



THE REPUBLIC OF UGANDA



THE JUSTICE, LAW AND ORDER SECTOR

THE JUSTICE, LAW AND ORDER SECTOR

Annual Performance Report 2015/16

Building Public Trust in JLOS Service Delivery

LIST OF ACRONYMS

ACD	Anti-Corruption Division
ACTV	Coalition Against Torture Victims
ADC	Austrian Development Cooperation
ADR	Alternative Dispute Resolution
AIDS	Acquired Immune Deficiency Syndrome
ASTU	Anti-Stock Theft Unit
ART	Anti-Retroviral Therapy
BDR	Birth and Death Registration
BFP	Budget Framework Paper
BWG	Budget Working Group
BWs	Budget Working Groups
CAO	Chief Administrative Officer
CB	Case Backlog
CDO	Community Development Officer
CEWARN	Conflict Early Warning
CEWERU	Conflict Early Warning and Early Response Unit
CFPU	Child and Family Protection Unit
CFPOs	Child and Family Protection Officers
CID	Criminal Investigations Directorate
CIID	Criminal Investigations and Intelligence Directorate
CJ	Chief Justice
CJRP	Commercial Justice Reform Programme
CJS	Criminal Justice System
CLOs	Community Liaison Officers
CMP	Common Markets Protocol
CR	Chief Registrar
CS	Community Service
CSOs	Civil Society Organisations
DANIDA	Danish International Development Agency
DFID	Department for International Development
DC	Disciplinary Committee
DCC	District Coordination Committees/District Chain Linked Committees
DCI	Directorate of Crime Intelligence
DCIC	Directorate of Citizenship and Immigration Control
DCSC	District Community Service Committee
DGAL	Directorate of Government Analytical Laboratory
DGF	Democratic Governance Facility
DLAS	Directorate of Legal Advisory Services
DNA	Deoxyribonucleic Acid
DPC	District Police Commander
DPG	Development Partners Group
DPP	Directorate of Public Prosecutions
DRT	DTB Diamond Trust Bank
EAC	East African Community
EAMI	EAC Market Information Bill

EAPCCO	East Africa Police Chiefs Cooperation Council
EDF	European Development Fund
EU	European Union
EU DGAP	European Union Democratic Governance and Accountability Programme
EWERP	Early Warning and Early Response Programme
FAL	Functional Adult Literacy
FBOs	Faith Based Organisation
FIDA	Uganda Association of Women Lawyers (Federacion Internationale D'Abogados)
FHRI	Foundation for Human Rights Initiative
FMS	Financial Management Specialist
GAL	Government Analytical Laboratory
GBV	Gender Based Violence
GIZ	German International Cooperation
GOU	Government of Uganda
HIV	Human Immuno-Deficiency Virus
HRBA	Human Rights Based Approach
HURINET	Human Rights Network Uganda
ICC	International Criminal Court
ICITAP	International Criminal Investigations Training Assistance Programme
ICT	Information Communication Technology
IDF	International Development Forum
IEC	Information Education and Communication
IFMS	Integrated Financial Management System
IGG	Inspectorate of Government
ILI-ACLE	International Law Institute – African Centre for Legal Excellence
ISO	Internal Security Organisation
JCU	Justice Centres Uganda
JIF	JLOS Inspectors Forum
JLOS	Justice Law and Order Sector
JLOSIC	JLOS Integrity Committee
JSC	Judicial Service Commission
J4C	Justice for Children
KCCA	Kampala City Council Authority
KMP	Kampala Metropolitan
KIDDP	Karamoja Integrated Disarmament and Development Programme
LABF	Legal Aid Basket Fund
LAC	Legal Aid Clinic
LADASA	Labour Disputes (Arbitration and Settlement) Act
LAP	Local Administration Prison
LASP	Legal Aid Service Provider
LASPNET	Legal Aid Service Providers Network
LEAP	Legal Aid Project
LCC	Local Council Court
LCCA	Local Council Court Act
LCV	Local Council Five
LDC	Law Development Centre

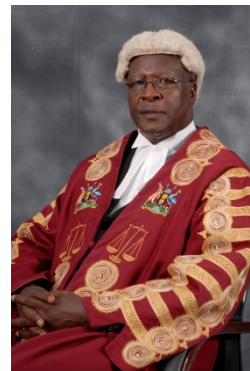
LRA	Lord's Resistance Army
MCA	Magistrate Courts Act
MDAs	Ministries Agencies and Departments
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MoU	Memorandum of Understanding
MOFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MOJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MoPs	Ministerial Policy Statement
MRA	Mutual Recognition Agreement
MT	Metric Tonnes
MTEF	Medium Term Expenditure Framework
NaCRRRI	National Cereal Resource Research Institute
NAADS	National Agricultural Advisory Services
NAP	National Action Plan for Human Rights
NARO	National Agricultural Research Organisation
NEMA	National Environmental Management Authority
NCSP	National Community Service Programme
NFP	National Focal Point (For Light Arms and Small Weapons)
NGOs	Non-Governmental Organisation
NIRA	National Identification and Registration Authority
NORAD	Norwegian Agency for Development Cooperation
NUDIPU	National Union of Disabled Persons of Uganda
NURU	Network of Ugandan Research Users
NUSAF	Northern Uganda Social Action Fund
NTR	Non Tax Revenue
OAG	Office of the Auditor General
OC-CID	Officer in Charge – Criminal Investigations Directorate
OHCHR	Office of the High Commissioner for Human Rights
OSBP	One Stop Border Point
PAS	Paralegal Advisory Services
PDU	Procurement and Disposal Unit
PILAC	Public Interest Law Clinic
PISCES	Personal Identification Secure Comparison Evaluation System
PET	Performance Enhancement Tool
PLA	Platform for Labour Action
PLE	Primary Leaving Examination
PPC	Probationary Police Constable
PPDA	Public Procurement and Disposal of Assets
PPTA	Prevention and Prohibition of Torture Act
PPU	Policy and Planning Units
PRDP	Peace, Recovery and Development Plan
POMA	Public and Order management Act
PSO	Police Standing Order
PSU	Police Professional Standards Unit

PSSM	Physical Security and Stockpile Management
PSWO	Probation and Social Welfare Officer
PTS	Police Training School
PWD	Persons with Disabilities
QMS	Quality Management System
RCC	Regional Chain-linked Committee
RLP	Refugee Law Project
RSA	Resident State Attorney
RSP	Resident State Prosecutor
RIA	Regulatory Impact Assessment
RTRR	Reporting Tracking Referral and Response
SALW	Small Arms and Light Weapons
SB	Special Branch
SGBV	Sexual and Gender Based Violence
SIP	Strategic Investment Plan
SIPIII	Third Strategic Investment Plan
SOC	Scene of Crime
SOCOs	Scene of Crime Officers
SOPs	Standard Operating Procedures
SPCs	Special Police Constables
SPV	Special Purpose Vehicle
STA	Senior Technical Advisor
SWAp	Sector Wide Approach
TAs	Technical Advisors
TAT	Tax Appeals Tribunal
TB	Tuberculosis
TIA	Trial on Indictments Act
TJ	Transitional Justice
ToT	Training of Trainers
TREP	Taxpayers' Registration Expansion Programme
TWG	Transitional Justice Working Group
UACE	Uganda Advanced Certificate of Education
UCE	Uganda Certificate of Education
UCLF	Uganda Christian Lawyers' Fraternity
UG	Uganda
UGX	Uganda Shillings
UHRC	Uganda Human Rights Commission
UIA	Uganda Investment Authority
ULA	Uganda Land Alliance
ULRC	Uganda Law Reform Commission
ULS	Uganda Law Society
UN Women	United Nations Women
UNICEF	United Nations Children's Fund
UPDF	Uganda Peoples' Defence Force
UPF	Uganda Police Force
UPS	Uganda Prisons Service
UN	United Nations

UH OHCHR	United Nations High Commissioner for Human Rights
UPDF	Uganda Peoples' Defence Forces
UPPC	Uganda Printing and Publishing Corporation
URSB	Uganda Registration Services Bureau
URA	Uganda Revenue Authority
UWONET	Uganda Women's Network
UXOs	Un-exploded Ordinances
VAC	Violence Against Children
VHT	Village Health Teams
WHT	Withholding Tax

Foreword

The Justice Law and Order Sector presents its Annual Performance Report for the Financial Year 2015/16, the fourth Performance Report under the Third Sector Investments Plan (SIP III). This year the sector report highlights efforts towards enhancing “a pro-people justice system”. This focuses on strengthening legal frameworks to improve service delivery processes and strengthening the protection of the most vulnerable such as the children, improving access to services and enhancing human rights observance and accountability. JLOS, now in operation for 16 years, is a holistic Government approach to planning and implementation of programmes, whose goal is to promote the rule of law using a sector wide approach. The sector brings together 18 institutions responsible for administering justice, maintaining law and order and promoting the observance of human rights.



The Sector is building justice delivery systems that ease accessibility and enhance affordability of civil justice while ensuring effectiveness of criminal investigation, prosecution, adjudication and correctional systems at all levels.

This report tracks the extent to which the sector has met its commitments one year to the conclusion of implementation of the investment plan. The report shows that the sector has registered a 65% growth in public confidence and a 22% growth in public satisfaction over the SIIII implementation period. I acknowledge the contribution of Government, our development partners, other JLOS stakeholders and the staff of JLOS institutions who work to make this change happen

In the final year of implementation of the JLOS SIP III, the focus should now involve putting in place safeguards for sustaining growth and improving the quality of JLOS service delivery. We will work to consolidate the achievements made as we start on the process of formulating the next Sector Investment Plan.

On behalf of the JLOS leadership, management structures and institutions, I reaffirm our joint commitment to a pro people justice system: building public trust, with special focus on reform of business processes, skills development, strong institutions and systems.

Bart M. Katureebe

CHIEF JUSTICE AND CHAIRPERSON JLOS LEADERSHIP COMMITTEE

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EXECUTIVE SUMMARY

The Four years of implementation of the SIPIII have been a concerted and combined effort of Government, JLOS stakeholders and Development Partners that has resulted in increased public trust, increased stakeholder engagement, awareness and higher satisfaction by the people who seek services from JLOS institutions.

In terms of impact, public confidence in JLOS institutions has increased significantly from the baseline average of 26% in 2012 to 48%, while public knowledge about JLOS services and institutions has increased to over 90% in 2015/16 on the average. Public engagement with JLOS institutions and use of JLOS services grew three fold on the average compared to the baselines.

For those persons that have accessed JLOS services the level of satisfaction has increased from the average baseline position of 59% to 72%. The index of judicial independence grew by 22% from 2.8 in 2014/15 to 3.41 in 2015/16, implying that judicial processes in Uganda have become more independent. The country's judicial independence ranking too has improved from position 128 in 2014 to 91 in 2015/16 according the Global Competiveness Report, 2016.

According to the World Justice Project Report 2015 Uganda is ranked 68th in the World, 9th Africa and the first in East Africa in accessibility and affordability of civil justice with a score of 0.43 out of 1 this is comparable to USA which has a score of 0.47 out of 1. The country is also ranked in the 1st position in East Africa and 12th in Africa in effectiveness of criminal investigation, adjudication and correctional systems as well as controlling criminal and civil conflict and the fight against violence (order and security) with a score of 0.61 out of 1

The sector monitored and processed 10 critical bills that impact on JLOS service delivery including the fight against corruption, regulation of CSO's, elections, functionality of LCCs, and vulnerability among others. Laws were also enacted are that will promote national development objectives and improve the environment for doing business in Uganda. As a result of the interventions in legal reform and other innovations, Uganda moved from position 135 in 2014 to 122 in 2015/16 in the doing business index. While the Global Competitiveness Report 2015/2016 ranks Uganda's competitiveness at position 115 out of 144 countries in the world. In terms of protection of property rights, Uganda's ranking improved from position 112 in 2014 to 97 in 2015/16 and its property rights index also increased by 14.4% from 3.4 in 2014 to 3.89 in 2015/16.

The sector is now functionally present in 82% of the districts compared to 75% functional presence in 2014/15. Also the number of districts with a complete chain of infrastructure for frontline JLOS services increased from 53% in 2014/15 to 59.8% in 2015/16 following completion of various construction projects in UPF, UPS, Court and DPP.

Following appointment of staff, increased use of initiatives such as plea bargaining, investments in staff training, enhanced coordination and performance management the sector recorded a 20% reduction in pending cases, posting a case clearance rate of 125%. As a result, the average length of stay on remand reduced from 10.5 months to 10.4 months for capital offenders and case backlog reduced from 32% in 2014/15 to 25% in 2015/16. Use of ADR recorded a resounding success with a 55% success rate compared to 26% in 2014/15 arising out of investments in training and advocacy.

The crime rate reduced from 298 per 100,000 in 2014 to 296 per 100,000 in the reporting period despite the election period because of improved crime response and coordination of criminal justice agencies. Also the quality of investigation and prosecution improved as shown in the high conviction rate of 61% over the reporting period.

The sector continued to invest in correctional services and rehabilitation of offenders which resulted in a reduction in the rate of recidivism from 27% in 2014/15 to 21%. This is one of the lowest recidivism rates in the world.

The number of children arrested per 100,000 child population reduced to 8.4 compared to 9.4 for every 100,000 child population in 2014/15 and 84.1% diversion rate of juveniles from formal judicial proceedings was registered. The challenge however is the higher than targeted number of children on remand per 100,000 standing at 2.07 for every 100,000 child population compared to the targeted 01 child per 100,000 child population.

In terms of human rights observance, the number of reported human rights violations by JLOS agencies reduced by 41% during the reporting period. This is partly due to the adoption of a human rights culture and accountability and sensitisation of police and prisons that have always featured high in terms of human rights violations.

Improvements were recorded in UPS with 90% of the prison units eliminating the Bucket system and there are on-going efforts to provide decent water-borne sanitation facilities in all prisons by the end of 2017. However, the welfare of prison warders and lower police cadres remains largely unaddressed, especially with respect to housing and living conditions. In addition, the congestion in prisons remains high with the existing holding capacity exceeded by up to two times.

The fight against corruption is on course with 12% increased case disposal and improved internal disciplinary mechanisms that were implemented. The Chief Justice strengthened the inspectorate function in Judiciary, by appointing a Justice of the Supreme Court as Chief Inspector of Courts.

The performance would have been much higher; however, the sector faces various challenges that must be addressed to enhance or even maintain the current levels of performance. One of the challenges is the slow, expensive and complex business processes that are largely manual. These among others have led to prevalence of high lead times, increased cost of access, opportunistic corruption and slow decision making. It is therefore important to re-engineer and automate most of the business processes.

Challenges also still remain with case disposal in some areas such as the Human Rights Commission and Judicial Service Commission that were affected by the expiry of the terms of service of their Commissioners. These institutions need to be supported to clear their backlog.

The sector institutions remain largely urban based and unavailable in 18% of the districts while many operate from premises not fit for the purpose. This is compounded by the high cost of rent which has eroded funds required for critical operations. There is therefore need to fast track the construction of the JLOS house project and justice centres country wide. Efforts should also be put at opening new service points and deconcentrating service delivery. The concept of a one stop centre should also be strengthened.

The other challenge is the changing crime trends and proliferation of new crimes such as cybercrime, trafficking in persons, terrorism, white collar crime and other violent crime including sex and gender based violence which tests the preparedness of most crime fighting agencies. This is made worse by the fact that the more sophisticated crimes that are cross border crimes in nature are on the rise. There is need to enhance crime response and invest in strategies to prevent the occurrence of such crimes.

Justice delivery is a function of numbers. The sector requires the right number of staff both in quantity and quality to deliver effective and expeditious services. This is not possible with the current judge to population ratio of 1: 720,000, a police to population ratio of 1:764, and warder to prisoner ratio of 1:7.

One of the factors that continue to dampen public confidence in the justice system is corruption both real and perceived. It is therefore necessary that the sector efforts to fully implement its anti-corruption strategy are supported. Initiatives to deal with public complaints should be strengthened and supported while internal disciplinary processes should be respected.

By and large, given the performance of the sector over the SIPIII period and during the reporting period, there is a strong belief that enhanced efficiency and effectiveness in service delivery enhances public satisfaction and grows public trust. It is therefore important that efforts which promote greater public satisfaction with JLOS services should be

harnessed and strengthened under the proposed new strategic planning framework (proposed Fourth JLOS Strategic Investment Plan). In addition, the 3cs (communication, coordination and cooperation) which is the foundation upon which the sector is built should be demystified among all sector stakeholders for the sector remain valid, vocal and visible.

1.0. INTRODUCTION AND OVERVIEW OF SECTOR PERFORMANCE

The Justice Law and Order Sector (JLOS) Annual Report 2015/16, provides information on the performance of the sector for Financial Year 2015/16.

The outputs, their indicators and associated targets, and actions outlined in FY2015/16 sector budget framework paper, ministerial policy statements and the SWAp work plan are used as the framework for the analysis. Outcomes are highlighted and analyzed. The performance information in the report is generated from the analysis of the data from sector submissions.

The JLOS report is therefore, a strategic report, tracking progress and results information in the outcome areas of JLOS business to enable the sector and development partners as well as other key stakeholders to assess performance in the implementation of the sector investment plan. The progress report is about the totality of the JLOS resource envelope which includes the SWAp basket fund, GoU recurrent and development expenditure as well as other multilateral and bilateral project support that the sector institutions accessed during the FY 2015/16. We welcome the resumption of support by Netherlands embassy and look forward to continued support as well resumption of funding from other JLOS Development Partners.

This is the fourth report under SIPIII and it tracks the strides made under the investment plan. The report follows the SIPIII structure and tracks progress against targets set out in the JLOS Monitoring and Evaluation Plan.

The report is divided into 6 chapters. Chapter 1 is the introduction and over view of sector performance, chapter 2 progress under outcome 1, chapter 3 progresses under outcome 2, chapter 4 progress under outcome 3, chapter 5 programme management and chapter 6 is financial performance.

The performance of the sector over the SIPIII period and in the year under review greatly improved as seen from the perspective of impact of JLOS reforms and investments.

Following investments and innovations in JLOS, including people and infrastructure, public confidence in the JLOS institutions has increased remarkably from the baseline average of 26% in 2012 to 48%, according to a yet to be published JLOS midterm review report. While public knowledge about JLOS services and institutions has increased to over 90% on the average.

Public engagement with/use of JLOS institutions/services has also increased significantly- from 16% in 2012 to 46% for courts and from 18% in 2012 to 41% for Probation office.

User satisfaction with the services provided by JLOS institutions has improved from the baseline position of 59% to 72% on the average. This is also confirmed by other studies

conducted during the period under review. For example, according to a publication *Justice Needs in Uganda 2016* following a study conducted by HILL Innovating Justice, public trust in Courts in Uganda is at 3.15 on a scale of 1 to 5. This is a great improvement compared to the situation in 2012 where trust was at 1.5 on a similar scale at the start of the SIPIII.

The sector monitored and processed various bills that were enacted into law especially those relating to improving the environment for doing business. It is no wonder that Uganda moved from position 135 to 122 in 2015 in the doing business index. According to the 2015-2016 edition of the Global Competitiveness index report published by the World Economic Forum, Uganda is the 115 most competitive nation in the world out of the 144 countries ranked. With regards to protection of property rights, Uganda's ranking in both position and index improved from 112 to 97, and the index from 3.4 to 3.89 in 2015. This was possible because of the improved regulatory environment for doing business.

2.0 OUTCOME 1: POLICY AND LEGISLATIVE FRAMEWORK STRENGTHENED

JLOS has endeavoured to create an enabling regulatory environment to achieve the national development goals through strengthening the national legislative framework and enforcing various policy regimes for a harmonious and all-inclusive development of Uganda. Over the past year the proportion of the public confident in the enforcement of existing laws has increased as shown by the high business confidence index of 57.73% and strong investor protection ranking now at 95th position from 116 out of 144 countries in 2012 according to The Global Competitiveness Report 2015/16. The use of alternative dispute resolution mechanisms exponentially increased and the success rate also increased from 26% to over 55%. Over the last three years, the First Parliamentary Counsel has drafted and monitored the passage of 56 Bills and 66 Acts by Parliament.

However, the challenge remains access to updated laws affected partly by the lack of resources to publish revised laws and slow adoption of online publication.

Legislation	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY2014/15	FY2015/16
Bills	22	25	11	7	19	34
Acts	19	33	13	14	20	31
Statutory Instruments	48	66	70	42	67	85
Ordinances	2	7	9	3	3	3
Legal Notices	17	23	8	13	9	7

Below is the detailed performance under each of the strategic output over the financial year.

2.1 Output 1.1: The Legal and Policy Environment Underpinning JLOS Service Delivery Improved

JLOS service delivery is dependent on an effective and strong legal framework. It was against this background that under the SIPIII in general and the 2015/16 work plan emphasis was placed on processing of various pieces of legislation with a special focus on elections, children, CSO management, terrorism, the fight against corruption and strengthening informal delivery of justice. The laws improved the process for resolution of election disputes, handling of children in need of care and protection, and effectiveness of anti-corruption agencies. The sector recorded some success with 11 such laws enacted despite the period being the last year of the 9th Parliament. The laws enacted and the issues they address are summarized here below-

1. **Anti-Terrorism (Amendment) Act No.1 of 2016:** This Act amended the Anti-terrorism Act, 2002, to further amend the definitions of 'terrorism' and 'acts of terrorism' to include among others the revised international aspects envisaged by

the United Nations Convention against Terrorism. It was enacted on the 7th of January 2016 and commenced on 04th February 2016.

2. **Children (Amendment) Act No.9 of 2016:** This Act amended the Children Act Cap.59 to enhance the protection of children; strengthen the provision for guardianship of children; strengthen the conditions for inter-country adoptions and expressly prohibits corporal punishment. It was enacted on 2nd of March 2016 and assented to on 20th May 2016.
3. **Non-Governmental Organizations Act No.5 of 2016:** This Act repealed and replaced the NGO Act Cap 113, and provides for a conducive and enabling environment for the NGO Sector, strengthening of mutual partnership with the Government, provides corporate status of the National Board of NGO and regulatory powers at both regional and district levels. It was enacted on the 26th of November 2015 and assented to on 30th January 2016. The Act gives power to URSB to register NGOs and the NGO bureau the power to issue licenses reducing the confusion under the previous provisions. Regulations are being prepared for ease of implementation of the law.
4. **Constitution (Amendment) Act No.12 of 2015:** This Act amended the Constitution of the Republic of Uganda in accordance with articles 259 and 262 of the Constitution to prescribe a procedure for the removal of members of the Electoral Commission, similar to the procedure for removal of judicial officers, to require the Electoral commission to hold a by-election within sixty days from the date of notification of a vacancy of a Member of Parliament by the Clerk to Parliament; to require the registrar of a court declaring the seat of a Member of Parliament vacant to transmit the judgement to the Clerk to Parliament within ten days after the declaration; to permit floor crossing in parliament by members of Parliament within twelve months before the end of the term of parliament; to provide for the Judicial Service Commission to appoint certain staff of the Judiciary; and for related matters. It was enacted on the 11th of August 2015 and commenced on 24th August 2015.
5. **Presidential Elections (Amendment) Act, No. 14 of 2015:** This Act to amended the Presidential Elections Act, 2005 and revised the nomination fees payable under the Act; and provided for polling to close at 4.00pm on polling day. It removed the requirement for Government to facilitate Presidential Candidates; and the requirement for a candidate to campaign in every district of Uganda among others. It was enacted on the 30th September 2015 and commenced on 01st October 2015.
6. **Parliamentary Elections (Amendment) Act, No.15 of 2015:** The objective of the Bill is to amend the Parliamentary Elections Act 2005 to prescribe the procedure for elections of representatives of the army, youth workers and persons with disabilities and provide for related matters. It was enacted on 26th November 2015 and commenced on 01st October 2015.
7. **National Youth Council (Amendment) Act, No.20 of 2015:** This amended the National Youth Council Act exempting elections at youth committees lower than the

district youth committee from the requirements of article 68(1) of the Constitution that the election should be held by secret ballot. It was enacted on the 20th August 2015 and commenced on 16th October 2015.

