| Legal representation of children in courts of Law. | ULS | 64,000,000 | 64,000,000 | Undertaken through the legal aid clinic |
| Expeditious investigation of 1000 reported juvenile related crimes. | UPF | 100,000,000 | 100,000,000 | 1000 cases investigated |
| Attendance of both lower and higher courts | MoGLSD/Juv | 462,000,000 | 462,000,000 | 5639 Juveniles were supported to attend court |

The UPF ensured expeditious supervision and monitoring for investigations into juvenile offenses across the country. A total of 1000 juvenile related cases files were investigated some of which were summoned and were expeditiously handled.

Children cases were fast tracked in many of the service centres and the best interest of a child was emphasised during the handling of such cases with 6,101 cases disposed of. To fast track disposal of child related cases, the ODPP participated in 13 sessions in the High Courts of Kampala, Moroto, Kitgum, Kasese, Mubende and Tororo and the Chief Magistrates courts sitting at Nakapiririt, Iganga, Kiryandongo, Bududa, Kyegegwa, Bundibugyo and Gulu. The overall conviction rate stood at 60.1% compared to 56% the year before.

During the Financial Year, the LDC team represented a total number of 111 children in conflict with the Law. The children were represented in the courts of Rubaga, Nateete, Mbarara, LDC, Kira, Kabarole, Iganga and Adjumani. Ninety three (93) of the children represented were male, 2 were South Sudan refugees and 18 were female. The children offenders were charged with theft, robbery, murder, defilement, rape and aggravated defilement. The cause of these cases, from interaction with the children, indicated that they were not adequately provided for at home which led them to stealing so as to get money to buy what to eat.

Tracing of parents to attend court LAC in partnership with Naguru Remand Home traced parents of 7 child offenders, 1 female and 6 males to attend the High Court Session planned for July 2020. Parents were traced from Lugazi, Nakaseke, Bugiri, Buikwe, Nansana, Wakiso and Kasangati and agreed to attend the High Court Session in July.



Interaction with juveniles at Naguru Remand home in order to get information about their parents.



At Kituti village in Lugazi after tracing and counseling Ms. Birungi Fina a mother to one of the Child offenders in Naguru Remand Home

Diversions:

LAC further conducted outreaches to seven (7) police stations of Old Kampala, Wandegeya, Central Police Station, Jinja Road, Katwe, Kawempe and Kira Police Stations with the aim of identifying child offenders and diverting them. LAC intensified outreaches to police stations across the country covering 11 police stations and posts including Old Kampala, Wandegeya, Central Police Station, Jinja Road, Katwe, Kawempe and Kira Police Stations Nasana police station, Natete, Acholi quarters police post Banda and Pandwong police post. During these outreaches, LAC engaged with Officer(s)-In-Charge (OC) CID, OC station and were able to handle and counsel 564 (64 female and 500 male) child offenders from the formal justice system. The children were charged with theft, indecent assault of a female, possession of narcotic drugs and possession of stolen property.

Five hundred eleven cases were diverted successfully while 53 cases are still under observations by the LAC team, the courts and the probation officers. The increase in the number of diverted cases (624 in FY 2019/20 against 601 reported in the previous year) resulted from the increase in the coverage of police station to ten and stakeholders' engagements through formal and informal meetings.

Table 39 Cases handled by LAC by police station

| Station | Total of cases | Boys | Girls | Ongoing | Completed |
|-------------------------|----------------|------------|-----------|-----------|------------|
| Nateete/Rubaga | 24 | 24 | - | - | 24 |
| Nansana | 27 | 25 | 02 | - | 27 |
| Kira Police station | 17 | 13 | 04 | 03 | 14 |
| Old Kampala | 10 | 08 | 02 | - | 10 |
| Central Police Station | 30 | 24 | 6 | 8 | 22 |
| Banda Police post | 02 | 02 | - | - | 02 |
| Pandwong police post | 47 | 40 | 07 | - | 47 |
| Katwe Police station | 50 | 48 | 2 | 5 | 45 |
| LDC Court | 29 | 20 | 09 | 10 | 19 |
| Kawempe Police Station | 15 | 12 | 03 | 0 | 15 |
| Jinja Rd Police Station | 27 | 25 | 2 | - | 27 |
| Masindi | 113 | 103 | 10 | 15 | 98 |
| Kabarole | 101 | 94 | 07 | 12 | 89 |
| Adjumani | 72 | 62 | 10 | | 72 |
| Total | 564 | 500 | 64 | 53 | 511 |

Table 37 Case management by LDC LAC

| Station | Total of cases | Boys | Girls | Ongoing | Completed | Diverted |
|----------------|----------------|------|-------|---------|-----------|----------|
| Nateete/Rubaga | 2 | 2 | 0 | 0 | 2 | 0 |

During the reporting period, the clinic despite funding challenges was able to divert children in conflict with the law from the formal system to an informal one which ensures rehabilitation and resettlement of the children. Thirty seven juveniles were diverted through the use of 'fit persons'. 5 of the juveniles were female and 32 were male. Table 41 illustrating the statistics.

the statistics.

Table 41 Cases diverted by fit persons during the reporting period

| District | Cases handled | Female | Male | Successful cases | Referred | Total |
|----------|---------------|--------|------|------------------|----------|-------|
| Jinja | 13 | 0 | 13 | 13 | 0 | 13 |
| Kagadi | 10 | 0 | 10 | 7 | 0 | 10 |
| Adjumani | 14 | 5 | 9 | 13 | 0 | 14 |
| Total | 37 | 5 | 32 | 33 | 00 | 37 |

1.4.4 Rehabilitation and Remand homes established at regional level

Table 42 Progress of implementation of planned activities

| Activity | Institution | Budget | release | Performance |
|--|-------------|---------------|---------------|--|
| Construction of Moroto Regional Remand Home (2nd phase) | MoGLSD/Juv | 1,000,000,000 | 1,000,000,000 | Phase one completed |
| construction of Masindi Regional Remand Home (1st phase) | MoGLSD/Juv | 750,000,000 | 750,000,000 | Contractor procured and site handed over |

Construction of Moroto Remand Home and Masindi Remand Home: The contractor is constructing phase I Moroto Regional Remand Home which entails Boys dormitory, and the Perimeter wall and has started constructing the Girls dormitory and staff house. The Construction of Masindi Remand Home commenced. When completed this will increase the number of regional remand homes from 07 to 08.

STRATEGIC INTERVENTION 1.5 STRENGTHEN ACCESS TO LEGAL AID SERVICES

The Sector increased magisterial areas accessing state funded legal services through the Justice Centre Uganda (JCU) project, LDC LAC and the Uganda Law Society (ULS) Legal Aid Project (LAP) supported by the GoU and JLOS development partners from 39% to 46%. To strengthen access to legal aid in the reporting period the activities detailed in the table below were programmed for implementation. Suffice to note that all activities except one are on track as shown in table 43.

Table 43 performance against indicators

| Performance indicator | Baseline 2016 | Performance 2018/19 | Target 2021 |
|---|---------------|---------------------|-------------|
| Proportion of magisterial areas accessing state funded aid legal services | 26% | 39.02% | 46% |
| | | | 48.7% |

1.5.1 State brief scheme and pro-bono services enhanced

Table 384 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|---|
| State provision of legal aid for JCU | Judiciary | 163,700,000 | 98,400,000 | Justice Centres operational and 1,123 clients were supported with 767 of these supported to appear in court. 2249 inmates secured release from prison |
| Establish the Mbarara campus Legal Aid Clinics | LDC | 13,450,000 | 13,450,000 | Legal aid clinic fully operational |
| Prison Decongestion programs (Identification, Social Inquiry Reports) | MIA/NCSP | 392,000,000 | 392,000,000 | Over 10,000 orders issued |
| Integration of the Probono and Duty Counsel Scheme to provide effective Legal Aid Services. | ULS | 21,500,000 | 21,500,000 | Undertaken |
| Enhance access to justice through mediation and reconciliation of 1000 cases in the courts of Natete-Rubaga, Iganga, Kamuli, Jinja, Lira, Yumbe, LDC court, Kasangati, Nabweru, Nakawa, Luzira, Wakiso, Kira, Kajjansi | LDC | 236,000,000 | 236,000,000 | 1,613 cases mediated, 643 reconciled with 1021 being successful |

Table 39: State funded legal aid

| Year | LDC LAC | | |
|-----------|---------|-------|--------|
| | M | F | Total |
| FY2017/18 | | | |
| FY2018/19 | 8,337 | 3,971 | 12,308 |
| FY2019/20 | 1,156 | 475 | 1,631 |

The State Brief Scheme (SBS) derives its mandate from the constitution specifically the Article 28 which underpins the right to a fair hearing. It states that “Every person who is charged with a criminal offence shall in the case of any offence which carries a sentence of death or imprisonment for life be entitled to legal representation at the expense of the State” To implement the scheme the Sector relies on JCU, LDC LAC and ULS legal aid clinic and pro bono services as well as hire of private lawyers by the state especially in capital cases.

JCU was established within the Judiciary by Chief Justice Circular number one of 2010 as a project of JLOS to provide free legal services to the poor, vulnerable and marginalized. JCU operates one-stop-Centres with a broad range of legal aid services to all categories of vulnerable people in the community, identified through a means and merit test. Some of these services include legal representation, mediation, referrals, awareness creation and outreach, as well as psychosocial support. JCU seeks to bridge the gap between the supply and demand sides of justice while at the same time empowering individuals and communities to claim their rights and demand for policy and social change.

As part of its mandate, JCU ensured that it offered an end-to-end meaningful support to accused persons over the entire trial process chain. In the reporting period, 1,510 (69 female and 1,441 male) cases were registered against a set target of 1,052, from which 1,638 (119 female and 1,519 male) court appearances were made against a set target of 1,264. A total of 965 cases (914 female and 51 male) were successfully concluded against a set target of 560 from which 732 (28 female and 704 male) were concluded as a result of plea bargaining. A summary is shown in the table below.

Table 40 JCU case management

| Category | Male | Female | Total | Target |
|------------------------|-------|--------|-------|--------|
| Registered cases | 1,441 | 69 | 1,510 | 1,052 |
| Court appearances | 1,519 | 119 | 1,638 | 1,264 |
| Successfully Concluded | 914 | 51 | 965 | 560 |
| Plea bargaining | 704 | 28 | 732 | |

The Courts jurisdictions covered include Chief Magistrates court Iganga, Chief Magistrates court Tororo, Tororo High Court circuit, Chief Magistrates Courts Lira, Chief Magistrates Court Kitgum, Chief Magistrates Court Apac, Lira High Court Circuit, Grade 1 Magistrates Anyeke, Grade 1 Magistrates Apac, Grade 1 Magistrates Lira, Grade II Court Kalongo, Grade II Court Patongo, Mbale High Court, Fort Portal High Court circuit, Fort Portal Chief Magistrates Court and Jinja High Court Circuit,



JCU advocate conducting a mediation, sensitizing the participants on women's' land rights, the parties signing the MOU and demarcation of boundaries

JCU continued to implement its arrangement with Family Division of the High Court that sought to reduce the court case backlog by supporting the court to handle some cases through mediation. JCU also supported other courts by offering mediation services- with a view to reducing the court case backlog. A total of 744 (314 female and 430 male) mediation cases were registered from which 457 (155 female and 302 male) mediation sessions were held against a set target of 300. As a result, 174 (70 female and 104 male) cases were successfully concluded.

As one of the ways to enhance crime prevention among the youth and children, JCU reached out to various schools empowering the students with crime prevention techniques while at the same time sensitizing their communities about the need to fight crime.

The outreach topics focused on GBV, Sexual reproductive health rights children's rights and justice issues that they faced were identified. In the course of the reporting period, JCU held 260 school outreaches reaching out to 35,407 (18,275 female and 17,132male) students against a set target of 26,740. Additionally, 357 (130 female and 227 male) teachers were also sensitized. Fifty one students (41 female and 10 male) students registered cases after the outreaches which significantly increased in the third quarter of FY2019/20.

Table 41: JCU Number of participants reached out to during outreaches

| Financial Year | Target | No. of Outreaches | Male | Female | Total |
|------------------|---------|-------------------|---------|---------|---------|
| FY2017/18 | 44,712 | 879 | 37,269 | 19,009 | 56,278 |
| FY2018/19 | 96,616 | 1,507 | 75,691 | 42,409 | 118,100 |
| FY2019/20 | 140,466 | 2,812 | 85,311 | 55,319 | 140,630 |
| <i>Sub Total</i> | 281,794 | 5,198 | 198,271 | 116,737 | 315,008 |

JCU reached out to the women and addressed them on their rights to land, administration of estates as well as domestic violence and sexual reproductive health rights. As a result, JCU held 398 women outreaches reaching out to a total of 11,514 women. Additionally, 1,422 men also attended the outreaches - The performance is attributed to the good working relationship with the local authorities and women group leadership that ensured that the

women meet and discuss the pertinent issues that they faced and devising means of overcoming them. Through these outreaches, 156 (136 female and 20 male) people registered cases.

JCU held a total of 89 outreach sessions to PWD groups reaching out to 1,674 (763 female and 911 male) people who were sensitized on their rights against a set target of 1,396. It should be noted that the Persons With Disabilities (PWDs) face more access to justice challenges beyond those that are unique to them by virtue of their vulnerabilities. A total of 43 (14 female and 29 male) PWDs registered cases with JCU after the outreaches organized within their communities.

A total of 349 outreaches were carried out with 18,066 (8,071 female and 9,995 male) community members reached out to against a set target of 4,700. From the outreaches, 92 (63 female and 29 male) community members registered cases with JCU.



One of JCU's Assistant Legal Officer conducting a community outreach.



One of JCU's Assistant Legal Officer conducting a community outreach in Nyakesi community.

A total of 600 outreaches were carried out with 29,292 (13,692 female and 15,600 male) community members reached out to. From the outreaches, 364 (248 female and 116 male) community members registered cases with JCU.

In the reporting period, JCU organized 597 outreach sessions at the police posts and stations across the country reaching out to 18,245 (1,716 female and 16,529 male) inmates against a set target of 24,730 indicating that JCU fell short of hitting its set target by 26%. JCU failed to reach its target mainly because most of the police posts do not have necessary large numbers of suspects yet the suspects also need to benefit from JCU services. As a key result of the outreaches, 1,339 (224 female and 1,115 male) suspects were granted police bond due to JCU interventions thereby contributing to reduction in police cells congestion. The performance can however be explained by the compliance of some police stations especially in Fort Portal and Mubende with the 48-hour rule on detention by the police.

During the reporting period, JCU carried out 261 outreaches in the following prisons; Uganda government prison in Sironko, Mpigi, Kampala Remand, Kasangati, Muinaina Prison, Kaweeri, Lugazi, Kauga, Ntenjeru, Busaana, Nakifuma, Ngogwe, Butaleja, Morukatipe, Bubulo Prison, Masafu, Buliisa, Lira Main. Prison Farm Arocha, Apac, Lira, Arocha Prison in Apac, Mpigi,

Kampala Remand, Kasangati, Muinaina, Kaweeri, Lugazi, Kauga, Ntenjeru, Busaana, Nakifuma, Ngogwe, Butaleja, Morukatipe, Bubulo, Masafu.

From these outreaches, JCU was able to reach out to 27,972 (1,517 female and 26,455 male) inmates against a set target of 17,230 indicating that JCU exceeded its set target by 62%. Additionally, 170 (48 female and 122 male) inmates were helped by JCU to secure bail. The positive performance in this area is mainly attributed to the good cooperation that JCU has with the UPS with JCU mobilizing to conduct outreaches on Sundays when all prisoners were available.

A total of 2,385 spot messages (296 being free offers from partners) were aired against a set target of 3,360 indicating that JCU fell short of hitting its set target by 29%. JCU also held a Television talk show discussing GBV and how JCU can offer support to survivors under the UNWOMEN project. This was on Tower of Praise Television (TOP TV).



JCU Assistant Legal Officer on a TV talk show aired on Top TV talking about Gender Based Violence among children



JCU Assistant Legal Officer on a TV talk show aired on Top TV discussing JCU and her services, Gender Equality, Marriage and Gender Based Violence

Prison Decongestion Programme (PDP) is one of the Sector innovations whose mandate is to ensure that number of prisoners in prisons are reduced by ensuring that the inmates that qualify are given alternative sentences. JCU's focus here are the 'lodgers', juveniles detained with adults, people that have overstayed their mandatory period on remand and petty offenders. Some of the Prison Decongestion initiatives included; acquittal, charge with caution, discharge, dismissal for want of prosecution, fines, grant of community service orders, mandatory bail, ordinary bail, plea bargaining/cautioned, plea bargaining/fined, plea bargaining/granted community service, reconciliation and sentence with caution.

To further enhance service delivery, the LAC at LDC Mbarara Campus was equipped and setup by partitioning the premises and getting them ready for institution, equipment of 4 work stations, 8 work and clients chairs, 10 tables and 10 chairs for the students practice office. The office was inspected and approved by the Law Council.



Members of the LAC Advisory Board led by Justice Eva Luswata Kawuma accompanied by the Secretary Law Council, Ms. Margaret Apiny and Ms. Lydia NamuliLubega Manager, LAC inspect the newly partitioned LAC office in Mbarara.

Table 47: LDC LAC clients represented

| Year | Male | Female | Total |
|-----------|-------|--------|--------|
| FY2017/18 | | | |
| FY2018/19 | 8,337 | 3,971 | 12,308 |
| FY2019/20 | 1,156 | 475 | 1,631 |

The LDC LAC implements the legal aid interventions along three aspects namely: legal advice and counselling to walk in clients, legal representation in courts and coaching for self-representation. This was conducted in the Clinics of Kampala, Mbarara, Kabarole, Adjumani and Masindi.

Table 48 LDC LAC legal aid services offered in FY 2019/20

| Category | Total | Male | Female |
|-----------------------------------|--------------|--------------|------------|
| Legal advice and counselling | 901 | 547 | 354 |
| Court representation | 475 | 329 | 146 |
| Legal aid at the Police | 391 | 362 | 29 |
| Coaching for self-representation. | 771 | 615 | 156 |
| Total | 2,719 | 2,004 | 715 |

Legal Advice and Counselling

In terms of legal advice and counselling, the LAC continued to implement a Bar Course student legal aid led program with the assistance of its legal aid advocates. A total of 868 (340 female and 528 male) walk in clients were counselled and advised. Cases handled for walk in clients comprised of; succession, child neglect and maintenance, custody, domestic violence matters, family disputes, divorce petitions and land disputes.



Law Development Center Bar course students at the Bar representing indigents during a court session at the Chief Magistrates Court Mbarara with the supervision of the Legal Aid Clinic Advocate- extreme left.



Bar Course Students with the LAC Legal Team after a High Court Criminal Session.

Thirty three (14 female and 19 male) of the walk-in clients were provided with legal advice and counselled by Bar Course students with the supervision of advocates. The matters presented by the clients included succession, land dispute, custody and maintenance.

Court Representation

The LAC represented clients with cases at the Chief Magistrates Court of Mbarara, LDC court, Nateete/Mwanga II, Wakiso, Nabweru, Jinja Court, Adjumani, Masindi, Kagadi and Kabarole Magistrate Courts and the High Court of Mbarara. Three hundred seventy two cases (106 female and 266 male) were handled through legal representation during the reporting period. The cases received and handled were predominantly criminal matters, and the usual ones of custody and maintenance involving female clients whose partners had refused to provide for their children.

During the reporting period, a total of 219 cases comprising of; 100 on-going and 119 new cases were handled. Of the 100 on-going cases, 31 were concluded and 67 of the new cases only have been successfully handled making a total of 98 cases successfully completed during the reporting period. Of the completed 98 cases 9 are family law related and the rest are criminal cases.

The criminal law cases are predominantly cases related to property in particular theft. This can be attributed to high level of unemployment in townships where the LACs operate.

The maintenance disputes are 90% attributable to men renegading on their obligation to provide for their children premised on ignorance of the law and poverty and partly due to a wrong belief by some females that maintenance of children is a sole burden of men.

It is worth noting that 103 indigent accused persons (40 female and 63 male) at the Chief Magistrate's Court of Mbarara, LDC Magistrates Court, Nabweru Chief Magistrates Court and Nateete-Rubaga Magistrates Court were represented by Bar Course Students. The charges

were theft, obtaining money by false pretenses, inciting violence, demanding money with menaces, threatening violence, malicious damage to property, rogue and vagabond, possession of stolen items, criminal trespass and other forms of misdemeanors. The students secured bail for 20 of these persons, 5 dismissals for want of prosecution, 5 convictions and 2 acquittals.



Students attending an application for maintenance and custody at the Makindye Chief Magistrates' Court. And the LAC legal team during hearing for bail applications at Buganda Road Court in June 2020

Table 42: Statistics of cases handled under the reconciliation and mediation from July 2019– June2020

| Stations/ Courts | Total | Civil | Criminal | Successful | Pending | Failed | Women | Men |
|--------------------|--------------|--------------|------------|--------------|------------|------------|------------|--------------|
| Jinja | 114 | 99 | 15 | 68 | 12 | 34 | 20 | 94 |
| Wakiso | 238 | 219 | 19 | 101 | 27 | 110 | 101 | 137 |
| Nateete/ Rubaga | 67 | 21 | 46 | 29 | 9 | 29 | 11 | 56 |
| Iganga | 237 | 181 | 56 | 98 | 23 | 116 | 60 | 177 |
| Makindye | 202 | 154 | 48 | 98 | 35 | 69 | 58 | 144 |
| Kasangati | 478 | 316 | 162 | 195 | 72 | 211 | 200 | 278 |
| Matugga | 113 | 58 | 55 | 61 | 10 | 42 | 24 | 89 |
| Nabweru | 311 | 274 | 37 | 133 | 27 | 151 | 103 | 208 |
| Kabarole | 28 | 18 | 10 | 14 | 7 | 7 | 5 | 23 |
| Kira | 83 | 66 | 17 | 43 | 11 | 29 | 26 | 57 |
| LDC court | 154 | 80 | 74 | 63 | 21 | 70 | 33 | 121 |
| Masindi | 27 | 14 | 13 | 11 | 4 | 12 | 5 | 22 |
| Mbarara | 42 | 8 | 34 | 22 | 11 | 9 | 3 | 39 |
| Adjumani | 17 | 6 | 11 | 4 | 6 | 7 | 3 | 14 |
| Nakawa | 13 | 9 | 4 | 3 | 7 | 3 | 3 | 10 |
| Lira | 86 | 60 | 26 | 43 | 30 | 13 | 19 | 67 |
| Kajjansi | 15 | 7 | 8 | 12 | 0 | 3 | 2 | 13 |
| Kagadi | 30 | 22 | 8 | 23 | 2 | 5 | 9 | 21 |
| Total | 2,255 | 1,612 | 643 | 1,021 | 314 | 920 | 685 | 1,570 |

Legal aid at the Police: LAC reached and offered legal advice and representation to 391 (29 female and 362 male) detainees at the police stations of Old Kampala, Wandegeya, Bulenga, Buloba, Wakiso, Nansana and Nateete. Three hundred seventy four (374) of the detainees were granted police bond, 10 bail at court and 7 cases were pending.

Court annexed mediation and reconciliation are key interventions for the LAC, largely promoting and enhancing the use of ADR mechanisms to settle disputes. This is in line with the sector backlog strategy of fast-tracking cases and dispensing affordable and timely justice that meets the aspiration of the people. It is intended to ensure that parties to disputes actively participate in finding solutions to their disputes. These interventions were implemented in 14 courts around the country including Matugga, Wakiso, Nakawa, Nabweru, Luzira, LDC, Rubaga-Nateete, Kasangati, Makindye, Iganga, Lira, Kajjansi, Kira and Jinja.

During the reporting period the LAC handled a total of 2,256 cases (688 female and 1,568 male) for both mediations and reconciliations. A total of 1,613 were mediations while 643 were reconciliations. Of the total number of cases handled, 1,021 of the cases handled were successful, 486 failed and 749 are still on-going.



LAC officers in Mbarara undertaking a community based mediation in Bukiro Trading Centre in Rwanyamahembe Sub County



Bar Course Students conducting reconciliation session at Nateete- Rubaga Court

1.5.2 Legal Aid Service Providers (LASPs) coordinated and regulated

Table 43 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|--|
| Receiving cases and providing advice to the indigent through toll free telephone lines Justice Centers Uganda | Judiciary | 72,000,000 | | |
| Identify and process disputes through litigation for Justice Centres Uganda | Judiciary | 450,000,000 | 300,000,000 | All JCU centres operational registered 1,510 and 1,638 cases processed through court |
| Inspection of 13 Universities offering Law programmes Country wide | MoJCA/LC | 15,000,000 | 15,000,000 | Deferred |

The Law Council conducts inspection of law firms and Legal Aid Service Providers (LASPs) country wide to ensure that chambers of advocates and LASPs are decent and well stocked with law books before Certificates of Approval can be issued. During the reporting period, the Law Council inspected 1,089 Advocates Chambers and 991 were approved and issued with a certificate. In addition, inspections of 26 Legal Aid Service Providers was conducted and all were approved.

Table 44 Law Firms Inspected

| Financial Year | Inspected, | Approved | % Approved |
|----------------|------------|----------|------------|
| 2017/18 | 1,087 | 950 | 87.4% |
| 2018/19 | 1,168 | 1,149 | 98.4% |
| 2019/20 | 1,089 | 991 | 91% |

Table 45 LASPs Inspected

| LASPs | FY 2017/18 | FY 2018/19 | FY 2019/20 |
|------------|------------|------------|------------|
| Inspected | 29 | 53 | 26 |
| Approved | | | 26 |
| % Approved | | | 100.0% |

Universities teaching law are annually inspected to ensure quality legal education is maintained in the country. Universities teaching law were not inspected, due to COVID-19 Pandemic, the activity was put on hold until such a time when it is possible to fully conduct the inspections.

Table 46 Inspection of Universities teaching law

| Firms | FY 2016/17 | FY 2017/18 | FY 2018/19 | FY 2019/20 |
|------------|------------|------------|------------|------------|
| Inspected | 9 | 9 | 5 | 0 |
| Approved | 9 | 9 | 5 | 0 |
| % Approved | 100.0% | 100.0% | 100.0% | |

1.5.3 Laws promoting legal aid proposed for enactment

There was no activity programmed under this strategy awaiting cabinet direction on the proposed legal aid policy. It is however important that the Sector reconsiders a strategy on the proposal. It might be worthwhile considering an amendment to existing laws on legal aid such as the Poor Persons Defence Act Chapter 20 as opposed to overhaul given the current delays. This would be an easier option to address the existing institutional weakness that impact its effective operation.

1.5.4 Self-represented litigants support systems improved

A total of 771 clients (156 female and 615 male) were coached to represent themselves in the various courts in the areas where LAC has presence during the reporting period in Kabarole, Mbarara, LDC Court. Clients were coached in both civil and criminal cases. In criminal cases, focus was on those charged with petty offenses (misdemeanours) like assault, theft, criminal trespass, uttering false documents, forgery, obtaining money by false pretences and in civil matters concentration was on those whose claims were not exceeding 10 Ug. Shs. million.

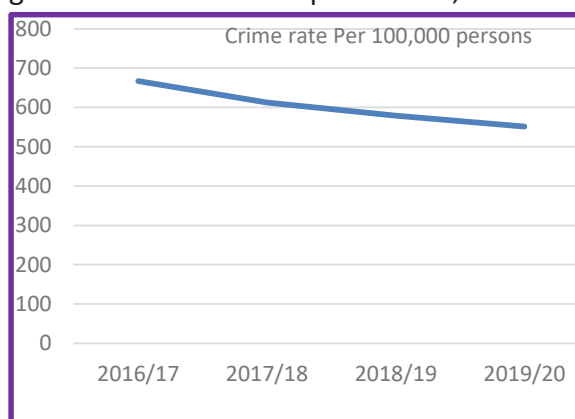
The JCU system ensures that persons that access the offices have cases that have merit but lack the means to proceed with their cases in court. Such persons are encouraged and or advised to take up their matters in court using the self-representation initiative. JCU helps these clients by drafting for them all the necessary documents that they need in order to ably represent themselves in courts of law. In the FY2019/20, JCU helped 206 (female and 137 male) clients self-represent their matters in courts of law against a set target of 1,282. Of the total number of clients assisted to self-represent their cases, 130 clients (37 female, 92 male and 1 institution) were able to successfully conclude their matters through this initiative. The self-representation initiative is still struggling due to fear by most of the litigants to appear, alone, before a judicial officer. JCU will continue building its clients capacity to appear alone as a way of handling the many cases it receives.



Legal Assistant from LAC at government prison in Kitagwenda District

STRATEGIC INTERVENTION 1.6. STRENGTHEN MEASURES TO EFFECTIVELY AND EFFICIENTLY PREVENT AND RESPOND TO CRIME.

Strengthening the capacity of crime fighting agencies is essential in prevention, detection response, investigation and prosecution of crime. In addition, JLOS is implementing measures to boost rehabilitation of offenders including juveniles to reduce the levels of recidivism in the country. These among other interventions have resulted into an increase in rates of conviction from 60% in 2016 to 62.6%, a reduction in the rate of reoffending from 21% to 15.6% while convicts sentenced to community service increased from 45% in 2016 to 67.5% in the reporting period.



The index of reliability of policing services remain below the baseline figure given the less than proportionate investment in policing in terms of numbers and equipment.

Table 47 Performance against indicators

| Performance indicator | Baseline | | Performance | | Target |
|---|----------|---------|-------------|---------|--------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |
| Reliability of policing services (index) | 4.0 | 3.8 | 3.84 | 3.8 | 4.4 |
| Conviction rates | 60.1% | 62% | 61.9% | 62.6% | 65% |
| Rates of recidivism | 21% | | 16.8% | 15.1% | 17% |
| Proportion of convicts sentenced to community service | 45% | 48.5% | 45.4% | 67.5% | 55% |

1.6.1 Crime fighting agencies strengthened

According to the UPF Annual Crime Report 2019, there was a 9.8% decrease in the volume of crimes reported to Police from 238,746 cases reported in 2018 to 215,224 cases reported in 2019. This is attributed to deliberate GoU efforts to tackle crime, the Sector and efforts of the men and women of UPF.

There was relative increase in cases of homicide, cyber-crimes and corruption related cases. Defilement still poses a big problem to the Sector. In 2019, whereas there was decrease in defilement cases by 11.4% from 2018, a total of 13,682 children were defiled, majority of whom being the girl child. This is unacceptable and the Sector must explore both reactive and proactive measures to continuously reduce the abuse of children.

Organised criminal syndicates committed heinous crimes within the regions of Kampala Metropolitan Policing Area, Greater Masaka, and Busoga areas. According to the report in 2019, a total of ten criminal syndicates were dismantled, their members arrested and charged accordingly, and others have been sentenced to death by hanging.

Fire and rescue emergencies: There was a 1.9% decrease in cases of fire emergencies handled in 2019. There were 24 false calls responded to by the Fire and Rescue Services Directorate, this does not only put the lives of officers in danger but is also a waste of resources and time for the Force. The Japanese Embassy donated 4 fire fighting trucks to the Fire and rescue services and have established a unit in Kamuli district and another at Elegu-.border of Amuru. This brings the unit to 44 fire trucks representing 30% coverage of the existing districts.

Traffic and Road Safety: There was a 0.4% increase in the number of crashes reported from 12,805 in 2018 to 12,858 in 2019, out of which 3,407 were fatal, 5,992 were serious and 3,459 were minor.

In order to effectively and efficiently respond to crime, the Sector trained 100 CID officers in Diploma in Law at the LDC. The training was conducted to enable the officers to improve on the quality of investigation of cases which will result in proper convictions in court, improved handling of evidence, exhibits and detection of crime.

The Sector also set up 571 police reception desks with fixed telephones for quick and emergency response and developed a standard training curriculum for Private Security Organisations (PSOs).

Solar panels of 100 watts, Solar Regulators of 30A and Solar batteries of 100AH were procured and installed. The installation process is still on-going but so far 27 fixed telephone sets have been installed in 27 police stations of Moroto (6), Nakapiripirit (1), Amudat (3), Napak(4), Nabilatuk (1), Apac (2), Zombo (3), Koboko (5), Nebbi (2).

UNICEF donated 600 - 20 liter Jerrycans of liquid soap, 33 – 20 liter Lavela sanitizers, 200 pressure spray pumps, 200 buckets, 83 boxes of 1 liter detergent. The items were distributed to all KMP police barracks and some headquarter departments. More distribution of items is to be made in Tororo, Kasese, Adjumani, Kamuli, Iganga, Kaabong, Amudat and Arua.

The capacity of UPF to inspect private security organizations (PSOs) and schools was strengthened to ensure adherence to fire safety standards. A standard training curriculum for PSOs was developed with key stakeholders and would be made available for implementation. Other interventions were expeditious investigation of SGBV cases; training officers in collations and crime data management; procuring two vehicles for Police Surgeon to enhance speedy investigations; social reintegration and rehabilitation of offenders; developing Standard Operating Procedures (SOPs) and quality management systems in the laboratory in conjunction with DGAL and higher institutions of learning; conduct traffic and road safety campaigns in 27 regions. See table 46 below for further details of progress of implementation.

Table 48 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|--|
| Train 100 CID in Diploma in law | LDC | 150,000,000 | 150,000,000 | 100CID undergoing training |
| Set up 571 police reception desks with fixed telephones for quick and emergency response. | UPF | 239,760,000 | 239,760,000 | Procurement concluded |
| Develop a standard training curriculum for Private Security Organisations | UPF | 37,250,000 | 37,250,000 | Standard curriculum developed |
| Strengthen capacity of police to inspect 219 Private Security Organisations for compliance. | UPF | 200,000,000 | 60,000,000 | 219 PSO in 19 regions inspected |
| Conduct 30 fire inspections of schools to ensure adherence to safety standards. | UPF | 71,200,000 | 71,200,000 | Conducted fire drills in 104 schools |
| Completion of construction for Kyenjojo Police Stations which started in FY 2015/16 | UPF | 150,000,000 | 150,000,000 | completed |
| Completion of construction for Paidha Police Stations which started in FY 2016/17. | UPF | 335,000,000 | 335,000,000 | completed |
| Investigation of 5000 SGBV cases. | UPF | 375,000,000 | 375,000,000 | 4000SGBV cases investigated and 96 girls rescued |
| Training 120 officers in collations and crime data management. | UPF | 60,000,000 | 60,000,000 | Training undertaken in September 2020 |
| Social reintegration and rehabilitation of offenders | MIA/NCSP | 110,000,000 | 110,000,000 | 13,435 social inquiry reports prepared |
| Develop SOPs and quality management systems in the laboratory in conjunction with DGAL and higher institutions of learning | UPF | 60,000,000 | 60,000,000 | SOPs developed |
| Conduct traffic and road safety campaigns in 27 regions. | UPF | 151,200,000 | 151,200,000 | Conducted in 27 police regions and 1,498 road users sensitized |
| Procure criminal tracking equipment | UPF | 852,001,800 | 852,001,800 | Procurement still under review |

Traffic and road safety campaigns were conducted in 12 policing regions of Rwizi, NorthKyoga, Albertine, Sezibwa, Savannah, Kira, Busoga North, Elgon, East Kyoga, Greater Masaka, Rwenzori West and Rwenzori East which had registered the highest fatalities. A total of 1,498 road users were sensitized including motor vehicle drivers, motorcycle riders and passengers.

The UPF procured the criminal tracking equipment. The equipment is being procured in a phased approach. So far ILT-Advanced JTAG was delivered. This equipment is essential in tracking geographical movement of criminals using their phones.

The UPF also inspected 219 PSOs in 19 policing regions, were inspected for compliance. The inspections covering PSO's Head offices, armouries, PSO's office Branches and contact offices to ensure compliance to standard operating procedures and training workshops on management of firearms were also held to ensure fire arms control.

The UPF also conducted 104 fire inspections of schools to ensure adherence to safety standards in KMP (11), Buikwe (1), Iganga (7), Jinja (7), Soroti (5), Kumi (3), Mbale (3), Mityana (4), Masaka (25), Mbarara (19), Ntungamo (8), Lira (6) and Tororo (5).

The Sector through UPF, expeditiously investigated 2,403 cases in the country in 20 regions/125 districts against a target of 4,000 case back log cases. Additionally, UPF investigated 4,000 of the targeted 5,000 SGBV cases expeditiously. Witnesses for 4,000 cases have been traced and facilitated so far to assist in the on-going SGBV investigations. The costs of tracing for witnesses who always relocate to different districts increased and affected the progress of the activity to the targeted number of cases. Similarly, the UPF responded to 100 summons for forensic experts to provide scientific evidence in courts.

In addition, investigators rescued 96 Karamojong girls who had been trafficked to Kenya. This operation led to arrest of 02 serial traffickers who appeared in a Kenyan court.

In responding to incidences of proliferation of illicit Small Arms and Light Weapons (SALW), the Sector through the National Focal Point conducted an awareness raising workshop in Nabilatuk district on the dangers of illicit proliferation of small arms and light weapons. The workshop targeted district leadership including security, politicians, religious representative, elders, youth and women. A total of 25 participants (3 female and 22 male) benefited from the workshop. Also awareness raising stakeholder workshops were conducted in four (4) districts of Adjumani, Amuru, Kitgum, Lamwo. The purpose of the workshops was to rejuvenate the District Task Forces (DTFs) on SALW in the Karamoja sub region and communicate the National Action Plan on Small Arms Objectives to the District and local authorities. The National Focal Point/SALW also carried out inspections of armouries in the 4 regional armoury inspections in Masaka, Central, Bushenyi and Mbarara.

The objectives of the inspections included; i) verification of the firearms security; ii) Armorymen's knowledge on firearms and ammunitions storage and handling; iii) verification of records management versus inventory management; iv) identification and collection of faulty and excess firearms in relation to the number of staff in particular stations/posts; v) verification on firearms not marked; vi) ascertainment of levels of risk management in the armoury in terms of emergency planning and response of the officers.

To ensure Physical Security and Stockpile Management Practices (PSSM), the NFP Department trained 54 officers (3 female) trained in PSSM in both Acholi and Hoima region. The purpose of the PSSM training was to equip officers with the minimum standards stipulated in the Best Practice Guidelines for the Great Lakes Region, Horn of Africa and the neighbouring States.

Another area of engagement is the training of Police Armory officers in Physical Security and Stockpile Management Practices (PSSM) during the financial period. A total of 79 Police

Armory officers including supervisors were trained from the three sub regions of Acholi, Albertine and Greater Mbarara. The training exposes officers to the Best Practice Guidelines for effective management and control of small arms and light weapons stipulated in the Nairobi Protocol that includes; marking, tracing, destruction of obsolete firearms and ammunition, proper record keeping and physical security of stockpiles (internal and external).

The training also provides forum for the officers the opportunity to engage and sharing of experiences and identification of armory needs for improving security of stockpiles.



Two days training in physical security and stockpile management practices in Albertine region



Officers in class during training

Towards the efforts to review the SALW Control Bill, with JLOS funding, consultative meetings were undertaken with the Hon. Members of Parliament on the Committee of Defence and Internal Affairs on the draft proposals. At the same time, the department held meetings with the technical officers from the Cabinet Secretariat discussed in details the Regulatory Impact Assessment for the proposed SALW Control Bill and developed the Principles of the SALW Control Bill. The key output to report about is the Cabinet Memorandum on the Firearms Control Bill was prepared with a Cabinet number.

