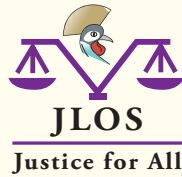




THE REPUBLIC OF UGANDA



THE JUSTICE LAW AND ORDER SECTOR



ANNUAL PERFORMANCE REPORT

2011/2012



Making Reforms Count

Foreword



The Justice Law and Order Sector (JLOS) is a sector wide approach which brings together 17 institutions responsible for administering justice maintaining law and order and promoting the observance of human rights. JLOS is a significant innovation now in operation for over 12 years as a holistic Government approach focused on promoting the rule of law.

The Justice Law and Order Sector in Uganda is rated as a huge success and regional flag bearer in policy and strategic coordination in justice and law enforcement reforms. Embedded within the national planning framework and a rights based approach, the sector-wide approach(Swap) has grown from an initial local based pilot into a collaboration that draws together over 17 institutions across family, land, commercial and criminal justice spheres. Steeped in this success, the Sector intends to sustain this growth and its dividends.

The sector has over the past decade implemented the first and second investment plans and is proud to note that there is now a more developed system approach to evidence based budgeting with increased coordination, communication and cooperation in public service delivery and development assistance in the sector. The sector has also redefined the commercial and criminal justice system which is now the basis of reforms in other African countries.

This annual report presents the performance of the sector during the Financial Year 2011/12, in which implementation of the second Strategic Investment Plan (SIP II) was concluded and quick wins in the third Sector Strategic Investment Plan (SIP III) were fast tracked. The report addresses the performance of the sector based on the five Key Result Areas of the SIP II which include promoting the rule of law and due process; fostering a human rights culture across the JLOS institutions; enhancing access to justice for all especially the marginalized and the poor; reducing the incidence of crime and promoting safety of the person and security of property; and enhancing JLOS contribution to economic development.

The JLOS annual performance report is therefore, a strategic report, providing performance and results information in key result areas of JLOS business to enable the sector and development partners and all our valued stakeholders to assess the progress we have made and help us to identify and target areas for reorganization or increased investment.

On behalf of the sector leadership and all sector management structure I commit to multiply efforts in order to transform the justice and law enforcement system into one that respects, promotes, protects and fulfills the fundamental rights stipulated in the Uganda Constitution of 1995 as we ensure justice for all.

A handwritten signature in black ink, appearing to read 'B J Odoki', written in a cursive style.

Justice B J Odoki

Chief Justice and Chairperson JLOS Leadership Committee



Hon. Justice B.J Odoki
Chief Justice/Chairperson JLOS Leadership Committee



Hon. Hillary Onek
Minister for Internal Affairs



Hon. Maj. Gen. Kahinda Otafiire
Minister of Justice & Const. Affairs



Hon. Peter Nyombi
Attorney General



Harriet Lwabi
Ag. Solicitor General/Chairperson JLOS
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Gadenya Paul Wolimbwa
Senior Technical Advisor, JLOS Secretariat



H.W Henry Peter Adonyo
Ag. Chief Registrar, Judiciary/Chairperson,
JLOS Technical Committee

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LIST OF ACRONYMS

AAPAM	Association of African Public Administration and Management
ACHPR	African Commission for Human and Peoples Rights
ACTV	African Centre for the Treatment and Rehabilitation of Torture Victims
ADR	Alternative Dispute Resolution
AIDS	Acquired Immune Deficiency Syndrome
APRM	African Peer Review Mechanism
ASTU	Anti-Stock Theft Unit
ART	Anti-Retroviral Therapy
CEEWA-UG	Council for the Economic Empowerment for Women of Africa – Uganda Chapter
CFPU	Child and Family Protection Unit
CFPOs	Child and Family Protection Officers
CHOGM	Commonwealth Heads of Government Meeting
CJRP	Commercial Justice Reform Programme
CLOs	Community Liaison Officers
CSOs	Civil Society Organisations
DANIDA	Danish International Development Agency
DCC	District Coordination Committees/District Chain Linked Committees
DPC	District Police Commander
DPP	Directorate of Public Prosecutions
EAC	East African Community
EDF	European Development Fund
EU	European Union
FIDA	Uganda Association of Women Lawyers (Federacion Internationale D’Abogados)
FHRI	Foundation for Human Rights Initiative
GAL	Government Analytical Laboratory
GBV	Gender Based Violence
GOU	Government of Uganda
HIV	Human Immuno-Deficiency Virus
HRBA	Human Rights Based Approach
HURINET	Human Rights Network Uganda
ICC	International Criminal Court
IEC	Information Education and Communication
ICITAP	International Criminal Investigations Training Assistance Programme
IFMS	Integrated Financial Management System
JSC	Judicial Service Commission
KIDDP	Karamoja Integrated Disarmament and Development Programme
LABF	Legal Aid Basket Fund
LAPS	Local Administration Police
LASPNET	Legal Aid Service Providers Network
LC	Local Council
LCCA	Local Council Court Act

LDC	Law Development Centre
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MoU	Memorandum of Understanding
MoGLSD	Ministry of Gender, Labour and Social Development
MTEF	Medium Term Expenditure Framework
NAADS	National Agricultural Advisory Services
NEMA	National Environmental Management Authority
NCSP	National Community Service Programme
NFP	National Focal Point (For Light Arms and Small Weapons)
NGOs	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
NUSAF	Northern Uganda Social Action Fund
NTR	Non Tax Revenue
OC-CID	Officer in Charge – Criminal Investigations Directorate
OHCHR	Office of the High Commissioner for Human Rights
PAF	Poverty Action Fund
PISCES	Personal Identification Secure Comparison Evaluation System
PLE	Primary Leaving Examination
PPC	Probationary Police Constables
PPU	Policy and Planning Units
PTS	Police Training School
RSA	Resident State Attorney
RSP	Resident State Prosecutor
SB	Special Branch
SPCs	Special Police Constables
SWAp	Sector Wide Approach
TAT	Tax Appeals Tribunal
TB	Tuberculosis
ToT	Training of Trainers
UACE	Uganda Advanced Certificate of Education
UCE	Uganda Certificate of Education
UHRC	Uganda Human Rights Commission
ULS	Uganda Law Society
UN	United Nations
UPDF	Uganda Peoples Defence Forces
UPPC	Uganda Printing and Publishing Corporation
UPDF	Uganda Peoples Defence Force
URSB	Uganda Registration Services Bureau
USAID	United States Agency for International Development

1.0 INTRODUCTION

The Justice Law and Order Sector Annual Performance Report 2011/12, assesses the performance of the sector during the FY 2011/12 across the seventeen institutions that constitute the JLOS annual planning and budgeting framework. The outcomes and outputs, their indicators associated targets and actions outlined in the SIPII, the sector work plan and budget for FY2011/12 were used as the framework for the analysis. Performance was measured at all levels of the results chain from impact to results, outputs, activities and input usage.

The performance information in the report was generated from the analysis of the data from sector submissions which are attached as annexes to this report. This report is supplementary to the Government annual performance report produced by the Office of the Prime Minister.

Since July 2006, the sector has been implementing the second Sector Strategic Investment Plan (SIPII). The SIPII outlines a result based sector wide programming to increase policy coherence, resource rationalization and service delivery to justice claimants in Uganda. This Financial Year marks the end of the Sector Investment Plan (SIPII) as a new strategic plan SIPIII was adopted. It must be noted however that FY2011/12 is a year of transition in which unimplemented actions in SIPII were prioritized while issues of quick wins in SIPIII were fast tracked.

This annual performance report documents the sectors performance over the 2011/12 Financial Year against the 5 Key result areas under the SIPII. It includes issues that impact on the sustainability of JLOS and outlines sustainability performance. This is the last report under the SIPII and therefore in many areas provides an analysis of the sectors performance over the period of implementation of the SIPII.

This performance report covers all activities undertaken and outputs produced by the JLOS agencies using the totality of the JLOS resource envelope which includes the SWAp basket funds, GoU recurrent and development expenditure as well as other multilateral and bilateral project support that the sector institutions accessed during the FY 2011/12

Structure of the report

The report is divided into 9 chapters. Chapter 1 is the introduction, Chapter 2 details the sector physical performance in the 5 Key Results Areas, Chapter 3 reports performance against PRDP, Chapter 4 highlights performance under Transitional Justice, Chapter 5 reports performance under programme management, Chapter 6 discusses performance under cross cutting issues while Chapter 7 is financial performance, Chapter 8 is performance against undertakings and Chapter 9 provides a synopsis of the key challenges and proposals for the future.

HIGH LIGHT OF SECTOR PERFORMANCE IN 2011/12 AND OVER THE SIPII IMPLEMENTATION PERIOD

In the period under review 13 bills were enacted into law bringing to 76.7% the number of priority laws under SIPII enacted. At the same time the sector developed and ensured the *gazzeting* of various Statutory Instruments and sensitized duty bearers. As a result 90% of the enacted laws were implemented. To ensure an up-to-date statute book the sector also revised 98% of the principal laws of Uganda by incorporating amendments, repealing obsolete provisions and ensuring that the law is clear and accessible. The sector is thereafter exploring possibilities of fast-tracking the production of electronic versions of the laws to facilitate access to laws. Currently access to up to date laws and case precedents stands at 47.4%.

The sector continued to build its capacity to fight corruption and deepened the use of prosecution led investigation. This strategy is responsible for the high conviction rate in anti-corruption cases which stands at 64%.

The sector also ensured that 8 priority bills that had lapsed with the 8th Parliament were re-tabled. The JSC was constituted and is now operational. However the low disposal rate of disciplinary cases in the JSC and Law Council remains a challenge.

In terms of addressing human rights observance there was a noticeable reduction in human rights violations by JLOS institutions. In the Uganda prisons 87.6% of the units now have functional human rights committees. The sector strategy to increase carrying capacity in prisons resulted into a 54% increase in prisons carrying capacity over SIPII period although this increase was short of the prison population growth which was 72%. It is therefore not surprising that 35% of the prison units still have serious congestion levels.

Sector investments and the adoption of the human rights based approach resulted in the elimination of the bucket system in 70 prison units over the SIPII period. Mortality rates in prisons have also considerably reduced from over 10 deaths for every 1000 inmates at the start of the SIPII to under 2 deaths for every 1000 inmates now. The sector also enhanced staff housing in police and prisons through the construction of barracks while staff of other JLOS institutions working in some hard to reach areas were also provided with accommodation.

The sector also continued with programmes to enhance human rights awareness especially targeting former staff of the Local Administration Prisons and Special Police Constables. Over 1500 were trained in basic human rights skills.

Through continuous community awareness, using meetings, *baraazas* and media campaigns, many Ugandans have become conscious of their rights. It is no wonder that the number of complaints registered are high. The challenge remains the slow disposal rate of complaints by the UHRC Tribunal.

Taking services to the people remained a top priority of the sector in the period under review. Various construction projects for the JLOs frontline institutions were completed strengthening

the sector's physical and functional presence. It is worth reporting that 58% of the constructions under PRDP that had stalled are now completed and another 30% are expected to be completed before the end calendar year 2012. Currently Courts are functionally present in 95% of districts while DPP is present in 91 districts following opening of 7 new stations. There are now 223 functional prison units, 321 police stations and 1694 police posts spread in over 98% of the sub counties. In the reporting period the sector registered 144% disposal rate of registered cases and 48% total disposal rate of cases. This is the first time the sector has been able to dispose of more cases than are registered since the start of the sector wide approach. This performance resulted into 21.7% reduction in case backlog and a reduction in the average length of stay on remand for capital offenders to 11.8 months as well as a 3.7% reduction in the proportion of pretrial detainees.

This performance is collaborated by the high public satisfaction with JLOS services which stands at 60% according to the recently concluded JLOS baseline survey.

More Judicial Officers, State Attorneys and Prison Warders were recruited and trained while 500 cadets recruited in 2010 were passed.

In the period under review as a result of partnership with non-state actor the sector registered a 56% increase in access to legal aid.

In terms of legal education, the adoption of pre-entry examinations has begun to bear fruit as demonstrated by a 550% increase in pass rate from 06% in 2010 to 37% in 2012.

The police population ratio deteriorated from 1:709 to 1:755 while the warder prisoner ratio deteriorated from 1:4.5 to 1:5. In some places the ratio is 1:10. This was due to the high population growth rate, the high growth rate of the prisoner population, high attrition rates and less than adequate recruitment in the police and prison among other factors.

Following the employment of both reactive and proactive measures, the sector registered a 43% reduction in incidence of crime over SIPII period. Juvenile offenders reduced by 32% as well as cases of rape and corruption. Also the increased capacity and skills of investigators and prosecutors resulted into an increase in conviction rates from 49% to 53%.

By moving away from punitive to correctional methodology the sector reduced the rates of re-offending from 45% at the start of the SIPII to 26.7% in the year under review. Strategies such as community service as an alternative to imprisonment, prisoner rehabilitation programmes and prisoner's reintegration programmes as well as skills training are responsible for the positive trend. Many inmates were enrolled in rehabilitative programmes and formal education.

The sector continued to build the capacity and use of forensic science and continued to roll out the canine unit which is helping to wipe out thefts and burglary.

In terms of safety, 0.3% reduction in road traffic accidents was recorded and 11 fire Centres were established targeting major towns in the country. Although the number of fires reported

increased, the response time reduced from over 3hours to less than 30 minutes. It is of concern however that the number of women committing crime increased by 48%; cases related to trafficking in narcotics increased by 79% and there was also an upward trend in the number of defilement cases that increased by 2%.

The sector remained on course to improve the regulatory environment for doing business with special focus on the reform of commercial laws, building capacity of commercial dispute resolution institutions, commercial registries and the commercial bar. About 76% of the priority commercial laws were enacted over the SIPII period. Following the adoption of case backlog reduction strategy and the prioritization of civil case backlog, a 173% disposal rate of registered civil cases and 134% disposal rate of registered land cases was attained. The total number of commercial cases disposed increased by 23.6%; 44 mediators were trained and 9 were deployed in the commercial court. The process of rolling out mediation to land, family and civil divisions as well as the establishment of the small claims procedure is on course. In the reporting period 17 land courts were established as part of innovations to deal with the growing backlog of land cases while non-tax revenue collection grew by 34%. The sector however registered a low disposal rate of tax disputes and due to slow pace of innovations the country dropped 3 places in the Ease of Doing Business Index, majorly caused by inefficiencies of actors outside of JLOS.

Under transitional justice, the Amnesty Act was renewed, though Part II was allowed to lapse as the sector fast tracks the completion of the transitional justice policy and legal framework. The lapse of Part II effectively eliminated the blanket amnesty provision.

The sector developed and launched the third Sector Strategic Investment Plan; completed a mapping of JLOS presence using GIS; undertook a baseline survey of perception indicators; finalized a study on management information systems and continued to deepen communication cooperation and coordination among JLOS institutions and stakeholders.

The 3rd JLOS open day was held in Kampala in the reporting period providing opportunity to reach out to the public. The sector also held the 6th National JLOS Forum under the theme a *pro people justice system* during which the sector was encouraged to work out strategies to integrate traditional and formal justice processes among others. In the period under review the sector also registered strengthened cooperation and support of development partners.

The sector however is faced with challenges including enforcement of laws; institutional barriers to access to JLOS services such as technical, cost and related barriers; low serviced delivery and institutional productivity; public perception of JLOS institutions as highly corrupt; low levels of public confidence in the justice system among the youth; welfare of staff especially in police and prisons; delay to constitute local council courts as well as limited capital budgets and high cost of rent among others. These challenges call for innovation and continued support from the Government, the public, development partners and all stakeholders.

2.0 PHYSICAL PERFORMANCE

2.1 PROMOTE RULE OF LAW AND DUE PROCESS

The Rule of Law and due process is premised on a clear set of rules and principles that can be enforced with consistency. Over the past five years, the Sector has been able to carry out considerable reforms in the policy and legislative regime to achieve clarity of principles of law and consistency in their application. The sector fast tracked the reform and enactment of laws, revision of laws, translation of selected laws and ensuring that Ugandans have access to up to date laws and case precedents in real time. Although we are yet to achieve the overall goal of ensuring ready access to laws in electronic form, there is growing public confidence in the enforcement of existing laws, increased access to laws by lawyers and other legal practitioners while the public is increasingly adopting the use of alternative dispute resolution.

- 76.7% priority laws under SIPII enacted and 90% enacted laws implemented
- 98% principal laws revised
- JSC fully constituted
- 64% conviction rates in anti-corruption cases
- 8 Lapsed bills re-tabled in Parliament
- decline in disposal of disciplinary cases by JSC and Law Council

2.1.1 Reform and enforcement of laws

Promotion of the Rule of Law requires that in addition to the reform and update of laws, measures are taken to ensure adherence and compliance to the legal provisions. The starting point for this is dissemination and public education on the provisions of the law. The Uganda Law Reform Commission undertook dissemination workshops on the Domestic Violence Act throughout the country. Four regional workshops were held to sensitise the public on the provisions of the new law.

The sector also ensured that the URSB Act is implemented by fast tracking the implementation of the autonomy status of the Bureau. The new structure was approved and staff recruited including the recruitment of a substantive Registrar General.

The Directorate of Citizenship and Immigration Control fully implemented the Dual Citizenship provision in the laws of Uganda and is currently developing a Migration Policy.

An environmental police was established as part of the provisions under the National Environmental Protection Act, and at the same time the UPF designated a copy rights police to enforce the Copyrights and Neighboring Rights Act.

The sector finalized the *gazetting* of regulations under the Hire Purchase Act, Trade Marks Act; and drafted regulations under the E-commerce laws to ensure that they are operational.

In the reporting period, the Ministry of Justice and Constitutional Affairs, drafted and published 111 pieces of legislation that were enacted. These included 13 Bills enacted into law¹; 11 Bills tabled in Parliament; 9 Ordinances; 8 Legal Notices; 9 Bye-laws; and 70 Statutory Instruments

Table 1: Bills prepared by the First Parliamentary Counsel in 2011/2012

Industrial Property Bill
Chattels Securities Bill
Geographical Indications Bill
Uganda National Commission for UNESCO Bill 2012
Universities and other Tertiary Institutions (Amendment) Bill, 2011
Public Finance Bill, 2012
Uganda Communications Regulatory Authority Bill, 2012
Petroleum (Refining, Gas Processing and Conversion, Transportation and Storage) Bill, 2012
Petroleum (Exploration, Development and Production) Bill, 2012
Anti-Pornography Bill, 2011
Building Control Bill, 2012

In the reporting period the following bills sponsored by the sector were enacted

- Companies Bill
- Insolvency Bill
- Prevention of Torture Bill

At the time of preparing this report the President had assented to the bills and the sector is to fast track their full implementation.

The Uganda Law Reform completed the update of the law on Succession so as to bring it in line with Constitution and international law applicable to Uganda as well as make it gender responsive. The draft Succession bill and draft Administrator General’s (Amendment) bill have been prepared. The draft Bills also fill the gap in the succession law arising out of the decision of the Supreme Court nullifying Section 27 of the Succession Act that was deemed discriminatory with regard to the distribution of property in intestate succession.

Also completed were studies on witness protection and financial leasing.

¹ Enacted laws include The Capital Markets (Amendment) Act, 2011, Insurance (Amendment) Act, 2011, The Insolvency Act, 2011, Uganda National Health Research Organisation Act, 2011, Public Procurement and Disposal of Assets (Amendment) Act, 2011, Uganda Retirement Benefits Regulatory Authority Act, 2011, Supplementary Appropriation Act, 2011, Appropriation Act 2011, Value Added Tax (Amendment) Act 2011, Excise Tariff (Amendment) Act 2011, Finance (No.2) 2002 (Amendment) Act 2011, The Stamps (Amendment) Act 2011 and the Income Tax (Amendment) Act 2011.

The sector also completed a review of the sentencing regime which introduced guidelines and standards for sentencing of offenders, so that sentences reflect the severity of the offence, and equality of persons before the law.

The ULRC has also embarked on reform of new areas of law. These include reform of the law on criminal trial procedures and civil procedures, with a view to simplifying procedures and enhancing the understanding and participation of the public in Court. The reform of the procedures is also geared towards providing more efficient and user friendly court procedures. The review of the Criminal Trial Procedures aims at providing for ADR in criminal matters, providing for plea bargaining, shortening the procedure for trials, decriminalizing some petty offences in line with the demands of society and addressing over stay on remand for those committed for trial in the High Court.

Within the financial year, the ULRC also commenced on reforms to the Civil Procedure Act and Rules, Law Reform (Miscellaneous Provisions) Act and the Limitation Act. The reforms of the civil procedures in particular is a key factor in improving Uganda's competitiveness index as it is a critical step in enforcement of contracts.

In the latest World Bank Doing Business Report 2012, it was reported that although Uganda is still ranked slightly better than the regional average, a lot more needs to be done to improve its overall rating. It is indicated that between 2009 and 2012 the time required to enforce a contract reduced by 45 days, the number of procedures remained at 38 and the overall rating dropped by 3 points. This is a clear indicator that although efficiency may have improved, it may be difficult to register further improvement without a reduction in the number of procedures. The project to reform the civil procedure laws is geared at reducing the number of procedures to enforce a civil claim, therefore improving the overall rate of contract enforcement.

It is therefore important that the sector focuses more attention is simplifying procedure, reducing costs, reducing steps and harmonizing procedures to ensure faster disposal of matters.

2.1.2 Revision, simplification and translation of laws

To ensure certainty of the laws, consolidate amendments and remove obsolete provisions from the statute book, the ULRC commenced on a comprehensive revision of the Principal Laws of Uganda to update the last edition published in 2000. This major revision will incorporate new enactments as well as amendments and repeals of various legislation to bring the Statute Book up to date and promote certainty in the provisions of the law. Out of the existing 362 laws, revision of 355 laws is complete. Publication of the Revised Edition of the Laws of Uganda is to be carried out once the revision is complete.

The sector urges the ULRC to fast track the revision of the laws, make them freely available in electronic version in real time to the public to ensure that a greater proportion of Ugandans have access to electronic laws.

To make laws more accessible, the ULRC also produced a Compendium of selected land laws. The Compendium which contains the Land Act, Registration of Titles Act, Mortgage Act, Condominium Property Act, Land Acquisition Act and Access to Roads Act is a useful tool for Judicial Officers, Land Administration Officers, and the public for quick reference at the point of need. As a result of the above investments, 47.8% of Ugandans now have access to laws and case precedents.

2.1.3 Due process enforced

The NGO Board registered 682 NGOs; renewed licenses for 625 and ensured that 515 NGOs were incorporated while another 142 NGOs were granted permits. The first phase of data entry



The Rt. Hon Prime Minister launching the NGO policy

in the department database commenced with the recruitment of staff; who monitored 111 NGOs on compliance to the law and their stated mandates in the reporting period while providing hand holding advice to 1370 NGOs.

The National Policy on firearms ammunition and incidental matters was approved, launched and 2000 copies of the National Policy on firearms, ammunitions and incidental matters were also printed and distributed. The process to review legislation on firearms was also initiated and a legal drafting committee formed. The first draft on the review of legislation on fire arms was produced as a basis for

public consultations. The process for the review of the National Action Plan (NAP) of the National Focal Point on Small Arms and Light Weapons (NFP/SALW) is ongoing. A zero draft principles for amendment of the Community Service Act and regulations was also developed.

The NGO Policy was approved as following the harmonization of NGO policy and the Local Government Act.

The Directorate of Government Analytical Laboratory (DGAL) finalized the principles of the D/GAL enabling law; and held consultations with ULRC towards support to the development of the D/GAL law.

Consultation workshops and meetings with stakeholders to produce Conflict Early Warning and Early Response (CEWERU) operational guidelines were conducted and 270 copies of the CEWERU guidelines were printed and launched in Karamoja cluster (Moroto) attended by all the District peace committees (DPCs).

The Directorate of Citizenship and Immigration Control (DCIC) issued 6687 passports, 8602 work permits 3661 Dependent Passes for 2228 spouses and 1304 children of work permit holders

and 4561 special passes and 19,504 visas were issued resulting in the collection of over 38.8 billion Shillings in Non-tax revenue. The Directorate investigated 376 cases of immigration offenders. 22 offenders of immigration laws were prosecuted and 126 immigration offenders were deported from the country. In terms of the National Identification, 1176 National Identity cards were issued, 606 staff of the JLOS institutions registered for issuance of National Identity Cards and 6 million virgin ID Cards were delivered.

In the reporting period the PISCES software was upgraded to capture biometric information at 4 border points (Entebbe, Malaba, Busia, and Katuna) resulting in a reduction in average time for clearing persons at the border to under 5minutes while passports are issued within 8days compared to over 30days at the start of the SIPII.

The sector will continue to support the DCIC to finalize citizenship verification and fast track the issuance of the national identity card.

The sector is currently reviewing the prison regulations and the police regulations to ensure that they are in line with the Prisons Act and the Police Act respectively.

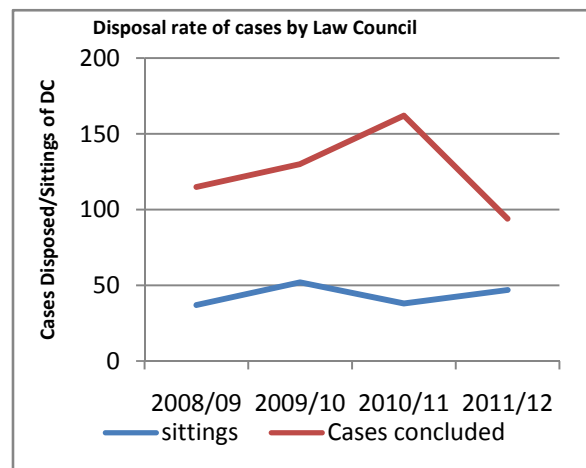
To ensure that the institutions are fully operational to meet the demands of the due process, staff recruitment and training is being emphasized as well equipping the JLOS institutions. In the period under review the sector invested heavily in court recording for all courts of record country wide.

2.1.4 Accountability and ethics in JLOS

Disciplinary cases: The Law Council was relocated from the Ministry headquarter offices to more spacious offices on Georgian House. Under its Disciplinary Committee the Law Council concluded 110 cases in 52 sittings in the FY 2011/2012 and total of 904 Cases remained pending. In the same period, 693 chambers/Law firms were inspected. Also, the Law Council inspected and approved 39 Legal Aid service while 9 universities were also inspected, out of which 5 approved to offer law courses.

Table 2 Cases disposed of by the Law Council

FY	BBF	Registered	sittings	Cases concluded	Pending
2008/09	520	239	37	115	644
2009/10	644	98	52	130	550
2010/11	612	108		162	728
2011/12	558	176	52	110	904



Although the Law Council Secretariat provided the necessary support to the disciplinary committee as indicated by the number of sittings held, the low disposal rate of cases is a concern. The high number of sittings notwithstanding the output of the disciplinary committee needs urged redress. At the current total disposal rate of 10.2% and 64% of the registered cases in the Law Council the sector must urgently develop a strategy to address the growing case backlog. The current situation is a challenge to the litigants, exacerbates impunity and undermines efforts to build a respectable bar. The current state of affairs also disadvantages the lawyers accused before the council, since they in many instances miss various opportunities by being on the tainted list of those with cases before the Law Council.

It is therefore important that the sector considers making the Law Council autonomous in human, financial and legal resources; that the rules of procedure are reviewed to provide for multiple corams and quicker disposal of matters. The Law Council should also explore application of ADR as well as giving the secretariat leverage to filter cases so that only deserving cases go to the Law Council Disciplinary Committee.

To operationalise the Constitutional provisions and make the DPP more autonomous, independent and fully functional, the draft and principals of the DPP enabling law are before the Attorney General.

In the reporting period the inspectorate unit of the DPP conducted 3 nationwide and 140 ad hoc inspections. Consultations towards the development of performance standards were undertaken. The DPP held 6 DPP/CID coordination meetings and one workshop, acted upon 29,012 public complaints and kick started consultations for review and formulation of internal policies, regulations and performance standards.

In the period under review, commissioners for the JSC were appointed and started work. In the reporting period 161 cases were closed by the Commission, 77 were recommended for closure while 4 cases were concluded with 3 judicial officers recommended for interdiction. Out of 435 backlogged cases before the disciplinary committee, 223 backlogged cases were disposed of by the disciplinary committee leaving a backlog of 274 cases. Also 97 complaints were investigated. Most of the investigations were conducted in central and western Uganda. This has increased the number of files pending Disciplinary Committee consideration to 394 files. During the same time period 22 Court inspections and complaint collection trips were carried out in Mubende, Kyenjojo, Lyantonde and Rakai and 42 suggestion boxes were procured and installed in various district headquarters and town councils. Automation of the Public Complaint system was started. The system was pretested and its deployment awaits procurement of a server.

The JSC recruited and deployed 42 Magistrates Grade I to various stations, while 11 persons were interviewed for the position of Justices of the Supreme Court.

The sector notes that the JSC needs to pay more attention on the recruitment of Judges and other judicial officers. There is need to promptly dispose cases against judicial officers to restore

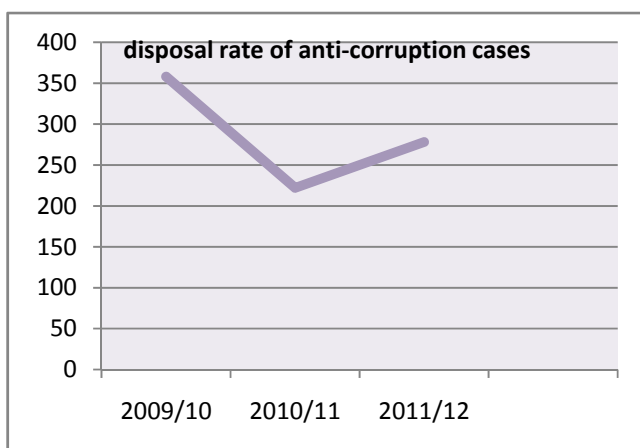
public confidence in the judicial process and enhance the ethics and integrity of the judicial officers. The sector also urges the President to expedite the appointment of the Justices of the Supreme Court to avert a Constitutional crisis.

Anti-corruption

Strengthening efforts in the fight against corruption is and shall remain a key goal of the sector. The Anti-corruption court has continued to perform despite the difficulty in fighting the vice given the various forms it takes. The disposal rate of cases in the court however declined to 79.5% of the registered cases. Despite this performance in the disposal rate partly occasioned by limited human resources, the conviction rates still remain high at over 64% compared to 53% in other criminal cases. This is partly a result of the increased levels of coordination among the various anti-corruption agencies right from investigations to correctional services as well as the adoption of prosecution led investigation

Table 3 Performance of the Anti-corruption Court

Type of cases	Registered 2009/10	completed	Registered 2010/11	Completed	Registered 2011/12	Completed
Criminal appeals	25	14	12	17	32	30
Criminal miscellaneous applications	369	313	73	115	100	92
Corruption cases	134	20	123	87	208	149
Criminal revision	12	11	3	3	3	2
Total	540	358	211	222	343	273
Disposal rate of registered cases %	64.4		105.2		79.5	



The sector commends the agencies in general and the ACD for the quality of the decisions made, however there is need to keep the experienced and trained staff (magistrates, prosecutors and detectives) at the ACD. The sector is concerned about the continued gamesmanship and abuse of the legal process by those filing unmeritorious constitutional references.

The drop in performance of the ACD is partly attributed to major transfer of trained staff away from the Court, the need to fast track disposal of backlogged cases from other divisions and falling away from the original principal of dedicated judicial officers, prosecutors and detectives. Secondly was the clogging the court with ordinary cases that could be handled in other less specialized courts. It was also noticeable that cases handled in the reporting period were highly complex.

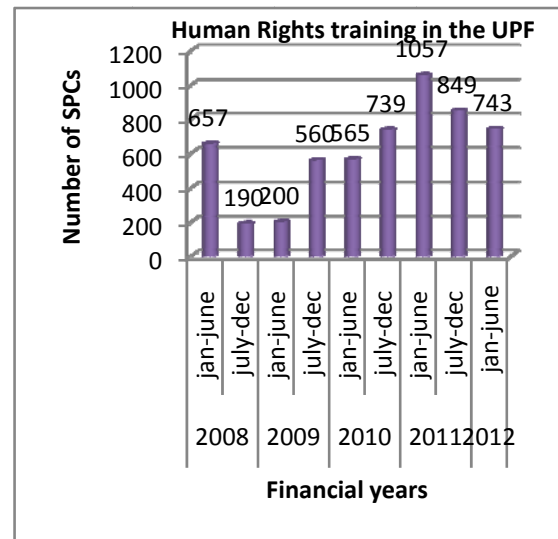
2.2 HUMAN RIGHTS CULTURE FOSTERED IN JLOS

Justice systems are hinged on human rights principles which are enshrined in international and regional treaties, national Constitutions and laws. The role of JLOS institutions is to protect and promote these human rights, including the right to a fair and speedy trial, and the non-derogable right to freedom from torture.

2.2.1 Human rights awareness and practice

Article 20 of the constitution, obliges all Government institutions, to respect, enforce and promote the Bill of Rights. The Uganda Human Rights Commission in a bid to promote the human rights awareness sensitized 1,592 Police officers on protection from torture, rights of vulnerable persons, police code of conduct, personal liberty, constitutionalism and conflict management, among others. This was aimed at deepening understanding of the

- ✚ 87.6% prison units have functional human rights committee
- ✚ Reduced mortality in prisons to less than 2 deaths for every 1000 inmates held
- ✚ 54% increase in prisons carrying capacity over SIPII period but prison population growth is at 72%
- ✚ 70 prison units have eliminated the bucket system over the SIPII period.
- ✚ Low disposal rate of human rights complaints by UHRC
- ✚ 76% of prison warders and 55% police men entitled to a house have access to accommodation but of varying quality.



in response to perennial reports ranking the police especially SPCs as the highest violators of rights.

UHRC also trained 1064 Military Police officers on UPDF standard operation procedures, code of conduct, right to personal liberty, protection from torture among others.

role of the Police in the promotion and protection of human rights. This was also

In the year under review the UHRC in collaboration with Deepening Democracy Program (DDP) held a consultative meeting with 60 key stakeholders in the Civic education arena to discuss a strategy to ensure continuous and countrywide civic education as the Constitution requires resulting in the formulation of the national civic education framework. A total of 1,500 brochures were also published and circulated to members of the general public. The UHRC used radio spot messages as a channel of disseminating human rights information to the public. A total of 3,417 radio spot messages and 6 spot audio messages i.e. 2 messages on launch of 14th Annual Report and 4 on mob justice in different languages including Luganda, Ateso, Luo and on several radio stations including: Rukungiri, Radio West, BFM, Vision Radio, Baaba FM, Rock Mambo and Open Gate FM, Buddu FM. The Commission also ran 195 talk shows, 3 TV shows were aired on different stations like on WBS, Record TV and Top TV on the newly passed Anti-Torture law during the Anti-Torture week.

The UHRC rolled out the Human Rights Based Approach, guidelines and re-printed them for distribution to the 9 UHRC regional offices to mainstream Human rights in Local governments and central government. The regional, offices met district and sub county local leaders who were sensitized on the need to establish human rights desks at workplaces. For effectiveness it is proposed the HRBA should be integrated in the output budgeting tool.

The UHRC organized 217 *barazas* and 23,234 persons were sensitized across the country of whom 36% were female, on different human rights issues including women rights, rights of children, rights of suspects, rights of prisoners, and the right of freedom from torture, cruel, inhuman and degrading treatment; peace and human rights especially for the Acholi sub region; the UHRC mandate and powers; and the Code of Ethics for police officers among others. As a result of the awareness campaign the number of complaints and inquiries to UHRC increased. The discussions in the *barazas* informed the UHRC on issues of concern in the communities and other constraints to the process of peace building.

As part of the continuous integration programmes and up scaling human rights skills among prison staff formerly under the Local Administration Prisons (LAP), who were frequently cited in human rights violations, refresher courses for 403 staff were conducted leading to increase in levels of human rights awareness among staff with ultimate goal of reducing incidences of human rights violations.

2.2.2 Respect for human rights

The UPS continued to provide feeding to all inmates in prison with three meals a day. HIV infected inmates were provided with an extra meal as well as ARVs and treatment for opportunistic infections. However the UPS should develop an HIV/AIDS policy targeting inmates to complement the HIV/AIDS workplace policy adopted by Ministry of Internal Affairs and all its departments.

In terms of ensuring human rights compliance 1,109 detention facilities were inspected compared to 656 in the previous year.

Table4: performance of correctional services

	TARGET/ BUDGET	Actual
<i>Number of prisoners trained in vocational skills</i>	4000	3800
<i>Number of offenders receiving counseling services</i>	1200	1500
<i>Number of prisoners fed daily</i>	34224	32967
<i>Number of admissions in Hospital</i>	4839	3147
<i>Number of prisons rehabilitated</i>	10	20
<i>Warder prisoner ratio</i>	1:4	1:5

In the UPS the number of prison units with functional human rights committees increased from 175 to 196 out of the 223 prison unit's country wide. Therefore 87.8% of the prison units have functional human rights committees. The committees undertake human rights education, peer review and monitor compliance to human rights standards in the prisons. With some of the units lacking human rights committees violations of human rights of inmates due to lack of the basic knowledge of human rights and structures for peer review and compliance monitoring may escalate. A total of 21 human rights violations were recorded and handled. 12 of the alleged violators found guilty were sentenced to fines while 7 were interdicted and the rest were seriously warned.

The UPS introduced guidelines for the use of prisons labour and also introduced prisoner labour cards as ledgers to show how much money an inmate has earned for his/her labour. This however does not apply to work within the prison farm or *shamba*.

In the UPF 4303 cases of human rights violations by police officers were investigated, 143 of the cases were found to be of a criminal nature and were referred to DPP, 852 were of a disciplinary nature and were referred for disciplinary action while 1003 were put away due to lack of evidence and investigations are continuing involving 2305 complaints. Out of the cases referred for disciplinary action 566 policemen/women (529 male and 27female) appeared before the Police Disciplinary Court. As a result 22 were discharged, 55 were dismissed from the force; 13 were demoted in rank, 219 were fined, 100 confined to barracks and 57 were severely reprimanded.

2.2.2.1. Increased prisons carrying capacity

The sector is investing heavily in increasing the prisons' carrying capacity and sanitation to stem pressures occasioned by the increasing prisoner population as well as the changing nature of inmates from remands to convicts. Over the SIPII period the sector has registered a 54.4%

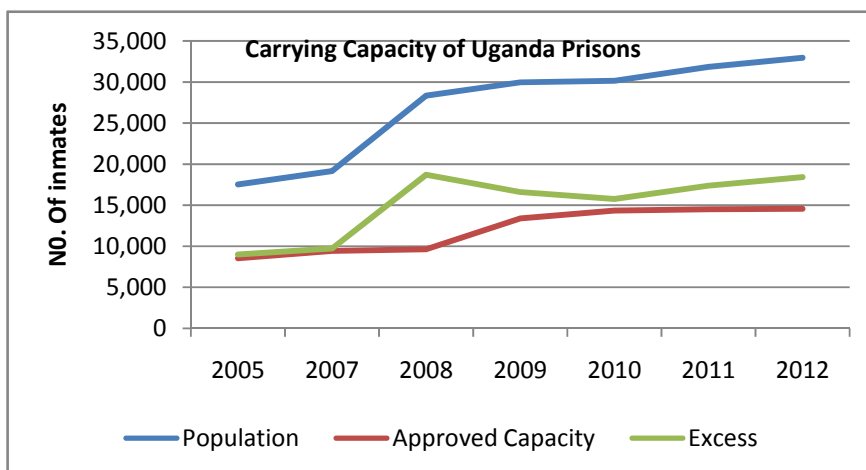
increase in prisons' carrying capacity, now standing at 14,559 inmates compared 9,428 inmates in 2007.

Construction of prison facilities in Kiruhura, Pader, Paidha, Oyam and Kitalya are complete. Other constructions are near completion in Moroto, Patiko, Dokolo, Mbarara, Nebbi, Bushenyi and Kapchorwa. Therefore the carrying capacity is expected to increase further. It is sad to note however, that some of the constructions were adversely affected by the need for price variations arising out of the high cost of construction materials during the reporting period.



Oyam Prison-an effort to increase carrying capacity

Despite the increase in carrying capacity congestion levels have not drastically reduced as expected because of a 72% increase in the prison population from 19,149 inmates in 2007 to 32947 inmates in 2011/12.



To address the challenge, the sector must invest in expanding the capacity of prisons, crime prevention and alternatives to imprisonment, carry out research on other methods of incarceration other than imprisonment, address the long sentencing through the proposed sentencing guidelines and explore the

possibility of decriminalizing some petty offences.

Monitoring visits carried out by the sector show the need for affirmative action to improve sanitation conditions in former local administration prisons. The sector must as a result provide for this activity within the coming financial years work plan to address the challenge.