8. **National Women's Council (Amendment) Act, No.17 of 2015:** This Act amended the National Women's Council Act, Cap.318, to exempt elections at women committees lower than the district women's committee from the requirements of article 68(1) of the Constitution that the election should be held by secret ballot; and to provide for related matters. It was enacted on the 20th of August 2015 and commenced on 16th October 2015.
9. **Local Government (Amendment) Act, No.16 of 2015:** This Act amended the Local Government Act to provide for the procedure of elections for administrative unit councils and committees; to harmonise and reconcile the provisions relating to public finance with the reforms made in public finance; and to provide for related matters. It was enacted on the 24th of June 2015 and commenced on 16th October 2015.
10. **Anti- Corruption (Amendment) Act No.21 of 2015:** This Act seeks to amend the Anti-Corruption Act, 2009; to provide for mandatory confiscation of property of a person convicted of an offence under this Act; to provide for the procedure for issuing a confiscation order, and to provide for related matters. It was enacted on the 7th of July 2015.

Bills before Parliament

The sector also processed the following Bills that impact JLOS service delivery, and are currently before Parliament

Law revision (Penalties in criminal and Institutional matters) Miscellaneous Amendments Bill, 2015: The objective of the Bill is to amend: The Penal Code Act Cap 120; Anti-Terrorism Act, 2002 (Act No.14 of 2002); Uganda Peoples Defense Forces Act, 2005 (Act No.7 of 2005); and The Trial on Indictments Act, Cap 23. The Bill seeks to amend those laws to remove all references to the mandatory death penalty prescribed by the laws and to restrict the application of the death penalty to 'the most serious crimes' by converting the maximum penalties prescribed in those laws into imprisonment for life; to remove the restriction on mitigation in the case of convictions that carry a death penalty; to define life imprisonment or imprisonment for life and to provide for related matters. The Bill also gives effect to the commitment made by the Government to the United Nations following the first Universal Periodic Review of Uganda's Human rights record, to consistently apply the rulings of the court by converting all death sentences into life imprisonment where death sentence was not effected within three years.

Human Rights (Enforcement) Bill, 2015: The Objective of this Bill is to give effect to Article 50 (4) of the Constitution by providing for the procedure of enforcing human rights under Chapter Four of the Constitution; and for related matters.

Marriage and Divorce Bill, 2009: This Bill remains pending in Parliament and was intended to consolidate various laws related to marriage, family relations and obligations. The sector is now embarking on pre enactment advocacy to rally the stakeholders support to address its delayed enactment

Bills/policies before Cabinet

The sector also processed the following bills critical for JLOS service delivery that are now before cabinet-

Trial on Indictment (Amendment) Bill, 2015 and Magistrates Court (Amendment) Bill, 2015: The review of the TIA and MCA was intended to cut out bottlenecks that slow down criminal trials and contribute to case backlog. In that regard, plea bargaining has been introduced in the proposed amendments for the key criminal trial procedural laws. This is a process whereby an accused person agrees to a minor and cognate offence in exchange of a lighter sentence. Other reform proposals in the Bills include provision for disclosure of evidence by both the State and the accused before trial so as to avoid surprises at trial. Trial surprises or trial by ambush as it is known has been responsible for delays in criminal trials which have negatively affected timely dispensation of justice. Following previous submissions to Cabinet, MOJCA has received new proposals for incorporation in the Bills.

Administrator General's (Amendment) Bill, 2014

Administrator General's Act was also found to be archaic with outdated fines and penalties which needed to be revised. The Act was reviewed to enhance the protection of estates of deceased persons under the management of the Administrator General.

The Administration of the Judiciary Bill, 2015

This Bill seeks to provide for increased financial and technical independence of the Judiciary as safeguarded in the Constitution. The Bill seeks to operationalise chapter Eight of the Constitution by ensuring the efficiency and effectiveness of the Administration of the Judiciary; establishment of a Judiciary Advisory Council to advise the Chief Justice on the administration of justice and the courts; to strengthen the independence of the Judiciary by streamlining the provision and management of funds for the Judiciary and establishing structures within the Judiciary to improve the performance of the Judiciary; and for related matters. The Bill was drafted with waiver from Attorney General and sent to cabinet in April 2016 and by the time of writing this report Cabinet had approved the Bill for tabling in Parliament.

The National Legal Aid Policy, 2014

This policy proposes for a Government funded delivery of legal aid services to all poor and vulnerable persons in order to enhance speedy processing of cases and promote fair and impartial trials. The cabinet memorandum for approval of the draft policy and the principles for the drafting of the Bill were submitted to cabinet. Also LASPNET conducted a costing

study for implementation of the proposed policy. This study will be instrumental in informing Government on implementation of the policy. It is therefore important that the sector intensifies advocacy programmes towards quick passage of the policy and law.

Studies undertaken:

During the reporting period the sector undertook studies and drafted the following:

Study on Witness Protection

Witnesses play a key role in the criminal justice system. There is however no witness protection law in Uganda. The exposure of witnesses to dangers associated with testifying has evolved as both a human rights issue as well as a major obstacle to successful investigation and prosecution of criminal cases. The Bill that proposes extensive witness protection mechanisms is focused to facilitating, among others, organized crime. Studies were completed and submitted to MOJCA, and currently the cabinet memorandum for principles is being prepared for submission to cabinet.

Review of the Evidence Act

This study sought to amend section 132 of the Evidence Act, Cap.6 to make evidence of a child or a victim of a sexual offence admissible without corroboration so as to facilitate the prosecution of sexual offences. The reform of this Bill is aimed at improving timely disposal of matters so as to reduce backlog, efficient use of resources and admissibility of evidence in matters of technological crime and to allow for the broadening of the scope of admissible scientific evidence. The passage of this Bill is an important step to enhance the enforcement of the Penal code and SGBV laws.

Review of Amnesty Act

The study sought to amend the Amnesty Act to provide for the conditional amnesty to Ugandans involved in acts associated with war or armed rebellion against the Government of Uganda; to deny granting of amnesty for International law crimes; and to confer certain powers on, assign certain functions to and impose certain duties upon the Amnesty Commission; and for related matters.

Review of Prisons Act

The study on Prisons Act, 2006 was undertaken to reconcile the provisions of the Act which were contradicting with the Constitution of Uganda 1995. The conflict, for instance in the provisions relating to release of persons on bail, have caused implementation uncertainties. Further the Bill addressed the Constitutional Court decisions that have a consequential effect on the Prisons Act. The definition of a life sentence, for example, its implementation and management has in the past caused concern about the implementation of Court decisions by Prisons authorities. The definite definition of the sentence of life imprisonment in the Prisons (Amendment) Bill goes a long way to address some of the gaps.

Study on Government Chemist

The study was undertaken to review the legal framework to streamline the provision of Forensic services in criminal and civil cases. It is going to provide regulatory environment for the management and control of the Industrial and Consumer Chemicals for public and environmental safety. It will also reform the institutional structure of Government Analytical Laboratories and strengthen forensic investigations.



Stakeholder reviewing the draft Government Chemist Bill

Review of the Companies Act, 2012: URSB held a stakeholders' meeting to inform the study on the amendment of the Companies Act No.1 of 2012. The draft amendments are being finalized by URSB in partnership with the First Parliamentary Counsel before they are forwarded to Cabinet for consideration.

Study on the Births and Deaths Registration Act: The Uganda Law Reform Commission concluded a study on the Births and Deaths Registration Act. This study took into consideration the changes in the law on Registration of Persons that was enacted during the reporting period. The Commission finalised the report and is due to submit the comments to the line Ministries. This study is essential to the identification and registration processes in Uganda and will contribute to strengthening the Registration of Persons Act that repealed the Birth and Deaths Act.

Study on Sexual and Gender Based Violence: This study considered sexual violence as a crime under domestic and international law. It enabled the examination of the existing national laws with the view to establishing whether mechanisms to promote accountability and reconciliation for harm suffered through sexual violence in conflict situations are adequate. It is aimed at developing comprehensive approaches to redressing victims of sexual violence. A draft study report was prepared by awaiting stakeholders' validation.

Review the Uganda Citizenship and Immigration Control Act, Cap 66

The Sector conducted five consultative meetings including one in the United Kingdom and the others locally to review the Uganda Citizenship and Immigration Control Act, Cap 66 in line with the East African Common Market Protocol and other provisions. The review of Cap 66 is ongoing.

Review of the Police Act

Consultations were completed with Uganda Police Force management, and proposals for areas of amendment were forwarded to Attorney General for advice.

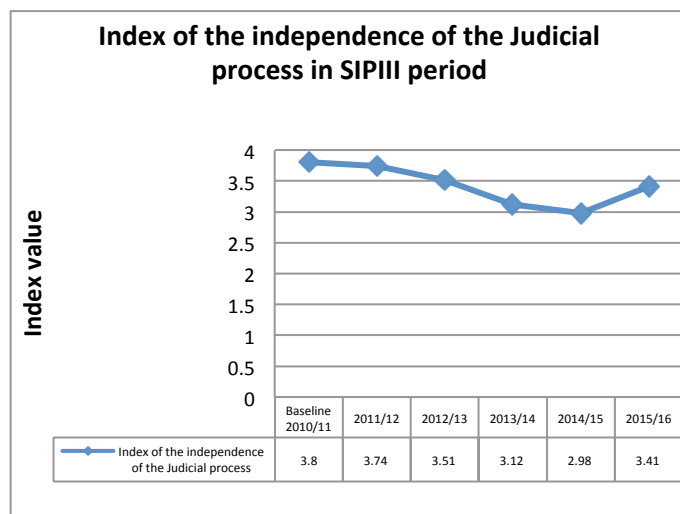
The DPP enabling law: This proposed law seeks to enhance the operational independence of the DPP. The DPP submitted proposals to MoJCA however some aspects of the proposal especially those on staff recruitment require Constitutional amendment.

Immigration Act: DCIC completed the development of the National Migration Policy awaiting approval by the National Citizenship and Immigration Board. The process of reviewing the Uganda Citizenship and Immigration Control Act, Cap 66 in line with the East African Common Market Protocol and other related laws is on-going. Immigration laws are essential for national development and the promotion of trade within and outside Uganda.

Other Activities undertaken

The Grey Book, a compendium of civil and criminal procedural laws was revised and compiled. The Grey Book enables easy access to the civil and criminal laws for lawyers, judicial officers, academicians and students and thus greatly contributes to the administration of Justice and knowledge and enforcement of the law.

Also prepared was a compendium of electoral laws under the authority and approval of the Attorney General under Statutory Instrument No. 11 of 2016, for the purpose of consolidating the electoral laws for ease of reference. The compendium provides up to date laws and enables the public to easily access laws governing elections in Uganda.



The sector is undertaking revision of subsidiary laws with the aim of the producing the 7th revised edition of the Laws of Uganda. So far 50% of the instruments have been revised by incorporating amendments made and removing obsolete provisions. The challenge however is the lack of resources to facilitate printing of the revised laws. The sector is exploring the option of online publication of the laws. It is hoped that online publication will reduce greatly the cost of accessing updated laws.

The sector started the development of a Corrections policy so far an issues paper was developed to guide the consultative process. The aim is to ensure that the UPS moves from a punitive service to a correctional one so as to ensure reduction in re-offending. The delay to conclude this exercise was due to limited funding.

2.2 Output 1.2: Independence of JLOS Institutions strengthened

According to the Global Competitiveness Index from World Economic Forum that encompasses 144 countries, Uganda’s index of Independence of the judicial process improved from a score of 2.8 in 2014/15 to 3.41 in 2015/16 on account of improvements in

the administration of the Judiciary, recruitment, funding, innovations and limited political interference in judicial processes. Uganda is now ranked 91 out of the 144 countries compared to the 128th position in 2014/15. Despite the improvement in the reporting period the index remains shy of the targeted of 4.2. To strengthen independence of the Judiciary, the Administration of the Judiciary Bill, 2015 that seeks to provide for increased financial and technical independence of the Judiciary as safeguarded in the Constitution was approved by Cabinet and preparations to have it tabled in Parliament are ongoing.

To further enhance the index, the Sector supported ULS to conduct 4 bar bench regional forums. These forums were successfully conducted in Mbarara, Gulu, Kampala and Mbale bringing together members of the Bar and the Bench as well as other justice stakeholders to discuss the best practices for the effective administration of justice. The forums also discussed the challenges facing the courts at regional level including case backlog, court operations and enforcement of court orders and promoted networking and collaboration of all stakeholders at all levels to improve on the administration of justice. Recommendations on the best way forward for effective administration of justice were adopted and it was recognised that there is need for continued advocacy for judicial institutional, administrative and financial independence.

As a way of improving and strengthening court administration, 136 Judicial Officers were recruited. These included five Justices of the Supreme Court, seven Justices of the Court of Appeal, seven Judges of High Court, twenty one Deputy Registrars, six Assistant Registrars, twenty six Chief Magistrates, and sixty four Grade One Magistrates. Despite the appointments the number remains low as shown in the table1 below.

Category	Existing Number June 2016	Optimal number
Supreme Court Justices	09	11
Court of Appeal/Constitutional Court Justices	14	15
High Court Judges	49	82
Registrars	03	9
Deputy Registrars	33	37
Assistant Registrars	11	12
Chief Magistrates	46	100
Magistrates Grade I	196	532
Magistrates Grade II	54	-
TOTAL	415	798

2.3 Output 1.3 Administrative Service Delivery Standards Harmonized

The sector institutions undertook various initiatives aimed at strengthening and improving institutional service delivery standards in accordance with the JLOS SIP III set targets. These include; drafting a standard institutional user and service charter, improving processing times, building upon existing chain linked standards, institutional establishment and operational laws, among others. As a result the level of efficiency of JLOS institutions is

rated as being above 70% on the average according to the JLOS Mid Term Review report 2016. The average time to clear through the borders improved from 5 minutes to 3 minutes and 47% of sector institutions have user standards, rescue response in incidences of fire reduced by 2 minutes and cases are now investigated in 3-6 months by UPF. Table 2 provides performance against the indicators. The time for registration, naturalization and issuance of residence permits have all improved. Currently 37% (13) of the 35 immigration service delivery points had met set standards. In addition, the Directorate introduced a working shift system so as to expedite the passport approval process whereby it expanded the number of signatories for documents to 6 Officers. These measures are part of the arrangements towards harmonizing service delivery standards.

The ULRC developed and disseminated several policy documents including the Client Charter, Governance Manual, and Human Resource Policy and Procedure Manual. These documents will enhance the ULRC's service delivery standards.

Output Indicator	Responsibility	Baseline 2010/11	performance 2012/13	2013/14 performance	Target 2015/16	Performance 2015/16
Average time to clear through immigration border points (Minutes)	DCIC	5	2	2	2	3
Proportion of JLOS institutions with user standards developed and disseminated	JLOS SEC	5%	41.20%	47%	100%	47%

The Judiciary rolled out the Small Claims Procedure, ADR and Plea Bargaining to various courts levels. The Small Claims Procedure was rolled out to 26 additional Chief Magistrate Courts with support from DANIDA, while the plea bargaining approach was rolled to all High Court Circuits to clear case backlog and expedite the delivery of justice. Further, the Judiciary procured four hundred (400) sets of the Civil and Criminal compendia, printed and disseminated five hundred (500) copies of the Civil Bench Book to all Judicial Officers and JLOS partners.

The ULS was engaged in the Alternative Dispute Resolution (ADR) project funded by Austria as part of the strategy to encourage and involve Advocates in the mediation programmes. A



LEFT: Members of the Bar Bench Panel: ULS President, the Hon. Chief Justice and the Hon. Principal Judge at a half day forum between the Bar and the bench at the Golf Course Hotel, Kampala)RIGHT: Members in attendance

persistent challenge for the roll out of mediation was poor uptake by advocates. The bar had generally shunned mediation in the belief that they would lose their income. The sector undertook extensive training and sensitization of the Bar and it is now viewed as additional area of practice. To date 100 advocates have been trained and accredited and the demand for training is strong. Regional stakeholder sensitization workshops were held in Mbarara, Gulu and Mbale to reduce on the number of cases that have to go to court and stakeholders were encouraged to utilize ADR as the first option of choice in the resolution of disputes. ULS conducted Bar Bench fora in Kampala, Mbale, Mbarara, and Gulu to share and discuss best practices for effective administration of justice; challenges facing courts at regional levels including backlog, court operations and enforcement of court orders, to promote networking and collaboration of stakeholders at all levels to improve the administration of justice, and to agree on recommendations for effective administration of justice. Apart from advocates and Judicial Officers, the training drew members from UPF, UPS, Probation and Social Welfare Officers.

The ULS continued with the program of championing the use of Pro Bono services as a means of providing voluntary professional legal aid without pay or at a low cost to vulnerable or indigent persons. The program entailed promoting equality in access to justice and improvement in the delivery and standards of legal services, strengthening institutional linkages with other legal aid service providers, promoting and emphasizing use of Alternative Dispute Resolution (ADR), interesting Advocates into appreciating the provision of probono services, and promoting networking and collaboration with the stakeholders at local and international levels to improve the administration of justice. Workshops were held in Mbale, Mbarara, and Soroti to enlighten the stakeholders on the availability of Pro bono services and strengthen referral pathways. In addition, the workshop sought to establish and prefer home grown solutions to mutual challenges faced while implementing access to justice.



The Uganda Law Society/Justice Law and Order Sector Stakeholders Workshop on Pro bono and Access to Justice Referral Pathways on 20th June, 2016 in Kabale.

UHRC also developed a number of policy documents to improve on management while ensuring effective and efficient utilization of resources. The policies developed during the period include; the Complaints Handling Procedures Manual, Investigators Hand Book, Anti-fraud and whistleblower policies and procedures, Risk Management Frame work, SIP Review, Human Resource Manual and the Records Manual.

In the same review period, with support from UNICEF, the MoGLSD drafted the Children (Juvenile Justice Diversion) Regulations 2016. They are now before the First Parliamentary Counsel for finalization before gazetting. The MoGLSD also drafted a National Child Justice Strategy 2016-2021 which is awaiting validation in October, 2016.

The MoJCA through the Office of Administrator General embarked on encouraging legal officers to fast track verification of beneficiaries and shortening the duration for issuance of certificates of No Objection. Certificates of No Objection are to be issued within 19 days

provided all requirements (including identification documents and relevant passport photographs or copies of Marriage certificates, where necessary) were on file; and payments to beneficiaries are to be effected within 7 days upon proper identification of the payees. In addition, the office equipped its agents, Chief Administrative Officers, Town Clerks and their subordinates with skills on legal aspects of the succession law, handling family meetings and making acceptable reports to Administrator General's Office.

The UPF drafted Police Standing Orders (PSO) which are now before the Police Advisory Committee (PAC) for approval. The PSO will form a basis for uniform service delivery standards for the Unit/Station Commanders while administering their routine duties. It also, held two (2) consultative meetings in KMP and PTS Masindi on the Gender Policy development. These were however halted by the national elections. To revamp the consultative process, UN Women is procuring consultancy services to steer this policy formulation process. Upon completion the proposed policy, will enhance gender responsive policing.

To improve case management, with support from UNICEF, UPF conducted joint training on case management and child protection for Police officers targeting DPCs, OC Posts, CID, CFPO, CLO, Medical, and PSWO/CDO's in 23 districts: Kasese, Kanungu, Kisoro, Kabale, Jinja, Iganga, Mbale, Kapchorwa, Kween, Bukwo, Moroto, Nakapiripirit, Amudat, Napak, Kaabong, Abim, Gulu, Nwoya, Amuru, Kitgum, Lamwo, Agago and Pader. The training also included a review of a CFPU data /reporting form pending discussion for approval by the Police Advisory Committee (PAC).

Meanwhile, the DPP with support from UNICEF disseminated the Prosecutors Handbook for prosecuting child-related cases in Uganda and held training sessions for police officers and prosecutors in Arua, Fort Portal, Gulu, Jinja, Mbarara, Masaka, Mbale, Soroti and Kabale among others on child friendly justice. The training covered topics in the handbook, including the means of ensuring a child sensitive justice response through tailored interview techniques; the priority to find alternative measures to detention for children; specialized responses for survivors of sexual and gender based violence; and capacity development on the emerging area of online child protection with the ultimate goal of empowering DPP and UPF officers in the districts to respond to cases in line with the unique needs, trauma minimizing skill and best interests of children. In general, the handbook will guide in improving the delivery of justice to children and help build a protective and friendly environment for children. It will subsequently lead to rehabilitation and reintegration of children in conflict with the law. The DPP continued disseminating its Client Charter which spells out most of its service delivery standards. These efforts were all aimed at harmonizing service delivery standards.

The DPP's operations are guided by predetermined performance standards and therefore, the Directorate's Inspection and Quality Assurance program is tasked with ensuring compliance and in turn established performance targets. These include; ensuring that 80% of public complaints against staff performance and conduct are addressed, 90% of public complaints against criminal justice processes are resolved and 90% of the DPP offices meet minimum performance standards (quality of legal decisions taken on case files), and maintaining working cooperation with international partners. To this end, in the period under evaluation the Directorate managed to address 75% of complaints registered against

staff performance and conduct, resolved 90% of registered public complaints against criminal justice processes, and 95% of Directorate's offices met the minimum performance standards (i.e. quality of legal opinions). Excellent performance in handling complaints against criminal justice process and offices meeting the minimum performance standards is attributed to recent operationalization of the newly established regional offices and role of the functional chain-linked committees, where issues are addressed as they arise. On the contrary, fair performance in addressing complaints against staff is as a result of investigations taking longer than anticipated, coupled with the pending cases before the IGG and Court.

In addition, the DPP's management team attended a capacity building programme on Policy Formulation Process in Uganda. This programme was facilitated by officials from the office of the Cabinet Secretariat and Office of the President. It covered areas such as Policy Making application of Regulatory Impact Assessment in the policy making process and drafting of Cabinet Memos among others.

The DPP joined the rest of the world in commemorating the Africa Public Service day under the theme ***"Leaving no one behind: Innovative institutional Frameworks and Public Service Delivery"***. The function was attended by a good representation of staff members, the discussions covered issues affecting staff performance and service delivery.