1.6.2 Comprehensive standards for investigation, prosecution, adjudication and correctional services developed and maintained

Table 49 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|------------|------------|---|
| Developing Comprehensive procedures for investigations, prosecutions, human trafficking and removals | DCIC | 50,000,000 | 50,000,000 | Guidelines developed |
| 6 Sensitization sessions of investigation officers on guidelines for collection, transportation and handling of exhibits | DGAL | 39,000,000 | 39,000,000 | Training activity was undertaken in Aswa region |
| Advocacy to fast-track enactment of proposed criminal law reforms:-review of Penal Code recommendations | ULRC | 76,000,000 | 74,000,000 | Advocacy workshop conducted with MPs |
| Amendment Of The Trial On Indictments Act, Cap 23, Penal Code Act, Cap 120, | MoJCA/FPC | 81,800,000 | 81,800,000 | 4 meetings held and draft cabinet memo prepared |

Table 49 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|---|
| Magistrates Courts Act, Cap 16 And Evidence Act, Cap 6 | | | | |
| Strengthening Correctional services to reduce Recidivism | UPS | 715,000,000 | 478,512,000 | Vocational training and formal education undertaken |
| Conduct RIA to fast track the witness protection Legislation | MoJCA/FPC | 50,000,000 | 50,000,000 | Taskforce meeting held and draft RIA prepared |
| Task Force Meetings to Fast Track Witness Protection Legislation | MoJCA/FPC | 25,000,000 | 25,000,000 | RIA prepared for witness protection |

The Sector through The First Parliamentary Counsel (FPC) constituted working groups and over 4 meetings were held to foster the preparation of the draft inception report and Cabinet memoranda for the Amendment of the Trial on Indictments Act, Cap 23, Penal Code Act, Cap 120, Magistrates Courts Act, Cap 16 and Evidence Act, Cap 6. The Concept paper and draft Cabinet Memo were prepared. Consolidation of amendments to the procedural laws were done.

In order to fast track the witness protection legislation, a Task Force was constituted to formulate a RIA to accompany the Cabinet Memoranda to Cabinet for support of witness protection legislation. Between 12th and 14th August, 2020 at the MoICT/NG ICT Seminar room, task force meetings were held to formulate the RIA to support witness protection legislation enactment.

Standard Operating Procedures and manuals for questioned documents, ballistics and cyber crime unit were developed. The Quality Manual was approved and signed off by the Inspector General of Police.

In an effort to develop and improve correctional standards; 4,808 inmates (formal education-2,415 and Functional Adult Literacy (FAL) 2,393) were facilitated with scholastic materials to aid their education; 23,540 inmates were imparted with life skills (Agriculture-12,522 and vocational-11,018); 1,535 offenders were reintegrated back into their respective societies; 1,106 inmates provided with sex offence treatment programs and were 379 trained in conflict resolution while 118 offenders trade tested in vocational trades. The, recidivism rate now stands at 15.6%.

Under Social re-integration, a number of programs and interventions aimed at supporting offenders, victims and the rate of recidivism were implemented. These comprised of home visits, reconciliatory meetings, peer support, offender placement on projects among others.

Table 50: Social reintegration activities F/Y 2019/20

| Region | Counselling | | Home visit | | Reconciliatory Meetings | |
|--------------|-------------|--------------|------------|--------------|-------------------------|------------|
| | Target | Achieved | Target | Achieved | Target | Achieved |
| North | 1,775 | 864 | 247 | 181 | 148 | 78 |
| West | 1,863 | 1,572 | 259 | 240 | 155 | 101 |
| Kla Extra | 3,680 | 1,647 | 511 | 152 | 307 | 73 |
| Central | 2,354 | 1,293 | 327 | 317 | 196 | 103 |
| East | 2,744 | 1,447 | 381 | 252 | 229 | 72 |
| West Nile | 1,183 | 899 | 164 | 149 | 99 | 81 |
| Rwenzori | 800 | 563 | 111 | 137 | 67 | 76 |
| Busoga | | 759 | | 123 | | 109 |
| Total | | 9,044 | | 1,551 | | 693 |

Source: CS Database

Offender Counselling is a key component of social reintegration to enable offenders develop their own action plans and road maps to rehabilitation. A total of 9,044 Community Service Offenders were counseled during the period under review there was notable poor performance in Eastern, Central and Kampala Extra regions..



Group counseling at Bushigai town council COMA Bududa by Community Service Officer looking on are health inspector and O.C Bududa prison

Home visits: provide a platform for the programme to interact with offenders and their families within a home setting to address some of the issues that may affect the performance of community service and offender reintegration in particular. The sector conducted, one thousand five hundred fifty-one (1551) home visits.

Reconciliatory meetings: Community Service staff facilitated a total of 693 reconciliatory meetings to promote peaceful co-existence between the offenders, victims and communities. Local leaders and family members were involved as a way of facilitating the reconciliation process.



A reconciliatory meeting in Nakaloke, Mbale)



A reconciliatory meeting in Butenga, Bukomansimbi

Peer Support: In the reporting period the MoIA continued to utilize peer support persons in the offender rehabilitation process. A total of 318 peer support persons were identified in different regions, sensitized about their roles and utilized to share their experiences to encourage Community Service offenders to comply with the orders and positively change their behaviors. Peer support persons obtain support and supervision from the Regional Officers.

Offender Rehabilitation Projects: The Sector continued to use offender skilling projects as a means of rehabilitation of offenders. During the reporting period, a total of 414 offenders were placed at the tree planting project sites. In addition to learning a skill on nursery bed preparation, offenders raised 24,573 seedlings.

In terms of social inquiry reports, a total of 7435 reports were filled against an annual target of 11,200 reports for FY 2019/20 representing 66.4% as shown in table 55 below. Rwenzori

region performed highest at 111.8% of its annual target despite having few reports prepared in September while the Eastern region performed least despite having volunteers at five stations. Whereas Kampala Extra region produced more orders arising from social inquiry reports prepared, there was notable use of both direct orders and PF 103 in the regions of Northern and West Nile.

Table 51 Social Inquiry reports prepared by regions

| Regions | July | Aug | Sept | Oct | Nov | Dec | Total | Target 2019/20 | % of target |
|---------------|------------|------------|------------|--------------|--------------|--------------|--------------|----------------|-------------|
| Central | 282 | 159 | - | 157 | 143 | 171 | 912 | 1,347 | 68 |
| Eastern | 105 | 30 | 103 | 171 | 362 | 56 | 827 | 2,005 | 41 |
| Kampala Extra | 261 | 320 | 324 | 230 | 300 | 332 | 1,767 | 3,979 | 44 |
| Northern | 34 | 105 | 123 | 170 | 222 | 140 | 794 | 1,240 | 64 |
| Western | 61 | 130 | 230 | 198 | 186 | 172 | 977 | 1,224 | 80 |
| West Nile | 49 | 50 | 16 | 155 | 100 | 124 | 494 | 745 | 66 |
| Rwenzori | 67 | 21 | 8 | 152 | 250 | 241 | 739 | 661 | 112 |
| Busoga | - | - | 36 | 327 | 335 | 227 | 925 | - | |
| Total | 859 | 815 | 840 | 1,560 | 1,898 | 1,463 | 7,435 | 11,200 | 68 |

Source DCS 2019 Regional monthly reports

Issuance of orders has remained a key indicator upon which performance of the MoIA is measured. In FY 2019/20, there was a 38% increment in the target from 13,000 to 18,000. In the reporting period, the MoIA supervised 11,100 orders representing 61.6% out of a target.

As presented in Table 52 below, Kampala Extra emerged with the biggest number of 3,145 orders, followed by central with the lowest being in Eastern region.

Table 52 Orders Registered FY 2019/20 by regions.

| Region | Target 2019/20 | Performance 2019/20 | % of the target |
|---------------|----------------|---------------------|-----------------|
| Central | 2,943 | 2,275 | 77.3% |
| Eastern | 3,430 | 1,355 | 39.5% |
| Kampala extra | 4,600 | 3,145 | 68.4% |
| Northern | 2,219 | 1,294 | 58.3% |
| West Nile | 1,479 | 1,131 | 76.5% |
| Western | 2,329 | 642 | 27.6% |
| Rwenzori | 1,000 | 495 | 49.5% |
| Busoga | - | 763 | |
| Total | 18,000 | 11,100 | 61.7% |

Source: DCS Database

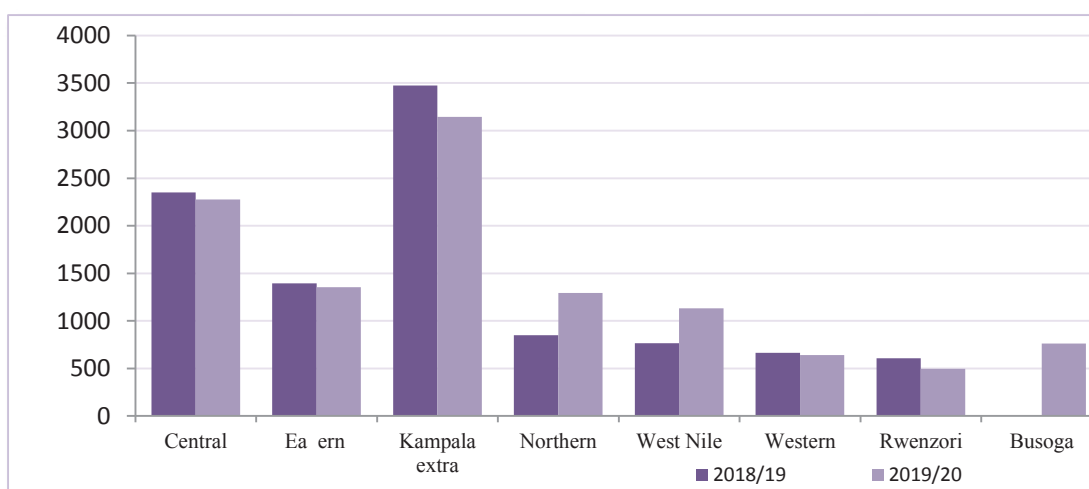


Table 53: Community Service Orders captured in the database in year 2019/20

| Region | Female | Male | Total |
|---------------|------------|---------------|---------------|
| Central | 197 | 2,078 | 2,275 |
| Eastern | 172 | 1,183 | 1,355 |
| Kampala Extra | 208 | 2,937 | 3,145 |
| Western | 97 | 1,197 | 1,294 |
| Northern | 154 | 977 | 1,131 |
| West Nile | 70 | 572 | 642 |
| Rwenzori | 25 | 470 | 495 |
| Busoga | 58 | 705 | 763 |
| Total | 981 | 10,119 | 11,100 |

Source 2019:DCS Data base

A total of 243 defaults were reported out of the orders issued. Most defaulters were of rouge and vagabond case category arising from wrong data provided. Most of such offenders changed location thereby making it difficult to follow up and re-arrest. Of these abscondments, 38 were rearrested. This indicated 2.2% of the abscondment rate and 16.7% re-arrests registered compared to the 3% targeted.

Five (5) ODPP officers underwent training in forensic, cybercrime, electronic evidence and data protection. The skills attained will be applied while handling cybercrimes, which are now prevalent.

The Sector through ULRC set out to fast track the enactment of the recommendations that came out of the review of the Penal Code Act. These recommendations have stalled for over five years. Therefore, pre-enactment advocacy workshops were carried out with MPs and other key stakeholders to create awareness about the existing amendments and thereby facilitate the process of enactment.

The DCIC drafted guidelines for investigations and prosecutions of illegal immigrants. It also developed new guidelines for granting citizenship, also developed the e-passport manual and guidelines in final stages of validation by the National Citizenship and Immigration Control Board; formulated the draft Business Continuity and Disaster Recovery Plan.

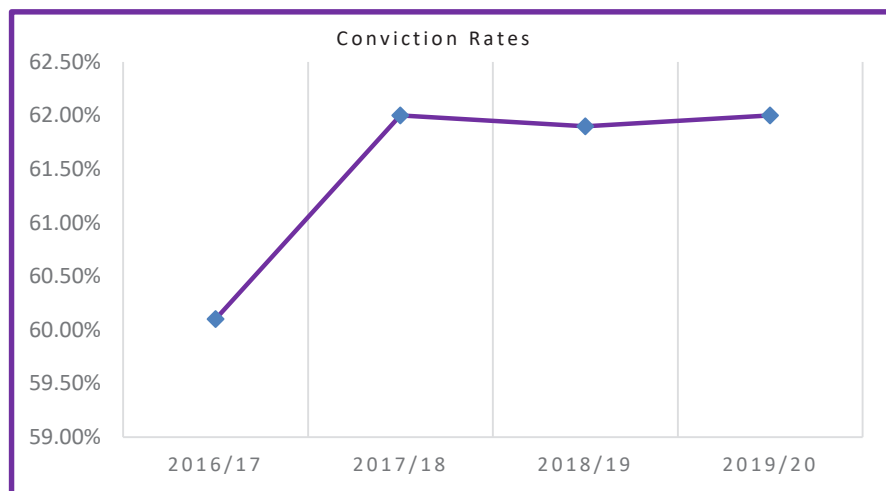
A total of 805 suspected illegal immigrants were investigated; 340 illegal immigrants from headquarters and 465 illegal immigrants investigated at the Regional offices. A total of 412 of 805 suspected irregular immigrants had their facilities verified and found compliant to immigration laws. Eight (8) immigration offenders were arraigned in courts of law for prosecution, case pending court process. A total of 177 illegal immigrants were found and removed from the country (71% through deportation, while 29% removed on organized departure). One hundred sixty-five (165) of illegal immigrants were intercepted from headquarters of these 12 were female.

Under gender, children and sexual offences, the ODPP concluded 32% of the prosecution-led investigations in average of 44 work days, against the target of 68%. 79% prosecutorial decisions were made within 15 business days, against the minimum target of 70%. 90% case files were sanctioned within 2 business days, against the minimum target of 80%. Performance was affected by complexity of cases and lengthy investigations in some cases.

With land crime cases, 51% prosecution-led-investigations were concluded within 110 business days, against the target of 60%. 7% prosecutorial decisions were made within 44 business days, against the minimum target of 70%. 69% of case files were sanctioned within 2 work days, against a target of 80%. This performance was affected by complexity in investigation of land crime cases, delays in acquiring expert opinions and voluminous nature of land crime case files, and restriction of movement of man power due COVID-19 lockdown affected investigations of cases.

The specialised Standards and Utilities Court at Buganda Road Chief Magistrate’s Court has positively responded to the fight against environment and wildlife crime by expeditiously trying and disposing off the cases. In addition, the several courts around the country with ODPP presence have also handled similar cases and a remarkable rise in convictions has been noted out of the cases registered including delegated prosecution bodies such as Uganda Wildlife Authority (UWA).

The ODPP registered a relatively high percent conviction rate this financial year. This is especially attributed to the increased collaboration meetings and engagements with the Judiciary and other stakeholders as explained above already. The intended target of 250 cases prosecuted was not reached as there are cases on further inquiry and as well as under hearing in the respective courts. Further other delegated prosecution bodies have never presented returns of cases prosecuted.



The ODPP directed UWA and the National Forestry Authority (NFA) to immediately beginning March 2020 to file copies of case progression returns of cases registered and completed with the ODPP as this has not been the case. This shall enable the DPP take an informed decision in the issuance of prosecution licenses.

Overall in the reporting period, out of the 18,696 cases concluded, the ODPP recorded 11,706 convictions thus conviction rate stood at 62.6%.

In terms of International crimes, 71% of the registered cases were prosecuted out of the targeted 70%. 76% of the registered international crime cases were handled by way of prosecution led investigations. ODPP participated in 40 engagements and meetings out of the targeted 15. The reasons behind these achievements are improved investigations and opportunities of engagements beyond what was anticipated. Staff commitment to work improved the performance. Early involvement of prosecutors in cases and investigations also improved the performance; while areas of underperformance were due to inadequate staffing. COVID- 19 lockdown also affected the interagency engagement meetings.

General Case Work: 58% prosecutorial decisions were made within 20 business days, against the minimum target of 64%. 79% case files were sanctioned within 2 business days, against the minimum target of 80%. Prosecution Led Investigations were used in some cases, concluding 60% of Prosecution-Led Investigations cases within 60 business days. There was a marked drop in performance due to COVID-19 lock down that affected the investigations of cases. Performance largely diverted to the handling of cases arising from the enforcement of government COVID-19 lockdown measures.

Appeals and Miscellaneous Applications: 65% of appeals were prosecuted, against a minimum target of 85%. 73% of miscellaneous criminal causes and applications were handled, against a minimum target of 90%. Performance here was affected by inadequate staffing. In the last quarter of the financial year, the Supreme Court did not schedule court sessions because of COVID-19 lockdown. For the same reason, no miscellaneous application sessions were cause-listed either in Court of Appeal or Supreme Court.

In a bid to maintain prosecution standards, the ODPP trained 40 licensed prosecutors and officers from NSSF and 25 licensed officers from UCC in prosecutorial standards and guidelines. It is hoped that the skills acquired from the training would be applied in prosecuting cases that fall in the category of those institutions in a standardised manner.

The ODPP concluded the development of a prosecutor’s handbook on SGBV with UNICEF support. The purpose of the Handbook is to equip actors with skills to handle the cases in a victim friendly manner hence forming part of comprehensive standards to follow while handling SGBV matters.

While handling corruption cases, 67% of prosecution led investigations into corruption and money laundering crimes were concluded within 66 business days against the target of 75%, while 82% of Corruption and money laundering cases’ prosecutorial decisions were made within 55 business days against the target of 75%, and 41% proceeds of crime were recovered

out of orders issued. This was against the minimum target of 10%. Performance was affected by under staffing, complexity of cases, lengthy investigations in corruption cases, and delays by other stakeholders involved in the cases where ODPP has no control. Improved performance under asset recovery is attributed to the use of plea-bargain and flexibility in payments terms allowing for instalments.

The DCIC planned to develop comprehensive procedures for investigations, prosecutions, anti-human trafficking and removals. During the period, the following guidelines were developed:

- i. Investigations and prosecutions of illegal immigration, awaiting approval of the Board.
- ii. The e-passport manual and guidelines which is in the final stages of approval by the National Citizenship and Immigration Control Board.
- iii. Management of intercepted passports and other travel documents.
- iv. New procedures for Citizenship acquisition in line with automation of the service.
- v. Procedures for investigations, prosecutions, anti-human trafficking and removals.

Furthermore, a draft Disaster Recovery Plan was developed for business continuity given the heavy investment in automation of immigration services.

1.6.3 Use of scientific evidence in crime management increased

Scientific evidence have the capacity to contribute important information in criminal cases to the police, Prosecutors and courts. There are many types of forensic evidence that can be attained to help investigators solve crimes including murder, sexual violence and others cases. Scientific evidence is vital in order to arrive at the reasonable consequence in determining large number of issues.

Table 54 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|---|
| Training in use of scientific evidence in crime management | DPP | 100,000,000 | 45,000,000 | 05 staff trained |
| Conduct 4,000 postmortem examinations and 10,000 SGBV medical examinations to enhance investigations. | UPF | 450,000,000 | 345,728,240 | 7447 medical examinations of SGBV cases and 2911 postmortems undertaken |
| Improved recovery of evidence in 30% of reported SGBV cases | UPF | 285,000,000 | 185,000,000 | SGBV assault kits procured |
| Procure 50 scene of crime (SOCO) kits. | UPF | 135,000,000 | 135,000,000 | 35 SOCO kits procured |
| Refresher training for 50 Dog handlers. | UPF | 45,000,000 | 45,000,000 | 39 dog handlers trained |
| Response to crime scenes by SOCOs enhanced (Motorcycles) | UPF | 300,000,000 | 300,000,000 | 30 customized motorcycles procured for SOCOs |

The use of scientific evidence consequently leads to improved conviction rate. The UPF planned to conduct 4,000 post-mortem examinations and 10,000 SGBV medical examinations to enhance investigations. A total of 7,447 medical examinations of SGBV cases were conducted, 08 field exhumations were conducted and 2,911 post-mortem examinations were also conducted. Variations were due to changes in costs and shortfall in funding.

To enhance collection of scientific evidence, the UPF procured all the planned 50 SOCO Kits. The kits were received procured under a framework contract. In addition, to further enhance response to crime scenes, the UPF acquired 40 customized motorcycles for District Scene of Crime Officers. The contract for the customized motorcycles was awarded and first batch of 30 motorcycles were procured pending delivery by the supplier.

UPF conducted refresher training for 39 Dog handlers (5 female and 34 male) from selected upcountry units, counter terrorism, Aviation Police and Canine unit headquarters. The variations in the number trained has been attributed to the prevailing COVID-19 pandemic safety guidelines and increased costs.

1.6.4 Neighborhood watch programmes and community policing enhanced

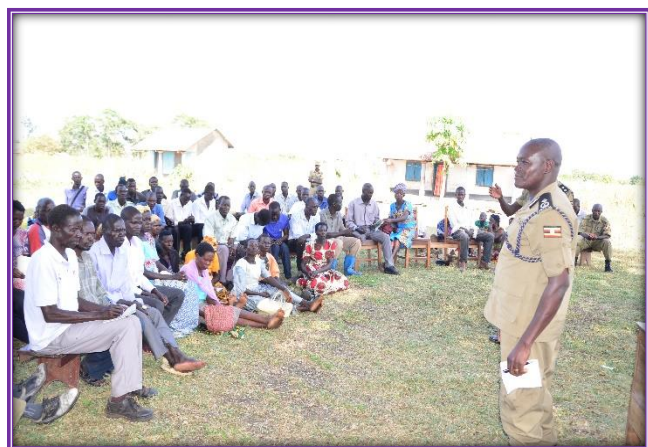
Community engagement is very essential in the prevention and response to crime. The UPF conducted sensitization of LCs, traditional and religious leaders on crime prevention and neighborhood watch in Aswa, North Kyoga, Kampala Metropolitan (KMP), Greater Masaka Rwizi and Bukedi regions in the Districts or Divisions of Kitgum, Pader (618), Agago (291), Alebtong (122), Kwania (231), Apach (161), Kazo (124), Ibanda (172), Kalungu(124), Rakai (62), Kyotera (127), Lyantonde (115), Lwengo (125), Wakiso (130), Kakiri (151), Busia (1,110), Tororo (775), Butaleja (2710) and Kibuku (657). A total of 8,421 participants (1,502 females and 6,919 males) have been sensitized.



Handover of SOCO kits witnessed by the JLOS Secretariat Senior Technical Advisor



Trained Dog handlers during the session



Participants of Apac District

Table 55 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------------|--|
| Sensitization of local council and traditional leaders on crime prevention and neighborhood watch in the regions of Kampala Metropolitan, North kyoga, Rwizi, Aswa, Bukedi and Greater Masaka. | UPF | 137,610,000 | 137,610,000 | 2,485 LCs and community leaders sensitized |
| Increased awareness on protection of crime scenes through CLOs and community leaders | UPF | 160,000,000 | No funds released | |
| Community policing in 10 refugee camps of Isingiro, Arua, Kyegegwa, Kamwenge, Hoima, Kiryandongo, Koboko, Yumbe, Adjumani and Lamwo. | UPF | 78,330,000 | 78,330,000 | 600 refugees attended community policing programme |

STRATEGIC INTERVENTION 1.7 STAKEHOLDERS EMPOWERMENT AND ENHANCED ACCESS TO LEGAL INFORMATION

More than 80% of the Uganda population are now aware of where to find JLOS services compared to 75% in 2016. This has been complemented by an increase in JLOS institutions with a customer care desk from 08% in 2016 to 37.8% in 2019/20.

Table 56 performance indicators

| Performance Indicators | Baseline | | Performance | | Target |
|--|----------|---------|-------------|---------|--------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |
| % of JLOS service points with functional customer relationship management desk | 08% | 37.7% | 37.8% | 37.8% | 40% |
| Proportion of the public aware of JLOS services | 75.3% | 86% | 88% | TBC | 90% |

1.7.1 Customer Care and Information desks established at JLOS service centre points

Table 57 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|------------|---|
| Set up and information desk at headquarters, entry points and regional offices to provide information to clients and also provide advice in DCIC services. | DCIC | 37,000,000 | 37,000,000 | A client screening and information desk and security desk were established at the Immigration Headquarters. |
| Establishment of customer care centers and training | DPP | 20,000,000 | 20,000,000 | On going |
| Finalize the establishment of the Customer reception centre at Ministry headquarters | MIA/FA | 104,000,000 | 82,000,000 | Completed and operational |
| Support to customer care and client relations in JLOS institutions | Sector wide | 150,000,000 | | Procurement started |
| Acquisition of Legal Materials for the ULS Legal Resource Centre. | ULS | 16,000,000 | 16,000,000 | Procured legal reference materials |

Table 57 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|--|
| Training staff in customer care and establishing customer care desks in all Prisons | UPS | 770,000,000 | 770,000,000 | 300 Staff trained and 50 customer care desks established in UPS stations |
| Visibility of passport centres enhanced | DCIC | 63,500,000 | 63,500,000 | 5000 brochures, 32 door sign post ad 10 electronic bill boards procured |
| Develop key media messages on JSC initiatives (Public complaints, civic education) | JSC | 12,000,000 | 12,000,000 | Developed and disseminated |

The JSC developed key media messages on its mandate of handling complaints from the public and public legal education about law and administration of justice. Television spot messages were played on Bukedde and NBS televisions. Radio announcements about the JSC complaints management system were also played on CBS radio.

The URSB Call Center and social media platforms facilitated interaction between the public and the Bureau, to ease access of information about URSB services to the Clients and to facilitate feedback to Clients by URSB Service Staff.

Table 58 URSB Call Centre Data

| Category | FY 2016/17 | FY 2017/18 | FY 2018/19 | FY 2019/20 |
|--|------------|------------|------------|------------|
| Calls received | 7126 | 21,416 | 31,480 | 21,637 |
| Calls answered | 5,478 | 10,955 | 13,551 | 7,529 |
| Calls answered by Interactive Voice Response (IVR) | 1399 | 9,939 | 16,985 | 13,484 |
| Calls made out | 1,325 | 4,623 | 1,764 | 1,929 |

Table 59 URSB Trend analysis

| Category | FY 2019/20 | Remark |
|-----------------------|------------|--|
| Calls received | 21,637 | Upward trend |
| Calls answered | 7,529 | Upward trend |
| Calls answered by IVR | 13,484 | Upward trend |
| Calls made out | 1,929 | To invite clients to come and pick finished work, answer queries, etc. |

URSB continued to receive customer feedback and made faster responses to client inquiries, through an established toll-free number 0800 100 006 and WhatsApp number 0712 448 448. These tools greatly reduce the costs of communication on the client's side, both in terms of time and money.

The Toll-free Line number 0800 100 006 for the Customer Call Centre continued to be operational. The URSB call center is equipped to handle large amounts of customer telephone requests/inquires. The center handles both inbound and outbound communication. This led to a reduction in the number of walk in clients because inquiries are made online (social media and email) or on phone (voice calls and text messages). The Customer Call Centre has

transformed the image of URSB by offering instant responses to Clients with queries/inquires and also inviting Clients to pick finished work.

The ODPP's plan to build capacity of its officers in customer care and management through a Workshop or tailored course was affected by the COVID-19 outbreak. The workshop was aimed at supporting improvement of mechanisms for dealing with clients/customers at service points.

To enhance its customer care at the Ministry headquarters, the MoIA procured furniture for the reception and also procured of queue management system established reception at its headquarters to improve customer experience.

In order to empower stakeholders and enhance access to information regarding immigration services, a client screening and information desk and security desk were established at the Immigration Headquarters. The DCIC further partnered with UBOS and the latter posted UBOS officers to the entry points to collect data and provide information on migration services.

To create visibility of its services, the Directorate:

- Disseminated 5,000 e-passport brochures with targeted messages in a bid to promote visibility and create awareness of the international EAC Passport.
- Installed passport stickers providing information on the cost of a passport, how to access, process and acquire a passport among others.
- Installed 32 office door signs.
- Installed 10 electronic adverts screens with targeted messages at the immigration Headquarters – deployed with a one-minute TV & mobile phone compatible video advert in English and Luganda popularizing the e-passport.
- The Directorate trained 150 immigration staff on the implementation and operations of the new e-passport system and provided customer care skills in the era of the e-passports.
- Concluded regional rollout pre-visits and assessed site readiness of Mbarara, Gulu and Mbale regional offices for decentralisation of the e-passport system.

1.7.2 Periodic service user dialogues, Open days and awareness weeks conducted

The Sector planned for periodic service user dialogues, open days and awareness weeks. The Judiciary planned court open days and Court User Committees to raise awareness about the role of the court and sensitize the public on the proceedings of the court. While ODPP planned for an awareness week on international crime. DCIC planned to hold awareness clinics to sensitize the public about the International EAC e-Passport and the application process, in 4 passport regional centers. The Sector also planned for Birth and Death Registration awareness week across the country to improve awareness of the services through providing information on the need and requirements of undertaking the registration and certification. A National JLOS open day and awareness week were also planned.

Table 60 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|---|
| Hold awareness clinics to sensitize the public about the International EAC e-Passport, the application process in 4 passport regional centers | DCIC | 80,000,000 | 80,000,000 | 150 staff trained in immigration service delivery |
| Awareness week on international crime | DPP | 100,000,000 | 100,000,000 | Deferred |
| Court User Committees | Judiciary | 64,000,000 | | |
| Conduct of court open day: To raise awareness about the role of the court and sensitize the public on the proceedings of the court | MoGLSD/IC | 55,000,000 | 55,000,000 | Conducted |
| Hold National JLOS open day and awareness week | Sectorwide | 300,000,000 | | |
| Conduct Intellectual Property User meetings | URSB | 8,000,000 | 8,000,000 | Facilitation for the social media festival |
| Radio Programs- These are aimed at creating awareness of the industrial court in different regions of Uganda. The radio announcements and programs are conducted in different languages. | MoGLSD/IC | 8,000,000 | 8,000,000 | Undertaken |
| Carry out Stakeholder engagements with Interest Groups - Traders, Women Groups, Universities, Accountants, NSSF, MoFPED, Farmers and Youths | URSB | 88,500,000 | 58,500,000 | Facilitation for a Trade fair , the National Youth Conference; in sensitization and on-spot business registration |
| Sensitization of Duty bearers (ULGA - Uganda Local Governments Association) on marriage registration in Regional meetings | URSB | 50,000,000 | 50,000,000 | Deferred |
| Training of Judicial Officers in Insolvency matters | URSB | 183,000,000 | 139,500,000 | Deferred |

The Judiciary public awareness campaign at Nabweru was presided over by the Hon. the Principal Judge, Justice Dr Yorokamu Bamwine focusing on embracing reforms in accessing justice and attracted participation from JCU, ULS among other exhibitors.



The Hon. The Principal Judge Justice Dr Yorokamu Bamwine presides over the public awareness campaign at Nabweru CM

Judiciary held a Radio talk shows focusing on Court initiatives and answering questions from the listeners on the same.

Mbale Chief Magistrate, James Ereemye Mawanda together with Mbale Senior Resident State Attorney, Noah Kunya; Magistrate Grade One Bulambuli, Jullian Agwango; and



A cross section of representatives that attended the court open day

Court Open Days, Street Outreach and Media Campaigns were conducted to promote Plea Bargaining, Small Claims Procedure and Mediation in the areas of Kyenjojo, Kasese and Bundibugyo.

The Judiciary through its Public Relations and Communications Department has successfully conducted public awareness on these interventions through Community Outreach Campaigns, Radio Talk shows and a Court Open Day to popularise various access to justice initiatives in Kisoro district.

NIRA was to conduct 6 regional open days in conjunction with other JLOS institutions, and the Secretariat aimed at obtaining public view on services, responding to concerns and disseminating information on NIRA services. The activity could not be conducted due to COVID 19 pandemic and was rolled over to the next financial year.

URSB held a Technology and Innovation Support Centre (TISC) workshop at Uganda Industrial Research Institute (UIRI) where 20 participants (8 female and 12 male researchers and staff from UIRI) discussed ways of activating the operation of a TISC Centre. The Bureau also held two TISC workshops at Mbarara University of Science and Technology (MUST), through their innovation hub, Consortium for Affordable Medical Technologies (CAMTech) aimed at sensitizing the students on Intellectual Property Rights and helping students refine the developed products in incubation into Intellectual Property applications.



LDC LAC participating in JLOS open day in fort portal

URSB also sensitised farmers in Masindi, Kihonda Demonstration Farm on the benefits of business formalization while at the same time providing on spot registration services during the launch of the Bunyoro Farmers Service Centre. Five business names were registered on spot, 2 marriage searches conducted and 01 Company was incorporated.

To strengthen marriage registration, URSB conducted sensitization with marriage duty bearers in Karamoja areas of Abim, Moroto, Nakapiripiti, Kaabong, Karenga on marriage registration and compliance reaching out to 27 Churches, 71 Clergy; 5 CAOs, 15 Sub-County chiefs, 13 Town Clerks sensitized on filing of marriage returns and procedures for licensing places of Worship. URSB also carried out stakeholder engagements with religious leaders, Abogezi of Buganda Kingdom, Sub county Chiefs and Town Clerks to emphasize their different roles in marriage registration. Engagements were also held with Pastors of the National Born-Again Churches of Uganda at Natete, Nakaseke, Bundibugyo, Luwero, Kisugu, Ndejje



Right: Business Registration Manager, Mr. Mugabe Robert hands over a certificate of company registration to the first client in Masindi Left: Students making inquiries at the URSB Desk during the Trade Fair

University and Bugiri. The engagements were aimed at enhancing registration of the churches and ensuring compliance under the Marriage Act.

User meetings with Business Registration Users' Committee (BRUCO): The Bureau met the business community at Hotel Africana. The main objective of this engagement was to obtain detailed feedback from business registration clients including how best they can be served and get possible proposals on the ongoing legal reforms. A total of 232 participants (109 females and 123 males from commercial banks, legal firms, the business community, KACITA, and women entrepreneurs were reached. There were presentations from staff representing SIMPO, Chairman Ease of Doing business, Director Insolvency/Official Receiver.

Sensitization of marriage duty bearers: The Bureau conducted five sensitization engagements with marriage duty bearers in Karamoja areas of Abim, Moroto, Nakapiripiti, Kaabong, Karenga on marriage registration and compliance. Twenty seven churches were visited, 71 Clergy; 5 CAOs, 15 Sub-County chiefs, 13 Town Clerks sensitized on filing of marriage returns and procedures for licensing places of Worship.

URSB carried out stakeholder engagements with religious leaders, Abogezi of Buganda Kingdom, Sub county Chiefs and Town Clerks to emphasize their different roles in marriage registration. Engagements were also held with Pastors of the National Born-Again Churches of Uganda at Natete, Nakaseke, Bundibugyo, Luwero, Kisugu, Ndejje University and Bugiri. The engagements were aimed at enhancing registration of the churches and ensuring compliance under the Marriage Act.

The ODPP carried out sensitisation activities including radio talk shows explaining the effects of SGBV cases on victims and the community as a whole. This has proved to be useful in getting un-cooperative witnesses to testify.



The new DPP lady Justice Jane Francis Abodo receives handover from the Deputy DPP Prosecutions Mr. Elem-Ogwal

The DPP receiving Personal Protective equipment from the Country Rep UN women

The ODPP with support from JLOS procured standard signposts for the offices of the ODPP in various parts of the Country. The process of procurement of the 53 signposts began in the second quarter. The contract was awarded to KKN Enterprises and the frames have been made.

The MoIA continued its awareness about community service by sensitizing offenders countrywide and identifying eligible offenders for the program. In the reporting period, a total of 55,054 offenders (18,990 females and 36,064 males) were sensitized country wide. In the same reporting period, a total of 175 community sensitisation meetings were conducted.

1.7.3 Civic education on maintenance of law and order and administration of justice conducted

Table 61 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Progress |
|---|-------------|-------------|-------------|--|
| Sensitization and awareness campaign on administration of criminal justice | DPP | 88,000,000 | | |
| Printing IEC materials for dissemination during sensitizations about different laws subject of the sensitizations conducted | JSC | 125,000,000 | 125,000,000 | 200,000 IEC materials printed dissemination is ongoing |
| Conducting Education Training for advocates | Judiciary | 19,200,000 | 19,200,000 | Undertaken |
| Stakeholders sensitization on the policy, legal and regulatory framework | MIA/NGO | 80,000,000 | 80,000,000 | Undertaken |

| Activity | Institution | Budget | Release | Progress |
|---|----------------|-------------|-------------|--|
| Conduct sensitization programs to enhance knowledge and information on law rights obligation and duties by users of Administrator Generals services | MoJCA/AdminGen | 169,000,000 | 103,275,000 | sensitization programmes were undertaken |
| Development of radio and television messages for dissemination on media platforms (multimedia material) | Sectorwide | 70,000,000 | | |
| Conduct regional trainings for councilors in Legislative Drafting, Ordinances and Bye Laws | MoJCA/FPC | 147,200,000 | 129,550,080 | deferred |
| Enhance JLOS visibility | Sector wide | 228,000,000 | 225,525,000 | Printed diaries, conducted media outreach and road shows |
| Branding to enhance Ministry visibility | MoJCA/FA | 8,225,000 | 8,225,000 | Completed |

JCU partnered with the UPS to enlighten the inmates not only on their rights but also on specific matters of the law. JCU also reached out to the inmates with view to identifying those that qualified for its prison decongestion programme – a programme that is designed to ensure that congestion in various prisons is averted especially for the various inmates charged with petty offenses. In the course of the reporting period, JCU organized 165 outreach sessions in the various prisons reaching out to 14,274 (818 female and 13,456) inmates against a set target of 8,615 indicating that JCU exceeded its set target by 66%. The good performance in this area is mainly attributed to the good cooperation that JCU has with the UPS with JCU mobilizing to conduct outreaches on Sundays when all prisoners were available.



JCU's Centre Managers together with her team reaching out to inmates at one of the prisons in Mubende

Table 62 JCU Outreaches in Prisons

| Year | Number of Outreaches | Number reached | | |
|-----------|----------------------|----------------|--------|--------|
| | | Male | Female | Total |
| FY2019/20 | 165 | 13,456 | 818 | 14,274 |

The project reached to among others; Pader Government Prison, [Atopi Prison farm], Pader Government Prison, Lira Main prison-female wing, Kwanja prison and Maruzi Government prison, Lira Government prison Male and Female wing, Kwanja and Lira Main Prison, Lira Main prison, Bubulo Government prison, Mbale Remand Home and Mutufu Government prisons.

JCU considers effectiveness and efficiency while conducting its activities therefore it continued to tap into this medium of outreaches by either paying for or seeking free airtime from its partners and utilizing the peak hours when community members are tuned in to these radios. The spot messages addressed topics such as; land rights, administration of estates,

children’s rights, human rights, domestic violence, rights of employees, criminal procedure, bail and bond. A total of 2,385 (296 being free offers from partners) were aired against a set target of 3,360 indicating that JCU fell short of hitting its set target by 29%.

JCU held a Television talk show discussing gender-based violence and how JCU can offer support to survivors under the UNWOMEN project.

JCU continued publicizing its 12 toll free lines at all its activities. The service is available during working hours from Monday to Friday however remains inaccessible to those without access to a phone. A total of 3,046 (1,186 female and 1186 male) contacted JCU using the toll-free line as opposed to a set target of 5,040.

The JSC conducted civic education on maintenance of law and administration of justice through printing and dissemination of 200,000 copies of IEC materials during sensitizations conducted. The IEC materials were disseminated in areas where the Commission activities were implemented. The JSC Client Charter was also developed and printed. Radio jingles were played on radio stations in Kampala, Mbarara, Kabale, Kisoro, Mbale, Lira on the mandate of JSC, police bond and court bail. The consultancy for development of the radio station was finalized and a report was sent to the JLOS technical Committee. The Technical Committee is yet to decide on the purchase of equipment.

The MoIA continued its awareness about community service by sensitizing offenders countrywide and identifying eligible offenders for the program. In the reporting period, a total of 55,054 offenders (18,990 females and 36,064 male) were sensitized country wide. In the same reporting period, a total of 175 community sensitisation meetings were conducted. Sensitisation programs were conducted so as to enhance knowledge and information on law, rights, obligations and duties by users of Administrator Generals services.