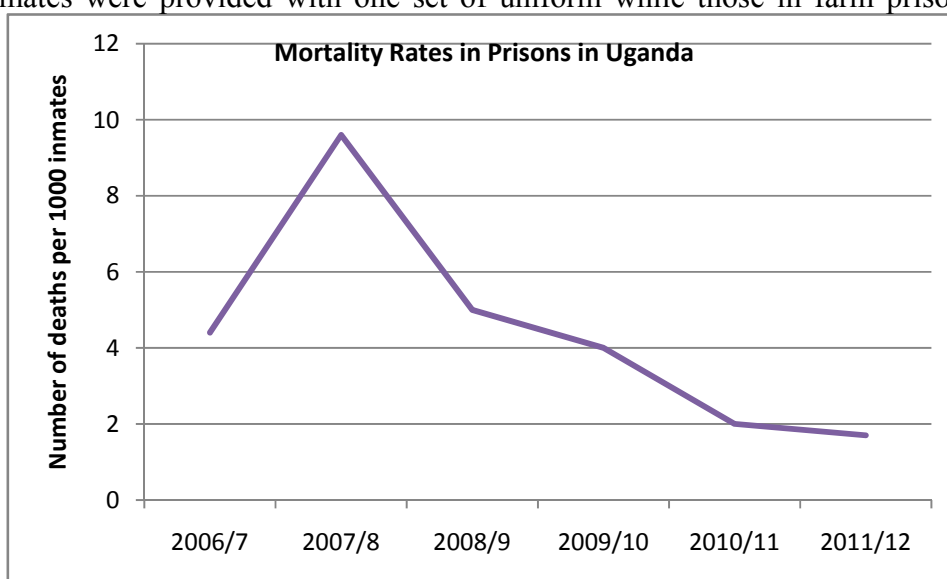
Table 5 Comparison of Average Levels of Congestion in Prisons since 2005

Year	Population	Approved Capacity	Excess	No. of times exceeding Capacity
2012	32967	14559	18408	2.26
2011	31850	14493	17357	2.2
2010	30159	14334	15750	2.1
2009	29971	13,373	16,598	2.24
2008	28,337	9,636	18,701	2.94
2007	19,149	9,428	9,721	2.0
2005	17,523	8,530	8,993	2.1

2.2.2.2 Welfare of inmates,

On average 32,967 prisoners were fed daily, with an enhanced diet of vegetables, soya beans and silver fish and were provided with clean water. Sanitary items like bar soap, liquid soap, and sanitary pads too were provided in order to address the right to live in a clean and safe environment. All inmates were provided with one set of uniform while those in farm prisons

such as Kitalya, Isimba, Ibuga, Rwimi and Namalu were provided with two sets each. In the reporting period, 41 felt mattresses and 41 beds for the sick inmates were procured as well as 745 sets of staff uniforms. 3,147 admissions



and 86,273 outpatient cases were treated and all staff with HIV/AIDS were supported. However 50% of prisons units reported drug stock outs and 50% of laboratories reported stock out of essential laboratory supplies. Outreach programmes were promoted; hospital machinery was maintained and stations were fumigated. Work to improve the water and sanitation for Lira, Butiiti, Iganga, Bufulubi, Pece, Kibale, Erute, Kabula and Moyo prisons is almost complete and upon completion, it will help in reducing the bucket system and its negative effects. So far 70 out of 223 prison units have totally eliminated the bucket system and the ongoing rehabilitations will

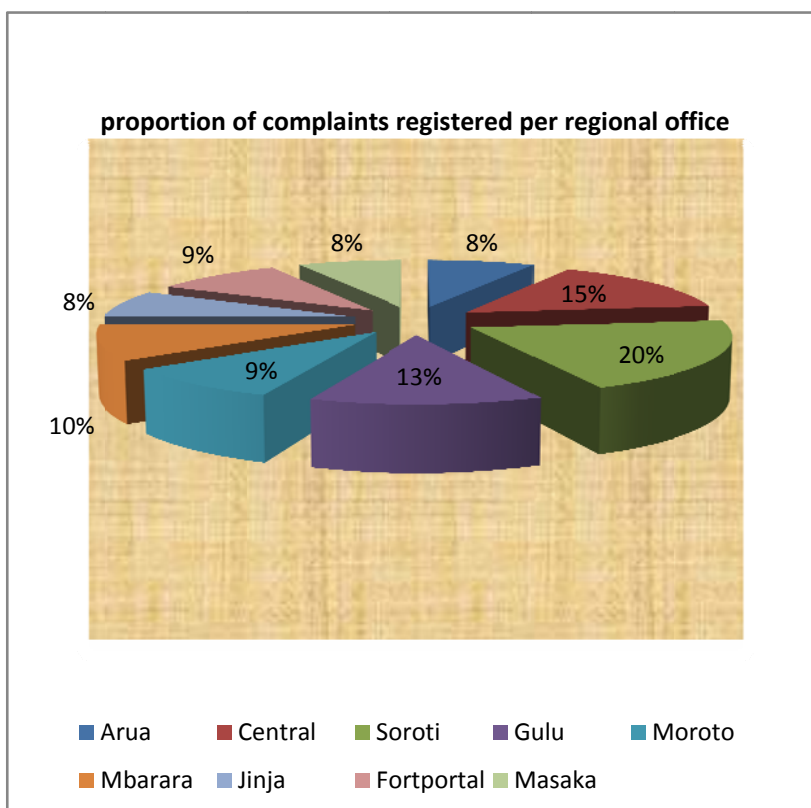
increase the number to 79 before the end of the calendar year. It must be noted that all new constructions have provided for flush toilets. These interventions helped to reduce mortality rates from 9.6 for every 1000 inmates at the start of SIPII to 1.7 for every 1000 inmates in the reporting period.

Table 6 Mortality rates in prisons in Uganda

	2011/12	2010/11	2009/10	2008/9	2007/8	2006/7
Mortality rate	1.7 deaths per 1000 inmates	2 deaths per 1000 inmates	4 deaths per 1000 inmates	5 deaths per 1000 inmates	9.6 death per 1000 inmates	4.4 death per 1000 inmates

2.2.2.3. Human rights observance

The UHRC is mandated to ensure the observance of human rights. As part of its fulfillment of this mandate UHRC registered 895 complaints of human rights violations. Of the 895 complaints, 181 (20%) were from the Soroti region, Central had 136 (15%), Gulu with 113 (13%); Mbarara with 90 (10%), Fort portal with 85(9.5%), Moroto with 83(9%), Arua with 70 (7.8%), Masaka with 69(7.7%) and Jinja with 68(8%). This is illustrated in figure below.



The increase in the number of complaints registered is partly attributed to the opening of more up country centres for receipt of complaints, the continuous civic education programmes as well as increased civic knowledge.

Of all the alleged human rights violations registered by the UHRC, majority (34%) were in respect of torture, inhuman or degrading treatment, violation of freedom from liberty (24%), denial of maintenance (17%), deprivation of property (8%), denial of child maintenance 5% and others (12%).

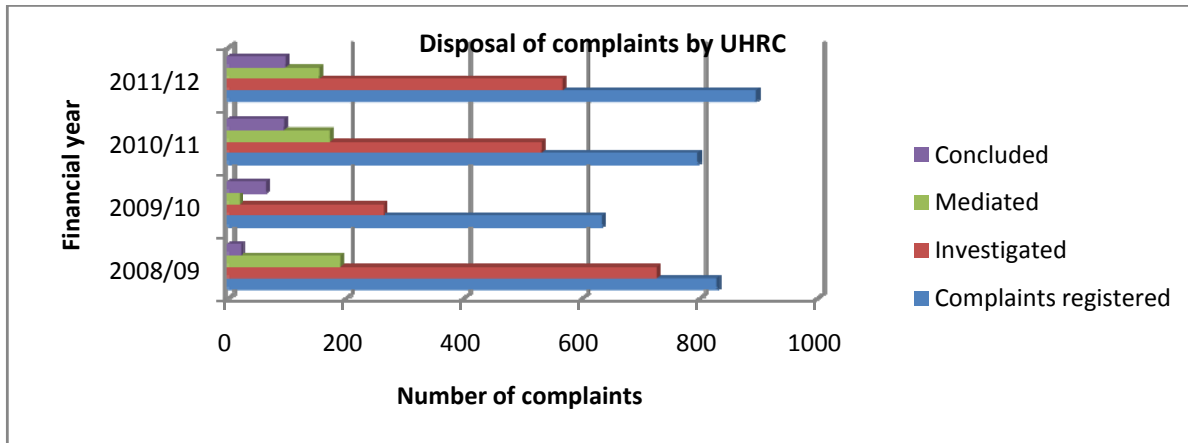
The Commission carried out investigations of 1,569 files out

of which 566 (36%) were fully investigated and 1,003 (64%) were partially investigated. At total 550 files in which investigations were concluded were closed for various reasons, including lack of merit in the case or the matter being referred to other offices for better handling. Some complaints were mediated, while others were referred to the Tribunal.

During the period under review, the UHRC held circuit hearings in all its regional offices. Out of 634 matters before the tribunal 96 complaints were disposed of, 21 remained pending allocation, 451 were part-heard and 162 were pending hearing. Of the 96 complaints which were disposed of, 46 were dismissed, 7 were amicably settled while 43 decisions were made.

Table 7 Performance of the UHRC complaints system

	2008/09	2009/10	2010/11	2011/12
Complaints registered	830	633	797	895
Investigated	725	263	530	566
Mediated	189	19	172	153
Complaints referred		79	1711	3406
Concluded	21	64	94	96



The disposal rate of complaints by the tribunal has remained low at 15% of the total case load at all levels of the complaints handling process because of the following reasons:

- Untimely change of addresses and contacts by complainants and witnesses.
- Reluctance of some complainants to follow-up their complaints after lodging with the UHRC
- Unwillingness of potential witnesses to testify due to limited witness protection.
- Lack of cooperation from respondents and witnesses.
- Difficulties in implementing the MoU signed by both parties as one party or both may fail to honor or fulfill what was agreed upon.
- Some clients fail to appear for a planned mediation session and as such drag the process.
- Lack of and/ or inadequate Community awareness about their rights and duties or obligations.

Mobile complaints handling exercises were conducted which resulted into increased access to UHRC services by people who live in geographically distant and hard to reach areas. The Communities were also sensitized on human rights concepts and the mandate and location of the UHRC during these exercises.

To address the low disposal rate of complaints the sector encourages the commission to concentrate on its core mandate and leave some issues say on child maintenance to the probation services as well as the children and family courts which are most suited to provide timely and adequate remedies to the parties. It is also recommended that mediation should be left primarily to the UHRC secretariat to enable commissioners concentrate on tribunal hearings.

In the period under review the sector also invested in improving the living conditions of staff in prisons and police through the construction of staff houses.



Low cost staff house built using prison labour at Luzira prison

The UHRC reviewed 4 bills before Parliament on their compliance with human rights standards. The Bills were: the draft Mental Health Bill, the Public Order Management Bill, the HIV and AIDS control Bill and the Prohibition of Torture Bill. A total of 50 stakeholders drawn from representatives of government institutions, Human Rights Organizations, Civil Society Organizations, academia as well as development partners actively participated and gave their views about the Mental Health Bill. The UHRC established that the Mental Health Bill provided for some rights though not comprehensively thus needed to be reviewed. Regarding the Public Order Management Bill, the UHRC observed that, in the then state, the limitations on public freedoms in the Bill did not conform to the permissible grounds for restriction in international and regional human rights instruments. Hence there was need to strike a balance between protecting the enjoyment of fundamental freedoms and protecting other's rights from infringement, and that police action must be guided by the principles of legality, necessity, proportionality and non-discrimination. The UHRC also reviewed and lobbied for tabling of the recently passed Prohibition of Torture Bill. The law creates the offense of torture, and individualizes liability for public officers among others.

2.2.3 Foster cooperation with human rights stakeholders

The sector continued strengthening the consultative and feedback mechanisms with Human Rights CSOs, who monitor and implement sector efforts to protect and promote human rights.

The JLOS Thematic Working Groups continued to have representation from human rights CSOs such as HURINET, FIDA, LASPNET, and PAS. These CSOs participated in structured JLOS meetings as well as the JLOS Annual Reviews, JLOS Annual Forum and JLOS Open Day through which they contributed to shaping of sector priorities towards addressing challenges in service delivery. The CSOs were also instrumental in shaping the future of the sector through their contribution during the development of the SIPIII.

The UHRC established a human rights defenders desk to improve coordination with human rights CSOs and protect human rights defenders.

The sector coordinated and supported the efforts of CSOs aimed at building the capacity of sector institutions to observe, promote and respect human rights; such efforts included the Refugee Law Project training for the UPF on human rights.

2.3 ACCESS TO JUSTICE FOR ALL ESPECIALLY THE POOR AND MARGINALISED ENHANCED

The Sector focused on improving the availability and accessibility of its services. JLOS therefore sought to make its service points more accessible for people with disabilities, elderly people, vulnerable persons and extend selected services in land and family justice to the rural areas and developed and/or strengthened inclusive processes including community policing, community service and public participation in court proceedings to facilitate meaningful public participation.

To ensure equitable access to justice focus was on addressing the distance between the people and the points of access to JLOS services, enhancing staff motivation and facilitation as well as welfare, improving public perception of JLOS institutions; increasing the disposal rate of cases, the reducing case backlog and average length (months) of stay on remand for both capital and petty offenders.

2.3.1 Rationalized physical access and availability of JLOS institutions and functions

The Sector strengthened the UPF construction unit by acquiring 20 hydra form machines and trained 150 personnel in the technology. They are currently undertaking construction works in 5 districts in the PRDP area. In addition, Police is in the final phase of implementing the Public Private Partnerships (PPP) in the Kampala Metropolitan Area. These two strategies were aimed at reducing accommodation shortage in Police by 23%. Contracts of slow contractors were terminated and re-advertised for construction of Pader, Amuria and Moroto police stations. In the period under review Bushenyi police station was also commissioned.

Out of the 51 UPF construction projects under PRDP, 29 were completed and handed over, 15 are expected to be completed by December 2012 while 7 were re-advertised due to contractor

- Courts functionally present in 95% of districts
- DPP now in 84 districts
- Average length of stay on remand for capital offenders 11.8months
- Disposal rate of registered cases 144%
- Case backlog reduced by 21.7%
- 60% public satisfaction with JLOS services
- 56% increase in access to legal aid
- 58% stalled PRDP projects completed
- Police population ratio and prisoner warder ratio decline
- 550% increase in LDC student pass rate
- 3.7% increase in convicted prisoners

inefficiencies. At the same time 22 other construction projects financed under SWAP, GoU and Office of the Prime Minister were also undertaken, 14 of which were completed, 7 are expected to be completed by December 2012 while one has just started.



Dokolo Police station and staff quarters

The sector completed the construction of courts in Kalangala, Nakapiripirit, Butaleja, Aduku, and Oyam.



Oyam Magistrates Court

The DPP opened and established seven (7) DPP field offices in Abim, Isingiro, Mwera, Koboko, Otuke, Patongo and Amuru and completed the construction of DPP offices in Bukedea, Abim, Moyo, Adjumani and Kamuli.



Adjumani DPP offices and Amolator Staff quarters

The sector is also glad to report that constructions of prisons in Oyam, Paidha, Kitalya phase I, Kiruhura, and Pader as well as renovation of Adjumani prison were completed. Construction of prison facilities in Moroto, Kitalya phase II, Patiko, Dokolo, Mbarara, Nebbi and Kapchorwa is nearly complete. These constructions have helped to reduce on congestion levels in the prisons given the growth in prison population.



Oyam Prison Staff quarters before and after construction



Newly reconstructed Paidha Prisons

Besides increasing the carrying capacity it is expected that sanitation will also improve. Important to note also is the 200% outturn on the number of prison units rehabilitated against the target. This is meant to improve the conditions of inmates in the places of detention

As part of the process to improve service delivery in conflict affected and hard to reach areas, the sector is constructing mini JLOS offices providing office accommodation for Courts, DPP and District Police stations in Kayunga, Lamwo, Isingiro, Kanungu and Bundibugyo. The sector is also constructing Justice Centres (police stations) in Kibuku, Bulambuli and Kisoro.



Kanungu Court Hall block under construction



Kanungu Police Station under construction

In the reporting period 5 immigration border posts under construction (Suam River level, Amudat, Lia, and Bunagana) are nearly complete while construction of Cyanika model border station is also progressing.

Construction of GAL regional Laboratory in Mbarara is nearly complete; however completion of construction in Gulu has stagnated for too long and there is need for hard decisions to be taken on the future course of this project.



Mbale Regional Government Analytical Laboratory

While the sector registered a lot of progress in construction of new service points there remains a challenge of constructions that have stagnated for a long time. In the period under review, construction of courts in Ngora, Koboko and Amuria as well as DPP offices in Amolator, Hoima, Moyo, and Abim remained uncompleted. The sector should fast track the procurement new contractors to complete the structures to ensure that the much needed services reach the people.

Some of the constructions were delayed due to variations arising out of the high cost of construction materials during the reporting period.

The sector is currently constructing regional offices in Karamoja and Mbale for the Ministry of Justice and Constitutional Affairs to increase effectiveness and efficiency.

The sector has continued to de-concentrate



Mini JLOS building under construction in Moroto

the services of Ministry of Justice and Constitutional Affairs including the Administrator General's department. The services are now available at regional level in Gulu, Mbarara, Mbale, Arua.

2.3.2 Transport and other equipment



Tractors for farm prisons

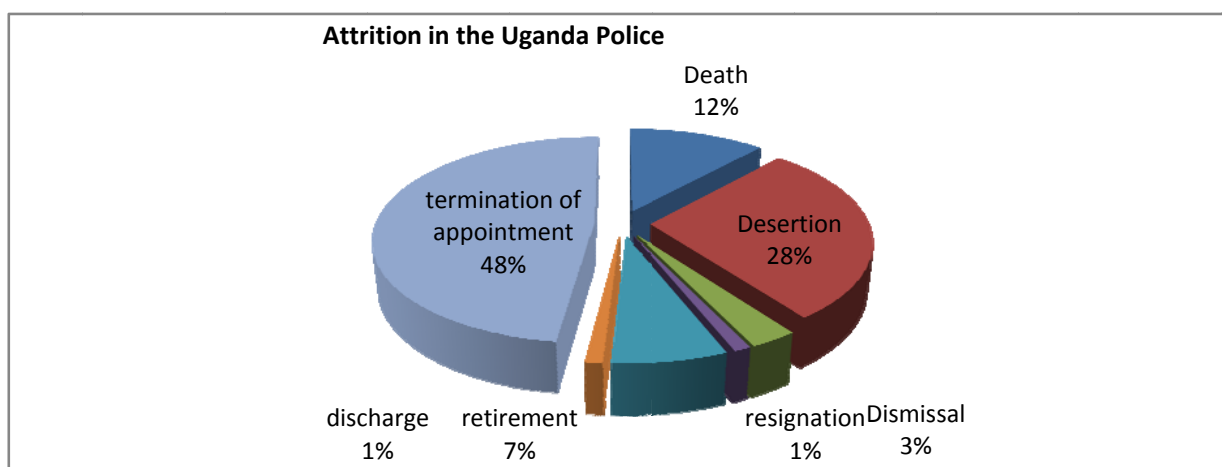
The sector procured and installed court recording equipment for all the Courts of Record and is expanding to cover Chief Magistrate's Courts. Transcribers were also trained. An integrated geographical information system, data base and server was installed and is now operational and can be accessed on line. In line with government policy to cut down on expenditure on vehicles, the sector only provided essential transport targeting police and prisons. The UPF is now

equipped with fire tenders and ambulances that have been distributed to major towns country wide.

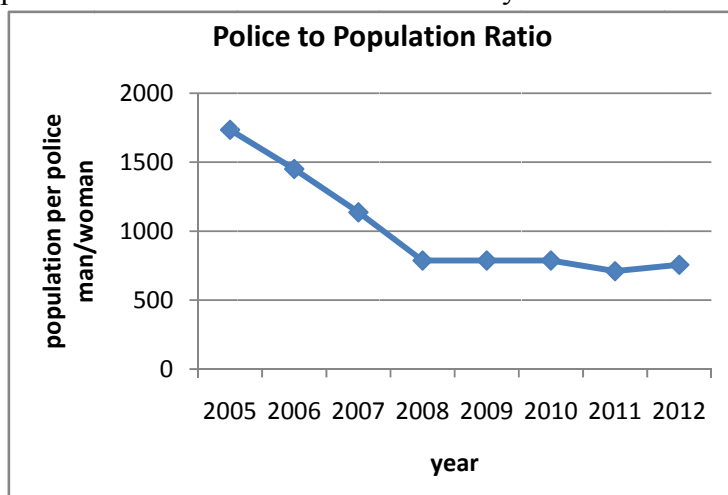
The sector procured a lorry for Masindi prison to increase access to justice through timely transportation of inmates to court. A daily average of 521 inmates taken to 211 courts spread country wide for court sessions. This investment helps to reduce case backlog and remand population. UPS also procured 20 computers, to facilitate communication, strengthen record keeping and improve efficiency in service delivery. The sector also delivered tractors to prison farms with the aim of improving production of food to supplement the food budget as well as reduce on average working time of inmates in farm prisons that now stands at 6 hours per day from 10 hours at the start of the SIPII period.

2.3.3 Recruitment and training

Uganda Police Force: UPF recruited 500 cadets who have completed training and have been deployed. At the same time 5,000 Probationary Police Constables are ongoing training. This was



intended to increase police visibility and reduce incidents of crime and also improve the police to population ratio. It is important to note that despite the recruitment and training the sector was not able to improve the ratio which stands at 1:755 compared 1:709 the previous financial year. This was caused partly by the low recruitment rate compared to a 3.6% growth of the population and 2.4% attrition rate of police personnel. In the period under review attrition in the UPF 1,052 police officers as indicated in the analysis below. Note that the majority left due to termination



of appointments affecting mainly the SPC who could not measure to the required standard. During the reporting period, 6,083 police personnel were trained in detection and investigation of homicide, cyber-crime, land fraud, narcotics, ballistics, electoral and media offences, public order management and crime intelligence and management course for middle level managers.

Table 11 Police population ratio over time

	2005	2006	2007	2008	2009	2010	2011	2012	International standard
Police population ratio	1:1734	1:1450	1:1136	1:786	1:786	1:786	1:709	1:755	1:500

From the table and graph above it can be noticed that the sector has progressively addressed the numbers in the police force. Although the ratio in the reporting period showed a decline in performance of the sector against the ratio, it remained better than the position in 2010 and in 2006 at the start of the SIPII.

DPP and MoJCA: The DPP recruited 32 State Attorneys while MoJCA recruited and inducted 15 new State Attorney and 5 support staff. For purposes of enhancing performance, MoJCA is undertaking capacity building initiatives for its legal staff in specialized fields such as Oil and Gas.

Judiciary: For the Judiciary 39 magistrates were recruited and deployed. A team of magistrates was also sent to Denmark for training and have been instrumental in disposal of cases.

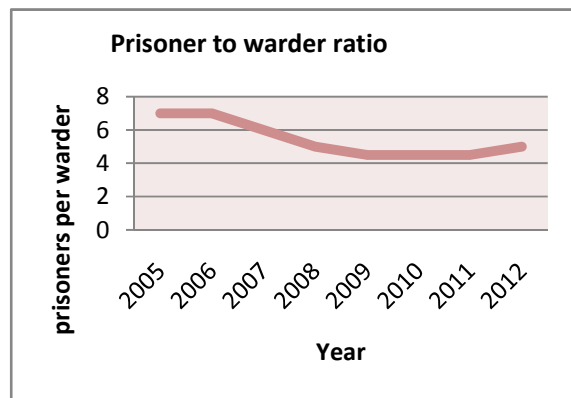
URSB: A new structure was approved and new staff recruited. A substantive Registrar General was also recruited in the reporting period and a new board was also appointed.

Uganda Prison Service: The UPS recruited, trained and deployed 700 warders and wardresses as well as 44 cadet ASPs, this was expected to reduce the warder prisoner ratio from 1:5 to 1:4.5. However given the 6.1% growth in prison population and a high attrition rate which stands at 2.8% per year, the prisoner warder ratio declined to 1:5 from 1:4.5 taking into consideration all staff both uniform and non-uniform. However when we consider only the uniformed personnel the ratio is 1:6 with Kampala extra having a ratio of 1:10, western 1:7 eastern and northern 1:5 and North Eastern 1:4. When all prison staff are taken into consideration the ratio is 1.5 for Kampala Extra, 1:3 for central 1.6 for north western and 1:3 for eastern to mention a few.

The sector must therefore continue the recruitment drive, address the welfare of staff and improve working conditions to address the challenge of high prisoner warder ratio as well as the relatively high attrition rates.



Pass out parade of warders and wardresses



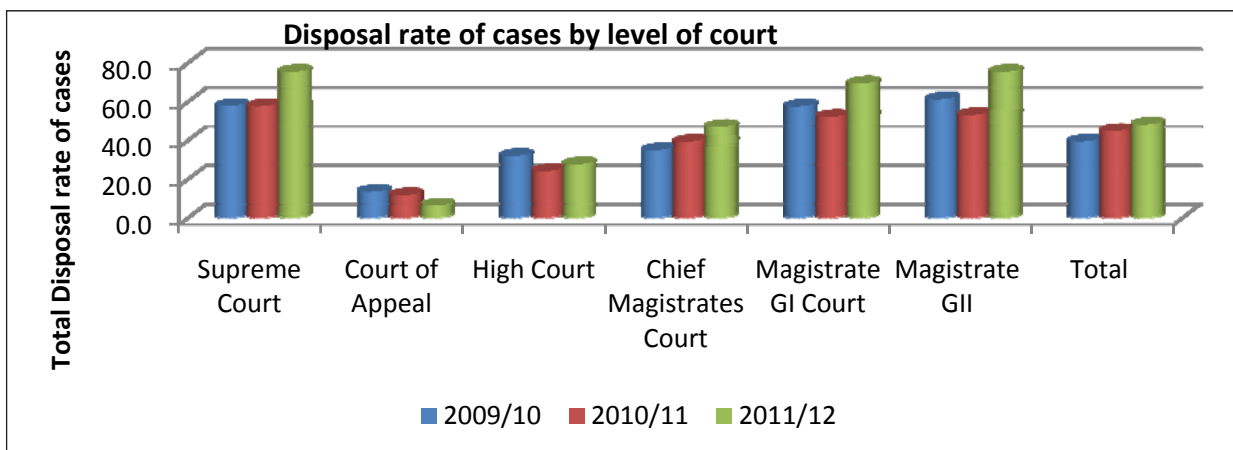
2.3.4 Case disposal

Within the period under review 116,686 cases were disposed of by Courts of law compared to 102,001 cases disposed in the same time period last year reflecting a 15.3% growth in total number of cases disposed. The sector congratulates the Judiciary and all sector institutions involved in the chain of justice upon achieving a 144% disposal rate of registered cases as well as 48% total disposal rate of cases for the first time in over 12 years, compared to 92.8% the previous financial year.

Strong performance was registered by the Supreme Court at 194%, Magistrates Grade II recording a disposal of over 172.8% Magistrates Courts grade I at 155.3% Chief Magistrates Court at 149.4%, and the High Courts at 105% on average. The Court of Appeal however registered only 23% disposal rate of registered cases partly due to over concentration on handling Election appeals and constitutional petitions that had time implications. There is therefore need for affirmative action for the Court of Appeal, through the appointment of more Justices, decentralization through circuiting upcountry as well as addressing the welfare of all judicial officers.

Table 8: Summary of Case Disposal by level of Court

Court	2009/10			2010/11				2011/12				
	Pending	Filed	disposed	BBF	Registered	disposed	Disposal rate of cases	Registered	disposed	pending	Disposal rate of registered cases	Total Disposal rate
Supreme Court	61	90	87	54	73	73	57.5	36	70	23	194.4%	75.3
Court of Appeal	2136	469	348	2319	887	372	11.6	1031	239	3626	23.2%	6.2
High Court	28024	12468	12908	35384	11887	11319	24	13255	13935	36616	105.1%	27.6
Chief Magistrates Court	67609	47332	40013	85022	60910	57265	39.2	41429	61877	70288	149.4%	46.8
Magistrate GI Court	14093	24,031	21892	18906	25661	23152	52	18064	28049	12431	155.3%	69.3
Magistrate GII	3198	6839	6126	7317	11264	9820	53	7245	12516	4110	172.8%	75.3
Total	115071	91,409	81374	149002	110692	102001	44.7	81060	116686	127094	144.0%	48%
Backlog growth%			8.5				4.3					(21.9)



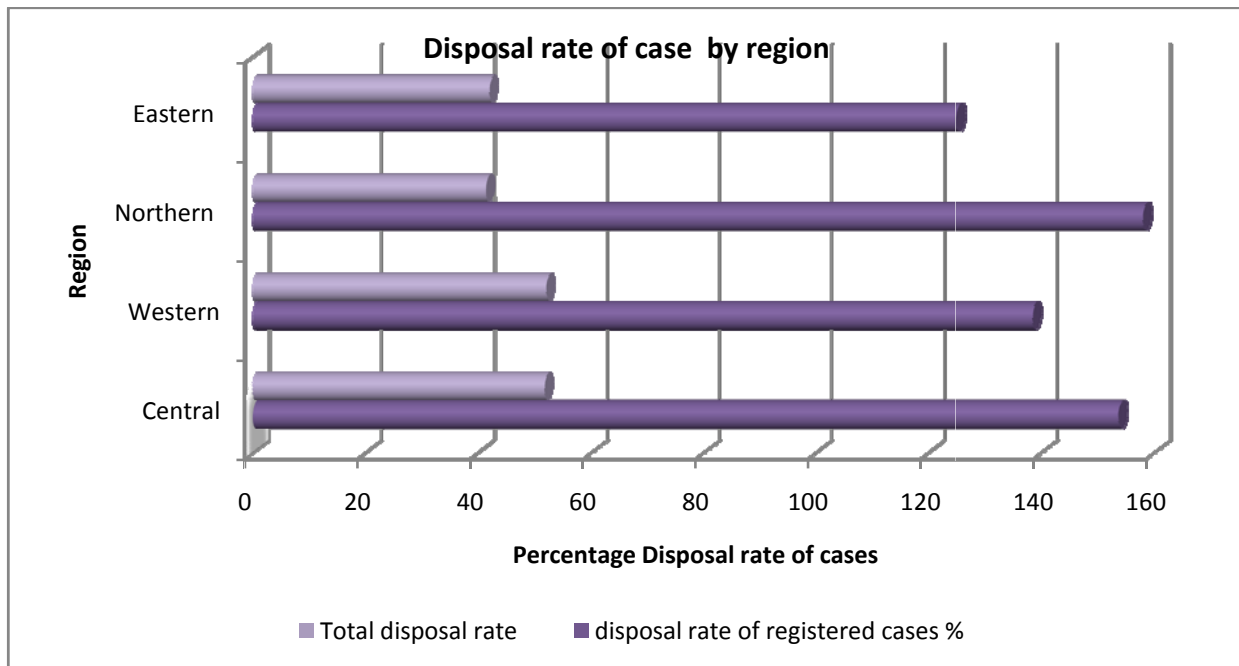
Disposal of cases by region

Northern Uganda recorded the highest disposal rate of registered cases but also had the lowest number of new cases registered.

In total courts in western Uganda and the central recorded the highest total disposal rate of cases recording over 50% disposal rate despite the high caseload.

Table 19: Disposal rate of cases by region

Region	brought forward	registered	disposed	disposal rate of registered cases %	Total disposal rate
Central	76178	38625	59408	153.8	51.7
Western	28230	16964	23519	138.6	52.0
Northern	24891	8819	13940	158.1	41.4
Eastern	30530	15605	19510	125	42.0



In terms of performance by focus areas, more criminal cases in absolute numbers were disposed of i.e. 68,096, followed by civil cases. This is also a reflection of the rate of filing of criminal and civil cases. The disposal rate of criminal cases improved from 46% to 64.3% and improvements were also noticeable in civil and commercial justice. There was however a decline in performance by the anti-corruption court as well as the family courts which posted lower disposal rates and a decline in absolute number of cases concluded. This is partly attributed to emphasis placed on disposing the huge backlog of land cases and civil cases at magistrates' court levels by the judiciary. The overall performance of the sector in terms of disposal of cases is commendable and there are clear signs that within a few years the problem of case backlog will be overcome. The sector was able to record 7.3% increase in total disposal rate and a 55.1% increase in disposal rate of registered cases.

Table 10 Outstanding courts in case disposal

Court	Level	Case load	Total Disposal rate	Percentage
Lyantonde	Magistrate GI	511		97.8
Law Development Centre	Magistrate GI	1355		96.8
Kyenjojo	Magistrate GI	1071		95.8
Kajansi	Magistrate GI	458		94.8
Olio	Magistrate GI	721		93.1
Nakawa CM	Chief Magistrate	11313		93.0
Nakifuma	Magistrate GI	328		91.8
Ngora	Magistrate GI	368		91.6
Bubulo	Magistrate GI	1313		91.2
Pader	Magistrate GI	1441		90.8
Mayuge	Magistrate GI	714		90.1
Wobulenzi	Magistrate GI	631		90.0
Ntungamo	Magistrate GI	1283		89.6
Kaberamaido	Magistrate GI	325		89.2
Ibanda CM	Chief Magistrate	1380		89.0
Kagadi	Magistrate GI	1085		88.1
Buganda Road CM	Chief Magistrate	3445		87.3
Kanungu	Magistrate GI	991		85.2
Buwama	Magistrate GI	273		84.2
Budaka	Magistrate GI	163		84.0
Bukedea	Magistrate GI	441		81.0
Njeru	Magistrate GI	594		80.8
Adjumani	Magistrate GI	380		80.5

The sector commends the DCCs, judicial officers, other JLOS staff and stakeholders serving in or working closely with the Courts detailed below for registering over 80% total disposal rate of cases despite the relatively high case load.

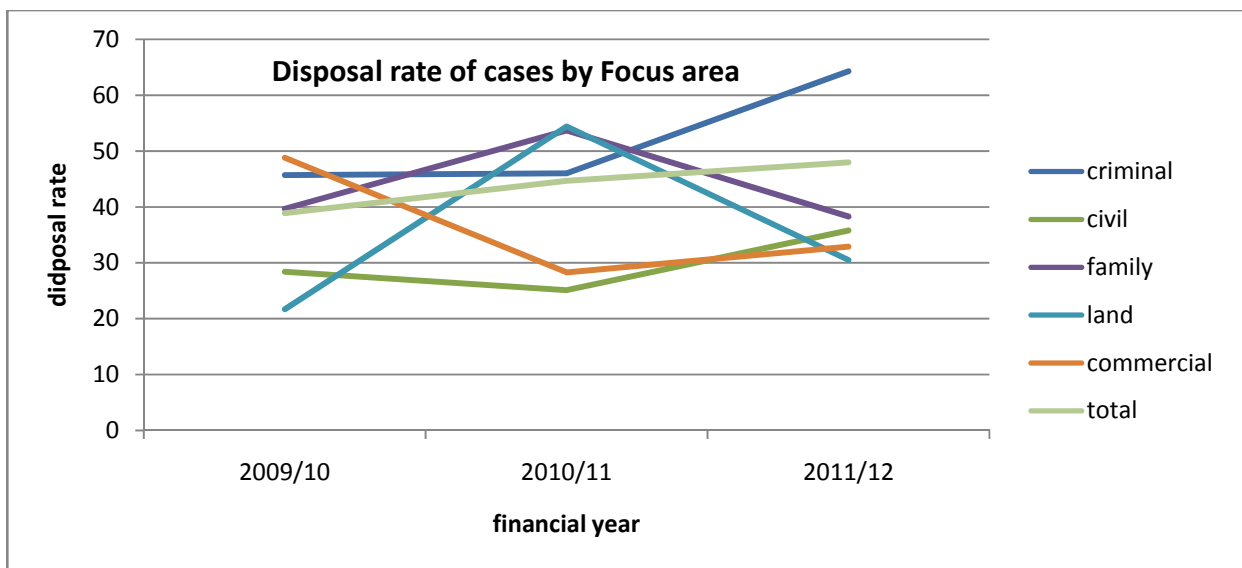
The sector however urges the Judiciary and DCCs to put in place mechanisms for increasing productivity of the courts mentioned below that disposed of less than 40% of the cases before them to ensure that their productivity levels increase as well as case through put.

Table 11: Courts that Need affirmative action

	Level of court	Caseload	Total % Disposal rate
Nakaseke	Magistrate GI	457	38.1
Kiruhura	Magistrate GI	789	29.4
Mpigi	Chief Magistrate	2117	24.7
Kaabong	Magistrate GI	95	24.2
Apac	Magistrate GI	864	14.9

Table 12. Summary of Case Disposal by Court Focus Area

Focus area	2009/10			2010/11				2011/12				
	Filed	disposed	Disposal rate%	BBF	Filed	disposed	Disposal rate%	BBF	Registered	disposed	Disposal rate of registered cases %	Total Disposal rate
Criminal	59607	54525	45.7	70,811	60,986	60649	46	64827	41037	68096	166	64.3
Anti corruption				161	420	353	60.8	189	343	278	79.5	52.1
Civil	19273	15608	28.4	45,666	21,489	16875	25.1	58330	15219	26326	173.0	35.8
Family	7307	6880	39.7	13,012	21,693	18637	53.7	17828	14784	12501	84.6	38.3
Land	4041	3412	21.7	5,969	1947	4308	54.4	18556	5435	7309	134.5	30.5
Commercial	1181	949	48.8	2,823	1,332	1179	28.3	2906	1519	1457	96	32.9
war crimes								5	5	4	80	40
Executions								79	2718	812	30	29
Total	91409	81374	38.9	149002	110692	102001	44.7	162720	81060	116686	144	48



Impact of increased case disposal

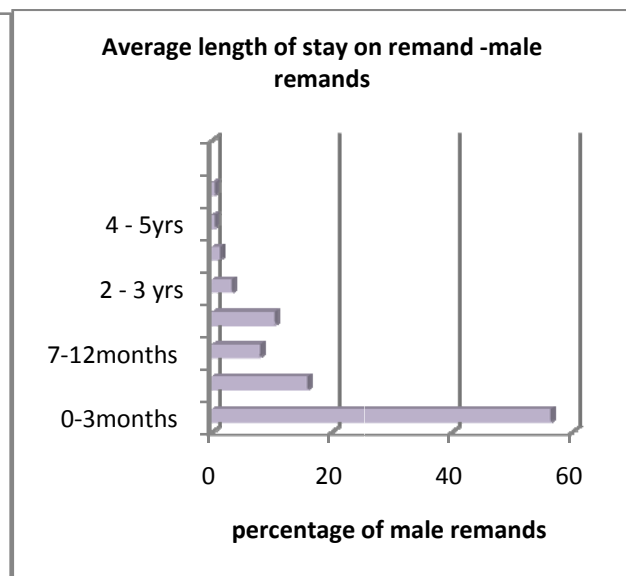
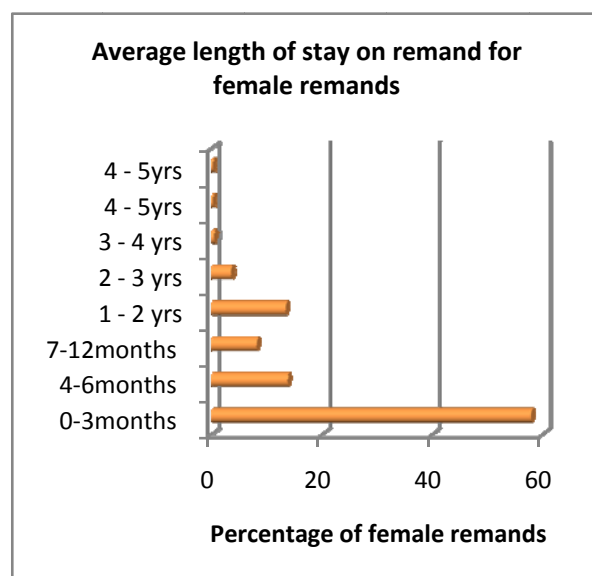
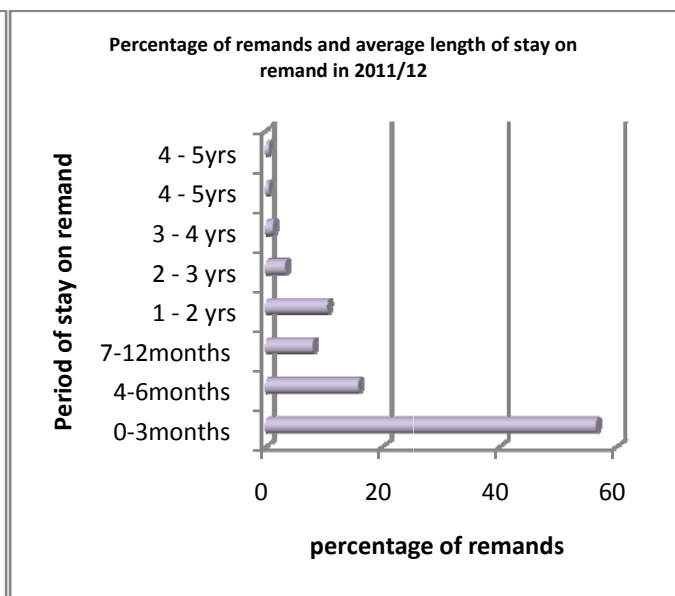
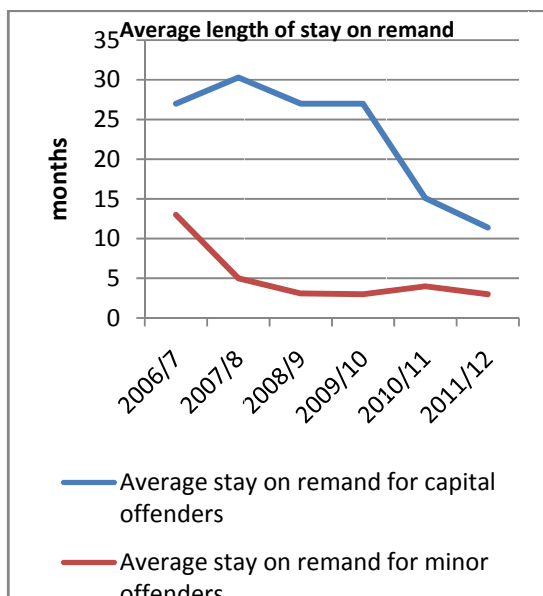
Reduction in Case Backlog: As a result of the improved performance in disposal of cases, case backlog reduced by 21.7% within the reporting period.

Reduction in average length of stay on remand: The sector recorded a consistent reduction in average length of stay on remand to 11.8 months for persons accused of capital offenses and 3 months for

those accused of non-capital offences compared to 30.3 months and 5 months in 2007/8 for capital and petty offenders respectively.