Some of the salient areas of emphasis were; the need for innovations that can shorten the public service delivery cycle, rewarding good performance and sanctioning undesirable practices among others. In addition, the day was marked by distribution of the Directorate's brochures to the public where queries relating to Directorate operations were responded to.

During the reporting period, the DPP strengthened the Complaints' registration and management by procuring toll-free telecommunication lines (800900333 and 800900330) and office furniture. This acquisition is expected to empower the public with unhindered communication with the DPP Complaints desks on any matter concerning crime and its management.

NCSP printed and distributed 332 copies of the community service user's hand book to provide information and guidance to stakeholders to facilitate implementation of the programme. It also printed a training manual to guide the training of the various stakeholders at all levels from national to the grassroots. These will supplement the existing arrangements to harmonize service delivery standards.

The Uganda Prisons Service enabled adherence to service delivery standards through auditing/reviewing fuel management and accountabilities, salary and Pension payrolls, contracts management and supplies/deliveries management, and conducting annual staff performance appraisals, annual reporting and new target setting at various levels. This went hand in hand with strengthening inspections, supervision, monitoring and evaluation, and revising the Prisons Standing Orders which are pending printing and distribution. The UPS also continued with the strategy of installing prepaid service meters for both water and electricity to all the Prisons offices, stations and barracks to avoid wastage on utilities.

DCIC developed and disseminated guidelines to staff and stakeholders for issuance of visas and passports with the aim of complementing the existing regulations. It also completed development of the National Immigration Policy pending approval by the National Citizenship and Immigration Board. The E-Visa and E-Permit System was operationalized to provide an online interface permitting clients to electronically submit applications for a range of facilities such as visas, work permits, dependant passes, students' passes and special passes. Further yet, DCIC completed indexing and archiving of 400,000 immigration physical files. Digitising these files ongoing and is expected to improve document management, efficiency and effectiveness in service delivery, and establish internal controls for improved revenue collection and accountability.

URSB harmonised its registry services by merging the File Census System and the Name Reservation System to generate one single source of reference for name reservation. This made it easy to conduct name searches and minimize incidences of duplicities in the system. Additionally, its Electronic Document management system contract awaits final endorsement. This system will eliminate reliance on paper records and shall enable electronic processing of registration services.



The URSB call centre agents

In furtherance to that, URSB established a Call Centre at its head office that can be reached on number 0417 338100. It came into force on 1st November 2015 to ease interaction and information sharing regarding the Bureau's services and processes. This has enabled timely feedback to client inquiries and access to clients in case of queries arising from their applications. This intervention has contributed to reduction in the turnaround time for key services as well as increased number of clients served in a given time.

The call centre is used as a feedback mechanism to ensure effective and efficient service delivery for the clients.

The Judiciary re-engineered the Court Case Administration System (Web-based Court Case Administration System) by reviewing and updating service practices and processes, and integration of appropriate technology in all Court processes. This system which facilitates the compilation, processing, analysis and processing of Case Statistics has been deployed at the Supreme Court, Court of Appeal and all Divisions of Kampala High Court. In addition, progress was recorded in the installation of Court Recording and Transcription Systems in Court. This Court room technology is presently operational at the Supreme Court, Court of Appeal, all Divisions of Kampala High Court and all High Court Circuits.

The Judiciary, with support from DANIDA, embarked on the process of reorganising its registries. This was aimed at addressing the problem of shortage of space, loss or theft or vandalism of files, poor preparation of case statistics, general poor records keeping, poor tracking and retrieval of file and bad archiving practices among others.

MIA through the Directorate of Government Analytical Laboratory noted that the quality of many exhibits submitted for forensic analysis were not meeting minimum acceptable standards resulting in the loss of crucial evidence as well as wastage of the limited resources. The Directorate of Government Analytical Laboratory (DGAL) therefore developed simple guidelines to help Scene of Crime investigation teams and Investigators as well as medical personnel in collecting, packaging, preservation and submission of the right quantity and quality of exhibits. The guidelines are ready for printing and dissemination. The guidelines will provide guidance and procedures for safe and efficient methods of collecting, preserving, packaging and shipping of evidence. They also serve as a basis for rejection of exhibits by the laboratory, should they not meet the minimum handling requirements.

On the other hand, the UPF improved on the average time it takes to respond to rescue emergencies to 12 minutes down from 15 minutes recorded last year mainly in the city and municipalities where capabilities exist. The UPF also disseminated the Police CID Investigations Quality Assurance guidelines to two regions of Elgon and greater Masaka. This will ensure adherence to the set service delivery standards which require time taken to investigate and conclude minor and capital cases to be within 3 and 6 months respectively. Further, the UPF trained 700 Officers in police disciplinary court procedures in Katonga, Wamala, Savannah, Moroto, Kidepo, Rwenzori west, Busoga East, North and Kiira Regions meant to improve the management of unit disciplinary courts. Also 200 copies of disciplinary court handling guidelines were printed and distributed to regions and unit commanders. These contribute towards harmonization of service delivery standards.

In the same period under review, FY 2015/16, MoJCA through its Directorate of Legal Advisory Services received 3,075 contracts and MoUs for review and approval, of which 2,939 contracts were reviewed and responded to while 31 remained pending. This represents 95.6% of the contracts and MoUs received. In the same reporting time, the ministry received 480 requests for Legal Advice from Ministries, Parastatals, and other Agencies, out of which 387 were responded to. This represents 80.7% of the requests for Legal received. Most of the requests that were not responded to lacked sufficient information backing them and additional information requested from the MDAs was not availed in time. Preparation of Memoranda, agreements for execution by the Attorney General, submissions and attending arbitration proceedings were handled by the Directorate and that also represented the Ministry at both International and National fora. Over the last three years, the average response to requests to draft contracts and memoranda has been over 90% (*as elaborated in the table below*). This is an achievement over the target that requires that responses be made within two weeks of receipt of the request.

Table 3 Contracts and Memoranda handled by MoJCA

Category	FY 2013/14	FY 2014/15	FY 2015/16
Received	2,571	3,136	3075
Handled	2,318	2,874	2939
Percent (%)	90.2%	91.6%	95.6%

MoJCA office of the Administrator General established a complaints' committee to handle clients' complaints and advise the clients on a suitable action to be undertaken for quick dispute resolution. In addition, a centralized system through which complaints are received and responded to in a timely manner was established. This arrangement has led to a reduction in the number of court cases through use of mechanisms of mediation and out of court settlements. The Administrator General's department introduced waiting rooms, renovated offices and reduced office crowding. This has led to improved efficiency and professionalism of the staff members hence better public image.

The JLOS drafted a standard template for institutional client charters as one of the avenues to harmonise service delivery standards. The draft is pending approval and adoption by the Technical Committee. Of the 18 JLOS institutions, 12 already have Client charters. With support of UNICEF workflow processes for handling juvenile cases from entry to exit were developed and approved by the sector management structures. The sector is currently disseminating the workflow processes. UNICEF is also going to support the costing of the approved workflow processes and the pilot of their application. The sector also trained JLOs data mangers on data collection and reporting in addition to facilitating various open days and case management committee meetings at district and regional levels. The sector through the DCCs enhanced stakeholder knowledge and appreciation of the sector performance standards and time lines as illustrated in the DCC/RCC guidelines that were published with support from UNICEF.

2.4 Output 1.4 Legislative and regulatory environment for the realisation of national development objectives improved.

During the period under review, the sector supported the drafting and modification of legislation with a focus on social and economic development priorities. The identification and development of focal laws, polices, and regulations considered national development goals and priorities. In the FY 2015/16, MoJCA drafted and monitored the passage of 34 Bills against a target of 15 bills; and 31 Acts against a target of 10 Acts as indicated in table 4. The number of Bills and Acts drafted and published was higher than targeted due to the electoral law reforms required ahead of the General Elections of 2016. Other pieces of legislation drafted included 85 Statutory Instruments and 07 Legal Notices. This improvement is also attributed to the ongoing capacity building and equipping of the directorate of the First Parliamentary Counsel including purchase of laptops for State Attorneys.

Table 4 showing Performance against legal reform for National development targets

Output Indicator	Responsibility	Baseline 2010/11	Performance 2012/13	FY 2013/14	Target 2015/16	Performance 2015/16
				4		

				perform ance			
Studies undertaken	ULRC	6	4	2	4		2
Bills submitted to cabinet	MOJCA	5	6	10	4		13
Bills tabled in Parliament	MOJCA	4	6	4	4		17
Enabling laws published and enacted	MOJCA	6	14	20			16

Laws enacted:

Value Added Tax (Amendment) Act, 2015

An Act to amend the Value Added Tax Act Cap 349 to define certain terms used in the Act; to increase the annual registration threshold; to provide for tax treatment of the oil and gas and mining sectors; to exclude compact florescent bulbs from the exempt category; to add Global Fund to fight AIDS, Malaria and Tuberculosis and Uganda Red Cross Society to the list of Public International Organisations and to zero rate the supply of cereals grown and milled in Uganda.

Excise- Duty (Amendment) Act, 2016

An Act to amend the Excise Duty Act, 2014, to provide for a refund of duty o excisable goods which are converted into healthcare or medical products; to revise the rates of certain duties specified in the schedule to the Act and to provide for related matters. This Act was enacted on May the 11th2016 and commenced on 1st July 2016.

Toxic Chemicals Prohibition Control Act, 2015

This Act regulates toxic chemicals used in Industries and those in transit through the country. It was enacted on the 12th of November 2015.

Finance Act 2015

This Act amended the Finance Act 2009 to vary the environmental levy; to amend the Finance Act 2013 to revise the application fees for passports; to amend the Finance Act 2014 to provide for non-refundable fees in respect of applications for work permits; to amend the Uganda Citizenship and Immigration Control (fees) Regulations, 2013 and to impose annual operator licence fees in respect of vehicles and vessels.

Public Private Partnerships Act, No.13 of 2015

An Act to provide for Public Private Partnership agreement; to establish Public Private Partnership Committee and Public Private Partnership Unit; to establish a Project Development Facilitation Fund provide for the functions of contracting authorities, accounting officers, project officers, project teams and evaluation committees; to provide

for the role of the private party in a public private partnership; to provide for project inception and feasibility studies for public private partnerships; to provide for the procurement of public private partnerships; to provide for the disqualification of bidders and the evaluation of public private partnership bids; to provide for public private partnership agreements and the monitoring of projects; to provide for the bidding methods, procurement procedures and types of public private partnership agreements and for related matters.

Free Zones Act, 2014

An Act to make provision for the establishment, development, management, marketing, maintenance, supervision and control of free zones; to establish the Uganda Free Zones Authority to be responsible for the establishment, development, management marketing, maintenance, supervision and control of free zones; and to provide for other related matters.

Additional laws that were enacted and published during this Financial Year and linked to national development comprise:

- Income Tax (Amendment) Act, No.11 of 2015.
- National Council for Older Persons (Amendment) Act, No.18 of 2015;
- National Council for Disability (Amendment) Act, No.19 of 2015;
- Tobacco Control Act, No.22 of 2015;
- Public Finance Management (Amendment) Act, No.23 of 2015;
- Parliamentary Pensions (Amendment) Act, No.24 of 2015;
- Uganda Wildlife Education Centre Act, No.26 of 2015;
- Hotel Tourism and Training Institute Act, No.27 of 2015;
- Trade Licensing (Amendment) Act, No.28 of 2015;
- Tier 4 Microfinance Institutions and Money Lenders' Act, 2016;
- Supplementary Appropriation Act, 2016; and

Bills before Parliament:

Bills before Parliament that are key to national development include:

- Trade Licensing Bill, 2012;
- Marriage and Divorce Bill, 2009;
- Anti-Counterfeiting Bill, 2010; and
- Trade Licensing Bill, 2012.

Other Bills that were published

The following Bills were published:

- 1) Uganda Cancer Institute Bill, No.15 of 2015;
- 2) Capital Markets Authority (Amendment) Bill, No.21 of 2015;
- 3) Kampala Capital City (Amendment) Bill, No.28 of 2015;
- 4) Sale of Goods and Supply of Services Bill, No.29 of 2015;
- 5) Anti-Counterfeit Goods Bill, No.30 of 2015;
- 6) Parliamentary Elections (Amendment) (No.2) Bill, No.31 of 2015;
- 7) Data Protection and Privacy Bill, No.32 of 2015;

- 8) Anti-Money Laundering Bill, 2016;
- 9) Uganda Communications Commission (Amendment) Bill, 2016;
- 10) Common Markets for Eastern and Southern Africa Treaty Implementation Bill, No.10 of 2016;
- 11) Insurance Bill, No.11 of 2016;
- 12) Uganda National Health Laboratory Services Bill, No.12 of 2016; and
- 13) The Leadership Code (Amendment) Bill, No.13 of 2016.

Bills submitted to line ministries for submission to cabinet

Employment (Amendment) draft Bill 2015

The Bill consolidates the Employment Act and the Labour Disputes and Arbitration Act. The consolidated harmonizes the two laws and creates a conducive environment for management of labour relations and resolving of labour disputes. The Bill further provides for a more defined of handling and management of labour disputes by the Industrial Court.

Electronic Payment Systems draft Bill

The Sector through ULRC conducted a study to develop legislation to govern electronic payment systems in Uganda. In particular, the study sought to address the challenges under the electronic payment systems, relating to mobile money services, internet banking and card transactions in Uganda. The Bill therefore addresses the following:

- Safety of electronic transactions relating to Mobile Money and Internet Banking;
- Reliability and security of these transactions;
- Privacy and confidentiality of the customer information by the electronic payment service providers;
- Supervision and regulations of independent mobile money operators;
- Allocation of risk and liability under electronic payment systems transactions;
- Challenges relating to consumer complaint and dispute resolution; and
- Cross boarder mobile money transactions.

The Bill, when passed into law will enhance investor confidence in the payment systems and therefore has the potential to enhance investment and competitiveness thus leading to the growth of the economy at national, regional and international level.

2.5 Output 1.5 Enforcement of Laws improved

To support enforcement of laws, the ULRC created awareness on gender related laws. The sector through ULRC published and disseminated 1000 copies each of the simplified laws including the Domestic Violence Act, Female Genital Mutilation Act and Prevention of Trafficking in Persons Act

The Judiciary developed a strategy to strengthen the enforcement section of the Court, Execution and Bailiffs Registry and piloted the same in selected courts. The Judiciary has streamlined laws and procedures on bailiffs and auctioneers for proper execution. Sensitization of the public on the enforcement of Court decision was carried out. Cooperation between

government agencies responsible for enforcement has been strengthened through DCC meetings.

In line with the JLOS SIP strategy on enforcement of legislation the Administrator general Department sensitised the public using media houses including UBC Television, Radio Simba and Radio CBS targeting Chief Administrative Officers (CAOs) and some sub county Chiefs from Mubende, Kyenjojo, Kyegegwa, Rukungiri, Kabale, Oyam, Otuke, Nebbi, Apac, Agago, Butaleja, Pallisa, Kibuku, Budaka, Mbarara, Ntungamo, Amolatar, Masaka, Rakai, Lwengo, Kalungu, Gomba, Mpigi, Sembabule, Butambala and other select districts across Uganda. The public were sensitized about Succession Law and Policy; the processes and fees required of a client to access the services of the Administrator General; the timeline within which a client should expect to have received service from officers of the Administrator General's Department; and reporting mechanism in case someone has a complaint about officers of the Department. The officers who appeared answered questions posed by the listeners about the work of the Administrator General and offered on spot answers to succession issues raised by the listeners, where possible.

In line with the Registration of Persons Act 2015, NIRA took over the registration of births and deaths from Uganda Registration Services Bureau effective 1st January 2016. So far a total of 9,625 births registered and issued birth certificates; as well as 1,087 deaths registered and death certificates issued.

URSB and UPF signed an MOU to provide a basis for deterrence of IP infringement. Awareness drives were carried out to sensitize the business community on forms of piracy and copyright laws.

The enactment of the Business Licensing (Miscellaneous provisions) Act 2015: This legislation dispensed with the requirement for Companies Form A2 – Statutory Declaration of Compliance. This form required the person registering a Company to go through the process of signing and commissioning a Form to confirm that they had complied with the registration requirements. This was time consuming and tedious. Its elimination further reduced the cost and time required to register a business.

The Companies General Regulations and Partnership Regulations were signed by the Minister of Justice and Constitutional Affairs paving way for full enforcement of the parent laws under which they were made.

An MoU was signed for the Taxpayers' Registration Expansion Program (TREP). TREP is an inter-agency arrangement which promotes business formalization through joint registration for businesses, licensing and taxation with URSB, URA, KCCA, and Ministry of Local Government. This has given way for a wider collaboration between Local Government, Uganda Registration Services Bureau, Uganda Revenue Authority and Kampala Capital City Authority. The signing of this MoU embeds TREP activities within the agencies activities and roll over to the other local Governments as well, funding by MoFPED starting the FY 2017/18.

URSB is very keen on cross-border insolvency. The Insolvency Act lays down the general framework for cross border insolvency. The Cross Border Insolvency Practice Rules are now in advanced stages before the Rules Committee of the Chief Justice. These regulations will make possible the creation of Insolvency Practitioners Register by URSB that will greatly facilitate performance of URSB's mandate of regulating them. For instance, it will enable URSB enter MoU's with other Regulatory Agencies such as Law Council and ICPA regarding Insolvency practitioners, which is key for their effective regulation. In the absence of the Register, it is virtually impossible to regulate the Insolvency practitioners.

URSB collaborates with Faith Based Organizations (FBOs) through the Inter Religious Council. They have been sensitized about statutory requirements to file Marriage returns, compliance levels have visibly increased. However, there is still need for sensitization campaigns to districts and for licensing of churches.

Drafting of the Geographical Indications Regulations and the National IP Policy was undertaken. The Geographical Indications Regulations are required to operationalize the Geographical Indications Act of 2013. This legislation has enormous economic significance and therefore should be finalized as quickly as possible. With this Act and Regulations, it will become possible to distinguish particular products by their source and market their distinctive qualities. This has great potential to protect and benefit the local producers of such products, giving them competitive edge in the market, as well as motivating them to promote and conserve the practices behind such products. When more people take advantage of this law, the results will be increased production of particular goods and Services, per capita incomes and the GDP.

MIA under the National Community Service Programme, offered counselling to 1,902 offenders, conducted 147 home visits, 63 reconciliatory meetings and 103 offenders were identified as Peer Support Persons. As a way of facilitating offender rehabilitation programmes, MIA procured Potting bags and funds were disbursed to Hoima, Mpigi, Masaka, Mbarara, Iganga, Mbale, Kira, Nebbi, Gulu, Lira, Ntungamo and Ngora for rehabilitation programmes

Enforcement of laws however faces challenges of limited resource provision, limited man power as well as delayed enactment of regulations.

2.6 Output 1.6: Transitional Justice Policy and Legislation enacted

The SIPIII indicates the need for the creation of a conducive policy and legal environment for the implementation of transitional justice mechanisms. In order to achieve this, the sector set out the following targets; a National Transitional Justice Policy and law, a witness protection law and guidelines, an outreach strategy, Rules of Procedure and Evidence for the International Crimes Division and guidelines for the prosecution of sexual and gender based violence crimes.

The sector's need is derived from communities in the armed conflict affected areas, as well as Government commitment to support those communities recover from the effects of armed conflict. In the reporting period these demands were re-echoed by the populations in the affected regions and featured in talking points of presidential and parliamentary aspirants in the concluded national elections. Transitional justice mechanisms are thus a necessity in the

Country which is still vulnerable to armed conflict as witnessed in the resurgence of conflict in South Western Uganda. The sector has thus demonstrated consistent progress in an effort to provide a conducive environment for the implementation of Transitional justice. What remains however, is the aspiration to have an all-inclusive framework to direct the implementation of existing and futuristic TJ mechanism.

To fast track the Policy, the Sector committed technical resources to the development of a Regulatory Impact Assessment (RIA), which is meant to support the draft National Transitional Justice Policy. A draft of the RIA has already been developed and will be finalised. This process is aimed at providing Government a clear picture of how and how much it cost to implement Transitional justice as well as facilitate clearance from the Ministry of Finance, which is as of practice before the Policy is considered by Cabinet.

The election period however, contributed largely to the delay in processing the Policy for Cabinet consideration, and in addition, the new Ministers in the sponsoring Ministry are yet to get acquainted with the Policy. As such the Sector has planned host members of parliament and Cabinet to a Transitional Justice Policy Orientation workshop.

In the meanwhile, the Sector re-emphasises the need for the institutions mandated to fast track the Policy to take it up, since it is key in defining jurisprudence to deal with conflict related crimes/wrongs. This should be done while taking into cognizance the fact that the affected communities are still yearning for urgent, short term, medium term and long term remedies, which are envisaged to mitigate the resurgence of conflict in those areas and thus foster economic growth, development and peace and stability.

Transitional Justice Policy Process has influenced the other legislative reforms.

The International Crimes Division (ICD) Bill 2016, with technical support from the Sector, the ICD Bill 2016, has been developed. The ICD Bill, when enacted, is supposed to re-design the Court formerly known as War Crimes Division, to the International Crimes Division and provide for various issues including the composition, administration and jurisdiction of the Court, matters of witness protection, victim participation, reparation, to wit a trust fund, promotion of alternative justice mechanisms and others. If the Bill is enacted, it will have implemented the component on formal criminal justice in the national Transitional Justice policy, where the key issues in the Policy, are in relation to witness protection, victim participation, reparations and access to justice by vulnerable groups. The Bill is still under consultation.

ICD Rules of Procedure and evidence approved; the sector met its target and the rules have been approved by the Rules Committee. The approval of the rules is a boost to the trial of the former LRA commander Thomas Kwoyello which began on the 4th April 2016 with a pre-trial. The Rules like the ICD Bill, deal with matters of evidence and procedure that are unique to the adjudication of international crimes, matters of witness protection, victim participation in proceedings, award of reparations, admissibility of evidence and disclosure of evidence among others.

The Amnesty Amendment Bill 2015; the Bill was submitted to the Ministry of Internal Affairs and also forwarded to the Minister of Justice and Constitutional Affairs by the ULRC.

The Bill seeks to promote accountability for crimes against humanity war crimes and genocide, without necessarily barring the award of amnesty to those who may be entitled to it. In essence the Bill seeks to negate the view that amnesty is promoting impunity for crimes against the civilian populace. The passage of this Bill will further support the Supreme Court Ruling in the case of Uganda Vs. Thomas Kwoyello, a former LRA commander, when the justices ruled that amnesty should not be an option for crimes deliberately committed against innocent civilians. The Sector urges MoJCA to fast track this Bill in time against the possible extension of the Amnesty Act in 2017.

2.7 Output 1.7 Informal Justice Framework strengthened and linked to the formal justice system

Although no provision was made in the SWAP work plan under this output, the sector implemented a project funded by Democratic Governance Facility (DGF) to implement a capacity building programme for local council courts. The Ministry of Local Government in conjunction with the International Law Institute – African Centre for Legal Excellence (ILI-ACLE) trained 903 MoLG trainers and 149 LCC III trained in human rights and human rights based approach, alternative dispute resolution, gender, record keeping and court ethics.