1.7.4 Laws simplified

Table 63 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|--|
| Support the development of the Small Arms and Light Weapons Bill | MoIA/NFP | 82,000,000 | 82,000,000 | Consultations on the principles of the Bill conducted |
| Support amendment of Identification of Offenders Act CAP 120 | UPF | 20,000,000 | | |
| Translation of the LCCs Act, 2006 into Kupsabiny, Kumam, Lunyala, Rutwa and Madi-Ti | ULRC | 279,000,000 | 279,000,000 | The LCCs Act was translated into Kupsabiny, Kumam, Lunyala, Rutwa and Madi-Ti |
| Technical assistance towards new initiatives and implementation of MOU with Pepperdine University | Sector wide | 480,000,000 | 344,353,000 | Supported roll out of plea bargaining and review of sentencing guidelines |
| Procurement of legal reference materials | Judiciary | 360,000,000 | 310,000,000 | 2 Sets of the East African Court of Appeal Reports (E.A.C.A.) 1934 – 1956 and 3 Sets of the East African Law Reports (E.A.) 1957 -2015 were procured for 12 Chief Magistrates Courts |

The Sector through ULRC translated the LCCs Act into five local languages namely; Kupsabiny, Kumam, Lunyala, Rutwa and Madi-Ti. The translated version of the LCC Act in these languages is expected to increase the understanding of the local courts, improve awareness and observance of human rights, accountability and good governance. In the next year, the Sector will print and disseminate the translated versions to the local population. The dissemination of the translated versions will target local leaders, women, children, and people with disability and other vulnerable groups who have lower literacy levels to aid their access to justice and advocacy for their rights.

STRATEGIC INTERVENTION 1.8 PROMOTE GENDER EQUALITY AND EQUITABLE ACCESS TO JUSTICE

With support from various development partners, the Sector developed a gender strategy and gender is main streamed in all aspects of the JLOS service delivery. Special attention was placed on addressing SGBV cases. This has resulted into an increase in cases cleared and in rates of conviction to 60.1% (2019/20) from 50.5% (2016).JLOS institutions now have functional gender desks, however these need strengthening.

Table 64 Gender and access performance indicators

| Performance indicators | Baseline | | Performance | | Target |
|--|----------|---------|-------------|---------------|-------------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |
| JLOS Gender strategy | Draft | Draft | Approved | Mainstreaming | Implemented |
| Conviction rates in cases of violence against women and children | 50.5% | 56.1% | 57.1% | 60.1% | 64% |
| Proportion of JLOS Institutions with a functional gender desks | 22% | 66% | 66% | 100% | 100% |

1.8.1 A common framework for gender mainstreaming in the Sector Implement

The Sector developed ToRs to undertake an assessment of the needs and experiences of women and children in the justice system. Procurement of the consultant commenced but progress was affected by the COVID-19 lock down. This may have to be reviewed.

Table 65 progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|--|
| Study to assess the needs and experiences of women and children in the justice system (consultant and facilitation of gender focal points) | Sector wide | 330,000,000 | 111,440,000 | Terms of reference developed and procurement started |

1.8.2 Capacity of Sector institutions to mainstream gender enhanced

Table 66 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|--|
| Staff training in gender awareness and diversity | JSC | 22,900,000 | 22,900,000 | 75 staff trained |
| Development of gender and equity monitoring framework aligned to JLOS framework | LDC | 10,200,000 | 9,600,000 | |
| Sex offender rehabilitation enhanced | UPS | 130,000,000 | 130,000,000 | 610 inmate counsellors and 50 prison staff trained. 1856 inmates participated in the programme |
| Amend the CLE teaching manual/include components of gender and equity (including teaching methodologies) | LDC | 20,500,000 | 20,500,000 | Completed |
| Sensitization and building capacity of UPF officers on Rights of Refugees, Vulnerable groups and Gender Responsive Policing in 4 refugee host Communities | UPF | 28,250,000 | 28,250,000 | Four host communities sensitized |
| Training of 100 TOTs selected from the training schools and regional training centres in gender main streaming and gender responsive policing. | UPF | 90,000,000 | 90,000,000 | 106 trainers trained |

To enhance the quality of service delivery, the Sector under took the following capacity building programmes on gender and diversity:

- JSC: 75 staff trained in gender and diversity.
- UPF: Five trainings for police detectives in the CID department, SOCO and forensic officers in the effective handling of cases of SGBV.
- Judiciary: Training on Case Management and Advocacy in the Judiciary from 22nd-23rd August 2019. The purpose of the training was to equip prosecutors with mechanisms or best practices of managing case backlog to ensure efficiency.
- A training workshop of Judicial Experts in SGBV at Munyonyo from 8th-12th July 2019.

The purpose of the training was to build professional and institutional capacity of National trainers in the delivery and coordination of SGBV training in order to strengthen prevention and response strategies in the Great Lakes Region. In addition meetings with the National Medico-Legal Working Group whose aim among others is to strengthen referrals between the medical and legal professionals working with survivors, discussing issues pertaining collecting medico-legal evidence, identify and address challenges prosecution faces in addressing GBV Cases.



The 3rd National Symposium on ending violence against women and girls in Uganda



Last session of Police TOT in Kabalye

- under UPF 106 (24 female and 82 male) trainers of trainer (TOTs) from the training schools and regional training centers were trained in gender mainstreaming and gender responsive policing. The officers were drawn from different categories of training schools ie FFU, CT,CI and general trainers. It was conducted in Kabalye training School.
- The Judiciary is the lead Agency in the development of Gender Specialized Framework strategy that is meant to guide mainstreaming of initiatives towards promotion of gender equity in service delivery among JLOS institutions in the criminal justice service delivery chain (Judiciary, ODPP, Police, DGAL and MoGLSD). The Strategy is being developed with support from UNWOMEN with consultancy services from Kampala Law Reports with a draft of the Strategy under review by the key stakeholders.
- The ODPP partnered with UNICEF to conduct a training workshop on the “Handbook on Prosecuting Child Related Cases”.It was a joint training of prosecutors, police, probation officers and judicial officers, the participants were trained on the general principles of dealing with children who are both in conflict with the law and also in contact with the law, identifying trauma victims and handling them appropriately, they were also trained on the new emerging trends like online child sexual abuse.

UNICEF supported two (02) trainings sessions for prosecutors, investigators, judicial officers and some probation officers in handling of child related matters. ODPP: UNICEF further provided the ODPP with Personal Protective Equipment-PPE to facilitate prosecutor attendance in court to handle child related matters.

LDC LAC undertook a process to review the existing Clinical Legal Education Manual and incorporated a module on gender and equity. The module shall be disseminated to over 1,000 Bar Course Students in the next academic year 2020/2021. The LDC also purchased computers and software for visually impaired students in the form of computers and screen reader software. This was done with the aim of providing an all-inclusive training environment for all students enrolled for legal training.

1.8.3 Collection, analysis, of gender disaggregated data strengthened

Table 67 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Progress |
|--|-------------|-------------|------------|---------------------------------|
| Training of management committee in gender and equity mainstreaming (3 days) | UHRC | 26,778,000 | 26,778,000 | 28 trained |
| Develop a system for Collection of Gender and Vulnerability disaggregated Data PPU | Judiciary | 100,000,000 | 50,000,000 | Reports completed and submitted |

UHRC: UHRC conducted training in gender and equity mainstreaming for the staff. A total of 28 staff (17male and 11female) attended the training and had their Capacity strengthened in understanding gender and equity concepts. Participants were equipped with skills and knowledge on planning and budgeting for gender and equity activities and ensuring UHRC’s compliance with equal opportunities assessment and affirmative action in budgeting and planning as required by Public Finance Management Act. Generally, the training aimed at ensuring inclusive growth and development for all citizens.



A session by the EOC Senior Compliance Officer Ms. Irene Nafungo during th training of UHRC Staff

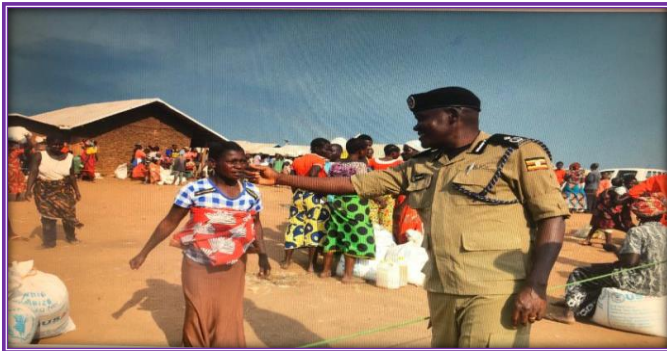
UHRC also monitored refugee settlements in selected refugee camps under Mbarara and Hoima regional offices. These included Nakivale, Oruchinga and Kyangwali. The monitoring was aimed at ascertaining the state of human rights for refugees in the country. The monitoring visits were also to follow up on earlier visits by the regional offices. The human rights concerns that had been earlier noted included; limited access to clean water, inadequate food, violation of the right to health, right to education, right to justice among others. The monitoring teams were therefore provided with an update on what has been so far done to improve the human rights situation of the refugees in the refugee settlements.

1.8.4 Justice needs of vulnerable groups including refugees addressed

Table 68 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|---------------|-------------|-------------------------------------|
| Justice needs of vulnerable groups including refugees addressed using 4 mobile courts (West Nile, Acholi, Mbarara, Bunyoro and Central) | Judiciary | 1,008,000,000 | 248,000,000 | 4 mobile courts operational |
| Purchase computers and software for the visually impaired students | LDC | 72,000,000 | 72,000,000 | Procured |
| Facilitate Child Protection through Birth Registration and subsequent Issuance of NIRA Birth Certificates to 112,000 vulnerable children including in refugees settlement and host communities | NIRA | 378,000,000 | 181,000,000 | Stakeholder consultations concluded |
| Monitoring of Human Rights conditions in refugee settlements | UHRC | 54,600,000 | 28,400,000 | Undertaken |

The Police conducted Community policing sensitization in the refugee settlement and receiving districts of Adjumani (163), Yumbe (123), Kikuube (98), Arua (50) and Kiryandongo (131) for a total of 600 participants including 150 females and 450 males. To ensure continuity of community policing programme in the refugee settlements, the team trained/sensitized and oriented 160 police officers in the settlement districts on crime prevention

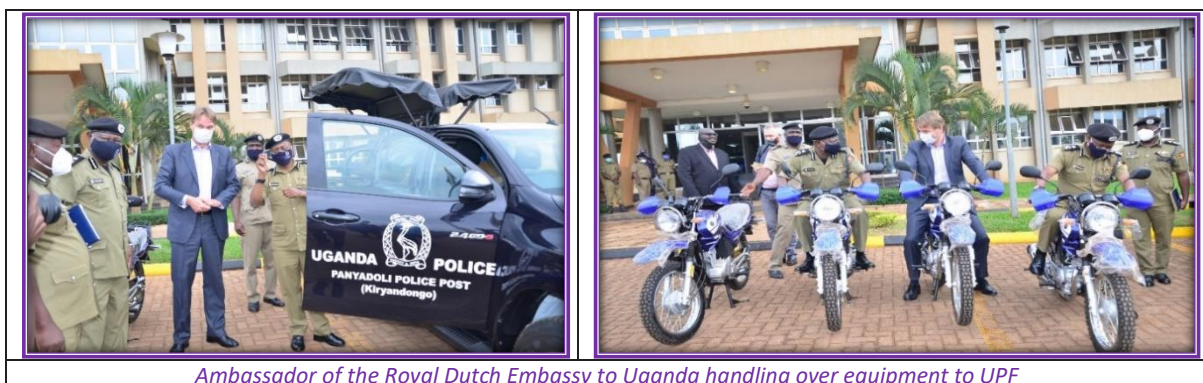


The Head of community affairs interacts with refugees

approaches; neighbourhood watch schemes; problem solving; police-public partnership; prevention of SBV; Community policing principles; and the legal framework of community policing in Uganda.

Sensitization and building capacity of UPF officers on rights of refugees, vulnerable groups and gender responsive policing in four refugee host communities was conducted. These included; Kyangwali in Kikuube district, Panyadoli–Kiryandongo district, Rwamwanja in Kamwenge Distict, Nakivale and Oruchinga in Isingiro District. This brought together a total of 147 officers from the respective settlements. Of which 16 were female and 131 were male officers.

The Netherlands Embassy through the Refugee Law Project donated 01 double cabin pickup and 4 motorcycles to Panyadoli Refugee Police Station in Kiryandongo District to further enhance the Police’s capacity to conduct refugee camp community policing.



Ambassador of the Royal Dutch Embassy to Uganda handling over equipment to UPF

During the reporting period, Kyegegwa Court, funded by ALIGHT (Formerly American Refugee Committee) and UNHCR, conducted mobile refugee courts in Kyaka II Settlement Camp where they cause listed 20 cases and completed 19 cases. Isingiro Court, funded by UNHCR, conducted mobile court services in Nakivaale Refugee camp where they cause listed 56 cases and completed 47 cases during the reporting period.

Additionally, with UNFPA support 13 SGBV special sessions were held at selected Magisterial and High Court circuits¹⁰ where 721 cases were handled with an overall conviction rate of 60.1%. The table below illustrates the SGBV cases handled during the sessions in the period.

Table 69 SGBV Cases Handled

| Station | Convicted | Dismissed | Reconciled | Acquitted | Adjourned | Nolle | Referred | Abated | Total |
|--------------------|------------|------------|------------|-----------|-----------|-----------|-----------|----------|------------|
| Bududa | 50 | 07 | 0 | 0 | 0 | 08 | 0 | 0 | 65 |
| Bundibugyo | 16 | 20 | 07 | 06 | 0 | 0 | 0 | 0 | 49 |
| Gulu | 34 | 32 | 5 | 16 | 0 | 0 | 1 | 0 | 88 |
| Iganga | 31 | 19 | 07 | 01 | 0 | 0 | 0 | 0 | 58 |
| Kampala | 27 | 05 | 0 | 03 | 05 | 07 | 0 | 0 | 47 |
| Kasese | 31 | 06 | 0 | 03 | 03 | 03 | 0 | 0 | 46 |
| Kiryandongo | 27 | 09 | 0 | 01 | 0 | 0 | 0 | 0 | 51 |
| Kitgum | 21 | 09 | 01 | 01 | 13 | 01 | 0 | 01 | 58 |
| Kyegegwa | 24 | 19 | 0 | 05 | 0 | 0 | 0 | 0 | 48 |
| Moroto | 11 | 28 | 0 | 03 | 04 | 0 | 03 | 0 | 53 |
| Mubende | 45 | 03 | 0 | 0 | 03 | 01 | 0 | 0 | 53 |
| Nakapiririt | 19 | 25 | 01 | 02 | 0 | 0 | 06 | 0 | 53 |
| Tororo | 15 | 05 | 0 | 05 | 04 | 16 | 0 | 02 | 52 |
| Grand Total | 351 | 187 | 21 | 46 | 32 | 36 | 10 | 3 | 721 |

There was improved attendance of witnesses in court, as a result of community engagement, implementation of witness protection and victim empowerment interventions especially by the ODPP.

As part of the efforts to address the needs of vulnerable groups including refugees, the ODPP participated in a meeting, at the OPM, to give an updated progress report on refugee cases being investigated following abuses involving management of refugee registration and food in selected refugee settlements in Uganda. The ODPP is committed to providing support services for extremely vulnerable victims. When cases are fixed for hearing, the ODPP cannot determine the status of the victim and how they appear in court. If the cases are heard during school time victims come to court in school uniform which further traumatizes them. Equally, breastfeeding mothers come to court and the babies stay in one diaper the whole day.

Some victims suffer fistula as a result of sexual abuse. Emergency personal hygiene items were procured such as sanitary pads, panties, clothing, diapers, slippers, vaseline, combs for Prosecutions to have confident witnesses to present in court who will not be ridiculed simply because they came to give prosecution evidence. Emphasis is that children should not give evidence in school uniforms, and these items shall be given to witnesses on a case by case basis. This will boost the confidence of witnesses and also act as an incentive to encourage them to come to court and give evidence. This mechanism is hoped to improve the conviction rate.

The Sector through NIRA facilitated child protection through issuance of NIRA Birth Registration Certificates to 112,000 children aged less than 5 years across six refugee settlements and host communities of Kyangwali, Rwamanja, Lobule, Rhino Camp, Ayilo, Pagirinya. Birth Registration in the Refugee Settlements is ongoing. Engagements with the key refugee stakeholders in these settlements are ongoing and these include OPM and UNHCR to

¹⁰ Kampala, Moroto, Kitgum, Kasese, Mubende and Tororo and the Chief Magistrates courts sitting at Nakapiririt, Iganga, Kiryandongo, Bududa, Kyegegwa, Bundibugyo and Gulu

harmonize on the follow of activities. A number of refugee leaders (Refugee Welfare Councils) were also trained in Community Service in Imvepi Refugee settlement camp.

UHRC Monitored refugee settlements in selected refugee camps under Mbarara and Hoima, regional offices including; Nakivale, Oruchinga and Kyangwali. The monitoring visits, carried out in December 2019, were aimed at ascertaining the state of human rights for refugees in the country as well as following up on earlier visits by the regional offices. The human rights concerns that had been earlier noted included; limited access to clean water, inadequate food, violation of the right to health, right to education, right to justice among others. The monitoring teams were therefore provided with an update on what has been so far done to improve the human rights situation of the refugees.

STRATEGIC INTERVENTION 1.9 STRENGTHEN TRANSITIONAL JUSTICE AND INFORMAL JUSTICE PROCESSES

Under transitional justice and informal justice process. The clearance rate of cases in post conflict areas increased from 85% to 90.6%. While Local Council courts at all levels were re-established and the Sector has started the process of building their capacity to adjudicate trails under the ICD are on-going but given the cost of such trails it is recommended that they are treated as special projects. The Sector has embarked on the process of disseminating the Transitional Justice policy and fast tracking the implementing legislation.

The National Transitional Justice Policy (NTJP) was approved by Cabinet. The Policy is a holistic framework of formal and informal justice processes aimed at delivering peace, justice, accountability and reconciliation for post conflict areas in Uganda. Cabinet also approved fast tracking legislation on Transitional justice and well as its wide dissemination. An implementation road map has since been designed for the implementation of the Policy well. In the formal justice process, the Sector continues to support the International Crimes Division try war crimes, crimes against humanity and other international crimes related to conflict.

Table 70 Transitional Justice and Informal Justice performance indicators

| Performance indicators | Baseline | | Performance | | Target |
|---|----------|------------|-------------|-----------|----------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |
| <i>Clearance rate of cases in post conflict 85% areas</i> | 85% | 95.8% | 91% | 90.6% | 98% |
| <i>% of LCC I and II legally constituted</i> | 0 | 100% | 100% | 100% | 90% |
| <i>TJ Policy approved</i> | Draft | In cabinet | Approved | Published | Approved |

The Sector is enhancing access to justice for especially the vulnerable, and rural communities through the use of transitional justice and (non) informal justice processes. This approach is cognisant of the fact that in post conflict communities both formal and non-formal justice processes are explored to address the justice needs of often vulnerable communities. While the use of the more formal LCC system is for the benefit of rural communities to address legal matters as courts of first instance and have proven to be a relief to the formal adjudicatory system. This reporting period, the Sector supported the formal/legal establishment of the

LCCs in Local Governments as well as building their capacity. In the area of transitional justice, the Sector realised a more progressive trial of war crimes cases as well as support to reintegration of ex-combatants and victim communities. With regards to the National Transitional Justice Policy, the Sector is in continued engagement with stakeholders to implement the Policy, is in the process of drafting the Transitional Justice Law, and disseminating the Policy, although this has received a serious setback due to the COVID-19 pandemic to the grass roots level.

The role of LCCs in access to justice in the rural communities cannot be over emphasized. Notably, the elections for the LCs at village and parish levels were successfully conducted in the previous reporting period. As a result, 100% of LCC I and II Courts are now legally constituted. With the complete structure in place, it is expected that the performance of the LCCs shall greatly improve. It should however be noted that the members of the LCCs I and II need capacity building to enable them appreciate the principles of delivering justice.

1.9.1: Local Council Courts I and II established and strengthened

For over 10 years, the Sector had not been able to train LCC members at Village (LCC I) and Parish (LCC II) because of their legal status and that had affected the general structural performance of LCCs in the administration of justice. However, following the elections that were conducted in 2018, the structure is now complete but had remained with the major challenge of skill and capacity since there was a high turnover of the members. With the structure fully in place, the MoLG in FY 2019/20 planned to train LCC members in 32 local governments covering both districts and Municipalities and undertake the following activities.

Table 71 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|---|-------------|---------------|---------------|---|
| Mentoring and supervision support of LCC by Chief Magistrates | Judiciary | 252,000,000 | | |
| Orientation and training of LCC 1 and 11 members | MoLG | 1,068,800,000 | 1,056,000,000 | 17 local governments i.e. 13 Districts and 4 Municipalities (local council court members at level 1 and 11 trained with 52,573 court members trained. |
| Training of LCC desk officers | MoLG | 45,350,000 | 45,350,000 | All desk officers trained |
| Support to LCC desk officers | MoLG | 301,000,000 | 301,000,000 | 50 computers and 74 filing cabinets were procured |
| LCC handbook printed | MoLG | 160,000,000 | 160,000,000 | Printed |

The Sector completed the study on the use of informal justice mechanisms and will re-engage the ULRC to undertake the development of guidelines on informal justice.

Orientation and training of LC I and II members: The Sector successfully trained Local Council Court members in 17 local governments i.e. 13 districts and 4 municipalities despite not having had any such activity for over 10 years. The training covered topics of; LCs roles and responsibilities, jurisdiction of LCCs

This was mainly due to the lack of establishment of these courts affecting their legal status in the administration of justice at local level.

The thirteen (13) districts include Bugweri, Ngora, Kapchorwa, Buliisa, Butambala, Nwoya, Butebo, Mitooma, Amuria, Lyantonde, Bushenyi, Omoro and Napak, where trainings have been conducted in 3,815 villages and 636 parishes and Four (4) Municipalities of Soroti, Kapchorwa, Mbale and Makindye-Ssabagabo where trainings were conducted in 436 cells and 61 wards making the total numbers of courts trained 4,251 at village/cell (LCC I) and 697 at Parish/ward (LCC II).



Notably, each of the above-mentioned courts has 11 members and therefore MoLG targeted to train 54,428 members, however 52,573 members from all the 17 local governments were trained.

Table 72: MoLG statistics of the LCCs trainings conducted.

| No. | District / Municipality | Number of villages | Number of parishes | Total trained | Number of men | Number of women |
|-----|-------------------------|--------------------|--------------------|---------------|---------------|-----------------|
| 1 | Bugweri | 133 | 30 | 1,870 | 981 | 862 |
| 2 | Ngora | 147 | 72 | 2,409 | 1,518 | 691 |
| 3 | Kapchorwa | 406 | 44 | 4,948 | 2,817 | 1,941 |
| 4 | Butambala | 141 | 25 | 1,826 | 992 | 656 |
| 5 | Mitooma | 533 | 58 | 6,706 | 4,750 | 1,656 |
| 6 | Lyantonde | 180 | 25 | 2,695 | 1,313 | 1,182 |
| 7 | Amuria | 485 | 87 | 6,325 | 4,167 | 1,958 |
| 8 | Butebo | 184 | 28 | 2,332 | 1,064 | 1,132 |
| 9 | Nwoya | 129 | 44 | 1,903 | 947 | 687 |
| 10 | Buliisa | 128 | 37 | 1,815 | 1,102 | 513 |
| 11 | Kapchorwa MC | 208 | 27 | 2,403 | 1,280 | 1,003 |
| 12 | Soroti MC | 79 | 12 | 1,001 | 574 | 367 |
| 13 | Mbale MC | 94 | 14 | 1,188 | 791 | 294 |
| 14 | Makindye-Ssabagabo MC | 55 | 8 | 693 | 351 | 272 |
| 15 | Bushenyi | 518 | 60 | 5,858 | 2,313 | 3,546 |
| 16 | Omoro | 485 | 69 | 5,917 | 2,662 | 3,255 |
| 17 | Napak | 346 | 57 | 3,730 | 1,209 | 3,224 |
| | Total | 4251 | 697 | 53,619 | 28,831 | 23,239 |

As a result of the trainings, the achievements and challenges of the LCs were documented as below.

| Achievements | Challenges |
|---|---|
| <ul style="list-style-type: none"> i. Existence of the legal structures at all levels ii. The trainings were overwhelmingly attended because the members were anxious to study iii. For the districts trained, the trainings are covering all the villages and parishes therefore targeting all the court members except for the few who fail to turn up iv. The trainings were also overwhelmingly embraced by the political leaders at different levels of the respective training centres and the local government leadership as a whole. In most of the trainings in attendance were the Administrative Officers, District and sub county Chairpersons, the DISOs, RISOs, PISOs, the Sub county chiefs, the parish chiefs and other structures. v. MoLG was able to conduct the trainings with the resource pool of trainers established in 2014 with the support of the Democratic Governance facility (DGF). | <ul style="list-style-type: none"> i. The numbers were overwhelming to the extent that sitting space in some places was small ii. The period for the trainings was short because members are only trained for one day. This was attributed to the budgetary allocation. iii. The allocations were inadequate yet there was a will by the court members to learn; iv. Minimal supervision by the Office of the Chief Magistrate. |

Training of LCC desk officers: The establishment of the LCC desk officers started way back in 2015. With 134 districts and 41 Municipalities, a total of 175 desk officers should be in place.

With support from the Sector this financial year, the MoLG trained 25 desk officers in 12 districts and 13 municipalities. The Ministry has so far established desk officers in 150 local governments cumulatively.



Training of desk officers in Mbale

i.e. districts and municipalities Bugweri, Manafwa, Kapelebyong, Nabilatuk, Karenga, Kalaki Mbarara, Rukiga Rubanda, Arua, Pakwach, Madi-Okollo and the Municipalities of Arua, Koboko and Nebbi of Bushenyi-Ishaka, Kabale, Kasese, Mbarara, Rukungiri and Sheema Mbale, Bugiri, Kumi Tororo.

The Ministry during the FY 2018/19 planned to develop the LCC Handbook, have the same translated into 10 local languages and printed. The process was not completed until this financial year 2019/20 when the handbook was completed. The translation process of the same is ongoing. However, during the reporting period, the Ministry planned to print 20,000 copies of the same in English but the procurement process was delayed. At the time of reporting the contract for printing was signed by the service provider.

1.9.2: Transitional justice mechanisms strengthened

Table 73 Progress of implementation of planned activities

| Activity | Institution | Budget | Release | Performance |
|--|-------------|---------------|---------------|---|
| Prosecution and outreach programs for 4 war crimes cases | DPP | 1,040,000,000 | 1,040,000,000 | Prosecution is on going |
| Training of reporters and victims in agricultural management skills | MIA/AC | 148,650,000 | 148,650,000 | 2355 trained |
| Impact assessment on the amnesty integration process | MIA/AC | 150,000,000 | 150,000,000 | Completed |
| Implementation of the Transitional Justice Policy | Sector wide | 200,000,000 | 140,000,000 | Published |
| Prosecutions of international crimes that have been in the system for over two (2) years | Judiciary | 1,120,000,000 | 1,020,000,000 | 19 witnesses so far have testified in the ongoing trial and outreach programmes were undertaken |
| Capacity building for duty bearers in collaboration with IICI @Euro 100,001 | Sector wide | 420,000,000 | 120,000,000 | |
| Provide psychosocial support and counselling services to the reporters and victims in 6 reception centres/ Demobilization and Resettlement Teams (DRTs) of Gulu, Kitgum, Arua, Kasese, Mbale and Central | MIA/AC | 43,200,000 | 43,200,000 | 197 reporters supported |
| Conduct dialogue and reconciliation meetings between reporters and affected communities to enable them live in harmony | MIA/AC | 45,120,000 | 45,120,000 | 6 meetings held |
| Monitoring of resettlement and reintegration activities reporters and victims in the 6 DRTs | MIA/AC | 162,000,000 | 162,000,000 | Undertaken |

The National Transitional Justice Policy (NTJP): The NTJP was finally approved on June 17, 2019. Cabinet directed the wide dissemination and publication of the NTJ Policy, the Fast tracking of the legislation on NTJ Policy and the management of the transitional period between the implementation of the Policy and the enactment of the relevant laws on Transitional Justice. The Sector has since then developed a road map to realize the directives.

In the reporting period, a Policy dissemination plan has been developed, copies of the Policy have been printed, soft copies of the Policy have been uploaded on the JLOS website, a drafting team has been constituted and is fast tracking the development of the Transitional Justice Bill. With regards to managing the transitional period between the enactment of relevant laws and implementation of the Policy, the Amnesty Act was extended for two more years and funding for Transitional justice is being maintained in the Sector annual work plans and the Budget Framework Paper (BFP) of the line Ministries and support to non JLOS institutions to embrace planning for Transitional Justice.

Demobilisation, resettlement, reintegration, and rehabilitation: As part of the Sector contribution to post conflict justice, resources were provided to the Amnesty Commission to support the demobilisation, reintegration and rehabilitation of ex-combatants, victims of war and the communities.

In the reporting period, the Amnesty Commission facilitated demobilisation of reporters,¹¹ reintegration and resettlement of reporters, dialogue and reconciliatory meetings with communities and training of reporters in life skills to contribute to peace building.

The Commission contributed to the prevention of conflict and reduction of armed insurgency. It demobilized 176 reporters (Bunyangabu-30, Kasese-20, Kiryandongo-124, Kiboga-1, Kyankwanzi-1). In addition, the Commission made 4 contacts with Allied Defence Forces (ADF) rebels in a bid to convince them to abandon insurgency activities and embrace amnesty as a way of promoting peace and contributing to the economic development of the country. All the demobilised reporters were documented and provided with Amnesty certificates. The Amnesty Commission also conducted five meetings on Amnesty Law and process held in three DRTs; West Nile, (DRT Arua), Bwodha landing site (DRT Central) and DRT Mbale at Namutumba. Prison visits in Tororo, Mbale, Soroti, Kasese, Fort Portal and Rubirizi and 7 radio talk shows were conducted (4 radio talk shows in Arua DRT on Radio Pacis and 3 radio talk shows in Central DRT in Mayuge and Mukono on Radio Safari FM. One documentary on Amnesty was aired out on UBC Television.

These campaigns are very important because they encourage reporters/ex - combatants to surrender to Government and also come out for documentation without fear of persecution. These campaigns also helped to emphasize the importance of peace and peaceful coexistence between the reporters and host communities.

The Amnesty Commission also provided 402 reporters with reinsertion support, rehabilitated 260 reporters and victims, reunited 42 reporters with their families and next of Kin in Gulu, Kiygum, Kiboga, Kyankwanzi and Nwoya district and resettled 296 reporters in their communities.



Assistant Commissioner Human Resource MoIA with The Chairman Amnesty Commission giving Amnesty package to a reporter in Kitgum DRT

The Amnesty Commission reintegrated 3,366 reporters and victims through training them in various life skills including environmental management, tree planting and agriculture. The trained beneficiaries were provided with improved tree seedlings, fruit seedlings as a start up from the training.

The Amnesty Commission carried out 13 dialogue and reconciliation meetings between reporters and communities held in Arua DRT, Central DRT, Mbale Municipal Council and Kitgum Municipal Council. Land issues between reporters and communities were resolved by 60% and others deferred to relevant authorities. Child mothers too were accepted back in their families and communities after the reconciliation meetings.

Amnesty Commission activities were monitored to check on the progress of implementation of all reintegration activities and to ascertain whether there was any impact created. It was

¹¹ Under the Amnesty Act Chapter 294, Section 1, a ‘reporter’ is a person seeking to be granted amnesty under the Act.

found out that the training of reporters and victims has enabled them to settle peacefully in the communities. However, it was also noted that the beneficiaries needed more financial and physical support for development. There is need for beneficiaries to document success stories to ease the evaluation of the reintegration programmes and also attract additional support from stakeholders.



The Permanent Secretary (PS) MoA addressing reporters at a maize mill at Bombo

Prosecution of war crimes cases: As part of its contribution to enhancing access to justice for post conflict crimes; ODPP prosecuted two (02) war crimes cases during the reporting period, namely the case of ***Uganda v Thomas Kwoyelo*** (an ex-Lord’s Resistance Army combatant) and the case of ***Uganda v Ali Kabambwe Munakenya & Others***.

Uganda v Thomas Kwoyelo: The prosecution of the case continued in Gulu. During the year, three trial sessions were held and 20 prosecution witnesses have so far testified. Prosecution adopted innovations such as engagement of expert witness and establishment of a witness hostel to enhance witness support and protection. It is expected that hearing of the case will be concluded in the next Financial Year 2020/21.

The prosecution team engaged the services of witness protection officers in Gulu, Lamogi and Pabbo to monitor, empower and protect witnesses before, during and after trial. A total of 7 police officers have been assigned as war crimes witness protection officers in the Kwoyelo case. These officers are given modest facilitation and register books to execute their work. The prosecution team also engaged the services of an expert witness to provide a background context to the case and to prepare an addendum to his report covering SGBV. This means, this witness would be called to testify. Key to this trial is that, it is prosecution led, witnesses including expert witnesses testifying as scheduled, witness protection measures have been established and gender-based crimes have been considered.

In order to boost the capacity of the prosecutors and quality of the case, the ODPP has signed a two-year MoU with Justice Rapid Response (JRR) - Geneva to offer technical support in the prosecution of the Kwoyelo case. This organization runs a global roster of experts in various aspects of International law. So far, JRR has provided support in the areas of witness protection, legal research-international law, psycho – social support for traumatised witnesses. These experts will continue providing technical support during the trial.

However, there is need for more resource allocation to support an independent prosecution to be able to adequately source experts to support the trial especially with regards to witness protection, psycho-social support and legal research.

Uganda v Ali Kabambwe Munakenya & Others: The prosecution of the case commenced in the FY 2018/19 and was continued in the FY 2019/20. The pre-trial was completed successfully and charges were confirmed. The case now awaits cause listing for full trial. The ODPP also carried out witness preparation and verification in *Uganda v Ali Kabambwe* and *Uganda v Charles Wesley Mumbere* both in eastern Uganda and western Uganda Districts of Kasese, Kyenjojo, Bundibugyo where seventy-five (75) key witnesses were verified and prepared for trial.

Outreach programs to victims of crimes in western, eastern and northern Uganda:

During the reporting period, the department undertook 6 outreach sessions, 3 each in Northern and Western Uganda respectively to address the concerns and issues arising in those communities relating to cases being handled by the department. The objectives of undertaking outreach activities were to complete the inquiries in the case of *Uganda v. Thomas Kwoyelo* and those in Western Uganda were in respect to the *Uganda V. Jamil Mukulu* case; *Uganda v Ali Kabambwe Munakenya & Others*; *Uganda v Charles Wesley Mumbere*, interface and interact with the key witnesses and victims to ascertain their availability and willingness to testify in court; establish the concerns of the victims and witnesses and find ways of addressing them in preparation for court; and mobilize and update the victims, witnesses, leaders and other stake holders in the region on the status of investigations and the case generally. This will also create awareness in the community.

In Northern Uganda, the ODPP undertook three (03) outreach sessions in the districts of Gulu and Amuru respectively in preparation for the hearing of ***Uganda versus Thomas Kwoyelo*** before the International Crimes Division of the High Court were conducted in Acholi sub-region where the focus of the activities was the LRA atrocities. Victims and witnesses were briefed on the progress of the case and prepared for court proceedings. The activities undertaken included engagements with local leaders, community meetings and witness preparations and verifications, and visiting scenes of atrocities. The exercises greatly contributed to preparation of the communities, especially witnesses, for the trial to proceed in Gulu.

In Western Uganda, ODPP officials undertook two outreach sessions in August and December 2019 in several districts which were affected by the ADF insurgency. These included Kasese, Kabarole, Bundibugyo, Kyenjojo, Kamwenge, and Ntoroko. The exercises as well targeted communities that suffered direct ADF attacks and the activities included engagements with local officials and community meetings, and visiting scenes of atrocities. The outreach sessions were carried out jointly with police for purposes of follow up of investigations.

Opportunity was taken to inform and update the communities on the progress of various cases handled by the department as well as take feedback from community members. The activities were successful by large. The respective detailed activity reports were submitted separately. This activity was combined with mop up investigations to close any evidence gaps.

One outreach activity is underway in western Uganda and will make the total 7 activities for the year. It was delayed due to the interruption of COVID 19 pandemic and delayed release of funds.

Through our various channels, victims of crime and witness are free to engage with prosecutors' prior too during and after trial of their cases. This helps to build confidence of victims and witnesses in the prosecution service.

Key issues identified during the outreach program sessions included community ignorance about their responsibilities in relation to the prosecution of international crimes, especially with regards to securing exhibits like mass graves that are used for evidence by the prosecution. This practice was found in Northern Uganda where human remains have been exhumed for reburial, witness protection (reprisal attacks against witnesses after testimony), unresolved grievances against the government especially in Rwenzori sub region due to the impact of the ADF insurgency, witness protection and active ADF activities in the region.

Some challenges were faced during the outreach sessions, especially, resource allocation for community meetings, expectations about the implementation of the NTJP especially with regards to reparations; especially psycho - social support and children born of war.

The implementation of Sector activities on transitional justice are on track in comparison to past years. A Sector trend analysis on the transitional justice reveals an increase in resource allocation and institutional interest in implementation of activities which is a plus for the affected communities. In addition, as anticipated, the approval of the National Transitional Justice Policy has renewed momentum for TJ within the Sector and beyond.

Capacity building for prosecutors, judges, defence counsel and other parties involved in the international crimes cases has been affected by the COVID - 19 Pandemic after a training program had been planned by the Sector. Relatedly, the international conference on memory and memorialisation planned to be conducted by MoJCA has been affected.



ODPP officials and other participants at one of the outreach sessions in Northern-Uganda

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

| Outcome Indicator | Baseline | | Performance | | Target |
|---|----------|---------|-------------|-----------|--------|
| | 2016 | 2017/18 | 2018/19 | 2019/2020 | 2021 |
| Corruption perception index | 0.25 | 0.26 | 0.26 | 0.28 | 0.30 |
| Proportion of decisions against JLOS institutions concluded by UHRC | 46% | 43.9% | 68.9% | 42.7% | 30% |
| Proportion of remand prisoners | 52% | 51.4% | 47.7% | 54.8% | 45% |

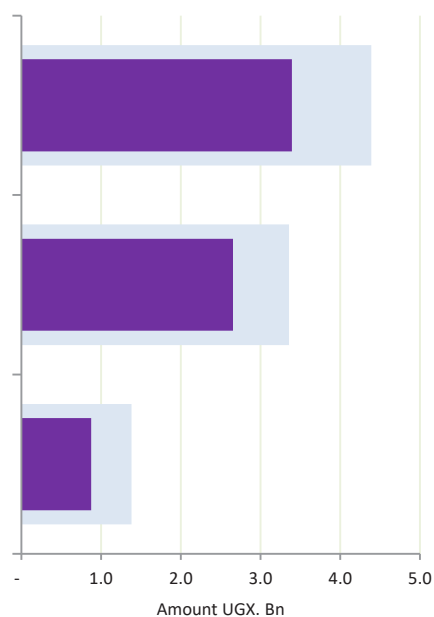
Funding (millions)

Key Highlights

Output 2.1: Strengthen measures to reduce human rights violations by JLOS Institutions

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

Output 2.2: Empower citizens on Human Rights and obligations



- ✓ Remand population increased to 54.8%¹²
- ✓ UHRC maintained the 'A' status for successive year
- ✓ 42.7% of complaints disposed by UHRC against JLOS institutions;
- ✓ UHRC case clearance rate 26%
- ✓ Mortality rate in UPS is 2.0/1000
- ✓ Corruption perception index 0.28
- ✓ 150 human rights desks maintained in local governments across the country
- ✓ Zero Tolerance on corruption policy and National Anti-Corruption Strategy launched by H.E. the President;
- ✓ Recovery of proceeds of corruption at 24%;

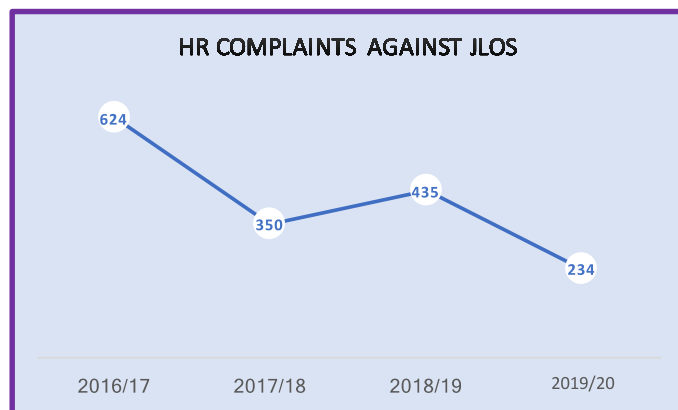
¹² The Prison remand population increased to 54.8% resulting from violations of Guidelines issued to prevent the spread of the COVID-19 Pandemic

The Sector has largely focused on human rights promotion and knowledge empowerment of the public amidst the growing civic activity in preparation of the 2021 national elections. Most of the activities involving interactive engagements were disrupted by Covid-19 pandemic.