Table 13: Trends in average stay on remand for capital offenders, recidivism, escapes

	2011/12	2010/11	2009/10	2008/9	2007/8	2006/7
Average stay on remand for capital	11.4	15.1	27	27	30.3	27
Average stay on remand for minor offenders	3	4	3.0	3.1	5	13
Recidivism rate	26.7	28	28	35	43	44
Escape rate	9 per 1000 inmates in custody	12 per 1000 inmates in custody	10 per 1000 inmates in custody	12 per 1000 inmates in custody	4 per 1000 inmates in custody	8 per 1000 inmates in custody
Recapture rates	46%		45.6%	40%	38	38
Number of juveniles in adult prisons	0	0	0	0	79	



From the figure above we conclude that 80% of remands in Uganda prisons are now short termers having stayed for less than 6months. This is in comparison to the situation at the start of the SIPII period where over 60% remands had stayed in prison for over a year. The same situation is true for both men and women.

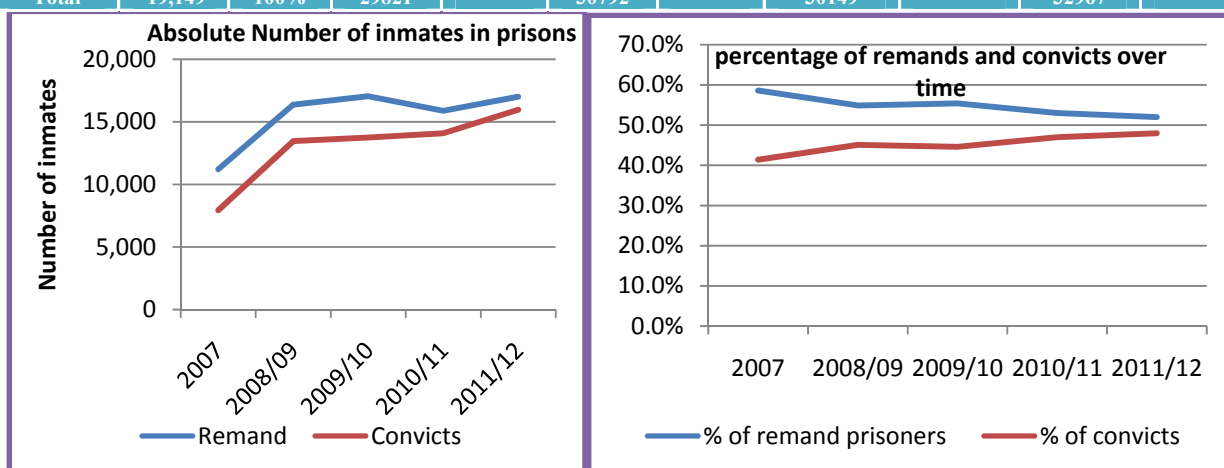
Remand Population: Although Prisoners on remand are proportionately higher than the convicted prisoners, (52% compared to 48%) it is important to note that the ratio of convicts to remands is increasing over time and a 3.7% increase in proportion of convicted prisoners was recorded over the reporting period while total prisoner population increased by 5.6% during the period under review.

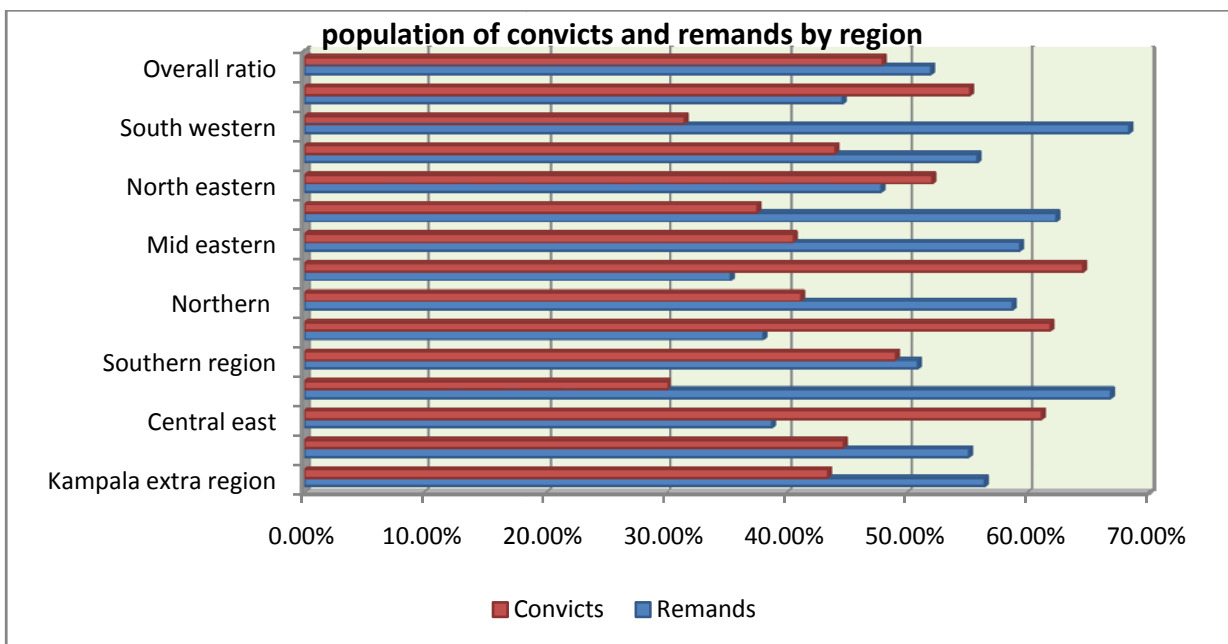
Table14 Summary of average prisoner population

Gender	2010/11				2011/12			
	Remands	Convicts	Total	%age	Remands	Convicts	Total	%
Male	15195	13506	28701	95.2	16254	15240	31494	95.5
Female	694	575	1269	4.2	749	582	1331	4
Debtors		189	189	0.6		142	142	0.5
Total	15889	14270	30159		17003	15964	32967	
%age	52.7	47.3			52	48		

Table 15: Trend in remand population over the years

Category	2007		2008/09		2009/10		2010/11		2011/12	
	Pop	%	Pop	%	pop	%	pop	%		
Remand	11,215	58.6%	16,373	54.9%	17,046	55.4%	15879	53%	17003	52
Convicts	7,934	41.4%	13448	45.1%	13747	44.6%	14081	47%	15964	48
Total	19,149	100%	29821		30792		30149		32967	





Region	Remands	Convicts
Kampala extra region	56.50%	43.50%
Central region	55.20%	44.80%
Central east	38.80%	61.20%
Mid central	66.90%	30.10%
Southern region	50.90%	49.10%
South eastern	38.10%	61.90%
Northern	58.80%	41.20%
Western region	35.40%	64.60%
Mid eastern	59.40%	40.60%
Eastern	62.40%	37.60%
North eastern	47.90%	52.10%
North western	55.90%	44.10%
South western	68.40%	31.60%
Mid western	44.70%	55.30%
Overall ratio	52%	48%

2.3.5 Innovative approaches

Various innovations were implemented over the SIPII. This included the use of community service, ADR and capacity building for Local Council Courts.

Community Service: A total of 8,566 community service orders were issued compared to 8,000 orders issued in the same period last financial year and 4,500 orders issued at the beginning of the SIPII period, translating in a 77.7% increase in the number of orders issued. In contrast 11,915 petty offenders were held in prisons during the period under review. This level of performance was achieved as a result of strengthened communication, coordination and cooperation among the JLOs agencies as well increased public



awareness programmes. This means that the sector must heavily invest in public and stakeholder sensitization to ensure the service is available in all the districts as an alternative to custodial sentences.

Table16: Number of community service orders issued

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Orders Issued	601	1,605	1,893	2,126	4,500	6,350	11481	8000	8566
abs condiment	24	112	133	149	315	254	459	214	

By gender 92% of the persons sentenced to community service were men. This is in consonance with the fact that many of the offenders are men.

Statistic shows that Kampala extra had the highest number of orders issued. This is partly due to the fact that there are committed staff at every court and is also a reflection of the high crime rate as reflected in the Police Annual and Traffic report for the period 2011. On the other hand the Northern region had the least number of orders issued partly because there are fewer courts as opposed to other regions of the country, and in addition there were low crime rates in the region.

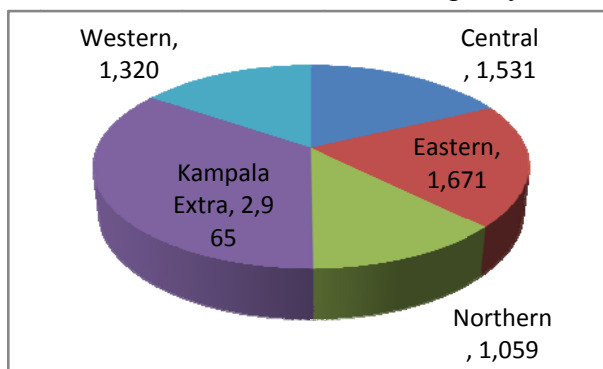
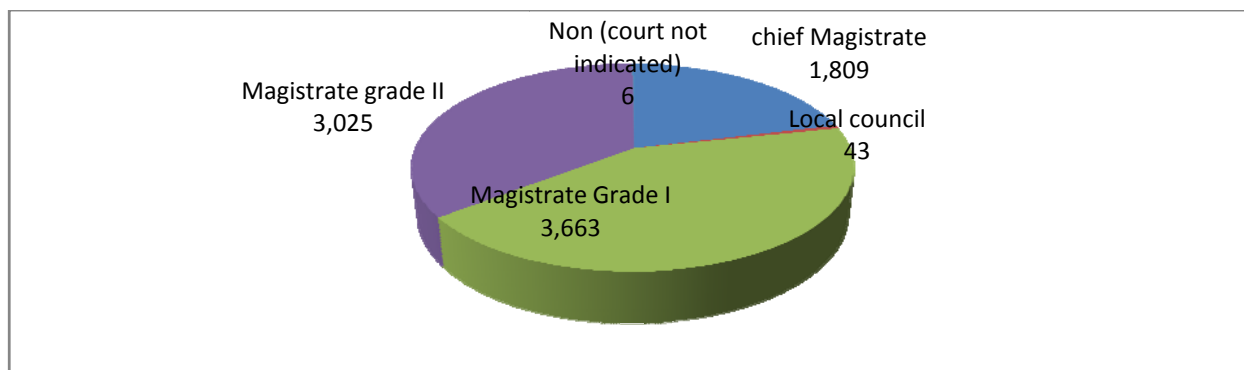


Table 17: Community Service Orders by region

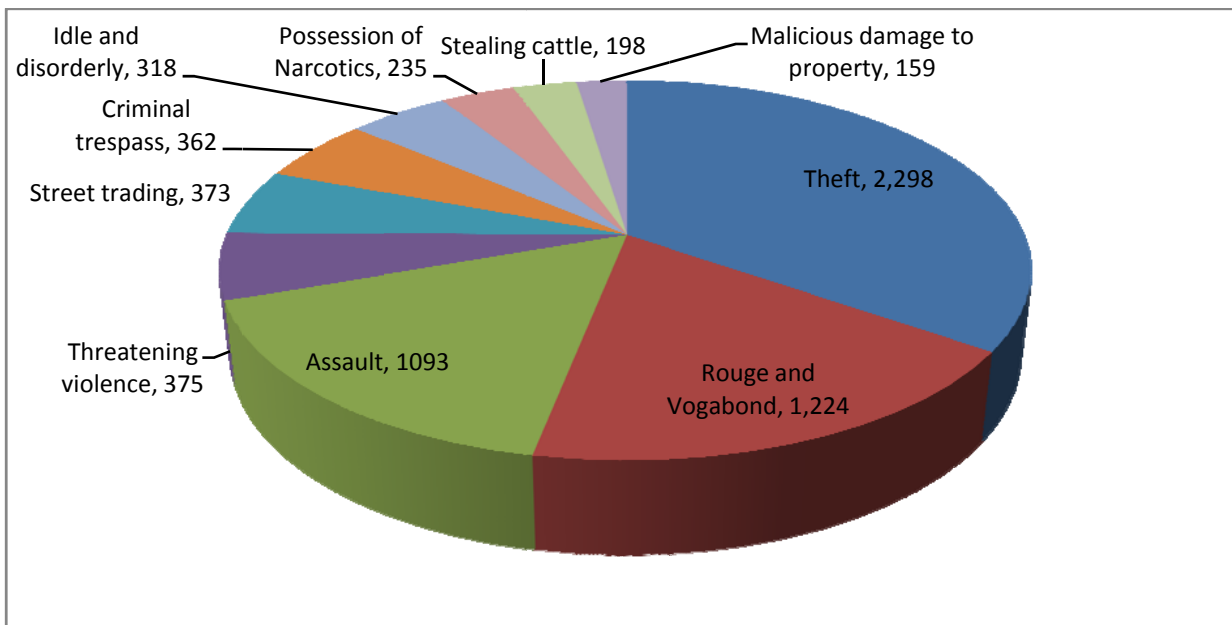
Region	No. of orders		Total	%age
	Male	Female		
Western	1,240	80	1,320	15.3
Eastern	1,525	146	1,671	19.4
Northern	897	162	1,059	12.3
Central	1,439	92	1,531	18.0
K'la Extra	2,746	219	2,965	35.0
Total	7,847	699	8,546	100

In the reporting period, most orders were issued by Magistrates Grade I. This relatively corresponds to the existence of a high number of Grade I Courts across the country. Local Council Courts however registered limited numbers due to the legal challenges surrounding their existence.



Leading crimes for offenders sentenced to community service

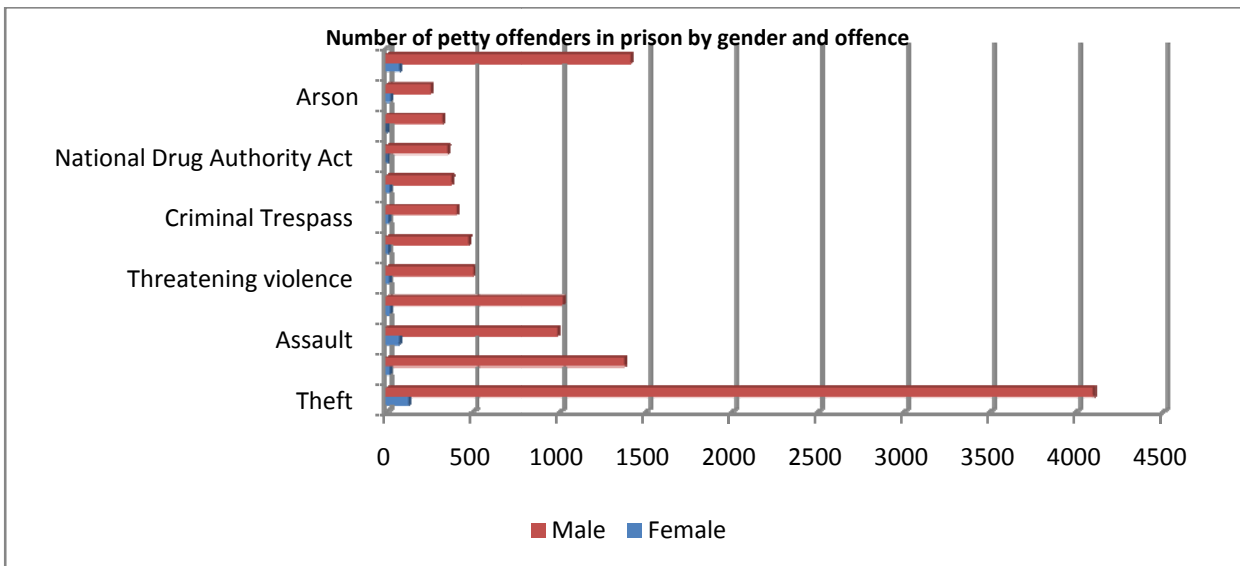
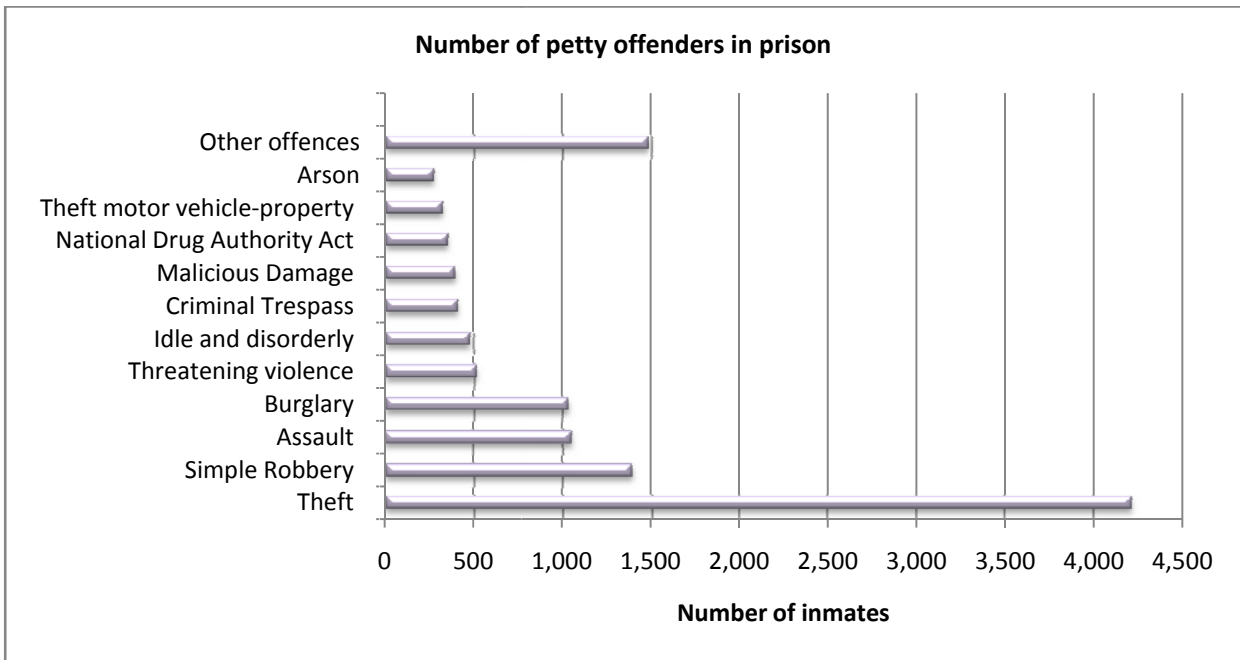
The most common offences committed by offenders who were sentenced to CSO during the financial year were theft, rogue and vagabond, Assault, threatening violence, street trading, criminal trespass, idle and disorderly, possession of narcotics, stealing cattle and malicious damage to property.



The offenders were placed in various institutions with varying assignments notable among them is tree planting and brick making projects, construction, sinking and tending the woodlots in Sembabule, Mubende, Mayuge, Abim, Mbarara and Oyam; drainage de-silting in Makindye and Kampala among others.

Table 18: Number of petty offenders in prisons in 2011/12

Offence	Female	Male	Total
Theft	120	4,098	4,218
Simple Robbery	16	1,376	1,392
Assault	67	984	1,051
Burglary	19	1,013	1,032
Threatening violence	13	498	511
Idle and disorderly	7	472	479
Criminal Trespass	9	401	410
Malicious Damage	16	374	390
National Drug Authority Act	3	350	353
Theft motor vehicle-property	1	321	322
Arson	21	252	273
Other offences	71	1,412	1,483
Total	363	11551	11914



The sector has continued to invest in Community Service awareness campaigns through dissemination of IEC materials, radio programmes, training workshops for stakeholders and skills development for offenders.

In the reporting period 520 supervisors were trained in counseling and social reintegration in the districts of Nakasongola, Butambala, Koboko, Kiryandongo, Kampala Extra, Ngora, Bulambuli, Isingiro and Sheema. Also line support was provided to court

clerks, Prison receptionists and Police in all the districts visited during the period. It involved project identification; register usage and updating, records keeping, use of PF 103 and identification of eligible offenders among others.

To ensure that community service meets stakeholder expectations there is need to train more supervisors, invest in awareness creation, develop a pool of placement institutions and introduce time logs to be filled by the supervisors. The programme should also be enabled to recruit more staff and also acquire transport to facilitate supervision and monitoring.

Alternative Dispute Resolution (ADR)

Alternative Dispute Resolution is one of the innovations the sector is currently employing to stem the growing case backlog. To deepen the use of ADR, 423 bar course students at LDC were trained in ADR. ADR has been rolled out to the family division of the High Court and magistrates courts in family matters. In the reporting period 395 cases were disposed of through mediation in the family and commercial divisions of the High Court thus registering a 133% disposal rate of registered cases and 27.7% total disposal rate of cases referred to mediation. The sector is encouraged to fast track the process of capturing statistics on cases resolved through ADR in the lower courts.

2.3.6. Developing capacity of Local Council Courts

In terms of capacity building for local council courts which remain the most accessible institutions for dispute resolution, 581 sub county Chairpersons and 582 secretaries to LCC 111 were trained in local administration of justice in 18 districts of Kibaale, Mbale, Rakai, Sironko, Arua, Manafwa, Dokolo, Tororo, Mbarara, Pallisa, Gulu, Wakiso, Iganga, Bulambuli, Bududa, Kasese, Busia and Kyenjojo. Also 40 officers were trained in procedures for adjudication, record keeping and records management, from the 15 pilot districts of Bududa, Tororo, Kaliro, Manafwa, Sironko, Kapchorwa, Bukedea, Serere, Budaka, Butaleja, Busia, Jinja, Pallisa, Kumi and Kamuli and 5 Municipalities of Tororo, Jinja, Mbale Iganga and Busia. The sector capacity building programmes was affected adversely by the delay to elect members of local council courts I and II. It is anticipated that elections will be held in December and thereafter the sector will embark on a massive capacity building programme for the LCC aware of the important role they play in decongesting the mainstream courts.

2.3.7 Quality of justice

Civic education

To enhance civic awareness on the administration of justice and maintenance of law and order, 33 radio talk shows were conducted, 76 spot messages were produced and run in various districts in Uganda. One performance management workshop targeting Registrars and Chief Magistrates in the Kampala area was held. In the reporting period 4000 brochures on Land Law, Succession Law and Resolution of Land disputes were printed. Also 950 copies of the English version, 420 copies of the Luganda version and 500 copies of the Runyakitara version of the Citizens'

Handbook were printed. In the reporting period 97 Complaints investigations were conducted in 12 districts and 42 Suggestion Boxes were procured and installed across the country.

The process of translating the Citizen's Handbook into Luo was completed. The translation to Nga'Karimojong and Ateso is ongoing. Copies of the Citizens Handbook in English(1,950),Luganda(1,270) and Runyakitara(1,500) were printed and disseminated. Impact assessment exercises were conducted in Ntungamo, Bushenyi, Pallisa and Iganga district, and a performance management workshop targeting Registrars and Chief Magistrates in the Kampala area was held. The commission also held ten sub county sensitization workshops during the reporting period.

The commission is commended for the continued drive to enhance civic awareness on the administration of justice, however there is need to change strategy and improve coordination with other JLOs actors to ensure that more stakeholders are reached with a uniform message within the same time period if impact is to be realized.

Legal aid:

To improve legal aid service provision in Uganda, a draft National Legal Aid Policy was developed. A National Validation Workshop was held and principles for the policy agreed on, including the designation of a National Regulator and creation of a State Legal Aid Service Provider. The draft policy also provides for the operations of Non-State Actors including their partnership with the State Actors. By the time of preparing this report the draft National Legal Aid Policy had been considered by the Sector Leadership and is now being finalized for submission to the Executive for adoption.



Participants at the National Legal aid policy validation workshop



Law Council and Uganda Law Society pro-bono open day

The Uganda Law Society, with support of the Legal Aid Basket Fund is currently implementing the Pro-Bono Pilot project, under the guidance and leadership of the Law Council. This Project was initially piloted in the districts of Kampala, Gulu and Jinja and later rolled out to Kabale, Kabarole and Masindi. Advocates were contacted on a regular basis through emails, telephone and actual visits to their chambers to endear them into enrolling into the programme. In the period under review, a total of 103 Advocates enrolled into the project. ULS held a pro bono inaugural day early in 2012, which focused on promoting equality

in access to justice through Pro bono services, bringing services nearer to the people, creating visibility of the Pro Bono Scheme of ULS regionally and assessing the impact of the services being offered to people as well as strengthening institutional linkages with other legal aid service providers.

Through legal representation of inmates by the Uganda Law Society Legal Aid Clinic of Luzira and in the special session of December, 2011 a total of 150 inmates accessed justice in the Magistrate’s Courts of Entebbe, Kajjansi, Mwanga II, Makindye, Matuga, Nakawa and Luzira. A total of 46 accused were granted bail, 24 were granted Court Bond; 28 Cases were dismissed for want of Prosecution and accused persons discharged; 27 offenders pleaded guilty and 23 of these were issued Community Service Orders, 3 were cautioned and 1 Sentenced to 1 Months Imprisonment)

The ULS conducted 4 community sensitization workshops and 8 radio talk-shows in the districts of Katakwi and Bundibugyo covering among others- land rights, Domestic Violence Act, the law of Succession and Inheritance, and Marriage and Divorce.

Table 19: Performance of ULS legal aid clinic

	Clients registered	Male	Female	No. receiving legal representation	Cases resolved	ADR
2008/09	6803	3942	2861	3234	233	415
2009/10	6563	3849	2714	3361	249	437
2010/11	7442			2871	423	359
2011/12	9049	6039	4896	4861	956	263

Justice Centres Uganda (JCU): The centres now operational in Lira and Tororo, recorded a 235% percent growth in walk-in clients for legal advice. This attests to community outreach by the JCU but at the same time, the usefulness of avenues where people can go to seek advice of



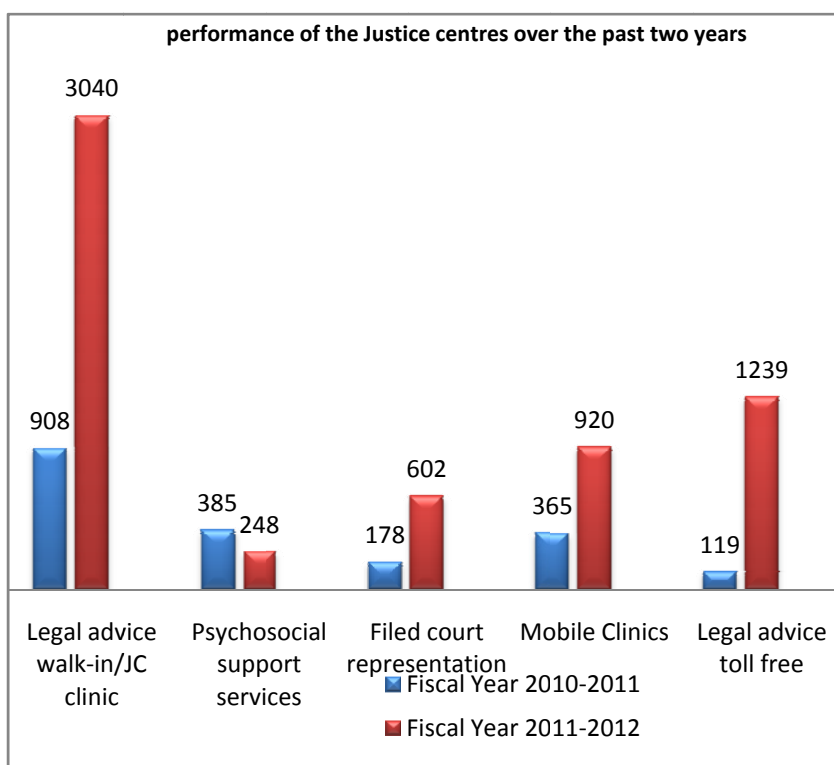
Staff of JCU attending to clients through a mobile legal aid clinic

whatever nature, without needing money. However a decline of 36% was recorded for individual clients using psychosocial support services; this was attributed to the JCU strategy to take the psychosocial services out to the community level where it was found to address a bigger community problem. Cases resolved through mediation grew by 278% as a result of community appreciation that mediation has the potential to address their issues without undue delay. Filed court representation grew by 238%;

this was mostly grown by the criminal matters handled through the prison decongestion programme. It is noted that in the JCU geographical coverage areas generally, the criminal matters move much faster than the civil matters through the court. This is partly because all efforts are set on the criminal aspects of the law and in particular recognition of the rights of the incarcerated as opposed to the civil aspects of Justice. A growth of 152% was recorded for clients attending and accessing services at mobile Clinics;

the number of clinics was reduced from three to two to ensure that a better quality job was undertaken.

From the first two clinics held, JCU quickly learned that it takes a lot of planning, networking to hold a successful quality mobile clinic and as such to hold six would either take time from other activities or compromise the quality of the legal aid services delivered. This was partly contributed to by the overwhelming numbers of participants seeking the services of the JCU such as advice and dispute resolution including mediation and court representation.



Legal advice provided via the Justice Centres toll free telephone line grew by 941%. This has been the turning

point for the JCU lessons learning in legal aid service delivery this year. This has been the most sought after service for most of the communities where JCU operates. It has also empowered the communities to have quality (particularly) legal advice on decisions they take that may have legal implications. This has been particularly useful because qualified advocates are also involved in providing dependable legal advice.

The Paralegal Advisory Service (PAS) project was also instrumental in addressing bottlenecks and challenges in the criminal justice system in order to accelerate the delivery of, and access to justice. It helped to improve the understanding of principles and procedures of the formal criminal justice system by users and increased the demand for justice. The project contributed to physical and case file decongestion, linked the demand and supply sides and advocated for practice change in the criminal justice system. In the reporting period PAS provided legal advice and counseling to 10,6273 suspects at police and inmates in prisons, helped divert 1,198 cases from the criminal justice system, lodged 12,201 bail applications and secured bail for 542 capital offenders and 3720 inmates who had overstayed the mandatory period. PAS was also able to secure police bond for 10,240 suspects. Other areas of performance are summarized in the table below-

Table 20: Impact of PAS programmes in 2011/12

Police bond secured for suspects at police	10,240
Sureties traced	56,403
Sentence confirmations secured	2,664
Appeals lodged in High Courts	985
Plea of guilty cases fast tracked	4,407
Sentences mitigated	4,204
Community service orders facilitated	1,963
Assistance to process fines	477
Referrals made to other legal aid service providers	1,809

PAS also made a contribution to the success of High Court sessions by linking the state brief lawyers to inmates for interviews before representation in Court which improved the quality of representation and hence improved access to justice for the indigent. PAS teams also ensured that the “first in, first out” principle for High Court cause lists was followed. When cause lists were prepared by the High Court Registrar, Paralegals cross checked the lists with prisons records and with inmates in prison to ensure that those who were committed to High Court earlier were included. If there were any anomalies, they were always corrected.

Other legal aid service providers under LASPNET, registered 28,187 cases and provided legal aid to 8,078 persons while 2,405 cases were referred to other appropriate institutions. LASPNET now has a membership of 25 organizations providing legal aid in various regions of the country. This performance translates into 37.2% access to legal aid services for persons seeking legal aid from organizations under LASPNET.

Juvenile justice:

The sector completed the first phase construction of Arua remand home and the remand home is expected to begin operation soon. Reconstruction of Kabaale remand home is due to start. This will bring to 5 the number of regional remand homes constructed or reconstructed by the sector over the SIPII period. In the reporting period the 551 juveniles remanded were resettled and reintegrated in the community, 490 of the resettled juveniles were boys and 61 were girls. This reduced proportion of children on remand for every 100,000 child population to 1.5. Another 158 juveniles in need of care and protection i.e. 76 boys and 82 girls were also resettled.

In the reporting period, the sector with support from UNICEF, implemented a special programme targeting juvenile offenders in northern Uganda in which out of 250 cases identified 150 cases were cause listed and 134 cases were concluded representing a completion rate of 93%.

Three special High Court sessions specifically for children were held with the full support of the DCC in Gulu and Kitgum. The special sessions pioneered a number of best practices for justice for children characterized by child-friendly processes in the High court. The best practices from the above sessions included, the identification of champions (community legal volunteers, state

attorneys, session judges and some defense lawyers) for children; introduction of child support centres; highlighting of special needs of victims; and introduction of the “need for review of sessions” as a means of delivering justice to child victims of defilement. Speaking of how they had felt before, during and after the sessions, some of the child beneficiaries stated:

“I feel prepared for the court after I was counselled by a Fit Person and I wanted to receive such kind of counselling because when I was taken in the behind room I was free and I was not fearing whatever question they asked me.” – Anita (not real name), a six-year-old female victim of defilement

“I felt safe because my parents were with me the whole time.” – James (not real name), a 13 year old male witness

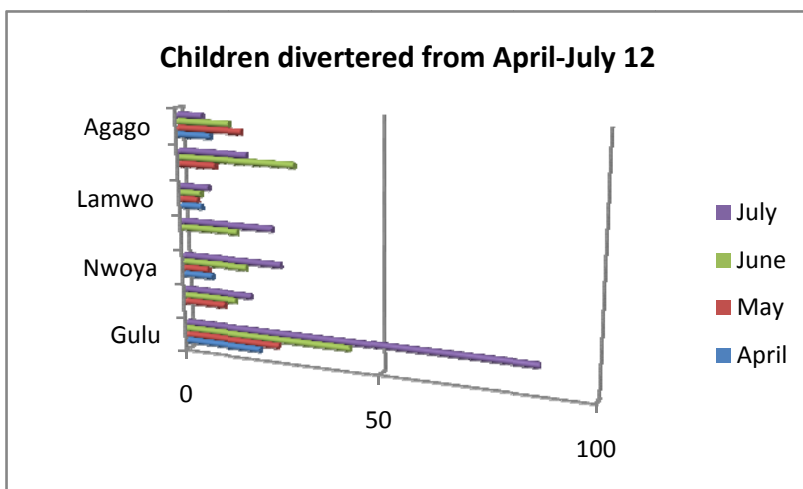
“I feel very comfortable because the environment in the room behind was very okay for me to express my thoughts.” –Sally (not real name), a 12 year old female victim of defilement

Almost all key actors mentioned the informal attire of Judges and Lawyers in Chambers as one of the best practices of the Sessions. Although not many children made mention of this, probably because most of them were appearing in court for the first time and had no form of reference to compare their experience to.

“Child-friendly process are just parts of the court process, we should look at it as a potential healing process. We have to pay attention to the children not just at trial, but at the moment the children come into contact with the law and after. We need to heal children not just consider our duty done.” Justice Byabakama Mugenyi.

With support from UNICEF, DCCs in pilot sites of the Justice for Children Programme were enabled deliver child justice outcomes quicker and better. This was done on two fronts namely; capacity building (raising awareness of child justice standards among DCC stakeholders and the offer of support, through the justice for children coordinators, in the convening of DCC meetings) and the facilitation of the generation of DCC Action Plans with specific, child-related interventions in order to foster better outcomes for children in contact with the justice system. Taking note of the various stakeholders in the delivery of outcomes as well as the need for them

to “read off the same page”, several capacity building training events were organized and 1371 stakeholders in child justice drawn from communities, JLOs agencies, local government and CSO benefited; 25% of the beneficiaries being women.



In the period under review the Chief Justice designated Magistrates Grade I Family and Children Courts to address the challenge of lack of Magistrates Grade II in many parts of the country who had mandate over the family and Children Courts originally.

A total of 980 child offenders were diverted against a target of 926 in Iganga, Kawempe, Rubaga, Nakawa, Entebbe, Wakiso and Makindye. 179 of the offenders were male and 100 female, the majority of whom were from Iganga, Kampala and Wakiso.

The police received a grant of US\$50,000 from UNICEF to pilot child diversion programmes in the Acholi sub region. The programme started in April 2012 and is expected to end in August 2012. The objective was to train stakeholders, orient police officers and identify fit persons/organizations to supervise Children in Conflict with the Law (CICL). In the reporting period a training of trainers programme involving 30 officials that included Police, Probation and NGOs was carried out. Also 1,000 copies of diversion guide lines were disseminated, 100 police officers orientated on the programme and 20 Fit person/ organizations were enlisted for supervision/rehabilitation of the CICL. The graph above; shows diversions in the seven districts of the Acholi sub regions.



Juvenile Cells at Iganga Police station

A total of 422 children who committed the offences of thefts, assaults, threatening violence and prostitution were diverted from April –July 2012 while 100 (88 boys and 12 girls) who could not be diverted were taken through the formal justice system and remanded to Gulu remand home. Some of the main causes forcing the children to commit offences were identified as poverty, cultural practices, child headed homes, life style at former IDP camps,

drugs/alcohol consumption and lack of concern/guidance from parents and guardians. Gulu district being the center of most activities topped the list of juvenile offenders followed by Pader and Nwoya respectively. It is however worth noting that much as the program is helping in shaping children, the majority of the population is ignorant and some victims who prefer the judicial system do not appreciate it and this sometimes makes police officers fear cautioning or releasing children from custody as the law requires. This therefore calls for massive sensitization of the community on diversion programmes and training of Police officers on the Children Act. For the Law Development Centre 980 Juveniles were diverted and the efforts of the police and other actors combined resulted into a diversion rate of 52.6%.

Following the establishment of a Court at LDC, Bar Course students are increasingly taking up cases in court resulting into an increase in use of reconciliation. In the reporting period 857 cases were handled 725 of these involving male and 135 of the cases involving females. In the same time period 544 cases for child neglect and family disagreement were resolved with 225 parties

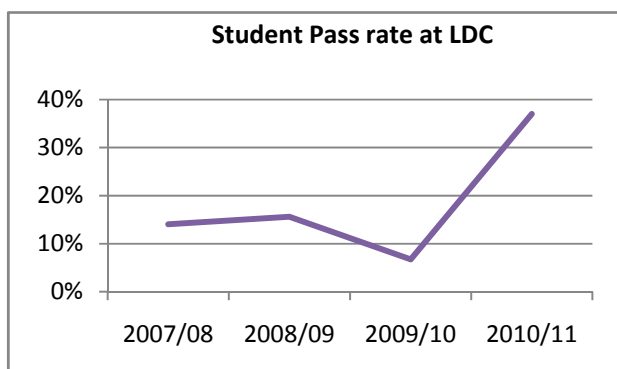
reconciled at court and 301 at police. A legal aid clinic office was established in Moroto district to handle gender based violence (GBV) cases and 55 cases were registered. In the reporting period 30 police officers, 300 community leaders and 400 fit persons were trained in Lira, Iganga and Wakiso.

Table 21: Reconciliation cases handled by LDC -LAC

Court	No. of cases handled	Female	Male
Makindye	139	17	122
KCC	113	11	102
Nabweru	129	18	111
Mwanga II	86	9	77
Nakawa	54	17	37
Kasangati	43	12	31
Matuga	139	22	117
Buganda Rd	29		29
LDC	128	29	99

Legal training

The sector also focused on legal training and in the period under review the Law Development Centre trained 320 Bar Course students 283 of whom sat final exams and 104 passed reflecting a 37% pass rate compared to 6.7% the previous year. This performance reflects a 550% increase in the pass rate. The significant reduction in failure rate is attributed to adoption and use of pre-entrance examinations coordinated by the Law Council.



The LDC in the reporting period also trained 350-Diploma in Law students and 1000 Administrative Officers. As an institution responsible for law reporting, the centre has prepared ready for publication, Law Reports for 2006 to 2009. The Law Development Centre conducted a right sizing exercise in the FY 2011/12, however no funds were provided for paying retirement benefits. The sector congratulates the Centre for the improved performance and appreciates the impact created

by the introduction of pre entry examinations.

The sector wishes to acknowledge the support of NUFFIC towards restructuring the LDC, modernization of the curriculum, library, building pedagogical skills of the teachers and building the research capacity of LDC.

The sector commends the LDC for training bailiffs which has resulted in having fewer complaints against bailiffs in the reporting period.

2.4.0 SAFETY OF PERSON AND SECURITY OF PROPERTY

Having recognized that crime has a profound counterproductive effect on social reintegration, business undertakings, the development of markets and property rights, all of which are inextricably linked to physical security, capacitating JLOS institutions to fight crime and recidivism is essential.

Within the period under review the sector laid emphasis on the restoration of civilian rule in the Northern Uganda and Karamoja through the interventions of JLOS actors especially the establishment of judicial and policing services.

- ✚ 43% reduction in incidence of crime over SIPII period
- ✚ 32% reduction in juvenile offenders
- ✚ Reduction in cases of rape
- ✚ 53% conviction rate in criminal cases
- ✚ 0.3% reduction in road accidents
- ✚ increase in offenders rehabilitated
- ✚ Increase in use of community service as an alternative sentence
- ✚ Recidivism reduced to 26.7%
- ✚ 79% increase in cases of drug abuse and drug trafficking
- ✚ Reduction in corruption related cases
- ✚ 48% increase in women committing crime
- ✚ Increase in cases of defilement

The assessment of the sector's performance on reducing crime is measured through incidence of crime (the ratio of crime to the population), the rate of recidivism (re-offending) and the ratio of police to the general population as a measure of the state's response to this challenge. The assessment for half FY 2010/11 focused on the output indicators.

The Sector implemented various actions to address some of the constraints in the fight against crime. This included enhancing countrywide coverage of the duty bearers such as DPP and police, provision of adequate infrastructure and logistical programmes for Police in regard to office

accommodation, transport and housing as well as programmes for rehabilitation and reintegration of offenders and juveniles. Community service orders were also considered instrumental in reducing the exposure of petty offenders to hard core criminals, and as a deterrence to crime.