Under the project 685 members (442 males and 243 females) drawn from 117 LCCs were trained on the jurisdiction of LC courts, judicial ethics, natural justice principles, land justice, human rights, gender and domestic violence.

It is expected that these skills will improve the quality of adjudication by the LCCIII and enable them fill a gap left by the phasing out of the Magistrates Grade II. The pool of trainers will train the Village and Parish Council Courts once they are elected and provide quality dispute resolution options at the grassroots level. It is expected that LC elections will be held in January 2017. In the review period only three out of the 26 planned districts monitoring missions covering 31 local council courts on a sample basis were undertaken.

ULRC undertook field consultations to deepen the understanding on informal justice systems in Uganda, with emphasis on the role of Informal Justice Systems in the adjudication of land, family and transitional justice disputes. The findings of the study are expected to inform the development of a national framework for the practice of informal systems of justice in conformity with human rights standards and a smooth co-existence of the formal and informal justice systems. Currently data analysis is ongoing and a report will be completed before the end of the calendar year 2016.

2.8 Output 1.8 JLOS Compliance and participation in EAC

The Sector through ULRC, UHRC, ULS, UPF, MIA and MoJCA represented by the Attorney General, supported regional integration efforts to ensure that Uganda is not disadvantaged and that its interests are clearly articulated. The institutions presented and defended Uganda's position in various EAC Regional and International negotiation meetings across the four pillars of regional integration namely customs union, common market, and monetary union and political federation. Meetings attended included:

Under the East African customs union pillar; ULRC attended a workshop on Negotiations for the admission of the Republic of South Sudan into the EAC-3rd Technical Meeting from which pending matters in customs and trade were concluded and consideration of cluster III (legal, political, peace and security) and cluster IV (productive sectors & cross cutting issues) commenced and were completed.

The Attorney General attended several meetings including;

- i) Meeting of Customs Experts on the Draft Customs Enforcement Regulations.
- ii) EAC One-stop Border Post Act and the EAC Vehicle Load Control Act.
- iii) Tripartite meetings: TWG on Rules of Origin; TWG Trade Remedies & Dispute Settlement; Meeting of the TTNF.

Under The **common market protocol** pillar; The meeting of the National Implementation Committee of the EAC Common Market Protocol, from which a report containing key country achievements in the implementation of the Common Market Protocol (CMP) was made. It was observed that ULRC performed its role in identifying laws that need to be amended to comply with the Common Market Protocol. They however noted that not much progress has been made in harmonisation of laws to the Common Market Protocol by the MDAs and thus recommended that the expert sub-committee on harmonisation of laws be convened for the purpose of receiving progress reports on the status of implementation from the relevant MDAs.

Furthermore, several meetings were attended by the Attorney General including;

- i) Meetings on Harmonization of Labour laws
- ii) Meetings on EAC Competition Act and Regulations, EAC Anti Counterfeit Goods Bill, EAC Exercise Duty Bill and Regulations, EAC Cyber Laws Taskforce
- iii) Meetings on Harmonization of Business/Commercial Laws
- iv) Meeting to negotiate the East African Community Broad Band Infrastructure Network Protocol
- v) Issues related to Common Market
- vi) Meeting of Sub-Committee on Free Movement of goods
- vii) Meeting of Experts on Harmonization of EAC Fertilizer Policies, Legislation and Regulations.

Furthermore, ULS embarked on negotiations for a Mutual Recognition Agreement (MRA) for the East African Advocates. The draft agreement was finalized in 2015 and adopted by the ULS membership and subsequently by the region at the 2015 East Africa Law Society (EALS) Annual General Meeting. The MRA was subsequently, submitted to the EAC secretariat in Arusha to conform to the EAC policy formulation frameworks and adoption as a regional instrument under Article 76 of the Treaty Establishing the EAC and in particular Article 11 of the EAC common Market protocol. The EAC secretariat, under the Social Sector directorate of Education Science and Technology Culture and Sports Sector, received the developed Mutual Recognition Agreement for advocates.

A number of workshops and meetings were attended by the Attorney General under the **monetary union** pillar and these include;

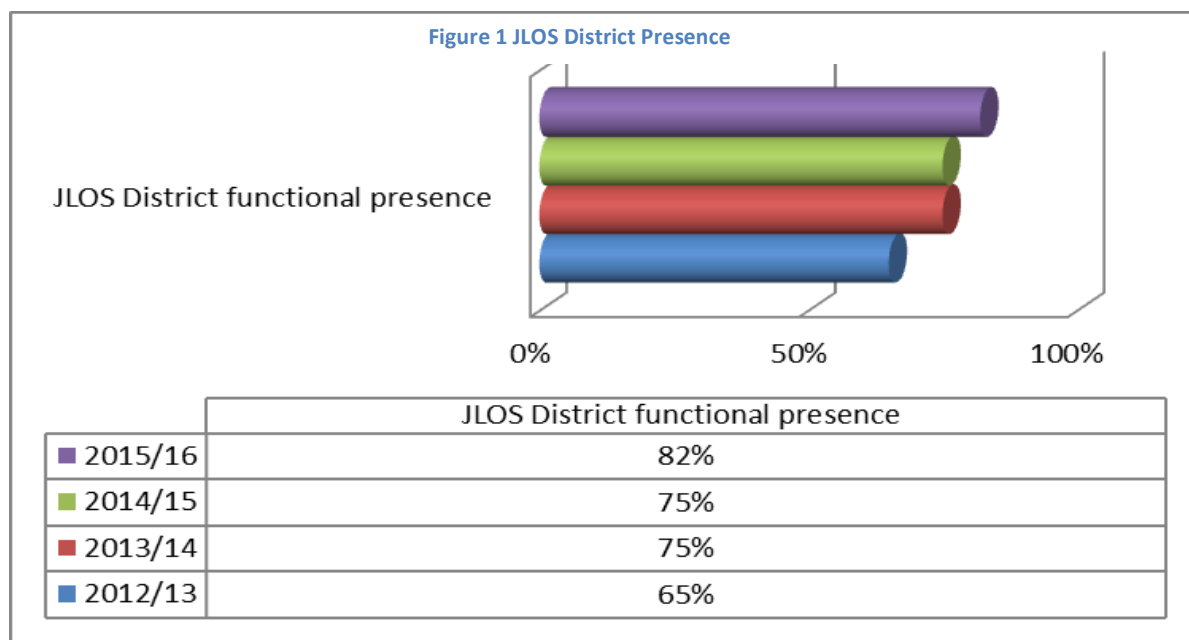
- i) Stakeholder's workshop for EAC Partner states on the harmonization of Public Financial Management Standards in line with the East African Monetary Union Protocol.
- ii) Harmonization of Public Financial Management Accounting Standards in the EAC: Second Stakeholders Session for the Parliamentary Public Accounts Committees.
- iii) Meeting of Legislative Drafters to review the draft EAMI Bill.
- iv) High level Task Force to Negotiate the Establishment of the Monetary Union
- v) Meetings on the High Level Taskforce Negotiating EAC Monetary Union Protocol.
- vi) Meeting of the Sub-Committee on Movement of Capital.

ULRC, UHRC and UPS participated in a number of EAC Regional and International meetings and workshops which all contribute to **Political federation** pillar. These include the following;

- i) A Council of Ministers meeting/session of senior officials attended by ULRC from which council decisions were taken on matters of Human Resource recruitment at the EAC Secretariat and the status of Implementation of previous Council decisions by Partner states and the secretariat; and a report was prepared and is due for onward submission for consideration by the Summit.
- ii) A dialogue meeting with the Technical Working Group on EAC matters, ULRC made a presentation illustrating what it has done to mainstream the EAC agenda in their work plans, budgets and formal appointment of focal persons. It is worth noting that ULRC is one of the first MDAs to mainstream the EAC agenda.
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- iv) UPF coordinated the 17th East African Police Chiefs (EAPCCO) Annual General Meeting in Kenya; UPF further coordinated 4 regional meetings on illegal charcoal trade, logistics and contingent equipment; and conducted a joint Counter Terrorism training at Kagitumba and Katuna in fulfilment of a MOU resolution with Rwanda National Police under the Northern Corridor Programme

3.0 OUTCOME 2: ACCESS TO JLOS SERVICES ENHANCED

The Sector continues to support institutions to deliver services in accordance with their user entitlement and standards as stipulated in the Constitution of the Republic of Uganda and deepen access to JLOs services for especially vulnerable persons. Particular emphasis was on fast-tracking completion of on-going construction, enhancing case disposal, equipping offices, and interventions to address issues of prevention and management of crime. Other interventions included recruitment and training of staff; and provision of legal services to improve the delivery of justice. All these interventions were targeted at enhancing access to justice for all, especially vulnerable groups, whose access to JLOS services is limited by aspects including age; knowledge; physical impairment; powerlessness; gender based barriers; internally displaced persons; migrants; children; suspects and prisoners; refugees; persons living with HIV/AIDS; and persons with disability. The sector registered an increased in number of districts with infrastructure for a complete chain of JLOs services from 53.6% to 59.8% while district coverage in terms of functionality of the chain of justice increased from 75% to 82%. Following investments in crime prevention and crime response, the crime rate reduced from 298 to 296 for every 100,000 population while the clearance rate of cases stood at 125.9% compared to 95.8% in 2014/15. Note that **Case Clearance Rate** refers to the total number of cases disposed of relative to the total number of cases filed. As a result, the average length of stay on remand for capital offences reduced to 10.4 months from 10.5 months. It now takes 2 days to register a company down from 3 days previously while registration of a business name can be done in just hours. Following de-concentration of passport issuance, the average time to process a passport is 10 days in Kampala and 5 days in upcountry centre. According to a survey report ‘Justice Needs in Uganda 2016’ published by HILL Innovating Justice – Ugandans feel that JLOS is now more accessible.



The average time to dispose land cases has reduced from 36 months to 32 months. The sector recorded a 96% completion rate of ongoing constructions. Other achievements include a reduction in escape rates in prisons from 8 to 7 inmates per 1000, increased use of

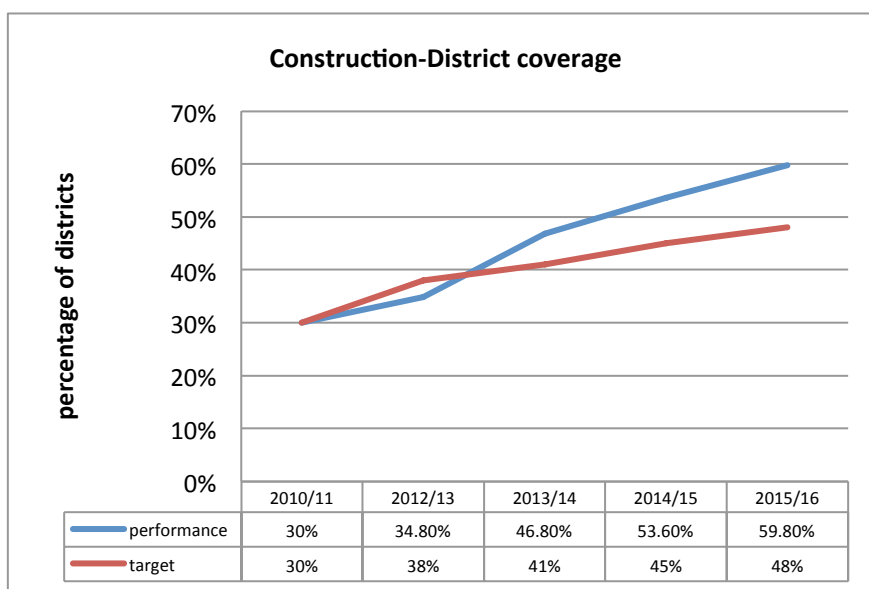
diversion in juvenile justice as well as the adoption of child friendly processes across the criminal justice system. However, the rate at which new service points are opened has slowed down from as high as 34% in 2012/13 to 12% in 2015/16 due to poor budget performance over the reporting period.

3.1 Output 2.1: Rationalized Physical presence and functionality of JLOS institutions

Following concerted efforts towards de-concentration of services through opening up of new service points and construction of frontline JLOS service points (Police, DPP, Court, Prison and Probation services) a complete chain of frontline services is now functional in 82% (92 out of 112) of the districts. Operational also are 165 stand-alone courts, 133 district police stations and 299 other police stations. This is a 27% increase in coverage over the SIPIII period despite the increase in creation of new districts over the same time period. In terms of construction, district coverage increased from 53.6% to 59.8% in comparison to the 30% coverage at the start of the SIPIII. This reflects a 99.3% growth in provision of infrastructure for JLOS service points in the country side. Over the SIPIII period, the sector recorded 16% growth in 2012/13, 34% growth in 2013/114 which reduced to 15% in 2014/15 and 12% in 2015/16. The decline in growth rate of new service infrastructure is because of reduced development partner support to the JLOS development budget over the past years.

Establishment of new service points and completion of ongoing constructions: Despite

financial challenges the DPP established and opened up offices in Bukwo, Bududa, Buhweju, Kyegegwa and Mubende increasing the number of DPP offices to 112 in 92 districts and 14 regions. URSB de-concentrated services by opening regional service



centers in Mbarara, Gulu, Arua, Mbale and Moroto as well as three Kampala branches at Nakivubo, Posta Uganda and UIA offices.

Construction of justice centres (Police station, DPP and Court) was completed in Kiboga, Wakiso, Kyenjojo, Koboko, Mityana, Ibanda, Kiruhura and Lamwo. Other completed construction project include police stations in Yumbe, Buliisa, Amudat, Awac as well as ASTU zonal offices in Morulem, Bukwo, Kapelebyong, Orom and Lapon. Kabale Station is in the final stage of completion. Ongoing construction include Justice centres in Nwoya, Mitoma and Buyende, Masindi High Court, Bukwa magistrates Court and Kabale Police station. With support from Ireland furniture was procured for courts in Kibuku and Bulambuli.



Minister of Justice and Const. Affairs launching Mbale URSB service centre

Outcome indicators	Baseline 2010/11	performance 2012/13	Performance 2013/14	performance 2014/15	Target 2015/16	performance 2015/16
Proportion of districts with complete chain of core JLOS services and institutions (own infrastructure)	30%	34.8%	46.8%	53.6%	54%	59.8%
Proportion of districts with complete chain of core JLOS services and institutions (functionally)		65%	75%	75%	80%	82%
Number of new service points opened	17	12	35	6	5	8
Annual proportion of ongoing construction projects completed and commissioned	25%	44.6%	75%	92.6%	94%	96%
No of new remand homes gazetted and constructed.	1	0	1	1	1	0
Proportion of sub counties with operational police posts	82%	95%	96%	96%	96%	100%
Escape rates of prisoners for every 1000 inmates	5%	0.84%	0.8%	0.75%	0.8%	0.7%

Following the recruitment of staff, police is now present in all the 1,376 sub counties and operates with 133 district police stations, 299 other police stations and 1,882 police posts country wide. This implies that the target of having an operational police post in every sub county has been realised. The challenge however remains the environment, within which such institutions operate, limited man power, limited number of female officers as well skill limitations especially among the former local administration police.

To facilitate provision of immigration service the DCIC is constructing staff accommodation at Ntoroko while construction of Isasha and Kamwezi border posts is at finishing stage.OSBP mirama



Figure 2 Kiruhura Justice Centre, a one stop centre for Policing, prosecution and Court services



Reducing escape rate of inmates: The escape rate of inmates reduced from 8.4 for every 1000 in 2014/15 to 7 per every 1,000 held prisoners following the renovation of a perimeter wall fence at Luzira upper prison, fencing of Namalu prison and strengthened security at prisons country wide. Murchison Bay Hospital was renovated as well as wards and the sanitation system at Tororo Prison. However this escape rate remains higher than the targeted escape rate of 4 per 1000 held prisoners, partly because of the higher prisoner to warder ratio, the limited funding which has delayed the completion of the constructions of



prisons such as [Figure 4 Artistic Impression of Kitalya Medium Security Prison under Construction](#) Nebbi, Amuru and

Lamwo, the high number of open prisons, high levels of congestion and limited motorised



[Figure 3 an aerial view of the Miram Hill one stop border post](#)

transport for delivery of inmates to court. Notable however in the year under review was the ground breaking for the construction a medium security prison at Kitalya planned to accommodate 1000 inmates especially those sentenced to life imprisonment and other long term sentences. It is expected to decongest Luzira Prison. The Four year project at a cost of

about 18bn shillings is funded by the sector. The construction is ongoing and is expected to be completed in 2019. The completion of this facility will help in reducing the exponentially increasing levels of congestion that now stands at 293.1% compared to 273% at the start of the financial year 2015/16.

Remand Homes: Kampiringisa National Rehabilitation Centre and Naguru Remand Home were renovated. This has improved the living conditions of juveniles in the facilities. Also constructed were juvenile accommodation in Kabaale and Rukungiri as part of the sector effort to establish regional remand homes as districts construct and operate district remand homes in line with the Children Act. The sector now operates remand homes in Arua, Mbale, Gulu, Naguru, Fort portal and Masindi. It is however



Figure 5 Kabale Remand Home

important that sector fast tracks the policy to turn some of the remand homes into rehabilitation centres to complement the National Rehabilitation centre.

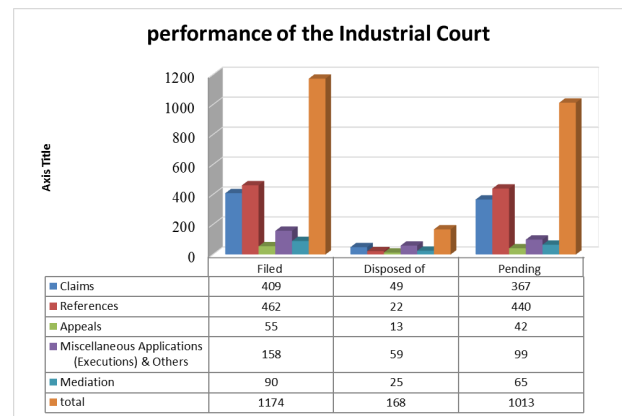
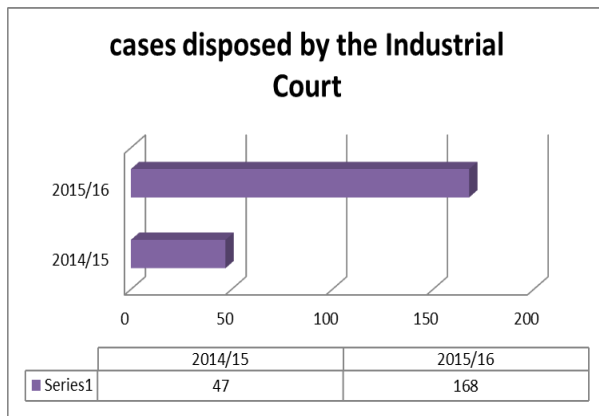
Under Internal Affairs, in line with the NGO policy 2010, the NGO board monitored, 198 NGOs while 860 NGOs were registered and 960 NGO permits were renewed. In addition, 40 NGO monitoring committees were established and their members trained in NGO monitoring. To operationalize upcountry study centres the LDC carried out stakeholder consultations with district leaders in Gulu, Soroti, Lira, Arua, Nebbi and Mbale. Also jingles and radio talk shows were conducted in Lunyoro and Luganda to create legal awareness among communities (public) on the formal justice system, rights of child offenders, the juvenile justice system, succession and land law.

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3.2 Output 2.2. Adjudication of Labour Justice Improved

Following the re-establishment of the industrial court all labour related disputes that were previously filed in the ordinary courts were transferred to the industrial court. The Industrial Court is established under the **Labour Disputes (Arbitration and Settlement) Act, 2006 Cap 224, (LADASA)** The Court's jurisdiction is referral and its functions are to arbitrate labour disputes

referred to it under the Act; adjudicate questions of law arising from references to it by any other law; and dispose of labour disputes without undue delay.



The court handles claims under the case categories of claims, references, appeals, miscellaneous applications (executions) and mediations.

The court has jurisdiction to hear labour disputes referred to it by a party to a dispute where a labour officer has failed to dispose of the dispute within 08 weeks under the court’s regulations as requested under the Act, or disputes referred by a labour officer at the request of the party or on the officer’s own volition when is unable to resolve the dispute; or by the responsible Minister on notice of an intended withdrawal of labour within 05 days. Appeals can also be filed to the court against labour officers’ decisions under the Employment Act. The court disposed of 168 cases out of 1174 cases filed as shown in the graph above.

The court was supported to develop a case management system that allows for tracking of cases. As part of the process all pending cases were re-registered thus the high number of registered cases in the reporting period. It is noticeable that the number of cases disposed increased from 47 in 2014/15 to 168 in 2015/16. This translates into a more than 4-fold improvement in performance. The court could even perform better if current administrative and operational challenges are addressed especially the issue of requiring all Judges of the court to sit as a tribunal with none judicial staff.

3.3 Output 2.3 JLOS House constructed

Following a rigorous PPP procurement process the sector named a consortium of Group 5 Properties of South Africa, Twed Property Development Ltd of Uganda and Meridiam Africa Infrastructure Fund of France the preferred bidder for the construction, financing and maintenance of the JLOS House using the Public Private Partnership modality. This follows the enactment of the Public Private Partnership (PPP) Act 2015. The JLOS House Project will provide 75,000 square metres of office space and parking for over 2300 vehicles. The project is a three in one and includes (i) a JLOS towers to accommodate the Ministry of Justice, Ministry of Internal Affairs, URSB, UHRC, Uganda Prisons, JSC, ULRC, DPP, the High Court, TAT, and CADER among others (ii) a building to accommodate the Supreme Court, Court of Appeal, and (iii) a building to house the Police headquarters. Contract negotiations are ongoing and the consortium has incorporated a Special Purpose Vehicle (SPV) Haki Consortium Limited in line with the PPP process. A due diligence was conducted on all members of the consortium, including an onsite physical assessment of similar works undertaken in the past ongoing projects as well as an assessment of management commitment to the project. The consortium has



Figure 6 an artistic impression of the proposed JLOS house project -above JLOS towers, middle appellate court and bottom is police head quarters

undertaken a redesign of the project up to stage C to benefit from innovations and experience of the private party as per the Artistic impressions inset. The SPV is also to undertake further geotechnical investigations and assess traffic flow. The estimated engineering and construction cost is USD 96 million.