The COVID-19 pandemic disruption that led to a partial lockdown negatively affected implementation of various JLOS interventions, such as civic education, legal aid outreach, and reversed the gains made in reducing prison remand population. Nonetheless, UHRC and frontline JLOS institutions maintained a functional presence. UHRC focused on mainstreaming human rights considerations in the Government response to the pandemic, and support to the public on managing human rights related matters.

In the absence of a fully constituted (UHRC) in place, the resolution of human rights complaints by the Commission’s tribunal could not take place from October 2019. These disruptions and internal limitations compromise the Sector’s efforts in ensuring effective implementation of planned interventions under Chapter Four (Bill of Rights) of the Constitution of Uganda. That notwithstanding, in the second half of the year, alternative modes of promoting human rights and implementing key interventions were embraced. Delivery of civic education and human rights protection leveraged online platforms, although this did not have a full reaching impact especially in the private domestic spaces where a surge of gender-based violence was registered. These sustained efforts are critical in light of the upcoming 2021 national election and entrenching human rights standards in the Government response to the COVID-19 pandemic.

Notwithstanding the limitations above, complaints for human rights violations registered against JLOS institutions at the UHRC have fundamentally reduced by 62.5% since the beginning of the SDP IV period.



Human Rights Complaints Registered Against JLOS

A positive trajectory was registered in Uganda’s rating in the fight against corruption with a realisation of a 28-points score in the Transparency International’s

Corruption Perceptions Index, 2019. The two-point score increment from the previous year is reflected in the 12-position improvement in Uganda’s international ranking, from 149th to 137th out of 180 countries. This is an outcome of the JLOS contribution to the national efforts in the fight against corruption, involving both government and non-government institutions. The JLOS continues to collaborate with the Accountability Sector focusing on legislative and policy development, and anti-corruption enforcement. The ODPP and the Inspectorate of Government. (IG) are equally responsible for enforcement of the Anti-Corruption Act, 2009. These converge to prosecute all corruption cases under the Act at the Anti-Corruption Court (ACD).

Overall, the outcome indicators and highlights below depict the JLOS performance in the observation of human rights and the fight against corruption for the reporting period.

STRATEGIC INTERVENTION 2.1 STRENGTHEN MEASURES TO REDUCE HUMAN RIGHTS VIOLATIONS BY JLOS INSTITUTIONS

Table 74 Output Performance Indicators on Measures to Reduce Human Rights Violations by JLOS Institutions

| Performance Indicators | Baseline | | Performance | | Target | |
|--|-----------|-----------|-------------|-----------|--------|---------|
| | FY2016/17 | FY2017/18 | FY2018/19 | FY2019/20 | | FY20/21 |
| Clearance rate by UHRC | 21% | 49.5% | 21.7% | 26% | | 80% |
| Proportion of decisions against JLOS institutions to total cases concluded by UHRC | 46% | 43.9% | 68.9% | 42.7% | | 30% |
| Mortality rate per 1,000 inmates held | 0.75 | 1 | 1.19 | 2.0 | | 4.5 |

2.1.1 Functional JLOS human rights structures in all service points

Table 75 Progress of implementation of planned activities

| Planned activity | Institution | Approved budget | Release | Performance |
|---|-------------|-----------------|-------------|---|
| Elimination of the soil bucket system. Remodeling 18 police stations with water borne toilets in Nebbi, Pallisa, Apac, Katakwi, Arua, Gulu, Lira, Mpigi, Buvuma, Busunju, Kakiri, Njeru, Soroti, Bombo, Gaba, Kiryandongo, Moyo and Lugiya. | UPF | 360,000,000 | 360,000,000 | 14/18 police stations remodeled |
| Conduct regional tribunal hearing of 250 cases for the UHRC regional offices | UHRC | 375,000,000 | 375,000,000 | 26.8% (67 complaints) completed by tribunal |

JLOS maintains an expanded presence of human rights structures in key institutions and service points at major service points, from the national to sub-county levels. The collective effort of JLOS human rights mechanisms in collaboration with various non-state actors to deepen human rights in public service and within the Uganda society have led to an approximately 50% reduction in human rights complaints. The JLOS human rights institutional framework comprises 10 UHRC regional centres, the UPF Human Rights and Legal Services Directorate, 27 UPF Human Rights Regional Desks, Human Rights Committees in all 259 prison units across the country, and human rights desks in MoJCA and ODPP. In addition, the MoLG with complementary support from UNDP¹³ has maintained human rights desks in 150 local governments¹⁴ across the country. All the structures are functional and continue to work in

¹³ Rule of Law and Constitutional Democracy Programme, 2016 -2020.

¹⁴ Mbale, Namutumba, Iganga Municipality, Iganga District, Jinja, Bulambuli, Manafwa, Bududa, Busia, Butaleja, Bukwo, Tororo, Kween, Bugiri, Buyende, Sironko, Kibuku, Pallisa, Kapchorwa and Namisindwa. Soroti, Serere, Napak, Ngora, Kumi, Katakwi, Bukedea, Kaberamaido, Nakapiripirit, Kaabong, Alebtong, Kole, Agago, Koboko, Apac, Abim, Oyam, Amuria, Gulu and Lira Buvuma, Ibanda, Ntungamo District, Entebbe Municipal Council (MC), Kabarole, Mityana, Bukomansimbi, Kibaale, Mukono, Kiryandongo, Kyenjojo, Masaka, Wakiso, Mpigi,

a collaborative manner despite limitations in resources. For instance, with the establishment of the ODPP human rights desk, there is a growing focus on human rights related prosecutions. The increased enforcement of the Prevention and Prohibition of Torture Act is a case in point. The ODPP perused and sanctioned 08 case files involving violation of human rights, especially acts of torture and inhuman and degrading treatment. Efforts are underway to improve disaggregated data capture for especially human rights related prosecutions. The table below illustrates levels of some of the major functional human rights mechanisms in place within JLOS. These are available at the national, regional and local government administrative units.

Table 76 Human Rights Service Delivery Points Established by Key JLOS Institutions

| Sector Institution | National Service Point | Regional Service Point | District Service Point | Sub-county Service Point |
|--------------------|------------------------|------------------------|------------------------|--------------------------|
| UHRC | Yes | Yes | Partly (12) | No |
| UPF | Yes | Yes | No | No |
| UPS | Yes | No | Yes | No |
| MoLG | No | No | Yes | Yes |
| MoJCA | Yes | No | No | No |
| ODPP | Yes | No | No | No |

Drawing on the existing mechanisms, human rights enforcement and compliance has continued to improve. There is a shift from a UHRC led enforcement and compliance to human rights focal mechanisms at the national and sub-national levels.

To address the elimination of the bucket system in police stations, 1415 of the 18 planned police stations were remodelled with water borne toilets to eliminate night soil bucket system representing 77.8% completion rate. Continuous work is on-going for the remaining stations of Pallisa, Arua, Gulu, Mpigi and Buvuma. A census of the extent of the problem is due to better inform efforts and resource planning to rid the UPF of the problem. Nonetheless, there are challenges where UPF stations are located on land belonging to third parties that are not willing to remedy the situation.

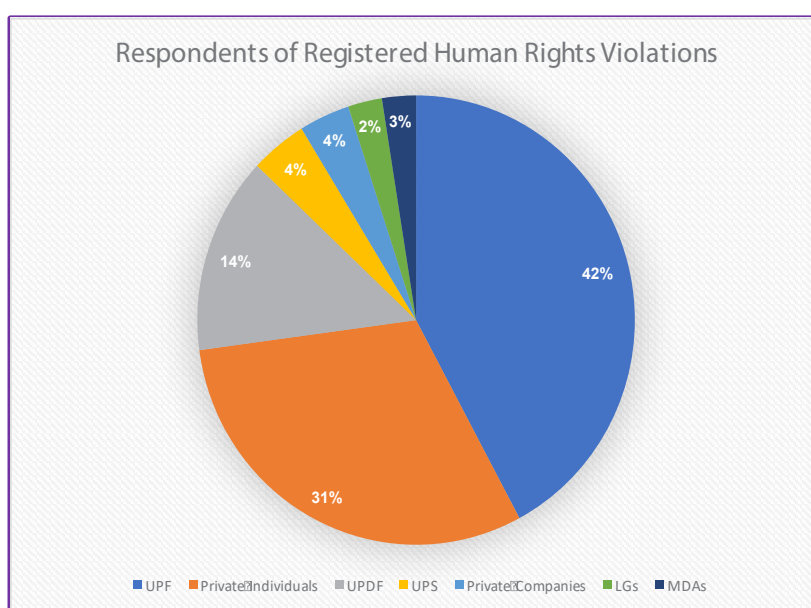
During the period, the UHRC registered 17.7% (**450** [294 male and 156 female]) of the **2,538** (1,567 male, 971 female) human rights complaints received across the 10 regional offices. The complaints received and registered by the UHRC declined by 51.2% (2,189) and 55.3% (558) respectively over the SDP IV period. This is an anecdotal depiction of the positive impact of human rights promotion in Uganda by both JLOS and CSO collaborative efforts. This is notwithstanding various media reporting of continued incidences of human rights abuses and violations across the country. This justifies the JLOS continued prioritization of promoting and protecting human rights, with a focus on implementing

Lugazi MC, Buhweju, Makindye Ssabagabo, Rubirizi, Gomba, Kasese, Kasese MC, Bundibugyo, Ntoroko, Masindi, Buliisa, Bushenyi, Bushenyi-Ishaka, Mbarara, Mbarara MC, Mitooma, Sheema, Isingiro, Rukungiri, Rukungiri MC, Kisoro, Kisoro MC, Kanungu, Rubanda, Kiruhura, Kabale, Kabale MC, Hoima, Hoima MC, Ntungamo MC, Ibanda MC, Sheema MC, Kakumiro, Kamwenge, Kyegegwa, Fortportal MC and Rukiga, Budaka, Butebo, Moroto, Moroto MC, Kotido, Kotido MC, Amudat, Nabilatuk, Kapelebiyong, Kamuli, Kamuli MC, Kaliro, Mayuge, Namayingo, Luuka, Bugweri, Busia MC, Jinja MC, Kapchorwa MC, Bugiri MC, Kumi MC, Mbale MC, Soroti MC, Tororo MC and Njeru MC, Moyo, Adjumani, Arua, Arua MC, Nebbi, Yumbe, Maracha, Pakwach, Kitgum, Kitgum MC, Koboko MC, Gulu MC, Amuru, Lamwo, Paader, Nwoya, Omoro, Amolatar, Dokolo, Otuke, Kwania, Apac MC, Nebbi MC, Lira MC, Kalangala, Kiboga, Luwero, Mubende, Rakai, Kayunga, Buikwe, Kyankwanzi, Nakaseke, Nakasongola, Sembabule, Lyantonde, Lwengo, Kyotera, Butambala, Kalungu, Kira MC, Masaka MC, Mityana MC, Mubende MC and Nansana MC. 15 Kinawataka, Kasangati, Lubowa, Kanyanya, Kyambogo, Kajjansi, Adjumani, Kamuli, Kakiri, Busunju, Kayunga, Buwama, Lira and Apac

the Bill of rights under the Constitution of Uganda, 1995 and human rights based approach (HRBA) to public service delivery. The decline in complaints is illustrated in the table below.

Table 77: Complaints registered by UHRC

| Action taken | 2016/17 | | | 2017/18 | | | 2018/19 | | | 2019/2020 | | |
|-----------------------|---------|-------|-------|---------|-------|-------|---------|-------|-------|-----------|-----|-------|
| | M | F | T | M | F | T | M | F | T | M | F | T |
| Complaints Received | 2,709 | 1,518 | 4,277 | 2,223 | 1,283 | 3,506 | 2,648 | 1,679 | 4,327 | 1,291 | 797 | 2,088 |
| Complaints Registered | - | - | 1,008 | 404 | 152 | 556 | 578 | 288 | 886 | 294 | 156 | 450 |



The overall reduction in human rights violations registered is also reflected in the reduction of respondents. The UPF is still rated the most frequent respondent with 202 complaints not withstanding a 49.2% (196) reduction from the previous period, followed by private individuals (147), the Uganda People’s Defence Forces (68), and the UPS (20) as illustrated below. This is attributed to the sustained human rights education within

public institutions and the enforcement of critical human rights legislation such as the Prevention and Prohibition of Torture Act, and the Human Rights Enforcement Act. This apparently points to a more effective enforcement of the human rights laws, particularly in respect of personal accountability and liability for human rights violations.

The most registered violation was against the freedom from torture, cruel, inhumane and degrading treatment. 210 out of a total 450 human rights violations¹⁶ registered by the UHRC were against the UPF. This was closely followed by the violations of right to liberty (103) and denial of the right to child maintenance (88) respectively. The graph below numerically depicts this situation. As noted above, with 450 registered complaints, there was a consistent decline of registered human rights violations and abuses during the period, compared to the previous year that recorded 886.

As part of its human rights protection mandate, the UHRC registered an investigation clearance rate of 50%, with 225 (157 female and 257 male) complaints completed. Logistical and human resource limitations continue to impinge the desired performance by the UHRC. This was exacerbated by the Covid-19 disruptions. Overall, 117 complaints were concluded by the UHRC, depicting a 26% case clearance rate, which is lower than the 76% JLOS annual target; 67 from the tribunal and 50 through

¹⁶ Note: One complaint can reveal more than one form of human rights violation.

staff mediation. At optimal performance, the UHRC was supported under JLOS to determine 250 complaints through its tribunal, but realized only 26.8% (67) of this target.



The Tribunal granted awards in 38 complaints, amicably settled eight, and dismissed or closed 21 complaints for various reasons including want for prosecution, insufficient evidence to support the allegations and failure to disclose the cause of action among others. A series of limitations and challenges faced by the UHRC account for this underperformance. These include; the absence of a fully

constituted Commission to handle complaints for half of the reporting period, and in the other half, there was no legally constituted Commission at UHRC to sustain handling of any complaints by the tribunal. In the absence of a substantive Chairperson, the tribunal remains non-functional and the available Commissioners cannot handle any cases. Therefore, the resources and workload were carried forward, to be handled in the subsequent year, or as soon as a new chairperson of the UHRC is appointed.

During the reporting period, mediation and settlements comprised 49.6% (58 complaints¹⁷) of the total UHRC disposals (117), that focused on providing quick remedies to vulnerable persons such as women and children with child maintenance claims. The determination of human rights complaints using mediation declined by 37.7% (71 complaints) from the preceding year. The annual disposal of complaints posits an 18.4% decline compared to complaint disposals in the preceding year 2018/19. This is partly attributed to the absence of a functional UHRC tribunal for most of the financial year¹⁸ and the effects of the COVID-19 pandemic. Efforts to fully constitute the UHRC are under way and unspent JLOS funds for handling cases rolled over.. Nonetheless, ADR/mediation remains a JLOS priority approach for expeditious and cost-effective redress of human rights complaints. The table below illustrates progressive performance of ADR at the UHRC over the years.

Table 78: Disposal of UHRC Complaints Through ADR Over the Years

| Action Taken | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Variance p.a. |
|----------------------------|--------------|--------------|------------|--------------|---------------|
| Staff Mediation | 131 | 89 | 123 | 50 | -73 |
| Tribunal Settlement | 19 | 05 | 05 | 08 | +3 |
| Total UHRC Disposal | 282 | 287 | 188 | 117 | -71 |
| % of ADR/Disposal | 53.2% | 32.8% | 68% | 49.6% | -18.4% |

Human rights violations against JLOS institutions have progressively reduced over the SDP IV period, and registered at the lowest in FY2019/20. Since FY2016/17, the human rights violations registered

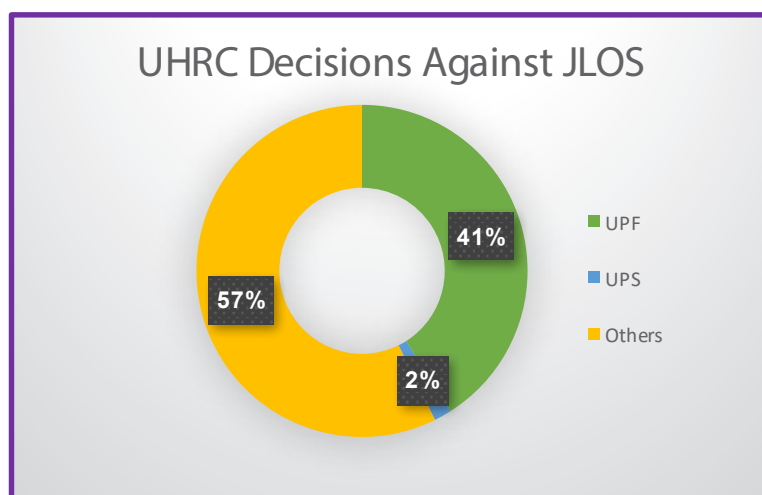
¹⁷ 50 UHRC staff held mediations and 8 settlements at the UHRC Tribunal.

¹⁸ Since October 2019

against JLOS institutions have reduced by 62.5%, from 624 complaints in FY2016/17 to 234 in FY2019/20. This attributed to a combination of factors including; deterrent sanctions against human rights violators, decentralisation of payments of awards to MDAs, and increased consciousness about human rights and consequences of violations. The decline is illustrated in the table below.

| Respondent | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Annual Variance |
|------------------|----------|----------|----------|----------|-----------------|
| UPF | 580 | 319 | 398 | 202 | -196 |
| UPS | 31 | 14 | 37 | 20 | -17 |
| Judiciary | 1 | 0 | 0 | 0 | 0 |
| Local Government | 12 | 17 | - | 12 | 12 |
| JLOS Total | 624(67%) | 350(60%) | 435(49%) | 234(52%) | -201 |

Fifty complaints of the UHRC decisions representing 42.7% were against JLOS institutions, a performance above the desired JLOS annual benchmark of 33%. This is notwithstanding the relative improvement by 26.2% from the previous financial year. Most of the cases involved the UPF with 48 decisions, and 2 were against the UPS. The complaints predominantly continue to relate to violation of the right to freedom from torture, cruel, inhuman and degrading treatment. The legal requirement of personal responsibility and liability for torture under the Prohibition and Prevention of Torture Act, 2012 is having a positive impact in deterring errant officers. With the increased knowledge and monitoring among the security forces, the torture trends are on a decline. An enhancement in punitive awards and precedents will deepen the consciousness among public officers and institutions to abhor practices of torture.



The establishment of functional human rights mechanisms within JLOS institutions has enabled holding JLOS officers accountable for their actions at institutional level. Both the UPS and UPF have disciplinary mechanisms for redressing human rights violations. For instance, 300 human rights violation cases against UPF were investigated, out of which inquiries in 273 cases were completed, reports prepared and forwarded to the Directorate of Human Rights & Legal Services for guidance, while inquiries in 27 cases were still underway. The table below illustrates the type of violations registered and investigated.

| COMPLAINT | TOTAL | COMPLETED | PENDING |
|-------------------------------|------------|------------|-----------|
| AGGRIVATED ROBBERY | 2 | 1 | 1 |
| ASSAULT | 21 | 21 | 0 |
| CAUSING DEATH | 2 | 2 | 0 |
| DEATH OF SUSPECT IN CUSTODY | 1 | 1 | 0 |
| EXCESSIVE USE OF AUTHORITY | 1 | 1 | 0 |
| HARASSMENT | 5 | 5 | 0 |
| MISCONDUCT | 1 | 1 | 0 |
| MURDER BY SHOOTING | 6 | 5 | 1 |
| OVER DETENTION | 1 | 0 | 1 |
| RAPE | 1 | 1 | 0 |
| SEXUAL HARRASMENT | 1 | 1 | 0 |
| TORTURE | 81 | 72 | 9 |
| UNLAWFUL ARREST AND DETENTION | 176 | 161 | 15 |
| UNLAWFUL WOUNDING | 1 | 1 | 0 |
| TOTAL | 300 | 273 | 27 |

2.1.2 Uganda National Action Plan on Human Rights implemented

Table 79 Progress of implementation of planned activities

| Planned activity | Institution | Approved budget | Release | Performance |
|---|-------------|-----------------|------------|---|
| Complete Adoption of the National Action Plan on Human Rights and the Cabinet Memorandum approved | MoJCA/DLAS | 34,000,000 | 34,000,000 | Ready for submission to inter-ministerial committee. Cabinet memo developed |
| Implementation of quick wins for conflict affected areas (War museum, international symposium on war and conflict) | MoJCA/DLAS | 200,000,000 | 69,290,000 | Rolled over to next financial year |
| Complete the Country Report to the Human Rights Committee on the International Covenant on Civil and Political Rights (ICCPR), for submission to Cabinet for approval | MoJCA/DLAS | 2,550,000 | 2,500,000 | Completed, approved and submitted to UN Human Rights Committee |
| Complete the Country Report to the Committee Against Torture on the Convention against Torture (CAT) for submission to Cabinet for approval | MoJCA/DLAS | 2,550,000 | 2,550,000 | Completed, approved and submitted to UN Human Rights Committee |
| Presentation of the Country Report on the ICCPR to the Human Rights Committee | MoJCA/DLAS | 35,948,000 | 35,948,000 | Completed, approved and submitted to UN Human Rights Committee |
| Presentation of the Country Report to African Commission on Human rights | MoJCA/DLAS | 35,548,000 | 35,548,000 | Awaits cabinet approval |

The draft Uganda National Action Plan on Human Rights 2018/19 – 2020/21 (NAP) is undergoing final clearance and a Cabinet memo has been prepared for submission to Cabinet. The Inter-Ministerial Committee is expected to meet and finally consider the NAP before its transmission to Cabinet for approval. Nonetheless, JLOS continued to implement the accepted recommendations from the Universal Period Reviews (UPR) I and II, most of which are embedded in the NAP and Chapter Four of the Constitution of Uganda, 1995. The implementation of the NAP as a guiding framework is expected to further streamline and deepen human rights implementation without introducing new substantive obligations. It is envisaged that the NAP will align with the NDPIII

The NAP has six strategic objectives and progress against each of these has been realised, despite the pending approval of the NAP by Cabinet. This is illustrated below.

Table 80: Progress of implementation of NAP objectives

| NAP Strategic Objective | Some Interventions implemented and Ongoing |
|---|--|
| To build the capacity of the Government and citizens in the protection and promotion of human rights. | <ul style="list-style-type: none"> • Policy, legal and institutional framework for human rights progressively strengthened. • Human resource capacities for duty bearers and rights holders enhanced through training and civic education to protect and promote human rights respectively. • Continuous citizen empowerment through civic education and public mass sensitizations implemented mainly by UHRC and JSC to enable citizens to claim and enjoy their rights. |
| To enhance equality and non-discrimination for all before and under the law | <ul style="list-style-type: none"> • Gender and equity mainstreamed and enforced across government, in terms of policy, strategic planning, budgeting, and implementation. • Specialized institutional mechanism (EOC) is in place and functional. EOC annual gender and equity compliance review for 2019/20 considered 18 Sector BFPs, 17 passed the assessment (50% Minimum), and JLOS scored 70.3%. • JLOS Strategy on Gender and Equity passed, development and implementation of institutional action plans ongoing. |
| To guarantee the enjoyment of economic, social and cultural rights | <ul style="list-style-type: none"> • Social economic, social and cultural rights mainstreamed under NDP 3 and Sector strategies such as JLOS SDP IV. • SDGs / 2030 UN Agenda 2030 implementation coordination framework mainstreamed across government. • Annual EOC gender and equity compliance review of BFPs sustained for inclusive budgeting and implementation. |
| To guarantee the enjoyment of civil and political rights and liberties | <ul style="list-style-type: none"> • Citizens civic empowerment enhanced under National Initiative on Civic Education (NICE), led by UHRC. • Legal and institutional mechanisms in place for protection and enforcement of civil, political rights and liberties. The UHRC and Judicial mechanisms are in place and functional. Institutional human rights desks established at national and local government levels. • Human Rights Enforcement Act, 2019 enacted to augment avenues for protection and enforcement of rights. |
| To address the human rights needs of special groups and those of victims of conflict and disasters | <ul style="list-style-type: none"> • PWDs and other special groups such as Albinos benefiting from Government health care, proposed tax relief on targeted consumables. New and more progressive PWD Act enacted and in force. • Early warning systems and mechanisms in place, in OPM and UHRC. • Ministry of Disaster Preparedness and Management and Refugees responsive in addressing emerging disasters through inter-ministerial coordination. • Transitional justice Policy passed by Government and development of legislation for implementation ongoing. Draft Bill has been prepared. • Government is implementing strategic reparations programmes and specialized post conflict recovery interventions (Peace, Recovery, and Development Plan [PRDP], Northern Uganda Social Action Fund [NUSAF]). |
| To uphold Uganda's regional and international human rights obligations | <ul style="list-style-type: none"> • Uganda's human rights treaty obligations domesticated under various national policy, legislation and development plans. • Outstanding human rights treaty obligations have been centrally documented by MoFA for streamlined domestication. |

| NAP Strategic Objective | Some Interventions implemented and Ongoing |
|-------------------------|--|
| | <ul style="list-style-type: none"> Implementation of recommendations from treaty bodies embodied under the NAP for streamlined implementation. Most are being implemented. Outstanding UN treaty reports (CAT, ICCPR, and CEDAW) were approved by Cabinet and submitted to UN Human Rights Committee. Two UN human rights State reports (CRC and CERD) and AU reports (AUCHPRs, Maputo Protocol, Protocol on RWC) were finalized and forwarded to Cabinet for clearance and submission to treaty bodies. |

The Government of Uganda has met most of its human rights treaty reporting obligations. During the reporting period, Government submitted its eighth State reports on implementation of the Convention on Elimination of All Forms of Racial Discrimination (CEDAW), the International Covenant on Civil and Political Rights (ICCPR), and the Convention Against Torture (CAT). The CEDAW report highlights Uganda's progress in promotion of rights of women in terms of policy and legislative enactments, which are implemented through demonstrable inclusion of women in governance, combatting discriminatory cultures and practices, and ensuring the dignity of women at all levels of society. The submitted ICCPR State report combines all outstanding periodic reports including the 2nd, 3rd and 4th periodic reports, and the submitted CAT State report combines all outstanding periodic reports, including the 2nd, 3rd and 4th reports, covering the period 2005 to 2018. These were extensively discussed, approved by Cabinet, and submitted to the Human Rights Committee.

The 6th and 7th combined country report on Human and Peoples' Rights on the Banjul Charter to the African Commission was also finalised for Cabinet's consideration, and it is expected to be submitted to the African Commission after Cabinet's approval. This combined periodic country report responds to human rights recommendations from the 2013 report and includes human rights developments for the period 2013 to 2018. To enhance compliance with treaty reporting, a structured system of tracking and ensuring timely reporting is being developed under the auspices of the Human Rights Inter-Ministerial Committee.

JLOS in collaboration with members of the inter-ministerial committee on human rights started preliminary planning for the third Universal Periodic Review (UPR 3) that is expected to take place in 2021. The process builds on the UPR compliance mid-term review that was undertaken in the previous year under the leadership of MoFA, and several thematic dialogues on issues arising from the UPR 1 and 2 recommendations.

2.1.3 Existing legal and policy frameworks enforced

Table 81: Progress of implementation of planned activities

| Planned activity | Institution | Budget | Release | Performance |
|--|-------------|------------|------------|---|
| Compliance checks on police standards, policies and procedures | MIA/UPoA | 56,000,000 | 56,000,000 | Conducted in Eastern and Southern Police Regions |
| Compliance checks on prison standards, policies and procedures | MIA/UPrA | 56,000,000 | 56,000,000 | Conducted in East Central, Southern, Western and Mid-Western, and South Western Regions |

Compliance checks on UPF and UPS standards, policies and procedures by institutional leadership were supported as key interventions to enhancing enforcement of legal and policy frameworks. Compliance inspection checks for prisons were conducted in East Central, Southern, Western and Mid-Western, and South Western Regions, and police compliance checks were conducted in East Central, Southern, Western and Mid-Western, and South Western Regions. The Compliance with standards was found to be within acceptable levels except in some key aspects. The prison congestion, the low prison warder ratio that is 1:10 instead of the internationally accepted 1: 3, poor staff accommodation and living conditions were highlighted for attention in the development interventions. The Police requires further logistical and resource support to minimize structural limitations that compromise compliance with some human rights standards especially in regard to their detention facilities and responsiveness to the 48 hour rule. ^[OBJ] Other JLOS MDAs routinely enforce compliance with standards and enforcement of laws as part of the routine inspections. The NGO Bureau undertook a national compliance exercise that resulted in the validation of 3,810 of the 10,397 NGOs

JLOS enforcement of existing legal and policy framework follows a multipronged approach for enhanced effectiveness. The Sector has progressively reaped from a sustained investment in staff capacity building, tooling, and equipping of human rights institutions, and establishment of specialised human rights mechanisms across JLOS institutions. Therefore, various activities supported under different outputs have nonetheless made a contribution on enhancing the enforcement of existing frameworks.

In regard to human rights, the overarching focus was enforcement of the Bill of Rights under the Constitution of Uganda 1995 and the relevant statutory legislation by all JLOS institutions. Key among these include the Prevention and Prohibition of Torture Act, the Domestic Violence Act, the Children Act, the Human Rights Enforcement Act, the Uganda Prisons Act, the Police Act, among others. These provide both substantive human rights and procedural pathways for effective enforcement of the policy and legal frameworks on human rights. However, there were concerns echoed by institutions such as the ODPP about personal liability effects of the Human Rights (Enforcement) Act, 2019. The Act has liability implications on criminal justice actors where police officers and prosecutors are to bear personal liability for decisions taken in the course of their duties. A legal review has been mooted to align the law to the prevailing circumstances of law enforcement in Uganda.

To further endear internal institutional human rights compliance, heads of institutions provided oversight to enforcement of, and compliance with human rights frameworks especially for the UPF and UPS. This is in addition to the regular oversight functions by the UHRC, JSC, and institutional inspectorate units. These largely focus on institutionalising human rights legal imperatives, monitoring compliance, enhancing public awareness and advocacy for rights holders, empowering duty bearers, and ensuring accountability for abuses and violations.

The internal staff capacity of key institutions, including the UHRC, the Judiciary, the UPF, the UPS, MoJCA, and the JSC have been progressively enhanced for effective enforcement of human rights frameworks. The UHRC in collaboration with the NPA undertook knowledge capacity building trainings focusing on the HRBA Tool. The focus was on institutional planners at central and Local Government level. At the national level, 43 departmental managers/planners and 29 public relations officers from the JLOS institutions were trained. In the same vein, the Penal Reform International (PRI) organised an HRBA training for 20 ODPP Officers focusing on litigation of torture allegations.

In addition, JLOS has continued to develop and implement human rights standards and advisory opinions for the various government institutions and Sectors, aimed at deepening the observance of human rights, and enforcement of the various legal and policy frameworks. These have also considered the prevailing situation affected by the COVID-19 pandemic. The implementation of the ODPP Witnesses Protection, Victims' Rights and Empowerment Guidelines have enhanced and standardised the protection and management of witnesses and victims of crime, especially in SGBV cases, while paying high regard to their human rights entitlements. However, the limited resources available for witness protection places a strain on the effectiveness and coverage. Therefore, enhanced funding and rolling out of the implementation of the Witness Protection, Victims' Rights and Empowerment Guidelines is highly recommended. Attendance of witnesses is central to proceedings before courts of law and the UHRC tribunal.

Ensuring access to timely and fair justice is a pivotal across JLOS institutions. Besides the performance of courts articulated under Outcome 1 above, the UPS on its part ensured a daily average of 1,643 inmates were delivered to Courts of Law. Regular and timely delivery of prisoners to Courts of Law, combined with enhanced disposal of cases have led to the reduction of the length of stay on remand for capital offenders from 18.3 to 18.0 months. However, the prevailing COVID-19 pandemic increased the length of stay for petty offenders from 2.0 to 2.4 months. These have resulted in an increase in the proportion of remand population from 47.7% to 54.8% as illustrated in the graph below. To further improve performance and access to Courts of Law, there is ongoing expansion of the UPS transport fleet despite the resource constraints. In addition, the UPS registered a full adherence to sentences as passed by Courts of Law, despite the minimal escapee rates.

The UPF and UPS have ensured that staff and critical populations in detention are afforded the requisite human rights entitlements within the scope of available resources. In the UPS 45% (24 units) of the 53 Prisons health units supplied by the National Medical Stores reported no stock out of any of the tracer drugs. A total of 583 Staff living with HIV/AIDS were supported with drugs for opportunistic infections and nutritional support. UPS staff welfare and access to credit improved through increased enrolment into the prisons SACCO, from 9,447 to 9,569. In addition, UPS provided all staff (8,908) with at least a pair of uniform; constructed 220 staff housing units using Force on Account at Kitalya and other cotton producing stations.

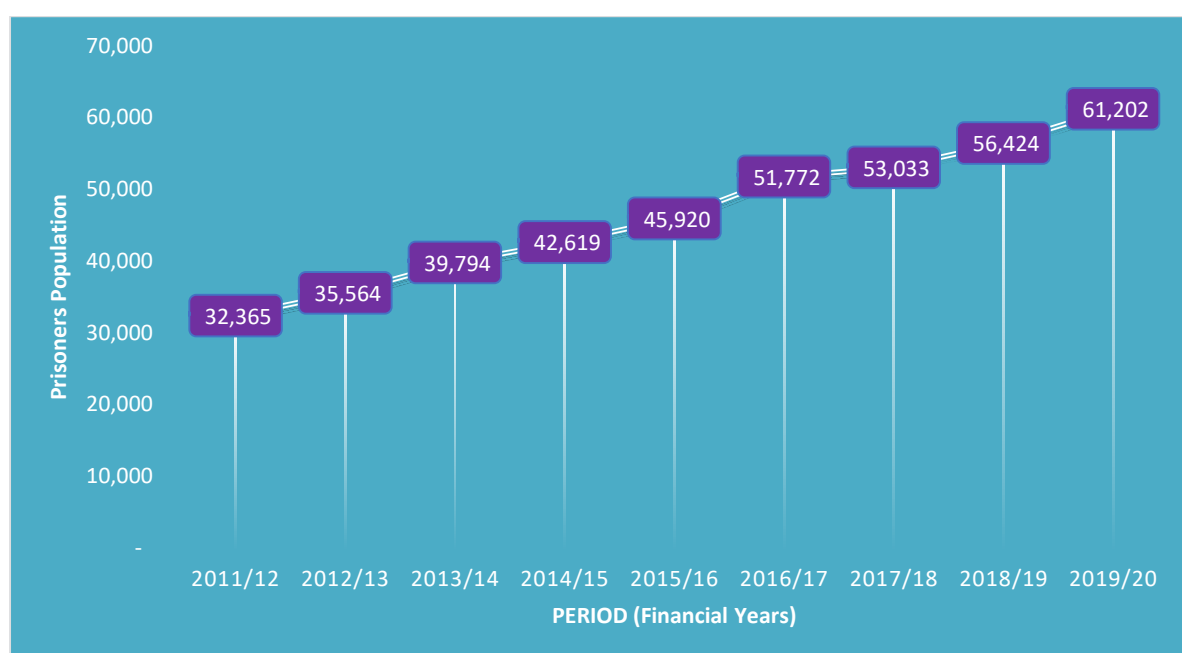
In addition, Prison ensured fair living conditions, good welfare and access to justice for inmates before Courts of Law. A daily average of 60,100 prisoners have been provided with basic necessities of life; meals, clothing, beddings, sanitary items and other necessities. For instance, 20,000 blankets were purchased for inmates during the period. In addition, 231 children staying with their mothers in Prisons were availed special care and nutrition for growth and development. Human rights desks and committees in 259 stations were supported to ensure that human rights frameworks are enforced within the UPS. In the same vein, the UPF equipped three child centres under the Child and Family Protection Units at Napak, Gulu and Kamuli, with beds, blankets and sanitary towels.

Following the substantial (95%) elimination of the bucket system in the UPS, the focus has shifted onto the UPF. This financial year, the UPF planned to remodel and eliminate the bucket system in 18 police stations and install water borne systems. During the reporting period, 14 police stations of Kinawataka, Kasangati, Lubowa, Kanyanya, Kyambogo, Kajjansi, Adjumani, Kamuli, Kakiri, Busunjjju,

Kayunga, Buwama, Lira and Apac have been re-modelled. Construction work is on-going for the remaining stations of Pallisa, Arua, Gulu, Mpigi and Buvuma.

Institutional efforts to ensure good living conditions in detentions centres are complemented by the monitoring function of the UHRC and the UPS' appointed visiting justices¹⁹. Amidst the improving detention conditions, the overall prison mortality rate stood at 2.0/1,000 against the JLOS annual benchmark for FY2019/20 of 5.6/1,000. Notably, this is far below the national bench mark of 7.0/1,000. The mortality occurrences in the UPS are largely attributed to the high congestion in prisons that paves for spread of opportunistic diseases such as tuberculosis. The annual daily average population growth rate is 8%, compared to the national population growth rate of 3% as illustrated in the figure below.

Figure 1 Daily Average Annual Prison Populations Growth Rate



The occupancy levels within the prisons remain an area of concern. During the period there was a population rise of 7.7%, from 59,280 in June 2019 to 63,851 in June 2020. This rise was exacerbated by the COVID-19 pandemic that was characterised by low functioning of the justice system at the climax of partial lockdown. The congestion stood at 344.6% (63,851) against a holding capacity of 19,826 at the close of the financial year in June 2020. This is notwithstanding the completion of a mini-max security Prison at Kitalya to house 2,000 inmates (picture below) and two new prisoners' wards at Amita (Abim) and Orom-Tikau (Kitgum) prison farms. Construction of new prisons is currently ongoing at Kyenjojo, Nwoya, Mutufu (Sironko), and Sheema. The increase in the holding capacity was low compared to the need, by a margin of 14.6% (2,522), from 17,304 to 19,826. The cost of investment in prison infrastructure is very high amidst the limited resources available, therefore the low expansion rate registered. JLOS is also focusing on alternative modes of punishment away from the traditional incarceration.

¹⁹ Under the Prisons Act 2006, Visiting Justices are appointed by the Minister and are charged with the function of inspecting prisons.