2.4.1 Enhanced JLOS response to crime

The sector continued to employ both reactive and proactive approaches in dealing with the challenge of crime. As a result, Uganda has continued to register a declining crime trend over the past 5 years. In 2011 a total of 268,811 complaints were made to Police. Out of this, 99,321 cases were criminal while 169,490 cases were civil compared to the 262,936 complaints made in 2010 in which 99,917 cases were criminal and 163,019 civil. Therefore the sector registered a 3.8%

reduction in crime rate over the reporting period and 43% reduction in crime rate over the SIPII period.

Crime rate is the growth rate of crime i.e. (crimes committed /total population) x100,000 people. Implying that out of every 100,000 people, 302 were involved in crime. Within the reporting period, there were notable reductions economic crimes (private sector fraud), rape, violent robberies, ritual murders, burglaries, and thefts. This is attributed to police vigilance, community policing, increased police presence and a strong anti stock theft unit in Karamoja and surrounding areas. However, there was a general increase in defilement, public order offences, mob justice, domestic violence and use/trafficking of narcotics, as shown in the table below

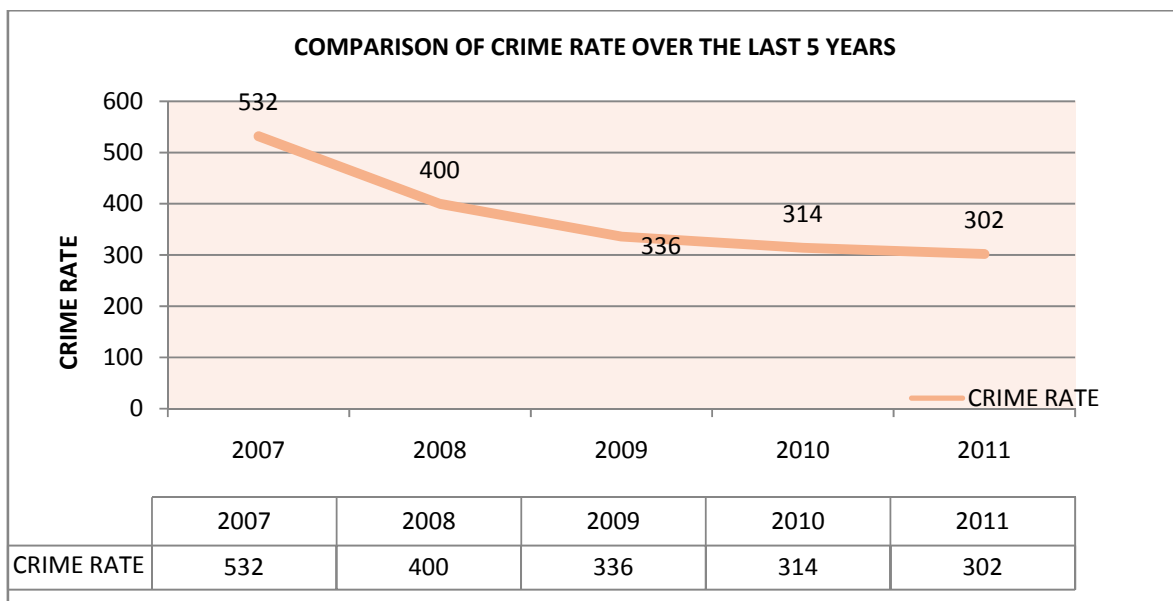
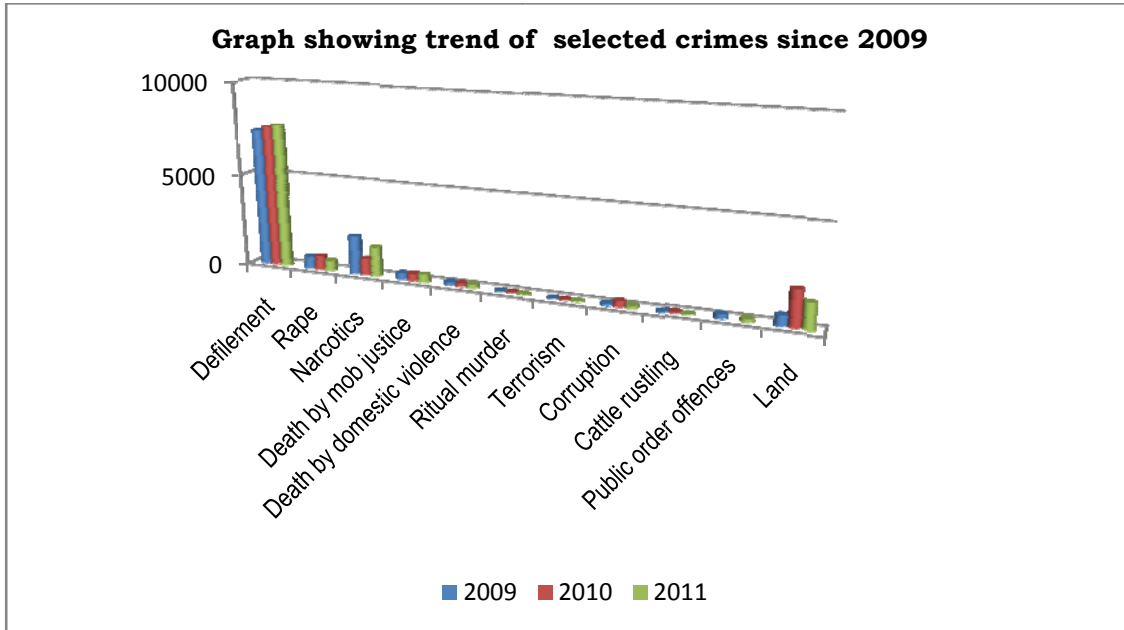
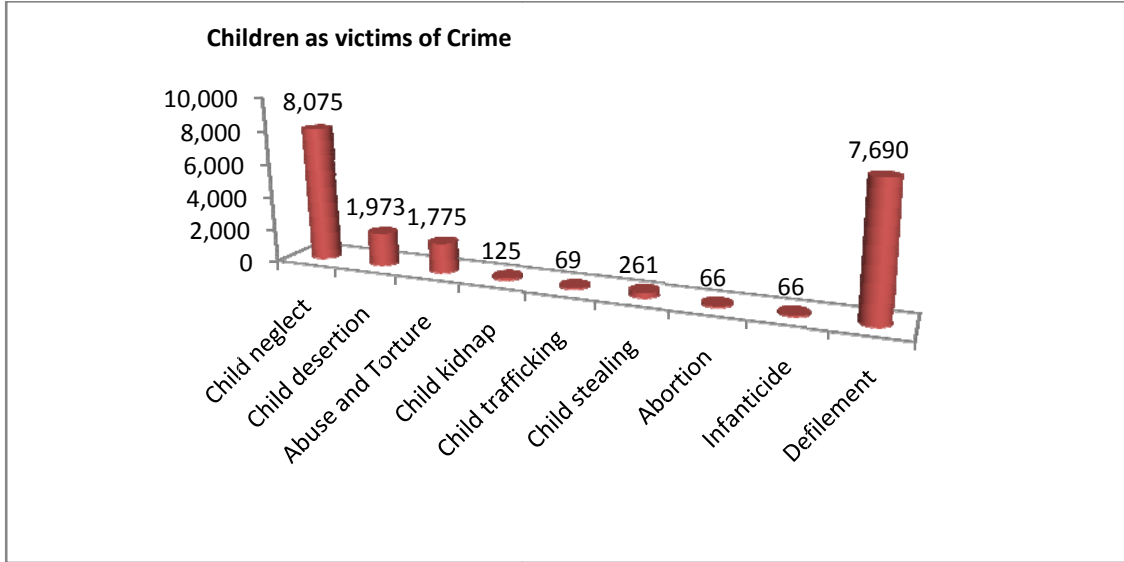


Table 22: trend of selected crimes from 2009-2011

Crime	2009	2010	2011
Defilement	7,360	7,564	7,690
Rape	619	709	520
Narcotics	2,034	871	1,563
Death by mob justice	332	357	383
Death by domestic violence	165	159	181
Ritual murder	29	14	8
Terrorism	12	2	10
Corruption	95	293	150
Cattle rustling	50	40	22
Public order offences	210		149
Land related offences	531	1,870	1,368



Although men remained the greatest offenders, the number of women involved in crime increased by 48%, from 2,395 in 2010 to 3,533 in 2011. The common offenses committed by both men and women were assaults, thefts, threatening violence, economic crimes, homicides, breaking in, drug trafficking and domestic violence. The increase is attributed to poverty, family disputes, consumption of alcohol and drug use and unemployment. On the other hand the number of juveniles who committed crime reduced by 32% from 1,861 in 2010 to 1,774 in 2011 registering a juvenile arrest rate of 10.1 juveniles for every 100,000 of the child population compared to 24 juveniles arrested for every 100,000 child population in 2010. It is however worrying that the number of child victims remained high as shown in the graph below:



The Criminal Investigations Directorate saw an improvement in performance. Cases investigated and taken to court rose by 43% from 29,282 cases in 2010 to 43,813 cases in 2011. All these achievement was as a result of;

- ❖ Improved capacity and capability of the police in quantitative and qualitative terms which has continued to grow;
- ❖ The JLOS case back log quick wins strategy,
- ❖ Synergies created by cooperation amongst security agencies, JLOS institutions especially the DPP in support and guidance and the Judiciary for the enhanced efficiency resulting in a record disposal of cases, Government MDAs and Development Partners
- ❖ Mainstreaming Community Policing strategies in which the public is playing an increasing role in crime prevention and investigations.

Overall, the relatively low crime rate and sound security in the country, contributed to Uganda being crowned a top tourist destination for 2012 by Lonely Planet's website, a leader in internet based global tourism. The New York Times also included Uganda on its list of 45 countries to visit in 2012. Recognizing this fact that safety and security in the tourism industry is of vital importance. The Police in the period under review established a Tourism unit.

The above success notwithstanding, the Uganda Police is still faced with serious crimes, security and safety challenges. Of particular concern are the following; Homicide, Terrorism, Public order offences, offences related to narcotic drugs and human trafficking in addition traffic accidents.

Homicide: Total cases of homicide increased by 12.8% from 1,761 cases in 2010 to 1,987 in 2011. This is as a result of among others land wrangles, dissatisfaction with delayed/omission of Justice, family misunderstanding, business rivalry and death caused by domestic violence.

Terrorism: Although, since the 11 July 2010 bombings, Uganda has not suffered similar attacks. The threat of terrorism from both international and local terror groups looms large. The fact that we have not suffered attacks is not because there have not been attempts but because of vigilance and information sharing.

Public order offences: In the year under review, a new form of anarchism/lawlessness emerged leading to increase in public order offences. Indeed under the banner of A4C/ 'walk to work', many public order offences, ranging from unlawful assembly, inciting violence, to rioting were committed. The police investigated 149 cases, sent 770 suspects to court out of whom 113 were convicted, 89 persons acquitted and 15 cases dropped by DPP. On a sad note, 11 fatalities including a police officer were recorded and the suspected perpetrators were arrested and are being tried in courts of law.

Narcotic Drug trafficking and abuse: Another area of concern is the high incidence of narcotic drug trafficking and abuse in the country. The alarming 79% increase in trafficking and

consumption does not capture the grave danger our society faces from the so called recreational drugs like marijuana to hard drugs like cocaine and heroin. Though the market still remains a tourist circuit and a select local clientele, emerging patterns indicate that the drug traffickers are now targeting vulnerable youth in a bid to secure long term client bases and expand their markets. While this practice is being checked by joint efforts of parents, school administration and government agencies, the law on narcotics is not punitive or deterrent. The minimum sentence for narcotics is a paltry US\$100 or Ug shs 240,000 while maximum is US\$400 or Ug shs 960,000. This negates whatever efforts are being deployed to combat illegal drug trafficking and abuse. It is therefore urgent that the bill before Parliament on this matter is passed into law to address this challenge.

Human trafficking: This is increasingly becoming a problem. Girls are being lured by organized crime rackets to countries as distant as Malaysia, China, Thailand, Botswana and Egypt and end up being abused. Although strict security measures have been put at Entebbe Airport, the gangs use airports in the neighboring countries to fly their victims out. In an attempt to mitigate this problem, the Police received support of a pickup vehicle from the European Union to combat child trafficking and promote children's rights in Katakwi and Soroti Districts. This was after 22 children from the Teso region destined to be trafficked out of the country were intercepted in Mbale. In addition the EU and FIDA trained 34 police officers on child rights promotion and protection.

In order to mitigate some of the challenges mentioned above, Police plans to develop personnel skills especially in CID, enhance sensitization of the public to reduce on these crimes through community policing strategy and also broaden the scope of the CFPU into a Gender Based Violence Unit (GBV) and launch vigorous campaign against domestic violence

Adoption of scientific investigation methodology:

Police has built capacity in scientific investigations by training 3 officers in document analysis, forensics and DNA profiling abroad with support from JLOS and 123 CID officers locally in



Mbarara Regional Laboratory at final stages of construction

Cybercrime investigations and Scene of Crime Management facilitated by the German Government. In addition Police has continued to strengthened regional and international cooperation through sharing of information in combating transnational and cross-border crimes. As a result, a number of suspected terrorists were arrested and prosecuted. Police also received counter terrorism training and an assortment of equipment from the USA Government to support the fight against terrorism.

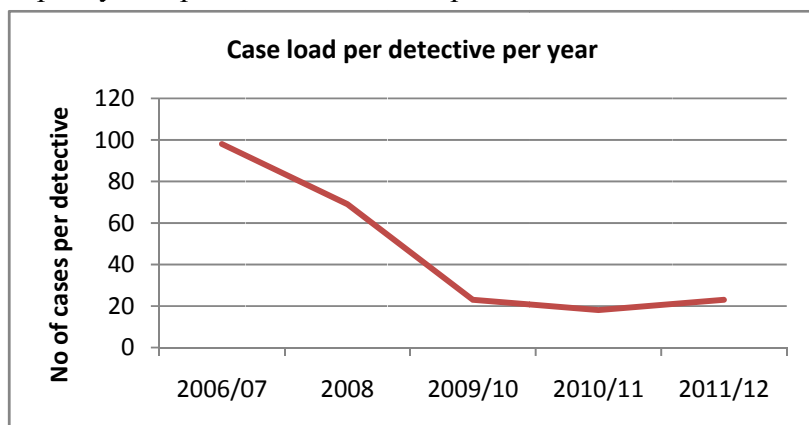
Construction of the Government Analytical Laboratory (GAL) in Mbarara commenced during the reporting period while construction in Gulu which had stalled for a long time was set to resume before the end of the financial year. The DGAL registered 2,013 forensic cases and analyzed 1,836 forensic exhibits involving 711 cases and attended 81 court sessions as expert witnesses. To enhance capacity of the forensic laboratory 37 analysts were trained and IT Hardware for a DNA criminal databank was procured and linkages with Prisons is under discussion

Canine unit: In 2010, the Police had only 12 canine units up country and the level of awareness by the public about the roles of dogs in crime prevention, detections and investigation was very low and as such the return was very small. In the last year, the units increased three folds from 12 to 36. This was made possible with support from JLOS and the district local governments of Rukungiri, Kisoro, Ntungamo, Kawempe, Kira, Soroti, Kibaale, and Kyegegwa. The number however is still small given the high demand for the dogs by the public that continues to grow day by day because of the immediate results in tracking criminals. In the period under review the demand grew by 46% from 3,494 cases in 2010 to 6,502 cases as shown in the graph below:



Canine breeding facility at Nagalama

With the continued support police from JLOS and Local governments, the plan is to increase the unit to 50 in 2012/13. In addition, the canine breeding facility at Nagalama (pictured above) when complete will greatly reduce the cost of importing dogs from abroad and also enhance the capacity to replenish stocks and expand the unit in the whole country with ease.



The sector had hoped that the CID caseload would reduce with the induction of new CID officers out of the 5000 Probationary Police Constables undergoing training at the Police Training School in Kabalye. However the delay to pass out the trainees has

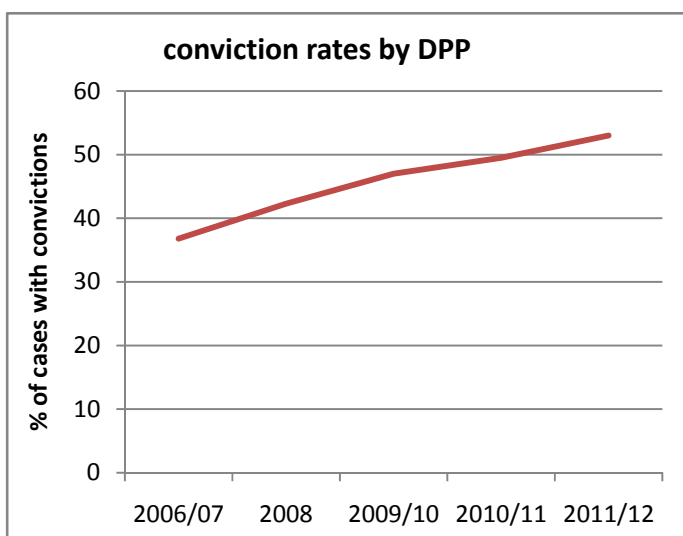
affected the targeted number to induct in CID, with CID case load still higher than the international average.

Table 23: CID case load

Year	2006/07	2008	2009/10	2010/11	2011/12	International standard
Case load per detective per year	98	69	23	18	23	12

Improved capacity to prosecute

In terms of prosecution services the sector has continued to register marked improvement with



the adoption of prosecution led investigations. At total of 112,740 cases were registered bringing the total number of cases to 156,101 cases for prosecution in the reporting period. Within the period under review, 21,493 cases were for Mention, 99,770 were under Hearing and 53,424 were concluded. From the concluded cases; court dismissed 13,358 cases, acquittals were 1,778 cases; convictions were 16,936 cases; 606 consented to charge while 693 cases were withdrawn from court for want of

sufficient evidence. DPP therefore registered a 53% conviction rate compared to 49.5% last financial year and less than 35% at the start of the SIPII period. This rate could go higher when the sector invests in increasing the number of service delivery points, enhances the quality of prosecutors through training and improves the quality of investigations. It is important to note that conviction rates were even higher in the anti-corruption court at 64% as a result of the adoption of prosecution led investigation.

2.4.2 Crime prevention and tackling rates of recidivism

Community policing: The strategy of neighborhood watch and popular vigilance has been expanded to Bunyarigi in Bushenyi, cricket ground in Mbale, Walukuba in Jinja, Oliy in Arua and Layibi in Gulu with support from EU under DGAP basing on the Muyenga Community model police station. This concept was borrowed from Ireland where communities are involved in policing together with the Police. It involves profiling residents electronically and providing a community hall where residents and police discuss matters of crime that is affecting the community. This has helped reduce crime in Muyenga and surrounding villages from 75 cases recorded per month to 25 cases per month.

For effective roll out of the Community Police posts, 560 CLOs were trained with support from the Irish Government both locally and abroad in various community policing techniques and in the same package 400 mountain bicycles and community policing posters shall be provided to ease the work.

Reduction in illicit small arms and light weapons

The National Focal Point on Small Arms and Light Weapons (NFP/SALWs) trained 19 district CID officers in the supervision and management of fire arm exhibits; marked 97% of UPDF Arms; collected and destroyed 31,000 pieces of unserviceable rifles from UPDF stores at



Undertaking arms marking for the UPF

Magamaga-Jinja. NFP/SALWs also installed firearms information management software on the at Police Headquarters (Kibuli), installed software for registration of brokering activities on the at Police Headquarters (Kibuli) with additional support from UN Regional Centre for Peace and Development (UNREC). The sector through MIA, established Conflict Early Warning and Response Unit (CEWERU) Peace Committees in 6 Districts of the Karamoja cluster as well as regional and district task forces to manage small arms proliferation issues in

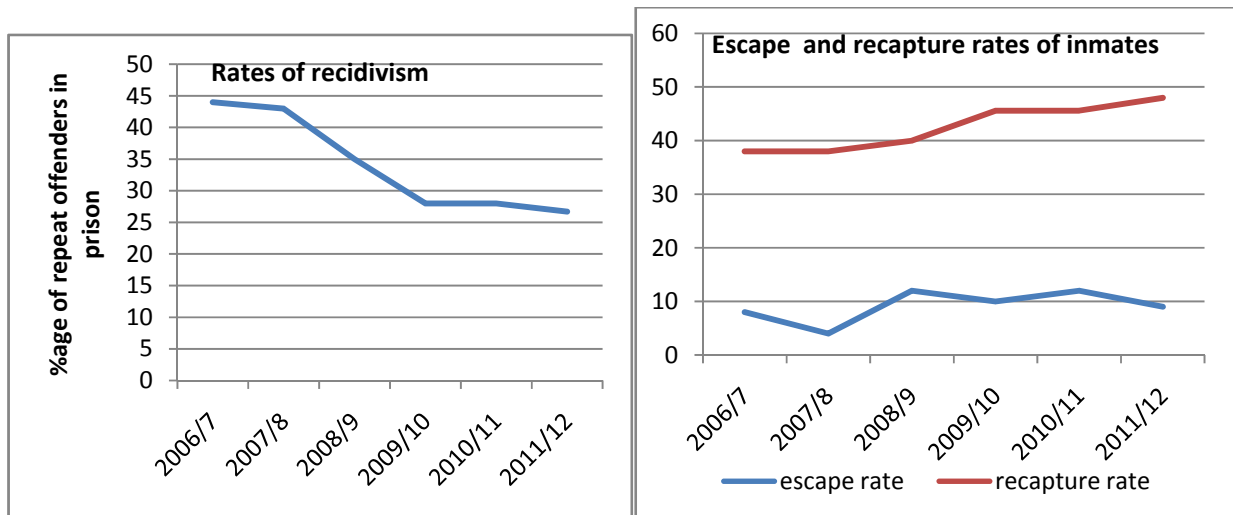
Kwen, Amudat and Napak. 3 sets of VHF radio communication equipment were provided to Amudat District Peace Committee. Focal persons in project planning and conflict resolutions in Kaabong District and district task forces in the management of small arms proliferation issues countrywide were trained.

Offender rehabilitation and reintegration

In the reporting period rates of recidivism reduced from 44% in 2006/7 at the start of the SIPII to 26.7% in 2012. This was due to the adoption of various measures including offender rehabilitation and counseling, offender reintegration and use of community service. At the same time escape rate from custody reduced to 9 escapes per 1000 held prisoners and an increase in the rate of recapture to 48% from 38% in 2007.

Table 24: recidivism and escape rates in prisons

	2011/12	2010/11	2009/10	2008/9	2007/8	2006/7
Recidivism rate	26.7	28	28	35	43	44
Escape rate	9 per 1000 inmates in custody	12 per 1000 inmates in custody	10 per 1000 inmates in custody	12 per 1000 inmates in custody	4 per 1000 inmates in custody	8 per 1000 inmates in custody
Recapture rates	48%	45.6%	45.6%	40%	38	38



In the period under review 3,800 offenders were trained in industrial and agricultural skills following the rehabilitation of prison industries and development of inmates' skills training manuals in farming, guidance and counseling.



Women prisoner's drama group performing at Luzira Prison

Over 1,500 prisoners received rehabilitative counseling and guidance while 1,600 convicts were enrolled in formal education programme and 900 in informal education. In the year under review 45 inmates graduated with a Makerere University certificate in entrepreneurship and small scale business, 50 inmates were trade tested in masonry and other trades. The sector

congratulates 147 inmates who completed various levels of formal education (PLE-87; UCE 30 and UACE 30)

With regard to extension of amnesty to former rebels, in the period under review 156 reporters were demobilized, resettled in their communities and given psychosocial support while 948 returnees were given insertion packages. Also 1,704 reporters and victims were trained in life enhancement skills

2.4.3 Safety of person and security of property

Initiatives to promote safety and security of property have continued to focus largely on building JLOS presence in Northern Uganda and Karamoja to enhance civilian administration of justice, community policing, increased police presence on major high ways as well as investment in firefighting equipment.

The sector recorded an improved police emergency response by acquiring 297 vehicles, 2,197 motorcycles and anti-riot equipment. The sector acquired new firefighting equipment, increasing police capacity to handle fire incidents. In the reporting period 4 new fire stations in Bweyogerere, Kawempe, Arua and Fort Portal were established bringing to 11 the number of functional fire stations.



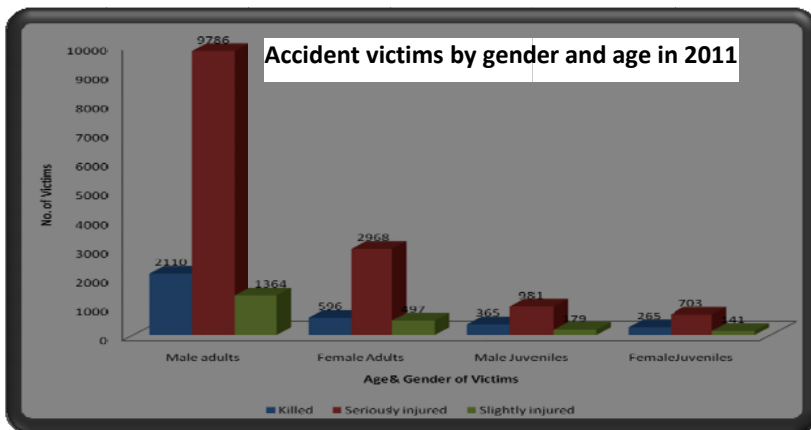
Police Ambulance Service at Iganga Police Station

Police also expanded specialized units of Marines by establishing bases at Kagwara in Serere, Zengembe in Nakasongola and Kawogo in Kayunga district to enhance security on the waters.

At the same time the sector acquired anti-riot gear and ambulances all addressing the safety of person and security of property. Specialized training was conducted for CID,

CFPOs and middle level managers who helped police to manage riots and civil disobedience in Kampala and neighboring districts. Contractual payments were made for public order equipment and helicopter and interceptor boats. Motor vehicles and up to 2,100 motor cycles were procured to improve response, while others included procurement of computers and communication equipment.

Traffic and Road safety: There was an overall 0.8% reduction in the number of road accidents. From 22,461 cases registered in 2010 to 22,272 cases in 2011. This is largely attributed to the



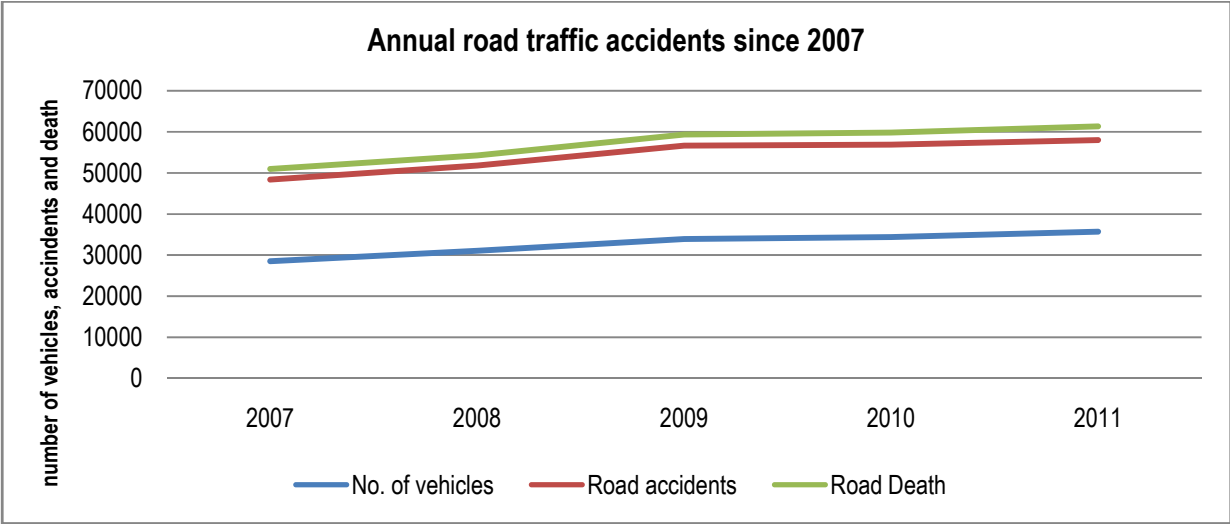
drop in the number of minor accidents from 9,975 cases in 2010 to 9,276 in 2011. However, there was an increase of 13.2% in those killed from 2,954 in 2010 to 3,343 in 2011. The death was higher in adults (2,706) than in juveniles (630). While in adults, the death rate for males (2,110) was more than two and a half times that of females (596).

among other things, such as the increased vehicle and human population competing for the narrow and poorly maintained roads, unqualified persons on roads like the case of *boda bodas*, inconsiderate use of road by both drivers and pedestrians due to ignorance of the high way code

and indiscipline. This is further aggravated with the Police not having adequate equipment to check on errant drivers and low skill levels of drivers.

Careless driving was the most common cause of fatal accidents giving rise to 38.9% of all accidents, followed by reckless driving at 29.3% and careless pedestrians at 5.1%. Most accidents above 1,000 cases for all categories (Fatal, Serious and minor) occurred between 10:00 and 21:00 hours. Kampala South recorded the highest number of accidents with 879, closely followed by Kampala north and east with 776 and 682 cases respectively. The Karamoja region recorded the least accidents with 125 cases.

The slight reduction (0.8%) in traffic accidents was as a result of a number of operations carried out targeting the three major causes of accidents; careless driving, dangerous driving and drink driving. A total of 238,387 motorists were fined under the Express Penalty Scheme (EPS) and NTR of shs 12,484,649,000 bn was collected. The collection was highest in the month of October (shs.1.339bn) and lowest in February (shs 0.545bn).



Police has put in place the following strategies geared towards reducing traffic accidents and crashes;

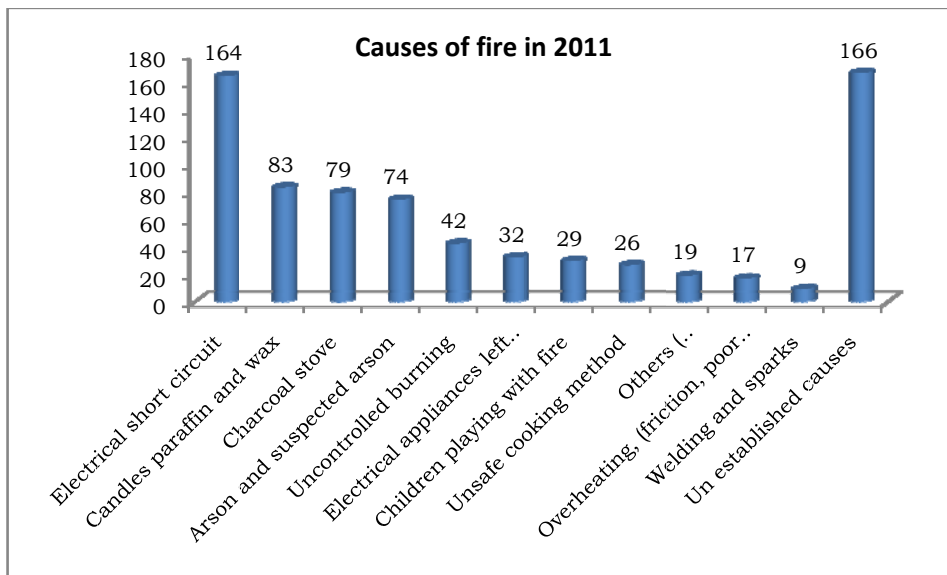
- ❖ A National Traffic Liaison office at CPS K1a, complete with free toll lines to handle public complaints against traffic police officers and errant vehicle operators.
- ❖ Enhanced partnerships with private companies especially the New Vision Group’s Bukedde newspaper to sensitize the public by providing written answers every Thursdays to questions on road safety raised by the public.
- ❖ In addition, Express Penalty Defaulters Tracking Unit (EPDTU) has been established to ensure compliance and consequently this will improve road discipline as drivers know they will be arrested for defaulting payment.

Fire Incidents: There was an increase in fire incidents from 931 in 2010 to 1,203 posting an increase of 29%. Most fires affected residential accommodation with 278 incidents, followed by commercial structures (Shops, Kiosks, etc) with 125, while markets had 22 cases. The single most identifiable cause of fire outbreaks in the country was electrical short circuits with 164 cases reported contributing 22% of the total 740 cases mainly due to over loading power supplies, poor electrical wiring, poor electrical materials and illegal connections. Wax and candles come second with 83 incidents posting 11% of the cases as shown in the graph below.

Table 25: Victims of fire incidences 2010 and 2011

Nature	2010	2011	%
Injured	22	37	68
Fatal	43	31	28
Total	65	68	

Despite increase in fire incidents, the number of victims who died decreased from 43 persons in 2010 to 31 persons resulting in a fatality reduction of 28%, while those injured increased by 68% as shown in the table above.



Kampala Metropolitan registered 70% of the cases because of its density in population and economic development. The reduction in fatality was as a result of sensitization of the public on the dangers of locking children in the house, use of naked flames and leaving candles burning while asleep.

The sector must therefore continue to equip the police to deal with the safety challenge, open more fire stations and reduce response time. There is need for more specialized training for the fire fighters and cooperation with municipal and other town authorities is needed so that fire hydrants are provided for in town and country planning. Building regulations that demand for fire escapes, access roads, regular fire drills and building standards must be enforced as well.

2.5. ENHANCE JLOS CONTRIBUTION TO ECONOMIC DEVELOPMENT

JLOS institutions strived to contribute to a conducive business environment that enabled businesses to compete on the domestic, regional and global scene by ensuring efficient and timely delivery of services and information, quicker settlement of disputes, reviewing and shortening the time and costs of doing business and harmonisation of international and regional agreements with domestic policy, laws and regulations. JLOS improved service delivery by strengthening capacity of sector institutions, opening new service points, simplifying processes and procedures as well as fostering public/private partnerships.

As a result of various interventions by the sector and other relevant actors Uganda's ranking in the doing business index only dropped 4 steps from 119 to 123, to a large extent caused by challenges in trade licensing and tax administration where the country dropped 8 steps and 25 steps respectively, according to the 2012 World Bank –Doing Business report. According to the report it takes 490 days to enforce a contract compared to 655 days which is the sub-Saharan Africa average and 518 days in the OECD. Uganda has 38 procedures compared to 39 procedures in sub-Saharan Africa and 31 procedures in OECD. In terms of cost one spends 44.9 % of the claim to enforce the contract in Uganda, 50% in sub-Saharan Africa. In terms of resolving insolvency it takes 26 months, in months in sub-Saharan Africa and 19 months in OECD. the estate in Uganda, 23% in sub-Saharan Africa and 9% in 40.2% in Uganda, 19.1% in sub-Saharan Africa and 68.2% in OECD.

- ✚ 76% priority commercial laws enacted
- ✚ 173% disposal rate of registered civil cases
- ✚ 134% disposal rate of land cases registered
- ✚ Increase in total commercial cases disposed
- ✚ Increased use of ADR with 44 mediators trained
- ✚ 17 land courts established
- ✚ Low disposal rate of tax disputes
- ✚ 34% growth in NTR collections
- ✚ 3 place drop in competitiveness ranking

and 19.7% in OECD. Uganda compared to 40. However the cost is 30% of OECD with a recovery rate of

It is important that as a country in general and JLOS in particular we should continue innovating and aim at continuous improvement if we are to remain competitive in the dynamic world. One reason why Uganda dropped 4 places in the Doing Business Index was as result of limited innovation. Key actors including JLOS did not progressively improve on the parameters that influence the ranking. Uganda simply maintained the status quo, yet other countries were engaged in continuous improvement. Other countries therefore by-passed Uganda in the competitiveness ranking. However having enacted the Company's Bill, the country is set to improve because this law reduced tremendously the steps involved in starting a business. Currently one goes through 16 procedures, takes 34 days on average, spends the equivalent of

84% Uganda's per capita income to start a business in Uganda, compared to 8 procedures in sub-Saharan Africa, 5 procedures in OECD, 37 days in sub-Saharan Africa and 12 days in OECD at a cost equivalent to 81.2% of the sub-Saharan Africa per capita income and 4.7% for the OECD respectively.

2.5.1 Commercial law reform

In the previous financial year, 7 Commercial Bills lapsed on expiry of the 8th Parliament. These included

1. Geographical Indications Bill
2. Chattels Securities Bill
3. Industrial Property Bill
4. Companies Bill
5. Anti-Counterfeit Goods Bill
6. Uganda National Bureau of Standards Bill
7. Plant Variety Bill

Following discussions between the Executive and Parliament on the initiative of the Ministry of Justice and Constitutional Affairs, the 9th Parliament resolved to save the Bills that had lapsed, allowing for their re-tabling and debate without having to commence the legislative process afresh. This has saved considerable time and expense and allowed the law reform process to continue expeditiously. All Bills were re-tabled before Parliament and the Companies Bill was enacted into law. It is important to note that as soon as the bill is assented to the Insolvency Act earlier enacted will become operational.

It is important to note that 76.4% of the priority commercial laws under SIPII have now been enacted while 23% are before Parliament.

The new legal regime should be geared at enhancing efficiency, reducing lead times, reducing cost of doing business and should be at the convenience of the people.

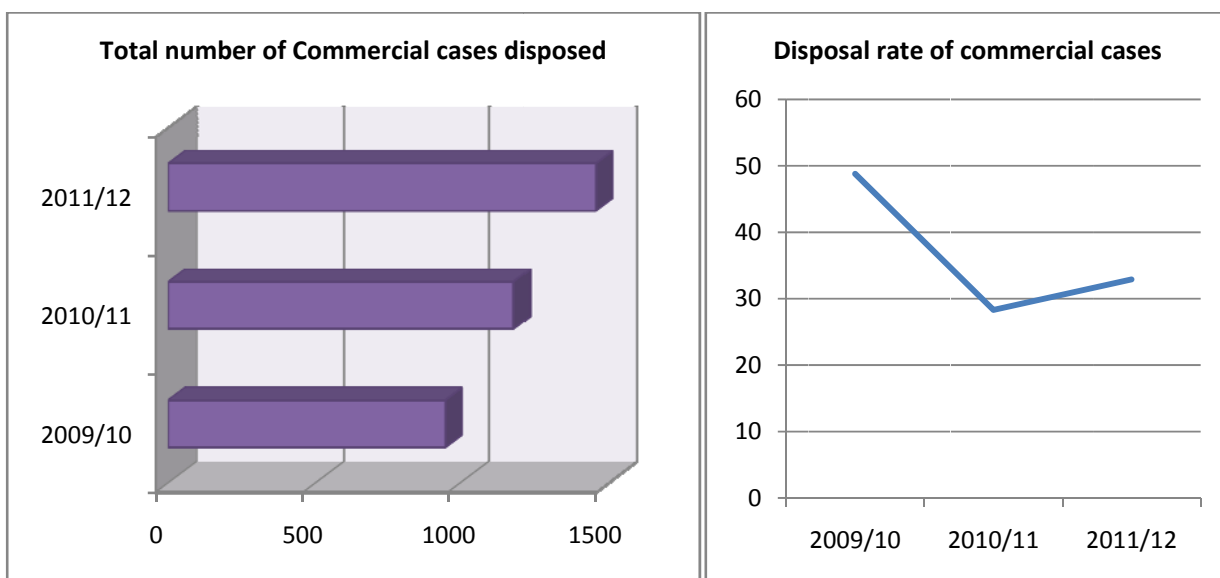
2.5.2 Capacity building for commercial dispute resolution

The Sector, through the Commercial Court has continued to spearhead the use of innovative approaches and techniques for ensuring expeditious disposal of disputes. Under the SIPII the sector commissioned a purpose built commercial court, procured court recording equipment, established a specialized bench and continued to popularize the use of ADR. Land Courts have been established and a small claims procedure developed. The sector initiated a bar/bench forum that brings together judicial officers and lawyers. This has helped to identify corruption in the bar and bench and helped to improve service delivery, as well as reduce impediments in the delivery of justice.

In the period under review the Sector implemented the case backlog reduction programme for civil matters before the various Courts of law country wide. The Courts registered a disposal rate

of 96% for the Commercial Division 173% disposal rate for the Civil Division 134.5% for Land Division. This disposal rate of registered cases implies that courts are able to conclude more cases than are registered and therefore reduce on the absolute number of pending cases. With the courts implementing the principal of first registered first heard, the courts are addressing the challenge of backlogged cases. Although the disposal rate was high and made some inroads into the outstanding backlog, the overall backlog in these divisions is still substantial and calls for continued action and more innovations.

In addition to the Case Backlog Reduction Strategy, the Sector employed other actions to address case disposal. In the area of land justice, Land Magistrates were piloted in 5 Chief Magisterial Areas notably Gulu, Nakawa, Mengo, Mbarara and Jinja and the programme has been rolled out to 12 other courts bringing the total to 17 courts. The courts need to be strengthened with personnel, transport, equipment, training, supervision and user sensitization. An extensive training programme was conducted in 2012 to prepare the Judicial Officers deployed to man the land courts.



The Mediation programme has continued in the Commercial Division and remains a key aspect of the Case Backlog Reduction Strategy. In conjunction with the Uganda Law Society, 44 Advocates were trained as Mediators and 9 were deployed in the Commercial Division.

The Judiciary is now rolling out the Mediation programme to the other Civil Law Divisions (Civil, Family and Land). The appropriate Rules of procedure were finalized and training was undertaken for Mediators to support the programme. A total of 58 Mediators were accredited to the Mediation Programme with specialization in the different areas. In the period under review 20 lawyers were trained as commercial mediators, 9 were deployed and steps are underway to deploy the remaining 11 to various courts. Also 21 family mediators 17 civil mediators and 22 Land mediators were also trained.

2.5.3 Treaty negotiation and harmonization of laws

The sector continued to focus on developing and implementing conducive strategies to support competitiveness and wealth creation.

The sector supported the ULRC and MOJCA to attend EAC meetings and the most important result of this engagement was the conclusion of the Protocol Establishing the EAC Common Market.