The following is progress on key milestones-

- ✓ Rationalization of scope to 74,205 sq. m. of built up area and redesign of the project in light of the rationalized space at a cost to be borne by the consortium;

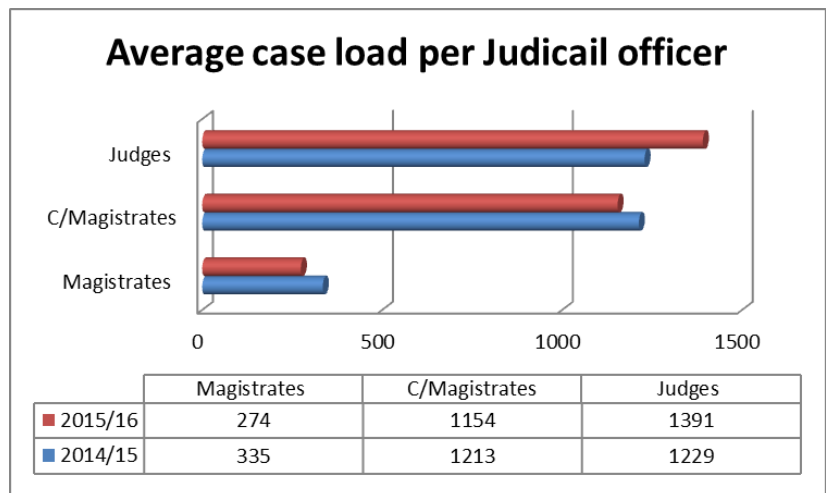
- ✓ 85% rationalization of risk between Government and the private party;
- ✓ A pre-financial close design freeze and
- ✓ Assumption of Geotechnical risk by the Special Purpose Vehicle (SPV);

The sector is now focused on fast tracking the contract negotiation process to ensure that Commercial close as well as agreement on early works is reached within the second quarter of 2016/17 to pave way for negotiations of the financing to reach financial closures.

3.4 Output 2.4 Improved effectiveness to meet Service delivery standards

Following a nationwide court case count conducted by the sector it was established that case backlog had reduced from 36% in 2014/15 to 25% in 2015/16. This 30% reduction in cases that were two or more years old in the system is attributed to a number of factors including the de-concentration of services, adoption of a results based culture, staffing, enhanced stakeholder coordination, completeness of the chain of justice in many districts and improvements in support supervisions as well as inspections. Staff training, adoption of innovations such as plea bargaining and rollout of alternative dispute resolution mechanisms as well as adoption of appropriate technology has played a big role in reducing backlog, lead times and average case load especially at magistrate court levels. The detailed performance of the sector under this strategic output is discussed here below.

Case load: The sector registered an 18.2% improvement in case load per magistrate from 335 cases per magistrate in 2014/15 to 274 in 2015/16, following the recruitment of 57 Magistrates by the judicial service commission. The recruitment was able to address attrition rates and provide additional manpower to the sector. Arising out of the same recruitment, as well as the use of innovative processes in case disposal the average case load per chief magistrate too improved by 5% from 1213 cases to 1154 cases. However, despite the appointment of 7 new judges the average case load per Judge increased from 1229 cases in 2014/15 to 1391 cases in 2015/16 this was partly because the appointments simply replaced those that were promoted to the higher bench and while other judges exited through retirement.



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To reduce caseload and enhance service delivery, a number of JLOS institutions recruited more staff. The JSC recruited 130 Judicial Officers of different ranks namely five Justices of the Supreme Court, seven Justices of the Court of Appeal, 21 Deputy Registrars, 6 Assistant Registrars, 26 Chief Magistrates, 2 Senior Principal Magistrates Grade One, five Principal Magistrates Grade One, two Senior Magistrates Grade One and 56 Grade One Magistrates bringing the total number of judicial officers to 367 (223 males, 144 females). By July 2016 the judiciary had a total of 477 judicial officers as shown in the table below. There has been

a steady increase in cases filed however the recruitments do not match up to the required levels across all court levels. Consequently, targets with regard to reducing caseload of Judicial Officers remain a challenge especially at the High Court level. The Chief Magistrates continue to act as Registrars at the High Court circuits and this slows down case disposal and negatively affects the supervisory function the chief magistrates play over Magistrates Grade I and Grade II. It also limits their ability to circuit within the magisterial area as well as regularly visit places of detention.

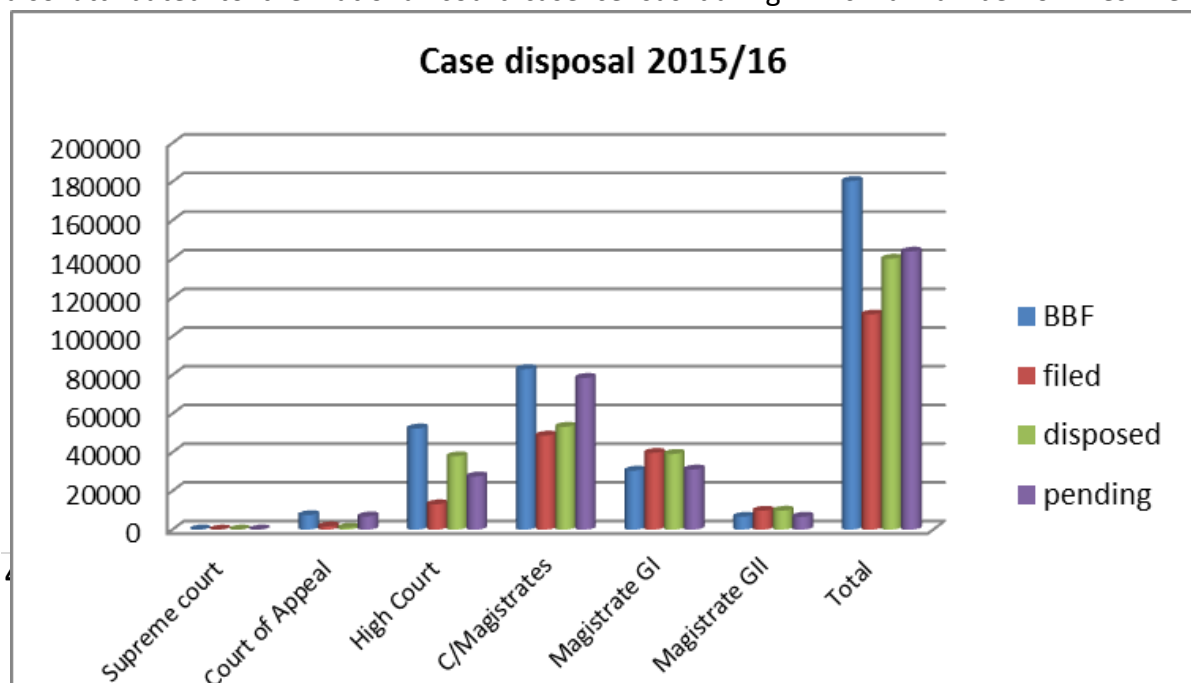
Case disposal

The sector has implemented innovations such as plea bargaining, recruitment of more judicial officers, service de-concentration and adoption of targets by judicial officers at all levels, which led to increase of disposal rate of cases in the chain of justice from 46.5% in 2014/15 to 48.1% in 2015/16.

Table6 Court case performance 2015/16

Level of Court	BBF	filed	disposed	pending	clearance rate (cases disposed as % of cases filed)	disposal rate (Total cases disposed to total cases in the system)
Supreme court	133	42	71	104	169.1%	40.1%
Court of Appeal	7510	1670	1014	6854	60.7%	11.0%
High Court	52355	13140	37973	27522	289.0%	58.0%
C/Magistrates	83103	48648	53227	78524	109.4%	40.4%
Magistrate GI	30537	39764	39165	31136	98.5%	55.7%
Magistrate GII	6706	9795	9812	6689	100.2%	59.5%
Total	180344	113059	141262	150829	124.9%	48.1%

In terms of case clearance (which refers to the number of case disposed taken as a percentage of the number of cases registered in the reporting period) the sector registered a 125% clearance rate compared to 95.8% the previous financial year. This performance is also attributed to the national court case census during which a number of files were



weeded out especially in the High Court civil, family and executions divisions.

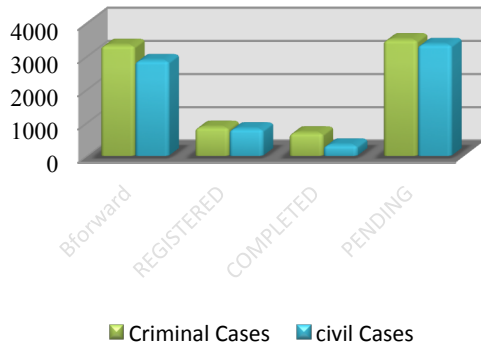
As a result, the number of pending cases reduced from 180344 at the start of the financial year to 150829. This represents 16.4% reduction in the number of pending cases in the system at the end of the financial year. We expect that this reduction will translate into a reduction in case backlog over time as long as we emphasize the principle of first in first out when cause listing cases to be heard. The performance of the individual courts is summarized in the table and graph below.

In terms of performance by level of court and focus area the Supreme Court registered a 169.1% case clearance rate and 40% total case disposal rate, however more civil cases were cleared compared to the criminal cases. As shown in the graph below there was affirmative action towards civil appeals that had overstayed in the system. Besides for the greater part of the fourth quarter of the year the court only handled the Presidential Election Appeal in line with the provisions of the Constitution that requires that all other matters are stayed to allow the expeditious disposal of the presidential election petition. Given that there are only 9 justices of the Supreme Court, it is impossible to hold two parallel sessions to handle appeals.

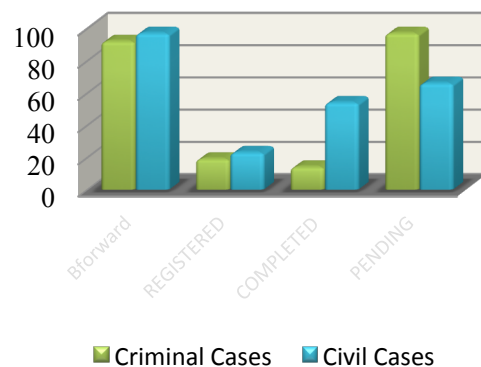
Regarding disposal of Appeals at the Court of Appeal, it is commendable that the number of cases disposed increased more than two fold from 400 cases in 2014/15 to over 1000 cases

in

Court of Appeal Performance

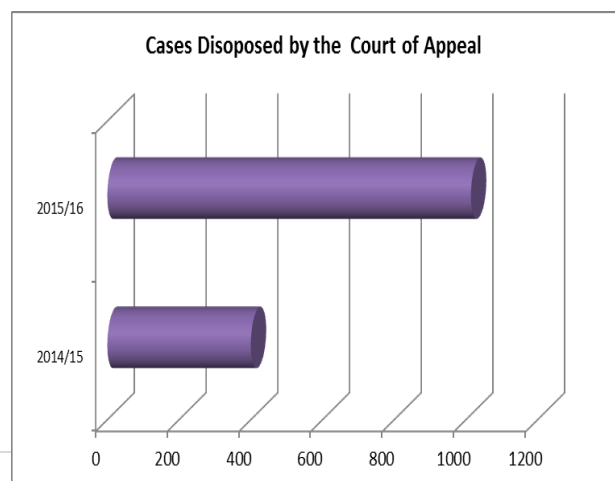


Supreme Court



the reporting period.

The above performance is largely attributed to the increase in staffing following appointment of more Justices of Appeal to the Court as well as the innovation to hold sessions up country. For example, during the year Court of Appeal sessions were held in Arua, Mbale and Fort portal. Secondly the adoption of practices such as ADR in the Court of Appeal are expected to boast the case clearance rate which increased from

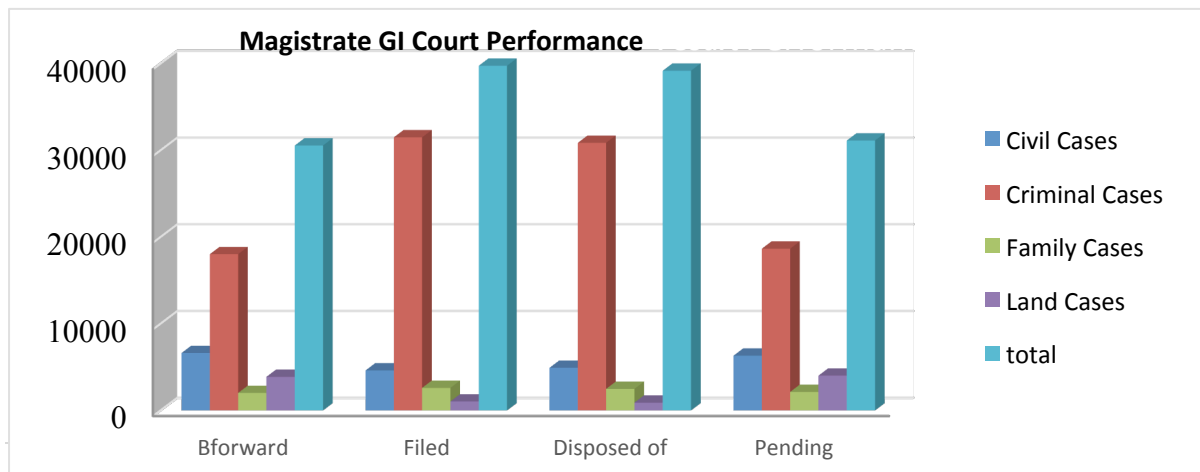
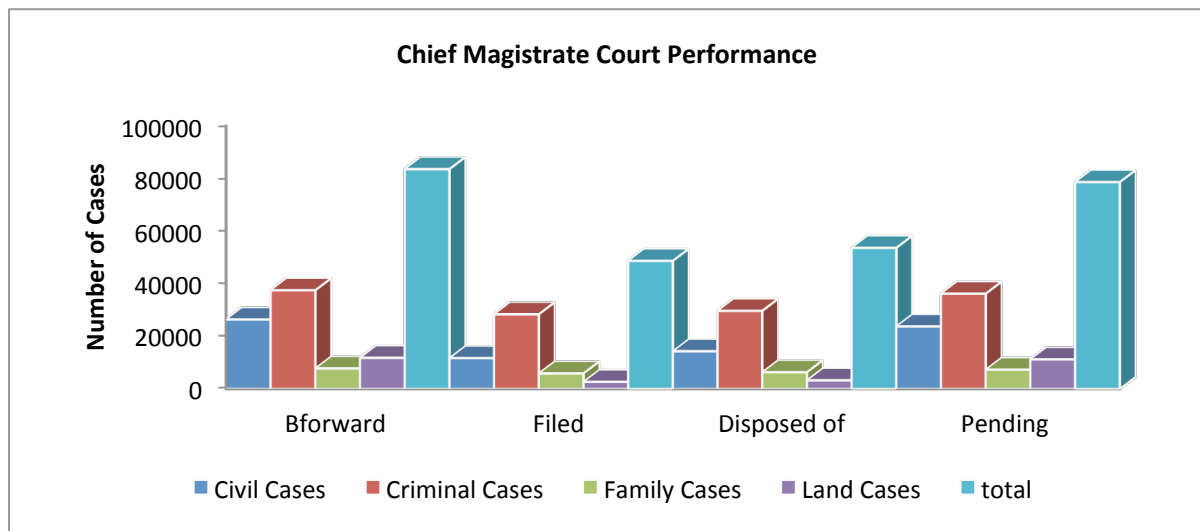


21% in 2014/16 to 60% in the reporting period

In the High Court, as a result of increased coordination of players in the chain of justice, adoption of innovations such as Plea Bargaining, ADR and the small claims procedure, increased use of technology, weeding out of cases during the census among others, the number of cases disposed increased and as a result the number of pending cases decreased from 52355 at the start of the financial year to 27522 at the end of the year. Great progress was made by the Lands, family and civil Divisions of the high Court that surpassed the set Annual Case Disposal Targets.

The Chief Magistrate Courts registered most activity in disposal of Civil and Criminal matters.

The Courts were able to dispose of three times the set target of 3,800 Civil Cases and more than twice the set annual target of 13,400 Criminal Cases. The court also had a good performance in disposal of Family cases and exceeded the set annual case disposal target of 4800 cases by 32 percentage points. However, disposal of Land cases remains one of the challenges due to lack of transport to visit *locas in quo*. The graph below provides a graphic presentation of performance of the court.

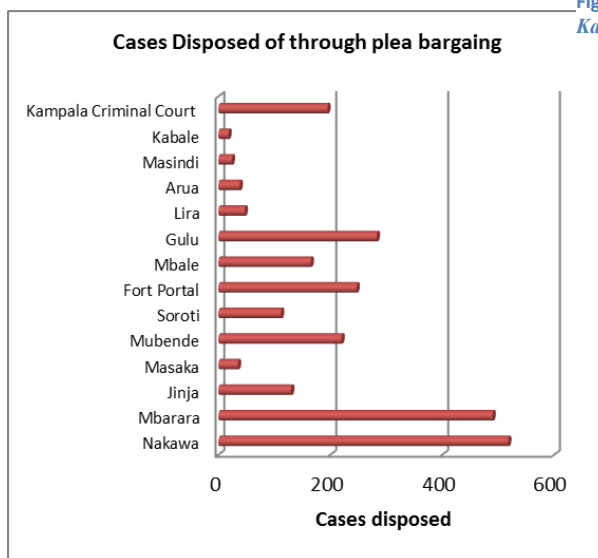


The Judiciary re-engineered the Court Case Administration System (Web-based Court Case Administration System). This system has been deployed at the Supreme Court, Court of Appeal and all Divisions of Kampala High Court. The system facilitates the compilation, processing, analysis and processing of timely case statistics. There has also been progress in the installation of Court Recording and Transcription Systems in Court. Presently, the Supreme Court, Court of Appeal, all Divisions of Kampala High Court and all High Court Circuits now have this Court room technology.



PLEA Bargaining: To fast track disposal of cases the sector rolled out a plea bargaining programme to all High Court Circuits country wide. Through the programme 2522 cases were disposed of in 2015/16 compared to 551 disposed of at the launch of the programme in 2014/15. The highest number of cases disposed of was registered at High Court Circuits of Nakawa, Mabarara Gulu, Mubende among others as shown in the graph below.

Figure 7 The Chief Justice at the Launch of Plea Bargaining at Katojjo-Mbarara Prison.



The major challenge is that the programme requires sustained sensitisation because there is a perception that if the victim forgives the criminal, then there is no need to apply the law. The fact that the program is only focusing on High Court Circuits limits its contribution and should be rolled out to Magistrates Courts where the bulk of the backlog exists. It is imperative to note that while plea bargaining is for those who accept that they committed the crimes they are accused of, it should be conducted alongside

the main Criminal sessions and funds should specifically be put aside for this exercise since a case in a plea bargaining session costs only Ushs. 300,000 while in a normal session, it costs Ushs. 1,000,000.

Alternative Dispute Resolution: The Sector is implementing the Alternative Dispute Resolution Mechanisms (ADRM) project with support from the Austrian Development Cooperation. The project is implemented nationally through the existing JLOS dispute resolution structures with a special focus on the Judiciary, Ministry of Justice and Constitutional Affairs (Law Council; Directorate of Civil Litigation; and Administrator General’s Department); Uganda Law Society; Judicial Service Commission; Uganda Human Rights Commission; and the Centre for Arbitration and Dispute Resolution including civil society partnerships with legal aid service providers.

Key achievements recorded in the reporting period include completion of a Handbook on Gender aspects in mediation, a Report on Gender Sensitivity in ADRM and an engendered Mediation Training Manual and Manual for Mediators. Also prepared was a Code of Conduct for Mediators.

The Sector with support from the Austrian Development Agency is in the process of implementing an ADR Project with an overall objective of promoting the Rule of Law through strengthened dispute resolution structures and promoting reconciliation. A total of 379 Advocates and Judicial Officers and 105 support staff including clerks were trained. This brings the total number of trained mediators to 485 which exceeded the targeted 475 personnel. Mediation registries have been established in the Civil Division, Land Division and Family Division of the High Court; Nakawa Court; Administrator General; Law Council; and Uganda Human Rights Commission. The table below shows a breakdown of the cases mediated on and the outcomes. Of the 1210 cases that were referred for mediation, 671 had successful outcomes, of which this equates to 55.5% success rate, while 539 were unsuccessful.

JLOS institution	Total mediations	Successful mediations	Unsuccessful mediations	% of success
High Court Civil Division	70	20	50	29%
Administrator General's Office	59	59	0	100%
UHRC	107	89	18	83%
Family Division	86	61	25	71%
Entebbe Chief Magistrate's Court	38	11	27	29%
Land Division	51	5	46	10%
Commercial Division	786	426	360	54%
Industrial Court	13	0	13	0%
Grand Total	1210	671	539	55%

The Sector developed and printed Information, Education and Communication (IEC) materials and web link¹ was developed on the JLOS website with ADR content and documentation to enhance publicity of ADR mechanisms.

Some of the challenges facing the mediation registries are lack of space to conduct mediations; nonattendance by parties to mediation – some parties never attend mediation while others attend only a few sessions sporadically; limited knowledge by clients and lack of legal knowledge; some lawyers have been resistant towards mediation and sometimes frustrate the process by not attending mediation sessions or giving their clients dubious information about their case; inaccurate scheduling of mediations which causes many absenteeism and unaccountability for their absence; and limited space and equipment in most Courts to conduct mediation. These are areas for continued sensitisation and training in the course of the project.

¹ADR web link: <https://jlos.go.ug:442/index.php/projects/alternative-dispute-resolution-adr>

Census report

The sector in the reporting period carried out a court case census to establish the actual number of cases in the system. This exercise was also used to determine the status of each of the cases. This was one of the important steps needed in the development of strategies for scientific allocation of resources and improved service delivery.

The census established that by the 9th of December 2015, the total number of pending cases in the Judiciary at all levels of court was 114,809, with 40% of the pending cases being in the Chief Magistrates' Courts, 31.63% in the High Court, 13.7% in

the Magistrates Grade II court 9.5% in the Grade II Courts, 5% in the Court of Appeal and less than 1% in the Supreme Court as shown in the table 8 above .

Table 8 cases pending in the Courts as at 9th December 2015

COURT LEVEL	Anti-corruption	Civil	Commercial	Constitutional	Criminal	Executions and Bailiffs	Family	International Crimes	Land	Grand Total
Supreme Court		45		15	36					96
Court of Appeal		2,162		346	3,328					5,836
High Court	257	10,723	2,604		8,518	3,708	4,512	15	5,976	36,313
C M Court		10,664	1,560		22,661	4	2,834		8,227	45,950
Magistrate Grade 1		2,853	721		14,013	3	1,149		3,707	22,446
Magistrate Grade 2		240	19		3,665		98		146	4,168
Grand Total	257	26,687	4,904	361	52,221	3,715	8,593	15	18,056	114,809

The census data also shows that 48.5% of the cases pending are criminal in nature, 23.2% are civil, 15.7% are land cases, 7.5% are family cases, 4% are commercial while the other categories constitute less than 1% combined.

In terms of age distribution by case type, as shown in table 9 Criminal Civil and land cases constitute the majority of cases that are more than 10 years old, while there are more civil cases that have been

Table 9. Cases pending by number of years

CASE TYPE	Over 10 years	5-10 years	2-5 years	1-2 years	Under 1 year	Grand Total
Anti-corruption		2	47	76	132	257
Civil	297	2,220	5,977	5,480	12,713	26,687
Commercial	14	171	897	925	2,897	4,904
Constitutional	3	58	183	46	71	361
Criminal	379	1,946	7,091	8,586	34,219	52,221
Executions and Bailiffs	2	5	311	1,464	1,933	3,715
Family	16	223	1,757	1,650	4,947	8,593
International Crimes		1	1	4	9	15
Land	257	1,844	5,162	3,774	7,019	18,056
Grand Total	968	6,470	21,426	22,005	63,940	114,809

pending for more than five years but less than 10 years followed by criminal and land cases. This is the same trend when cases that have been pending for more than two years and less than five years are considered as shown in table above.