There is a low growth rate of prison holding capacity compared to the rate of incarceration arising from increased law enforcement in an expanded geographical scope, higher criminal conviction rates²⁰, and more convicts serving long prison sentences for grave offences. In addition, the extensive civic awareness and legal literacy has also increased the volume of crimes reported to law enforcement, many of which result in convictions.

In an effort to improve correctional standards while ensuring the realization of the right to education within the available resources, 4,808 prison inmates were facilitated with scholastic materials to aid their education. In addition, 23,540 inmates were imparted with life skills (agriculture-12,522 and vocational-11,018), 379 were trained in conflict resolution and 118 offenders tested in vocational trades. Efforts to ensure that inmates can access education is not only a human rights realisation, but also serves to improve the correctional services and reduction of recidivism. Indeed, recidivism rate was at 15.6% by close of the reporting period.

Public awareness and knowledge empowerment on human rights and standards and procedures continues to enhance voluntary compliance and enforcement of human rights standards. Internally, the focus continues to be the HRBA, and externally knowledge empowerment has been placed on understanding the legal and policy frameworks, and also avenues for enforcement. The UHRC's civic education programmes, and mass media public sensitisations by the JSC, ODPP, UPF, ULS, and other outreach activities including JLOS open days were pivotal in ensuring that the public is informed about not only their rights but obligations as well. JLOS has developed a compendium of service delivery standards to harmonise the key messages and expectations from the public. This process was supported by the UNDP, and the standards are being finalised by aligning with the Ministry of Public Service format.

To deepen public awareness, information dissemination through electronic and print media, among JLOS institutions and with the public, the Sector maintains an online depository of all the Laws of Uganda, and continued to update this with judicial decisions from Courts of Law in collaboration with the Uganda Legal Information Institute (ULII). However, with the limited internet penetration and usage in Uganda, online resources benefit a smaller proportion of the population, including law enforcement officers. Access to information was further stretched by the draw back on public outreach as part of the response to the COVID-19 pandemic. The ULRC lacks stocks of printed legal materials— particularly the red and blue volumes of the Laws of Uganda, which has further limited the extent of dissemination and availability of legal reference materials. The red and blue volumes have been under revision to incorporate various amendments before a new series is to be issued to the public.

Largely, the promotion of legal literacy has enhanced voluntary compliance with the legal frameworks and informed enforcement of the laws by the respective agencies. With dual faceted benefits, this has increased claims to protect human rights by ordinary people from the different parts of the country. On the other hand, it has also contributed to human rights based law enforcement leading to an overall reduction in human rights complaints generally and culpability by JLOS institutions for human

²⁰ In the reporting period, the ODPP annual conviction rate in child related cases stood at 60.1% compared to the overall conviction rate of 62.6%.

rights violations. As noted above, the UHRC registered 450 human rights complaints and determined 117.

Monitoring and inspections at both Sector and institutional levels was undertaken to ensure legality in enforcement, accountability of deviant officers, and knowledge empowerment. In the period under review, the UHRC inspected 465 detention facilities in 10 districts across the country to ensure compliance with laws and HRBA principles. Twenty-three complaints of alleged violation of the right to personal liberty and torture were registered against police officers, and 39 suspects were released on police bond. These included four juveniles found in police detention at Teilwa Police post in Kwanja district, and an unconscious suspect with a pre-existing condition of epilepsy at Teboke Police post in Apac District. It was also found that the UPS is strengthening availability of medical services to ensure that such cases are detected in time and medical care duly made available. The table below illustrates the inspections covered by the UHRC during the year.

Table 82 Detention Facilities inspected by the UHRC, July 2019 – June 2020

| Regional Offices | Prisons | Police stations | Police posts | Remand homes | Military detention | Total |
|------------------|---------|-----------------|--------------|--------------|--------------------|-------|
| Arua | 7 | 16 | 20 | 0 | 1 | 44 |
| Central | 15 | 22 | 25 | 0 | 0 | 62 |
| Gulu | 16 | 30 | 27 | 1 | 0 | 74 |
| Jinja | 3 | 25 | 16 | 0 | 0 | 44 |
| Masaka | 13 | 26 | 19 | 0 | 0 | 58 |
| Mbarara | 2 | 15 | 12 | 0 | 0 | 29 |
| Moroto | 5 | 6 | 14 | 2 | 0 | 27 |
| Fort portal | 10 | 19 | 14 | 0 | 0 | 43 |
| Soroti | 3 | 20 | 16 | 0 | 0 | 39 |
| Hoima | 4 | 11 | 30 | 0 | 0 | 45 |
| total | 78 | 190 | 193 | 3 | 1 | 465 |

Source: UHRC Annual Report, 2020

70% of the inspections were undertaken during the first half of the year before the COVID-19 disruption. The disruption also resulted in a 49% decline in the coverage. The table below provides a more vivid illustration of the variations between the previous year and the performance under FY 2019/2020.

| | Prisons | Police Stations | Police Posts | Remand Homes | Military Detentions | Total |
|---------|---------|-----------------|--------------|--------------|---------------------|-------|
| 2018/19 | 138 | 436 | 329 | 03 | 7 | 913 |
| 2019/20 | 78 | 190 | 193 | 03 | 1 | 465 |

The monitoring and inspection were also used to enforce standards and also serve as opportunities for knowledge empowerment of mandate JLOS officers. For instance, a total 3,450 inmates and 232 the prison officers in 11 prisons under Gulu regional office were sensitized by the UHRC on human rights standards, entitlements, and enforcement procedures. Focus continued to be on the Prevention and Prohibition of Torture Act, the Human Rights (Enforcement) Act, and the UHRC mandate. The impact of these trainings account for a reduction in recorded human rights violations against persons detained in the UPF and UPS as demonstrated above.



UHRC Officer Sensitizing prison officers on the provisions of the Human Rights Enforcement Act at Gulu main Prison- Gulu District.

Stakeholder dialogue and critical reflection on enforcement of laws and human rights frameworks were sustained with a view to enhancing the rule of law and good governance. The ULS Rule of Law project sustained production of quarterly rule of law publications and convening a platform for dialogue on enforcement of human rights legal and policy frameworks. Critical discussions continue to focus on the role of security agencies in the enforcement of laws, citizen responsibility, and accountability by duty bearers. Specifically, remedial modalities for improving public order management and reducing human rights infractions such as torture, freedom of association and right to liberty, among others, are echoed on a quarterly basis. Anticipatory discussions on preparing for upcoming national elections and ensuring observance of human rights as part of the rule of law emerged.

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

Table 83 Progress of implementation of planned activities

| Planned activity | Institution | Budget | Release | performance |
|--|-------------|-------------|-------------|--------------------|
| Conduct a tailor made certificate in Human Rights Enforcement for 240 lower cadre officers within JLOS institutions in Kanungu, Kasese, Sembabule, Nakaseke, Soroti, Bugiri, Yumbe, and Dokolo districts | LDC | 144,000,000 | 144,000,000 | Training conducted |
| Human rights education officers Training /refresher for 3 days (on conducting civic education) | UHRC | 34,128,000 | 34,128,000 | Training conducted |

| Planned activity | Institution | Budget | Release | Performancy |
|--|-------------|-------------|-------------|--------------------------------------|
| Conduct sensitization meetings for 1,000 officers on observance of human rights. | UPF | 119,000,000 | 119,000,000 | 1,028 officers trained |
| Training on human rights practices and observances for officers in Inspection and Legal services | DCIC | 30,000,000 | 30,000,000 | Carried over to next financial year. |

JLOS inter-alia focused on deepening the HRBA in service delivery through training of staff at various service points. The support provided is complemented by resources provided directly by the Government and other development partners. Over 39,424 JLOS duty bearers were trained in different dimensions of HRBA, most of whom were at the grassroots (LCC I and II). The UHRC also conducted targeted HRBA trainings for institutional planners at Local and Central Government as an entry point for mainstreaming HRBA principles in planning and budgeting. Among the JLOS beneficiaries were 43 Planners (29 male and 14 female) and 29 members of the JLOS Publicity Committee (16 Male and 13 Female). The focus was on HRBA generally and pathways of integrating human rights normative standard in the various service delivery functions. This has progressively enhanced the mainstreaming of human rights in governance and service delivery at national and sub-national JLOS service-points, and Local Government. The table below illustrates the various capacity building that was undertaken during the period.

Table 84 Human Rights Capacity Building Initiative for JLOS Staff

| JLOS Institution | Nature of Capacity Building | N° Trained | Location / Beneficiaries (Region/District) | Outcome |
|------------------|--|---|---|---|
| UHRC | Human Rights education officers' training/refresher on conducting civic education. | 39 staff, (13 male and 26 female) | | Harmonized human rights education protocols and reporting templates for the various human rights education activities developed. |
| | Training of Management Committee in Gender and Equity Mainstreaming | 28 staff (17 male and 11 female) | | UHRC's compliance with equal opportunities assessment and affirmative action in budgeting and planning as required by Public Finance Management Act |
| | Human Rights Based Approach (HRBA) | 43 (29 male and 14 female) JLOS planners and 29 (16 male and 13 female) members of the JLOS publicity committee | Jinja, and Entebbe | Acquired knowledge and skills on the Concept of human Rights, Rights of vulnerable persons, Principles of HRBA (A-Z of HRBA), mandate of UHRC |
| Judiciary | The Human Rights (Enforcement) Act, 2019, Rules and Practice Directions | 95 (52 male, 43 female) Judicial Officers | Northern and Eastern regions | Enhanced knowledge and enforcement of Human Rights and Bill of Rights under the Constitution, 1995 |
| | Training in Gender and Equity Budgeting | 32 (14 female and 18 male) Judiciary staff participated. | Registrars, Heads of Department, Economists as Policy Analysts. | |
| | Training in Human Rights | 95 (43F and 52M) Judicial Officers | Northern and Eastern Uganda | Enhanced competences in adjudicating cases associated with human rights violations |

| JLOS Institution | Nature of Capacity Building | N° Trained | Location / Beneficiaries (Region/District) | Outcome |
|------------------|--|---|--|--|
| | Training in Gender and Equity Budgeting | 32(14F and 18M) Judicial Officers | Kampala | Enhancing mainstreaming of gender and equity in planning |
| | Training in Mediation | 57 (16F and 41M) Judicial Officers, Cultural, Religious, and Civic leaders. | Mubende | Enhanced pool of mediators to aid Courts of law in the disposal of cases through ADR / mediation |
| | Training in small claims procedures for Judicial Officers | Magistrates | | Effective handling of small claim proceedings. |
| UPS | The UHRC mandate and the Human Rights (Enforcement) Act, 2019 and its legal implications | 232 the prison officers | Acholi sub-region | Acquired knowledge on the Human Rights (Enforcement) Act and its legal implications such as personal liability. |
| | Customer care and front office management training | 200 UPS staff | 6 regions | Enhanced service delivery and more effective implementation of prisons corrections policy. |
| | Leadership training | 10 UPS officers. | National Leadership Institute (NALI) | |
| | Military Leadership Course | 20 UPS officers. | Kaweweta Military Training wing | |
| | Training on Correctional programs | 73 UPS officers. | | |
| | Management and Leadership Courses | 5 UPS officers | Uganda Management Institute (UMI), Kampala. | |
| | Training on handling sex offenders | 60 Social workers | | |
| JSC | Commission trained in gender and diversity | 75 JSC staff | Kampala | Enhanced gender mainstreaming in implementation of JSC mandate |
| | Capacity building of staff to conduct forensic investigations | 5 JSC staff | Fountain Institute of Management Training in Zanzibar | |
| | Staff capacity building in effective prosecution of complaints before the JSC Disciplinary Committee | 9 JSC staff | Kampala | Faster clearance of complaints from the system |
| UPF | Inducting 300 officers in children's rights and protection. | 300 (148F and 152) Police officers | Kampala Metropolitan Police and Kiira Regions | Induction of CFPU personnel on sexual offences and children rights. |
| | HRBA staff training | 1,028 (241F and 787M) officers | Kabalye, Kikandwa and Katakwi. | Knowledge on human rights concepts, HRBA and practice of human rights in policing. |
| | Training of ToT in gender mainstreaming and gender responsiveness | 106 (24F and 82M) Trainers trained | Kabalye training school, Masindi | 106 trainers for different training schools empowered covering FFU, CT, CI and General trainers |
| | Capacity building on rights of refugees | 147 (16F and 131M) officers from refugee settlements | Kikuube, Kiryandongo, Kamwenge, and Isingiro districts | Knowledge empowerment on rights of refugees, vulnerable groups and gender responsiveness |
| | Refresher courses for 300 SOCOs. | Trained 125 SOCOs | | Enhanced capacity n finger print analysis and operating the Automated Fingerprint Identification System (AFIS) system. |

| JLOS Institution | Nature of Capacity Building | N° Trained | Location / Beneficiaries (Region/District) | Outcome |
|------------------|--|---|--|--|
| | Refresher training for Dog handlers | 39 (5F and 34M) | | Empowerment of counter CID, Counter-terrorism, Aviation Police and Canine unit |
| | Training in records, stores and exhibit management | 100 CID Officers | CID Training School, Kampala | Enhance knowledge on record handling procedures, stores and exhibit management to ensure admissibility |
| MoJCA | Training in strategic public communication | One Public Relations Officer | Kampala | Improvement on his capacity to deliver information to the press and public about JLOS and MoJCA achievements and plans. |
| | Training in strategic planning, effective budgeting and cost control. | One staff in the Policy and Planning Unit | Kampala | Enhanced monitoring and evaluation and aligning institutional strategic planning. |
| | Specialized training in Legislative Drafting | One (1) State Attorney | ILI in Washington DC | Enhance the quality of legislative drafting. |
| ODPP | 5 trainings for police detectives in the effective handling of cases of SGBV | UPF's CID, SOCO, and forensic officers | Kampala | |
| | Training on Case Management and Advocacy in the Judiciary. | | Kampala | Officers equipped with mechanisms or best practices of managing case backlog to ensure efficiency |
| | Training on Litigation Practice | 10 ODPP Officers | | Knowledge in criminal litigation law and practice |
| | Training workshop of Judicial Experts in SGBV. | | Kampala | Built professional and institutional capacity of National trainers in the delivery and coordination of SGBV training in order to strengthen prevention and response strategies in the great lakes region |
| | Training on Juvenile Justice Initiative | 1 ODPP Officer | Malta | Capacity to promote effective practices to protect the rights of the child and ensure that the best interests of the child are the primary consideration in terrorism cases |
| | Training on the "Handbook on Prosecuting Child Related Cases" | | (Prosecutors, police officers, probation officers and Judicial officers. Kampala | Knowledge on handling children in conflict with the law, trauma victims and emerging trends like online child sexual abuse. |
| | Training on international best practices for litigation of torture cases. | 20 ODPP Officers | | Knowledge in International and domestic litigation of torture cases, including enforcement of the PPTA. |
| | Training on Forensics and Cyber Crime | 5 ODPP Officers | Kampala | Knowledge in forensics, cyber-crime, electronic evidence and data protection. |
| | Training on environmental and wildlife crime | 98 ODPP Officers | National and International | Knowledge on prosecution of environment and wildlife crime, and mutual legal assistance mechanisms |

| JLOS Institution | Nature of Capacity Building | N° Trained | Location / Beneficiaries (Region/District) | Outcome |
|------------------|--|---|---|--|
| | Accredited training for Graduate Diploma and Masters Degrees | 40 ODPD Officers | National and International | Knowledge in oil and Gas, ICT, Planning, Records and Information Management, Administration, and Legal practice. |
| MoLG | LCC members at village and parish trained on court case handling processes. | 52,573 LCC I and II | Ten (13) Districts ²¹ , covering 3,815 villages, 636 parishes and 4 Municipalities ²² covering 436 cells and 61 wards | Knowledge capacity on court case handling in line with the Local Council Courts mandate and procedures. |
| | LCC desk officers trained from 25 local governments ²³ . | 25 desk officers | | |
| DCIC | Directorate conducted training on the use of the new e-passport system and customer care | 94 immigration officers (53 males, 43 females) | Kampala | Know on ICT and operation of automated systems at DCIC |
| | Induction on the areas of the Citizenship and immigration laws and governance. | 6 members of the National Citizenship and Immigration Control Board | Kampala | Empowerment on governance and management systems at DCIC |
| | Customer care, document security and human trafficking | 54 Immigration officers | Kampala | Enhanced customer care service and capacity to detect and deal with immigration crime such as human trafficking |
| | Training in Corporate Governance. | 3 Senior Managers | South Africa | |
| LDC | Diploma in Human Rights | 110 JLOS staff | Kampala | Empowering JLOS staff to appreciate and apply HRBA in service, reduce human rights violations, uphold victim's human rights, and enforcement of human rights frameworks. |
| | Certificate in Human Rights Enforcement | 240 lower cadre JLOS Officers | Kampala | Knowledge in HRBA and human rights enforcement mechanisms |
| | Diploma in Law | 110 CID Officers | Kampala | Improve capacity to detect and investigate sophisticated crime, such as white-collar crime |

²¹ Districts of Bugweri, Ngora, Kapchorwa, Buliisa, Butambala, Nwoya, Butebo, Mitooma, Amuria, Lyantonde, Bushenyi, Omoro, and Napak.

²² Municipalities Soroti, Kapchorwa, Mbale and Makindye- Ssebagabo.

²³ Bugweri, Manafwa, Kapelebyong, Nabilatuk, Karenga, Kalaki Mbarara, Rukiga Rubanda, Arua, Pakwach, Madi-Okollo and the Municipalities of Arua, Koboko and Nebbi of Bushenyi-ishaka, kabale, Kasese, Mbarara, Rukungiri, and Sheema Mbale, Bugiri, Kumi, and Tororo.

Output 2.1.5 Human Rights case management systems in UPS, UPF and DCIC improved

Table 85 Progress of implementation of planned activities

| Planned Activity | Institution | Approved Budget | Release | Progress |
|---|-------------|-----------------|---------------|----------------------|
| Handle 200 Human Rights Cases at the Human Rights Tribunal | MoJCA/DCL | 100,000,000 | 55,000,000 | 100 cases handled |
| Investigation of 300 human rights violation cases against UPF | UPF | 120,000,000 | 120,000,000 | Completed |
| Human rights awareness and observance in prisons | UPS | 92,000,000 | 92,000,000 | On going |
| Procurement of felt mattresses and blankets for inmates | UPS | 2,000,000,000 | 1,000,000,000 | Procurement on going |

Human rights case management systems in the Sector are being transformed from manual to automated systems. So far, the UHRC and JSC complaints handling procedures have been largely automated to facilitate more efficient case management. The automation process is largely focused on hardware, data depository and retrieval, and linking functions in the system.

The UHRC's Human Rights Information System (HURIS) is functional and connected to all regional offices, facilitating an efficient information tracking and retrieval system. There are ongoing further improvements to enhance connectivity with regional offices. While the technical system largely operates well, the challenge in case management and disposal lies with the inadequate human resources at the UHRC. Particularly, there are few Commissioners and since October 2019, there is no duly constituted Human Rights Commission in place. In effect, no cases can be handled by the UHRC tribunal, which largely accounts for the low performance of only 117 concluded complaints during the year. The 26% case clearance rate is far less than the 76% JLOS annual performance target.

The UPF's general case management system is undergoing a phased automation process with the Crime Records Data Management System now expanded to and operational in 16 out of 18 Police Stations/Divisions in the Kampala Metropolitan Police Area. The UPF plans to expand the case management system country wide, subject to available resources. Specific management of human rights complaints are handled by the Professional Standards Unit (PSU) of the UPF together with the Directorate of Human Rights and Legal Services, and the CID. This process remains largely manual and difficult to operate.

The DCIC case management system has been strengthened following the development and adoption of guidelines for investigations and prosecutions of cases. This resulted in investigation cases of suspected illegal immigrants, verification of facilities and arraignment of offenders before Courts of Law at headquarters and regional offices as reported in Outcome 1 above. During the period, a total of 805 suspected illegal immigrants were investigated, of these 340 illegal immigrants were investigated at headquarters and 465 illegal immigrants investigated at the regional offices. A total of

412 of 805 suspected irregular immigrants had their facilities verified and found compliant to immigration laws. Eight immigration offenders were arraigned in Courts of Law for prosecution and these are pending cause listing. Among these, 177 illegal immigrants were removed from the country (71% through deportation, while 29% removed on organized departure).

STRATEGIC INTERVENTION 2.2 EMPOWER CITIZENS ON HUMAN RIGHTS AND OBLIGATIONS

JLOS implements multiple institutional and Sector wide programmes to empower citizens on their rights, obligations and responsibilities. Particularly the UHRC has a constitutional obligation to ensure civic education and human rights promotion among the citizenry. This is complemented by citizen empowerment programmes by the JSC, and all other JLOS institutions that interact with the public in service delivery.

2.2.1 Public awareness on human rights standards and citizens' responsibilities Increased

Table 86: Progress of implementation of planned activities

| Planned activity | Institution | Approved budget | Release | Performance |
|--|-------------|-----------------|-------------|-------------|
| Sensitizations on the public complaints system | JSC | 1,920,000 | 1,920,000 | Completed |
| Enhance public awareness on prevention of trafficking in persons | MIA/PTIP | 160,000,000 | 160,000,000 | On going |
| Community awareness through barazas and kraal outreaches | UHRC | 200,000,000 | 200,000,000 | completed |

During the reporting period, the UHRC conducted 142 community sensitization meetings/barazas in 10 regional offices reaching out to 24,067 participants (14,264 male and 9,803 female). Relatedly, 2,728 participants (1,856 male and 879 females, among whom 55 were PWDs) attended the UHRC joint advocacy in the 8-regional office.

Over 400,000 IEC materials were disseminated by the Sector to illustrate and share key human rights information. Particularly, the UHRC produced and disseminated across the 10 regional offices over 178,781 IEC materials with different Human Rights messages in different languages including; Luganda, Lubgara, Runyoro, Rutoro, Luo, Ateso, Aka'ramonjong and English. Similarly, the JSC printed 200,000 copies of IEC materials for dissemination during its sensitizations on law and administration of justice and its complaints handling procedures. These were complemented by mass media engagements via online sites, radio, television, and social media platforms. Particularly, the UHRC held 57 radio talk shows and aired out 3,268 spot messages on different radio stations throughout the country on various human rights disciplines. In addition, JLOS also targets incarcerated citizens through different institutions and programmes. For instance, The UHRC sensitized a total 3,450 inmates about the mandate of UHRC and concepts of human rights in the 11 prisons under Gulu regional office.

Participants, browsers, and listeners that attend the different human rights empowerment activities gain knowledge on a wide spectrum of human rights issues including duties and responsibilities of citizens, the mandate and powers of UHRC as the primary avenue for enforcement and protection of

human rights. Sensitization also focused on human rights enforcement legislation that includes the Prevention and Prohibition of Torture Act 2012, the Public Order Management Act, and the Human Rights Enforcement Act, 2019. All the trainings are tailored to enhancing the HRBA within the public service delivery system.

2.2.2 Information dissemination on HRs enhanced

Table 87 Progress of implementation of planned activities

| Planned activity | Institution | Approved budget | Release | Performance |
|---|-------------|-----------------|------------|-------------|
| Dissemination of messages on and about the Judiciary and JLOS | Judiciary | 100,000,000 | 40,000,000 | Completed |
| Regional Training of Magistrates on Human Rights by JTI | Judiciary | 90,000,000 | 90,000,000 | Completed |

In addition, to enhance the competencies of Judicial Officers in adjudicating cases associated with Human Rights violations, regional human rights trainings were undertaken. Special focus was on the Human Rights (Enforcement) Act 2019, Rules and Practice Directions that among others provides for personal liability for infringement of human rights and freedoms. 95 (52 Male, 43 Female) Judicial Officers in Northern and Eastern regions participated in the training. Further, the Judiciary conducted a training in Gender and Equity Budgeting to mainstream human rights in its budgeting and planning processes. This is geared at enhancing compliance with the Public Finance Management Act, 2015 and recommendations of the Equal Opportunities Commission on gender and equity budgeting. This benefited 32 (14 Female, 18 Male) Judiciary staff, including Registrars, Heads of Department, Economists and Policy Analysts. Overall, the Judiciary, as other JLOS institutions continue to entrench human rights internally within the planning and management functions, and externally in its adjudication function to enhance inclusive public service delivery.

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

Table 88 Progress of implementation of planned activities

| Planned activity | Institution | Approved budget | Release | Performance |
|--|-------------|-----------------|-------------|---------------------------------|
| Training of senior managers in JLOS Institutions in Human Rights Based Approach (HRBA) | UHRC | 260,000,000 | 260,000,000 | 72 JLOS officers so far trained |

Environmental and ESCR rights have moved into the central focus of human rights promotion and enforcement. JLOS planned an HRBA training for heads of JLOS institutions with a theme focus on ESCRs. However, this was partially implemented because of the COVID-19 pandemic. The full package will be completed in the subsequent financial year. In addition, multiple interventions to underscore the importance and realisation of ESCR are being embraced by JLOS in partnership with non-state actors such as the Institute of Social and Economic Rights (ISER).

The delivery of JLOS services is tailored to follow a HRBA, and therefore JLOS frontline staff are central determinants in this pursuit. The Sector endorsed the HRBA Assessment Report of its SDP IV in the previous reporting period and in implementing key findings, JLOS has continuously enhanced the

capacity of its staff, especially the frontline staff, to ensure professionalism and adherence to public service delivery standards that include the HRBA. During the period under review, all JLOS institutions were supported to undertake capacity building in various disciplines including enforcement of human rights and application of HRBA as illustrated in table (xxx) above.

To realise demonstrable enhanced capacity of JLOS staff capacity in integrating ESCRs at service delivery stations, the capacity building has been complemented by the development of JLOS service delivery standards and the conduct of regular inspections.

The UHRC, and all JLOS institutions hold regular inspections to ensure that standards are observed and human rights upheld. For instance, the UPS conducted inspections in all 259 prisons units organised in 58 prisons districts, 21 divisions and all prisons farms to ensure that service delivery standards are upheld. UHRC with support from the GIZ, UNOHCHR and JLOS partners have trained local government on HRBA principles in line with the NPA HRBA tool for local governments.



Participants in HRBA Training Facilitated by UHRC and National Planning Authority

The MoGLSD is also in the process of developing a National Action Plan on Business and Human Rights with support from the UNOHCHR. The Action Plan is expected to provide a clear framework of engagement with the private Sector to mainstream human rights standards within their sphere of operation. Central among these are workers economic rights, protection and safety, environmental rights, among others. This will also enhance collaboration and complementary action among enforcement units such as the Environment Police Unit, the Utilities Tribunal, Industrial Court, among others.

The UHRC made inroads in engaging the private Sector in upholding economic rights in line with international human rights standards. Critical dialogue with media practitioners also examined the nexus of economic rights of media practitioners and freedom of the press, how these impact the realization of the citizens' freedom of expression and right to information.

Participants included policy makers, regulators, legislators, media owners and practitioners as well as human rights defenders. These engagements have facilitated the promoting of business and human rights agenda, provide critical information and evidence for advocacy for legislative reforms.

JLOS continues to enforce legislation against harmful cultural practices that undermine human rights. There was an increased advocacy in promoting culture that is more supportive of women's empowerment to eradicate harmful practices such as Female Genital Mutilation (FGM), the refund of



bride price and violence against women, all of which reinforce the superiority of men and expose women to health risks, physical harm and emotional distress.

In the same vein, there is enhanced effort to prevent, detect and prosecute perpetrators of human trafficking through enforcement of the Prevention of Trafficking in Persons Act, 2009. During the reporting period 60 cases of trafficking were handled as compared to 16 cases from the previous year. Consequently, 88 victims (mainly female) were supported in terms of medical care, temporary welfare and temporary movements for medical and investigation follow ups. To enhance enforcement capacity, the MIA ensured 40 CID Officers were trained to improve capacity in investigating TIP cases, a National strategy for victim assistance was developed, a hand book for victim protection during prosecution of TIP cases developed, and the process of return for 26 victims of trafficking undertaken. In addition, MIA supported the development of a hand book for TIP Investigations and a process for development of an EAC strategy for prevention of TIP initiated. The collective interventions are intended to address immediate and long term multi stakeholder efforts of combating trafficking in persons.

UHRC monitored refugee settlements in selected refugee camps to follow up on progress made in addressing human rights concerns identified in earlier visits as reported in Outcome 1 above.

A Sector consultative meeting on the status of ESCRs was held under the auspices of the JLOS Human Rights and Accountability Working Group. The dialogue focused on areas for consideration including ensuring welfare and economic conditions for critical populations such as prison inmates, police and prisons officers, and JLOS staff are enhanced. The functional effectiveness of the Industrial Court was echoed as a necessary condition for ensuring enforcement and protection of some of the workers' economic rights.

Uganda's state report on ESCRs was noted as due in 2020, and therefore JLOS in collaboration with other Sectors under the leadership of MoGLSD commenced plans for its compilation ahead of time. Through the human rights inter-ministerial committee, the report is to be prepared through consultative processes across government and also involving non-state actors.

STRATEGIC INTERVENTION 2.3 ENHANCE EFFICIENCY AND EFFECTIVENESS OF JLOS INSTITUTIONS TO FIGHT CORRUPTION

The fight against corruption is a national undertaking encompassing both the public and private sectors. At the macro level, there is a positive trajectory depicted by Uganda's improvement in the Transparency International's Corruption Perception Index from 0.26 to 0.28 score. The two-point increment from the previous year translates in an improvement of Uganda's international ranking from 149th to 137th out of 180 countries. This is a reflection of JLOS efforts in collaboration with partners across government and non-state actors in the fight against corruption. The achievements of the CID's Anti-Corruption Division, the ODPP's Anti-Corruption Division and Asset Recovery Department, and the specialised ACD are a major contribution to national anti-corruption enforcement.

Table 89 Output indicators

| Performance Indicator | Base line | Performance | | | Target | |
|--|-----------|-------------|---------|---------|---------|-------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2019/20 | 2021 |
| Clearance rate of corruption cases at ACD | 96% | 97.7% | 108.3% | 101.9% | 98% | 98.7% |
| Clearance rate of complaints against lawyers (67 cases completed),UPF/PSU (64.3%), judicial officers(59.4%). | 75% | 97.7% | 111% | 61.85% | 96% | 98.9% |

The JLOS focus in the fight against corruption is three dimensional; prevention, detection and punishment. This is guided by the JLOS Anti-Corruption Strategy, and national anti-corruption frameworks.

2.3.1 Anti-corruption laws updated and enforced

Table 90 Progress of implementation of planned activities

| Planned activity | Institution | Budget | Release | Performance |
|--|------------------|-------------|-------------|------------------------------|
| Prosecution-led-investigations and prosecution of corruption cases | ODPP | 500,000,000 | 500,000,000 | 22 out of 34 files concluded |
| Developing legislation to recover proceeds of crime | ULRC | 119,000,000 | 119,100,840 | Completed |
| Handle 20 cases of asset recovery | MoJCA/DCL DCL | 100,000,000 | 84,843,600 | 6 of 20 cases handled |

The legal framework on anti-corruption continues to evolve to match emerging demands for enhanced efficiency and effective anti-corruption legal action. There was progress registered in respect to development of the proceeds of crime law, witness protection law, among others. The witness protection Legislation, MoJCA constituted a Task Force to steer the development of a Regulatory

Impact Assessment for the Witness protection law and the necessary Cabinet memoranda. These have been developed and are pending approval before submission to the Cabinet Secretariat.

This is one of the areas of JLOS collaboration with the Accountability Sector. During the period, some of the pipeline legislation such as the ACD Case Management Rules were completed and gazetted. Progress was also registered in respect to development of the witness protection law, and asset recovery legislation, as illustrated below. At the time of reporting the Leadership Code Tribunal whose core mandate is handle aspects of bad leadership including crime, which could have been committed and hidden was fully constituted.

Table 91: Development of Legal, Policy and Strategic Framework on Anti-Corruption

| Instrument | Focus | Status |
|--|--|---|
| Witness Protection law | New legislation to provide for mechanism and procedures for the protection and safety of witnesses. | Regulatory Impact Assessment (RIA) was undertaken. The principles for the Bill were prepared for submission to Cabinet with the RIA. |
| Amendment of Leadership Code Act | Amendment to provide for offences all public officers to declare their income and assets, to expand the jurisdiction of the Leadership Code Tribunal to receive complaints from anyone against the decisions of the Inspectorate of Government, and provide for further remedies for breaches. | The Amendment Bill is ready for signature of the Minister of Ethics and Integrity, and thereon publication in the Uganda gazette. |
| Proceeds of Crime law / Asset Recovery law | New legislation to comprehensively cater for asset recovery in corruption and other acquisitive crimes, and also provide for mutual legal assistance. | Principles of the new law were prepared, RIA completed. The draft bill was being prepared by ULRC for inter institutional validation before presentation to Cabinet |
| ACD Case Management Rules | Streamlining procedures for handling cases and management of evidence at the ACD. | The Rules Committee of the Judiciary passed the Rules and these were gazetted and are in force. |
| Asset Recovery Rules of Court under Section 67A of Anti-Corruption Act, 2009 (amended). | Asset confiscation and recovery orders, and guidance of trustees or receivers appointed by court. | Conceptual consideration and consensus by ACD Users Committee done. Awaiting funding to commence development of draft rules. |
| Regulations under the Anti-Corruption Act, 2009 should be developed. | To specifically guide the implementation of the Ant-Corruption Act, 2009. | No explicit provision in the law for development. Matter still under consideration. |
| Regulations under the Anti-Money Laundering Act, 2013 should be developed. | To specifically guide the implementation of the Anti-Money Laundering Act, 2013. | Not commenced yet. |
| Legislate for Mutual Legal Assistance. | To provide for reciprocal and legal assistance in cross border crime | Conceptualisation and study done. Legal reform may be integrated under proceeds of crime bill above. |
| National Zero Tolerance to Corruption Policy | Setting national policy direction on anti-corruption, and | Policy launched by H.E. the President on 4 th Dec 2019, and is |

| | | |
|---|---|---|
| | harmonising linkages and complementarity among existing anti-corruption frameworks and mechanisms. | being implementation. Concrete implementation and results tracking frameworks being developed. |
| National Anti-Corruption Strategy, 2019-2024 | Articulation of the national strategic priorities and focus, and providing actionable interventions to prevent, detect and respond to corruption by all stakeholders. | National strategy launched by H.E. the President on 4 th Dec 2019. Implementation on going with DEI providing oversight. |

Enforcement of anti-corruption legislation is pursued through administrative and criminal justice mechanisms. The criminal justice chain is founded on the work of the CID's investigations that are sanctioned for prosecution by the ODPP. During the period, the ODPP received 34 corruption files for prosecution, and concluded 22, registering a 65% clearance rate. Pending the development of the witness protection legislation, and given the centrality of witness protection, the ODPP admitted 45 prosecution witnesses and victims of crime to its witness protection programme to enable effective prosecutions. The witness protection measures involved the use of referrals and identity concealment such as use of voice distortion, face distortion, pseudo names, redacted and delayed disclosure and testifying through video links. The Witness Protection and Victims' Rights and Empowerment Guidelines were disseminated to all ODPP field offices and prosecutors. Other Sector initiatives on witness protection are enumerated in Outcome 1 of this report.

At the time of reporting the Leadership Code Tribunal whose core mandate is to handle complaints and cases under the Leadership Code Act was fully constituted and operational. This will enhance enforcement of the Leadership Code Act and ensure compliance with critical issues such as asset declaration by public leaders.

In terms of efficiency, 62% of prosecution led investigations into corruption and money laundering crimes were concluded within 66 business days against the target of 75%. Similarly, 78% prosecutorial decisions made within 55 business days against the target of 75%. Greater performance was undermined by under staffing, complexity of cases, lengthy investigations in corruption cases, and delays by other stakeholders involved in the cases where ODPP has no full control.

The ACD registered a 98% case clearance rate during the period, with 254 cases completed. The cases adjudicated are prosecuted by the ODPP, the Inspectorate of Government, and the Uganda Revenue Authority (URA). There was a 7.3% (20) decrease in the number of cases concluded by the Court against a 2.4% increase in cases filed compared to the previous financial year. The relative decline in case completion is largely attributed to the effects of the lockdown due to the COVID-19 pandemic, and the non-appearance of Inspector of Government (IG) prosecutors in Court. The stagnation in the IG prosecution of cases at the ACD is pending the appointment of a new IGG. The lack of an audio-visual connection of the ACD to any of the Prisons has also made it difficult to proceed with cases of inmates except by queuing up for a central facility at Buganda Road Chief Magistrate Court and the High Court. These two courts serve all the courts around Kampala. Nonetheless, the ACD performance during the JLOS SDP IV period has been outstanding and this is illustrated in the *table* below.

Table 92 ACD Comparative Case Clearance and Disposal 2016/17 to 2019/20

| Annual Period | Cases Filed | Case Load | Cases Completed | Case Clearance | Case Disposal |
|---------------|-------------|-----------|-----------------|----------------|---------------|
| FY 19/20 | 259 | 525 | 254 | 98% | 48% |
| FY18/19 | 253 | 530 | 274 | 108% | 52% |
| FY17/18 | 174 | 426 | 170 | 98% | 40% |
| FY16/17 | 327 | 589 | 210 | 89% | 42% |

Majority of the cases were substantively originating matters with a clearance rate of 108%. This stellar performance is notwithstanding the complexity and protracted nature of white-collar crime cases. The ACD Case Management Guidelines that were developed and gazetted in the previous year have enabled a more efficient case handling and adjudication process at the Division. The table below provides a more granular illustration of the cases handled by the ACD during the year.

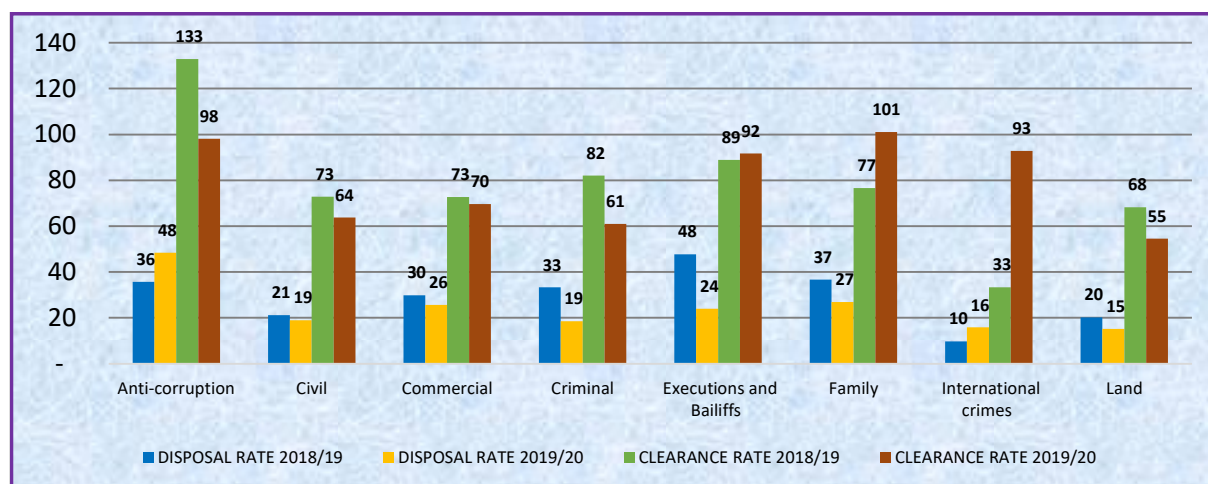
Table 93: ACD cases handled in FY 2019/20

| Case Category | Brought Forward | Registered | Completed | Pending | Clearance Rate (%) | Disposal Rate (%) |
|---|-----------------|------------|-----------|---------|--------------------|-------------------|
| Anti-Corruption Criminal Appeals | 82 | 29 | 26 | 85 | 23 | 90 |
| Anti-Corruption Criminal Misc. Applications | 32 | 78 | 72 | 38 | 65 | 92 |
| Anti-Corruption Criminal Offences | 103 | 125 | 135 | 93 | 59 | 108 |
| Anti-Corruption Criminal Sessions | 43 | 11 | 7 | 47 | 13 | 64 |
| Anti-Corruption Misc. Causes | 6 | 16 | 14 | 8 | 64 | 88 |
| Total | 266 | 259 | 254 | 271 | 48 | 98 |

Comparatively, among the High Court Divisions, the ACD continues to posit the highest case disposal rate (48%) and second highest case clearance rate (98%), after the Family Division (101%). The performance of the ACD places a check on possible build-up of case backlog, despite the lockdown effects of suspended adjudication for several months.