2.5.4 Training of lawyers

The Uganda Law Society continues to support the Sector in training and professional development of its members on commercial law and practice. Together with the Commercial Division training has been conducted on case backlog and practice to improve management of cases and help address the slow disposal rate from the Advocates perspective. During the training the members agreed on modes of reducing backlog and improving working relations between the Bar and Court in a bid to foster and improve the administration of justice.

A total of 22 continuing legal education (CLE) workshops/training programs were held nationally in collaboration with JLOS) with 867 lawyers trained in various commercial and access to justice trainings; Another activity in this period that was not funded by JLOS in this period, but contributed to JLOS activities, brought together JLOS actors, and enhanced the participants capacity in emerging trends as regards areas of legal practice in addition to legislative reforms.

JLOS supported the President and ED to attend the IBA Conference in Dubai to pick best practices and strengthen connections with legal professionals around the world. As a result of this event, Uganda was confirmed to host the Africa Regional Forum of the IBA from the 8th to the 10th of August 2012 under the theme *Building The Foundations Of A Successful Future-The Rule Of Law And Economic Confidence In Africa*” will offer a platform for the largest gathering of international legal community in Africa: a meeting place of more than 500 lawyers and legal professionals from around the world. The conference also, constitutes an opportunity to generate new business with the leading practitioners in the world’s key cities.

Commercial Court and ULS conducted specialized Commercial Court Mediation trainings for lawyers, a total of 44 lawyers benefited from this training.

The ULS Committee on Legislation, Human Rights and Good Governance reviewed the Public Order Management Bill in addition, the Committee also reviewed the Civil Procedure Rules with a view of proposing amendments to them.

2.5.5 Commercial Registries

The Uganda Registration Services Bureau (URSB) is now an autonomous institution with an approved structure and self-accounting status. At the same time the business registry is computerized and automation of other major processes is ongoing.

Both the Business and Intellectual Property registries registered progress. 24,040 companies were registered against an annual target of 15,000. Within the same period 9,011 Business Names, 16667 documents and 1238 debentures were registered.

Table 26 : performance of business registries

Description	2010/11	2011/12
Births registered	32,001	727,733
Deaths registered	2,877	1,950
Marriages registered	3,996	2,461
Business names	5,558	9,011
Companies	12,994	24,040
Debentures	1,712	1,238
Documents	19,313	16,667
Trademarks	4,497	2,581
Copy rights	24	78
Patents	-	9
Industrial designs	-	-
Companies liquidated	-	-

The URSB with support from UNICEF piloted a computerized Vital Registration System for birth registration. In the year under review the sector recorded a tremendous increase births registered from 32,001 to 727,733 this is attributed to the coming on board of the Mobile Vital Registration System. It is important that the sector and the URSB explore building partnership with health facilities. At the same time it is important that birth registration should be made mandatory as opposed to the current arrangement where it is more or less optional.

In the area of intellectual property 5,053 Trademarks 95 Copyrights and 369 Patents were registered. Challenges in the area of Intellectual Property still arise due to the lack of awareness of the laws by the public and the need for capacity building for the enforcement agencies. In the area of Copyrights, the Uganda Performing Rights Society noted that there has been a marked increase in musicians registering with the Collecting Society in the past year mainly due increased sensitization programmes that have been conducted in conjunction with the URSB. There is increased need for training of the enforcement officers and the need to sensitize the public on the benefits of procuring material from legitimate sources. This applies equally to written publications and computer software. The URSB is currently working with the Uganda

Police Force to monitor and enforce the Act but the public complain of harassment and lack of awareness.

Similarly, with regard to Trademarks, there is a need to strengthen and support the enforcement mechanisms to control the proliferation of Counterfeit goods, more importantly with the introduction of the Common Market. The Trademarks Regulations were published in the Uganda Gazette on 6th October 2011, and provide the necessary framework for the enforcement of the Trademarks Act.

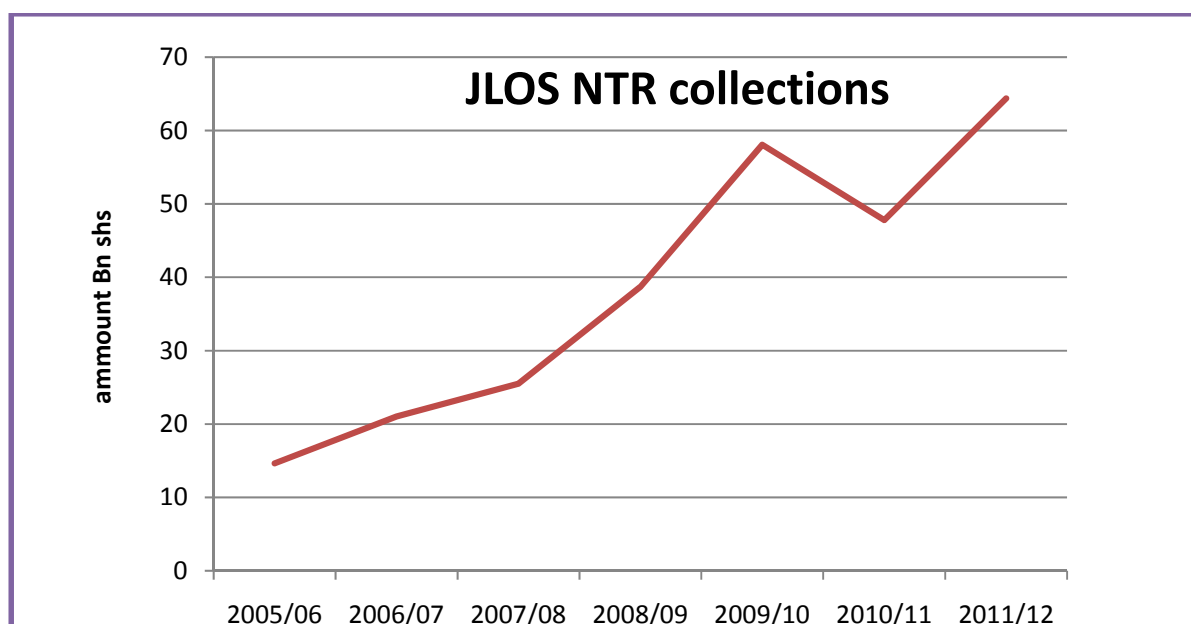
The sector urges the URSB to balance maximization of customer value to match the maximization of revenue.

2.5.6 Efficiency gains and Non Tax Revenue (NTR)

The sector is not only a consumer but a producer of revenue. In terms of non-tax revenue generation the sector continues to be the leading collector in government. The sector collected over 64 billion this year, maintaining its position as the leading collector of NTR in the country. This collection was 2.8 times higher than Government of Uganda budget allocations to the sector under SWAP development fund.

Table 27: NTR collections

Institution	FY 05/06 billions	FY 06/07 billions	2007/08 billions	2008/2009 billions	2009/10 billions	2010/11 Billion	2011/12 billion
Ministry of Justice and Constitutional Affairs	1.503	2.267	2.127	2.421	10.2	0.644	1.5
Directorate of citizenship and Immigration						27.5	38.888
URSB						5.73	7357
Ministry of Internal Affairs	9.687	13.978	18.039	24.545	30.1	0.093	0.005
Judiciary	1.264	1.307	2.238	0.667	1.658	1.309	0.788
Uganda Police Force	1.852	2.736	2.303	4.900	8.0	10.27	10.971
Uganda Law Reform Commission	0.282	0.346	0.460	0.255	0.425	0.500	0.152
Law Development Centre			0.346	3.460	3.9	2.514	3.609
Uganda Prison Services			3.843	1.464	3.8	3.350	1.939
Total	14.657	21,045	25.519	38.712	58.083	47.8	64.495



From the graph it is noticeable that the sector continues to generate more non tax revenue, though the economic down turn in 2010/11 did not spare revenue generation in the sector. However the ability to generate revenue has picked up on the whole. The sector however must establish the cause and address the declining trends in collections from Judiciary and Uganda Prison Service.

3.0 PROGRESS AGAINST THE JLOS PEACE RECOVERY AND DEVELOPMENT PLAN (PRDP)

JLOS received off-budget support from (Netherlands, Ireland and Austria) JLOS Development Partners under the GoU Peace, Recovery and Development Plan (PRDP) for the North following the return of peace to the former LRA-conflict affected areas.

In the period under review the sector recorded excellent performance by Uganda Prison Service with majority of projects either completed or nearing completion. Only one project in Dokolo performed poorly and the contract was terminated for nonperformance. Satisfactory performance by Judiciary and DPP was registered with many of the previously stalled projects re-advertised and others completed.

In the period under review 58% of the once stalled PRDP projects were completed and another 30% is expected to be completed before the end of 2012.

The sector recorded improved performance by Uganda Police Force and the Directorate of Citizenship and Immigration Control. All UPF projects financed under the PRDP support through the JLOS secretariat were completed, 56% of all the Police PRDP projects were completed, 29.4% are expected to be completed before the end of this calendar year while contracts for 13.7% of the projects were terminated and the works re-advertised. The contractors are expected to commence works in the first half of FY 2012/13. UPF terminated services of bad contractors and many of the stalled projects are now on track. Supervision capacity was enhanced and this has improved contract management in the force.

Construction projects under MoJCA were on track despite delays caused by land challenges in Moroto. The sector also in the reporting period addressed the delay in clearing certificates and terminated the services of incompetent contractors.

A detailed report on each of the projects is reported in annex 2 to this report.

4.0 PROGRAMME MANAGEMENT

AS part of the strategies to achieve the sector outcomes and to coordinate the sector reform programme the management of the implementation of the sector is pivotal. The sector secretariat is now fully constituted as are the various sector management structures. The various sector management committees are vibrant and have been busy throughout the reporting period directing the reform programme as well as providing the necessary backstopping to ensure that the sector creates an impact in the realization of government aspirations and goals. The sector appreciates support of the Royal Netherlands Government towards financing 42% of the JLOS SWAP budget and the sector budget support development partners including Austria, Sweden, Ireland. The sector also wishes to recognize the DANIDA HUGGO programme for the support to sector programme management which included payment for short term consultancies. The sector also received support from Norway towards transitional justice, UN women towards gender mainstreaming and UNICEF towards child justice in the sector.

4.1. The 6th National JLOS forum and 3rd National JLOS open day

The sector held the 6th National JLOS forum and 3rd JLOS open day under the theme *deepening JLOS reforms for a pro people justice system*.

The 3rd National JLOS open day

The open day is a bridge for reaching out to the community who use JLOS services. It was used as an occasion to genuinely listen to citizens' concerns regarding the administration of justice



3rd National JLOS open day procession on Kampala Rd

and to educate the public on the work of JLOS and the services JLOS institutions provide. It was also an opportunity for the public to ask JLOS to account and receive feedback and suggestions on how the stakeholders could be better served. The open day was in recognition that there were various forms of vulnerability and it was therefore important for the sector to invest heavily in various programmes that address

vulnerability especially in the administration of justice and maintenance of law and order. It was also out of the need to protect rights and public involvement in the administration of justice. During the open day the Chief Justice in a speech read for him by the Principal Judge, called on the public to use the occasion as a springboard and source of valuable



Hon Justice Y. Bamwine at the MoJCA stall during the open day exhibition

information about how to use JLOS services at the least cost and convenience.

He encouraged all to share information collected from the various institutional pavilions with family and the community, who badly needed it to better their lives.



Making results count, JLOS staff provide information to the public during the 3rd National JLOS Open Day

The 6th National JLOS Forum

The Forum under the theme a pro people justice system, underscored the significant role people play in the delivery of justice. It was based on Directive Principle 10 of the Constitution which demands that government takes all the necessary steps to involve people in the formulation and implementation of development plans and programs which affect them.

It was seen as the best opportunity for involving the people in the administration of justice and bringing JLOS services to them as well as listening to their concerns. The forum recognized that, excluded and uninformed people cannot effectively participate in the administration of justice. Such people can neither advocate nor cause the required reforms within the rule of law particularly, in Uganda, where there is a glaring gap between the people and the law.



Participants at the 6th National JLOS Forum, seated from left are the Ambassador of Netherlands H.E Jeroen Verhuel, the Minister of Justice Hon. Maj. Gen Kahinda Otafiire, the Speaker Rt Hon R. A Kadaga, the Chief Justice Hon Justice B J Odoki and the Minister of Internal Affairs Hon H. Onek

Key resolutions of the 6th National JLOS Forum

1. Institute structured mechanisms for enhancing the role of civil society in justice delivery.
2. Institute mechanisms for effective implementation of laws.
3. Explore cost effective alternative means of increasing people's access to JLOS services, including ICT strategies.
4. Enhance public awareness and knowledge of the people of their rights, obligations and responsibilities.
5. Engage with traditional institutions to have the traditional justice systems documented, reviewed, modified and infused with human rights
6. Explore mechanisms of linking and strengthening the traditional and informal justice mechanisms to supplement the formal justice system.
7. Support and strengthen the community policing strategy in Uganda.
8. Review the public service structures within JLOS institutions to enhance efficiency and effectiveness in service delivery.
9. Re-engineer JLOS processes and procedures to enhance JLOS service delivery.
10. Support research to inform the process of evolving policy and laws to regulate for private sector growth.
11. Ensure that prioritisation and implementation of sector plans and budgets focus on achievement of results which address the real needs of the people. Strengthening existing mechanisms for monitoring and evaluation at sector and institutional level

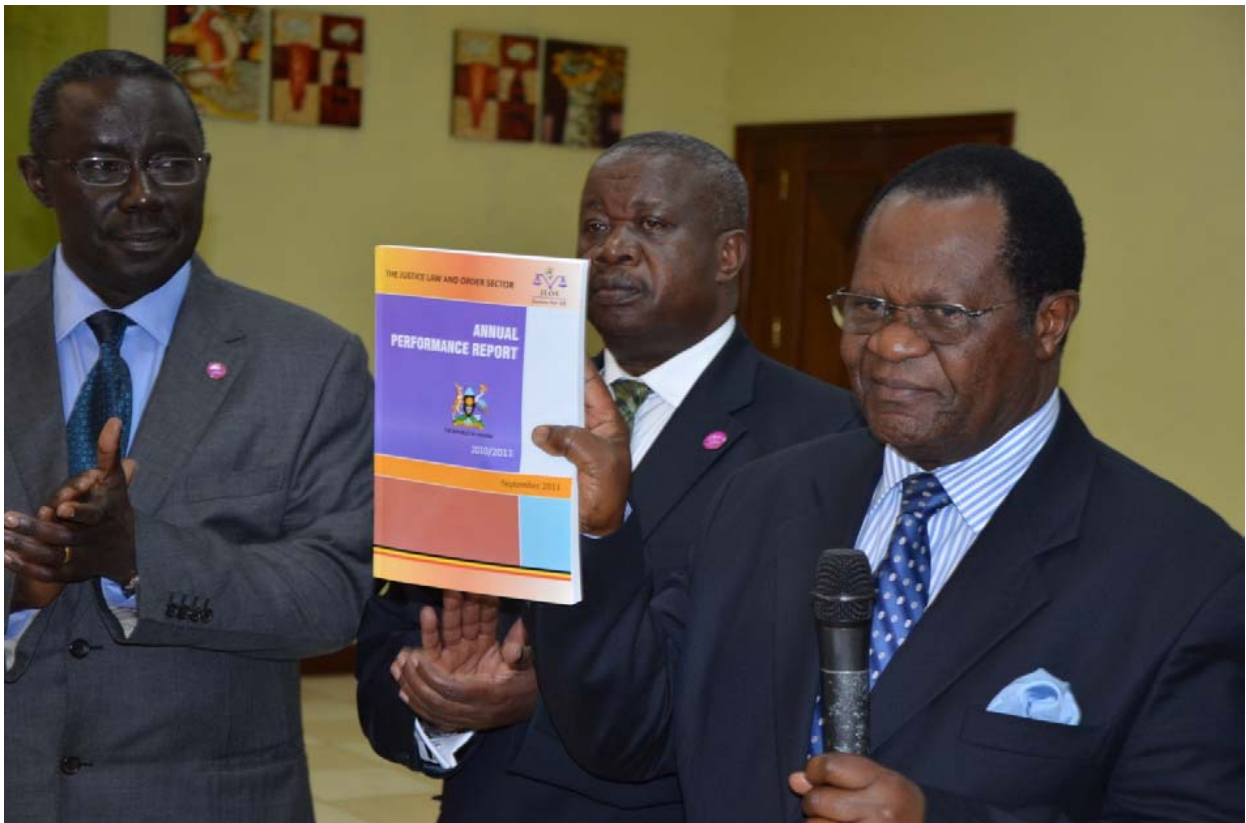
4.2 The 16th JLOS Annual Review

The sector within the period under review hosted the 16th Annual JLOS Review in which it showcased its performance over the FY 2010/11. A performance report which can be accessed from the sector website www.jlos.go.ug was presented. The sector also agreed on a number of undertakings that are presented in chapter 4 of this report.

The sector was lauded for the progress that had been made not only in performance but also in tracking and reporting on results.

To the JLOS Development Partners the general performance of the sector under KRAs Promotion of rule of law and due process; Human Rights Culture fostered in JLOS; Access to justice for all especially the poor and marginalised enhanced; Enhancing JLOS contribution to economic development was sufficient while Safety of persons and security of property was good and interventions and achievements under Transitional Justice were sufficient

It was noted that the human rights based approach was necessary to empower the people to escape poverty.



The Chief Justice Hon. B. J Odoki Launching the JLOS Annual Performance Report 20/11 at the 16th annual JLOS review. In the middle is Hon. Maj. Gen. Kahinda Otafiire Minister of Justice and Constitutional Affairs and left is Hon. Peter Nyombi, Attorney General

The report highlighted the impact of the JLOS reforms which had resulted in elimination of criminal case backlog in all magistrates' courts; the redefining of criminal case backlog in the High Court from 24 months to 18 months; an increase in total cases disposed; a drop in cases registered; reduction of congestion in prisons from 500% to close to 200%.

The challenges of the sector included the inadequate provision of legal aid; the delay in handling civil cases especially land cases; the absence of a law to regulate public demonstrations; and violations of human rights among others.

4.3 The Third Justice Law and Order Sector Strategic Investment Plan (SIPIII)

Building on the successes under SIPII, JLOS developed the third Sector Strategic Investment Plan (SIPIII). SIPIII is based more on the need to achieve clear results and impact aiming at the promotion of the rule of law. The sector under SIPIII, is to focus on increasing public confidence and trust in the justice system as well as user satisfaction in the services offered by the sector. The Third Sector Strategic



The Speaker, Rt Hon Rebecca A Kadaga launching the Third Sector Investment Plan (SIPIII) at the 6th JLOS Forum

Investment Plan aims at promoting the rule of law and promoting a pro-people justice system.

The SIPIII was launched by the Speaker of Parliament the Rt. Hon. Rebecca A. Kadaga on 20th March 2012 and is now the basis for annual planning and budgeting in the sector.

To consolidate impact the sector will over the next five years strengthen policy and legal frameworks for effectiveness and efficiency; enhance people's access to JLOS services and drive the country towards deeper observance of human rights while promoting institutional and individual accountability. The Justice Law and Order Sector Third Strategic Investment Plan for the period 2012/2013 to 2016/2017 was a result of many months of preparation by the JLOS institutions that was characterized by extensive participation and consultation within the JLOS and with its stakeholders and partners. A series of stakeholder consultations were conducted with

various stakeholders including development partners, civil society organizations, local government and other government agencies. The process of developing the SIPIII was largely in-house.



CSO consultations on the SIPIII

The SIPIII brings continuity to the reforms that were started under the first and second Strategic Investment Plans. The primary driver for the implementation of the SIPIII will be the institutional strategic investment plans that have been developed purposefully for the implementation of the SIPIII. This collaborative approach emphasizes a growing awareness that the challenges within the Justice Law and Order Sector can only be successfully addressed by working

together.

SIPIII is therefore for and about the people in Uganda and changing their livelihood as we provide an enabling environment for investment and production.

Ugandans, the people in Uganda and JLOS partners in development are called upon to support the implementation of SIP III as the sector strives to ensure justice for all.

4.4 JLOS coordination at district level

Aware of the critical role of JLOS committees at district level, the sector made releases of up to 500 million Uganda shillings to facilitate DCC operations in 93 districts country wide. The funds were used to finance public sensitization programmes, enhance monitoring and inspections as well as enhance coordination, cooperation and communication among the JLOS agencies. In total 15 DCCs held open days to explain to the public the various JLOS services and processes. The sector is encouraging all DCCs to do the same and has developed guidelines for DCC open days.



DCC consultative workshop

4.5 Monitoring and evaluation

Joint Monitoring: The sector undertook a joint monitoring and evaluation visit to Kalangala, Masaka and Rakai. The joint team was joined by the Deputy Head of Mission of the Netherlands Embassy as well the Head of West and East African region in Vienna Austria.

The team made several observations and recommendations among which was the need for affirmative action for cases in Kalangala and civil and land cases in Masaka; the need to revitalize human rights



Joint Monitoring team interacting with inmates at Kalangala Prison

committees and ensure that resident clerks of works are on every construction site. It was also recommended that sanitation in former local administration prisons should be prioritized in the budget for FY 2012/13. In the reporting a period a second M&E visit was made to JLOS agencies in Eastern Uganda particularly in Busoga sub region. The sector has also developed a sector draft M&E plan that awaits approval by the sector management structures.

Mapping of JLOS presence: The mapping of JLOS presence using Geographical Information Systems (GIS) was completed and server with the database was set up. The sector is to deploy the GIS portals to 7 sector institutions as a pilot and will thereafter roll out to all the sector institutions. The sector has also acquired GIS equipment which will be used in continuous updating of the sector geographical information as we continue to spread the sector service delivery points. The sector is training 10 staff drawn from the various sector institutions on the management of GIS and to undertake continuous updates.

Detailed maps have also been produced targeting institutions with wide geographical spread. The report shows that LCC IIIs are either nonexistent or not used in the Karamoja sub region as well as Kampala metropolitan area. According to the report 225 stand-alone courts are operation in the country, 44% of the Courts operate in new buildings, 22% are dilapidated structures, and 29% are operating in buildings that were recently rehabilitated while 5% are under construction. The judiciary owns 86% of the buildings where the courts are operating from, while 7% are rented and 7% are owned by local governments. According to the findings of the mapping

exercise, only 12% of the courts have access to internet connectivity, 23% have a vehicles while 24% have no registries and Magistrates are compelled to move with sensitive documents to their houses.

For the DPP, there were 85 operating stations, 56% of which were operating from newly constructed office accommodation, 27% are rehabilitated, and 17% dilapidated. Out of these the DPP owns 38%, rent 31% and is either temporarily accommodated or is sharing office space in 31% of the stations. The study found out that 595 of the stations have a computer, 48% have a library, and only 4% have access to the internet while 16% do not have prosecutors.

Immigration; there are 46 immigration border posts with 13 stations having no police presence. Only 7 stations were equipped with biometric technology. Many border posts operated from unipots and also lacked basic furniture and equipment. Only 8% of the border posts had access to the internet and 46% have safe storage facilities.

There were 1,694 police posts and 312 police stations mapped. It was established that 39% of the police stations were in rented structures having accumulated rent arrears or under agreements that did not guarantee tenure to the UPF and were constantly shifting from place to place. There was noticeable lack of female police officers in Karamoja and western Uganda, breeding serious challenges in handling gender related crimes and domestic violence. In total 82% of the officers are men while only 18% are female. 61% of the police installations were in own offices, 77% had holding cells while 23% have none, 55% of the stations had some provision for staff accommodation while 45% had none at all,. 17% of the offices were new, 11% rehabilitated, 60% dilapidated and 6% under construction. The mapping established that where accommodation was provided, 37% was in permanent structures, 36% in temporal structures and 27% in semi-permanent structures.

The UPF is progressively investing in use of technology and 17% of the stations had access to a computer while 5% accessed the internet.

For the police posts 39% were accommodated in UPF owned offices 73% of which were in need of urgent rehabilitation, while 28% were rented and 33% in temporal accommodation. The sector has continued to invest in staffing, communication equipment and construction of police office accommodation even at lower levels and so far 22% of the police posts have communication equipment, 64% have holding cells and are 86% staffed with male police officers.

In the UPS the mapping established that 10% of the prisons were remand prisons, 29% for convicts (farm prisons) while 61% held both remands and convicts. It also established that 35% of the prison units had excess capacity while 65% were within the holding capacity. It was established that 24% of the prison units used the bucket system exclusively, 49% used pit latrines while 23% had water borne toilets. 7% of the prison units were new, 5% under construction 23% rehabilitated while 65% were in need of urgent rehabilitation or reconstruction. The mapping also established that 17% of the prison units now have transport, however 92% of the units had

no access to a computer. In terms of staff accommodation it was established that 76% have accommodation while 24% lacked staff accommodation.

Baseline survey: The sector undertook a baseline survey on various perception indicators in the SIPIII results framework. The survey which focused on public confidence in the justice system, public satisfaction with judicial decisions, public perception of incidence of corruption in the sector, enforcement of existing laws, use of ADR, and access to laws. The baseline survey is to be discussed by the sector management structures in October and thereafter will be widely circulated to the various stakeholders. The results of the baseline survey were used to inform baselines in the SIPIII.

JLOS Management Information system

The sector undertook a systems study to inform the development of an integrated management information system. The systems study report was presented to and approved by the sector management structures. The consultant was therefore allowed to proceed with the development of a solution in line with the agreed terms of reference. The consultant has developed a system that allows for collection of aggregated data from the lower operational units of the JLOS institutions, with the police post as the lowest level for the police, and sub county establishments for the other JLOS agencies as the lowest level. The systems are to be piloted in 6 sector institutions (Judiciary, Uganda Police Force, Uganda Prison Service, DPP, Ministry of Internal affairs (GAL) and Ministry of Justice and Constitutional Affairs). At the same time the sector is finalizing a project proposal for the development of automated business processes in the sector.

5.0 TRANSITIONAL JUSTICE

Transitional Justice Policy

In line with preparations for drafting the transitional justice policy, on June 6th 2012, ULRC submitted a study report on traditional justice, truth telling and national reconciliation to the sector. This report stemmed from the 2011 national consultations undertaken by the JLOS Transitional Justice Working Group (TJWG) on the use of traditional justice and truth telling mechanisms in the promotion of accountability and reconciliation. The consultations examined the practicalities, applicability and admissibility of the use of traditional methods of dispute resolution and truth telling in the promotion of reconciliation, accountability, peace and justice in finding lasting solutions for dealing with war atrocities committed in different parts of the country. Findings from the consultations have resulted into the development of policy proposals on alternative justice mechanisms including truth-telling, traditional justice and reparations. The proposals will provide for a policy framework for the implementation of accountability, justice and reconciliation. The policy proposals provide for three key areas namely; traditional justice, truth telling and reparations. The report and policy proposals will be validated on the 18 July 2012.

Formal criminal prosecutions

As part of the sector commitment to transitional justice, the sector facilitated the International Crimes Division (ICD), the DPP, the UPF (War Crimes Investigations Unit), Uganda Prisons Service and GAL (Government Analytical Laboratory) in the enhancement of the formal justice processes.

Investigations of war crimes cases by the police: The police war crimes investigations unit is currently investigating 23 cases of war crimes stemming from the LRA and ADF insurgency. As a result of these investigations, one Thomas Kwoyello a former LRA commander was charged. The Police have also investigated Jamil Mukulu who is alleged to have headed the ADF rebellion in south western Uganda. An International arrest warrant by INTERPOL has been issued for the suspect.

Analysis of evidence: Considering the complexity of analyzing and investigating cases that have lasted over long periods of time such as those arising from the LRA insurgency that lasted for two decades, the sector facilitated the Government Analytical Laboratory to acquire DNA software/tools for kinship analysis.

Prosecution of suspects: The DPP is prosecuting the case of Uganda Vs. Thomas Kwoyello. The accused is charged with 53 counts of war crimes, crimes against humanity kidnap and murder among others. The case is currently on appeal by the Attorney General and DPP at the Supreme Court on constitutional questions.

Management and delivery of suspects to court: The Uganda Prisons Service has managed the security and delivery of war crimes and terrorism suspects to court. This has been evident in the case of Uganda Vs. Thomas Kwoyello.



Promoting accountability for LRA victims-Thomas Kwoyello in Gulu High Court

Adjudication of transitional justice cases in court: The sector secured funds for the operations of the ICD in preparation for its first trial. The funds were allocated to outreach, court customization, office equipment, computer sets, court recording equipment, vehicle, training of interpreters and subscribers. The ICD heard its first war crime case (Uganda vs. Thomas Kwoyello) on 11 July 2011 in Gulu. Kwoyello is charged with 53 counts of willful killing, taking of hostages, destruction of property, murder, kidnap with intent to murder, attempted murder and robbery. An application by defense regarding Mr. Kwoyello's application for amnesty was heard by the Constitutional Court on the 16 August 2011. The Constitutional Court held that the ICD cease the trial of Mr. Kwoyello on the grounds that he should be treated equally and be granted amnesty. The Attorney General and DPP have appealed the Constitutional Court ruling. The Supreme Court has yet to hear the case on appeal.

Amnesty Law:

In January 2012 the JLOS Transitional Justice Working Group launched a review process of the Amnesty Act (2000) in light of the noted conflicts between the Act and Uganda's international obligations to prosecute and punish war crimes and crimes against humanity. The review process served to inform policymakers on the way forward on Amnesty in Uganda's current transitional justice context. Subsequently, on May 23rd 2012, under Statutory Instrument No. 34 of 2012, the Minister of Internal Affairs, declared the lapse of operation of Part II of the Amnesty Act and by Statutory Instrument No. 35 of 2012 extended the expiry period of Part I, III, and IV of the Amnesty Act Cap. 294, for a period of 12 months by virtue of section 16(2) of the Act. In consequence, enabling the Amnesty Commission to continue with its reintegration, resettlement, demobilization, disarmament and reconciliation mandate. The lapse of Part II implies that amnesty certificates will no longer be awarded and any suspected perpetrators who have not been granted amnesty are liable to face prosecution.

Outreach for transitional justice.

As part of its transitional justice programme activities, the sector undertook a field outreach sensitization in the districts of Adjumani, Kitgum, Pader, Gulu, Amuru and Nwoya between May 28 – June 29 2012. The activities included district outreach workshops and radio programmes.



Participants at the TJ outreach programme at Amuru District Local Govt.

The target group includes; local government representatives, Resident District Coordinators, traditional/cultural leaders, representatives of civil society organizations, victims, formerly abducted persons and the general population. A Transitional Justice documentary was aired in course of the outreach activities. The overall objective of the outreach was to inform and update the communities in the LRA affected areas on Government initiatives and progress on transitional justice, especially formal justice processes in order to enhance public understanding and participation in the transitional justice processes. The outreach team included representation from the DPP, UPF (CID war crimes investigations unit) JSC, Judiciary – Court of Appeal and ICD, JLOS secretariat, and the JLOS publicity committee.

Emerging issues

Amnesty: There is general understanding that the grant of blanket amnesty was problematic since it did not take into account the need for accountability. Therefore, as much as some form of amnesty is desired, there is a strong interest in criminal accountability of key perpetrators of war crimes; it is recommended that national consultations be undertaken to determine the role of amnesty in the new transitional justice policy.

- a. Reparations: There is an overwhelming need for redress for harm committed against victims and the community in general. The communities expressed disappointment and anxiety on the lack of an adequate response by the GoU to harm sustained by victims and their communities.
- b. Children born in captivity (during the rebellion by abducted mothers): The communities are grappling with the future of children born in captivity to abducted girls. Many are deemed a curse yet at the same time an undeniable responsibility. Communities recommend that Government urgently designing a strategy to deal with the situation.
- c. Alternative Justice Mechanisms: Communities commended government efforts to implement alternative justice mechanisms in the context of the LRA insurgency. It was in cognizance of the fact that the formal justice mechanism will be overwhelmed with cases before it.
- d. Witness protection: Security of witnesses and victims intending to report cases or testify against perpetrators is of major concern. Striking as well was the question on how to deal with persons who give false information to investigators/prosecutors and court.

Witness protection

At present, the ULRC is undertaking a process to develop legislation on the protection of witnesses and compensation of victims of crime. Currently there is no specialized legislation on witness protection and support in the administration of justice system in Uganda. The process is expected to last into 2012. In addition, JLOS concluded the process of identifying witness protection experts to conduct a witness protection and psychosocial vulnerability assessment which will complement efforts by partners to support the ICD with protection guidelines in the interim as well as assessments concerning the protection and psychosocial needs of witnesses.

Capacity building:

In this regard, the sector supported the DPP and ICD to enhance their capacity in the prosecution and adjudication of international crimes. The secretariat also facilitates, coordinates and supports various sector institutions in build capacity. The Training focused on international criminal law and practice for Judges, interview skills for vulnerable witnesses for investigators and prosecutors and interpretation skills for court clerks.

6.0 CROSS CUTTING ISSUES

Gender and Equity

The Sector undertook a joint programme with UN Women aimed at enhancing access to justice for women. The joint programme focused on improving the policy framework for women's access to justice in line with Uganda's national, regional and international commitments with regard to gender equity and empowerment.

Key areas for focus were, contributing to policy development on truth seeking and reconciliation processes through integrating women's human rights perspectives and support to the JLOS Secretariat and Ministry of Gender Labour and Social Development to develop a gender policy, strategy and workplan for JLOS actors to improve women's representation in JLOS.

UN Women provided technical input to the research instruments for the National Consultations for the Transitional Justice Policy to ensure that the tool was gender responsive but was also able to solicit information key to providing policy guidance for the development of specific interventions targeting women, children and the most vulnerable members of the community. UN Women has continued to provide technical support to the research process.

The Sector also worked with UN Women to review the SIPIII Results Framework and frame gender responsive indicators and provide for the collection of gender disaggregated data. It is anticipated that this will provide a platform for the Sector to take concrete steps towards gender equity and improve access to justice.

Under the programme, UN Women also provided technical support to the Sector to carry out a Participatory Gender Audit. This audit will provide baseline data for the Sector as it works to mainstream gender and enhance gender equity. The audit involved participatory workshops with representatives of JLOS institutions and two in-depth discussions with the Uganda Police Force – CID and Magistrates.

Key recommendations of the Audit were to include a more strategic use of national policies and gender responsive indicators already available, to inform Sector processes and to build the capacity of staff to apply gender concepts and develop and conduct gender sensitive programmes.

The Sector will continue the collaboration with UN Women particularly in the training of JLOS personnel and stakeholders on gender concepts in SIPIII and to analyse and review data collection methods to ensure gender disaggregation and analysis and training on gender disaggregated data collection. The sector is urged to implement the recommendations of the gender audit which were partly captured under the SIPIII.

The sector also established the environmental police and continues to mainstream disability friendly facilities in all the new constructions.



Promoting environmental conservation through the use of energy saving stoves in UPS



Forest planted using persons sentenced to community service in Mayuge. In the picture are members of Mayuge District Community Service Committee.

7.0 PROGRESS AGAINST UNDERTAKINGS OF THE 16TH JOINT GOVERNMENT OF UGANDA AND DEVELOPMENT PARTNERS ANNUAL REVIEW

In the year under review JLOS together with the Development Partners agreed on three undertakings for implementation in the year including:-

1. Develop and pilot implementation of a performance management system for the Judiciary
2. Develop and pilot implementation of an integrated sector management information system
3. Strengthen inspectorate function in the sector

Performance against undertakings 2 and 3 is satisfactory with the adoption of the systems study report as well as the development of a management information system to be piloted in criminal justice agencies. The developed system is undergoing fine tuning to ensure that it captures all relevant statistics. The Inspectorate function was strengthened, and joint inspections were carried out and a report shared with all relevant stakeholders.

However undertaking one was delayed due to need to harmonize and develop a uniform performance evaluation tool.

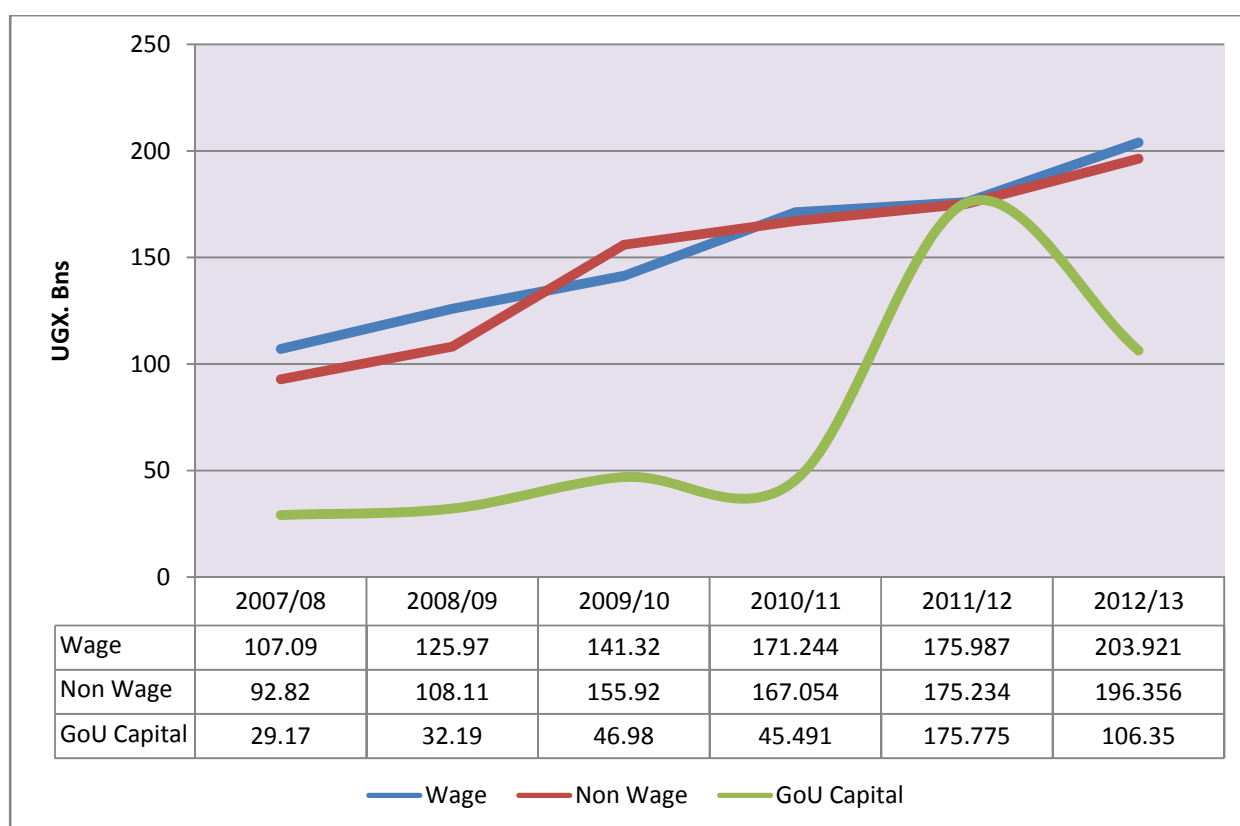
The detailed performance against each undertaking is provided in annex 1.

8.0 Financial Performance

This Financial Report captures the total budget performance for all institutions within the sector covering the period July, 2011 to June, 2012 and JLOS performance in the National Budget (FY 2007/08 to date).

Past overall budget performance

JLOS MTEF ceiling increased by 78.6% from Shs. 343.2 billion in 2009/10 to Shs. 552.574 billion in FY 2011/12. The National budget increased by 74.5% over the same period, from Shs. 3.067 trillion to Shs. 10.323 trillion and the JLOS share of the national resource fluctuated between 6.29% and 6.5% annually.



JLOS MTEF Wage Ceiling growth

	A	B	C	D	E	F	G
Institution	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Growth rate
MoJCA	3.230	3.230	3.360	3.189	3.189	3.996	24
MIA	2.250	2.250	2.620	1.053	1.295	1.490	(66)
Judiciary	12.550	14.090	14.190	13.746	15.316	15.316	22
UPF	63.510	80,410	94.030	122.730	122.833	141.14	122
UPS	19.600	19,600	20.540	23.460	25.779	29.530	50
DPP	3.010	3.400	3.570	4.129	4.129	4.690	37
ULRC	0.560	0.560	0.560	0.649	0.649	0.75	36
JSC	0.550	0.550	0.570	0.492	0.652	0.750	36
UHRC	1.830	1.880	1.880	1.796	2.145	2.47	31
DCIC					1,857	2.140	0
Total	107.090	125.970	141.320	171.244	175.987	203.921	90

The sector wage budget increased from Shs. 107 billion in 2007/8 to 175 billion in 2011/12 with Uganda Police Force recording 122% growth. Though there appears to be a 66% decline in wage for Ministry of Internal Affairs, this was due to separation of the Directorate of Citizenship and Immigration Control from the Ministry of Internal Affairs. On the whole a 90% growth in the sector wage provision in nominal terms over the SIPII period was registered. This growth however is as result of increased recruitments in the Uganda police and prisons.

JLOS MTEF Non-Wage Ceiling growth

	A	B	C	D	E	F	G
Institution	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Growth
MoJCA	4.570	4.57	4.610	2.032	10.514	20.375	120
Court Award	3.340	2.610	10.910	5.708	0	0	60
MIA	9.140	9.140	11.590	7.800	7.201	7.78	(-54)
Judiciary	7.670	22.760	34.380	40.259	40.139	40.139	432
UPF	42.950	42.950	59.250	68.248	67.909	73.34	109
UPS	18.440	18.440	22.440	29.686	29.116	31.45	178
DPP	1.680	2.610	5.610	5.625	7.590	7.591	591
ULRC	1.590	1.590	2.290	2.287	2.237	2.637	47
JSC	.950	.950	.950	1.248	1.215	1.515	56
LDC	1.180	1.180	1.180	1.170	1.170	00	65
UHRC	1.310	1.310	2.710	2.982	2.968	5.949	454
DCIC				4.325	5.165	5.58	0
Total	92.820	108.110	155.920	167.054	175.234	196.356	115

The operational resources basket increased by 115% over the six years from Ush. 92.820 billion in FY 2007/08 to Ush. 175 billion in the FY 2012/13 with major increases to Uganda Police Force and the Judiciary.