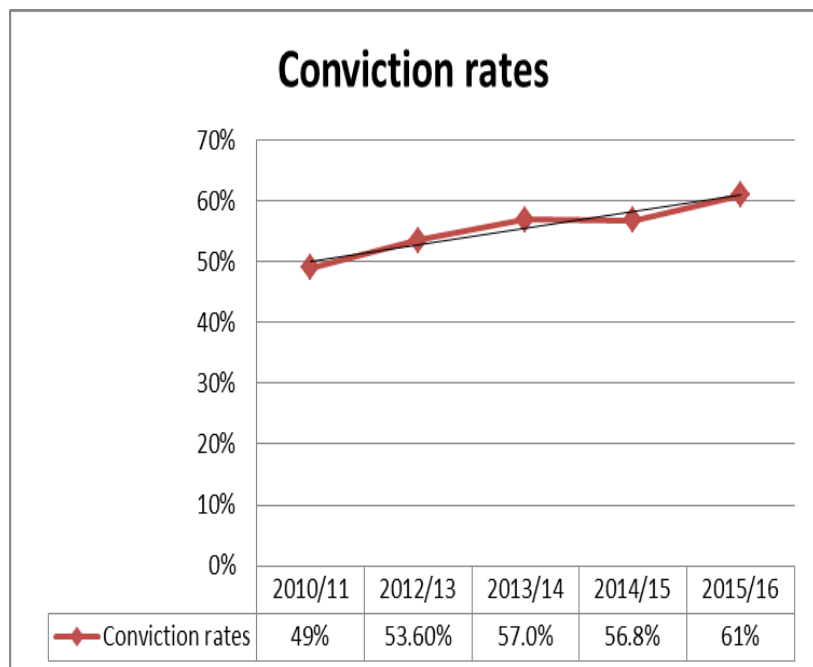
The census established that at that time case backlog stood at 25% of the 114,809 pending cases compared to 32% as at 30th June 2015 thus a 22% reduction in backlog. Constraints to case disposal were identified to include manual processes especially in the Magistrates Courts, limited number of legal reference materials, lack of computers, lack of Court recording and real time transcription equipment and lack of transport for process service and visits to locus in quo.

The reduction in case backlog notwithstanding the sector faces other challenges that if not addressed may reverse the gains so far made. These include the lack of requisite equipment, limited staffing especially at the High Court, continuous use of rented premises not designed for the purpose amongst others. Others include limited funding which negatively impacted the general performance of the Court, manual and rudimentary nature of Court processes at the lower bench as well as the lack of transport equipment for process service and visits to locus in quo.

Prosecutions Services: As part of the processes to enforce service delivery standards, the Directorate of Public Prosecutions registered 130,472 cases, out of which 83,889 case files were sanctioned within 2 days on average. Case files for decisions to prosecute or not were perused in an average duration of 30 days. The DPP handled 97 prosecution-led investigations and related prosecution cases were concluded in an average of 124 days. Also the Directorate registered 13,180 cross border cases, out of which 8,697 were prosecuted. Overall, the conviction rate increased from 56.8% to 61% as result of increased presence, better staffing levels, reduced case load, and training of staff.

On overall, the average caseload per Attorney stands at 323. A reflection of the need to strength staff levels so that justice is seen to be delivered as and when needed.

In contribution to improved effectiveness in service delivery, the DPP acquired 10 portable computers for the data handling team to facilitate data management, collection and processing. This is expected to expedite information flow and sharing, and consequently timely production of performance reports.



The DPP under special court sessions prosecuted 695 cases in 22 High court special sessions under Plea bargaining arrangement. Similarly, in the Court of Appeal, 70 cases from 2 sessions. In total 765 cases in 24 sessions were handled as shown in table 10. This is an improved performance in cases handled and was as a result of working synergies among

criminal justice institutions such as prosecution-led investigations and plea-bargain mechanisms as well as operationalization of the established DPP regional offices.

Table 10 prosecution performance 2015/16				
Case Stages	Male	Female	Juveniles	Total
Sanctioned	64,635	6,985	2,380	74,000
On mention	23,701	2,226	1,352	27,279
consented to Charge	251	41	14	306
Further Inquiries	24,608	3,462	845	28,915
Under hearing	133,965	12,806	2,860	149,631
Committals	2,974	126	108	3,208
Convicted	17,986	1,570	483	20,039
Acquittals	1,855	168	20	2,043
Dismissed	9,644	925	281	10,850
Withdrawals	1,086	102	16	1,204
Revised	108	36	4	148
Appeals	252	22	0	274
Closed Files	12,644	1,950	554	15,148
Bail Applications	4,887	826	279	5,992
Files Perused	83,786	9,351	2,967	96,104
Reconciled out of Court	2,907	602	173	3,682
Public Complaints	2,779	499	21	3,299
Public Complaints Addressed	2,677	381	27	3,085

Through the Inspection and Quality Assurance unit the DPP resolved 90% of Public Complaints against criminal justice processes and ensured that at least 90% of the Directorates stations meet minimum performance standards (includes quality of legal opinions). Also addressed were 75% of the registered complaints against staff performance and conduct. The performance is attributed to recent operationalization of the newly established regional offices, posting of staff to man the stations and role of the functional chain-linked committees where issues are addressed as they arise. However slow investigations of complaints against staff coupled with the pending cases before the IGG and courts of law remains a challenge.

From the international scene, the Directorate joined the rest of the world in commemorating the Africa Public Service day under the theme **“Leaving no one behind: Innovative institutional Frameworks and Public Service Delivery”**. The discussions covered issues affecting staff performance and service delivery. Some of the salient areas of emphasis were; the need for innovations that can shorten the public service delivery cycle, rewarding good performance and sanctioning undesirable practices among others. In addition, the day was marked by distribution of the Directorate’s brochures to the public where queries relating to Directorate operations were responded to. The Directorate also held different meetings with officers in thirteen JLOS regions² to discuss issues that impede on their performance in their respective regions as an innovative way to harmonize service delivery standards in prosecution services. In the same period, the Directorate made improvements to its Case Management System enabling it to provide additional

² JLOS regions refers to High Court Circuits

performance data, ensuring the proper channelling of resources to priority areas for improved effectiveness and efficiency.

The impressive performance of the DPP is attributed to the increase in staffing with over 90 new state attorneys recruited, increased use of prosecution led investigations, staff training, enhanced coordination, improved infrastructure following the opening up of more up country stations. Many DPP stations now boast of more than one state attorney and few stations serve more than one district. The sector also invested in legal reference materials, ICT as well as support supervision

Policing: The Uganda Police Force Directorate of Criminal Investigations has a current strength of 4,183 down from 5,483 in the previous financial year. This reduction was as a result of the creation of the Directorate of Crime Intelligence (DCI) leading to an increase in case load from 21 to 24 compared to the recommended standard of 12 cases. Given the current case load the recommended optimal staffing of CID should be 14,000. The sector needs to be supported to carry out more recruitment to bridge this gap. The shortage of personnel and limited resources has seen a rise in case backlog. In the last five years, case backlog has doubled from 55,508 in 2011 to 101,904 in 2015, although compared to 2014 there is 16.9% reduction in cases pending investigation from 122,733 to 101,904 pending cases as illustrated in table 11. The CID was only able to investigate 1,084 and weed out 3,000 cases. At the current funding and resource level, only 7% of case backlog shall be investigated every financial year.

Table 11 CID Case backlog for the last five years

2011	2012	2013	2014	2015
55,508	51,985	119,007	122,733	101,904

Business Registration: The URSB is now able to deliver a number of services electronically. An on-line business name application solution was installed to facilitate online name search. Services such as name search and reservations are now processed in one day and so is assessment of fees payable. URSB also completed File Census in all its Registries, enabling the Directorates to maintain proper and up to date statistics on all its core services

The Bureau also streamlined workflow processes especially in busy sections, such as the Business Registry, improving traceability and ensuring fast processing of documents for the different services in the Registry. In all the registries clients are empowered with information about the procedures for accessing the services.

In bid to enhance efficiency and customer service delivery; the Bureau has undertaken internal and external work flow reorganization through one stop center registrations, in 5 regional offices, carried out business clinics, performed open days to clientele as well as engaged in robust mass media campaign. In the reporting period several initiatives were carried out by the Bureau including holding Business Clinics at Kasangati, Hoima and Luzira.

The File Census System and the Name Reservation System were harmonised to generate one single source of reference for name reservation. This has made it easy to conduct name searches and minimize incidences of duplication in the system. This has had the effect of reducing lead times for registration of business names to less than 2 hours since most of the services including the bank are within the same premises.

Despite the progress registered, the Bureau is still faced with challenges including the unstable URA portal affecting NTR collections, working environment, inadequate staffing levels to accomplish the core activities, insufficient tools of work, limited registry space, lack of dedicated budgets for Projects. Also URSB is urban based and is only present in a few regions. It has not managed to tap into the countryside especially formalisation of business in the country side. There is also need to invest in compliance monitoring so that the public is protected from the dangers of brief case and insolvent companies.

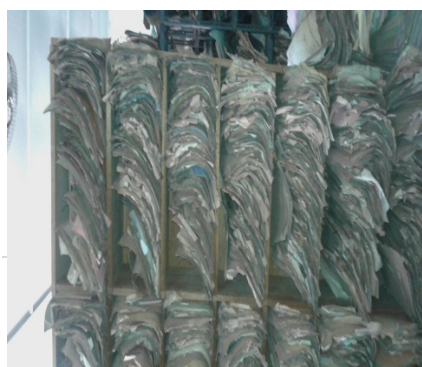
Immigration control and passport issuance: Regarding passport issuance, the DCIC facilitated travel of Ugandan citizens through the issuance of 133,638 (comprised of 64,782 males and 68,856 females) passports as indicated in table 12. This represents a 40% growth compared to 95,122 passports issued in FY 2014/15.

Table 12 Summary of Passports issued by Gender FY 2014/15 and FY 2015/16

FY 2014-15									
	Ordinary		Diplomatic		Official		EAC Passport		Total
	New	Renew	New	Renew	New	Renew	New	Renew	
Male	43,299	9,060	99	108	64	59	223	40	52,952
Female	35,494	6,407	79	51	16	10	97	16	42,170
Total	78,793	15,467	178	159	80	69	320	56	95,122
FY 2015-16									
	Ordinary		Diplomatic		Official		EAC Passport		Total
	New	Renew	New	Renew	New	Renew	New	Renew	
Male	51,293	12,971	70	98	111	65	157	17	64,782
Female	59,028	9,577	69	54	38	21	61	8	68,856
Total	110,321	22,548	139	152	149	86	218	25	133,638

Source: MIDIS (Multiple Document Issuing System)

Males constituted 48.4% and females constituted 51.5% of the total number of applicants. First time applicants for passports continue to dominate the total number of applicants representing 82.9% of the total. The average time for passport issuance has been maintained at 10 working days for normal cases, while express passports are processed in 48 hours. The Directorate has introduced a working shift system to comply with this requirement and expanded the number of signatories to 6 Officers. Two passport issuance centres were opened in Mbale and Mbarara and another is expected to be opened in Gulu.



left Files before indexing and reorganizing Right After indexing

The DCIC also procured computers and furniture for Mbale, Mbarara and Gulu passport centres and the newly constructed border points. DCIC is also carrying out the 2nd phase of digitisation of immigration records by scanning physical files and electronically archiving them. So far 400,000 immigration files were indexed and physically archived. This is expected to improve processing time for passport and work permit applications which now stand at 10 working days and 8 working days respectively.

To facilitate trade and investment in the country 10,881(9,019 males, 1,862 females) were granted work permits. New applications for work permits constituted 38% (4,102) and renewal applications constituted 62 % (6,779).

Table 13: Work Permits Issued by Class (End Year FY 2015/16)

2013/14			2014/15			2015/16			
Class	Male	Female	Total	Male	Female	Total	Male	Female	Total
A	937	406	1343	738	343	1081	939	447	1386
A2	121	13	134	125	4	129	115	9	124
B	23	1	24	20	0	20	32	0	32
C	17	0	17	2	0	2	4	0	4
D	551	33	584	670	46	716	848	57	905
E	55	2	57	38	6	44	54	5	59
F	23	8	31	15	7	22	23	7	30
G1	613	520	1133	650	561	1211	878	769	1647
G2	5196	460	5656	4834	423	5257	6126	568	6694
Total	7,536	1,443	8,979	7,092	1,390	8,482	9,019	1,862	10,881

Source: IMMIS (Immigration Information Management System)/Work Permit Register

An additional 8 million citizens were issued national identity cards increasing the cumulative number of National Identity Cards issued to 13.95 million. It must be noted that following the enactment of the Registration of Persons Act, and the establishment of The National Identification Registration Authority (NIRA), the responsibility for managing the National Identification card programme as well as Child Birth Registration were shifted to NIRA from DCIC and URSB respectively.

In terms of personnel, the DCIC recruited, trained and passed out 300 Immigration Officers and Immigration Assistants for improved service delivery. This has improved the immigration to population ratio from 1:106,000 to 1: 54,000 (although the ideal ratio is



1:5000 as is the case in Ghana and Malaysia). The Officers received training in intelligence gathering, fraud detection and general immigration management. This recruitment and deployment is expected to improve

border control and post entry management of aliens.

Visa and E-Permit System: The Uganda E-Visa and E-permit system was launched and made operational at Entebbe Airport and Immigration Headquarters. The Web portal is accessible via www.visas.immigration.go.ug. The E-Visa and E-Permit system provides an online interface permitting clients to electronically submit applications for a range of facilities such as visas, work permits, dependant passes, students' passes and special passes. This is expected to bring efficiency and effectiveness in service delivery and establish internal controls for improved revenue collection and enhance accountability.

Estates management: With regard to the management of estates by the office of the Administrator General and specifically to ensure effective realization of set targets in the approved JLOS work plan, procedural guidelines were emphasized and performance standards documented, communicated and availed to staff. The set timelines for completion of specific tasks were re-emphasized to the officers of the Department. Certificates of No Objection are issued within 19 days provided all requirements (including identification documents and relevant passport photographs or copies of Marriage certificates, where necessary) were on file; and payments to beneficiaries are effected within 7 days upon proper identification of the payees.

The responsibilities under the Department have been diversified among State Attorneys like signing transfers and issuing Certificates of No Objection which in turn leads to quick service delivery.

The Department has reduced case backlog and complaints by renouncing most files that were being administered by the Administrator General and taking on new files for administration only as a last resort. As a result, the liability of the Government and the Department arising from litigation of cases administered by the Administrator General has reduced.

The Office of the Administrator General is hampered in the service delivery by a number of factors like the loopholes in the law of succession as many pertinent areas are not provided for by the law as a result of the ruling of the court in the case of Law Advocacy for Women in Uganda Vs Attorney General, Constitutional Petitions 13/05 & 05/06; Section 2(n) and 2(i) on a legal heir, Section 27 on distribution of a male intestate's property in which Section 14 and 15 on domicile of a wife, Section 29 on reservation of a principal holding, Section 43 and 44 on testamentary and statutory guardians of the Succession Act were all rendered null and void. As a result, decisions are now made on consensus of family members on issues like distribution of an intestate's estate before an estate can be wound up or distributed. Obtaining consent from the whole family wastes a lot of time since it is almost impossible to get the whole family to agree.

The Ministry of Justice computerised the civil registry to improve Court attendance, case management, informed planning and decision making in general. A consultant was procured and systems development was completed. Currently, data capture of all case files in the civil registry is ongoing. So far, 80% of the files have been captured.

3.5 Output 2.5 User empowerment services

User empowerment is seen as one of the avenues to grow the demand side of justice through the provision of information on services offered by sector institutions and educating the public on the administration of justice. Using service user guides, other publications, translation of laws, dialogues with communities, school outreach programmes, open days and awareness weeks, radio and televised shows, user committees among others. It is hoped that users will be empowered to access the sector services. Sector institutions also translated information into local languages for the public. According to the UBOS National Service Delivery Survey 2015, the different sensitization drives partly explain the increasing knowledge and use of institutions for arbitration, with about 90 percent of households that required arbitration services reporting actual use of the institutions, making utilization of almost all the institutions higher in 2015 compared to 2008. The following activities and progress was recorded in the reporting period.

URSB established a Call centre which enhanced feedback from clients and significantly empowered users in accessing URSB services. A functional feedback mechanism with toll free line **0417338100** was significant in improving customer confidence in complaint handling and enquiries. URSB further held Radio and TV talk shows to disseminate information about available services. During the talk shows information on business formalization was disseminated. With support from the World Bank a newsletter, which covers all activities of URSB was also published.

MIA sensitised the public on anti-human trafficking through radio talk shows as well as meetings with students from Busoga University. With more funding such meetings will also be held in Kyambogao, Mbarara and Makerere Universities.

With support from UNICEF 30 DCCs and 13 RCCs were supported to hold open days. In total 30 open days were held one in each of the 30 DCCs . During the open days all JLOS stakeholders meet the public and provide information on policing, prosecution, adjudication and correctional services as well as where to get probation services including the roles and responsibilities of the JLOs actors. Real time answers were provided to the public on issues raised and a special space was provided dealing with issues of juvenile justice and access to justice by vulnerable groups. JLOS institutions received responses and feedback from the public about the different services delivered in form of questions, recommendation and complaints; this is helping to improve service delivery in the JLOS institutions. The public got the opportunity to understand the different court processes and procedures like filing of civil cases, processes in criminal trials and addressing community perception.

ULRC procured services for the translation of the Constitution into Ateso and Runyankole/Rukiga to reach out and sensitise people who cannot easily understand the English language. Furthermore, the UHRC during the period under review developed advocacy materials on the proposed Witness protection law and held radio talk shows on the same in Arua. Owing to funding shortfalls coupled with an electioneering period the programme could not be implemented in other regions as had been planned.

With support from DGF and JLOS the UHRC procured two civic education vans and carried out human rights awareness through community barazas, mobile civic engagements, media campaigns, human rights training and publications among others. The Commission printed and distributed 11,560 Anti-torture posters and 20,380 Anti-torture brochures in 7(seven) languages including English, Luganda, Ateso, Ngakarimojong, Luo, Runyankole and Kiswahili. The posters and brochures created awareness on the Prevention and Prohibition of Torture Act, 2012. This led to a reduction in the number of cases of torture in detention facilities. The Commission conducted radio talk shows and spot messages in the different regions to broadcast human rights information to the public. Also film shows covering issues such as Human Rights, Rights of children and Elections were aired using the civic education van.

To promote peaceful elections media programs were aired covering topics such as; the role of early warning and early response programme (EWERP), principles of democracy through the observance of the rule of law, ensuring an electoral process where human rights are not violated, the concept of human rights and responsibilities, the role of Uganda police and crime preventers, the rights of workers and the right to vote, land rights, right to personal liberty, mob justice. The programmes were aired out in languages including Lugbara, English, Alur, Madi, Luganda, Rutoro, Rukonzo, Runyakitara, Runyankole, Rukiiga, Ateso, Kupsabin. It is estimated that 10million Ugandan were reached while over 650 persons called in during the live telecast. However, the UHRC was not able to carry out Advocacy on witness protection bill since it was not yet approved by cabinet. Limited funding affected the commission's ability to reprint the Constitution (post amendment).

UPF has continued to empower its users by providing toll-free lines for all the specialized units. In addition to the 112 and 999 emergency lines, Police now has 35 existing toll-free lines; the newly created are canine 0800300900 and the Emergency Response Unit under SIU, 0800122291, 0711042210, 0700519317, 0713250499. Also, the electronic bill boards have been expanded to 5 additional stations making a total of 6. These are already impacting positively on those seeking services at the police by getting instant information on the assistance required. More police stations are yet to benefit from the system in the roll out. Additionally PSU and Community Liaison Officers continue to educate the community through radios and Police community week using the '*101 things you wanted to know about the Police but were afraid to ask*' as a way of empowering users on their rights.

The Directorate of Public Prosecutions (DPP) held 12 stakeholders interactive radio talk shows, stakeholder meetings in Mbarara, Masindi and Kampala and made press releases. DPP disseminated its Client Charter, and participated in open day event activities held in Arua, Entebbe and Mbale. All these create awareness on rights and obligations, expectations and the service commitments. Such mutual interventions build public trust while motivating the clients to cooperate and participate in prosecution process. Electronic bill boards were installed at headquarters and regional offices and standardized sign posts were installed to improve visibility of DPP offices across the country. The bill boards display information about the services provided by the Directorate, where and how to access prosecutorial services as well as the dos and don'ts while receiving prosecution service.

The Judicial Service Commission through the education and public awareness function empowered different communities and general public with information JLOS institutions, sexual offences (defilement), succession and court procedures; through 36 radio talk shows held in Masindi, Lira, Arua, Fort Portal, Gulu, Kabale, Kampala, Kamwenge, Ibanda, Kiboga and Kiruhura districts. In addition, 16 Sub County civic education workshops targeting local leaders in the districts of Kalangala, Dokolo, Mityana, Maracha, Koboko and Masindi were conducted on administration of Justice sexual offences (defilement), succession and land transactions among others. JSC also published and disseminated 4072 copies of the Citizens' Handbook.

3.6 Output 2.6 Vulnerability profiled and discrimination and bias in access to JLOS services eliminated.

Vulnerability in the JLOS context can be defined as the diminished capacity of an individual or group (i.e. children, poor women and men) to anticipate, cope with, resist and recover from the impact of inability to access JLOS services. Vulnerability is most often associated with poverty, but it can also arise when people feel isolated, insecure and defenceless in the face of the law.

Under this output special attention was made to case management with particular regard to gender based crime; juvenile justice, family, and land justice. Based on the indicators targets in table 14 the sector achieved 31% reduction in case backlog from 36.3 in 2013/14 to 25% against a target of 32%, the number of children arrested per 100,000 child population is 8.4 compared to 9.4 for every 100,000 child population in 2014/15. An 84.1% diversion rate of juveniles from formal judicial proceedings, an increase in cases referred to ADR that are resolved from 27.4% in 2014/15 to about 55.6% over the reporting period was also recorded. The challenge however is the higher than targeted number of children on remand per 100,000 standing at 2.07 for every 100,000 child population compared to the targeted 01 child per 100,000 child population.