This sustained success and pole performance of the ACD among the High Court Divisions is a trend for commemoration as it celebrates 10 years of existence since establishment in 2009 through Legal Notice No. 9 of 2009. According to the 2017 Judicial Response to Corruption Review Report, the ACD had reduced the average time for completion of corruption cases from seven years at its inception to an average of two years at the time of review. As at July 2017, the ACD had completed 86% of cases filed since its inception. Based on data available just before the COVID-19 pandemic disruption, this had been further reduced to an average of 23 months, with conviction rate of 59%. The success of the ACD is a manifestation of collective action among anti-corruption actors and indeed it views this 10-years of stellar performance as a commemoration of a shared achievement

Figure 2 Comparative Figure on Case Disposal and Case Clearance among High Court Divisions



JLOS anti-corruption action also focused on ensuring effective punishment of perpetrators of corruption. Besides the traditional incarceration, enforcement of asset recovery and effecting vacation of public office by officers convicted of corruption has been enhanced. Interdiction of public officers being prosecuted at the ACD and the enforcement of section 46 of the Anti-Corruption Act 2009 - that disqualifies convicted persons from public office for ten years, have deepened the impact of sanctions for corrupt practices by convicted public officers.

In that regard, the ODPP has designated an ACD administrative desk officer responsible for managing communication to MDAs for necessary interim administrative sanctions and case outcome referrals. In respect to interdictions, the desk officer formally communicates to the responsible MDA that a public official under them has been charged at the ACD and should therefore be interdicted pending completion of the case. Fifteen (15) letters were sent out to responsible officers for interdiction of staff who had been charged at the ACD. In regard to enforcing section 46 of the Anti-Corruption Act and other sanctions, upon completion of the case with a conviction, the desk officer communicates the decision of the Court to the responsible officer concerned and advises on the appropriate disciplinary action, such as dismissals, depending on the outcome. Under the section 46 of the Act, convicted public officers are automatically not allowed to hold any public office for 10 years.

In regard to recovery of tainted assets and proceeds of crime, during the reporting period, the ODPP recovered 24% of the recovery orders issued. This was against the minimum target of 10%. The absence of asset recovery guidelines required under section 67A of the Anti-Corruption Act, 2009 and the lack of a comprehensive institutional framework for management of recovered assets are major stumbling blocks. The ODPP, with the assistance from Strengthening Uganda's Anti-Corruption Response Technical Advisory Facility (SUGAR-TAF), embarked on the process of formulating its Asset Recovery Strategy. Consultations were held at various levels and a draft strategy is in place awaiting presentation to and approval by the top management. In addition, the ODPP is developing Asset Recovery guidelines embracing recoveries of proceeds of crime in all cases, right from investigation point.

In addition to asset recovery framework development, human resource capacity building for asset recovery was enhanced. ODPP staff in all the 16 ODPP regions were trained in asset recovery, together with their chain-linked actors in the UPF/CID. The District CID officers and the Regional CID officers of

the districts/ regions where ODPP regional offices were part of the training. This was a very useful training as officers now appreciate the importance of asset recovery and tracing during investigations and prosecution of cases in court and the need to enforce compensations for victims of crime. Arising from this chain-linked engagement, the ODPP initiated prosecution-led investigations for asset recovery in 6 cases, however progress was hampered by the COVID- 19 response restrictions.

Besides the protracted conviction-based asset recovery process under the criminal justice chain, JLOS is developing a civil asset recovery legislation in collaboration with the Accountability Sector institutions. This is intended to ease and expedite recovery of illicit assets. In the same vein, the Sector is building capacity for civil asset recovery actions to complement the option of criminal proceedings. MoJCA was supported to build technical capacity in civil based asset recovery action and so far, six test cases were handled during the year. More cases are expected to progressively come through in the subsequent year.

2.3.2 Corruption in JLOS institutions detected and investigated

Table 94 Progress of implementation of planned activities

| Planned | Institution | Budget | Released | performance |
|--|-------------|------------|------------|--------------------------|
| Printing the DGAL anti-corruption strategy | DGAL | 15,000,000 | 15,000,000 | Completed |
| Finalize the installation of the CCTV cameras in risk areas | MIA/GSO | 11,661,940 | 12,000,000 | Completed |
| Investigation of 200 corruption complaints against UPF personnel | UPF | 80,000,000 | 80,000,000 | Completed |
| Establishment of a Whistleblower's Hotline | URSB | 1,000,000 | 1,000,000 | Deployed |
| Installation of CCTV cameras to monitor operations at Namanve detention center | DCIC | 8,000,000 | 8,000,000 | Procured |
| Enhance information dissemination on migration procedures and processes | DCIC | 24,500,000 | 24,500,000 | Information disseminated |
| Development of the anti-corruption strategic action plan for JSC | JSC | 20,000,000 | 20,000,000 | On going |

Combatting corruption in JLOS followed administrative and criminal justice sanction processes. During the period, the JSC concluded 98 complaints (58.7%) while the disciplinary committee of the Law Council concluded 67 cases against errant lawyers in 28 sittings. To enhance efficiency in complaints handling, the JSC complaint handling system has been partially automated. Nonetheless, the low case clearance rates at the JSC and Law Council are attributed to the lockdown in response to the COVID-19 pandemic.

Under the ODPP 62% of prosecution led investigations into corruption and money laundering crimes were concluded within 66 business days against the target of 75%. 78% of corruption and money laundering cases prosecutorial decisions were made within 55 business days against the target of 75%. Also 24% proceeds of crime were recovered out of orders issued against the minimum target of 10%. Performance was affected by under staffing, complexity of cases, lengthy investigations in corruption

cases, and delays by other stakeholders involved in the cases where ODPP has no control. Improved performance under asset recovery is attributed to the use of plea-bargain and flexibility in payments terms allowing for instalments. Performance in last quarter of the reporting period was affected by COVID-19 lockdown measures limiting operations and movement.

Table 95: JSC Complaints handled within the reporting period

| S/N | Category of output | No. of cases |
|-----|--|--------------|
| 1 | Cases recommended for closure | 98 |
| 2 | Cases deferred for further investigations | 7 |
| 3 | Cases recommended for charging | 23 |
| 4 | Cases requiring further hearing | 8 |
| 5 | Cases recommended for disciplinary penalty | 7 |
| 6 | Cases recommended for interface with DC | 20 |
| 7 | Cases for interface with full Commission | 1 |
| 8 | Cases referred to full Commission for guidance | 1 |
| 9 | Cases for delivering ruling | 2 |

In a similar fashion, the PSU handled 200 corruption related cases against UPF officers were investigated during the year. Inquiries in 106 cases were completed, reports prepared and forwarded to the Directorate of Human Rights & Legal Services for legal guidance. Investigations continue for 94 and these will be reviewed and sanctioned for prosecution before the police disciplinary court were merits. The classification of complaints handled is illustrated in the table below.

Table 96 classification of complaints handled

| COMPLAINT | TOTAL | COMPLETED | PENDING |
|----------------------------|------------|------------|-----------|
| ABUSE OF OFFICE | 20 | 9 | 11 |
| BRIBERY | 1 | 1 | 0 |
| CAUSING LOSS TO GOVERNMENT | 1 | 1 | 0 |
| CORRUPT PRACTICES | 96 | 50 | 46 |
| DEMANDING FOR A BRIBE | 12 | 8 | 4 |
| EXTORTION | 68 | 36 | 32 |
| FRAUD | 2 | 1 | 1 |
| TOTAL | 200 | 106 | 94 |

Besides internal accountability mechanisms, JLOS continuously harnesses social accountability through civic engagements such as anti-corruption baraaas. Dissemination of IEC materials and popularising toll-free complaint lines and call centres have enabled a citizen-JLOS partnership in the fight against corruption. Public scrutiny to detect and report cases of perceived and actual corruption in JLOS service delivery systems has increased, with complaints largely received at JSC, Law Council, UPF/CID, UPF/PSU, and the IGG. Relatedly, the ODPP received 1,271 complaints against the criminal justice process and attended to 1,135 (89%).

Internal systems automation within JLOS institutions continue to serve as a key front to minimize opportunity for corruption and creates trails to easily detect system abuse. This has demonstrated

success in URSB over the years. Comparable to the URSB process automation, the DCIC upgraded the e-immigration system to include implementation of the online citizenship processing and management, which is targeted to serve the Ugandan diaspora community while applying for dual citizenship. The online application system is available at www.visas.immigration.go.ug and has been integrated with the URA system for ease of revenue collection. The e-passport referral window was created to improve inter-connectivity between the e-citizenship and e-passport system. Applicants can apply, track their application status and pay either online or over the counter in any bank. Renunciation requests from citizens can be also submitted and processed online. This automation eliminates opportunistic middle men, creates a detectable trail in case of impropriety, and enables clients to track progress of their applications.

In ensuring internal accountability in management and utilisation of public resources, JLOS conducted inspections and internal audits on a quarterly basis across all Sector institutions. This has ensured compliance and enhanced implementation of audit OAG recommendations. For instance, MoJCA conducted quarterly internal audits for JLOS construction projects to ensure compliance with budgets and work plans when implementing activities. Similarly, the Inspectorate of Courts and JSC conducted inspections to assess the quality of services rendered by the respective Courts of Law²⁴, assess the quality of Court infrastructure, identify challenges and limitations faced by the respective Courts of Law, and come up with recommendations. The findings include staffing gaps, inadequate space for Court operations, lack of internet and funding gaps as some of the key challenges for most of the Courts. These present potential challenges leading to institutional weaknesses that may pave way for the emergence of corruption.

At the Sector wide level, the JLOS Audit Sub-Committee of the JLOS Budget Working Group has been revived to coordinate JLOS institutional internal auditors and regularly review institutional internal audit reports. This is a sub-committee of the JLOS Budget Working Group that is intended to provide peer review on issues arising from internal audit reports, and also foster compliance by JLOS MDAs with recommendations from the OAG audit reports. One of the embedded undertakings of the Sub-Committee is the fight against corruption as part of enhancing internal accountability in JLOS.

2.3.3 JLOS Anti-Corruption Strategy customized and implemented in all institutions

Table 97 Progress of implementation of planned activities

| Planned activity | Institution | Budget | Release | Progress |
|--|-------------|------------|------------|------------------------------------|
| JLOS annual anti-corruption forum | Sector wide | 50,000,000 | No release | Rolled over to next financial year |
| Empower advocates to participate in detecting corruption as well as representation of the public in courts of Law. | ULS | 10,500,000 | 10,500,000 | |

²⁴ The IoC inspected 68 Courts of Law around the country, including in Luwero, Nakaseke, Wobulenzi, Mbale, Sironko, Bubulo, Apac, Amolatar, Dokolo, Hoima, Buseruka and Kyangwali . The JSC conducted court inspections in Magisterial areas /courts of Lugazi, Njeru, Buvuma, International Crime's division, Kasese, Bwera, Katwe, Kabatoro, Kisinga, Hima, Maliba, Masaka (High Court and Chief Magistrate's Court), Kalangala, Mubende, Mityana, Kasanda, Kapchorwa, Bukwo, Family Division, Lira, Apac, Aduku, Patong, Anti-corruption division, Aleptong and Apala.

| Planned activity | Institution | Budget | Release | Progress |
|---|-------------|------------|------------|------------------------------------|
| Train the Ministry staff on ethics, integrity and performance management | MIA/FA | 50,000,000 | 50,000,000 | Rolled over to next financial year |
| Conduct quarterly audits of JLOS funded activities by MoJCA Internal Audit Unit | MoJCA/FA | 42,800,000 | 42,800,000 | Quarterly audits held |
| Printing the Ministry anti-corruption strategy | MIA/PPAD | 10,000,000 | 10,000,000 | Not undertaken |
| Development of complaints handling system at MOJCA | MoJCA/FA | 96,000,000 | 96,000,000 | Activity partially implemented |

JLOS institutions continued to develop and implement customised anti-corruption strategies and action plans. Less than 50% of JLOS institutions have customised the strategies and these include; the Judiciary, UPF, UHRC, ODPP, ULS, DGAL, and ULRC. The development and implementation process is underway for many other JLOS institutions (including MIA, JSC,, URSB, MoJCA, and NIRA) that have been provided resources to finalise their institutional anti-corruption strategies and action plans. The MIA, MoJCA, and NIRA draft anti-corruption frameworks were in advanced stages by close of the year.

In bid to implement the JLOS Anti-Corruption Strategy, various interventions are implemented on a continuous basis with a view of minimising opportunity for corruption, enhancing detection and investigations, and fast response. These include inspections, automation of work processes, use of CCTV within institutions, regular ethics and integrity training of JLOS staff, strengthening detection and investigation functions across JLOS, and enhancing transparency through dissemination of information on procedures, charges, and complaint mechanisms were key interventions in the fight against corruption during the year. Over 70% of the activities under the JLOS Anti-Corruption Strategy continue to be implemented.

Besides internal JLOS oriented institutional strengthening interventions, the Sector enhanced mobilisation of the public and users of JLOS services in the fight against corruption. Public information and empowerment functions such as JLOS and Court Open Days, accountability media campaigns and talk shows, community anti-corruption barrazas, and partnerships with CSOs to fight corruption have been consistently held. For instance, the JSC engaged with the media in Kampala, Jinja, Arua and Mbarara about anti-corruption activities focused on disciplining errant judicial officers, held anti-corruption barazas and community sensitizations. Anti-corruption barazas were held in Kitagwenda, Kazo, Rukiga, Rubanda, Bunyangabu, Kasanda, Sheema and Rwampala. These have contributed to a critical mass of citizens that demand accountability and question deviation from known procedures. Holding JLOS staff, including judicial officers accountable to the public during JLOS Open days is a new culture that has demystified the justice sector. Inclusive justice and social accountability movements are emerging outcomes from these sustained events.

At the time of writing this report, the UNDP supported assessment of the effectiveness of JLOS anti-corruption mechanisms and risk mapping had not been completed. Preliminary findings however reveal existence of some institutions with corruption vulnerability and therefore a target to reforms. The report will be finalized and disseminated across Sector institutions in the next reporting period. The various mechanisms are in need of strengthening to adapt to the fast-changing corruption risks. The outcome of this consultancy shall inform future anti-corruption programming for JLOS

institutions, guide the implementation of the new National Anti-Corruption Strategy 2019-2024, the National Development Plan III, and Sustainable Development Goal 16 within the overarching framework of Uganda's Zero Tolerance to Corruption Policy, 2018.

2.3.4 Capacity of JLOS anti-corruption agencies enhanced

Table 98 Progress of implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|--|
| Hold customer Service assurance road trips to assess customer service expenditure for public relations officers, planning and Program Managers | DCIC | 41,000,000 | 41,000,000 | 54 immigration officers trained |
| Train officers in anti-corruption laws (Anti-money laundering, Asset recovery, financial investigations) | DPP | 120,000,000 | 120,000,000 | Carried to next financial year. |
| Engaging the media about the JSC processes on anti-corruption | JSC | 18,600,000 | 18,600,000 | Completed |
| Training of magistrates in cybercrime and electronic fraud cases | Judiciary | 40,000,000 | 40,000,000 | Differed due to lock down |
| Capacity building of the Internal Audit Department in Computer based auditing in US | MoJCA/FA | 16,872,000 | 16,872,000 | Differed due to lock down |
| JLOS Integrity Committee | Sectorwide | 32,000,000 | | No release |
| Printing of the ULS Anti-Corruption Policy. | ULS | 10,000,000 | 10,000,000 | Partially implemented |
| Capacity building of staff to conduct forensic investigations | JSC | 105,600,000 | 105,600,000 | 08 staff trained |
| Train 150 JLOS staff in a Diploma in Human Rights | LDC | 250,000,000 | 250,000,000 | Training on going |
| Disposal of 58 Backlog Cases in the Anti-corruption Division | Judiciary | 290,000,000 | 200,000,000 | 257 cases disposed including backlog |
| Training of State Attorneys and police officers in Asset recovery | MoJCA/DCL | 40,000,000 | 40,000,000 | Differed to next year due to lock down |
| Preventive anti-corruption Barrazas | JSC | 86,000,000 | 86,000,000 | 08 Barrazas held |
| Staff capacity building in effective prosecution of complaints before the JSC Disciplinary Committee to fast track the clearance of complaints from the system | JSC | 12,500,000 | 12,500,000 | 09 staff trained |
| Development and production of posters about the JSC complaints handling system. | JSC | 30,000,000 | 30,000,000 | 10,000 posters printed |

JLOS has continued to strengthen the capacity of JLOS institutions to fight corruption. The focus is on minimising opportunity for occurrence of corrupt practices by improving institutional governance, streamlining service delivery systems, and training staff to enhance investigation, prosecution, and adjudication capabilities. Enhanced anti-corruption staff competence has contributed to improved detection and effectiveness handling of corruption cases and increased public confidence to report corruption. For instance, as noted above 62% of prosecution led investigations into corruption and money laundering crimes were concluded within 66 business days against the target of 75%, and 78% prosecutorial decisions made within 55 business days against the target of 75%. Further, 24% proceeds of crime were recovered out of orders issued by court, against the minimum target of 10%.

Staff capacity building and tooling was enhanced among key JLOS anti-corruption agencies including the JSC, UPF, and ODPP. The JSC trained four staff in forensic investigations and also its prosecuting legal officers on how to conduct effective prosecution of complaints from the public. In addition, 100 CID officers are enrolled at the Law Development Centre for a diploma in law as part of enhancing the CID's capacity to detect and investigate crime, especially corruption and other white-collar crimes. This competence development is expected to translate in more effective anti-corruption action across the Sector, in collaboration with accountability institutions. Further trainings are planned to take place in the second half of the financial year.

Beyond the national capacitation opportunities, the JLOS lead anti-corruption agencies tapped into international linkages and drawing best practices to improve capacity. For instance, the diverse trainings illustrated above has improved both technical competences and professionalism of JLOS anti-corruption staff. In addition, JLOS continues to facilitate collaborations and partnerships with anti-corruption professional bodies including, ARINEA, EASAAMLG, UNODC, ARINSA, OECD, and GIZ. Through shared trainings, hand-holding support and provisions of resources, the JLOS corruption investigation, prosecution, and adjudication mechanisms have tremendously improved.

Public support and collaboration with JLOS anti-corruption agencies has improved the anti-corruption institutional action. Collaboration in investigations and witness responsiveness have been key. These are outcomes of cultivating a culture of social accountability through public outreach and engagements. For instance, the JSC has sustained public engagements on administration of justice and anti-corruption in various parts of the country, including; Kitagwenda, Kazo, Rukiga, Rubanda, Bunyangabu, Kasanda, Sheema and Rwampala. In the same way, media practitioners were also trained in Kampala, Jinja, Arua and Mbarara

Overall, there is enhanced capacity of JLOS institutions to fight corruption, focusing on prevention, detection and response. The achievements in automation of systems, training of anti-corruption responsible officers, harnessing strategic regional and international partnerships, increased transparency, and accountability need to be sustained. JLOS efforts to empower the public and users of the JLOS services with information on existing anti-corruption or accountability mechanisms have also yielded dividends.

COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS STRENGTHENED

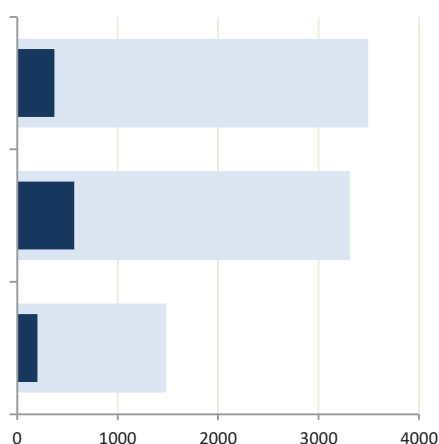
| Indicator | Baseline | | Performance | | Target |
|---|----------|---------|-------------|---------|--------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |
| Ease of doing business index (DTF) | 57.7 | 56.94 | 57.06 | 60 | 63 |
| Efficiency of the legal framework in settling disputes(index) | 3.8 | 3.8 | 3.84 | 3.84 | |

Funding (Billions)

3.3 Strengthen commercial and land dispute resolution institutions and processes

3.2 Strengthen business registries

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



Key Highlights

- ✓ Increased the proportion of Ugandans issued with IDs to 85% from 69%
- ✓ Ease of doing business index to 60 from 57.06
- ✓ Index of the efficiency of the legal framework remained at 3.84
- ✓ Legal reforms to enhance URSB service delivery
- ✓ Case clearance rate of land cases 93%
- ✓ Case clearance rate of commercial cases 75%

OUTCOME 3: COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS STRENGTHENED

The Sector continues to facilitate an enabling environment for productivity, investment and competitiveness through enhancing efficiency in settling of commercial disputes by supporting an efficient legal framework and thereby enhancing the ease of doing business. In the recently released Doing business report 2020, Uganda registered an improvement in the ease of doing business index to 60 from 57.06 in 2018 and 11 steps in ranking at 116 from position 127 in 2018. The 10 areas measured in the report include starting a business, dealing with construction permits, getting electricity, registering property, getting credit and protecting minority investors. Others are paying taxes, trading across borders, enforcing contracts, and resolving insolvency.

The sector engaged with the World Bank team for a clear understanding of the process and the need to publicize the reforms that have been implemented that the data collection team never considered. It also important to publicize the reforms.

The country's index is still higher than the sub-Saharan African region average which is 51.61. The index of the efficiency of the legal framework improved to 3.84 from 3.8 and is expected to improve as the levels of automation increase in the case management system. It must be noted that Uganda's index ranks highest in the EAC region and maintaining the same is an achievement that the sector should ensure does not decline

Table 99 Outcome indicator Matrix

| Indicator | Baseline | Performance | Performance | Target |
|--|----------|-------------|-------------|--------|
| | 2016 | 2018/19 | 2019/2020 | 2021 |
| Ease of doing business index (DTF) | 57.7 | 56.94 | 60 | 63 |
| Efficiency of the legal framework in settling disputes (index) | 3.8 | 3.8 | 3.84 | 4.1 |

Source: World Bank doing business 2020

3.1 Reform, Enforce and Update Laws To Promote Competitiveness and Regional Integration

The Sector continues to put emphasis on reform; update and enforcement of commercial laws; harmonization and domestication of regional and international laws; automation of business processes; enhancement of case management systems, mediation, small claims procedure and minimizing delays. It is inevitable that a conducive legal and Policy framework is vital for promoting competitiveness of Uganda regionally and globally as well as sustaining and guaranteeing development. As shown in table 100 below 92% of the newly enacted commercial laws are operational following the enactment of implementing regulations. Innovations by judicial officers enabled the online publication of all commercial laws. These are available on www.uli.org.

Table 100 Output indicator Matrix

| Indicator | Baseline | | Performance | | Target |
|--|----------|---------|-------------|---------|--------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |
| Proportion of newly enacted commercial laws that are operational | 65% | 78% | 90% | 92% | 95% |
| Proportion of commercial laws published online | 0 | 20% | 100% | 100% | 60% |

Source: JLOS M&E reports

3.1.1 Legislation proposed in new and emerging areas of commercial justice and land justice

Eight pieces of commercial related legislation were enacted including the Judiciary Administration Act. In addition, 150 Statutory Instruments, 10 ordinances and 5 Legal Notices were processed.

Commercial laws enacted and Published:

- i. The Stamp Duty (Amendment) Act, 2019.
- ii. The Tax Procedures Code (Amendment) Act, 2019.
- iii. The Excise Duty (Amendment) Act, 2019.
- iv. The Income Tax (Amendment) Act, 2019.
- v. The Value Added Tax (Amendment) Act, 2019.
- vi. The Physical Planning (Amendment) Act, 2020.
- vii. The Law Revision Act, 2020.
- viii. The Administration of the Judiciary Act, 2020.

The Legal Notices are: -

- i. The Occupational Safety and Health (Appointment of Inspectors) Notice, 2019.
- ii. The Employment (Appointment of Commissioner) Notice, 2019.
- iii. The Commission of Inquiry (Effectiveness of Law, Policies and Processes of Land Acquisition, Land Administration, Land Management and Land Registration in Uganda) (Amendment) Notice, 2019.
- iv. The Value Added Tax (Designation of Tax Withholding Agents) Notice, 2020.

Progress on other policy and legislation proposed in new and emerging areas include the following:

Development of National Intellectual Property Policy This proposed policy is anchored on the generation, protection, commercialization and enforcement of Intellectual Property rights, Integration of Intellectual Property into national planning frameworks, linkage between national, regional and international Intellectual Property systems, and use of the Intellectual Property system to support local technology development and technology transfer. A National Multi-Sectoral Steering Committee with representation from Trade, Agriculture, Education, Justice, ICT, and Health is undertaking the policy development.

The Companies Act, 2012 amendment: The amendment seeks to address emerging issues from the different Agencies and Ministries for incorporation into the companies Act such as anti-money laundering, terrorism financing, beneficial ownership in terms of tax evasion and

minority protection that informs ease of doing business ranking by the World Bank.

The Business Names Act, Cap 109 of 1918 amendment: Consultations with Cabinet Secretariat are still ongoing on refining the draft Regulatory Impact Assessment (RIA). The amendment seeks to address ambiguity in the Act.

Insolvency Act, 2011 amendment: The RIA for the Insolvency Act, 2011 amendment was drafted and forwarded to the FPC for review. The amendment seeks to provide for a modernized insolvency regime aligned with international best practices in a bid to reform Uganda's ease of doing business environment.

Trademark Regulations, 2018 amendment: The Trademark (Amendment) Regulations were signed by the Hon. Minister for Justice and Constitutional Affairs; awaiting to be published in the Uganda Gazette. The amendment seeks to provide for the internal publication of an Intellectual Property Journal to ease the advertisement of Trademarks.

Table 103 below shows a summary of activities undertaken as part to address emerging areas in commercial and land justice. It should be noted that some activities were differed indefinitely or not undertaken altogether due to the COVID – 19 pandemic, especially where activities required external travel or gatherings, whereas others were challenged due to internal staff capacity for example those at the ULRC due to interdiction of staff programmed for the capacity building.

Table 101 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|--------------------------------|
| Publish 10 JLOS Priority Bills cleared by cabinet | MoJCA | 175,000,000 | 175,000,000 | 35 bills published |
| Review of the Business Names Registration Act | ULRC | 83,000,000 | 83,000,000 | Inception paper developed |
| Internal Capacity Building training staff in research emerging areas | ULRC | 35,500,000 | 35,000,000 | Deferred |
| Attending Sectoral council on Legal and Judicial in EAC to consider regional commercial legislation | MoJCA | 82,650,000 | 82,650,000 | 11 Meetings attended |
| Internal Capacity building to address emerging areas in legislative drafting | MoJCA | 57,000,000 | 57,000,000 | Deferred |
| Attending 5 meetings of General Assemblies of international and Regional Organizations abroad to represent Government where Uganda is a party (UN, AU, EAC, WIPO, UNCTRAL) | MoJCA | 190,920,000 | 99,00,000 | Differed |
| Update and Publication of the Noter-Up to the Revised Laws of Uganda | MoJCA | 228,600,000 | 228,600,000 | Prepared ready for publication |
| Build capacity for MDAs on Policy and Legislative process | MoJCA | 142,300,000 | 142,300,000 | Differed |
| Preparation of Legislative Drafting Manual | MoJCA | 28,600,000 | 28,600,000 | Final draft is under review |

A team from Uganda and URSB led by the line Minister Maj. Gen. (Retired) Hon. Kahinda Otafiire, travelled to Geneva to represent Uganda at the WIPO member states meetings. The WIPO Director General Francis Gurry reported excellent results in the Organization’s global Intellectual Property (IP) services and finances while noting that record demand for IP rights, driven by rapid technological changes, has created increased challenges for the administration of IP in the global economy. These meetings bring together WIPO member states, allowing them to take stock of the progress in the Organization’s work and to discuss future policy directions. During the same Assemblies meetings, the Manager Intellectual Property and Registrar General were elected as the Vice Chair of the Paris Union Executive Committee and President of the WIPO Advisory Committee on Enforcement respectively.



President of the WIPO Advisory Committee on Enforcement, M Bemanya Twebaze (on the left) and Vice Chair of the Paris Union Executive Committee, Mr. Gilbert Agaba (seated 1st on the right) during the Assemblies meeting

3.1.2 Access to commercial laws enhanced

In order to ensure access to commercial laws, dissemination and publication of these laws is important. The Sector has thus been supporting the TAT whose core function is tax dispute resolution to boost this function better through access to legal information.

Table 102 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|---------------------------------------|-------------|-------------|-------------|--|
| Drawing law digest - published online | TAT | 122,000,000 | 122,000,000 | Design of online platform was undertaken but the digest is yet to be published |

In order to ensure access to the updated Laws of the Republic of Uganda, the process of drawing the Noter-up of the Revised Laws of Uganda was started and is ready for publication. A Noter-up gives an update to the Laws of Uganda by indicating amendments and repeals since they came into force. The Legislative Drawing Manual was also prepared and the Final Draw is under review. The FPC procured eight Thornton Legislative Drafting text books to enhance the drawing skills and knowledge of State Attorneys while one State Attorney was funded for training at University of London.

3.1.3 Rules and procedures in commercial justice simplified

Understanding processes in commercial justice is key to improving the efficiency and effectiveness of access and service delivery. A process that greatly enhances improving perceptions.

Table 103 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Progress |
|--|-------------|------------|------------|--|
| Document and publish work flow processes, procedures and guidelines in QMS (ISO Certification) implementation | URSB | 28,000,000 | 28,000,000 | Facilitated 314 Staff during the different Training Sessions on ISO 9001:2015 Quality Management Systems |
| Stakeholder engagement on improving climate for business (World Bank procedures in respect to doing of business) | URSB | 18,000,000 | 18,000,000 | Facilitated Internal DBC (Doing Business Committee) meetings |

The Civil Justice Rules Committee which was constituted by the Chief Justice as part of implementation of the case backlog strategy completed the High Court (Anti-Corruption Division) (Amendment) (Practice) Direction, Legal Notice No. 3 of 2019 and the Judicature (Small Claims Procedure) (Designation of Courts) Legal Notice No. 2 of 2019 which were both published. And the Constitution (Land Evictions) (Practice) Directions 2020 are pending publication.

The Rules Committee under Phase II is handling the Insolvency (Cross Boarder Insolvency) Rules 2020, Bail Application Guidelines, child friendly procedures and Court of Appeal Rules of Procedure. These reforms are aimed at promoting efficiency and effectiveness in the administration of justice.

3.1.4 Appropriate regional laws harmonized and domesticated

To enhance regional cooperation 11 meetings of the Sectoral Council on Legal and Judicial Affairs of the East African Community (EAC) were attended to consider regional commercial legislation. In addition, two United Nations (UN) meetings on Climate change and Environment were attended and three EAC Legislative Assembly meetings. The Sector also participated in two Common Market for Eastern and Southern Africa (COMESA) Assembly meetings. However, as shown in table 104 members were not able to attend other meetings due to travel restrictions at regional and international levels as a result of the COVID-19 pandemic. The following is the progress on harmonisation and domestication of laws.

- ✓ Cross Border Insolvency Practice Rules: The draft Cross Border Insolvency Practice Rules which seek to address emerging cross border issues during Insolvency of multi-national Companies are currently before the Rules Committee.
- ✓ Ratification of Marrakesh Treaty: The Marrakech Treaty was ratified by cabinet to facilitate access to published works by the blind and visually impaired and print disabled and the process for domestication is ongoing.
- ✓ Ratification of the WIPO copyright Treaties: The Cabinet Memoranda for ratification of the copyright treaties was prepared for submission to cabinet.
- ✓ Ratification of the Swakopmund Protocol: Preparation of paperwork for ratification of the Swakopmund Protocol on the Protection of Traditional Knowledge and Expressions of Folklore of 2010 was concluded, awaiting responses from World Intellectual Property Organization (WIPO).

Table 104 Progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|---|-------------|-------------|-------------|-------------|
| Attendance of Attorney General, Solicitor General and a team of 5 from FPC, DCL, DLAS) in 10 EAC meetings to facilitate development of protocols, drawing legislation, MOUs | MoJCA | 222,000,000 | 106,224,000 | Differed |

| | | | | |
|---|-------|-------------|-------------|----------------------------|
| Meetings on harmonization and approximation of laws | ULRC | 136,704,000 | 136,704,000 | Differed |
| Specialized training for 3 State Attorneys in Legislative Drafting at ILI in Washington | MoJCA | 149,406,000 | 119,752,000 | One state attorney trained |
| Building capacity for members and staff in preparation for the liberalization of legal practice in East Africa in areas of Educational standardization, regulation and discipline | MoJCA | 125,476,000 | 56,311,000 | Differed |
| Procurement of FPC Legislative Drafting text books | MoJCA | 12,160,000 | 12,160,000 | Procured |
| Conduct two regional meetings with advocates in Central and Western regions to prepare them for the liberalization of legal practice in East Africa | MoJCA | 41,450,000 | 41,450,000 | Differed |

3.1.5 Commercial Laws Enforced

In the period under review 10 URSB public prosecutors were licenced, by Office of the Directorate of Public Prosecutions (ODPP) which empowers Officers to prosecute offences. A total of 60 complaints on Trademarks, 16 on Copyrights, 1 on industrial design, 28 on business registration were investigated. Products infringing Intellectual Property Rights worth UGX.7.2Bn were confiscated and destroyed following court orders.

DGAL concluded and reported 370 cases against a planned total of 300 cases of commercial, consumer and illicit products for public health concerns and trade. In addition, 355 cases of forensic monitoring and investigation to support safeguards for public health, food and environmental safety were concluded and reported.

Compliance notices were issued during the year on key mandate areas of the Bureau such as registration of customary marriages, renewal of trademarks, licensing of places of worship, annual returns for companies and corporate rescue. It should be noted that due to inadequate releases the planned activity was not funded.

Table 105 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|---|-------------|------------|---------|-------------|
| Strengthening Compliance and Enforcement using Statutory provisions | URSB | 80,000,000 | | |

3.2: Strengthen Business Registries

The proportion of Ugandans with a national identity card has increased to 85% from 42% in 2016 as shown in table 106 for those that are eligible i.e. aged 16 years and older. This is attributed to continued capacity development of NIRA and government policy. NIRA is now opening registration centres in all sub counties thus taking services nearer to the people. The continued automation of URSB and the opening up of more regional offices has resulted in the reduction in the time taken to register a company from 2 days to 3hours. Business names are registered instantly.

Currently the level of automation of business registries is at 50%. Application and tracking of passports is online. Visa applications are processed on line. This was made possible through the procurement of ICT equipment, digitization of records at DCIC and improvement of the working environment.

Table 106 performance against indicators

| Performance Indicators | Baseline | | Performance | | Target |
|--|----------|---------|-------------|---------|---------|
| | 2016 | 2017/18 | 2018/19 | 2019/20 | 2021 |
| Proportion of eligible Ugandans with a NID | 45.2% | 64.30% | 69% | 85% | 85% |
| Time taken to register a business/company | 2 days | 3 hours | 3 hours | 3hours | 8 hours |
| Level of automation of business registries | 45% | 45% | 45% | 50% | 75% |

3.2.1 Registries reformed and equipped

The E-Immigration System: In 2019/20, the e-immigration system was upgraded to include automated citizenship

application and issuance, permitting Ugandans in the Diaspora to apply for dual citizenship, thus allowing them to establish investments back home. The upgrade also included automating Border Management with the installation of five Automated Border Control Kiosks (electronic-Gates) at Entebbe International Airport to facilitate self-clearance of trusted travellers (citizens and resident foreigners). The



Electronic gates at Entebbe Airport for selfclearance of travelers

integrated Border Management System is working at 11 border posts of; Mutukula, Elegu, Cyanika, Malaba, Busia, Goli, Vurra, Katuna, Mpondwe, Mirama Hills and Entebbe International Airport. Commissioned by DCIC in the FY 2016/17, the e-visa/ permit system (www.visas.immigration.go.ug) is an automated system for managing immigration facilities from application processing to issuance.

Table 107 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|--|-------------|---------------|---------------|---|
| Purchase of ICT Equipment for Head and Regional Offices | URSB | 90,000,000 | 90,000,000 | Procured and delivered |
| Purchase of Fail over Air Compressor for National ID Personalization center to enable faster processing of applications and printing of ID cards arising out of minimum down time that is occasioned by overheating of equipment | NIRA | 120,000,000 | 120,000,000 | Procured and delivered |
| Digitization and storage equipment procured | DCIC | 1,017,585,100 | 1,017,585,100 | A total of 323,447 records were digitized and electronically archived |
| Purchase of ICT equipment for Regional offices | URSB | 222,500,000 | 222,500,000 | Procured and delivered |

The automated Border Control Management System was established under the e-immigration system for an expedited clearance of travelers at under two minutes. The automated Border Management system is capable of tracking entry and stay of persons in the country.

The e-immigration system was expanded and extended to 17 Uganda Missions abroad with the ability to issue visas to visiting tourists and investors and clearing dual citizenship in Washington, Ottawa, London, Berlin, Paris, Brussels, Addis Ababa, Abuja, New Delhi, Guangzhou, Beijing, Ankara, Canberra, Mogadishu, Pretoria, Copenhagen, Riyadh, and four regional offices (Mbarara, Mbale, Gulu, Jinja).

As a result the average number of days taken to issue a work permit reduced from 21 days in FY 2014/15 to seven days FY 2019/20; and the average time taken to clear travellers at the borders stands at 2.4 minutes while average monthly visa applications increased to 12,700 applications in the FY 2019/20 from 4,500 applications in FY 2016/17 and Non-Tax Revenue collections increased to UGX 215.8bn from UGX 162.3bn in FY 2016/17.

Further, DCIC integrated the e-immigration systems (including the e-passport system) to the URA e-payment system for a streamlined Non-Tax Revenue (NTR) collection from immigration facilities. This has permitted instant verification of payments and eliminated issuance of immigration facilities using counterfeit payments.



Inter-ministerial consultations for the reforms on the immigration system





The e-Passport enrolment infrastructure and system

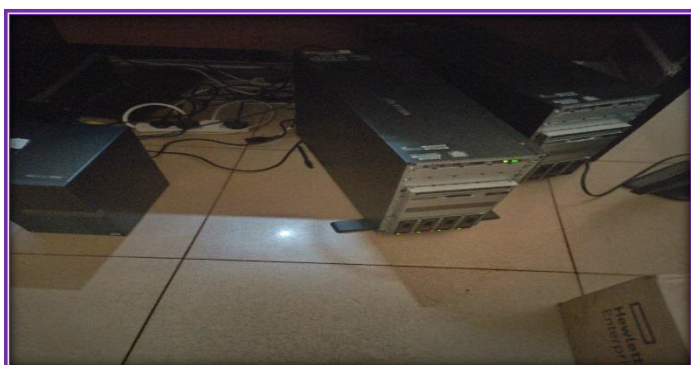
The e-Passport System: In line with the directives of the EAC Heads of State during the 17th Ordinary Summit, Uganda commenced the issuance of e-passports on December 10th 2018 and has now fully implemented the international East African electronic passport. It is an automated system and an online application management and issuance system – (www.passports.go.ug); with the following achievements:

- a) The online e-passport system was integrated to the National Identification Register (NIR) to facilitate expedited citizenship verification and streamline the issuance of passports to Uganda citizens. This has led to efficiency gains in processing and issuance of passports in four days compared to eight days a year ago.
- b) The electronic-immigration system (www.visas.immigration.go.ug) was upgraded to include online citizenship application, processing and management. Ugandans in Diaspora can now apply online and acquire dual citizenship. Furthermore, Immigration Attaches have been deployed in six Ugandan foreign missions including Washington DC, Ottawa, London, Copenhagen, Abu Dhabi and Pretoria to coordinate and facilitate the management of dual citizenship among other immigration services.
- c) An e-passport biometric enrollment Centre at the Immigration headquarters has been established. This has improved the environment for biometric enrollment of passports.