JLOS MTEF Capital Ceiling growth

Institution	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Growth %
MIA	.270	1.260	2.460	2.460	89.763	2.57	230
Judiciary	1.890	1.340	1.340	1.340	7.911	9.37	74
UPF	5.280	7.880	14.140	14.140	40.954	48.53	265
UPS	1.440	1.440	3.040	3.040	10.502	12.440	125
DPP	0.300	0.300	0.300	0.300	0.698	.200	.35
ULRC	0.100	0.100	0.100	0.100	0.99	2.70	150
JSC	0.100	0.100	0.100	0.100	0.97	0.11	5.3
UHRC	0.200	0.200	0.200	0.200	2.007	2.468	25
Total	29.170	32.190	46.980	45.491	175.775	106.35	120

The JLOS development fund allocation did not improve relatively during the period under review. As a result the constantly increasing cost of service provision is giving additional pressure to the already limited resources.

JLOS Institutional Budget Allocations

Police Services function had the highest allocation of UShs. 231.69Bn (43.7%). This was followed by Citizenship and Immigration Services (UShs.75.41Bn), Prisons Services (UShs.70.58Bn), and Judicial Services under Judiciary (UShs. 65.37Bn) which accounted for an accumulated 85.5% of the aggregate budget provision.

Budget Allocations

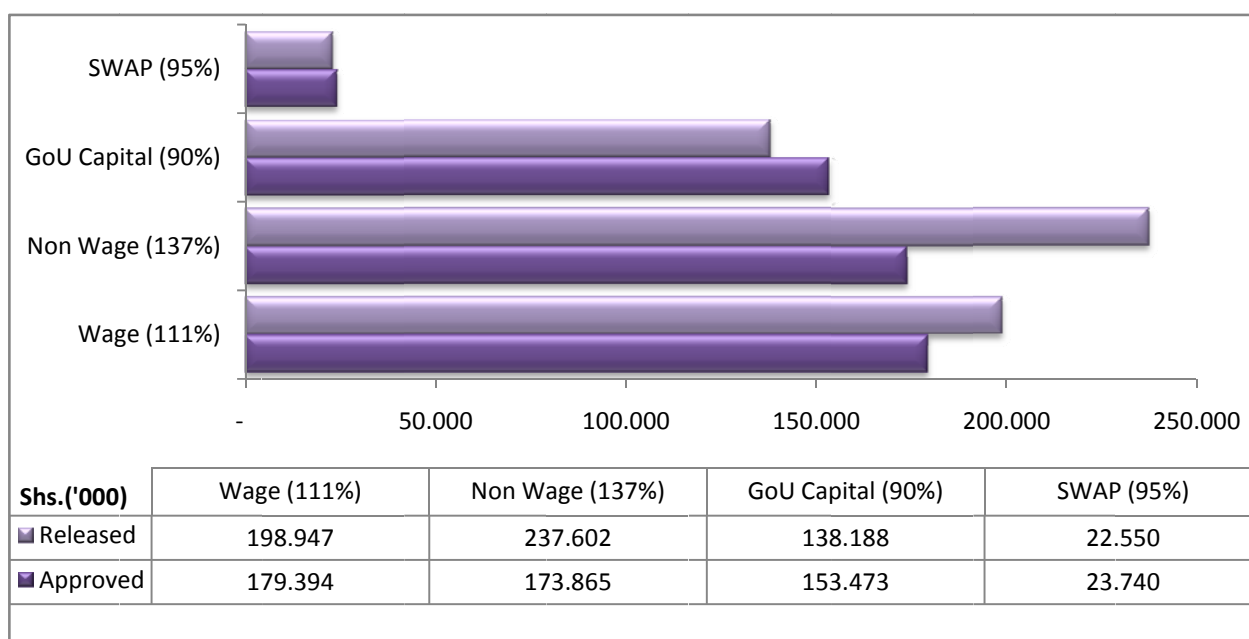
Vote	Institution	Budget	% Allocation
Vote: 7	Ministry of Justice and Constitutional Affairs	35.57	6.7%
Vote: 9	Ministry of Internal Affairs	10.5	2.0%
Vote: 102	Judicial services	63.37	11.9%
Vote: 105	Legal Reform [ULRC]	2.99	0.6%
Vote: 106	Human Rights [UHRC]	7.39	1.4%
Vote: 109	Legal Training [LDC]	2.48	0.5%
Vote: 119	Uganda Registration Services [URSB]	1.75	0.3%
Vote: 120	Citizenship and Immigration Services [DCIC]	94.64	17.8%
Vote: 133	Public Prosecutions [DPP]	12.42	2.3%
Vote: 144	Police Services [UPF]	231.69	43.7%
Vote: 145	Prison and Correctional Services [UPS]	65.4	12.3%
Vote: 148	Recruitment, Discipline, Research & Civic [JSC]	2.26	0.4%
Total		530.46	100.0%

By the end of FY2011/2012, 111.8% (UShs.613.765Bn) including taxes of the budget was released to the entire sector. The higher release performance is attributed to supplementary funding which the different Votes in the sector received to cater for wage shortfalls and other unforeseen critical activities of the sector in the reporting period. UShs.613.458Bn of the released budget was actually spent which represents 99.9% absorption rate as presented below.

Overview of Sector Expenditures (UShs Billion)

	Wage	Non Wage	GoU	Total
Approved	179.394	173.865	177.213	530.472
Released	198.947	237.602	160.738	575.84
Spent	198.946	237.35	160.684	596.98
Outturn (% released)	110.9%	136.7%	90.7%	112.6%
% of Release Spent	100.0%	99.9%	100.0%	99.9%

The illustration of the sector overall budget performance is provided in the graph below.



Institution Budget Performance

The majority of the institutions performed about 90% of their approved budgets. Four institutions received supplementary budgets, including MIA, UPF, UPS and MoJCA. LDC performed lowest receiving 72.6% of the approved budget as shown in the table below.

Institution Budget Performance

Vote	Institution	Budget	Releases	Outturn
Vote: 007	Ministry of Justice and Constitutional Affairs	35.57	57.37	161.3%
Vote: 009	Ministry of Internal Affairs	10.5	10.81	103.0%
Vote: 102	Judicial services	63.37	58.1	91.7%
Vote: 105	Legal Reform [ULRC]	2.99	2.95	98.7%
Vote: 106	Human Rights [UHRC]	7.39	6.15	83.2%
Vote: 109	Legal Training [LDC]	2.48	1.80	72.6%
Vote: 119	Uganda Registration Services [URSB]	1.75	1.76	100.6%
Vote: 120	Citizenship and Immigration Services [DCIC]	94.64	75.409	79.7%
Vote: 133	Public Prosecutions [DPP]	12.42	12.12	97.6%
Vote: 144	Police Services [UPF]	231.69	299.22	129.1%
Vote: 145	Prison and Correctional Services [UPS]	65.4	70.68	108.1%
Vote: 148	Recruitment, Discipline, Research & Civic [JSC]	2.26	2.07	91.6%
Total		530.46	597.259	112.6%

SWAP Development Budget

Overall, the SWAP development fund performed at 85% (UGS.38.85Bn) of the budgeted UGS.45.844bn. Shs.22.55bn was received from GoU through the IFMS and the Netherlands Government released Shs. 16.3bn to finance the JLOS work plan. The disbursements to sector institutions were as follows.

Institutional disbursements against Annual Allocations, FY 2011/12

Institution	Approved Budget	Release	Outturn
Ministry of Justice and Constitutional Affairs	2,522,000	1,953,440	77%
Ministry of Internal Affairs	2,583,000	1,728,375	67%
Ministry of Gender, Labour & Social Devt.	585,000	375,500	64%
Ministry of Local Government	507,500	450,000	89%
Judiciary	6,482,000	4,417,225	68%
Uganda Police Force	3,828,000	3,244,565	84%
Uganda Prisons Service	4,480,800	3,641,800	81%
Directorate of Public Prosecutions	3,050,000	2,943,985	86%
Uganda Law Reform Commission	1,040,000	940,000	90%
Uganda Registration Services Bureau	453,600	432,300	95%
Judicial Service Commission	1,099,700	769,000	70%
Tax Appeals Tribunal	267,000	229,500	86%
Uganda Human Right Commission	940,000	517,550	55%
Law Development Centre	1,160,000	957,815	83%
Uganda Law Society	220,000	170,000	77%
Directorate of citizenship and Immigration Control	935,000	676,000	72%
Centre for Arbitration and Dispute Resolution	300,000	0	0
Sector Wide Activities	12,145,600	12,145,600	100%
Programme Management	3,244,600	3,200,000	95%
Total	45,844,000	38,851,675	85%

The committed balances from the previous FY 2010/011 of Ush. 10.997bn, were rolled over to the FY 2011/12. This increased the budget to Ush 56.8bn. However, total funds available (releases and committed funds) was Ush. 49.8bn.

Institutional absorption of available SWAP funds, FY 2011/12

Institution	Total Funds Available	Absorption	Percentage performance
Ministry of Justice and Constitutional Affairs	1,953,440	1,950,300	100%
Ministry of Internal Affairs	3,122,361	2,799,418	90%
Ministry of Gender, Labour & Social Development	1,442,337	870,690	80%
Ministry of Local Government	400,651	354,721	89%
Judiciary	7,332,306	6,361,508	87%
Uganda Police Force	4,935,676	495,866	77%
Uganda Prisons Service	6,056,387	4,074,036	85%
Directorate of Public Prosecutions	2,923,787	2,872,114	88%
Uganda Law Reform Commission	1,135,036	1,134,078	100%
Uganda Registration Services Bureau	569,185	405,534	71%
Judicial Service Commission	769,501	915,983	84%
Tax Appeals Tribunal	322,900	247,712	76%
Uganda Human Right Commission	799,086	658,715	82%
Law Development Centre	1,333,755	1,235,662	93%
Uganda Law Society	176,880	174,798	99%
Directorate of citizenship and Immigration Control	676,000	551,367	82%
Centre for Arbitration and Dispute Resolution	0	0	0%
Sector Wide Activities	12,145,600	12,145,600	100%
Programme Management	3,244,000	3,244,000	100%
Total	49,848,986	45,176,968	94%

Audit

The sector concluded the audit of the Financial Year 2010/11 which showed greater improvements in financial management with over 90% of the institutions returning unqualified audit opinions and improved absorption of releases. This was in contrast to Financial Year 2009/10 where less than 40% of the institutions returned unqualified audit opinions including the SAWP development fund. It is therefore important that the sector keeps up this momentum and avoid slipping back to the past challenge. The key recommendations of the audit were used as lessons to enhance financial management and planning in FY 2012/13. The Auditor General is also currently undertaking audit of FY 2011/12.

Detailed Budget performance for JLOS institutions

Vote	Institution	Approved Estimates			Releases by End June			Performance					
		Wage	Non Wage	GoU	Total	Wage	Non Wage	GoU	Total	Wage	Non Wage	GoU	Total
007	MoJCA	3.19	8.64	23.74	35.57	3.23	31.59	22.55	57.37	101.3%	365.6%	N/A	161.3%
009	MIA	1.29	7.19	2.02	10.5	1.22	7.5	2.09	10.81	101.3%	104.3%	103.5%	103.0%
102	Judiciary	15.32	40.14	7.91	63.37	14.21	40.13	3.76	58.1	101.3%	100.0%	47.5%	91.7%
105	ULRC	0.65	2.24	0.1	2.99	0.64	2.24	0.07	2.95	98.5%	100.0%	70.0%	98.7%
106	UHRC	2.14	2.97	2.28	7.39	2.1	2.97	1.08	6.15	98.1%	100.0%	47.4%	83.2%
109	LDC	1.18	0	1.3	2.48	1.18	0	0.62	1.80	100.0%	N/A	47.7%	72.6%
119	URSB	0.47	1.28	0	1.75	0	1.76	0	1.76	0.0%	137.5%	N/A	100.6%
120	DCIC	1.86	5.17	87.61	94.64	1.93	5.07	68.409	75.409	103.8%	98.1%	78.1%	79.7%
133	DPP	4.13	7.59	0.7	12.42	4.26	7.59	0.27	12.12	103.1%	100.0%	38.6%	97.6%
144	UPF	122.83	67.91	40.95	231.69	142.94	101.1	55.18	299.22	116.4%	148.9%	134.7%	129.1%
145	UPS	25.68	29.22	10.5	65.4	27.93	36.12	6.63	70.68	N/A	123.6%	63.1%	108.1%
148	JSC	0.65	1.51	0.1	2.26	0.49	1.51	0.07	2.07	75.4%	100.0%	70.0%	91.6%
	Total	179.39	173.86	177.21	530.46	200.13	237.58	160.729	598.439	111.6%	136.7%	90.7%	112.8%

Note: The JLOS Swap fund UGX. 23.74bn was voted under GoU capital under the Ministry of Justice and Constitutional Affairs.

9.0 CHALLENGES

Enforcement of laws: The rule of law is not just about the enactment of laws, nor about their simplification, it is the enforcement of the law in practice that counts. The sector should therefore invest in the creation of legal and procedural awareness and the provision of resources necessary for the effective enforcement of enacted legislation.

Access to JLOS services: JLOS services remains largely inaccessible outside of urban settings and particularly for socially and economically disadvantaged groups. Institutional barriers to access to JLOS Services, such as technical, cost and related barriers to access to the services of the frontline JLOS institutions must be addressed and the sector must ensure that vulnerable people access JLOS services.

Performance and institutional productivity: JLOS Service Delivery and institutional productivity remain low, there is therefore need to address the functionality of institutions and ensuring institutional and individual performance accountability. There is further need to urgently staff the JLOS institutions with the right number and quality of staff that are reasonably remunerated and facilitated to perform. Special attention should be paid to increasing the staffing levels in the judiciary, police, prisons and DPP among others.

Public perception of corruption in JLOS institutions: the public continuously ranks the sector institutions among the top corrupt agencies. To address this perception the sector must fully implement the JLOS anti-corruption strategy without delay.

Welfare of staff especially in police and prisons: the general living conditions of our uniformed officers and men in police and prisons remains poor for the greatest majority. The sector must therefore prioritize access to a house and clean water to the staff in uniform and lobby for better pay for all cadre of staff.

Delay to constitute Local Council Court: the sector believes Local Council Courts are vital in the delivery of justice in communities. The sector has continued to invest in building the capacity of the LCC to deliver justice. However the continued delay to elect LCI and II has negatively affected the sector's effort. It is therefore important that the councils are fully constituted and made operational.

Limited capital budgets and high cost of rent: sector institutions continue to wallow with the high cost of rent for office accommodation and yet the capital development funds allocated to them cannot allow them construct office accommodation. The Government is therefore urged to support the sector bid to put up office accommodation for the JLOS offices especially the JLOS house, Criminal court and police headquarters. The sector has finalized and submitted a bankable project to government and is undertaking procurement of contractors to prepare detailed designs and structural drawings.

ANNEX 1: PROGRESS AGAINST UNDERTAKINGS OF THE 16TH JOINT GOVERNMENT OF UGANDA AND DEVELOPMENT PARTNERS ANNUAL REVIEW

Undertaking	Performance indicators	Baseline (1 Oct 2011)	Strategies	Target date	Progress
1. Develop and pilot implementation of a performance management system for the Judiciary	<ul style="list-style-type: none"> • Performance reports for each judicial officer. • Target Number of cases concluded within set target at each level of court established • 80% of judgments delivered on appointed dates • 60% of judgments on notice delivered within 60 days from the date of conclusion of the trial • Main challenges in work ethics and service culture identified and counter measures taken. • Pilot tested and modalities for roll out to other JLOS institutions formulated. 	Advertisement for consultancy	<ul style="list-style-type: none"> • Clear performance targets set for each Judicial officer • Framework for performance appraisal established. • Performance appraisal tools for judicial officers developed, approved and popularised among stakeholders. • Prepare and popularise tools that allow for a 360 degree appraisal of judicial officers by superiors, peers, support staff and the public. • Optimal caseload per judicial officer established for each level of court. 	Sept 2012	Procurement of consultant to prepare performance management system and evaluation tools for all judicial officers at evaluation stage. This undertaking was delayed and was not achieved
2. Develop and pilot implementation of an integrated sector management information system	<ul style="list-style-type: none"> • Study report • System requirements report • System specification report. • Costed proposal • Pilot undertaken and lessons documented 	Systems study on going	<ul style="list-style-type: none"> • Systems study report presented and recommendations discussed and adopted. • Costed proposal for piloting automated business processes in criminal justice agencies approved by sector management structures. • Design and development of an integrated sector 	July 2012	Final systems study report complete with system requirements, and system specifications prepared and approved by Technical committee level. The System was developed and piloting is starting with the criminal justice agencies.

Undertaking	Performance indicators	Baseline (1 Oct 2011)	Strategies	Target date	Progress
3.Strengthen inspectorate function in the sector	<ul style="list-style-type: none"> 60% of inspection reports comply with sector level guidelines. 30% of reports shared by the inspector's forum and JLOS secretariat. 30% increase in inspectorate recommendations implemented Number of inspections carried out by JLOS institutions. Number of inspection reports that meet the quality as specified in the joint inspection guidelines Progress reports on the implementation of recommendations arising out of inspection reports shared. 	Task force set up to establish the inspectors forum	<ul style="list-style-type: none"> management information system for data aggregation points. Integrated system piloted in key criminal justice agencies and JLOS secretariat Inspector's forum for the sector established and launched. Joint inspection/sector wide inspection guidelines developed and adopted. Inspector's forum to initiate and draft common inspection guide lines and draw a common work plan for joint and individual Joint inspections carried out. All 15 JLOs institutions establish inspectorate units/functions and ensure that the units are functional 	June 2012	<ul style="list-style-type: none"> Inspectors established. uniform inspection guidelines developed and agreed. Joint inspections undertaken and report shared Institutional inspections revitalized. Institution without inspectorate units like MoJCA encouraged to establish units.

ANNEX 2 PROGRESS OF IMPLEMENTATION OF PROJECTS UNDER PRDP

Planned Activity	Institution	Cost	Status June 2012
Netherlands component			
complete expansion, furnishing and equipping Kotido Court to accommodate CM court & DPP	Judiciary/DPP	478,171,612	Completed
Provide staff accommodation in Kotido to Judiciary and DPP	Judiciary/DPP	200,000,000	Completed
Completion of phase II reconstruction of Moroto prison	UPS	898,858,544	Two new staff houses completed ward and multipurpose hall at finishing stage
Construct JLOS House in Moroto to house MOJCA, UHRC, MIA, URSB	MoJCA	1,498,200,000	Under going finishing
Renovation of district prisons/reception centres/LAPs in Pader	UPS	244,836,930	completed
Roofing and finishing's of staff quarters in Gulu	UPS	212,605,465	Completed and handed over
completion and furnishing of mini-JLOS in Apala to accommodate Judiciary, DPP and UPF	Judiciary	291,806,893	Roofing –contractor terminated and new contractor procured
provide accommodation to JLOS staff in Apala (Judiciary and DPP)	Judiciary	150,000,000	Contract terminated, new contractor procured
Offices in Abim	DPP	263704300	completed
Offices in Nakapiripriti	DPP		Finishing's ongoing –bad weather was a challenge
Staff accommodation Abim	DPP	200,000,000	Roofing
Staff accommodation Nakapiripriti			Roofing level
Staff quarters Amuru	DPP	100,000,000	Finishing
Offices Dokolo	DPP	288,422,287	Project was re-advertised new contractor has started construction
Offices Bukedea	DPP	351,523,429	Finishings in progress
Offices Kaberamaido	DPP		finishing in progress, contractor very slow
Staff accommodation for Judiciary - Oyam, Dokolo & Amolatar	Judiciary	318,572,668	Oyam- completed Dokolo-completed Amolatar-completed
Roofing and finishing of a prison ward - Dokolo	UPS	116,942,550	Roofing stage –contractor terminated

Roofing and finishing's of mini-JLOS in Amuria to accommodate Court and DPP	Judiciary	251,989,845	Contractor terminated – new contractor procured
Roofing and finishing's of mini-JLOS in Ngora to accommodate court and DPP	Judiciary	202,234,140	Roofed fabricating doors and windows-to be re-advertised
renovate of district prisons/reception centres/LAPs - Kumi/Amuria	UPS	225,494,189	Completed
Finishing's of renovated staff quarters - Soroti	UPS	61,345,517	Completed
Construction of Lia border post (Arua)	MIA/DCIC	200,000,000	Finishing on going
Procure vehicle to strengthen border patrols in Paidha	MIA/DCIC	100,000,000	Procured and delivered
Procurement of Vehicle for Ragem/Nebbi for transporting prisoners	UPS	90,000,000	delivered
Renovation of district prisons/reception centres/LAPs (Paidha and Adjumani)	UPS	190,814,931	Completed
Construction of mini-JLOS at Suam River border post (Bukwo) also to accommodate UPF	MIA/DCIC	350,000,000	Finishing on going
Construction of staff accommodation at Suam River border post	MIA/DCIC	150,000,000	Finishing on going
Procure motor cycle for Suam	MIA/DCIC	7,000,000	Procured
undertake periodic Monitoring and Evaluation on a bimonthly basis	Secretariat	33,015,000	On going
Ireland Component			
Construction of Mini-JLOS at Amudat border post (Nakapiripirit) to accommodate Immigration & Police	MIA/UPF	300,000,000	Finishing on going
construction of staff accommodation Moroto (MoJCA, DPP, Judiciary)	MoJCA/DPP	400,000,000	Contractor procured by requires approval from PPDA since contractor was blacklisted by world bank.
take services of Administrator General's services to Karamoja	MoJCA/Admin Gen	50,000,000	completed
Conduct 2 Monitoring and Evaluation visits	Secretariat	50,000,000	On going
Austrian Component			
Construction of Atiak border post at Bibia	MIA	200,000,000	Completed
procure reagents for analyzing samples	MIA/GAL	20,415,685	procured
1 vehicle for Acholi region	MIA/GAL	70,000,000	procured
Offices Amuru	DPP	199,261,287	Finishing level

UGANDA POLICE FORCE

S/N	PROJECT DESCRIPTION	CONTRACTOR	START DATE	CONTRACT AMOUNT	AMOUNT SPENT	ADDITIONAL FUNDING TO COMPLETE	PROGRESS LEVEL
NETHERLAND FUNDING UNDER EMERGENCY HUMANITARIAN ASSISTANCE (PRDP I)							
	Police Stations/ Accommodation Blocks						
1	Construction of 02No Amolatar Police station	Muyanga Investments Ltd(306,197,168)	29th Nov 2007	601,002,350	425,742,076		Works completed
2	Construction of 02No accommodation blocks in Amolatar	Muyanga Investments Ltd(294,805,182)	29th Nov 2007				Works completed
3	Construction of Amuru Police station	Mata Construction Ltd(274,778,234)	29th Nov 2007	549,640,782	401,305,948		Works completed
4	Construction of 02No accommodation blocks in Amuru	Mata Contractors Ltd(274,862,548)	29th Nov 2007				Works completed
5	Construction of Dokolo Police station	Block Technical services Ltd	24th June 2011	539,547,216	201,265,780		Painting is complete. External works are in progress
6	Construction of 02No accommodation blocks in Dokolo	Block Technical services Ltd	24th June 2011				Painting is complete. External works are in progress
7	Construction of Oyam Police Station	Pearl Shelter Promoters (U) Ltd(300,726,487)	29th Nov 2007	572,319,005	130,216,256		At finishing stage. Painting and External works in progress.
8	Construction of a Police Station & 02No accommodation blocks in Oyam	Pearl Shelter Promoters (U) Ltd(271,592,517)	29th Nov 2007				The District allocated a new site near the station and the construction is expected to be done by the Police Construction Unit in the New financial year 2012/13
9	Construction of Kaberamaido Police Station	JS Engineering Ltd(277,660,490)	29th Nov 2007	556,766,440	286,610,410	0	Contract terminated and the Police Construction Unit is to undertake the completion which is starting in June 2012.

S/N	PROJECT DESCRIPTION	CONTRACTOR	START DATE	CONTRACT AMOUNT	AMOUNT SPENT	ADDITIONAL FUNDING TO COMPLETE	PROGRESS LEVEL
10	Construction of 02No accommodation blocks in Kaberamaido	JS Engineering Works Ltd(279,105,950)	29th Nov 2007			0	Contract terminated and the Police Construction unit is to undertake the completion which is starting in June 2012.
11	Construction of Pader Police Station	Dolomite Engineering services Ltd	29th Nov 2007	281,874,852	120,238,289	200,000,000	The delay is caused by procuring a new contractor. So far two adverts have been placed without any response. The last advert was placed in the Newvision news paper of April 30th 2012 and we expect a positive response.
12	Construction of 02No accommodation blocks in Pader	DA Komurubuga & Sons Ltd	29th Nov 2007	279,447,718	267,569,213		Works completed
13	Construction of Amuria Police Station	Katiti Enterprises	29th Nov 2007	301,783,713	128,855,886		A new contract has been awarded to M/s High Tides Ltd and work is set to commence in June 2012.
14	Construction of 02No. Accommodation blocks in Amuria	Katiti Enterprises	29th Nov 2007	272,565,132	65,543,909		A new contract has been awarded to M/s Alma Connexious Ltd and work is set to commence in June 2012.
15	Construction of 02No accommodation blocks in Katakwi	Associated Ent & Construction		291,397,923	228,249,466		Painting of the blocks and plastering the latrine.
	ASTU Headquarters						
16	Construction of ASTU Headquarters	Gemuka Enterprises Ltd	1st Dec 2007	235,045,734	204,659,662		Structure completed and handed over.
	ASTU Zonal Offices blocks						
17	Construction of ASTU Zonal office block in Ngariam - Palam	Med Technologies Ltd (125,000,034/=)	1st Dec 2007	250,000,068	56,655,340		Contract terminated and the Police Construction unit is to undertake the completion which is starting in July 2012.

S/N	PROJECT DESCRIPTION	CONTRACTOR	START DATE	CONTRACT AMOUNT	AMOUNT SPENT	ADDITIONAL FUNDING TO COMPLETE	PROGRESS LEVEL
18	Construction of ASTU Zonal office block in Kolir	Med Technologies Ltd (125,000,034/=)	1st Dec 2007				The structure was roofed. Contract was terminated and the Police Construction unit is under taking the completion.
19	Construction of ASTU Zonal office block in Wialir	Construction support services Ltd (123,978,478/=)	1st Dec 2007	247,956,956	212,621,828		Works are practically complete
20	Construction of ASTU Zonal office block in Kapelyabong	Construction support services Ltd (123,978,478/=)	1st Dec 2007				Works are practically complete
21	Construction of ASTU Zonal office block in Lapono	Kanyangareng Amalgamated (122,949,377/=)	1st Dec 2007	245,898,755	114,492,986		The building is roofed. Contract terminated and the Police Construction unit is to undertake the completion which is starting in June 2012.
22	Construction of ASTU Zonal office block in Orom	Kanyangareng Amalgamated (122,949,377/=)	1st Dec 2007				The building is roofed. Contract terminated and the Police Construction unit is to undertake the completion which is starting in June 2012.
23	Construction of ASTU zonal office block in Bukwo	Katiti Enterprises	1st Dec 2007	115,694,410	29,397,384		The building is at ring beam level. Contract terminated and the Police Construction unit is to undertake the completion which is starting in August 2012.
24	Construction of ASTU zonal office block in Chepuskunya	DA Komurubuga & Sons Ltd	4th May 2009	159,066,227	84,907,664		Painting in progress.
25	Construction of ASTU zonal office block in Amudat	Berur Traders Ltd	4th May 2009	161,246,588	12,739,782		Roofing is in progress
26	Construction of ASTU zonal office block in Longeracora.	Ayemo Investments Ltd	10th Sept 2010	161,246,588	16,213,894		Oversite concrete slab finished. Termination process is on for non performance. Police construction unit shall undertake the works as soon as the termination process is done.

S/N	PROJECT DESCRIPTION	CONTRACTOR	START DATE	CONTRACT AMOUNT	AMOUNT SPENT	ADDITIONAL FUNDING TO COMPLETE	PROGRESS LEVEL
27	Construction of ASTU zonal office block in Morulem	Bunyonyi Engineering works ltd	18th November 2010	154,422,765	51,836,132		Building at Wall plate level. Termination process for the contract is on. Police Construction Unit is to complete the works when termination is concluded.
NETHERLAND FUNDING II (PRDPI) KIDDP							
28	Construction of Moroto Police Station	Kadam Suppliers and Contractors Ltd - EVG	4th May 2009	339,407,447	182,763,103	372,000,000	Contract terminated. The process of procuring a new contractor is on. Bid submission is on 5th June 2012
29	Construction of Kotido Police station	Dankik Enterprises Ltd	4th May 2009	328,260,400	152,846,756	94,000,000	Plasterwork in progress. Steel windows are fitted, work is expected to be completed in July 2012
30	Construction of Kotido accommodation blocks A	Abilaza Enterprises Ltd	15th April 2011	192,434,847	32,444,312	0	Walling at beam level. Completion expected by end of July 2012.
31	Construction of Kotido accommodation blocks B	Kaidila Traders Ltd.	15th April 2011	192,434,847		0	The foundation is complete and the construction of the wall has started.
32	Construction of Kaabong Police station	Kaabong United Traders Ltd	4th May 2009	376,557,061	207,760,936	94,000,000	Plastering is in progress, work is expected to be completed by end of July 2012
33	Construction of Kaabong accommodation block A	Muhekamu Enterprises. Ltd	4th May 2009	182,343,262	176,636,926	0	Completed and handed over.
34	Construction of Kaabong accommodation block B	MIC Construction Ltd	4th May 2009	182,343,262	133,930,488	0	Finishing stage. Completion is expected at the end of May 2012.
35	Construction of Abim Police station	Engineering Trade Links Ltd	4th May 2009	368,305,248	121,587,719	94,000,000	Walling at beam level. Contract terminated for non performance. Contract to be readvertised.
36	Construction of Abim accommodation block A	DA Komurubuga & Sons Ltd	4th May 2009	182,343,262	71,862,435	0	Completed and handed over.

S/N	PROJECT DESCRIPTION	CONTRACTOR	START DATE	CONTRACT AMOUNT	AMOUNT SPENT	ADDITIONAL FUNDING TO COMPLETE	PROGRESS LEVEL
37	Construction of Abim accommodation block B	Pekasa Enterprises Ltd	4th May 2009	192,189,963	72,436,559	0	Painting in progress.
	OLILIM POLICE TRAINING SCHOOL						
38	Construction of Administration block	Bata Consulting Engineers	6th Nov 2009	322,805,963	115,623,862	200,000,000	Structure roofed. The Contractor has submitted his request for a 200% price increment to complete the works. Termination process is on
39	Construction of classroom block A	Muyanga Investments Ltd	6th Nov 2009	180,006,981	96,843,240	0	Painting of the class room block in progress. The latrine is on final touches. Work is expected to be completed by end of May 2012.
40	Construction of classroom block B	Yondaz Ltd	6th Nov 2009	180,006,981	18,000,698	199,000,000	Contract was terminated at plinth wall stage. At final stage of procuring a new contractor.
NETHERLANDS FUNDING III (JLOS PRDP)							
41	Construction of 03No accommodation blocks in Moroto Barracks	Kadam Dealers Ltd	12th Nov 2010	450,000,000	344,650,167		Painting in progress. The contractor delayed in moving materials (Steel doors and windows) due to the bad roads
42	Construction of 02No accommodation blocks At Iriri	Kadam Dealers Ltd	12th Nov 2010	300,000,000	244,650,167		Painting in progress. The contractor delayed in moving materials (Steel doors and windows) due to the bad roads
43	Construction of 01No accommodation block At Namasale	Alma Connexious U Ltd	19th August 2011	300,000,000	139,024,657		Completed and handed over
44	Construction of 01No accommodation block At Agwata	Alma Connexious U Ltd	19th August 2011				Completed and handed over
45	Construction 01No 5 Unit accommodation block at Aboke	Devayani International	September 2010	141,896,323	55,647,051		Completed and handed over

S/N	PROJECT DESCRIPTION	CONTRACTOR	START DATE	CONTRACT AMOUNT	AMOUNT SPENT	ADDITIONAL FUNDING TO COMPLETE	PROGRESS LEVEL
46	Construction of 01 No 5 unit accommodation block at Adjumani	Zawadi Hotels Ltd.	September 2010	149,973,816	27,609,079		Completed and handed over
47	Construction of 01 No 5 unit accommodation block at Amuru	Zawadi Hotels Ltd.	September 2010	149,973,816	49,133,961		Completed and handed over
48	Construction of 01 No 5 unit accommodation block at Katakwi	Muhekamu Enterprises. Ltd	September 2010	463,244,288	390,919,622		Completed and handed over
49	Construction of 01 No 5 unit accommodation block at Amuria	Muhekamu Enterprises. Ltd	September 2010				Completed and handed over
50	Construction of 01 No 5 unit accommodation block at Otuboi-Kaberaimaido	Muhekamu Enterprises. Ltd	September 2010				Completed and handed over
51	Construction of 01 No 5 unit accommodation block at Pader	DA Komurubuga & Sons Ltd	August, 2010	166,318,970	126,502,685		Completed and handed over
	GRAND TOTAL			10,634,950,034	5,569,528,528	1,253,000,000	

OTHER POLICE ON GOING CONSTRUCTIONS

District	Description	Contractor	Start Date	Contract Amount '000'	Progress
PRDP GOU POLICE STATIONS					
1	Gulu	Construction of police station in Awach	2009	190,000	Complete
2	Maracha	Construction of police station	2010	240,000	Complete
3	Kiryandongo	Construction of police station	2010	190,000	complete
4	Kumi	Construction of police station in Nyero	2011	190,000	complete
PRDP GOU STAFF HOUSES					
5	Kitgum	Construction of a block of staff houses	2011	200,000	complete

6	Busia	Construction of a block of staff houses	Hydra Foam	2011	190,000	painting
7	Kiryandongo	Construction of a block of staff houses in Panyadoli	Hydra Foam	2010	190,000	complete
8	Namutumba	Construction of a block of staff houses	Muhekamu	2009	200,000	complete
PRDP GOU RENOVATION OF BARRACKS						
9	Gulu	Barracks	Muyanga	2009	500,000	complete
10	Lira	Barracks	Devyani Intl	2010	500,000	complete
11	Arua	Barracks	In House	2012	500,000	clearing site
12	Atyak	Atyak Police Station& Barracks	In House	2009	192,000	completed
JLOS SUPPORT						
13	Kira	Police Station		2007	500,000	roofed
14	Luwero	Police Station		2009	570,000	ground floor
15	Koboko	Staff Houses	Mata	2009	500,000	roofing
16	Kirihura	Staff Houses	Pekasa	2009	500,000	complete
17	Mayuge	Staff Houses	Muhekamu	2008	350,000	plaster
18	Ibanda	Staff Houses	Pekasa	2008	350,000	complete
19	Kisoro	Staff Houses		2007	350,000	complete
GOU SUPPORT						
20	Masindi	Classrooms PTS Masindi				third floor
21	Mukono	Police Station				Roofed
22	Bushenyi	Regional Head quarters				complete

ANNEX 3: INSTITUTIONAL PERFORMANCE REPORTS

JUDICIARY

	What had JLOS/ Agency expected to happen? Planned Target Output	What Happened? (Achievements)	Deviation from the plan and lessons learnt	Approved Budget 2011/2012	Funds Released	Actual Expenditure	Deviation from Budget and lesson
KRA 1: PROMOTE RULE OF LAW, DUE PROCESS AND HUMAN RIGHTS							
1.1.6	Develop Bailiffs regulatory frame work in to a bill, Lobby Parliament to pass Bill into law; Develop guidelines; pass Court Bailiffs Bill into law; sensitise bailiffs/brokers; & Auctioneers	Draft Bill and Regulations are now in place and plans are underway to finalise the same for onward submission to the Hon. Minister for Justice and Constitutional Affairs	The Consultations took longer than anticipated. In addition, the funds were not sufficient to cover sensitisation and other related activities.	120,000	60,000	60,000	The funds released were less by 60,000,000 and that affected the achievement of the planned output negatively
1.2.2	Develop Small Claims Procedure User guides, translate guidelines into Lugbara, Runyakitara, Luganda and Luo, print and Disseminate.	Small Claims Procedure Rules 2011 have been developed and printed. Small Claims Procedure Users' guidelines developed and printed. Magistrates and Clerks for the 6 pilot courts trained. 6 pilot courts for SCP gazetted. Small Claims Procedure Posters and Brochures have been developed and printed	The funds sent were inadequate to facilitate all the planned activities.	100,000	50,000	50,000	The funds released were less by 50,000,000 and that affected the achievement of the planned output negatively
1.2.6	Review, redesign and publish 5000 copies of Judiciary handbook	Process to review the Judiciary handbook has started	Owing to the numerous changes, the consultations have taken a bit of time and the funds envisage proved to be very inadequate to drive the process to completion.	50,000	49,500	49,500	The funds released were less by 500 and that affected the achievement of the planned output negatively

	What had JLOS/ Agency expected to happen? Planned Target Output	What Happened? (Achievements)	Deviation from the plan and lessons learnt	Approved Budget 2011/2012	Funds Released	Actual Expenditure	Deviation from Budget and lesson
1.5.1	Train 10 Judicial Officers in emerging ,Oil, gas and petroleum laws	Nil	Lack of funds to facilitate the process	50,000			No funds were released and that led to non implementation of the activity
	Train 30 court interpreters	30 Court interpreters trained	Nil	60,000	60,000	60,000	NIL
	Train 50 staff in Customer care, Ethics and Integrity, records management	40 customer court clerks trained in customer care skills.	Inadequate release of funds	50,000	47,000	47,000	The funds released were less by 3,000,000 and that affected the achievement of the planned output negatively
1.5.3	Procure 2 photocopiers for ACD and ICD	Photocopiers procured and delivered	Nil	30,000	30,000	30,000	NIL
1.8.3	Establish a Mini Data Centres at Kabale and Masindi High Court Circuits including their Magisterial Areas	Executed for FortPortal as funded Procured Local/Wide Area Network (LAN/WAN) Live Equipment - 5No. Switches, 5No. Racks. 1No. Router, 8No. UPSs, 2No. Computer Servers, 1No. Power Stabilizer, 1No. Air Conditioner, 8No. Desktop Computers, 5No. Printers, Server and Desktop Computer Software, LAN/WAN Design and Configuration, LAN/WAN Networking Equipment and LAN/WAN Installation and Leased Line Installation - All Works Completed. There is internet connectivity for all the Courts in the Magisterial Area.	None	200,000	200,000	200,000	No Deviation from the budget

	What had JLOS/ Agency expected to happen? Planned Target Output	What Happened? (Achievements)	Deviation from the plan and lessons learnt	Approved Budget 2011/2012	Funds Released	Actual Expenditure	Deviation from Budget and lesson
1.10.1	Develop, print and disseminate 20,000 copies of client charter for judiciary	Draft Client Charter for the Judiciary has been developed awaiting validation and printing.	The funds were inadequate to finalise and print the charter.	30,000	30,000	30,000	No Deviation from the budget
1.11.1	Training in investigative skills	3 inspectors trained on investigative skills and quality assurance technics at MTAC	None	50,000	25,000	25,000	The funds released were less by half but the training was done locally to cut on the costs
	Vehicles for supervision; 2 deputy registrars/ inspectors out of 7(without transport) at the High Court	One vehicle was procured	Insufficient funds	160,000	160,000	130,000	The funds budgeted and released were inadequate given the capacity of the vehicles required to traverse the country
	Supervision of lower courts (Quarterly) with a focus on performance	Supervision carried out in Rakai, Apac, Dokolo, Oyam, Luwero, Kibaale, Mpigi, Mubende	None	60,000	40,000	40,000	The funds released were less by 20,000,000 and that negatively affected the implementation of the planned activities.
1.11.2	Research and short term consultancies/policies development /regional workshops	Activity has not yet taken place. Process of procuring a consultant is in progress	Lengthy procurement processes for getting a consultant with the meagre resources available.	200,000	50,000		The release was less by 150,000,000 which negatively impacted on performance.
1.12.3	Adjudication of transitional justice cases in court	Cases are part heard. The trials were stayed by the constitutional Court. (cases still pending)	Trial of the Cases were stayed pending disposal of the Constitutional petitions.	100,000	100,000	50,000	The funds released were less by 50,000,000 and that affected the achievement of the planned output negatively
KRA 2: ACCESS TO JUSTICE ENHANCED							

	What had JLOS/ Agency expected to happen? Planned Target Output	What Happened? (Achievements)	Deviation from the plan and lessons learnt	Approved Budget 2011/2012	Funds Released	Actual Expenditure	Deviation from Budget and lesson
2.1.1	Build a model Children and Family court in Fort-Portal and Mbale Magisterial Areas, train staff	Contracts awarded and signed.	Changes in designs and the lengthy procurement processes delayed the whole activity	400,000	300,000		No funds were released for this activity and therefore, it could not be implemented
	Construction extension for Kabale High Court.	Contracts awarded and signed.	Inadequacy of funds coupled with the lengthy procurement processes.	400,000	75,000	75,000	The funds released were inadequate for the contract sum. The lesson learnt is that Construction projects need to be handled in a piecemeal format since they take long to be completed.
	Rehabilitate / planned maintenance of Chief Magistrate Courts in Kasese , Rukungiri, Kabale, Mpigi, Lira, Nebbi, Moroto, Apac, Soroti, Jinja and Mbarara.	Kasese is nearing completion	Inadequacy in the funds released.	400,000			The funds released were inadequate for the contract sum. The lesson learnt is that rehabilitation projects need to be handled in a piecemeal format since they take long to be completed.
	Procure and install Court Recording Equipment in 6 (Phased) out of 44 Chief Magistrate Courts-Outside the HCC	None	No funds provided for the activity	400,000			No funds were released for this activity and therefore, it could not be implemented