Indicator	Responsibility	Baseline 2010/11	Performance 2012/13	performance 2013/14	performanc e 2014/15	Target 2015/16	Performance 2015/16
Proportion of backlogged cases in the system	JUDICIRY	35%	32.3	36.34%	To be established	32%	25%
Proportion of small claims settled within 2 weeks of conclusion of hearing	JUDICIARY	NA	57.1%	78.8%	80.4%	70%	90%
Proportion of cases settled through ADR	JUDICIARY CADER	26%	26.25%	25.8%	27.4%	26%	55.6%
Number juveniles arrested per 100,000	UPF	10.1	5.64	10.7	4.9	8.4	8.4

of the child population ³ (20)							
% of juveniles diverted from formal judicial proceedings	UPF, LDC	52.6%	41.2%	85.4%	89.3%	66%	84.1
number of cases diverted after investigations	Secretariat	980	764	1640	552	1100	5765
Proportion of juveniles receiving non custodial sentences	MOGLSD	75%	78.3%	76%	47%	80%	86.1%
Number of children on remand per 100,000 child population	MOGLSD	1.5	2.6	1.3%	2.78	1	2

³ The child population in Uganda is 55%- UBOS and population 2014 is 34.9million.

Case backlog:

With continued investment in case disposal, training, coordination and community policing and civic education the number of cases qualifying as case backlog now account for 25% of the total case load in the judiciary compared to 36% over the same time period last year.

Table 15 Case Backlog Disaggregated By Region

REGION	Anti-corruption	Civil	Commercial	Constitutional	Criminal	and Bailiffs	Family	ational Crimes	Land	Grand Total
Central	49	4,425	728	244	3,681	316	1,360	1	3,395	14,199
Eastern		1,434	178		1,616	1	255	1	1,023	4,508
Northern		1,441	106		1,977	1	236		1,395	5,156
Western		1,194	70		2,142		145		1,450	5,001
Grand Total	49	8,494	1,082	244	9,416	318	1,996	2	7,263	28,864

Table 16 Case Backlog Disaggregated court level

COURT LEVEL	Anti-corruption	Civil	Commercial	Constitutional	Criminal	Executions and Bailiffs	Family	Intern-ational Crimes	Land	Grand Total
Supreme Court		2		7	4					13
Court of Appeal		1,328		237	1,636					3,201
High Court	49	3,560	679		2,526	316	1,253	2	2,247	10,632
Chief Magistrates Court		3,201	316		3,583	2	654		3,716	11,472
Magistrate Grade 1		250	58		1,481		78		880	2,747
Magistrate Grade 2		153	29		186		11		420	799
Grand Total	49	8,494	1,082	244	9,416	318	1,996	2	7,263	28,864
%age	0.17%	29.43%	3.75%	0.85%	32.62%	1.10%	6.92%	0.01%	25.16%	

Following the case census, it was established that the High Court has the highest actual case backlog accounting for 37% of the total case backlog and in terms of case type the highest number of backlogged cases is criminal at 32.6% followed by civil cases at 29.3, land cases at 25.2% family cases at 6.9%, commercial at 3.7% while anti-corruption cases and war crimes constitute the least backlog. At level of court, 47% of the civil case backlog is at the high court and 37% at the chief magistrate's court level. For commercial cases 62% of the backlog is at the high court, 97% of the constitutional court case backlog is the constitutional court and 3% at the Supreme Court. For criminal cases 38% of the backlog is in the Chief magistrates' courts, 28.6% in the High Court, 17.3% in the Court of Appeal while 15.7% is in Grade I courts. Criminal case backlog is negligible in the Supreme Court and Grade II courts. In terms of regional spread over 50% of the backlogged cases are in the central region and the least number is in eastern region while the magnitude of backlog is the same in both Northern and Eastern regions as shown in table 9.

Small claims: As part of the efforts to enhance access to justice by the vulnerable poor who cannot afford lawyers and have small claims to settle, Judiciary opened 15 new small claims courts across the country making the total of 26 small claims courts in the country as shown in the table below. The increase in small claims courts will automatically reduce on the case backlog on the small claims. In the period under review 2461 cases were registered and

2481 cases were disposed translating into a 102% disposal rate of registered cases, commonly referred to as clearance rate in the Judiciary.

B Forward	Filed	Disposed of	Pending	Disposal Rate as % of Filed Cases	Total Disposal Rate (%)	Lead Time (days)	Median Lead Time(days)
344	2461	2481	430	97	84	56	35

The Total Value of Claims Recovered by Small Claims Procedure for FY2015/16 is estimated to be UGX. 6,097,863,000.

Overall, more cases under 10 million were registered for the Small Claims Procedure resulting into an increasing preference of the Small Claims procedure to the General Court in the resolving of Civil suits with a value of less than 10 million. Although the Judiciary planned on settling small claims within 2 weeks, the accepted best practice for the completion of a Small Claim is 30 days. The current average lead time is 42 days which is 28% higher than the best practice lead time.

Juvenile Justice

In the reporting period Ministry of Gender Labour and Social Development (MoGLSD) resettled a total number of 733 children from different remand homes as shown in the table 18 below.

Institutions	Boys	Girls	Total
Naguru	353	20	373
Fort Portal	165	5	170
Arua	50	12	62
Masindi	42	6	48
Mbale	70	10	80
Total	680	53	733

As seen from table18 the total number of juveniles resettled from the different remand homes in the reporting period is 733 out of which 680 were boys and 53 were girls. The highest number of juveniles was in Naguru followed by Fort Portal, Mbale, Arua and Masindi. Naguru remand home had the largest number of female juveniles offenders constituting 37% of the female admissions in the reporting period.

To facilitate child friendly policing the Uganda Police Force (UPF) inducted 50 Child and family Protection officers (37 female and 13 male) on child protection and family related matters as well as counselling. Also 100 officers were trained in sign language communication as a way of increasing access to JLOS services by breaking communication barrier for the disabled and sensitized 126 investigators of sexual violence offences in Kigezi, Busoga, Elgon, Moroto, Kidepo, North Kioga, and KMP Regions.

The Uganda Police Force (UPF) is running a **HeForShe** church/mosque campaign. This is Male-led campaign that is expected to spread awareness and spark action on the responsibility that men and boys have in eliminating all forms of discrimination against women and girls. The campaign was launched by H.E President and UN Women and signed the **HeForShe** pledge at the 2015 International Women's Day celebrations in Kabale District. They have so far covered St. James Church of Uganda, Kifumbira - Kamokya, St. John's Church of Uganda Luzira, and Universal Church of the Kingdom of God among others where over 2,000 men, boys, have registered as *HeForShe* ambassadors.

The Justice for children programme funded by UNICEF aims at delivering a more responsive sub national service delivery platform that ensures protection, care, support and safeguards for children in contact with the system. The Justice Law and Sector Secretariat facilitates the delivery of the above results through policy, system and practice advocacy; functional, technical, operational and institutional capacity development at the national level, in the 13 pilot JLOS Regions covering the 40 JLOS Districts.

With support from UNICEF the sector under the programme employs 13 Regional Coordinators and a National Coordinator who provide technical support to the program in the 13 RCCs and 40 DCCs towards monitoring and capacity building on child justice and Gender Based Violence and Violence against Children. They play a coordination role in ensuring that all program activities are carried out, activity reports as well as financial accountability are compiled and submitted. As a result, 85% of the DCCs supported and 100% of the regions have adopted the use of child friendly processes in the administration of justice and maintenance of law and order. This is in contrast to the 52% of the DCCs that have adopted the use of child friendly processes in the non-project sites. The technical support also involved mentoring and hand holding of stake holders on justice for children issues. In the project area the total number of divertible cases recorded in the period was 3817 compared to 949 2014/2015. Out of the cases registered 2081 were diverted compared to 601 in 2014/2015. The majority of cases ie 72.6%, were diverted by CFPU, CID 15.3%; DPP 7% and Court 8.8% while 1020 divertible cases were processed through the criminal system.

In the reporting period 166 participants including the 13 Regional Coordinators of the Justice for Children program and members of the DCCs drawn from police, DPP, probation officers among others were oriented on the the new District Chain Linked Committee guidelines and Justice for Children Programme issues. Another 184 judicial officers including Magistrates, state attorneys, Probation officers and medical officers were trained on the application of SGBV and VAC laws.

In total 186 DCC and 30 RCC meetings, 47 court open days, 140 community outreach programs, 98 DCC inspections and 24 RCC inspections were conducted in various facilities in all the sites in all regions. The main aim of inspections was to assess the conditions in detention facilities, increase awareness of the concerned children in the Remand Homes, expeditious trial of cases involving juveniles in the Remand Homes, decongestion of Remand

Homes through granting of bail to petty offenders and dismissal of some cases, and to establish if there were suspected juveniles in adult facilities, the adherence of children welfare principles in courts and at police, separation of children from adults especially at police. The inspections were conducted by DCCs and the Justice for Children Steering Committee

Notable achievements realised from DCC monthly review meetings are:-

- Increased awareness of roles and standards of service delivery by duty bearers which is increasingly leading to quality responses to cases of children
- Data is easy to access due to improvement in record keeping by police CID, CFPU, courts, probation, remand home and DPP
- A constituency of advocates to represent cases of children at the high court such as the Uganda Christian Lawyers Fraternity – UCLF as well as individual Advocates has been recorded

Some of the positive outcomes from the inspections were: (i) In some cases where the detainees had clocked mandatory period, their cases were followed up and they were released, as a result decongesting the prisons, (ii) Provision of separate registers across all institutions where they were non-existent. (iii) special sessions as a measure of reducing congestion and case backlog was adapted in most regions and yielded good results eg in Moroto where the DCC was able to lobby for a special session in which 40 juvenile cases were disposed of. There were 142 suspected juveniles in adult detention facilities, and through Medical examination, 125 were confirmed juvenile and were moved to juvenile remand homes, while 12 were confirmed to be adults. There were 35 suspected adults in juvenile facilities, 26 of whom were confirmed adults and were removed from juvenile facilities.

In terms of case management 22368 children related cases were in the system out of which 8477 were registered in the period under review with 6059 cases being criminal and 2412 civil. As a result of the DCC actions 958



Left Sensitization of market vendors on SGBV **Right** CFPU officers training on counseling and child protection

children were resettled and 3644 cases disposed of.

Also with support from UNICEF, the UPF conducted campaigns on Violence Against Children (VAC) in 240 schools in Nakapiripirit, Amudat, Moroto, Kapchorwa, Kween, Bukwo, Jinja, Mbale, Iganga, Kasese, Kisoro, Kabale, Kanungu, Arua, Zombo and Nebbi districts where a

total of 81,627 children benefited. With the same support, the UPF conducted joint trainings for 117 police officers (88 males and 29 females) composed of DPCs, OC CIDs, CFPOs, CLOs, SGBV Desk Officers, in charge counters, MCB, medical staff and OC Posts on the guidelines on reporting, tracking, referral and response against violence on children (RTRR) in schools in the districts of Lamwo, Agago and Nwoya.

The UPF received 10 more motor cycles from UNICEF in addition to the 05 funded under JLOS and 4 computers to support GBV centres of Lira, Gulu, Masaka, Mbarara, Kiryadongo, Adjumani, Koboko, Arua and Moroto districts to ease movement of officers in field operations and data collection. Meanwhile the construction of the 3 child reception centres are in the final stage of completion.



Motorcycles and One of the child reception centres donated by UNICEF

The UNWOMEN, also supported UPF to sensitize 135 police officers (OC posts, detectives, gender desk officers, traffic, Child and Family Protection, CLOs, Field Force unit officers and general duties), Resident State Attorney(s), Probation Welfare officers, 2,957 school children as well as teachers and 3,349 community members (local council leaders, religious leaders, crime preventers, businessmen/women, on GBV, child protection and the legal framework in East Kyoga and North Kyoga regions.



Human Rights Sensitization of school children on SGBV and Defilement

In the reporting period, the CFPU registered 27,929 cases of domestic violence, counseled 8,486 victims and/or suspects, referred 2,231 cases to other stakeholders, and took 1,415 cases to court. This is a 12 % reduction from 15,307 cases of domestic violence registered in the same period in 2014/15.

Number of children arrested as per 100,000 of the child population: In terms of the rate of crime among Children the table below shows children as victims of crimes

Table 20 showing child victims of crime since 2013			
Crime /Year	No of victims of crime		
	2013	2014	2015

Defilement	9,598	12,077	13,118
Child neglect	11,519	11,791	11,929
Child desertion	3,541	3,335	4,438
Abortion	555	2,578	2,016
Child abuse/ Torture	1,332	1205	1,298
Child kidnap	1,061	1146	1,323
Child abduction	729	771	648
Child stealing	295	216	341
Child trafficking	187	220	261
Infanticide	82	55	100

The number of juveniles accused of crime were 1,797 compared to 1,779 in 2014. The categories of crimes committed by children is as in table below

Table 21 Juveniles arrested		
Crime		2015
Defilement		740
Theft		423
Assaults		300
Breaking		257
Robberies		77
Total		1,797

According to the Uganda demographic data, the child population i.e. Ugandans below the age of 18 years is 21,293,585. This therefore means that the proportion of juveniles per 100,000 child population was 8.4 representing a reduction of 10.6% compared the 9.4 rate reported in 2014.

Uganda Prison Service (UPS) contributes to this output through delivery of inmates to courts, procurement of vehicles for delivery of inmates to courts, honouring production warrants, linking remands to actors in the criminal justice system, feeding prisoners at courts and through Paralegal interventions.

UPS remand population increased from 54.9% of total prisoners' population in June 2015 to 55.1 in June 2015/16. The average length of stay on remand reduced from 10.5 months to 10.4 months for (capital offenders); and from 2 to 2.6 months (petty offenders). This was achieved through the following institutional interventions; A daily average of 1,180 prisoners produced to 213 courts spread country wide; 23 vehicles procured to facilitate movement of inmates to courts; 106 court sessions handled (high court, court of appeal, Chief Magistrates, District courts, special high court, court martial, war crimes and anti-corruption court sessions); staff for escort duties and inspections facilitated and 68% of the prisoners accessed basic legal services through Paralegal Advisory services.

With support from the McArthur Foundation of the United States of America, the Uganda Law Reform Commission is partnering with the Federation of Uganda Women Lawyers (FIDA, Uganda) to undertake a study in the area of sexual and gender-based violence. The study is examining existing national laws with the view to establishing whether mechanisms

to promote accountability and reconciliation for harm suffered through sexual and gender-based violence in conflict situations are adequate. The ultimate objective is to make proposals for comprehensive approaches and mechanisms for redressing victims of sexual and gender-based violence who from the police records are children as victims of sexual offences (defilement). Field consultations have been carried out and the report with the draft bill and other recommendations will be finalised by the end of December 2016 and submitted to FIDA Uganda for further management as stipulated in the MOU.

Adjudication of juvenile cases: The Judiciary has improved its facilities and support services to Court users through institutionalising the operations of advice, information and support centres in all courts. The Judiciary has put in place ramps in most of the Courts that have been built to ease the accessibility of the disabled. Cases of vulnerable groups have been fast-tracked through Justice Centres. Further, there has been promotion of Child and Juvenile Justice with support from UNICEF.

In the reporting period, a total of 4474 juvenile cases was brought forward from the previous FY 2014/15, 1409 cases were registered in the FY 2015/16 and 1184 juvenile cases were completed in different courts of chief magistrate, magistrate grade one and magistrate grade two in the reporting period leaving a total of 4699 pending. The performance of the juvenile cases completed against the registered cases was 84% while the performance of completed cases against the brought forward was 26% as shown in the below table.

Table 22 JUVENILE CASES FOR FY 2015/16					
Court type	Case Category	B/Forward	Registered	Completed	Pending
Chief Magistrate Courts	CR-Juvenile capital	1569	161	106	1624
	CR-Juvenile Offence	2020	787	701	2106
Chief Magistrate Total		3589	948	807	3730
Magistrates Grade I Courts	CR-Juvenile capital	330	29	13	346
	CR-Juvenile Offence	535	406	332	609
Magistrates Grade I Total		865	435	345	955
Magistrates Grade II Courts	CR-Juvenile capital	0	0	0	0
	CR-Juvenile Offence	20	26	32	14

Magistrates Grade II Total		20	26	32	14
Grand Total		4474	1409	1184	4699

The Judicial Service Commission (JSC) contributed to this output through conducting 5 prison inmates workshops on the rights of prisoners, procedures in communal trials, role of JSC and other JLOS institutions and succession law in Nakasongola, Mityana, Palisa, Nebbi and Tororo Government Prisons.

The UHRC implemented the ‘*Strengthening Human Rights of Vulnerable Persons in Uganda Project*’ in the districts of Hoima, Masindi, Mpigi, Luweero, Kampala, Wakiso, Lira and Kole. The Project was supported by the German Federal Enterprise for International Cooperation (GIZ) and its objective was to engage key stakeholders to address human rights issues that are specific to vulnerable person including women, children, persons with disabilities, persons living with HIV/AIDS, ethnic minorities and the elderly.

The meetings were attended by 384 participants (258 were male and 126 female) derived from Kampala Capital City Authority, district local governments, CSOs, Police, Prisons and the media. Participants gained knowledge on the concept of human rights; the human rights based approach to development; Rights of vulnerable persons; and the implementation of laws that may affect vulnerable persons such as the PPTA and POMA. Participants further highlighted issues affecting vulnerable persons in their communities to include unemployment; challenges in accessing justice; marginalization in property ownership; challenges in accessing health services; and marginalization of PWDs during the electoral process.

Proportion of juveniles receiving non-custodial sentences:

The Law Development Centre (LDC) Legal Aid Clinic (LAC) in the reporting period carried out a number of activities i.e. diversion, reconciliation and handling walk-in clients. Trainings targeting magistrates, police, local government officials and Fit Persons, were conducted.

The Reconciliation program was implemented in 13 Courts namely: Nakawa, KCCA, Makindye, Kajjansi, Entebbe, Matugga, Nabweru, Kasangati, Lira, Iganga, Mwanga 2. The target for FY 2015/2016 was 1260 cases and by the end of the year a total of 1032 cases had been registered for reconciliation. Out of which 942 were successful. This performance was due community awareness that was carried out on different media. A total of 676 cases were handled and out of these 552 cases were diverted in the reporting period.



A reconciliation session in Masindi by a Bar Course student

Iganga and Kabarole districts registered the highest number of the cases handled and diverted. This was supported by various interventions. LDC trained various stakeholders in reconciliation including 20 Police Officers, 5 State Attorneys, 5 Magistrates, 10 Probation Officers and 20 Community Development Officers were trained on the reconciliation programme. The training has helped in increasing the knowledge of the JLOS stakeholders and encouraging them to use ADR mechanisms for speedy and easy resolution of cases. Also the LDC trained 240 Fit Persons in the Districts of Gulu, Iganga, Kamuli, Mbarara, Jinja and Masindi with knowledge and skills to handle juveniles and make reports. The Fit Persons are now able to make meaningful and timely reports enabling the social workers get monthly reports contributing to increased numbers of juveniles being diverted. A total of 2000 brochures containing information on the services provided by the Legal Aid Clinic were printed and distributed to stakeholders in 13 districts of Kamuli, Lira, Masindi, Iganga, Jinja, Kabarole, Masindi, Mbarara, Bugiri, Mukono, Kyenjojo, Bugiri and Soroti.

User manuals were printed and distributed to stakeholders to provide information and guidance on the diversion and reconciliation programmes. Jingles and radio programmes were conducted in four languages namely: Lunyoro-Kitala, Luo, Luganda and English on issues concerning juvenile justice, succession and land. 20 radio talk shows were conducted by the staff on local radios stations in Kamuli, Iganga, Lira, Gulu, Mbarara, Kibaale, Kagadi, Kampala and Wakiso. The LDC has registered success in this area as the number of diversion and reconciliation clients has increased following the dissipation of information through these radio programmes. This has led to an increase in access to technical justice by the indigents.

However, many fit persons lack transport and airtime to carry out their work. Secondly, some community leaders especially LCs think that introduction of fit persons is taking away their duties and responsibilities. Therefore, there is need to develop a strategy that will bring together the fit persons and the community leaders in order to ensure that they are able to understand one another's roles and responsibilities in the access to justice to their community members.

Since the establishment of the LDC - Legal Aid Clinic, the number of walk-in clients has been on the increase to the extent that the Legal Officers and Bar Course students seem to be few compared to the cases handled and registered. Currently the Legal Aid Clinic has expanded to the districts of Kibaale, Masindi, Wakiso, Kampala, Iganga, Kabarole, and Lira. It has also started operating in districts of Kamwenge, Kamuli, and Ibanda, using the trained fit persons/ paralegals. This year, a total of 844 walk-in clients were registered, and most of the registered cases have been successfully concluded and out of these 412 were male and 432 were female.

As a contribution to the fight against crime, LDC under its reconciliation program supported bar course students to reconcile 2160 criminal cases at targeted courts and handle 720 referral cases from Police. As a result, 942 cases were concluded and parties reconciled in the courts of Lira, KCCA, Kajansi, Nabweru, Matuga, LDC, Masindi, Kabaale and Kabarole. Most of the cases relate to theft, malicious damage, trespass and assault.

Through sensitization activities in various communities, among special interest groups and in places of detention, Justice Centres Uganda (JCU) reached out to 155,213 (91,423 Male 63,790 Female) people against a planned 56,992. The outreaches were complemented with IEC materials on various aspects of the law as well as radio talk shows and spot messages.

The Justice Centres Uganda (JCU) organized a National Legal Aid Conference to bring legal aid to the fore of national priorities, which was officiated by his Excellency the President of the Republic of Uganda.

The President welcomed the proposal for a National Legal Aid Scheme and assured the Conference of Government commitment to addressing vulnerability in access to justice. He announced that the Legal Aid Bill would soon be introduced in Parliament. The President also supported the proposal by the Chief Justice to have a Chief Magistrate in each District and a professional magistrate



The president opening the National Legal Aid Conference August 2015

in every sub-country. He further assured the Conference that the JLOS will be supported to automate court processes and re-engineer procedures to reduce the time for accessing the courts; to ensure that unrepresented litigants are facilitated to use the legal system; and that paralegals are promoted to supplement the role of the legal profession in providing services to the people. The President reiterated support to the construction of the JLOS House through the Public Private Partnership and assured the conference that the necessary resources would be provided to ensure the project is implemented.

JCU management also made three presentations to key stakeholders such as the Legal and Parliamentary Affairs Committee of the National Parliament on the need to expedite the passing and enactment of the Legal Aid Policy and Law. JCU developed and disseminated one legal aid policy brief to create awareness on legal aid to various stakeholders, wrote a trends analysis study to aid understanding of the current access to justice issues, developed a success story magazine to highlight to successes of the Project, among others. JCU further organized regional access to Justice Conferences in eight districts in all regions of Uganda; the districts are Arua and Moroto in Northern Uganda, Soroti and Kapchorwa in Eastern Uganda, Mityana and Rakai in Central Uganda, and Kabarole (Fort Portal) and Kabale in Western Uganda. The regional conferences brought to the fore the central role of legal aid in access to justice and highlighted the current legal and policy vacuum on provision of legal aid in Uganda, the conferences also discussed and made recommendation on issues such as land Justice that have repeatedly come up in the course of JCU's work.