NIRA cumulatively registered 29,343,615 (73.3%) of the projected national population of 40,006,700 (UBOS, 2014). Currently 25,003,119 citizens (62.5%) have been fully registered into the National Identification Register (NIR) and assigned National Identification Numbers (NINs) while 15,227,171(85%) citizens/population eligible have been issued with National Identity Cards.

NIRA procured 15 district servers which were delivered and installed with the relevant software and licenses. The procured servers, licenses and photocopiers will enhance efficiency and effectiveness in the processing of applications for National IDs thus reducing the turnaround time for National IDs to maximum three weeks. Purchase of Fail over Air Compressor for National ID Personalization center was finalized and commissioned for faster processing of applications and pringing of ID cards arising out of minimum down time that is occasioned by overheating of equipment. This will greatly improve on operations.

Birth and death registration: The registration of births and deaths have also been undertaken with birth registration standing at 32.2 percent while death registration is 19.2 percent.



One of the Servers that were deployed in the Districts effectively and efficiently operational

The Tax Appeals Tribunal (TAT) commenced the procurement process of a case management system and for publication of the digest. One Stakeholders meeting was held in Mbarara to sensitize them on business processes. TAT handled 55 cases out of the 215 backlogged tax appeals cases and conducted upcountry sessions through which 43 disputes were handled.

During the reporting period, URSB Head and Regional offices were retooled. URSB procured 10 computers, 02 electronic notice boards, 10 laptops to support the operations at Head Office and Regional offices in Mbarara, Mbale, Arua, Gulu and City branch offices at Posta, U.I.A and Nakivubo.

Table 108 highlights cumulative URSB physical outputs from City Branch offices at Posta, Nakivubo and Uganda Investment Authority (UIA)

| | UIA | | | Posta Uganda | | | Nakivubo | | |
|-----------------|-----------|-----------|---------------------|--------------|-----------|--------------------|-----------|-----------|--------------------|
| | FY2017/18 | FT2018/19 | FY2019/20, as at Q2 | FY2017/18 | FY2018/19 | FY2019/20 as at Q2 | FY2017/18 | FY2018/19 | FY2019/20 as at Q2 |
| New companies | 1343 | 1760 | 844 | 3932 | 4040 | 1572 | 598 | 3241 | 1957 |
| Business names | 794 | 640 | 295 | 2420 | 2699 | 921 | 751 | 1870 | 9270 |
| Legal documents | 4322 | 4465 | 1909 | 12327 | 9988 | 4255 | 976 | 5069 | 2288 |
| Company names | 5426 | 9689 | 3764 | 3446 | 12348 | 4289 | 2857 | 7369 | 3870 |
| certifications | 1365 | 2518 | 935 | 2977 | 7454 | 2916 | 3643 | 845 | 317 |
| | | | | | | | | | |

Table 109 highlights cumulative statistics on physical outputs from Western (Mbarara), West Nile (Arua), Eastern (Mbale), and Northern (Gulu) regional offices

| | Arua | | | Gulu | | | Mbale | | | Mbarara | | |
|-----------------|-----------|-----------|---------------------|-----------|-----------|---------------------|-----------|-----------|--------------------|-----------|-----------|--------------------|
| | FY2017/18 | FT2018/19 | FY2019/20, as at Q2 | FY2017/18 | FT2018/19 | FY2019/20, as at Q2 | FY2017/18 | FT2018/19 | FY2019/20 as at Q2 | FT2017/18 | FT2018/19 | FY2019/20 as at Q2 |
| New companies | 417 | 415 | 214 | 343 | 415 | 179 | 3099 | 743 | 349 | 453 | 566 | 253 |
| Business names | 538 | 1651 | 315 | 514 | 1072 | 390 | 1571 | 2167 | 1073 | 2865 | 2853 | 1122 |
| Legal documents | 370 | 525 | 364 | 965 | 1121 | 667 | 5370 | 1487 | 874 | 1322 | 1596 | 879 |
| Company forms | 2032 | 1168 | 575 | 1552 | 2067 | 967 | 6803 | 3999 | 2133 | 2496 | 1908 | 1042 |
| certifications | 2129 | 5138 | 1420 | 2725 | 4840 | 1828 | 568 | 4205 | 1884 | 3594 | 5080 | 2115 |

Under the TREP which has a goal of formalizing the informal businesses by enhancing collaboration among government institutions for purposes of expanding business registration and tax collection. URSB with its partners URA, KCCA and MoLG has now established 43 TREP centers in different Municipalities countrywide. The Bureau previously rolled out three new TREP centers in Kiira, Bweyogerere and Kumi (Teso sub-region of Uganda). This has increased access to registration of businesses through One Stop Shops across the country. This has been achieved through;

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

3.2.2 Business registries automated

Automation of business registries enhances inter-agency cooperation, communication and reduce opportunities for corruption. Automation of business registries is on track including the NIRA, DCIC and URSB. The birth and death registration is ongoing at NIRA while digitation of 200,000 official receiver documents was undertaken.

The URSB has automated most of its processes where most systems are linked and integrated with NIRA and URA for improved information sharing and reformed ease of doing business environment. The chattels registry is now fully digitized and was launched by the President.

Table 110 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|--|
| Digitization of NIRA, Births, Deaths and Adoption Order Registration (BDAR) registry | NIRA | 395,000,000 | 395,000,000 | Automation of the BDR registry is ongoing |
| Digitalization of all Official Receiver documents | URSB | 380,000,000 | 380,000,000 | <ul style="list-style-type: none"> • A Firm was contracted to perform documents sorting, rehabilitation, setting the digitalization platform and inter-linking the meta-data. • Scanning, indexing, quality assurance and transfer of multiple documents to K-files for offsite storage commenced and is on-going. • 200,000 documents have so far been scanned |
| System development for Electronic Chattels Registry | URSB | 757,124,756 | 757,124,756 | <ul style="list-style-type: none"> • Procured 10 Computers, 2 Electronic notice boards, 10 Laptops, Hotline and Network hardware & software for Chattels Registry |

The Security Interest in Movable Property Registry System (SIMPRS) for Uganda was fully operationalized on 18th September 2019 and currently, the system has 37 registered users. The Electronic Chattels System allows secured creditors to register their security interests in movable assets online and provides financial institutions with a platform by which they can inform other lenders (and buyers of chattels) about their interest in a particular chattel. This reduces the risk that the buyer might fraudulently take a loan against the chattel or dispose of the chattel without informing the financial institution. The System also enables individuals and entrepreneurs to use un-utilized (or under-utilized) movable assets or chattels such as plant and machinery, accounts receivables,

inventory, crops and livestock as well as intangible chattels such as patents, trademarks and intellectual property rights as collateral for accessing credit. Eventually, establishment of electronic chattels registry will address the challenge of sky rocketed interest rates due to high risks for lenders thus enhancing quality of credit portfolio through increased competitiveness in the financial market which eases doing business.

Industrial Property Automation System (IPAS) was upgraded to handle more functions, with enhanced storage capacity and integrated with relevant modules and deployments under the WIPO and ARIPO.

Digitalization of all Official Receiver documents: A Firm was contracted to perform documents sorting, rehabilitation, setting the digitalization platform and inter-linking the meta-data. Scanning, indexing, quality assurance and transfer of multiple documents to K-files for offsite storage commenced and is on-going. The service provider has so far scanned over 200,000 documents.

An Online Single Services Portal for filing of returns was developed and continuous improvements are being made on the system. The system aims at supporting clients to file both marriage and company annual returns online. The special features on the system include;

- a) National Marriages Registration System (NMRS): This is the module that is used to register all events and services offered in the civil registry. The roll out to all marriage duty bearers including; CAOs, Sub-County Chiefs, Town Clerks and Church leaders and Imams across the country has commenced with Kampala, Masaka, Lwengo, Luwero, Mpigi, Mubende, Mityana, Wakiso, Mukono, Kayunga, Buikwe and Jinja. So far, a total of 43 operational accounts have been opened on NMRS to enable filing of marriage returns and processing civil marriage applications to be done with ease online;
- b) The Official Online Bulletin System (OBS): This module reflects, in real time, changes that happen to a company, business name or a marriage registration. This serves as a notice board for the URSB;
- c) Online filing of Company annual returns: This module facilitates online submission of company annual returns;
- d) Modernized and structured registration forms: This module re-designs, simplifies and modernizes registration forms to a structured format.

A client-based SMS Platform was set up to enable clients get instant notifications on the status of documents they submitted. This has led to a reduction of the queues of clients waiting to collect their documents. The system is integrated with the NMRS and BRS systems for Civil and Business Registrations respectively. Plans are underway to configure IPAS to start sending instant SMS notifications to clients on received, examined and finished Intellectual Property (IP) applications. Currently, IPAS sends instant e-mail notifications to clients.

3.2.3 Staff capacity enhanced in e-registry

Table 111 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|---|-------------|------------|------------|---|
| Training of staff on electronic records management | URSB | 4,700,000 | 4,700,000 | Conducted a number of Staff trainings at Headquarters, Branch and Regional Offices on Security Interest in Movable Property Registry System (SIMPRS) and the law governing the electronic chattels registry system. |
| Training of regional offices on use of the Industrial Property Administration System (IPAS) | URSB | 48,300,000 | 48,300,000 | 35 Staff from Mbale, Gulu & Mbarara were trained on use of the Industrial Property Administration System (IPAS) |

URSB conducted Staff trainings on Security Interest in Movable Property Registry System (SIMPRS) and the law governing the electronic chattels registry system. A total of 278 staff were trained comprising of 156 females and 122 males. URSB also trained 10 Staff (5 females and 5 males) from Mbarara Regional Office on the online returns filing system specifically in the area of marriage and company annual returns. Thirty five staff from the Directorate of Intellectual Property, Gulu and Mbarara Regional Office were trained on Industrial Property Administration System (IPAS) processes, automation, status reporting and prerequisites for online tools deployment and IP office administration.



Staff from Mbarara Regional Office (on the left) during the Online Returns Filing System training at Mbarara Regional Office and Staff from Head Office (on the right) during the training on Security Interests in Movable Property System (SIMPRS) and the Law governing the System

Table 112: USRB Staff Capacity building

| S/N | Areas of Training | Number of Staff trained |
|-----|--|-------------------------|
| 1 | Process modeling using Business Process Modeling Notion (BPMN) | 1 |
| 2 | Best practices in managing procurement fraud 2019 | 2 |
| 3 | Electronic Government Procurement | 3 |
| 4 | Automation, Status Reporting & Prerequisites for Online Tools deployment | 1 |
| 5 | Team development and mentoring for managerial success | 2 |
| 6 | Budgetary management & Expenditure control in the Public Sector | 2 |
| 7 | Industrial Property Automation System (IPAS) | 79 |
| 8 | Genetic Resources and Traditional Knowledge | 1 |
| 9 | Role of Patent Officers in promoting access to medicines | 2 |

- i. 90 staff from Departments of Intellectual Property, Finance and Administration, Human Resource, Accounts, Procurement, Internal Audit and ICT (Information and Communications Technology) were trained in areas of Industrial Property Automation System (IPAS), Genetic Resources and Traditional Knowledge and Role of Patent Officers in promoting access to medicines, budgetary management & expenditure control in the public sector, team development and mentoring for managerial success, automation, status reporting and prerequisites for online tools deployment, electronic government procurement, best practices in managing procurement fraud 2019 and business process modeling notion.

As a result of these trainings, there has been adoption of new skills and knowledge, improved effectiveness and efficiency at different organizational levels. It has also strengthened the Bureau's capacity to continue functioning and staying relevant within a rapidly changing digital environment.

3.2.4 Stakeholders sensitized on business processes

Table 113 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|--|-------------|-------------|-------------|--------------------------|
| Stakeholders Sensitized On Business Processes | TAT | 8,000,000 | 4,000,000 | Sensitization undertaken |
| Conducting Business clinics in Kampala (during market days) and in the Regions (Western, Eastern, Northern) | URSB | 144,000,000 | 96,000,000 | On going |
| Carry out a retreat for doing of business committee with partners from URA, KCCA, MoLG, NSSF, NIRA and World Bank | URSB | 26,280,000 | 25,000,000 | Completed |
| Sensitization on ease of doing business reforms and compliance | URSB | 164,000,000 | 88,000,000 | Completed |
| Conduct Public Campaigns on Chattels Registry throughout door advertising, media activations and Radio announcements | URSB | 310,000,000 | 170,000,000 | Completed |
| Conduct Stakeholder workshops on electronic chattels registry in Kampala | URSB | 32,500,000 | 32,500,000 | Completed |
| Conduct Regional workshops in Arua, Gulu, Mbale, Mbarara on Electronic chattels registry | URSB | 55,600,000 | 54,000,000 | 75% complete |
| Ongoing sensitization on TAT services via media and procurement of IEC materials | TAT | 48,000,000 | 48,000,000 | 3 radio shows held |
| User meetings with BRUCO (Business Registration Users' Committee) | URSB | 8,000,000 | 8,000,000 | Completed |
| Participate in Annual World Bank Doing Business Summit | URSB | 21,000,000 | 20,000,000 | Completed |

During the reporting period, the Sector strategized to sensitize stakeholders on business processes through user committee meetings and awareness campaigns. This enhanced understanding of business processes and reforms by the stakeholders and general public.

- a. URSB held a three-day retreat for doing of business committee with partners from URA, KCCA, MoLG, NSSF and NIRA. This was aimed at improving Uganda's Doing Business ranking; where MDA's are required to implement an Online process for incorporation (URSB), tax registration (URA), obtaining a trade License (KCCA, MoLG) and NSSF registration to reduce procedures by 15 days. The team reviewed performance of planned reforms to improve Uganda's ease of doing business which were agreed upon at the Committee's previous retreat.
- b. URSB has continued to promote awareness creation on doing business reforms in collaboration with Agencies involved in starting a business such as URA, KCCA, MoLG, NSSF, UMEME and MoJCA. World Bank ranks economies against reforms done in improving Country's competitiveness. Uganda is currently ranked 116th against 190 economies. It has shown a great improvement compared to 127th position in 2019 due to continuous reforms put in place to reduce on the cost and time taken to access registration services.

Countries are ranked in different indicators such as starting a business, dealing with construction permits, Getting Electricity, Getting Credit, paying taxes, resolving insolvency and enforcing contracts. The World Bank periodically sends questionnaires to private sector to

rate performance on these indicators. It is therefore important to carry out sensitization on reforms done to the public. URSB has continued to promote awareness creation on doing business reforms in collaboration with Agencies involved in starting a business such as URA, Kampala Capital City Authority, Ministry of Local Government, NSSF, UMEME and Ministry of Justice and Constitutional Affairs.

Table 114: Regional Comparison of the World Bank Doing Business 2020 Report

| Economy | Global Rank Ease of doing Business | Starting a Business | Dealing with Construction Permits | Getting Electricity | Registering Property | Getting Credit | Protecting minority investors | Paying Taxes | Trading Across Borders | Enforcing Contracts | Resolving insolvency |
|-------------|------------------------------------|---------------------|-----------------------------------|---------------------|----------------------|----------------|-------------------------------|--------------|------------------------|---------------------|----------------------|
| Rwanda | 38 | 35 | 81 | 59 | 3 | 4 | 114 | 38 | 88 | 32 | 62 |
| Kenya | 56 | 129 | 105 | 70 | 134 | 4 | 1 | 94 | 117 | 89 | 50 |
| Uganda | 116 | 169 | 113 | 168 | 135 | 80 | 88 | 92 | 121 | 77 | 99 |
| Tanzania | 141 | 162 | 149 | 85 | 146 | 67 | 105 | 165 | 182 | 71 | 116 |
| Burundi | 166 | 44 | 161 | 184 | 100 | 176 | 143 | 140 | 169 | 158 | 147 |
| South Sudan | 185 | 172 | 171 | 187 | 177 | 181 | 185 | 74 | 180 | 84 | 168 |

World Bank Doing Business 2020 (comparing business regulation in 190 economies) report

The table above shows ease of doing business ranking in different indicators EAC. It indicates that Rwanda and Kenya are the most improved in the region, URSB needs a fully operational online business registration system and other agencies should expedite and implement relevant law reforms that impact several indicators among which include; protecting minority investors, enforcing contracts and resolving insolvency. If this is done in collaboration with other agencies, it shall further improve Uganda's overall ease of doing business environment and ranking.

- c. URSB conducted mobile business registration clinics in Kamuli, Nalukolongo, Aponye Mall, Ndeeba, Kabalagala, Ntinda, Makindye, Kawempe, Kaabong, Soroti, Mpigi, Masaka, Hoima, Iganga, Entebbe, Kapchorwa, Adjumani, Kasese, Kween and Bukwo. A total of 867 business names registered on spot, 451 certifications, 218 legal documents, 289 companies incorporated, 365 continuous filing, 11 Intellectual Property (IP) searches conducted; general inquiries on IP and Civil registration also made. During the clinic, 1,681 people; including 1,133 men and 548 women in the community were also sensitized on all our registration services.
- d. The Bureau trained 725 staff from Banks, Micro Credit Lending Institutions and Law firms; Money Lenders and Leaders of SACCOs including 434 males and 291 females from different departments of Credit, Risk, Legal, Finance, Operations, Business processes and ICT on SIMPRS (Security Interest in Movable Property Registry System) and the Law governing the electronic chattels registry system at their Offices countrywide.



Chattels Registry Staff, Ms. Nabwebale Lilian (on the right) training Money Lenders and participants from Non-deposit taking Micro-finance Institutions in Mbale and Ms. Oketta Victoria (on the left) training staff from Banks, Micro Credit Lending Institutions and Law firms

The Bureau also held an engagement with the Foreign Diplomatic Missions in Uganda on how to improve, certify, verify marriage documents and register all marriages in the country. 30
 participants (18 males and 12 females)

The Bureau conducted an Industrial Designs Workshop for stakeholders in the manufacturing industry, including Practitioners handling Industrial Design registrations and Companies actively engaged in the manufacture of plastic products, mattresses and fashion products among others. In total 117 participants; including 90 males and 27 females were sensitized on Industrial Design registration system as a tool to create a competitive advantage for companies producing new and unique products. Other stakeholder engagements included a National Consultative workshop on Intellectual Property and Traditional Knowledge and on compliance with the recent reforms put in place to reduce on the cost and time taken to access registration services at the Bureau.

3.3: Strengthen Commercial and Land Dispute Resolution Institutions and Processes

To ensure efficiency and effectiveness in commercial and land dispute resolution processes across Sector institutions, the Sector continued implementing strategies which include: case backlog reduction strategies; capacity building of duty bearers in commercial and land justice; strengthen institutions specialized in this field and the roll out of mediation and small claims.

In the year under review the clearance rate of commercial cases stood at 70% which was less than the rate posted in 2018/19 give the challenge of suspension of court sessions. It is however noticeable that following the partial easing of the suspension the commercial court is now clearing more cases than are registered. In October 2020, for example the commercial court registered 284 cases and disposed of 642 cases. This translates into 226% clearance rate. The impact is manifested in a reduction of pending cases, for example the number of pending cases in September 2020 in the commercial court was 5,211 cases while in October 2020 the number that remained pending was 4,853 cases thus a reduction of 6.8%.

Under land justice a disposal rate of 72.4% was registered, because courts were not holding hearings for most of the first half of the year 2020. Also the mediation success rate remained above the baseline and was equal to the 2018/19 performance. The sector however must fast track the operationalization of CADER and also support initiatives of private lawyers wishing to set up mediation chambers.

Table 115 performance against output indicators

| Performance indicators | Baseline 2016 | Performance 2018/19 | Performance 2019/20 | Target 2021 |
|------------------------------------|---------------|---------------------|---------------------|-------------|
| Clearance rate of land cases | 77.1% | 77% | 72.4% | 98% |
| Clearance rate of commercial cases | 71% | 94% | 70% | 98.7% |
| Media on success rate | 55% | 59% | 59% | 60% |

3.3.1 Case management systems enhanced

Table 116 COMMERCIAL CASE STATISTICS FOR THE MONTH OF OCTOBER 2020

| Categories | B/F from SEPTEMBER 2020 | Registered in October 2020 | Completed in October 2020 | Pending as at 31 st October 2020 |
|---------------------------------|-------------------------|----------------------------|---------------------------|---|
| Civil Suits (CS) | 2864 | 103 | 242 | 2725 |
| Civil Appeals (CA) | 144 | 5 | 17 | 132 |
| Miscellaneous Applications (MA) | 1575 | 160 | 154 | 1581 |
| Miscellaneous Causes (MC) | 107 | 9 | 11 | 105 |
| Miscellaneous Appeals (ML) | 2 | 0 | 0 | 2 |
| Originating Summons (OS) | 22 | 1 | 0 | 23 |
| Media on Causes (ME) | 405 | 3 | 216 | 192 |
| Arbitration Causes (AB) | 44 | 3 | 1 | 46 |
| Civil Revisions (CR) | 10 | 0 | 0 | 10 |
| Bankruptcy Petitions (BM) | 20 | 0 | 1 | 19 |
| Company Causes (CI) | 18 | 0 | 0 | 18 |
| Taxation Applications | 0 | 0 | 0 | 0 |
| G.TOTALS | 5211 | 284 | 642 | 4853 |

The Sector Case Backlog Reduction Strategy for Commercial and Land cases which encompasses activities such as case backlog reduction sessions, case management and ADR, fast tracking mortgages and infrastructural related cases to ease competitiveness in doing business, conducting research to review pecuniary jurisdiction in commercial, land justice and small claims, strengthening the public trustee role by reviving Trust Causes for purposes of winding up hence reducing lead some and ensuring quality services delivered and inspection of estates.

In the period under review, the Judiciary registered 14,142 Land cases and disposed of 10,240 Land cases.

Table 117 Showing the Performance of Land Matters in the Judiciary during the FY2019/20.

| Court Level | Brought Forward | Registered | Completed | Pending | Disposal Rate (%) | Clearance Rate (%) |
|--------------------------------------|-----------------|---------------|---------------|---------------|-------------------|--------------------|
| High Courts (Divisions and Circuits) | 16,184 | 6,241 | 3,404 | 19,037 | 15 | 55 |
| Chief Magistrates' Courts | 10,305 | 6,296 | 5,361 | 11,240 | 32 | 85 |
| Magistrates Grade I Courts | 2,736 | 1,605 | 1,475 | 2,866 | 34 | 92 |
| Total | 29,225 | 14,142 | 10,240 | 33,143 | 24 | 72 |

Case backlog reduction sessions targeting Commercial and Land matters at both High Court and Chief Magistrate Court level were conducted resulting into 1,901 Commercial Cases completed by the Commercial Division of the High Court as shown in the table below.

Table 118 Commercial court case management 2019/2020

| Particulars | BBF | Registered | Disposed | Pending |
|-------------------------------|--------------|--------------|--------------|--------------|
| CC-Arbitration Causes | 51 | 5 | 1 | 55 |
| CC-Bankruptcy Petitions | 24 | - | - | 24 |
| CC-Civil Appeals | 94 | 67 | 23 | 138 |
| CC-Civil Revisions | 9 | - | - | 9 |
| CC-Civil Suits | 2,505 | 1,360 | 975 | 2,890 |
| CC-Mediation Cause | 684 | 46 | 49 | 681 |
| CC-Company Causes | 3 | - | - | 3 |
| CC-Miscellaneous Appeals | 2 | - | - | 2 |
| CC-Miscellaneous Applications | 1,111 | 1,241 | 848 | 1,504 |
| CC-Miscellaneous Causes | 133 | 11 | 5 | 139 |
| CC-Originating Summons | 16 | - | - | 16 |
| CC-Taxation Applications | 63 | - | - | 63 |
| Total | 4,695 | 2,730 | 1,901 | 5,524 |

Performance against the planned activities as shown in table 121 below was satisfactory and in line with the plan.

Table 119 Progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|---|-------------|---------------|---------------|--|
| Fastback mortgages and infrastructural related Cases to ease competitiveness in doing business. | | 1,744,000,000 | 1,120,000,000 | 1,280 commercial, 1989 land cases disposed |
| Fast track conclusion of estates recorded in Vol III and Vol IV of the Succession Register | MoJCA | 228,000,000 | 138,900,000 | Undertaken |
| Conduct upcountry sessions held to handle 90 disputes | TAT | 90,000,000 | 90,000,000 | 74 cases handled |
| Procure a projector for Digital presentation of e-evidence in order to shorten trials in the Commercial Division. | Judiciary | 100,000,000 | 100,000,000 | Procurement concluded |
| Performance Review Meetings held | Judiciary | 320,000,000 | 60,000,000 | Held quarterly court performance review meetings for Chief Magistrates attracting 45 participants including 33 Chief Magistrates from Courts across the country. |

| | | | | |
|---|-----------|-------------|-------------|--|
| Conduct research to review pecuniary Jurisdiction in commercial, land justice and small claims to enhance access to Justice and ease competitiveness | Judiciary | 50,000,000 | 50,000,000 | Activity differed to next FY 2019/2020. |
| Support operations of Administrator General Manage 400 estates and windup 50 estates | MoJCA | 280,000,000 | 92,495,000 | 59 applications were filled for winding up and 370 estates were inspected. |
| Strengthening the public trustee role by reviving Trust Causes (TC's) for purposes of winding up hence reducing lead time and ensuring quality services delivered | MoJCA | 28,000,000 | 28,000,000 | 20 trust causes were created and managed for children |
| Issue 150 land transfers and 2200 Certificates of No Objection | MoJCA | 153,450,000 | 76,450,000 | 2,096 certificates of no objection and 79 land transfers were issued. |
| Inspect 600 estates | MoJCA | 229,000,000 | 172,645,000 | 370 estates inspected |

In order to foster improved coordination, collaboration and communication with stakeholders in handling land matters and improved land justice, the Sector conducted Land Justice subcommittee meetings which addressed key challenges faced by JLOS institutions in land Justice.

Relatedly, the Administrator General/Public Trustee opened 3870 files for clients; made 9 applications to Court to grant letters of Administration, issued 79 land transfers and filled 59 applications for winding up. 2,096 certificates of no objection were also issued. The Administrator General's performance was slightly below the target because of the outbreak of COVID 19 pandemic

Additionally, 20 trust causes were created and managed for children and a stakeholders meeting was held and resolutions were made on how to handle the succession register which will result into fast tracking conclusion of estates recorded in Vol III and Vol IV of the Succession Register.

The Administrator General wound up 35 estates against the targeted 30 estates. This is attributed to the awareness creation campaigns which have resulted into more clients coming to open files with knowledge of the basic or essential requirements; increased public trust and client satisfaction has also created more awareness.

Furthermore, the Administrator General inspected 370 estates against a target of 250 estates, the estates earmarked for inspection included those under the administration of the office and those where intending administrators petitioned the office for a Certificate of No Objection. This is attributed to improved service delivery by ensuring completion of files within the shortest time possible; fast tracking the verification processes of beneficiaries and timely issuing certificates of No Objection.

More so, the Administrator General issued land transfers in 79 estates. This is attributed to public awareness campaigns on inheritance rights conducted leading to more people demanding for their share of the deceased's properties.

Similarly, in order to enhance service delivery, the directorate of Administrator General trained its agents, the town clerks, the Chief Administrative officers and their subordinates. As a result,

participants acquired knowledge on legal aspects of the succession law, how to conduct family meetings and report writing methodologies.

Additionally, a complaints committee was established to handle clients' complaints and advise the clients on a suitable action to be undertaken for quick dispute resolution. This has created a centralized system through which complaints are received and responded to in a timely manner. The disputes resolved through the complaints committee have reduced on the number of court cases through mediation and out of court settlements.

3.3.2 Mediation, Small Claims Procedure and Land Courts Rolled Out

In the reporting period, the Sector continued to prioritize reform initiatives which include mediation, small claims and land courts in order to enhance fast case disposal and strengthen capacity of institutions specialized in implementing these initiatives. The disposal rate for mediated cases is 71% from 69% in 2018/19 financial year and 57% in 2017/2018. In FY2019/20, the court disposed of 1,102 Mediation causes (36 by Court of Appeal, 681 by High Court, 385 by Magistrate Courts).

Table 120 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Progress |
|-----------------------------------|-------------|-------------|-------------|--------------------------------------|
| Small Claims Procedure rolled out | Judiciary | 168,000,000 | 168,000,000 | Small claims rolled out to 18 courts |

The Judiciary trained 57 mediators (41 male and 16 female) at Mubende High Court. They include Judicial officers, Advocates, District Chairpersons, Resident District Commissioners, Community Development and Probation officers, Cultural, Religious and Opinion leaders from Mubende, Kiboga, Kassanda, Kyankwanzi and Mityana. Participants were trained on the rules governing mediations, procedures and best practices geared towards improving efficiency and effectiveness of mediation. As a result, participants gained knowledge and skills on mediation as a cost effective, speedy and efficient alternative dispute resolution mechanism.

Further still, the Mediation Training International Centre of East Africa trained 20 practicing advocates, engineers and registrars in Kampala who became Chartered Mediators. The trained and chartered mediators include a Senior Attorney of MoJCA, the Registrar in charge of Mediation in the Judiciary and a Registrar of the Supreme Court/Public Relations Officer in the Judiciary among others.

The UHRC concluded 33 complaints (with 7 males and 26 females) through the ADR- mechanism. UHRC mainly conducts mediations on matters of child maintenance as a remedy for quick response to human rights violations involving children.

During the reporting period, the Judiciary accredited eight mediators (5M, 3 F) to facilitate Court-Annexed mediations in Mubende High Court Circuit. They were expected to enhance case flow management contributing to the reduction of disputes appearing before court and promoting timely and affordable justice.

Mediation continued to be the most effective mode of dispute resolution even under Justice centres Uganda. As is the JCU practice, no case proceeded in court without going through mediation first. Whereas some of the mediations were held at the JCU offices, others were conducted in the field. Most of the mediations conducted in the field related to land cases due to the need to ascertain the conditions on the ground. In the reporting period, a total of 2,274 (1,453 female and 821 male) mediation cases were registered against a set a target of 3,200, in addition, 2,739 (1,625 female and 1,114 male) mediation sessions were held with 589 (359 female and 230 male) cases being successfully concluded.

Table 121 Mediation cases handled by JCU

| | Male | Female | Total | Target |
|--|-------|--------|-------|--------|
| Registered mediation cases | 821 | 1,453 | 2,274 | 3,200 |
| Mediation sessions held | 1,114 | 1,625 | 2,739 | 1,264 |
| Successfully Concluded | 230 | 359 | 589 | |
| Mediation Memorandum of Understanding (MoUs) implemented | 63 | 103 | 166 | |

JCU continued to follow up on the successful mediation and as a result of the follow up 166 (03 female and 163 male) MOUs were implemented. Notable among the results of the successful mediation was the recovery of UGX 256,828,700 and recovered land, property such as animals, houses and household items.

Table 122: Mediation Performance under SDP VI

| Sub Activity | Financial Year | Target | Male | Female | Total |
|--------------------------------|------------------|--------|-------|--------|-------|
| New mediation cases registered | FY2018/19 | 563 | 240 | 212 | 452 |
| | FY2019/20 | 5,580 | 1,251 | 1,780 | 3,031 |
| | <i>Sub Total</i> | 6,143 | 1,491 | 1,992 | 3,483 |
| Cases Processed | FY2017/18 | 927 | 1,063 | 1,358 | 2,421 |
| | FY2018/19 | 5,046 | 1,311 | 1,478 | 2,789 |
| | <i>Sub Total</i> | 5,973 | 2,374 | 2,836 | 5,210 |
| Number of mediation sessions | FY2018/19 | 1,062 | 294 | 356 | 650 |
| | FY2019/20 | 9,525 | 1,416 | 1,780 | 3,196 |
| | <i>Sub Total</i> | 10,587 | 1,710 | 2,136 | 3,846 |
| Successfully Concluded | FY2017/18 | 780 | 226 | 358 | 584 |
| | FY2018/19 | 2,828 | 315 | 394 | 709 |
| | FY2019/20 | 1,271 | 341 | 526 | 867 |
| | <i>Sub Total</i> | 4,879 | 882 | 1,278 | 2,160 |
| MOUs Implemented | FY2018/19 | 96 | 15 | 37 | 52 |
| | FY2019/20 | 133 | 102 | 216 | 318 |
| | <i>Sub Total</i> | 229 | 117 | 253 | 370 |

Under small claims procedure, 11,757 claims (3,197 claims and 8,560 demand notices) were disposed out of 15,664 claims (5,568 claims and 12,096 demand notices) filed ie 75% clearance rate.

The Small Claims Procedure was rollout to 18 Magistrate Courts of Kumi, Dokolo, Katakwi, Kaberamaido, Bukedea, Ngora, Nakifuma, Buwama, Nsangi, Lyantonde, Kiryandongo, Sironko, Bugiri, Bubulo, Sembabule, Rakai, Kalangala and Nakapiripirit, bring to 100 the number of courts implementing the procedure out of 151 courts thus 66% coverage. The Small Claims Procedure (SCP) is a reform initiative of the Judiciary intended to enhance access to justice for litigants with commercial disputes (supply of goods, debts or rental



The RCC of Kumi handing over the Demand Notice register to the head of station at Kumi Court, HW Lamunu Elizabeth Peace

disputes) whose value does not exceed ten million (10m) Uganda shillings. The rollout and implementation of the procedure is managed by the Registry for Small Claim Procedure, and is currently rolled out to 95 Magistrates Courts across the country.

Also 30 judicial officers and implementers of the SCP in Courts where SCP was rolled out were trained in the Small Claims Procedure; two Performance Review meetings for Small Claims Procedure were conducted and 20 Small Claims Procedure coaching sessions were held in Kapchorwa, Kamuli, Mbale, Ntugamo, Pallisa, Jinja, Rukungiri, Nakasongola, Masindi, Lira, Kitgum, Hoima, Kayunga, Kasese, Kanungu, Kabale, Mitooma, Oyam, Apac and Gulu Magistrates' Courts which enhanced practical skills and knowledge in SCP Case and Data management.

The Administrator General's office conducted 719 Family Mediations against the set target of 1,000 mediated cases. The failure to achieve the set target is attributed to the outbreak of COVID-19 virus in Uganda followed by the total lockdown with various SOPs put in place including prohibition gatherings and meetings.

3.3.3 Capacity of Duty Bearers in Commercial and Land Justice Built

Table 123 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | performance |
|---|-------------|-------------|-------------|---|
| Capacity of duty bearers in Small Claims Procedure and Alternative Dispute Resolution built | Judiciary | 92,000,000 | 92,000,000 | Twenty (20) Small Claims Procedure coaching sessions held |
| Training of staff in conjunction with Pepperdine | Sector wide | 179,000,000 | No releases | |
| Counterpart funding for ADR project | Sector wide | 250,000,000 | No releases | |
| Attachments and Benchmarking of Officers in Dubai Commercial Court. | Judiciary | 105,000,000 | 93,000,000 | Benchmarking concluded |
| Conduct three Trainings for 180 Judicial Officers (60 magistrates each) adjudication of land cases by JTI | Judiciary | 241,000,000 | 35,000,000 | Differed to next FY |

The Sector continues to build capacity of duty bearers in commercial and land justice for efficiency and effectiveness in the administration of justice. The Judiciary and the Commission of Inquiry into the Effectiveness of the Law, Policies and Processes of Land Acquisition, Land Administration and Land Management held a land symposium from 4th to 5th November, 2019 for judicial officers to discuss challenges; issues facing the judicial system and generate possible recommendations from the Judiciary. A total of 56 (37 M, 29 F) officers participate in the training. This engagement was based on the background that thousands of people have expressed concerns about different aspects regarding the law on land in Uganda, delays in disposing of cases plus different levels of dissatisfaction with some of the legal processes. The meeting discussed in-depth the following subjects: land tenure systems in Uganda, land ownership, industrialization versus ecological systems, alleged corruption and unethical practices in the Judiciary, public land, ecological sustainability and effective administration of land justice. The judicial officers were taken through best practices in adjudication of land cases without being compromised and recommendations made for consideration by the Judiciary and Commission of Inquiry into land matters.

3.3.4 RULES AND PROCEDURES THAT CAUSE DELAYS REFORMED

The Sector is reforming rules and procedures' in order to promote efficiency and effectiveness in the administration of justice. The Rules Committee completed the High Court (Anti-Corruption Division) (Amendment) (Practice) Direction, Legal Notice No. 3 of 2019 and the Judicature (Small Claims Procedure) (Designation of Courts) Legal Notice No. 2 of 2019 which were both published. And the Constitution (Land Evictions) (Practice) Directions 2020 are pending publication.

The Rules Committee under Phase II is handling the Insolvency (Cross Border Insolvency) Rules 2020, Bail Application Guidelines, child friendly procedures and Court of Appeal Rules of Procedure.

The MoJCA and Ministry of Land Housing and Urban Development (MoLHUD) initiated the processes of reviewing land laws/bills. These include; Land Acquisition Bill; Valuation Bill; Registration of Titles Amendment Bill; National Land Information Systems Bill; Surveyors Registration Amendment Bill; Survey and Mapping Bill; and Land Amendment Bill in order to enhance efficiency and effectiveness in land justice.

PROGRAMME MANAGEMENT

Table 124 progress in implementation of planned activities

| Planned Activity | Institution | Budget | Release | Performance |
|--|-------------|---------------|---------------|---|
| Staff emoluments for Secretariat | secretariat | 3,370,399,620 | 3,155,214,270 | Up to date salary and gratuity payments |
| Staff medical insurance and Staff welfare | secretariat | 195,000,000 | 183,100,000 | Insurance scheme renewed |
| Office running Expenses | secretariat | 760,000,000 | 737,020,000 | Efficiency and effectiveness enhanced |
| Supporting Apprentice program | secretariat | 100,000,000 | 100,000,000 | 3 interns supported |
| Continuous Professional development | secretariat | 375,000,000 | 375,000,000 | 3 secretariat staff trained |
| Publication of Annual reports, Semi Annual reports | secretariat | 416,000,000 | 346,788,000 | Annual report published |
| Strengthening JLOS financial management function | secretariat | 250,000,000 | 250,000,000 | Regular internal audits and financial reporting |

ACCESS TO JUSTICE CIVIL

During the reporting period the Access to Justice Civil Working Group held three meetings (two virtual Working Group meeting, one Family Justice Subcommittee meeting two Land Justice Sub-Committee meetings). The Civil Justice Working Group meetings focused on the JLOS' e-justice programme and digital transformation within the context of civil justice (which includes commercial, land, family and civil justice). The building blocks for strengthening e-justice were identified as business process reforms, e-services and online platforms, systems integration and ICT governance and coordination structures. The meeting established a taskforce to serve as a think-tank and identify areas for sectoral transformation and the process is ongoing. The taskforce is currently working on a civil justice process mapping exercise that will inform automation and systems integration activities. The Working Group also constituted to receive updates from the other civil justice thematic areas and engaged on how civil justice could be strengthened within the context of COVID 19.