What had JLOS/ Agency expected to happen? Planned Target Output	What Happened? (Achievements)	Deviation from the plan and lessons learnt	Approved Budget 2011/2012	Funds Released	Actual Expenditure	Deviation from Budget and lesson
Procure and install solar equipment to ten courts	Contracts awarded and signed.	Delay in agreeing on specifications and the lengthy procurement processes	400,000	200,000		Only half the funds were released and it partly accounts for the poor performance. The lesson learnt is that procurement processes should be started earlier so as to be complete in time.
Procure vehicles for ACD	Procurement process still on going	Delayed authority /Consent from OPM.	400,000	80,000		The funds released were less by 320,000,000 and therefore impeded the achievement of the target.
Procure vehicles for ICD	Procurement process still on going	Delayed authority /Consent from OPM.	400,000	80,000		The funds released were less by 320,000,000 and therefore impeded the achievement of the target.
Develop and implement mediation rules for Family, Land and other Courts	Task was set up. Guidelines have been drafted and submitted to the Rules Committee but have not yet been printed	Inadequate funds	50,000	40,000	40,000	Funds were less by 10,000,000
Creation and equipping of ADR Registry	No ADR Registry has been set up as the matter is still with administration. 14 meetings of task force held to draft the Mediator's Code of Conduct.	Inadequate funds	40,000	40,000	40,000	The funds budgeted for this activity were inadequate and this affected its implementation. In future, a proper feasibility study should be carried out to ensure that the right costs are established.
2.3.1						

	What had JLOS/ Agency expected to happen? Planned Target Output	What Happened? (Achievements)	Deviation from the plan and lessons learnt	Approved Budget 2011/2012	Funds Released	Actual Expenditure	Deviation from Budget and lesson
	Development and printing of Mediation guidelines for the Commercial Court and other courts	Task force created to develop Mediation Rules for Family Division	lack of funds	20,000			No funds were released for this activity and therefore, it could not be implemented
	Payment of Mediators Allowance	10 mediators paid allowances(sitting, out of pocket and transport refunds)	NIL	60,000	60,000	60,000	NIL
2.6.1	Hold 4 sessions (2 under JLOS) @ 20 cases in the Supreme Court	1 Civil session held where 17 cases were disposed off with JLOS funding. However, 24 Civil cases and 29 Criminal cases were disposed off with GOU funds. (Total of 41 Civil cases and 29 Criminal cases were disposed of by this Court)	Inadequate funds	40,000	10,000	10,000	The funds released were only for one quarter and that affected the performance.
2.6.2	Hold 8 sessions (2 under JLOS) @40 cases in the court of appeal	2 Civil sessions held with 36 civil cases disposed off with JLOS funding while with GOU funding, 153 civil cases were completed and 50 criminal cases. (Total of 189 Civil cases and 50 Criminal cases were disposed of by this Court)	None	80,000	80,000	80,000	NIL
2.6.3	Hold 40 sessions (20 from JLOS)@ 40 cases in the High court-criminal justice	14 High Court criminal sessions held. Each session comprising of 35 cases totaling to 490 cases handled with JLOS funding. With GOU funding, 1,242 cases were completed bringing the overall total of Criminal cases completed to 1,732 during the Financial Year.	insufficient funds	800,000	700,000	700,000	The funds released were less by 100,000,000 and that affected the implementation of the activity

	What had JLOS/ Agency expected to happen? Planned Target Output	What Happened? (Achievements)	Deviation from the plan and lessons learnt	Approved Budget 2011/2012	Funds Released	Actual Expenditure	Deviation from Budget and lesson
2.6.4	Handle 1800 Cases (600 in Land, 600 in Family, and 600 in Civil justice with JLOS funds. This will include 45 JLOS sessions of 40 cases @	With JLOS funding, 28 sessions were held (4 for land; 4 for family and 20 for Civil) leading to a total disposal of 560 cases (80 in Land, 80 in family and 400 in Civil. With GOU funding, 9,609 Cases were completed leading to a total disposal of 10,169 cases .	Number of cases causerlisted could not go up to 40 as planned due to the complexity of the cases that had many witnesses.	600,000	550,000	550,000	The costs of the session for civil should be raised to atleast 25,000,000 if the 40 cases are to be maintained or else , the number of cases per session should be fixed at 20 cases.
2.6.5	Handle 160 cases involving sessions with JLOS funds @ 20 cases in High Court- Commercial Justice	With JLOS funding, seven sessions were held and 140 cases were completed while with GOU funding, 1,381 cases were completed leading to a total disposal of 1,521 cases during the year.	The funds released in the forth quarter were only enough for one session and that affected the planned disposal	160,000	140,000	140,000	Funds should always be released early
2.6.6	Handle 240 Mediation cases in each of the Divisions-Land, Family and commercial justice	Stand alone Land Mediation Rules drafted Stand alone Civil Division Mediation Rules drafted Stake holders meeting held to validate the Family mediation Rules held Merger of Commercial, Land and Family Mediation Rules Stakeholders' workshop held to validate the Rules Three (3) backlog reduction sessions held in the Commercial Court Division (258 cases)	Except for disposal of 258 cases in the commercial Court Division the rest of the funds were applied for building the legal framework was approved by administration and that is why variation was done	220,000	220,000	220,000	NIL
2.6.7	Handle 80 involving 4 JLOS sessions (@ 20 cases) in High court- Anti corruption court	with funding from JLOS , 75 cases were completed. Under GOU funding, 180 cases were completed (Total of 255 cases completed)	Complexity of cases	160,000	160,000	160,000	NIL

	What had JLOS/ Agency expected to happen? Planned Target Output	What Happened? (Achievements)	Deviation from the plan and lessons learnt	Approved Budget 2011/2012	Funds Released	Actual Expenditure	Deviation from Budget and lesson
2.6.8	Handle 2,400 cases involving 60 sessions @ 40 cases) with JLOS funds in the CM Courts	with JLOS funding, 20 sessions held under chief Magistrates Courts each session comprising of 40 cases totaling to 800 cases handled while from GOU funding, 61,077 were disposed of leading to a total disposal of 61,877cases during the year.	insufficient funding	360,000	145,000	145,000	The funds released were grossly inadequate and affected the achievement of the planned outputs
2.6.9	Handle 3,200 cases involving holding 80 sessions @ 40 cases) with JLOS funds in Grade I Courts	With funding from JLOS, 82 sessions held under Grade One Magistrates each session comprising of 40 cases caulsited totaling to 3280 cases while with GOU funding, 24,769 were disposed of leading to a total disposal of 28,049 cases.	The earlier cost estimates proved to be inadequate to handle the assignment at hand. The fund	240,000	240,000	240,000	NIL
2.6.10	Handle 3,600 cases in Grade II Courts (involving 90 sessions with JLOS support)	Funds for Grade II Magistrates were transferred to Chief Magistrates. Funds for Grade 2 Magistrates for 4th Quarter to be for Monitoring And Evaluation of pervious releases as well as collecting backlog data from various Courts Country Wide. However, with GOU funding, 12,516 cases were disposed of at this court level.	There was more need for Sessions at the CM Courts than the G 2 Courts	90,000	80,000	80,000	The funds released were instead diverted to handle sessions at the CM level where there was mor urgent need.
2.6.11	Hold User Committee meetings in Land, Family, Commercial, AC Divisions, Criminal and HC Case backlog Committee.	User Committee meetings facilitated	None	72,000	38,000	38,000	The committees were held at a minimum cost amidst difficulties
2.6.12	Supervision visits, backlog clearance field consultative meetings, coordination of backlog clearance	Supervision visits conducted	None	100,000	85,000	85,000	

	What had JLOS/ Agency expected to happen? Planned Target Output	What Happened? (Achievements)	Deviation from the plan and lessons learnt	Approved Budget 2011./2012	Funds Released	Actual Expenditure	Deviation from Budget and lesson
	Monitoring and Evaluation field visits, preparation of reports	M & E Conducted conducted quarterly	None	100,000	100,000	100,000	
2.6.13	Conduct regional workshops on the Judicial code of conduct with a view to reduce case backlog(East, West , Central, North and West Nile)	Regional workshops conducted and Judicial Officers shared experiences on management of case backlog by addressing its varying causes.	Inadequate release of Funds	100,000	95,000	95,000	
2.9.1	Provision of probono services to decongest prisons- Focus on urban poor	To Decongest 8 prisons and 4 remand homes which include Atopi, Morukatipe, Ngora, Mbale, Maluku, Kumi, Kigo, Luzira, Naguru remand home, Gulu remand home, Mbale remand home. Fortportal remand home	Received only Ugx 25 million out of the UGX 50 Million approved. Due to the limitation in funding the other prisons and remand homes could not be visited and XX	50,000	17,725	17,725	More funds must be provided to atleast meet the vital costs
2.10.1	Field visits to supervise the lower/LC Courts in Ibanda, Kapchorwa, Pader) out of the balance of 13 CMC's/Hard to reach Areas/Courts	None	Funds were not released for this activity	240,000			No funds were released
				5,242,000	9,723,225	8,933,225	

UGANDA PRISON SERVICES

Key Result areas	What had JLOS/agency Expected to Change? Planned outcome targets	What Changed? Results	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
KEY RESULT AREA 2: HUMAN RIGHTS CULTURE FOSTERED A CROSS JLOS INSTITUTIONS	30 local inspection /complaints committees established and facilitated to inspect prisons and listen to complaints	21 more local inspection committees were established increasing the number from 175-196 prisons with established Human rights committees. The other existing committees were also inspected and facilitated. This led to reduced human rights related complaints from both prisoners and staff.	deviation was by 9 prison units less the projected number however, all prison units have been told to form human rights committees.	30,000	60,000	deviation was by 30,000, the targeted number was not achieved	30,000
	34,224 prisoners dressed in uniforms with farm prisons getting 2 pairs (Ruimi, Ibuga, Isimba, Kitalya, Bufulubi, Namalu) prison farms	32,967 inmates provided with atleast a pair of uniforms and 3,300 prisons specifically in Ruimi, Ibuga, Isimba, Kitalya, Bufulubi and Namalu prison farms got 2 pairs each; this addressed the right to clothing.	deviation by 1257 less the number of inmates dressed because the number of inmates in custody during the reporting period did not reach the projected.	151,800	151,800	there were no deviations from the budget	151,800
	To feed a daily average of 34,224 inmates with 3 meals a day and enhanced diet. To provide basic necessities like soap, cooking pots, sanitary requirements.	32,967 inmates were provided with 3 meals per day with enhanced diet vegetables, soya beans, silver fish and clean water. This addressed the right to food. Sanitary items like bar soap, liquid soap, and sanitary pads too were provided; this addressed the right to live in a clean and safe environment and the right to adequate food.	There was a deviation(shortfall) of 1257 inmates. the projection for prisoner population did not reach as planned.	28,934,000	9,177,688		28,934,000

Key Result areas	What had JLOS/agency Expected to Change? Planned outcome targets	What Changed? Results	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	UPS staff trained and increased by supporting the ongoing training of the 500 warders/wardresses, practical attachments and deployments; reduce staff prisoner ratio from 1:5 to 1:3.5	the 700 warders and wardresses completed their training and were passed out and deployed accordingly; staff prisoner ratio reduced from 1:5 to 1:1.7 for custodial staff; 45 cadet ASPs completed training.	deviation in the staff prisoner ratio was caused by the high attrition rates which remain a challenge to UPS.	400,000	400,000	there were no deviations from the budget	400,000
	Reduce the bucket system through rehabilitation water and sanitation in Lira prison.	Work is still ongoing, sewerage pipe work has been laid and the construction of water born toilets is at roofing level. 32% of the prison units free from the bucket system, this% is expected to increase after construction of these sanitation facilities, EU has equally funded construction of sanitation facilities in 9more prison units.	there was no deviation. However, work delayed due to the long procurement process.	200,000	392,000	Deviation was by 192,000	200,000
	200 warders accorded refresher training	Refresher courses for 403 former LAPs were successfully conducted. This led to increase in the levels of human rights awareness among the staff.	the deviation was by 203 more former LAPs trained.	100'000	100'000	there were no deviations from the budget	100'000
	To print new prisons rules and regulations and train 500 prisons staff in new rules, regulations and standing orders	printing of the new rules and regulations are finalized awaiting gazetting however the training of 500 prisons staff in these rules was not conducted due to delayed gazetting of the rules.	Deviations were mainly realized because staff were not trained in the new rules and regulations.	100,000	100,000	No deviation from the budget	100,000
	To construct sanitation facilities and water born toilets at Butiiti, Iganga, Bufububi, Pece, Kibale, Erute, Kabula and Moyo prisons	construction work is ongoing expected to be completed in September 2012, this will increase the number of prisons using water born toilets and also reduce the use of the bucket system in prisons.	No major deviations however, work delayed due to delays in procurement.	224,000	224,000		

Key Result areas	What had JLOS/agency Expected to Change? Planned outcome targets	What Changed? Results	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	4,839 admissions and 122,130 out patients treated; 350 (50%) of staff with HIV/AIDS supported; 50% of prisons units report no drug stock outs; 50% of laboratories report no stock out of essential lab supplies; outreach programs promoted; stations fumigated; hospital machinery maintained. reduce mortality rates from 2-1/1000 held offenders	3,147 admissions and 86,273 out patient cases treated with support from the ministry of health; staff with HIV/AIDS supported; 100% of prisons units report no drug stock outs; 50% of laboratories report no stock outs of essential lab supplies; outreach programs promoted; hospital machinery maintained; stations fumigated; VHT established at all regional health units; clinical equipment procured for masindi and masaka prisons; X-ray and ultra sound machine procured for M-sound hospital. This intervention led to reduced mortality and morbidity from 2-1.7 per 1000 held offenders.	Deviation was by 1,692 less admissions and 35,857 less out patients and it was attributed to the improvement in hygiene and intense health promotion programs.	535,558	1,176,340	the deviation was by 640,782 less money released and this affected full implementation of planned activities.	535,558
KEY RESULT AREA 3: ENHANCE ACCESS TO JUSTICE FOR ALL ESPECIALLY THE POOR AND MARGINALISED	To develop and disseminate the Client Charter/Complaints system	the charter is being formulated. Consultations still ongoing: it will inform the public on the expected levels of performance of UPS and enhance accountability.	deviations were caused by the long consultations with different stakeholders.	30,000	30,000	No deviation from the budget	
	To facilitate transitional justice process	Transitional justice activities were facilitated and handled through production of inmates to court which called for fuel, allowances and motor vehicle maintenance. Logistics inform of security equipments were also bought.	No major deviations realised.	25,000	100,000	75% deviation from the budget which affect complete implementation of the activities	25,000

Key Result areas	What had JLOS/agency Expected to Change? Planned outcome targets	What Changed? Results	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	To produce a daily average of 1,055 suspects to 211 courts	A daily average of 522 inmates were taken to 211 courts spread country wide for court sessions. This reduced the prison case backlog to some extent. However, convict remand ratio is still high at 52% for remands and 48% for convicts due to increase in the prisoners population. Staff that escort suspects to courts were also facilitated, prisons forms and books were produced and distributed to various units, 50 digital cameras procured and distributed increasing the coverage to 40%; a lorry for Masindi procured.	The deviation of 533 less the projected number was caused by absence of court sessions in some districts especially for capital offenders.(Fortportal & Mubende; Lira had only one session)	815,000	820,000	deviation was by 5,000	815,000
	To establish institutional case management committees and data management	The institute case management committee was established. It monitored, inspected, coordinated and evaluated case management in UPS; Visited Moroto, Lira, Apac, Gulu, Bushenyi and Mubende. Fortportal and Mubende did not have sessions this FY- contributing to congestion. Lira had only one session but still the numbers are high.	No major deviations	60,000	60,000	No deviation from the budget	60,000
	To equip 6 regions with motorcycles for linking rmand prisoners with various stake holders	funds were not released for this activity	deviation was due to non release of funds. Which affected service delivery		57,000	Deviation was due to non release of funds	
	To equip 50 officers with legal knowledge on laws/ rights and obligations	funds were not released for this activity	deviation was due to non release of funds. Which affected service delivery		10,000	Deviation was due to non release of funds	

Key Result areas	What had JLOS/agency Expected to Change? Planned outcome targets	What Changed? Results	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	Reduce the average length of stay on remand for inmates in custody from 15.4-10 months for capital offenders and 4.4-3 for petty offenders. This to be done through timely delivery of offenders to & from courts of law.	The average length of stay on remand was reduced from 15.4 months for capital offenders to 11.4; for petty offenders from 4.4 to 3 months. However, there were no high court sessions in some districts for capital offenders. This affected the average length for capital offenders.	There was a deviation of 1.4 months which was majorly caused by the absence of court sessions in some districts especially for capital offenders.				
	To link remands with JLOS agencies, sureties, lawyers, benefactors and their families.	This activity did not take place due to non release of funds.	deviation was due to non release of funds.		57,000	100% deviation from the budget led to non implementation of this activity	
KEY RESULT AREA 4: INCIDENCE OF CRIME REDUCED AND SAFETY OF PERSON AND SECURITY OF PROPERTY PROMOTED-	To establish and furnish 2 correctional education class rooms at Luzira Upper prisons; 300 offenders offered rehabilitative education	Delayed procurement process; contracts are at the solicitor general for approval work expected to commence at the beginning of august 2012; 1600 convicted inmates enrolled in formal education program and 900 on informal education; 45 inmates obtained certificates in entrepreneurship and small scale business from MUBS; 50 inmates were trade tested (12 in masonry works, 38 in other industrial tests; a total 147 inmates successfully completed various levels of formal education;	deviation was due to delays in the procurement process.		100000 (for construction of classrooms)	there were no deviations from the budget.	
	to reduce annual rate of escapes from 10 to 5 per 1000 held prisoners	The escape rate from custody reduced to 9 escapes per 1000 held prisoners from 10.	deviation was due to the need to strengthen systems and infrastructure in some prisons.				

Key Result areas	What had JLOS/agency Expected to Change? Planned outcome targets	What Changed? Results	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	To train over 4000 offenders in agricultural skills and industrial skills; psychosocial support and counselling; farm production from 5700 acres (food worth shs 6.6bn), mgt. of 1000 heads of cattle, 300 acres planted with trees. Reduce the rate of recidivism from 27/100 to 26/100	800 inmates being trained in industrial skills; 3000 in agricultural Production; 800 heads of cattle looked after; 2,300 tons of maize produced; 16 tractors; 2 lorries and other farm machinery maintained; inmates' training manual developed; farm machinery last FY2010-11 delivered; 1900 acres of land cleared and planted with maize; farm inputs and tools procured. 12 vehicles for the delivery of prisoners to court and other delivery areas have been purchased. recidivism rate reduced from 27 to 26.7/100 held offenders.	There was an increase in prices of training materials that affected the number of prisoners on industrial training. However, on the number of inmates receiving counseling services, UPS over short the target.	1,098,500	50,000	No deviation from the budget	50m
	Reintegrate 1000 offenders into their respective communities	272 offenders were successfully reintegrated back into their respective societies.	the deviation was by 728 less offenders reintegrated. This was due to insufficient funding and the increased inflation (transport costs) and non approval of the original budget of 200m.	50,000	6,331,870	11,449,835 more money spent on this activity, however, it led to budget short falls in other activities.	17,781,705
	224 prison units, 13 regional referral hospitals, 11 sections and 52 districts operational; service delivery standards enforced in all 224 prisons stations; 17 prisons farms inspected, monitored and evaluated.	226 prisons, 14 regional offices, 58 prison districts & 21 sections operational; all prisons inspected, monitored and evaluated; Human rights reports in 105 prison stations submitted; participated in 49th session of African commission on Human and peoples' rights; Participated in drafting of the Universal Human Rights periodic reports of Uganda	There was no major variations	17,781,705	6,331,870	11,449,835 more money spent on this activity, however, it led to budget short falls in other activities.	17,781,705

Key Result areas	What had JLOS/agency Expected to Change? Planned outcome targets	What Changed? Results	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	UPS represented on 7 National functions (independence day, NRM, Hero's, Labour day, Tarehe siita, women's day and youth day) 45 cadet ASPs trained for 6 months, 40 officers trained in national ideology at NALI; 13 officers trained in management; 60 cadet POs recruited and trained; instructors and managers of prisons industries trained, defensive driving, training of trainers, stores management, pre-retirement training conducted; refresher courses for 200 junior staff conducted, 50 POs attend the command course.	UPS represented on 7 national function (independence day, NRM, Hero's, Labour day, Tarehe siita, women's day and youth day); 45 cadet ASPs passed out; 13 officers undergoing training in management; 700 warders and wardresses trained and passed out; 2020 prisons officers trained in national ideology at NALI; 11 welfare officers, 21 medical workers, 60 store keepers and 35 drivers inducted for one month at the prisons training school.	No major deviations	3,116,743	201,500	There was a deviation by 2,915,243 more funds released for this activity.	3,116,743
	To renovate, expand and modify 01 prison at Patongo	the contract has been signed pending release of funds to start work. Work expected to begin in august 2012	deviation was due to untimely release of funds.		300,000	Deviation from 100% deviation from the budget led to non implementation of the activity.	
	To complete the chain of justice through construction of prisons in Kapchorwa, barracks at Kitalya, furniture and constructions in Bushenyi and Kiruhura	Bushenyi constructions to be completed by september 2012 with an expected holding capacity of 200 inmates; Kiruhura is partially completed with the expected holding capacity of 140 inmates.	No major deviations	1,081,912			

Key Result areas	What had JLOS/agency Expected to Change? Planned outcome targets	What Changed? Results	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
		<p>construction work is going on in Kapchorwa and is expected to end by January 2013 with the expected holding capacity of 140 inmates; one ward is nearing beam level, the other ward substructure on going. The external works are equally on going with sinking of latrines and and septic tanks as the major activities .</p>	No major deviations	450,000	900,000	50% deviation from the budget	450,000
		<p>construction work is ongoing at Kitalya Prison and barracks; plastering of all buildings at 90%, watch tower at beam level, surveying and excavation of sewerage lines starting. when completed the whole complex is likely to comfortably accommodate approximately 800 inmates.</p>	No major alleviations	650,000	650,000	No deviation from the budget	650,000
		<p>Construction works for Kiruhura, Pader and Paidha partially completed; Paidha and Pader each has an expected holding capacity of 70 inmates each; Sanitation works for Nakasongola prison ongoing; Construction works for Patiko Phase two ongoing with the expected holding capacity of 210 inmates; Contract for reconstruction of a rehabilitation centre at Namalu signed.</p>	Insufficient funds with inadequate releases led to variations in planned outputs. That is why some of the projects were dropped and others for which contracts were signed did not take off.				

Key Result areas	What had JLOS/agency Expected to Change? Planned outcome targets	What Changed? Results	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	Prisons maintained; utilities (water, electricity and telephone) paid for; assets register and assets management system completed; equipment such as water pumps, boilers, radios, etc maintained; 40 computers procured (30 for stations and 10 for prisons HQTRs; 74 computers and IT equipments maintained; Movement of assets in the department controlled, Electricity installed in Ibuga, Bufulubi and Nakasongola prisons.	total of 2,638 assets engraved in 5 regions (KER, central, mid central, south western and south eastern regions); 20 computers procured; effective communication undertaken; install 226 prison units; 4 prisons stations renovated; 74 computers and IT equipment maintained. Electricity installed in Ibuga.	deviations were due to unprotected increase in the prices of goods and services	3,749,341			3,749,341
	To renovate clinical laboratories at Rwimi and Jinja main	Renovation works of clinical laboratories at Rwimi and Jinja main are ongoing and expected to be completed by September 2012	No major deviations	134,000	134,000	No major deviations	
	To develop a training policy for UPS.	The training policy development still ongoing	No major deviations			No major deviations	
	To develop offender rehabilitation and treatment policy	the offender rehabilitation and treatment policy is being developed currently its at the consultative stage with various stake holders	No major deviations	50,000	50,000	No deviation from the budget	50,000
	Strategic management issues resolved, Annual Budgets and plans prepared; all institutional activities and programmes coordinated; initiation of cabinet white paper to guide transformations; 12 monthly statistical reports, 1 BFP, 1 MPS, 4 work plans, 4 quarterly progress reports prepared to inform management and stakeholders.	All institutional activities and programmes coordinated; 12 monthly statistical reports produced, 3 quarterly progress reports produced and submitted; 1 scanner and colour printer procured; executive furniture for the office of commissioner- planning and development procured; 1BFP and 1MPS produced.	No major deviations	407,566		No deviation from the budget	407,566
	To increase annual rate of recapture from 40 to 80 per 100 escapes	There has been an increase in the rate of recapture. 46% up from 40% recaptures	12% achievement.				

Key Result areas	What had JLOS/agency Expected to Change? Planned outcome targets	What Changed? Results	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
KEY RESULT AREA 5: JLOS CONTRIBUTION TO ECONOMIC DEVELOPMENT ENHANCED	To recapitalize 2 farms Patiko and Amita; 400 offenders trained in agricultural skills; 1600 tons of food produced.	Patiko and Amita recapitalized, tractor for Amita was delivered late will start work in the next FY 2012/13	No major deviations	110,000	110,000	No deviation from the budget	110,000
	civil works, food purchases, food production and inputs, fuel and vehicle maintenance, duty free shop, procurement management, payroll and salaries management, IFMS financial reporting compliance and prisoners' earning scheme audited; Audit committee Board meetings catered for.	Audit reports produced and issued for verification of regional stores, prisons food stores, advances to RPCs, management and utilisation of fuel; 10 programmes at headqtrs and previous audit recommendations, IFMS, and inspection reports produced for prisons duty free shop and final accounts.	No major deviations	297,335			

DIRECTORATE OF PUBLIC PROSECUTIONS

Key result area	Planned Target output	Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
KRA 2: Access to justice	Construction of Additional 2 offices in Ntungamo & Kumi under SWAP Funds.	Nil.	Contract due for approval by the Solicitor General.	Shs.580,000,000/=	Shs.19,850,000/=	Site had not yet been handed over to the contractor. Expenditure was on preliminary activities such as survey & supervision by engineers and procurement process such as bid evaluation, adverts.
	Construction of DPP wing in Kalangala.	Nil.	Contract due for approval by the Solicitor General.	Shs.200,000,000/=	Shs.19,000,000/=	Site had not yet been handed over to the contractor. Expenditure was on preliminary activities such as survey &

Key result area	Planned Target output	Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
	Construction of DPP offices in Kamuli & Hoima.	Kamuli - Construction was completed & office commissioned Hoima - Nil	The contractor demonstrated incompetence much as the site was handed over for commencement of construction in May 2011. More reliable, committed & efficient contractors need to be sourced.	Shs.110,240,261/= was for Kamuli while shs.39,055,752/= was for Hoima.	Shs.110,240,261/= was for Kamuli while shs.39,055,752/= was for Hoima.	by supervision and engineers procurement process such as adverts and bid evaluation. Projects should be completed within the stipulated time to avoid spilling of funds to subsequent years.
	8 office premises constructed in; Adjumani, Paidha, Amuru, Dokolo, Kaberamaido, Abim, Bukedea&Nakapiripirit are funded under PRDP/KIDP II	Adjumani - Nil	After roofing the building, the project stagnated.	Funds for PRDP/KIDP II projects are directly drawn from the sector account.	Funds for PRDP/KIDP II projects are directly drawn from the sector account.	Much as these are sector cross cutting projects, implementing Institutions need to have control over their respective project funds for easy supervision & monitoring of project progress. Where this is not possible, there is need to streamline communication channels between the sector, institutions and the contractors.
		Paidha - Nil	The building is roofed and was	-do-	-do-	-do-

Key result area	Planned Target output	Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
			expected to have been completed in September 2011.			
		Amuru- Nil	The project stalled. The contractor is still dragging on although Construction was nearing completion. This project however, was supposed to have been completed by May 2012.	-do-	-do-	-do-
		Dokolo- Nil	Contract awaiting Solicitor General's approval.	-do-	-do-	-do-
		Kaberamaido- Nil	The contractor abandoned the site after roofing and fixing shutters.	-do-	-do-	-do-
		Abim- Nil	Building roofed. It should have been completed in September, 2011.	-do-	-do-	-do-
		Bukedea- Nil	Due to delayed works, the building is expected to be commissioned in September 2012. The building is already roofed.	-do-	-do-	-do-
		Nakapiripirit- Nil	The project stagnated, although the building is already roofed.	-do-	-do-	-do-
	Staff houses constructed in Abim, Nakapiripirit and Amuru.	Staff houses constructed in	Project is on-going. The site was handed	-do-	-do-	-do-

Key result area	Planned Target output	Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
		Abim-Nil	to the contractor in May 2011.			
		Nakapiripirit- Nil	The project stagnated along the way, after roofing. This project was expected to be completed by 25 th November 2011.	-do-	-do-	-do-
		Amuru- Nil	Construction delayed along the way. The building is on final touches such as painting. This project was supposed to be completed by May 2012.	-do-	-do-	-do-
	Renovation of Gulu and Tororo DPP offices.	Renovation was done as planned.	Contractors need to be closely monitored to comply with standards to avoid costly renovations. Supervision can be done by a civil engineer. There is need to provide more funds for maintenance of the Directorate's premises.	Shs.100,000,000/= (SWAP) and Shs.19,240,956/= (GoU)	Shs.100,000,000/= (SWAP) and Shs.19,240,956/= (GoU)	No deviation.
	Eleven (11) new offices Established	Eight (8)new offices Established in Abim, Isingiro, Mwera, Koboko, Otuke, Patongo, Nakifuma & Amuru, Manafwa & Kiruhura	Funds allocated could only open 8 offices. However, these offices were inadequately tooled and resorced. MTEF needs to be	Shs. 91,414,440/= from SWAP & Shs.10,000,000/= from GoU.	Shs. 91,414,440/= from SWAP & Shs.10,000,000/= from GoU.	Used both GoU and SWAP resources.

Key result area	Planned Target output	Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
			raised to accommodate the deficits. It is important to take care of unforeseen economic pressures.			
	Forty (40) SAs recruited & deployed	One (1) position of Deputy Director of Public Prosecutions was filled & 31 State Attorneys were recruited & deployed.	One position of Deputy Director of Public Prosecutions was filled & 32 State Attorneys were appointed but one did not take the offer. Eight (8) Prosecutors were promoted to State Attorney positions on attainment of higher qualifications. Remuneration of staff needs to be improved in order to attract & retain staff.	Shs.40,000,000/= from SWAP. Shs.82,500,000/= from GoU.	Shs.40,000,000/= (SWAP). Shs.82,500,000/= (GoU).	No variation.
	03 vehicles for; Kasese, Tororo and Anti-Corruption Division	Nil	Procurement awaiting the 2nd Deputy Prime Minister's clearance.	Shs. 160,000,000/= (SWAP)	Nil	Activity delayed as result of delayed clearance from the MoPS.
	Procure 24 Computers, Photocopiers & fax Machine WAN Computerisation (website redevelopment, periodic preventive maintenance, Preliminary	2 laptops, 10 Computers sets with printer, 1 heavy duty photocopier & assorted ICT accessories were procured Website re-developed equipment maintained, Internet up-and-running, Intranet design commenced.	Procurement complete. The released funds could only purchase stated out puts.	Shs. 40,000,000/=	Shs. 40,000,000/=	There is need to allocate adequate funds for acquiring

Key result area	Planned Target output	Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
	procurement activities)		Funds could only cover indicated outputs.	Shs.200,000,000/=	Shs.115,000,000/=	up-to-date systems.
KRA 4: Reduce incidence of crime, promote safety of person & security of property	Register and Peruse 250,000 case Files	222,760 cases were registered & perused	These were the only cases received	Shs. 20,000,000/=	Shs. 20,000,000/=	No deviation
	180,000 cases prosecuted (Detailed break down below)	156,101 cases were prosecuted as detailed below:-				
	Supreme Court -100	Supreme Court -62 cases	These were the only cases cause listed	Shs. 20,000,000/=	Shs. 20,000,000/=	It is hard to allocate fixed costs to cases as they take different duration and challenges.
	Court of Appeal - 450 cases	Court of Appeal - 33 cases	-do-	Shs. 60,000,000/=	Shs. 60,000,000/=	It is hard to allocate fixed costs to cases as they take different duration and challenges.
	Cases in High Court-4500, Appeals in High Court-500, High Court Misc. Applications - 2500 Revisions in High Court – 50	Cases in High Court sessions - 4,191, Appeals in High Court-412, High Court Misc.Applications -1,712, Revisions in High Court – 112,	-do-	Shs. 260,000,000/=	Shs.260,000,000/=	It is hard to allocate fixed costs to cases as they take different duration and challenges.
	Magistrate's Court - 150,000 Committals to High Court - 4,500	Magistrate's Court sessions – 9,833, Magistrate's Court cases- 135,297 Committals to High	Occurrence of crime is dynamic and fluctuates. It is hard to estimate exactly how many criminal	Shs. 200,000,000/=	Shs. 200,000,000/=	It is hard to allocate fixed costs to cases as they take different duration and challenges.
				Shs. 125,000,000/=	Shs. 125,000,000/=	
				Shs. 100,000,000/=	Shs. 100,000,000	

Key result area	Planned Target output	Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
		Court - 4,291	cases will be committed.			
	300 special fraud Cases	143 fraud Cases 397 cases were prosecuted at Anti-Corruption	Occurrence of crime is unpredictable and fluctuates, and yet constitutional requirements must be met.	Shs.736,469,000/= (GoU)	Shs.736,469,000/=	Prosecution of cases is tied to constitutional demands. Enough funds should be allocated per case to ensure quality prosecution-led investigations.
	40 extradition proceedings 50 Transnational cases 120 mutual legal assistance Requests 15 international meetings & Conferences attended	12 extradition proceedings 48 Transnational cases 45 mutual legal assistance Requests 2 international meetings & Conferences attended	Occurrence of crime is unpredictable and fluctuates. These were the only requests received. There were not adequate funds to facilitate representation in all the International meetings. More funds need to be provided to facilitate international travel. These provide an opportunity to interface with other international criminal justice stakeholders	Shs. 1,000,000,000/=	Shs. 1000,000,000/=	It is hard to allocate fixed costs to cases as they take different duration and challenges. More funds need to be earmarked for foreign travels to provide an opportunity for exposure and benchmarking.
	2,500,000 witness pre-trial interviewed	1,630,318 witness underwent Pre-trial interviews in preparation for court.	Fewer witnesses underwent pre-trial interviews. Resources to prepare witnesses were inadequate. More resources need	Shs. 80,000,000/= (SWAP) Shs. 575,997,000/= (GoU)	Shs. 80,000,000/= (SWAP) Shs. 575,997,000/= (GoU)	Its hard to allocate costs for witness preparation because witnesses reside in various places of distances. Summoning fewer

Key result area	Planned Target output	Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
			to be allocated in order to effectively prepare enough witnesses for cases in court & save the state from losing cases.			witnesses sets higher chances of losing a case and also contributes to increase in case backlog.
	6 DPP/CID coordination meetings to be held 1 DPP/CID top management workshop held.	6 DPP/CID Coordination meetings were held. 1 DPP/CID top management workshop was held.	Much as the targeted number of meetings were held, more interfacing needs to be done in order to identify issues of common concern to inform policy & decision making.	Shs.84,000,000/= (GoU)	Shs.84,000,000/= (GoU)	
	1000 cases handled by the institutional case management committee	700 cases handled by the institutional case management committee	Some cases were more complex and took more time to handle, hence the deviation from target. Other techniques need to be identified for accurate forecasting of cases & case management.	Shs.50,000,000/=	Shs.50,000,000/=	No deviation
KRA 6: Institutional strengthening	37,500 public complaints received & handled	2,253 public complaints received & handled at HQs & 26,759 at field stations.	These were the complaints received and handled. There is need to sensitise the public to enable them know where and how to submit their complaints. It is important to separate complaints	Shs.40,000,000/=	Shs.40,000,000/=	More resources need to be allocated for public sensitisation in order to publicise information on where and how to submit complaints related to criminal case prosecution. More resources need

Key result area	Planned Target output	Output achieved	Deviation from the plan and lessons learnt		Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
			against the process and those against staff.	Resources provided could only cover consultations with a few stations. More resources are required to complete the exercise.			
	DPP performance standards and policies reviewed.	Stakeholder consultations on internal policies, regulations & performance standards were initiated and the review process is on-going.	Shs.50,000,000/=	Shs.50,000,000/=	to be allocated to cover information gathering, printing and dissemination of the internal policies and standards		
	4 Nationwide & 200 ad-hoc inspection	3 Nationwide & 140 Ad-hoc inspections were carried out and respective report submitted to top management for action.	Due to inflation at that time, the Directorate carried out lesser inspections than planned.	Shs.40,000,000/= (SWAP)	More funds are needed to facilitate inspectors to efficiently carry out their responsibilities.	Shs.40,000,000/= (SWAP)	
	60 Prosecutors trained in Specialized fields & 10 Prosecutors trained by attachment to other criminal justice agencies abroad.	31 Attorneys were trained within and abroad in the areas of cyber-crime, ICC cooperation, anti-money laundering, sentencing guidelines, assets recovery & international cooperation, International criminal law, management, EAAP and International accounting standards.	The funds provided were inadequate and could only cover training under the stated outputs achieved.	Shs.230,798,000/= (GOU)	No deviation	Shs.230,798,000/= (GOU)	
	30 sets of legal reference materials procured	100 copies of legal reference and management materials (Information Regulations ATIA 2005) were procured.	More funds need to be set aside for training of prosecutors in specialised skills to keep them abreast with the dynamics of crime.	Shs. 190,00,000/= (SWAP)		Shs. 190,00,000/= (SWAP)	
				Shs. 45,000,000/= (GOU)		Shs. 45,000,000/= (GOU)	
				Shs. 44,057,000		Shs. 44,075,000	No deviation.