The Family Justice Subcommittee centred on the Child Justice Strategy, Gender and Equity Mainstreaming Strategy, Refugee Sector Strategy and Children Regulations. With the MoGLSD's

leadership, the Child Justice Strategy was finalised and is ready for printing, dissemination and implementation. The Gender and Equity Mainstreaming Strategy was printed and ready for dispatch and constitution of the Gender Taskforce. The Sector Refugee Strategy was updated and pending adjustments in line with NDPIII. The MoGLSD is in the process of finalising the Children Regulations to operationalise the Children (Amendment) Act. The Family Justice Subcommittee engaged on how family justice could be strengthened in the period of COVID 19.

Several engagement meetings were conducted with the High Court Land Division, Family Division, Administrator General Department, Ministry of Lands, Housing and Urban Development and Judicial training Institute. The Access to Justice Land Justice Sub-Committee undertook in-depth consideration of land justice subject matters, developed and strengthened implementation of interventions/reforms. The active participation of the Sector institutions, Development Partners, Civil Society Organizations and Ministry of Lands, Housing and Urban Development (MoLHUD) in the Land Justice Sub-Committee meetings and other engagements facilitated communication, coordination and cooperation amongst Sector institutions and other actors.

The Sub-Committee engagements focused on the following subjects: the need to expedite adjudication of land cases and address inhibitions to access to land justice such as fraud in Courts; Administrator General's Office and MoLHUD; integration of information systems across Sector institutions; limited facilitation for locus visits and payments for court annexed mediators in the Judiciary; challenges in handling matters arising from succession registers and certificates; cancellation of land titles that were issued illegally especially on wet lands and forest reserves by MoLHUD; access to the MoLHUD Land Information's Systems (LIS) Portal by the Judiciary and other institutions; integration of the LIS with the National Identification and Registration Authority (NIRA) in order to address issues regarding identification of land owners; and registration of customary land.

The Sub-Committee generated several recommendations some of which have been implemented by the Sector institutions and MoLHUD. They include: MoLHUD to revise the process of land title registration with a view of ridding the process of loopholes and sanction Registrars/officers who issue illegal certificates of title; need for integration of information management systems in the office of the Administrator General, National Identification and Registration Authority and Judiciary which will expedite the process of applying for letters of administration and rid the process of the rampant fraud; MoLHUD should address the issue regarding statutory fees for certifying land titles or documents sent by Uganda Police Land Protection Unit and other government institutions to MoLHUD for certification; assessment of Sector preparedness to address issues regarding extractives and food security among others; Sector to assess if funds provided for locus visits in the Judiciary are sufficient; need to facilitate court annexed mediators; lawyers should fix cases for dates when they are ready to proceed in a bid to avoid unnecessary adjournments; and Court documents and certificates of no objection should have special security features.

During the period under review, following recommendations by the Land Justice Sub-Committee and the Court Users Committee for the High Court Land Division on the need to organize a Sector stakeholders meeting to discuss in-depth the challenges in handling applications and issues in regard to certificates of succession and succession registers that came into force in Uganda in 1912 under the Land Succession Law of the Kingdom of Buganda. The Resource Person for Land Justice supported the office of the Administrator General in preparation of the activity concept paper, organization of the

stakeholder's engagement meeting which was held on 27 November, 2019. A total of 40 stakeholders comprising of 19 males and 21 females participated in the meeting, they agreed that a working Committee be established by the Administrator General to investigate and look into all issues regarding succession registers and certificates. The Resource Person presented all the stakeholders meeting recommendations to the Land Justice Sub-Committee for consideration for implementation by the stakeholders. Currently, the Resource Person for Land Justice is supporting the office of the Administrator General which is in the process of establishing the Joint Working Committee.

In addition to the above, as a result of engagements by the Land Justice Sub-committee with the Commissioner Land Registration, and follow-up on implementation of the recommendation by stakeholders for Judicial Officers to be trained on thematic areas which they have not been oriented on before which include: interpretation of key documents used in land transactions which include, land titles, white pages, blue pages, mutation forms and kalamazoo (property register) managed by Surveys Department; land valuation; surveys and mapping; the Land Information System and extractives. On 26th February, 2020 a meeting was held with the Executive Director and staff of the Judicial Training Institute (JTI) to discuss the need to incorporate the above highlighted areas in the training curriculum for judicial officers and follow-up on commencement of trainings for all Grade One Magistrates on best practices in adjudication of land cases. The JTI agreed to include the proposed areas in the training curriculum for judicial officers and commence planning for the trainings for Grade One Magistrates. However, the Grade One Magistrates were not trained due to the Covid 19 outbreak, the trainings were differed to FY 2020/2019.

During the reporting period, as a result of active participation of MoLHUD in the Land Justice Sub-Committee which recommended that MoLHUD should increase filing of defenses and representation in Court. We are happy to report that MoLHUD has increased on the number of defenses filed in Court and is in the process of recruiting more Registrars to represent the Ministry in Courts of law.

During the period under review, Covid 19 negatively impacted on access to land justice most especially in the Land Division because by 23 March, 2020 the Division was in the middle of the special sessions which were aimed at clearing 200 backlogged cases by 12th April, 2020 and the court had other case fixtures. All the matters came to a standstill during the lock down. Some people took advantage of the lock down to take over disputed property and established themselves on the land because they knew that courts were non-functional which contributed to an increase in land disputes.

In addition to the above, interim orders which had been issued by Courts were extended due to the lock down. This has resulted to several applications and complaints arising from the orders. It was also difficult for courts to serve parties to cases who are not represented by lawyers whose cell phones were off while public transport was nonfunctional and lawyers operating from arcades could not access their offices. This resulted to adjournment of some matters hence delaying their disposal. The Land Division was challenged with limited space for court hearings since it only has one court room and seven judges yet some matters involve many parties coming to court at the same time while they have to comply with the standard operating procedures. With the increasing land cases the Land Division needs more Court rooms.

MONITORING AND EVALUATION

Computerisation of the JLOS M&E framework and development of the JLOS strategic plan

for statistics: The Sector M&E framework which is an integral part of the SDPIV monitoring is undergoing computerisation as part of the sector Enterprise resource planning tool (ERP). The tool when deployed provides an M&E dashboard and platform to streamline information management at the sector secretariat. It provides a computerised programme management system for planning, accounting, monitoring, and resource tracking among other functionalities. Currently, user acceptance testing (UAT) of the system is ongoing before its deployment. The Sector has also developed a Sector strategic plan for statistics to streamline management of statistics in the sector

Joint M&E: To enhance efficiency at all levels and political mobilization the Sector organized a joint M&E focusing on case backlog and SGBV case management systems in October 2019. The institutions visited included the ODPP, DGAL and UPS Kitalya Maximum Security Prison that was under construction.



Joint team of the JLOS technical committee and development partners at Kitalya Min Max Prison during M&E

Also the Sector together with Netherlands Embassy conducted two joint M&E visits to JLOS institutions in Mukono RCC.

Other monitoring exercises by the secretariat focused on ongoing constructions in Nakaseke, Rubirizi, Sheema, etc as well as working visits to Sector institutions.

The Joint annual review: Joint annual reviews are an integral part of monitoring and evaluation of the sector programmes. The Sector held the 24th Annual JLOS GoU-Development partners review on 12th November 2019 under the theme “Empowering the people, building trust and upholding rights”. This was the 2nd annual review under the 4th Strategic Development Plan (SDP IV) that was launched in the FY 2016/17.



JLOS team at the handover of Nakaseke Justice centre by the contractor after completion of civil works



During the reviews, stakeholders commended the Sector for the positive stride in implementation of



Above The Chief Justice Hon Bart Katureebe and H.E Attilio Pacifici, the Head of EU Delegation Launch the JLOS Annual Report *below* A cross section of stakeholders who attended the 24th Annual review

the SDPIV despite some challenges. The Sector was applauded for increased case disposal, greater geographic spread and focus on vulnerable people, the fight against crime, deepening of child justice and strengthening of commercial justice. The stakeholders recognised the Sector effort in promoting human rights and the fight against corruption but noted that there was much more to be done.

The event was graced by the Chief Justice and a host of sector stakeholders from all arms of government, civil society, private sector and development partners. The 24th edition of the annual review provided the Sector an opportunity to take stock of JLOS performance between July 2018 and June 2019 under the three outcome areas of improved access to justice, observance of human rights and the fight against corruption; and strengthening commercial justice and the environment for competitiveness. Development Partners led by H.E Attilio Pacifici, the EU Head of Delegation assessed sector performance as satisfactory.

SDPIV Mid Term Review: This is the third year of implementation of the 4 year SDPIV and programmed is the midterm review of the implementation of the plan. The MTR is intended to assess the extent of performance against impact and outcome indicators and make recommendations for the remaining period of implementation of the plan. The procurement process was concluded and an inception report submitted by the consultant. This is going to be an end of term evaluation owing to the late start.

E-JUSTICE AND DIGITAL TRANSFORMATION

The E-Justice learning visit by the JLOS Integrated Information Systems Committee (JIISC) to Cook County Chicago, USA in August 2019 facilitated by the JLOS Secretariat was a watershed moment that exposed the JLOS Leadership led by the Hon. Minister of Justice and Constitutional Affairs to a practical E-Justice environment at work. This visit set the stage for the Sector leadership to champion the E-Justice cause upon return to Uganda – one of the major reasons why E-Justice has taken on key prominence in the Sector going forward.

The Secretariat further facilitated the JIISC Technical taskforce to articulate the JLOS “digital transformation” agenda that is built on 04 key pillars of: Process reform, E-Services (process automation), Integration and Governance. These 04 pillars going forward have formed the building blocks of the JLOS E-Justice programming framework.

As part of the Secretariat’s support to JLOS institutions, the Ministry of Justice and Constitutional Affairs was supported to establish strong governance structures to oversee ICT implementation. As a result of this engagement, terms of reference and a configuration framework for the MOJCA ICT Committee were developed and approved by the Solicitor General. This Committee is now in place and currently oversees E-Justice programs in the Ministry with linkages to JLOS E-Justice structures – notably the JIISC and the JLOS ICT Working Group. The Secretariat’s goal is to replicate this model of E-Justice structures in all JLOS institutions to provide the much-needed coordination for ICT projects and programs.

We also engaged with leadership in the Police and ODPP on how CRMS and PROCAMIS can be fully utilised in the criminal case management process and also integrated to facilitate information sharing and collaboration. The Secretariat further engaged development partners – notably the EU and UNDP to prioritise support to E-Justice initiatives. As a result, the UNDP in particular has prioritized E-Justice and Digital Transformation projects in the UPF, ODPP, UHRC and MOJCA in the upcoming UNDP Uganda Country program (2020 – 2025)

Through the Secretariat’s technical support to innovations, we were able to start the procurement process of rolling out SEMA in 05 front line JLOS institutions (URSB, DCIC, Uganda Police, NIRA and the Judiciary). With the roll out of SEMA, the Sector will be able leverage data on customer satisfaction at various JLOS service points – a process that feeds into our overall customer relationship management program.

Following a proposal to develop a Sector-wide framework for support to innovations, the Secretariat in May 2020 convened a roundtable discussion of various stakeholders in the innovation space to engage on this subject. The purpose of this dialogue was to receive feedback from various stakeholders on how JLOS can support and facilitate innovation. Participants at this meeting were drawn from the following entities: Judiciary, the Hague Institute for the Innovation of Law (HiIL), SEMA, Justice 2 People (J2P), Twogere, YUNGA, Innovation Village, Barefoot Law, European Union JAR Program and the JLOS Secretariat. As a result of this dialogue with stakeholders in the innovation ecosystem, a JLOS Innovations Support Framework has been developed.

SDPV

The Sector developed the draft Fifth Strategic Development Plan (SDP V). So far consultations have been held with Sector management committees and development partners. A stakeholder consultation with civil society organisations was scheduled for later in September 2020 but due to the change in government planning this was the consultation was deferred to later date.

Annual Work plan for FY 2020/21

The Sector Annual work plan was approved at the time of reporting following input from DPs

HiIL/JLOS Partnership: The Sector through its partnership with the Hague Institute for the Innovation of Law (HiIL) as part of the “Innovating Justice” Program in November 2019 held a Justice Innovations and Leadership Conference that was convened to bring Sector leadership, innovators, and a cross section of service providers in the justice ecosystem. The purpose of this conference was to gather JLOS stakeholders in a forum to engage on how to harness opportunities for Uganda to be at the forefront of innovative solutions in access to justice. During the event, a number of innovative solutions were showcased with focus on how they could be leveraged within a Sector implementation environment. The leadership forum component of the conference brought together members of the JLOS Leadership Committee led by the Chief Justice and facilitated by HiIL to engage on leadership aspects that drive innovation in fulfilment of the Sector’s justice for all agenda.

HUMAN RIGHTS AND ANTI-CORRUPTION

Deepening of human rights and the fight against corruption is a multipronged approach at several fronts, involving technical support for institutional developments, activity implementation, resourcing sectoral committees for strategic dialogue, building inter-institutional and inter-sectoral partnerships, and supporting progressive legislative and practice reforms.

Under this theme, the JLOS Secretariat resources various committees including; the Human Rights and Accountability Working Group, the JLOS Human Resource Managers’ Forum (HRMF), the JLOS Inspectors’ Forum (JIF), and the JLOS Integrity Committee (JLOSIC). The Secretariat also resources other fora, such as the ACD Users’ Committee, to buttress efforts toward achieving JLOS strategic results. Technical support and coordination support is focused on inclusive and complementary

programming, ensuring funded activities are duly implemented, and affording an avenue for strategic dialogue on achieving JLOS undertakings under the SDP IV.

The Human Rights and Accountability Working Group held two quarterly meetings with a focus on tracking implementation of key JLOS undertakings under the SDP IV and performance on planned interventions where funds were released to MDAs. In adapting to the COVID-19 restrictions on public gatherings, the Sector held its first virtual/19th virtual Human Rights and Accountability Working Group meeting held on June 29. JLOS recommendations from UHRC annual reports, mainstreaming HRBA and consideration of issues arising from the HRBA trainings, integration of SDGs in JLOS interventions, implementing the JLOS Anti-Corruption Strategy, and harnessing inter-institutional collaborations also formed part of the working group's business.

Similarly, the JLOS Human Resource Managers' Forum was supported to hold two quarterly meetings and the leadership was facilitated to a human resource development learning visit in Kenya. JLOS human resource managers have embraced a more strategic and results based approach to better empowering JLOS human resources for the realisation of JLOS performance targets. Through the Forum, a JLOS human resource needs assessment was initiated with a view of identifying capacity gaps that should be addressed, and also provide independent assessment of JLOS staff productivity capacity levels. This information is intended to inform human resource reforms, appropriately estimating necessary staffing targets, and also guide the setting of sector performance targets especially under the forthcoming SDP V.

During the period, the JLOS Integrity Committee finalised the national integrity tour report, 2019. Follow up of recommendations are set to commence before close of financial year. No major activities were undertaken by the JLOS Inspectors Forum because of leadership changes at the Judiciary's Inspectorate of Courts. It is expected that with the new Inspector of Courts, there will be increased commitment to hold regular JLOSIC and JIF activities to enhance integrity and accountability in JLOS.

Managing partnerships and coordination of specific programmes with development partners and JLOS institutions enhanced resource mobilisation for human rights and rule of law. During the reporting period, programme management and performance accountability for the UNDP's Rule of Law and Constitutional Democracy programme and the EU's JLOS and Accountability Sectors Reform programme were prioritised. This has enabled the realisation of most performance targets thereunder, paving for subsequent financial support to JLOS.

JLOS partnership with accountability institutions and CSOs has entrenched inclusive dialogue for JLOS strategic planning and programme implementation support to MDAs. CSOs such as the ISER enhanced the JLOS focus on economic, social and cultural rights, the African Prison Project (APP) has supported research and legal representation for cases of persons with mental illness that are pending Minister's Orders. In the same context, JLOS participated in the Inter-Agency Forum policy meetings under the Directorate of Ethics and Integrity, and technical meetings of the Inspectorate of Government on anti-corruption. These have focused on the inter-sectoral collaboration in the implementation of the Zero Tolerance to Corruption Policy-2018, and the National Anti-Corruption Strategy (NACS) 2019-2024. A nexus between the NACS and the JLOS Anti-Corruption Strategy on performance and tracking of results is to be explored.

The Secretariat is continuously providing direct technical and subject matter support to legislative development processes and preparing institutional action plans/strategies for effective realisation of human rights and anti-corruption enforcement. Specific focus has been placed on the process to develop the proceeds of crime law, supporting the MoJCA to commence the Regulatory Impact Assessment process for the witness protection law, the ODPP human rights desk develop action plans, among others. Institutional management frameworks have involved direct technical support to the ODPP, UPS, NIRA, and ULRC to develop and finalise their respective institutional anti-corruption plans of action, as part of the implementation of the JLOS Anti-Corruption Strategy. In the future coming periods, the JLOS secretariat will leverage more support from the EU-JAR technical support in enhancing human rights and anti-corruption technical support to JLOS institutions.

FAMILY JUSTICE SUBCOMMITTEE:

During the period under review, the Access to Justice Working Group, Family Justice Subcommittee presented the Child Justice Strategy to the Technical Committee. The Strategy was approved with aspects for modification. The Strategy is currently being finalized by the Ministry of Gender in preparation for implementation and safeguard of children in contact and conflict with the law.

The subcommittee developed a working draft refugee strategy in order to have planned interventions for refugees across JLOS institutions. By the time of preparing this report, a second draft had been updated for discussion by the secretariat before escalation to the management structures for approval.

FINANCIAL REPORT FY 2019/2020

This financial report reflects the budget performance for all Sector institutions for the financial year 2019/20. The Sector was funded by GOU and development partners to implement the JLOS work plan 2019/20 in particular and the SDPIV in general. The development partners who are funding the implementation of the SDPIV include the European Union, Governments of the Netherlands and Austria as well as UN agencies including UNICEF, UN Women UNFPA and UNDP. Other development partners including Netherlands, Austria, Ireland, Sweden, and the European Union also funded the Sector through the DGF.

National budgeting and implementation process

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

The revised total budget allocation for FY 2019/20 was UGX.1,812bn, which was a 17% increase from UGX.1,542.7 in FY 2018/19. The revised wage allocation was UGX.495.24 compared to UGX.444.2 for FY 2018/19. The non-wage provision was UGX. 881.31bn compared to UGX.684.9bn for FY 2018/19. Development increased marginally from UGX. 413.614bn in FY2018/19 to UGX.435.46bn. The JLOS SWAP Development Fund captured under the MoJCA development Budget was UGX. 83.9bn.

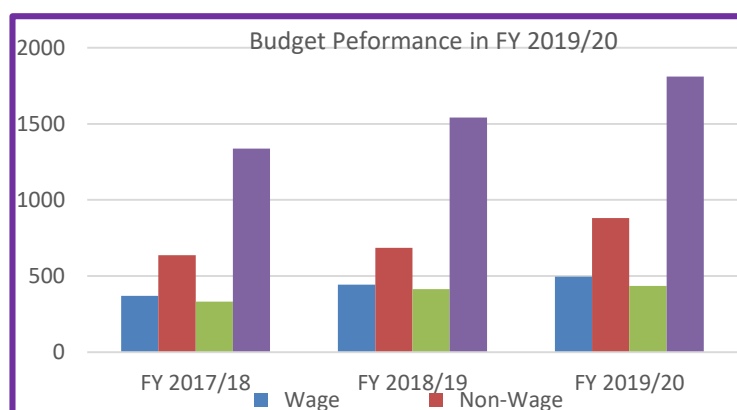


Table 125 Breakdown of the budget for the SDP Period

| Financial Year | Wage | Non-Wage | GoU Dev | Total |
|-------------------|---------|----------|---------|-----------|
| FY 2019/20 | 495.235 | 881.31 | 435.46 | 1,812.00 |
| FY 2018/19 | 444.200 | 684.90 | 413.61 | 1,542.709 |
| FY 2017/18 | 369.240 | 636.78 | 331.26 | 1,337.277 |

Police was allocated 44.9% of the Sector budget while UPS, MoJCA and Judiciary were allocated 14.2%, 10.9% and 9.7% respectively. The detailed breakdown by institution is as shown below.

Table 126 Revised Budget allocation to JLOS for FY 2019/20

| Code | Vote | Wage | Non-Wage | Development | Total | % |
|------|-----------|--------|----------|-------------|----------|--------|
| 144 | UPF | 286.54 | 278.04 | 248.62 | 813.20 | 44.9% |
| 145 | UPS | 69.56 | 150.06 | 36.86 | 256.48 | 14.2% |
| 101 | Judiciary | 57.58 | 118.71 | 21.01 | 197.30 | 10.9% |
| 007 | MoJCA | 8.82 | 83.21 | 83.90 | 175.93 | 9.7% |
| 120 | DCIC | 4.42 | 102.39 | 10.73 | 117.53 | 6.5% |
| 309 | NIRA | 20.33 | 35.36 | 6.17 | 61.86 | 3.4% |
| 133 | ODPP | 16.88 | 20.69 | 5.86 | 43.42 | 2.4% |
| 009 | MIA | 2.30 | 32.19 | 6.93 | 41.42 | 2.3% |
| 119 | URSB | 8.98 | 17.52 | 0.41 | 26.90 | 1.5% |
| 106 | UHRC | 6.59 | 13.15 | 0.05 | 19.79 | 1.1% |
| 305 | DGAL | 1.33 | 7.60 | 10.09 | 19.03 | 1.1% |
| 109 | LDC | 5.14 | 8.91 | 4.39 | 18.44 | 1.0% |
| 148 | JSC | 2.68 | 7.94 | 0.24 | 10.85 | 0.6% |
| 105 | ULRC | 4.07 | 5.57 | 0.20 | 9.84 | 0.5% |
| | Total | 495.24 | 881.31 | 435.46 | 1,812.00 | 100.0% |

In total, the sector received UGX. 1,747.06bn (96.4%) of the UGX. 1,812bn revised annual budget. The budget outturn included a total supplementary allocation of UGX.148.74bn received by UPF (90bn), MoJCA (UGX.13.7bn), Judiciary (UGX.9.9bn), DCIC (UGX.15.1bn) and JSC (UGX.0.7bn). The overall absorption of the funds received was 86%.

Table 127 JLOS Budget Performance for FY 2018/2019

| Code | Vote | Approved Budget | Supplementary | Revised Budget | Release | Spent | % Received | % Spent |
|------|-----------|-----------------|---------------|----------------|----------|----------|------------|---------|
| 007 | MoJCA | 162.27 | 13.66 | 175.93 | 162.07 | 158.17 | 92.1% | 97.6% |
| 009 | MIA | 41.42 | - | 41.42 | 35.72 | 34.43 | 86.2% | 96.4% |
| 101 | Judiciary | 181.62 | 15.67 | 197.30 | 194.61 | 187.56 | 98.6% | 96.4% |
| 105 | ULRC | 5.99 | 3.86 | 9.84 | 9.72 | 7.85 | 98.7% | 80.8% |
| 106 | UHRC | 19.79 | - | 19.79 | 19.78 | 17.95 | 99.9% | 90.7% |
| 109 | LDC | 18.44 | - | 18.44 | 17.40 | 17.27 | 94.3% | 99.2% |
| 119 | URSB | 26.90 | - | 26.90 | 24.35 | 23.62 | 90.5% | 97.0% |
| 120 | DCIC | 101.80 | 15.73 | 117.53 | 102.62 | 101.98 | 87.3% | 99.4% |
| 133 | ODPP | 43.42 | - | 43.42 | 34.93 | 34.64 | 80.4% | 99.2% |
| 144 | UPF | 723.20 | 90.00 | 813.20 | 813.05 | 809.41 | 100.0% | 99.6% |
| 145 | UPS | 247.66 | 8.82 | 256.48 | 256.41 | 256.24 | 100.0% | 99.9% |
| 148 | JSC | 9.85 | 1.01 | 10.85 | 10.21 | 10.13 | 94.0% | 99.2% |
| 305 | DGAL | 19.03 | - | 19.03 | 19.03 | 18.36 | 100.0% | 96.5% |
| 309 | NIRA | 61.86 | - | 61.86 | 47.17 | 41.80 | 76.3% | 88.6% |
| | Total | 1,663.26 | 148.74 | 1,812.00 | 1,747.06 | 1,719.38 | 96.4% | 98.4% |

The overall sector wage performance was at 97.6% i.e. received UGX. 480.03bn of the approved budget of UGX.480.230bn. Supplementary release for wage totaling UGX.15bn was released to Judiciary and UPS. The overall absorption of the wage release was at 97.6% of the released funds.

Table 128 Wage absorption rate 2019/20

| Code | Vote | Approved Budget | Supplementary | Revised Budget | Release | Spent | % Received | % Spent |
|------|-----------|-----------------|---------------|----------------|---------|--------|------------|---------|
| 007 | MoJCA | 8.82 | - | 8.82 | 7.75 | 7.42 | 87.9% | 95.7% |
| 009 | MIA | 2.30 | - | 2.30 | 2.30 | 2.07 | 100.0% | 90.0% |
| 101 | Judiciary | 47.69 | 9.89 | 57.58 | 57.58 | 53.98 | 100.0% | 93.7% |
| 105 | ULRC | 4.07 | - | 4.07 | 4.07 | 3.61 | 100.0% | 88.5% |
| 106 | UHRC | 6.59 | - | 6.59 | 6.59 | 6.24 | 100.0% | 94.6% |
| 109 | LDC | 5.14 | - | 5.14 | 5.14 | 5.14 | 100.0% | 99.9% |
| 119 | URSB | 8.98 | - | 8.98 | 8.98 | 8.81 | 100.0% | 98.2% |
| 120 | DCIC | 4.42 | - | 4.42 | 4.16 | 4.07 | 94.2% | 97.8% |
| 133 | ODPP | 16.88 | - | 16.88 | 14.76 | 14.53 | 87.4% | 98.5% |
| 144 | UPF | 286.54 | - | 286.54 | 286.54 | 283.05 | 100.0% | 98.8% |
| 145 | UPS | 65.14 | 4.42 | 69.56 | 69.56 | 69.41 | 100.0% | 99.8% |
| 148 | JSC | 1.98 | 0.70 | 2.68 | 2.68 | 2.65 | 100.0% | 99.0% |
| 305 | DGAL | 1.33 | - | 1.33 | 1.33 | 1.17 | 100.0% | 87.5% |
| 309 | NIRA | 20.33 | - | 20.33 | 20.33 | 17.89 | 100.0% | 88.0% |
| | Total | 480.23 | 15.00 | 495.24 | 491.79 | 480.03 | 99.3% | 97.6% |

The sector received UGX.844.80bn of the revised budget of UGX. 881.31bn. The revised budget includes supplementary release of UGX.79.68 on top of the UGX.801.63bn that was approved for non-wage. This represents an outturn of 95.9% of the revised budget. Institutions that received supplementary for non-wage include UPF, DCIC, ULRC, MoJCA and UPS. The overall expenditure of the released funds stood at 98.3%.

Table 129 Non-Wage absorption rate 2019/20

| Code | Vote | Approved Budget | Supplementary | Revised Budget | Release | Spent | % Received | % Spent |
|------|-----------|-----------------|---------------|----------------|---------|--------|------------|---------|
| 007 | MoJCA | 69.55 | 13.66 | 83.21 | 76.58 | 73.62 | 92.0% | 96.1% |
| 009 | MIA | 32.19 | - | 32.19 | 29.96 | 28.91 | 93.1% | 96.5% |
| 101 | Judiciary | 112.92 | 5.79 | 118.71 | 118.71 | 115.27 | 100.0% | 97.1% |
| 105 | ULRC | 1.72 | 3.86 | 5.57 | 5.55 | 4.15 | 99.5% | 74.8% |
| 106 | UHRC | 13.15 | - | 13.15 | 13.15 | 11.69 | 100.0% | 88.9% |
| 109 | LDC | 8.91 | - | 8.91 | 8.48 | 8.35 | 95.2% | 98.5% |
| 119 | URSB | 17.52 | - | 17.52 | 15.21 | 14.66 | 86.8% | 96.4% |
| 120 | DCIC | 88.15 | 14.23 | 102.39 | 93.00 | 92.80 | 90.8% | 99.8% |
| 133 | ODPP | 20.69 | - | 20.69 | 17.63 | 17.57 | 85.3% | 99.6% |
| 144 | UPF | 240.56 | 37.48 | 278.04 | 277.88 | 277.75 | 99.9% | 100.0% |

| | | | | | | | | |
|-----|-------|--------|-------|--------|--------|--------|--------|--------|
| 145 | UPS | 145.70 | 4.35 | 150.06 | 149.98 | 149.97 | 100.0% | 100.0% |
| 148 | JSC | 7.62 | 0.31 | 7.94 | 7.36 | 7.30 | 92.7% | 99.3% |
| 305 | DGAL | 7.60 | - | 7.60 | 7.60 | 7.43 | 100.0% | 97.8% |
| 309 | NIRA | 35.36 | - | 35.36 | 23.72 | 21.03 | 67.1% | 88.7% |
| | Total | 801.63 | 79.68 | 881.31 | 844.80 | 830.50 | 95.9% | 98.3% |

The sector performance for development was at 94.3% i.e. received UGX. 410.47bn of the revised budget of UGX. 435.46bn. Supplementary release for wage totaling UGX.54bn was released to UPF and DCIC. The overall absorption of the wage release was at 99.6%.

Table 130 development budget absorption rate

| Code | Vote | Approved Budget | Supplementary | Revised Budget | Release | Spent | % Received | % Spent |
|------|-----------|-----------------|---------------|----------------|---------|--------|------------|---------|
| 007 | MoJCA | 83.90 | - | 83.90 | 77.74 | 77.12 | 92.7% | 99.2% |
| 009 | MIA | 6.93 | - | 6.93 | 3.45 | 3.44 | 49.9% | 99.7% |
| 101 | Judiciary | 21.01 | - | 21.01 | 18.33 | 18.30 | 87.2% | 99.9% |
| 105 | ULRC | 0.20 | - | 0.20 | 0.10 | 0.09 | 50.5% | 92.3% |
| 106 | UHRC | 0.05 | - | 0.05 | 0.04 | 0.02 | 75.8% | 59.2% |
| 109 | LDC | 4.39 | - | 4.39 | 3.77 | 3.77 | 85.9% | 100.0% |
| 119 | URSB | 0.41 | - | 0.41 | 0.17 | 0.15 | 41.5% | 89.4% |
| 120 | DCIC | 9.23 | 1.50 | 10.73 | 5.45 | 5.11 | 50.8% | 93.6% |
| 133 | ODPP | 5.86 | - | 5.86 | 2.53 | 2.53 | 43.3% | 100.0% |
| 144 | UPF | 196.10 | 52.52 | 248.62 | 248.62 | 248.61 | 100.0% | 100.0% |
| 145 | UPS | 36.82 | 0.04 | 36.86 | 36.86 | 36.86 | 100.0% | 100.0% |
| 148 | JSC | 0.24 | - | 0.24 | 0.18 | 0.18 | 72.8% | 99.9% |
| 305 | DGAL | 10.09 | - | 10.09 | 10.09 | 9.76 | 100.0% | 96.7% |
| 309 | NIRA | 6.17 | - | 6.17 | 3.12 | 2.89 | 50.6% | 92.5% |
| | Total | 381.40 | 54.06 | 435.46 | 410.47 | 408.85 | 94.3% | 99.6% |

Performance against the SWAP development fund

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

The total approved JLOS SWAP Development work plan was UGX. 122.4 billion. The funds committed to funding the work plan included UGX.83.2bn from GOU, which includes proportionate funding from Austria as a Sector budget support donor.

The project support includes part of the two years support from the Netherlands, UGX.27.6billion. The Netherlands support to JLOS is for specific activities namely case backlog, Justice for children, Transitional justice, Commercial Justice and gender equity and refugees.

UNICEF support focuses on juvenile justice and selected DCCs, while DGF is supporting legal aid by financing activities of the Law Council, Justice Centres Uganda, LDC, UHRC and ULS Legal Aid Project. The UNDP supported Rule of Law and Constitutional Democracy targets the Ministry of Justice and Constitutional Affairs, Ministry of East African Community Affairs, Media Council, Electoral Commission, Uganda Human Rights Commission, Ministry of Foreign affairs and Law Development Centre. NNFP support activities to prevent and/or mitigate Sexual Gender Base Violent targets Judiciary, UPF, UPS, LDC, DGAL, ULS, and ODPP.

Table 131 Summary of budget performance against outcomes in the work plan

| Out come | Approved Budget | Release |
|--|------------------------|------------------------|
| Infrastructure and Access to JLOS service Enhance | 99,628,078,793 | 87,371,895,015 |
| Observation of Human Right and Fight against corruption promoted | 6,839,677,940 | 6,867,453,380 |
| Commercial Justice and Competitiveness strengthen | 10,068,805,858 | 7,821,353,816 |
| Sector wide and Prog mgt | 5,466,399,620 | 5,517,122,270 |
| Total | 122,402,962,211 | 107,207,824,481 |

The releases are from funds received from Ministry of Finance comprising of Austrian and GOU contributions. The JLOS House money is in separate account while the Netherland support was still on SWAP holding account in bank being processed for transfer to implementing institutions. By the time of writing this report all institutions had received all the funds

Table 132 Development Partner Support towards the SWAP Work Plan for the FY2019/20

| Development partner | Programme | Amount provided |
|---------------------|---|--------------------|
| Netherlands | Earmarked programme support | UGX.26,639,825,723 |
| Austria | Budget support to MTEF FY 2017/2018 | € 2 million |
| EU | Budget support to MTEF FY 2018/20/21 | € 10 million |
| UNICEF | Justice for Children | 485,128,000 |
| UNFPA | | 514,025,789 |
| DGF | Law council for local Government activities | 107,844,400 |

By the time of writing this report the Netherlands Government had fulfilled part of their commitments while UNICEF support to juvenile justice was also received during this reporting period. The sector had accessed about 37% of the total funds committed for the SWAP work plan by the end of the first half of 2019/2020.

In the period under review a total of UGX.86.4bn was available including 45.1bn receipt from GOU, UGX.18.6bn balances on SWAP secretariat and project institutional accounts and UGX.7.7bn JLOS House for the previous financial year.

The project fund statement includes funding from for, UNICEF support for Justice for Children (J4C) project, DGF support for Law council and sector balance from previous year was for outstanding obligations out of construction project commitments on especially on retentions and JLOS House project. Additional 10million was put on JLOS House project account

In the reporting period Government released UGX. 45.1bn, the Netherlands UGX.13.1bn for the approved work plan, UNICEF 245,012,000 million and DGF released shs 108,410,500million for capacity building in Law Council and UNFP 0million for Sexual Gender Base Violent.

Table 133 consolidated statement of Sources and Uses of Funds Statement as at 30th June 2020

| Sector balance from FY 2018/19 | | 18,658,889,059 |
|---|--|-----------------|
| JLOS House balance from FY 2018/19 | | 7,747,518,363 |
| Receipt from GOU and Budget support donors | | 77,124,083,186 |
| UNDP Rule of law and constitutional democracy | | 0 |
| Netherlands | | 26,639,852,723 |
| UNICEF Justice for Children (J4C) | | 485,128,000 |
| UNFPA | | 514,025,789 |
| DGF | | 107,844,400 |
| Total Revenue | | 131,277,341,520 |
| Expenditure | | 81,618,099,079 |
| Un spent balance | | 49,659,242,441 |
| Represented by | | |
| Institution Balances | | 28,993,469,250 |
| Secretariat Closing SWAP BOU | | 2,073,333,397 |
| JLOS house closing bank account balance | | 18,592,439,794 |

Table 134 Summary of Release against the approved Work Plan FY 2019/2020

| Institution | Approved Budget | B/F 2018/19 | Release 2019/20 |
|--|-----------------|---------------|-----------------|
| Ministry of Justice and Constitutional Affairs including secretariat | 20,857,196,620 | 1,742,509,538 | 13,881,151,861 |
| Ministry Of Internal Affairs (JLOS) | 2,480,531,940 | 24,193,892 | 2,490,531,340 |
| Directorate of Government Analytical Laboratory | 1,965,000,000 | - | 1,994,000,000 |
| Directorate of immigration(DCIC) | 1,389,905,100 | 547,917,352 | 1,396,905,100 |
| Uganda Law Reform Com- JLOS | 899,604,000 | 81,987,016 | 937,502,800 |
| Law Development Center-JLOS | 3,142,300,000 | 275,958 | 3,153,940,958 |

| | | | |
|---|-----------------|----------------|-----------------|
| Judiciary - (JLOS) | 25,220,100,000 | 3,863,862,459 | 20,794,611,103 |
| Uganda Police Force-JLOS | 13,267,706,800 | 2,682,339,247 | 11,634,854,000 |
| Uganda Prisons Service-JLOS | 17,398,750,993 | 2,293,675,994 | 14,989,855,986 |
| Directorate Of Public Prosecutions(JLOS) | 11,250,000,000 | 2,873,439,992 | 9,401,185,643 |
| Judicial Service Commission | 719,620,000 | 304,008,196 | 878,283,120 |
| Ministry of Gender and Social development | 3,694,040,000 | 906,211,150 | 3,707,040,000 |
| Min of Local Govt (JLOS) | 1,575,150,000 | 430226182 | 1,580,150,000 |
| Uganda Reg Service Bureau (JLOS) | 2,835,704,756 | 668,374,321 | 2,802,234,756 |
| Uganda Human Right Com(JLOS) | 1,493,106,000 | 1,308,100,010 | 1,498,106,000 |
| Uganda Law Society (JLOS) | 202,000,000 | 350,402,808 | 202,000,000 |
| Tax Appeal Tribunal(JLOS) | 685,500,000 | 664,869 | 685,500,000 |
| Registration Authority(NIRA) | 2,088,160,000 | 580,700,075 | 1,998,160,000 |
| Nonresidential Buildings (JLOS House) | 10,518,986,000 | 7,747,518,363 | 10,844,921,431 |
| Grand Total | 122,402,982,209 | 26,406,407,422 | 104,870,934,098 |

The SWAP Financial Management Process

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

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

This process is facilitated by the Financial Management Specialist (FMS) in planning and budget execution. The FMS provides guidance and oversees the implementation of the broad Sector financial management strategy. This includes developing mechanisms for monitoring and tracking absorption and efficient utilization of funds to enhance accountability that

provide an audit trail to reduce fiduciary risk; analysing and submitting financial reports for sectoral projects including analysis of sector budgetary trends to inform the overall financial decisions.

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

There is a limited amount of funds retained at the secretariat to cater for programme management and other sector wide activities such as support for the DCCs, committee meetings, and construction of justice centres, annual and semi-annual reviews as well as monitoring and evaluation exercises.

Audit: The sector received an unqualified audit report from the Auditor General in the FY 2018/19. The internal audit activities were performed by the in-house internal auditors of the various institutions in line with the requirements of the Government of Uganda Charter for Internal Audit functions. The table below summarises actions on previous FY year matter of emphasis by the Auditor General

JLOS Procurement Process

JLOS follows the Public Procurement and Disposal of Assets (PPDA) procedures and regulations as set out in the PPDA Act, Public Finance and Accountability Act as well as the Treasury Accounting Instructions and any other GOU provisions which provide the basis for GOU procurement. All JLOS Sector institutions have procurement staff under the Accounting Officers, seconded by Ministry of Finance in their respective institutions. These people are responsible for all GOU procurement functions including drawing of annual procurement plans, sourcing of all goods, works and supplies, compiling list of prequalified suppliers, tracking all respective institutional procurement issues including being directly contact point for annual procurement audit.

There are still some challenges in overall GOU procurement processes which are causing delays in the implementation of the approved budget. These delays have sometimes resulted in the return of funds for some activities to the Consolidated Fund Account. PPDA through Parliament has of recent amended some provision in the PPDA Act to improve the processes.