Key result area	Planned Target output	Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
			outputs achieved			
MINISTRY OF INTERNAL AFFAIRS						
Key Result Areas	What had MIA Expected to Happen? (Planned Target Outputs)	What Happened? Output achieved	Deviations from the plan and lesson learnt	Approved Budget / Release FY 2011/12 (000)	Actual Release (000)	Deviation from Budget and lessons learnt
KRA1: Rule of Law and due process Promoted						
1.1.7-Reform, Revision and simplification of laws	Finalization of DGAL stakeholder consultations on enabling law.	Understanding between Uganda Law Reform Commission and DGAL reached to support the continued development of the DGAL enabling Law.	Limited funding hindered holding of all stakeholder consultations.	45,000	11,250	Nil
1.7.1- Rehabilitation and reintegration of offender juvenile	Establishment of 5 more Rehabilitative Projects for offender skills building. Reduced rates of recidivism lower than 5%. Create a social integration unit in the National CS programme.	Equipments for 5 projects procured, Rate of recidivism maintained at 5%, Social reintegration unit created, 3,768 offenders placed on rehabilitative projects. 1250 offenders reintegrated, Created a social reintegration unit.	Rate of recidivism maintained at 5%. The creation of the Social integration unit has enhanced service delivery.	100,000	65,000	The non utilization of funds was due to delayed procurement of the project equipment.
	400 CS supervisors at placement institutions trained.	200 placement supervisors trained leading to an increase on effective supervision	NIL	80,000	20,000	Nil

Integrate JLOS Information and case management systems.	Internal security of vital government installation improved	Conducted security audits at 33 key installations in Kampala District. Collected data on key vital installation and infrastructure from Jinja, Mbale, Soroti, Masaka, Mbarara, Bushenyi, Hoima, Masindi, Kiryandongo and Lira	Yet to complete the collection and analysis of information on government installations and key vital infrastructure.	25,000	24,625	14,205	0
1.9-Review and rationalize service delivery, standards/codes of conduct, processes and fees.	Countrywide survey of NGOs	Finalized the first phase of updating registry data base of NGOs. A total of 9,795 NGOs registered have been captured in the registry data base.	A comprehensive data base needed to be established since it is a basis for mapping or survey of NGOs.	50,000	50,000	45,407	NIL
1.9.2-Civil service code of conduct localized at Ministry level.	Civil service code of conduct localized at the Ministry level	86 staff were sensitized on the civil service code of conduct	More staff needs to be trained on the civil service code of conduct.	20,000	5,000	5,000	0
1.10-Client charter disseminated/compliant systems established.	Ministry Headquarter client charter developed and disseminated	Consultation meetings at departmental level ongoing	The activity will be completed this FY 2012/13	30,000	30,000	30,000	0
1.11.7- NGO Board quality assurance standards enforced.	Monitor 50 selected NGOs countrywide for conformity.	Monitored 280 NGOs in central and eastern for conformity in line with Government regulations.	The recruitment of 3 technical staff i.e the Principal M&E Officer, the Senior M&E Officer made it possible for the NGO Board to monitor more NGOs than planned.	60,000	15,000	15,000	0
1.12.3- Transitional justice process facilitated	Purchase DNA analysis software. Timely forensic services rendered in administration of justice.	DNA genetic profiling software procured Analyzed 322 new forensic cases and cleared 132 backlog cases.	Nil	20,000	20,000	20,000	0

<p>1.17.1 Gender and equity mainstreamed in Ministry programmes.</p>	<p>Equip staff with skills in gender planning that is customized to their roles and functions.</p>	<p>The training was facilitated by gender officers from National Planning Authority and Ministry of Gender, Labour and Social Development. Staff from the five departments have been enlightened on gender analysis tools and concepts. Staff understanding of gender issues was enhanced after the training. Employees and management have become gender responsive and sensitive.</p>	<p>Categorization of staff according to seniority increased free participation of staff. Linking of gender issues to the various activities of the departments helped staff understand gender issues.</p>	<p>10,000</p>	<p>10,000</p>	<p>10,000</p>	<p>0</p>
<p>1.17.2 -HIV/AIDS activities integrated in the Ministry programme.</p>	<p>Staff educated and sensitized on HIV/AIDS concerns.</p>	<p>Held health education talks; Developed implementation guidelines for HIV/AIDS Policy; Commemorated the International AIDS Day. Carried out HIV counseling and testing and provided staff with hygiene kits. Received a tent, 3 TV sets, 3 DVD players for use in HIV/AIDS awareness and concerns targeting staff and passport applicants</p>	<p>Partners have been key stakeholders in providing referral services.</p>	<p>10,000</p>	<p>10,000</p>	<p>10,000</p>	<p>SPEAR, World Vision & RTI supported the Ministry</p>
<p>KEY RESULT 2: ENHANCE ACCESS TO JUSTICE</p>							
<p>2.3.2- Quick action to prevent escalation of conflict and promotion of peaceful co-existence amongst community in Districts of Karamoja cluster to provide pastoral and related</p>	<p>CEWERU Sub-county Peace committees established. Conflict Early Warning information collected and disseminated in the Karamoja cluster.</p>	<p>Established 3 District Peace Committees in the newly created Districts of Amudat Napak and Kween and sensitized them on non violence conflict prevention and management</p>	<p>The process of procuring motorcycle is ongoing</p>	<p>135,000</p>	<p>135,000</p>	<p>135,000</p>	<p>Part of the budget supported by donors (CEWARN)</p>

<p>conflict</p>	<p>Build capacity of small arms and light weapon stakeholders.</p>	<p>resolutions; Established 80 Sub county Peace committees in the Districts of Bukwo, Kapchorwa, Nakapiripirit, Moroto, Kotido and Kaabong. Procurement of 5 motor cycles for five District field monitors in the Karamoja cluster at evaluation stage. Launched and disseminated Conflict Early Warning and Early Response Operational Guidelines for Karamoja Cluster in Moroto attended by District Peace Committee Chairpersons and their committee members ; Trained the 75 District Peace Committees members of Kween, Napak and Amudat on basic Conflict Prevention, Management and Resolution (CPMR)</p>	<p>Child mothers are a special group who should be given more empowerment to enable them settle peacefully in the community. -Child mothers have unique problems compared to the other youth. More reconciliation meetings are needed particularly in</p>	<p>100,000</p>	<p>25,000</p>	<p>25,000</p>	<p>0</p>
<p>2.3.3 - Promote dialogue and reconciliation in the affected areas of North, West Nile and Western Uganda</p>	<p>Reporters are resettled and reintegrated peacefully with the communities of their return; Constraints that hinder the promotion of dialogue and reconciliation between reporters and communities of return are identified; Constraints in receiving</p>	<p>Sixteen consultative meetings on dialogue and reconciliation were held in Kabarole, Koboko, Yumbe, Pader and Kitgum between reporters and community members that included traditional leaders, elders local leaders (LCI and LCIII), religious leaders and youth leaders. Another meeting</p>	<p>Child mothers are a special group who should be given more empowerment to enable them settle peacefully in the community. -Child mothers have unique problems compared to the other youth. More reconciliation meetings are needed particularly in</p>	<p>100,000</p>	<p>25,000</p>	<p>25,000</p>	<p>0</p>

	<p>reporters identified;</p> <p>Existing peace and reconciliation mechanisms that could lead to peaceful coexistence between reporters and communities (in inter /intra) identified/proposed for action.</p>	<p>targeting only child mothers both reporters and victims was conducted in the four DRT's</p>	<p>areas mostly affected by insurgency.</p>		
<p>2.4.1- Best practices on CS practice(offender management reintegration) copied & domesticated</p>	<p>Best practices on CS adopted and applied.</p>	<p>Held inter district visit in Oyam for Northern Uganda, Two staff went for a study tour to Rwanda correctional system on best practices of offender reintegration</p>	<p>NIL</p>	<p>15,000</p>	<p>14,544</p>
<p>2.4.2- Increased acceptance and usage of CS</p>	<p>Prepare pre-sentence social inquiry reports</p>	<p>A total of 1,096 pre sentence social inquiry reports made. This contributed to issuance of orders and made it easy for follow up</p>	<p>60,000</p>	<p>43,000</p>	<p>42,549</p>
	<p>Prepared pre-sentence social inquiry reports.</p>	<p>Conducted radio programmes to sensitize the public on 12 radio stations across the country through jingles for one month in Runyakitara, English, Luganda, Lusoga, Lumasaba, Luo</p>	<p>NIL</p>	<p>25,000</p>	<p>22,333</p>
<p>2.4.3- Increased No. of orders from 9,000 to 10,000</p>	<p>Support 45 District Community service committees in the different regions.</p>	<p>Supported 80 District Community Service Committees in the different regions.</p>	<p>NIL</p>	<p>324,000</p>	<p>318,169</p>
					<p>0</p>

KRA:3 REDUCED INCIDENCE OF CRIME							
3.2- Improve forensic intelligence	Establish a pilot DNA crime data bank in the pilot areas of Kampala and Mukono	Acquired hardware for pilot DNA criminal data bank	DNA indexing software will be embedded in the Laboratory Information System (LIMS) with funding earmarked under NICHE project (20% Investment Budget)	80,000	80,000	48,116	0
3.6.1- Proliferation of illicit SALW prevented controlled and reduced.	Reduction of illicit small arms. Destruction of EOD unexploded ordinances. Operationalisation of central firearms database Improve stockpile management	Marked UPF Arms in the districts of Rakai, Lyantonde and Kalangala with its islands, Masaka, Lwengo, Bukomansimbi and Sembabule, Gomba, Nakaseke and PTS Kabalye Masindi, Busia, Butaleja and Pallisa and ASTU arms in Katakwi, Amuria and Abim, Quartermasters Stores Naguru, UPDF Detaches of UMEC Lugazi, Njeru, Kimaka, Gadafi, Magamaga, Bugungu Landing Site, Royal Guards, Nyenga, Busitema, Majanji Islands, Busia Boarder, Malaba Boarder and Lwakhakha; Collected 31,000 pieces of unserviceable rifles from UPDF stores at Mbuya for destruction at Magamaga. Marked UPF arms North Central, UPS and ISO in the Metropolitan area, Central and South Eastern region; Entering of data of marked arms in CFR ongoing. Built capacity of 19 District and Division CID officers on the management of fire arms exhibits.		90,000	50,000	33,362	Implemented with support from other donors
	Counter terrorism awareness programmes developed	Carried out six counter terrorism security sensitization and awareness programs in Kampala and Mukono districts.		20,000	20,000	20,000	
	Total			2,583,000	1,728,375	1,500,638	

MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
Rule of Law and Due Process	40 Bills to be drafted and published; 30 Acts to Published; 82 Statutory Instruments; 5 Ordinances; 01 Bye Laws published; 10 Legal notices	11 Bills published; 13 Acts Published; 70 Statutory Instruments; 9 Ordinances; 9 Bye Laws published; and 8 Legal notices	There was a change of Government in 2011, induction of Members of Parliament as well as adoption of New Rules of Procedure for Parliament.				
	Respond to all requests within one week	The Directorate of Legal Advisory Services received 1,300 contracts and MoUs for review and approval by the end of the financial year 2011/12 and responded to 1122 (83%). Also at Headquarters, 593 requests for Legal were received from advice from Ministries, Parastatals, and other agencies out of which 570 (96%) were responded to, while at Arua Regional office 191 contracts presented for legal advice were cleared and 13 request for legal opinion were all worked upon were	Lack of clear guidelines from MDA's, delays in responding to issues raised by DLAS regarding the requests from MDA's				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
		Responded to.					
	Representing Govt in Court	By the end of FY 2011/2012, the Attorney General concluded 114 cases, of which 79 cases were won. The Directorate of Civil Litigation also under took conduct of 308 cases of which 40 were petitions 81 civil suits, 113 Uganda Human Rights Tribunal complaints. The Directorate handled 4 East African Court of Justice References, one Arbitration and a single civil suit in the Queen's Bench Division in England. It also handled local arbitration and conducted civil matters on behalf of Local Governments, Parastatals and other Government Institutions	The freeze of 11.9bn by Parliament meant for the arbitration in the case of Heritage vs GOU, in the UK, the Ministry secured an approval of an emergency supplementary close to Ug. Shs 6.5bn. Of the approved release the Ministry has so far received Ug. Shs 4.6bn.				
	4000 new files for clients to	6507 New files for clients	- There was over performance				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	be opened; 200 estates to be inspected.	were opened this year and inspected 66 estates	<p>in the activity of estate registration due to increased awareness by the public of the need for letters of administration, computerization of the department and demand for land is up.</p> <p>-There was under performance in the activity of inspection due to lack of vehicles, facilitation and staff turnover.</p>				
Access to justice for all especially the marginalized and the poor;							
	400 land transfers; 2000 certificates of no objection.	319 land transfers; 2115 certificates of no objection	<p>There was an increase in certificates of no objection due to the increase in files opened and better coordination with stake holders such as the chief Administrative Officers</p>				
	75 letters of administration; 100 Estates wound up.	15 letters of administration were granted to the Administrator General; No Estates wound up.	<p>Winding up of Estates depends on Court; and there were also no resources allocated to this activity</p>				
	1000 family arbitrations.	986 family arbitrations and mediations.	<p>Depends on the number of clients received</p>				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	200 cases to be concluded 75 sittings be convened	Concluded 94 disciplinary cases in 47 sittings. Carried out research and consultations	This was slightly a low performance due to: Interruptions like official functions held at the High Court, the International Bar Association, the Study Tour by Members of the Legal Aid Subcommittee to South Africa in March 2012, and inspection of chambers and legal Aid service providers. These pre occupied the members and some meetings were not held hence affecting the output. The above coupled with challenges like the stringent procedure of the Committee and the overwhelming number of new complaints requiring immediate attention of the Committee account for the performance.				
	Inspect 650 Chamber	693 chambers were inspected	This increase is attributed to the growing number of advocates.				
	Deconcentration: Construction of the mini-JLOS house in Moroto	Construction of the mini-JLOS house in Moroto started, and is in advanced stages now. Procurement of consultancy services and the contractor for the Mbale regional office and	Support from JLOS				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
		Moroto staff quarters has been finalized, and the site for Mbale regional office was handed over to the contractor on 14th June 2012 to commence construction. It is expected that construction will be completed and offices operationalised in FY 2012/13.					

UGANDA POLICE FORCE

KEY RESULT AREAS	PLANNED TARGET OUTPUT	WHAT HAPPENED?	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	APPROVED BUDGET '000'	BUDGET RELEASE '000'	ACTUAL EXPENDITURE '000'	DEVIATIONS FROM BUDGET AND LESSONS LEARNT
Policy and regulatory frameworks	Conduct 4 regional training retreats in the North, East, west and South for 800 officers on the laws and procedures of disciplinary courts	4 Regional training conducted in Eastern, Western, southern for 700 officers	Training of the remaining 100 did not take place due to inadequate funds	74,000	69,150	64,865	% of the fund was not released. The unreleased funds should be released to allow completion of the program
	Review existing laws on code of conduct, develop and print 1,500 copies	Laws reviewed and in printery	Activity implemented as planned	19,000	19,000	8,495	Payment to be made upon delivery

KEY RESULT AREAS	PLANNED TARGET OUTPUT	WHAT HAPPENED?	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	APPROVED BUDGET '000'	BUDGET RELEASE '000'	ACTUAL EXPENDITURE '000'	DEVIATIONS FROM BUDGET AND LESSONS LEARNT
	Develop a five year strategic Policing Plan aligned with SIP III and NDP.	Zero draft developed	The process delayed because of the many level consultations with stakeholders. However, completion is planned for September 2012	45,000	45,000	45,200	The funds availed was in adequate to complete the process. More funding is required. Proper budget and understanding of the process needs to be taken into account next time
Access to Justice enhanced	Investigate war crimes	5 cases of war crime are under investigation in Kitgum(Mucwini), Agago(Omot), Kabarole(Kitchwamba) Amuru(Pagak) and Amuru (Atyak)	The investigations are on going because of the complicated nature of the cases and resources required. There is need for a research to determine the actual cost of investigating a war crime	70,000	35,000	35,000	A half of the fund was released. This has slowed investigations.
	Rehabilitate Police stations in Lugazi and Kayunga	Construction of Kayunga Police Station	The plan changed to construction under the Community Justice center	200,000	0	-	Project being implemented from the JLOS Secretariat
Complete the chain of Justice	Procure 1 vehicle for the UPF/ACD Investigations	Delivered	Activity implemented as planned	80,000	80,000	80,000	
	Dispose 2,500 caseback log.	3,352 case backlog were investigated.	852 more cases were disposed because of additional funding	698,000	998,000	998,000	The budget was increased by 300m and this made it possible to dispose off more 852 cases
Streamline management of case backlog	Set up 112 District case committees and 13 police divisional committee	125 case backlog management committees established.	Activity implemented as planned	150,000	150,000	150,000	

KEY RESULT AREAS	PLANNED TARGET OUTPUT	WHAT HAPPENED?	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	APPROVED BUDGET '000'	BUDGET RELEASE '000'	ACTUAL EXPENDITURE '000'	DEVIATIONS FROM BUDGET AND LESSONS LEARNT
	Carry out 2,000 post mortem examinations	2,800 Postmortem conducted	800 additional bodies were examined after the proposed support of 70,000 per body was revised to 50,000.	140,000	139,855	139,855	The planned support of shs 70,000 per body was revised down ward to 50,000. This enabled more bodies to be examined
	Postmortem kits	4 Posterm kits procured	Activity implemented as planned	12,000	12,000	12,000	
Improved police medical responses to examination of victims of crime	Procure 2 vehicles for surgeons	Delivered	Activity implemented as planned	160,000	160,000	160,000	
Improved CIID investigative capacity	Increased CID personnel strength from 4,473 to 4,973	500 CID personnel trained in investigative skills	The planned induction of the new recruits did not take place because they had not finished training. However, 350 inservice CID personnel were trained in investigative skills	100,000	70,000	70,000	The funds released was less by 30m. This affected the number of officers trained.
	150 CID in specialized skills	113 personnel trained in Cyber and SOCO management, Gender Sexual Violence investigation, Anti-Narcotic investigation investigation of corruption stolen asset recovery and seisure	The target of 150 was not achieved because of no release. However, the 113 officers were trained with support from European Union under Democracy Governance and accountability program	85,500	84,488	84,488	Funding from European Union.under DGAP
Speedy analysis of fire arms used in commission of crime	Train 2 ballistic experts and 1 DNA profiling expert	2 experts graduated with masters degrees from UK in Forensics and DNA profiling	The training was planned for India but because it was already in the mid semester, it was changed to UK	57,000	30,000	30,000	The funds released was less and police is yet to clear payments

KEY RESULT AREAS	PLANNED TARGET OUTPUT	WHAT HAPPENED?	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	APPROVED BUDGET '000'	BUDGET RELEASE '000'	ACTUAL EXPENDITURE '000'	DEVIATIONS FROM BUDGET AND LESSONS LEARNT
	Procure an Automatic Finger Print Information System (AFIS)	Designed the software for the AFIS system (crime data management system)	The crime management system is the first phase of the AFIS. There was need to have it in place before the hardware component of AFIS is procured. There is need to have a thorough knowledge of the system to allow phased budgets	1,000,000	530,000	530,000	The budget was for procuring the AFIS system. However, it was noted it would not work without a software. The shs.530,000 was therefore to facilitate designing the crime records management system software while procurement of AFIS is planned for 2012-13
	Compile and Publish quarterly crime reports	Annual crime report for 2011 released.	The 2nd, 3rd and 4th quarter is yet to be printed. Less release of funding affected the activity	82,000	61,500	61,500	The funds was released less by shs 20,500. This affected data collection and printing
Strengthened the canine unit	Construct a modern dog breeding facility with a clinic and equipment	24 kennels constructed, Clinic at foundation level	The slow implementation will affect the plan yet the funds for equipment has been secured this FT 2012/13.	255,000	255,000	255,000	
	Train 6 instructors in certificate of canine training with an international accredited institution abroad.	6 Instructors trained in Advanced course for trainers in Israel facilitated by K-9 solutions Ltd.	Activity implemented as planned	110,150	110,150	110,150	
	Induct 50 dog handlers locally.	50 Dog handlers trained	Activity implemented as planned	35,000	35,000	35,000	

KEY RESULT AREAS	PLANNED TARGET OUTPUT	WHAT HAPPENED?	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	APPROVED BUDGET '000'	BUDGET RELEASE '000'	ACTUAL EXPENDITURE '000'	DEVIATIONS FROM BUDGET AND LESSONS AND LESSONS LEARNT
	Construct 15 kennels in 15 new districts.	15 kennels constructed in Sheema, Mukono, Bugiri, Kamuli, Iganga, Kyenjojo, Manafa, Kapchorwa, Kitgum, Gulu, Buikwe, Koboko, Mityana, Kiboga and Isingiro	Activity implemented as planned	75,000	75,000	75,000	
	Import 3 pairs of world class superior dogs (blood hound, Belgian sheperds and Cocker Spaniel) for breeding.	2 pairs of dogs procured	Only 2 pairs were procured. The 3rd pair could not be procured because of funds	66,000	46,790	46,790	The funds released was less by 10m. This affected the supply of the 2nd pair of dogs. Funds for such procurements should be provided 100%
	Parish sensitization awareness		Program not implemented because of non release of funds	50,000	-	-	Funds were not released
Promote observance of Human rights and accountability	Conduct 10 Human Rights training retreats in 10 districts for 1000 SPCs/former LAPs in Mid East, Central North, North East and Central North Eastern Regions	400 SPCs & former LAPs were trained in Moroto, Kotido, Soroti and Lira.	The retreat was held at the 4 regions and not districts as planned due floods which affected most parts of the north.	63,400	63,400	63,400	
	Establish 2 PSU desks in Fortportal and Kabale.	2 PSU offices established in Kabale and Fortportal.	Implementation according to plan	43,000	43,000	43,000	

KEY RESULT AREAS	PLANNED TARGET OUTPUT	WHAT HAPPENED?	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	APPROVED BUDGET '000'	BUDGET RELEASE '000'	ACTUAL EXPENDITURE '000'	DEVIATIONS FROM BUDGET AND LESSONS LEARNT
	Train 20 PSU in customer care, ethics, integrity, counselling and anti-corruption	20 PSU officers trained	Activity implemented as planned	9,950	9,950	9,950	
	Setup a follow up and feed back reporting mechanisms.	8 suggestion boxes installed at CPS Kla, Wandegeya, Ntinda, Kabalagala, Kabale and Fortportal and free toll lines in Jinja, Arua and Mbale	Activity implemented as planned	2,400	2,400	2,400	
	Conduct out reach programmes to explain PSU mandate	1,200 Brochures disseminated in Arua, mbale, Makerere University and Owino and 16 radio talk shows conducted in Fort portal and Kabale	Activity implemented as planned	49,600	49,600	49,600	

DIRECTORATE OF CITIZENSHIP AND IMMIGRATION CONTROL

Key Result Area	Planned Output	Output Achieved	Deviation from Plan and Lessons Learnt	Budget	Funds Released	Actual Expenditure	Deviation from Budget and Lessons Learnt
Promote Rule Of Law, Due Process and Human Rights	National Migration Policy(NMP)	A draft National Migration Policy developed	Need for wider stakeholder consultation and further consultation is ongoing.	0.05	0.05	0	Non expenditure is due to incomplete process of developing the NMP
	Support setting up PPU in DCIC	1 Lap top, 2 Desk top computers, one 3-in one printer copier and scanner, 2 executive desks, 2 chairs, 3 filing cabinets procured		0.030	0.050	0.050	Funds budgeted was not adequate to procure all the items to furnish PPU. Additional funds were then released. Need for adequate costing of items. Need for

Key Result Area	Planned Output	Output Achieved	Deviation from Plan and Lessons Learnt	Budget	Funds Released	Actual Expenditure	Deviation from Budget and Lessons Learnt
							proper costing.
	Develop Client Charter	Draft Client Charter prepared	Final Client Charter not yet produced because of the need for more stakeholder consultation	0.063	0.063	0	Non expenditure is due to incomplete process of development of the Client Charter.
	Train 60 officers	35 Officers trained on Common Market Protocol, One Stop Border concept and EAC Common Market Protocol	Funds available could only train 35 Officers. There is however need to develop a training plan to address unique training needs of staff	0.123	0.123	0.123	Need for a well-developed and costed training plan
Access to Justice Enhanced	Construct 6 Immigration Border Posts(Cyanika, Amudat, Suam River, Bunagana, Goli and Lia)	3 border posts of Amudat, Suam River and Bunagana at completion stage.	Completion of 2 border posts of Goli and Lia has delayed. Contractor did not adhere to design and committed structural errors and had to be redone. Construction now at wall plate level. There was equally delay in procurement process (still at evaluation stage) for construction of Cyanika model border post.	0.900	0.700	0.141	Under expenditure is due to incomplete works.

Key Result Area	Planned Output	Output Achieved	Deviation from Plan and Lessons Learnt	Budget	Funds Released	Actual Expenditure	Deviation from Budget and Lessons Learnt
Incidence of Crime Reduced	Issue 60,000 passports to Citizens	Issued 70,938 passports to citizens. The breakdown is as per Annex C	The increase in number of citizens applying for passports has risen over time. There is need to decentralize passport issuance system to regional Offices and expand passport strong room at the headquarters. The current capacity of the Directorate can only process 300 passport applications per day and yet daily over 700 applications are received.	1.436	1.436	1.436	
	Issue about 6,200 work permits	Issued 8,816 work permits of which 1,438 are of class A 758 of Class D, 1,704 of Class G1, and 4,809 of Class G2 and 107 of other classes as per Annex B	DCIC received more work permit applications than anticipated.				
		Issued 3,746 Dependant Passes for 2,342 spouses and 1,346 children, and 88 other form of dependants of work permit holders					
	Issue 30,000 visas	Issued 40,859 visas	Uganda received more visa prone travelers.	0.538		0.538	
		935 immigrants were arrested and investigated.		0.733		0.638	Shs 0.095 billion committed for procurement of a Van for conveyance of illegal

Key Result Area	Planned Output	Output Achieved	Deviation from Plan and Lessons Learnt	Budget	Funds Released	Actual Expenditure	Deviation from Budget and Lessons Learnt
		24 offenders of immigration prosecuted.	The lack of a holding facility for illegal immigrants is affecting the number of prosecutions				immigrants.
		361 illegal immigrants removed from the country.	Strengthening inspection and surveillance can rid the country of illegal immigrants.				
	Personalize and issue 1,500,000 National ID Cards to citizens	-409 national Identity cards issued. -606 staff of JLOS institutions registered pending issuance of national identity cards. -6 million Virgin Identity Cards received -Enabling Law i.e. Registration of Citizenship and issuance of National Identity Card Gazetted	Delay in the establishment of personalization center led to delay in personalization and issuance of ID Cards especially for people registered in phase one of the National ID Project.	1.859	1.367	1.328	

UGANDA LAW REFORM COMMISSION

Key result area	What had JLOS/agency Expected to Happen? Use output indicator targets	What Happened? Use output indicators	Deviation from the plan and lessons learnt	Budget/ release	Actual Expenditure	Deviation from Budget and lessons learnt
Major revision of the 6th revised edition of laws of Uganda	Revision of 362 laws	355 Acts of parliament were revised out of the 364 contained in the 2000 revised edition:- • 50 taskforce, revision and committee meetings were held	√ Reduced on task force meetings and increased on committee meetings to speed up the process. √ Comparative studies undertaken	500,000	468,441	30,000 was not released. 1,559 was unspent balance

Key result area	What had JLOS/agency Expected to Happen? Use output indicator targets	What Happened? Use output indicators	Deviation from the plan and lessons learnt	Budget/ release	Actual Expenditure	Deviation from Budget and lessons learnt
		<ul style="list-style-type: none"> A draft of Drafting manual was prepared Law revision bill drafted 	<p>in Kenya, Tanzania and Zanzibar by 6 members and training of 2 members in the UK ✓ Unable to procure vehicle due to under funding and government policy on procurement of new vehicles ✓</p> <p>Revision of nine remaining laws within the 2000 edition on going</p>			
Civil procedure regime updated	Civil Procedure Regime updated (Civil Procedure Act, Civil Procedure rules, Evidence Act, Government Proceedings Act, Civil Procedure & Limitation (Miscellaneous Provisions) Act, Court of Appeal Rules, Supreme Court rules, Law Reform (Miscellaneous Provisions) Act and the Limitation Act)	20 Task Force meetings held, 10 consultative meetings with stakeholders were held, 2 staff members wer attached to Scotland and England law reform commissions, Concept paper and consultation paper for Civil Procedure Act and Rules Developed	Evidence Act, Government proceedings Act, Civil Procedure and Limitation (Miscellaneous Provisions) Act not updated. Funding was not sufficient, volume of work could not allow handling all the projected Laws. Realistic work plans should always be prepared, funding for activities should be based on the degree of the assignment to be undertaken	100,000	113,459	100% of what was budgeted for was realised. However, we over spent by 13,459. This was met through re allocation within the grant.
Advocacy on E-laws and domestic violence Act	Advocacy workshops held to enable users and duty bearers to be sensitized on their provisions of the Laws	4 workshops held in the Northern, eastern, Central and Western regions and Domestic Violence Act disseminated, advocacy reports were prepared	E-laws not disseminated because funding was not sufficient. Plans and budget projections should be realistic.	160,000	145,098	20,000 of what was budgeted was not released. 5,098 had been over spent.
Laws on succession	Laws on Succession and Inheritance amended	Workshops held, taskforce meetings held, working group committee meetings held, study report prepared, succession and administrator generals (amendment) Bills drafted	Activity executed as planned	70,000	77,264	2,500 was not released. (9,764) expenditure variance
Printing of simplified Local Council Courts	Printing of 100 copies of simplified Local Council Courts Act	Proof reading, typesetting, 1000 copies printed	No deviation	60,000	40,722	100% budget realised. Unspent balance was 19,278

Key result area	What had JLOS/agency Expected to Happen? Use output indicator targets	What Happened? Use output indicators	Deviation from the plan and lessons learnt	Budget/ release	Actual Expenditure	Deviation from Budget and lessons learnt
Acts						
Printing of Local Council Courts regulations	Printing Local Council Courts regulations	Proof reading of draft is ongoing	Dragged realisation of output due to funding challenges	50,000	32,306	22,500 budgeted for this activity was not released. Over spent by 4,806.
Common market protocol	Proposals for amendment of laws on Free Movement of Services Cluster (Common Market Protocol- Phase I) made	5 Task Force meetings held, 2 staff visited law commissions of England and Scotland, 4 EAC meetings attended, 4 field report prepared	Staff were meant to be attached to other commissions but they just visited due to budget constraints.	100,000	91,211	(25,000) budget variance. (16,211) expenditure variance.

LAW DEVELOPMENT CENTRE

Key Result Area	What had JLOs agency expected to happen? Use output indicator targets planned target output	What happened? Use output indicators output achieved	Duration from the plant and lessons learnt	Budget/release	Actual Expenditure	Deviation from budget and lessons learnt
Enhance Access to justice	5,000 inmates linked to court, CJS, sureties, relatives and lawyers Legal awareness (campaign to local councils)	660 child offenders diverted in Iganga, Lira, Kampala and Wakiso 8 sensitizations made in the district of Lira and Iganga -Trained 30 police officer in Lira -Trained 40 fit persons and 30 peer leaders in Lira	-It is because we are operating in fewer sub-counties in the targeted districts -Not all stakeholder have been sensitized due rampart transfers In JLOS institutions	100m budgeted for but only 85m released	85m was expended	15m was not released. It affects the implementation
	750 cases targeted by the students in courts	857 cases handled and 720 reconciled in the 8 courts of Kampala	82% of the target was achieved	160m budgeted but only 120m released	120m expended	40m not released affecting realization of the target

Key Result Area	What had JLOs agency expected to happen? Use output indicator targets planned target output	What happened? Use output indicators output achieved	Duration from the plant and lessons learnt	Budget/release	Actual Expenditure	Deviation from budget and lessons learnt
	700 cases targeted in 2011-2012	544 cases registered, 420 handled and 124 referred to other institutions	-The public is not aware of existence of the clinic at the Law Development Centre. -Need to engage in out-reach programme for easy access of justice	10m only 5m released from LDC	5m expended	5m not released, affected the target
	50 cases for Gender-based Violence	101 cases were registered in Moroto Office - Trained JLOS stakeholder in gender-based violence in Moroto - Sensitised communities in GBV in Moroto. - Trained community volunteers in the implementation of GBV activities - Developed and aired GBV jingles on Radio	Under estimated the number of complaints from the community	129m budgeted but only 70m released from UN women	70m expended	59m not released affecting the implementation of the programme
	Construct classrooms	Construction of auditorium	LDC was allocated money for capital dev't and therefore decided to construct a bigger building that is to house five firm rooms instead of only two classrooms	442,815,000	749,376,181	Gov't did not release all the funds that were allocated to LDC leaving a deficit of Ushs.2bn.
	Procure furniture, recording equipment construct exhibit room and restroom for magistrate and perimeter wall around court. Reference materials, equipment, furniture procured	4 chairs, 1 flat screen desk top, printer duplex and one photocopier procured. Toilet and exhibition room constructed 50 reference books 31 shelves for the library and 1 computer procured	Recording equipment not procured due to	200,000,000	200,000,000	
				130,000,000	130,000,000	The ratio of book to student is still high because the 70m that was not released affected the realization of the target.

UGANDA REGISTRATION SERVICES BUREAU

Key result area	Planned Target output	What Happened? Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt	
Promote the rule of law and due process	Procurring consultants	Ongoing; draft insolvency regulations bill in completion stages ; consultant at a cost of Ushs 47.2 million and thus a shortfall of Ushs 17.2 million;		30,000	28,320	17.2 million shortfall in final cost of consultancy. A provision for sunk costs or procurement consultancy should have been fore-seen and budgeted for.	
	National stakeholder Workshops (GOU) & Regional Consultative Workshops	Seminar for Partnership Act held; draft insolvency workshop completed		15,000	15,000		
	National public sensitization through radio talk shows	1 radio talk show held and press releases pending	3 radio talk shows and 10 press supplementaries planned pending. Sensitization information should be arranged pre-workplan		20,000	1,770	
	Public sensitization and stakeholder workshops	1 monitoring and evaluation activity & 2 Birth & Death Registration Workshops held in northern Uganda activities			36,000	36,000	
	Printing of user manuals, Brochures and fliers for 6,000 sub-counties.	Procurement process on-going and funds committed	No materials delivered by end of the financial Year.		10,000	-	
	Printing registration forms companies, Business names, Copyrights, Trademarks, Patents & Certificates	Procurement process on-going and funds committed	Procurement processes for materials should be in place/commerce awaiting funding		20,000	-	

Key result area	Planned Target output	What Happened? Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
	4 Trainings for registrars in the districts to use the software	No training carried out	No training carried out by end of financial Year. Due to insufficient funds released for this activity, funds should have been re-allocated to where they can be best utilised to achieve tangible output	3,000		
	Procurement of 5 computers/Accessories	Four computers and accessories procured anti-virus loaded for protection of computer equipment		20,000	20,000	
	Re-new of Software license	Software license re-newal called off	Software license not re-newed due to policy decision to change from the old Trim software due to its many inadequacies	10,000	-	
	Automation of Companies & Business names Registry	Funds committed for development of web-based online company search and temporary reservation (in compliance of Workplan for FY 2012/13)	Due to Funds insufficiency to completely cover activity in FY 2011/12, funds were carried over to complement same activity in Workplan of FY 2012/13	17,600	5,774	

TAX APPEALS TRIBUNAL

Key Result Areas	What Changed (Result)?	What has JLOS / Agency expected to change? Planned outcome & target	Actual expenditure ('000)	Budget ('000)	Deviation from the budget and lessons learnt	Cummulative Expenditure

Key Result Areas	What Changed (Result)?	What has JLOS / Agency expected to change? Planned outcome & target	Deviation from the plan and lessons learnt	Actual expenditure ('000)	Budget ('000)	Deviation from the budget and lessons learnt	Cummulative Expenditure
PROMOTE RULE OF LAW AND DUE PROCESS							
1.1 Strengthen the Capacity to undertake law reform	Brochures, posters of the Tribunal translated into five local languages Luganda, Lumasaba, Acholi, and Alur.	Certainty of procedures increased. Accessibility to up country taxpayers eased		20,000	20,000		
1.3 Enhance Due process	Legal reference materials procured. 5 sets of principal and subsidiary legislations.	Technicalities in the administration of justice reduced		35,000	35,000		
1.4 Enhance accountability and ethics in JLOS institutions.	Court user guides reviewed, printed and disseminated into 4 languages, English, Lumasaba, Lugbara and Swahili	Certainty of procedures of the Tax Appeals Tribunal increased.		50,000	60,000		
ENHANCE ACCESS TO JUSTICE FOR ALL ESPECIALLY THE MARGINALIZED AND POOR.							
3.1 Ensure more rationalized physical access and availability of JLOS institutions at administrative level.	Procurement of furniture and equipment for the regional offices. One sensitization workshop held in Arua.	Accessibility to upcountry taxpayers eased. Certainty of procedures increased		20,000	20,000		
	1 Vehicle for the Arua regional office.	Accessibility to upcountry taxpayers eased.	Increased cost of vehicle to Ush. 120,000,000/=		80,000	Prolonged procurement procedures.	

Key Result Areas	What Changed (Result)?	What has ILOS / Agency expected to change?	Deviation from the plan and lessons learnt	Actual expenditure ('000)	Budget ('000)	Deviation from the budget and lessons learnt	Cummulative Expenditure
3.3 Promote Alternative dispute resolution	5 Tribunal members and 5 members of staff trained in International Accounting Standards	Planned outcome & target Quicker delivery of rulings		12,500	50,000		
	15 cases worth 51.7 billion have been disposed of 23 new cases have been registered.	Delivery of justice, expedited. More disputes investigated.	Constant adjournments are sought by the parties Part time nature of the members of the tribunal restricts speedy disposal. In sufficient funds to carry out investigations and sessions upcountry Use of the Civil procedure rules gives rise to a number of technicalities. Requirement to pay 30% of the tax in dispute is a bar to access to justice	120,000	120,000	In future there is need to allocate more funds to provide for more sessions to be held country wide	

Key Result Areas	What Changed (Result)?	What has JLOS / Agency expected to change?	Deviation from the plan and lessons learnt	Actual expenditure ('000)	Budget ('000)	Deviation from the budget and lessons learnt	Cumulative Expenditure
3.5 Enhance quality of Justice	3 user committee meetings held .	Planned outcome & target Enhancing good relations with all key stakeholders of the Tribunal. This has led to a fewer number of the decisions of the Tribunal being appealed. Better understanding of TAT's procedures.		9,000	24,000	Escalating costs for venue, fuel and allowances for members resulted into fewer meetings being held up country. There is a need to have more user committee meetings at the regional level.	
Production of law reports	1 TAT Editorial board meeting held. 700 Law reports produced	Enhancement of tax laws and procedures Creation of precedents in tax law.	It was estimated that 1000 law reports produced within the reporting period.	10,000			

Uganda Law Society

Key result area	What had JLOS/agency Expected to Happen? Use output indicator targets	What Happened? Use output indicators Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
	Advocates Act revised and printed	4 regional consultative workshops held	The law making process is quite tedious involving a lot	10,000,000/=	10,000,000/=	

Key result area	What had JLOS/agency Expected to Happen? Use output indicator targets	What Happened? Use output indicators Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
			of consultations. Amendment process cannot be completed within one Financial Year			
	Continuous Legal Education	22 seminars conducted in the areas of Oil and gas, ICT and the Law, e-discovery, forensic science, regional integration emerging legal issues, ADR and ethics and integrity	CLE trainings were conducted as planned.	100,000,000/=	81,374,225/=	(26,374,225)We received less 45,000,000/=. Unfortunately the balance was not released till the end of financial year. Next time we will not spend before the money is released. Borrowed from Database development funds.
	Client Charter disseminated/Complaints systems established	6000 copies of the Clients Charter published and disseminated	There was no deviation and the charter was produced as planned.	30,000,000/=	30,000,000/=	
	Put in place dynamic and robust referral qualitative data base providing for , professional details and expertise of membership, CLE and pro-bono Compliance , and other qualitative aspects concerning legal practice	Database developed and currently up and running with continuous updates	There is need for continuous updates of members information since law firms are registered on a continuous basis and new members enrolled into the Profession.	40,000,000/=	13,440,700/=	26,559,300.
	Representation of prisoners (State briefs for LAP Staff, prison decongestion	1365 cases were handled in total. 943 cases were completed in Court during the FY 2011/12; which included Bunyoro region	There was no deviation in the activities except that some cases could not be concluded and had	40,000,000/=	39,983,400/=	16,600/=


Key result area	What had JLOS/agency Expected to Happen? Use output indicator targets	What Happened? Use output indicators Output achieved	Deviation from the plan and lessons learnt	Budget/release	Actual Expenditure	Deviation from Budget and lessons learnt
	Programme) as well as provision of pro-bono services	- 228 cases; Central region - 529 cases (139 of these were juvenile cases) and Kigezi Region - 189 cases	to be pushed to the next financial year.			

Ministry of Gender Labour and Social Development

KEY RESULT AREA	What had JLOS/MGLSD expected to happen? Change (planned target output	What changed(output achieved)	Deviation from the plan and lessons learnt	Budget release (000)	Actual expenditure (000)	Deviation from budget and lessons learnt
KRA 2 Human rights culture fostered across all JLOS institutions		Held international conference on child justice in Munyonyo – Kampala in July 2011 Theme :		80,000	80,000	International conference was fully attended. Similar conferences should further be supported. Good practices were shared across the continent.
KRA 3 Enhanced access to justice for all especially the poor and marginalized.	Construction of phase 11-Aua Remand Home. Staff houses and office block.	One block of 3 semi-detached staff quarters and one office block constructed at Giligili-Arua district.		700,000	489,091	Construction of phase 11 in Arua Remand Home is on completion stages handover of the facilities is scheduled for Sept 2012. Balance of funds is for 15% mandatory retention fee as per regulation.
	Consultancy supervision charges on construction works of : Arua Remand Home Kabale Remand Home.	Quality supervised construction works. Arua Remand Home phase 11 construction to completion by September 2012		250,000	79,228,	Remaining works in arua kitchen, dimning and installation of power

					265,000	-	Contract agreement for the best bidder to be signed candle construction works to commence in September 2012
Construction of Kabale Remand Home	Timely attendance of court session by all juveniles	Selection of the best bidder for construction of Kabale Remand Home completed. Handover site is scheduled for September 2012	All remand homes facilitated to take juveniles to various courts of law (fuel) quarterly fuel issued to Naguru, Mbale, Gulu, Fort-Portal, Kampiringisa National Reh. Centre and Naguru Reception Centre.			51,090	Children in all remand homes attended court sessions on time Functioning remand homes have descent transport (vans) to transport children.
	Support to remand homes and probation work.	Decongested remand homes and Reintegration of juveniles and children in need of care and protection in their communities are as below: Naguru Reception Centre. Total number of children resettled: 1)Naguru Remand Home boy 214 girls 36 2)Mbale Remand Home boys 153 girls 9 3)Fort-Portal Remand Home boys 62 girls 8 4)Gulu Remand Homes boys 61 girls 3 5)Naguru Reception Centre boys76girls82 <i>Grand total resettled children:704</i>		120,000	41,941	Reintegration of children with their families after rehabilitation is observed. The family is the best place for a child's growth adhered to.	
	Support to remand homes and probation work	Supported farm activities at Kampiringisa N.Reh. Centre				5,000	
		Supported Fort-Portal Remand Home with poultry feeds.				1,800	
		Stationary to planning unit and remand homes.		5,000,000		5,000	
		Office equipment, laptop & printer.				3,898	
		Support the day of African child and national youth day.				4,976	

						4,566		
		Support to Mbale Remand Home, Naguru Reception Centre construction of soak pit.				3,800		
	Support to probation work.	Supported Naguru Remand Home with emergency foods for children sick of measles and small pox. Held inspections on juveniles detained in adult cells and quality standard inspections on probation officers in districts in eastern region, central, south western and northern regions. Also Prison cells: Luzira, Kigo, Luwero, Lira, Masaka				42,636		
Training and sensitizations	Induction of staff	30 officers' probation offices and selected community development officers indicated in probation work.			42,000 C/F 4 th quarter FY2010/11	42,000		More joint trainings/refresh seminars of both probation officers and community development officers are needed as both work on children issues (at the district and sub-county levels).
	District sensitization meetings on probation services and juvenile justice issues.	One region sensitizing 2 days meeting was held in eastern region Mbale district 30 participants attended LC 5 councilors, Deputy CAOs, CDOs, Police, Magistrate and Mbale Remand Home staff.				10,000		Similar sensitization meetings should be supported in other regions. The caos and the councilors who allocate funds get exposed to the marginalized of probation work and issues of children.



Ministry of Justice and Constitutional Affairs

Judiciary

Ministry of Internal Affairs

Uganda Police Force

Uganda Prison Services

Directorate of Citizenship and Immigration Control

Directorate of Public Prosecutions

Uganda Law Reform Commission

Law Development Centre

Tax Appeals Tribunal

Ministry of Local Government (Local Council Courts)

Ministry of Gender Labour and Social Development (Juvenile Justice)

Judicial Service Commission

Uganda Law Society

Uganda Human Rights Commission

Centre for Alternative Dispute Resolution

Uganda Registration Services Bureau

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