JCU provided a Leadership Development Coaching Programme for 18(7M 11F) staff members (comprising managers and supervisors) to enhance the supervisory and managerial skills of its leaders. The coaching was aimed at providing efficient Project results and increasing the quality of JCU's output. Each of JCU's 20 (7M 13F) advocates were supported to attend Continuing Legal Education Sessions organized by the Uganda Law

Society in areas such as trial advocacy and alternative dispute resolution. JCU further held an internal review in June 2016 to assess its annual performance and plan for the coming project period. This meeting brought together all JCU staff and a critical look at each activity was done in order to identify and address challenges if any that are like to affect optimum performance in future.

3.7 Output 2.7. JLOS capacity to prevent and respond to crime enhanced

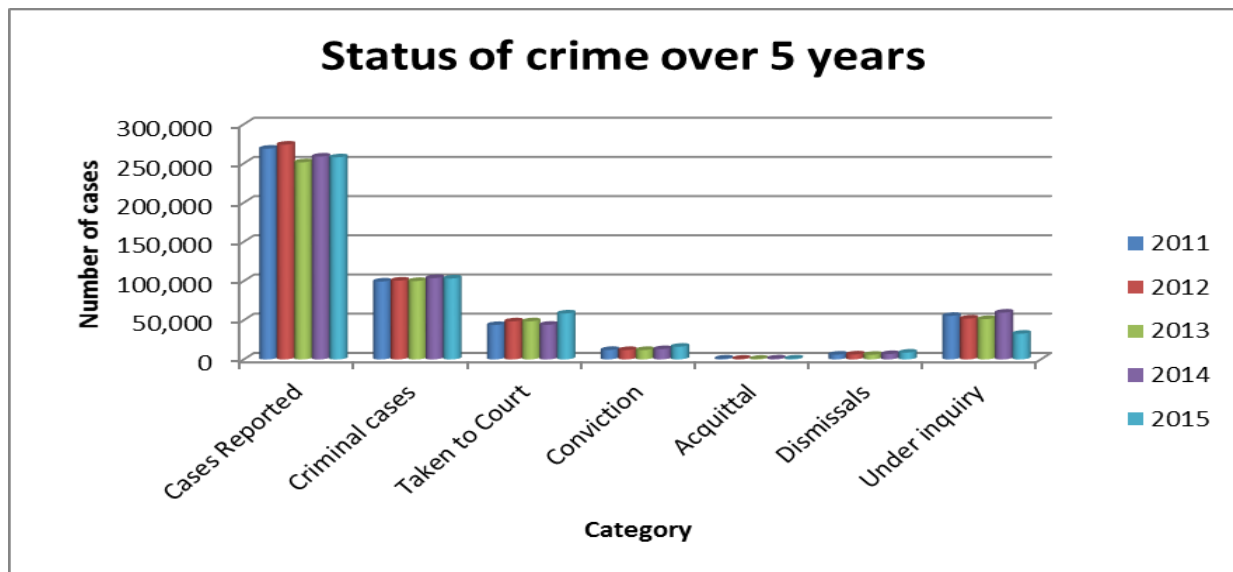
The Sector remained committed to pursuing the **formulation of a national policy** on crime prevention, strengthening justice for children; strengthening the capacity of safety and security related agencies through training and restructuring and re-equipping and retooling the respective agencies. In addition, the sector identified and continues to implement specific measures to boost rehabilitation of offenders including juveniles to reduce the levels of recidivism in the country. The sector prioritised strengthening the regulation and operation of Non-Governmental Organisations. Emphasis was also placed on conflict assessment, conflict resolution, and disaster management especially in conflict affected areas of northern Uganda and the Karamoja region. In terms of targets against the output indicators 3 out of 5 indicators were achieved while the target against police population ratio improved greatly. The sector has not achieved the annual target for the warder to prisoner ratio given the low recruitment rates coupled with less than proportionate change in prisoner population. The sector must therefore address both the push factors in prisons as well as enhance staff recruitment in prisons beyond the paltry 1000.

The move from a punitive to a correctional service emphasising rehabilitation of inmates resulted into a reduction in adults rates of recidivism from 27% in 2014/15 to 21% in the reporting period. This is also attributed to the increased number of inmates on rehabilitation programmes that increased from 3500 to 11934 in the reporting period while those on formal education increased from 2000 to 2674. Concerted efforts at recruitment in the police force have however not improved the police population ratio which stands at 1:764. This is because the numbers recruited do not match the growth rate in population which is 2.5% per annum. This implied that police recruitment should growth geometrically if the international standard of 1:500 is to be achieved. In the UPS the warder to prisoner ration remains as a high as 1:7 because of the increasing prisoner population.

Table 23 Performance against capacity to prevent crime targets

Indicator	responsibility	Baseline 2010/11	Performance 2012/13	Performance 2013/14	Target 2014/15	Target 2015/16	performance 2015/16
Adult rates of recidivism	UPS	28%	28%	27%	25%	25%	21%
Police to population ratio measured against the baseline	UPF	1:709	1:709	1:700	1:690	1:680	1:767
Prisoner to warder ratio	UPS	1:4.5	1:4	1:4	1:4	1:4	1:7
No. of convicts on formal adult literacy programs	UPS	1340	1400	2000	2800	4000	2674
No. of prisoners engaged in rehabilitation programs	UPS	3400	3400	3500	4000	5000	11934

At a national outlook, the coordinated sector preparations for the 2016 national elections greatly contributed to a peaceful, more informed, and successful election held in February 2016. The UPF recruited and trained 3,000 PPCs and 500 Cadets and 36,000 SPCs in preparation for the 2016 improving the police: population ratio from 1:816 to 1:764 basing on the Census population of 35 million people. However, this is still below the global standard of 1:500. Crime Preventers were identified and trained to support the UPF in identifying, averting, and reporting crime within communities as part of community policing initiatives. Notwithstanding some challenges, Crime Preventers plugged critical gaps in community policing and supported in fighting crime. There were concerns from the public about the capacity, mandate and supervision of Crime Preventers; however, the UPF



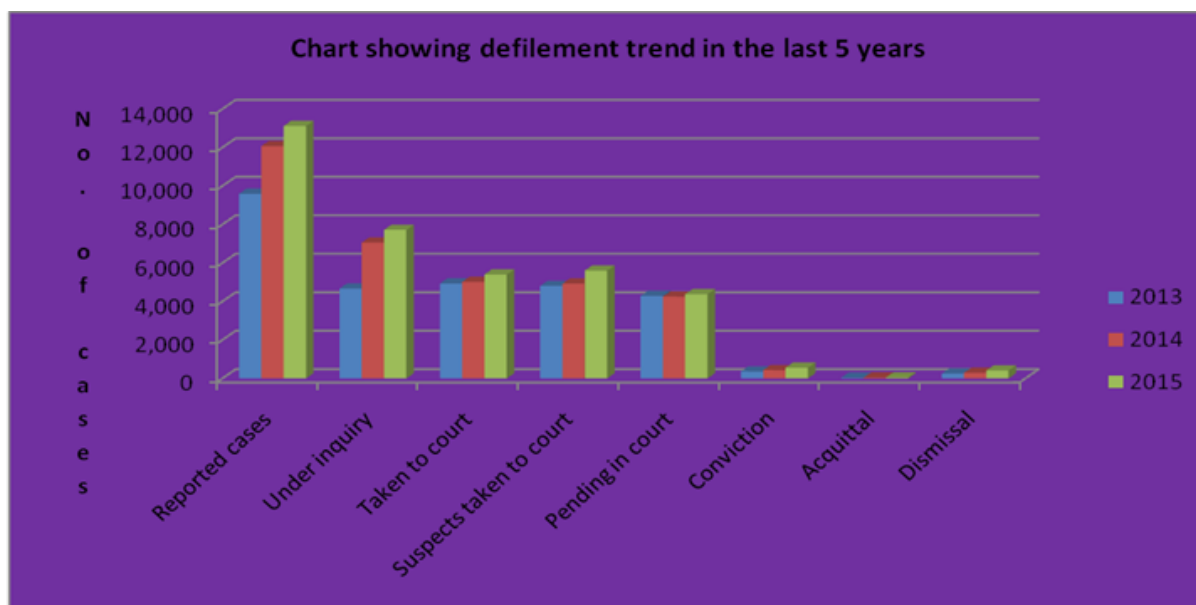
addressed these through conducting trainings and tightening the selection criteria based on competence and integrity. The legislative framework on crime preventers is presently before Parliament.

The CID registered 103,173 criminal cases in 2015 compared to 103,720 in 2014 posting a 0.4% reduction in crime. However, the crime rate reduced by 0.67% (from 298 in 2014 to 296 in 2015) despite the increase in the number of cases investigated and concluded by 33 % from 44,087 in 2014 to 58,535. This was attributed to many interventions in preparation for the 2016 General Elections. The crime rate for juveniles stands at 8%. **(1,797)**

The number of accused persons charged to Courts of law increased by 18% from 59,038 (males 53, 800 females 5,238) in 2014 to 69,384 (males 63,405, females 5,979) in 2015.

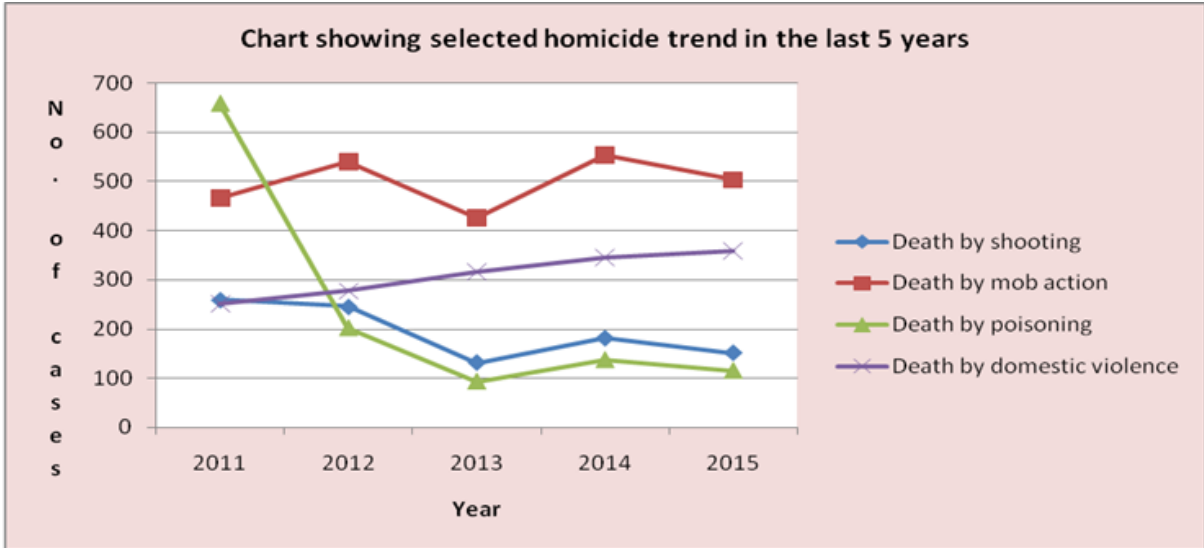
	Cases Reported	Criminal cases	Taken to Court	disposed	Conviction	conviction rate	Acquittal	Dismissals	Under inquiry
2011	268,811	99,321	43,813	19,046	12,029	63.2%	984	6,033	55,508
2012	273,957	100,465	48,480	18,955	11,916	62.9%	783	6,256	51,985
2013	251,409	99,959	48,582	18,523	11,927	64.4%	749	5,847	51,377
2014	258,771	103,720	44,087	21,005	13,099	62.4%	1,125	6,781	59,633
2015	257,774	103,173	58,535	25,813	16,119	62.4%	1,048	8,646	32,722
Total	1,310,722	506,638	243,497	103,342	65,090	63.0%	4,689	33,563	251,225

The notable leading violent crimes are Defilement, Homicide, domestic violence, and aggregated assaults. Defilement continues to lead the sex related crimes especially in the districts of Lira, Gulu, Pallisa, Soroti, Rakai and Tororo. Overall, a total of 34,793 cases of defilement were recorded in the last 3 years, 15,343 were taken to court, and 15,338 suspects were arraigned before court, of these 1,348 were convicted while 12,915 cases are still pending in court. The low conviction rate and delay in disposing cases could be one of the motivating factors for people to commit the crime



There was a reduction in homicide cases by 5% from 4,065 in 2014 to 3,856 in 2015. The notable reduction was in murder by shooting, mob action and poisoning. However, death by domestic violence and suspected ritual murders increased from 345 and 13 cases in 2014 to 358 and 19 cases in 2014 and 2015 respectively. Most of these took place in the districts of Kibaale (22 cases), Kitgum (18 cases), Amuru (16 cases) Kamwenge (15 cases), Oyam, Isingiro & Agago (14 cases each) and Katakwi with 11 cases.

The motives behind killings include land wrangles, dissatisfaction with or delayed justice, family misunderstandings and business rivalry. The districts of Mbarara and Mubende continue to register high number of Homicide cases since 2011 to date.



Similarly, this performance is also attributed to the expansion of the canine services to 3 new areas of Buhweju Isingiro and Kapchorwa districts and deployment of the first sets of dogs bred locally from six (6) pedigree German Shepherd Breeding Dogs to replace retired ones in Rukungiri, Mpigi, Lyantonde, Kazo, Tororo and Arua. The number of districts covered by the canine unit is now 57 representing 49% district coverage. The dogs tracked 6,760 cases and facilitated the arrest of 5,508 (4,452 males, 666 females, 390 juveniles (336 male & 54 female) suspects of whom 1,881 persons were taken to Courts securing 759 convictions having recovered 1,373 exhibits. Also the adoption of the crime preventers as a community policing drive to boost crime intelligence contributed to reduced crime levels. With the induction of 25 additional PPCs as dog handlers, the unit is expected to increase district coverage to 70% in the medium term.



Canine breeding center Nagalama



Breeding dogs at Nagalama

With strengthened manpower, Uganda Police Force Anti Stock Theft Unit (UPF – ASTU) recovered 820 out of the 1,263 reported stolen cows representing 65% recovery rate compared to last year where 483 animals were recovered out of 734 animals stolen. The improvement in recovery is as a result of partnership with the public in providing information to police. Also, recovered were 4 rifles and 77 ammunitions. The personnel also sensitized the herdsmen in the ASTU zones to adhere to security advice while grazing/searching for pasture and water to avert rampant cattle thefts.

To improve capacity of police to respond to scenes of crime , secure venues of national functions and provide emergency rescue services within the set standard of 12 minutes, UPF procured 2 helicopters, a marine boat, 20 trucks, 2 buses, and 113 vehicles.



In the same spirit, UPF conducted joint training on case management and child protection for Police officers targeting DPCs, OC Posts, CID, CFPO, CLO, Medical, and PSWO/CDO's in 23 districts including Kasese, Kanungu, Kisoro, Kabale, Jinja, Iganga, Mbale, Kapchorwa, Kween, Bukwo, Moroto, Nakapiripirit, Amudat, Napak, Kaabong, Abim, Gulu, Nwoya, Amuru, Kitgum, Lamwo, Agago and Pader.



UPF also undertook refresher courses for 1,692 in-service personnel and specialized skills (investigation skills, SOC management, Canine tracking, and Traffic management) to improve management and investigative capacity.

To effectively police the water bodies, UPF opened marine units at Sabagolo and Ntoronko on L. Albert and Nkose on Lake Victoria thus increasing the units to 21. This enabled the unit to respond to 338 maritime emergency operations on lakes- Victoria, Edward, and George where 172 people were rescued and 142 bodies retrieved. The unit also conducted 436 maritime sensitizations to the islanders of L. Victoria, Kyoga, George, Edward, Albert and Kazinga Channel on water safety

To strengthen CID, 200 PPCs were inducted into CID, 318 detectives were trained in fraud and Scene of Crime management, 126 in sexual gender based violence investigations as well as in electoral offences investigations.

A total of 1,675 fire emergencies were handled compared to 1,007 received in 2014 giving 66.3% or 6.3% increase. Wakiso (153), Entebbe (151) and Makindye Division (108) registered the highest cases of fire while Mukono (70) and Lubaga Division (61) registered low cases. The fires as in previous years are attributed to mainly electrical short circuit, charcoal stoves, electrical appliances left unattended to, arson and uncontrolled welding. A total of 228 lives were rescued (males 167 and females 61) and 158 bodies (males 137 and females 21) were recovered. More death was registered compared to 73 of 2014. The expansion of the fire stations and public awareness campaigns has been instrumental in causing this change.

The Directorate also carried out 3,713 fire safety inspection and sensitization to minimize fire outbreaks in schools, super/local markets, factories, timber yards, bars/clubs, petrol stations, hotels/hostels/restaurants, health centers, babies' homes and residential apartments in which 78, 815 participants benefited.

Traffic and Road safety directorate recorded 16,471 crashes of which 3,774 were fatal. This is a 50% increase compared to 2,518 recorded in 2014. Pedestrians and passengers continue to be the most vulnerable category of road users. The major cause of road carnage remains human errors which accounts for 80%. Police is conducting operations, road use sensitizations and re- testing of drivers to mitigate the problem. In the period under review, a total of 42,311 drivers were re- tested. In addition, 50 traffic officers were trained on TRS management to ensure enforcement of discipline on the roads.

During the period under review, the Directorate of Government Analytical Laboratory received a total of 1,178 new forensic cases (374 DNA, 73 Ballistics and 731 toxicology) out

of which a total of 366 (61 DNA, 94 ballistics and 211 toxicology) cases were analysed and reported (31.1% of received cases); responded to



A sample of assorted UXOs prepared for the demolition at Karama

95.2% of witness summons received (40 out of the 42).

In a bid to improve staff and institutional capacity, 06 Government analysts (3 males and 3 females) were trained in Quality Management System (QMS), Lead Audits and understanding ISO 17025 Standard, 03 (all male) were trained in equipment Software applications (Chromatography and spectroscopy), 02 (1 male and 1 female) staff were



Handover ceremony for the Gun Boxes

trained in Analytical Chemistry in South Africa. The storage of DNA exhibits was improved based on the Standard Operating Procedures (SOPS).

The National Focal Point (NFP) in collaboration with Uganda Peoples Defence Forces (UPDF) conducted a demolition exercise of

100.6 tons of Un-Exploded Ordinances (UXOs) at Karama in Mubende district. A sample of the UXOs below being prepared by the experts from UPDF-Directorate of IGME is among

those declared obsolete, redundant and surplus remnants of war including SALW ammunitions that were kept in various UPDF stores.

The NFP/SALW also conducted a two days awareness workshop on the dangers of illicit SALW in Mbarara district (2 District leaders, 16 Law Enforcement officers, 3 Politicians, 1 elder, 1 youth and 4 media personnel). In the same workshop, the Policy on Firearms, Ammunition and related Materials were also disseminated to the 27 (5 females and 22 males) different stakeholders.

Training on Physical Security and Stockpile Management (PSSM) practices was also conducted involving 26 participants including UPDF, UPF, UPS and NFP staff. The objectives of the training were to: train officers in professional ways of executing their duties and highlight challenges in physical security and stockpile management and identify possible interventions for immediate attention. As part of the function, an official handover of gun boxes to the Minister of Internal Affairs was conducted by the Executive Secretary RECSA

NFP also trained armoury officers from the 9 districts of Koboko, Arua, Koboko Zombo, Nebbi, Yumbe, Moyo, Maracha, and Adjumani in stockpile management. A total of 37 Officers (All male) from Prisons and Police were trained.

As part of the reduction strategy and sharing of information on the dangers of illicit SALW, the NFP joined other Law Enforcement Agencies (UPDF, Police, Prisons and Immigration) and carried out a two days simultaneous operation code named Usalama 111. The operation took place amongst EAPCCO and SARPCCO 25 member countries targeting trans-national crimes such as TIP/Smuggling, Narcotic Drugs, Motor Vehicle Theft, Environmental Crimes and Illicit Proliferation on SALW. SALW operation took place in the districts of Kampala, Jinja, Arua, Nebbi, **Lira, Koboko and Zombo**. A total of 7 firearms (5 SMGs and 2 Pistols) and 312 rounds of ammunition were recovered and 4 suspects (3 Ugandans and 1 Sudanese) were arrested One SMG rifle was marked and belongs to Wild Life Authority of S/Sudan. This calls for more regional efforts to mark arms.

A partnership to operationalize the situation room (information collection for situation room operations) was initiated with the 4 civil society organizations namely Network of Ugandan Research Users (NURU), based in Kampala, Peoples Anti- Corruption (PACO) based in Mbale, Riam Riam CSO Network in Karamoja and De

velopment Training and Research Center based in Lira. A M.O.U was signed with CEWERU.



Training of officers in new data collection and analysis system

In line with the operationalization of CEWERU situation room, NFP in collaboration with CEWARN Headquarters held one week training for new data collectors on the information collection and analysis system. A total of 18 (3 females and 15 males) participants including 10 Civil Society/NGO actors from Kaabong, Kotido, Moroto, Lira, and Elgon and 8 officers from CEWERU secretariat benefited from the training.

The Conflict Early Warning and Early Response Unit (CEWERU) Strategic Plan 2012-17 mandates the National Focal Point to roll out activities both thematically and geographically to the districts neighbouring Karamoja. To that effect, NFP started on the roll out CEWERU program in the Rwenzori and Albertine sub-regions and undertook an assessment in the districts of Kasese and Hoima to understand the conflict dynamics from a cross section of the stakeholders. A total of 110 stakeholders from different stakeholders including security members, District leadership (LCV, CAO, and Mayor), religious leadership, Cultural leaders of Obusinga Bwa Rwenzururu, Civil Society Organization, Youths representative, Women representative, Elders and Media representative were met.

NFP also conducted basic training on Conflict Prevention and Management Resolution (CPMR). A total of 46 district and local leaders (37 male & 9 female) in Moyo and Adjumani district benefited from this training. The participants shared among others the effects of civil conflict which continue to create forced migration and as a result, districts bordering S/Sudan experience a growing number of refugee influx that forced our government to re-open refugee camps in Adjumani district.

The NFP marked and registered a total of 15,247 Police Firearms and 274 civilian owned at Kibuli Police training school. The marking exercise facilitates the various institutions in tracking guns that are used in commission of crimes and holds them accountable for such guns. Relatedly, the Ministry of Internal Affairs distributed 30 copies of the Policy on Firearms and 30 copies of the National Action Plan on Small Arms and Light Weapons (NAP/SALW) strategy to 27 (5 females and 22 males) stakeholders in Mbarara district (2 District leaders, 16 Law Enforcement officers, 3 Politicians, 1 elder, 1 youth and 4 media personnel)

Inmates: UPS procured 6 vehicles for delivery of prisoners to court. They were able to produce to court a daily average of 1,180 prisoners to 213 courts spread country wide. The UPS facilitated 106 court sessions; and facilitated officers and men who escort suspects to court. UPS also supported 68% of the prisoners to access basic legal services through Paralegal Advisory Services (PAS). As a result of the UPS and other stakeholders in chain of criminal justice the average length of stay on remand reduced from 10.5 months to 10.4 months for capital offenders and from 2 to 2.6 months for petty offender and the remand prisoner population increased from 54.9% of total prisoners' population in June 2015 to 55.1 in June 2015/16.

Recidivism

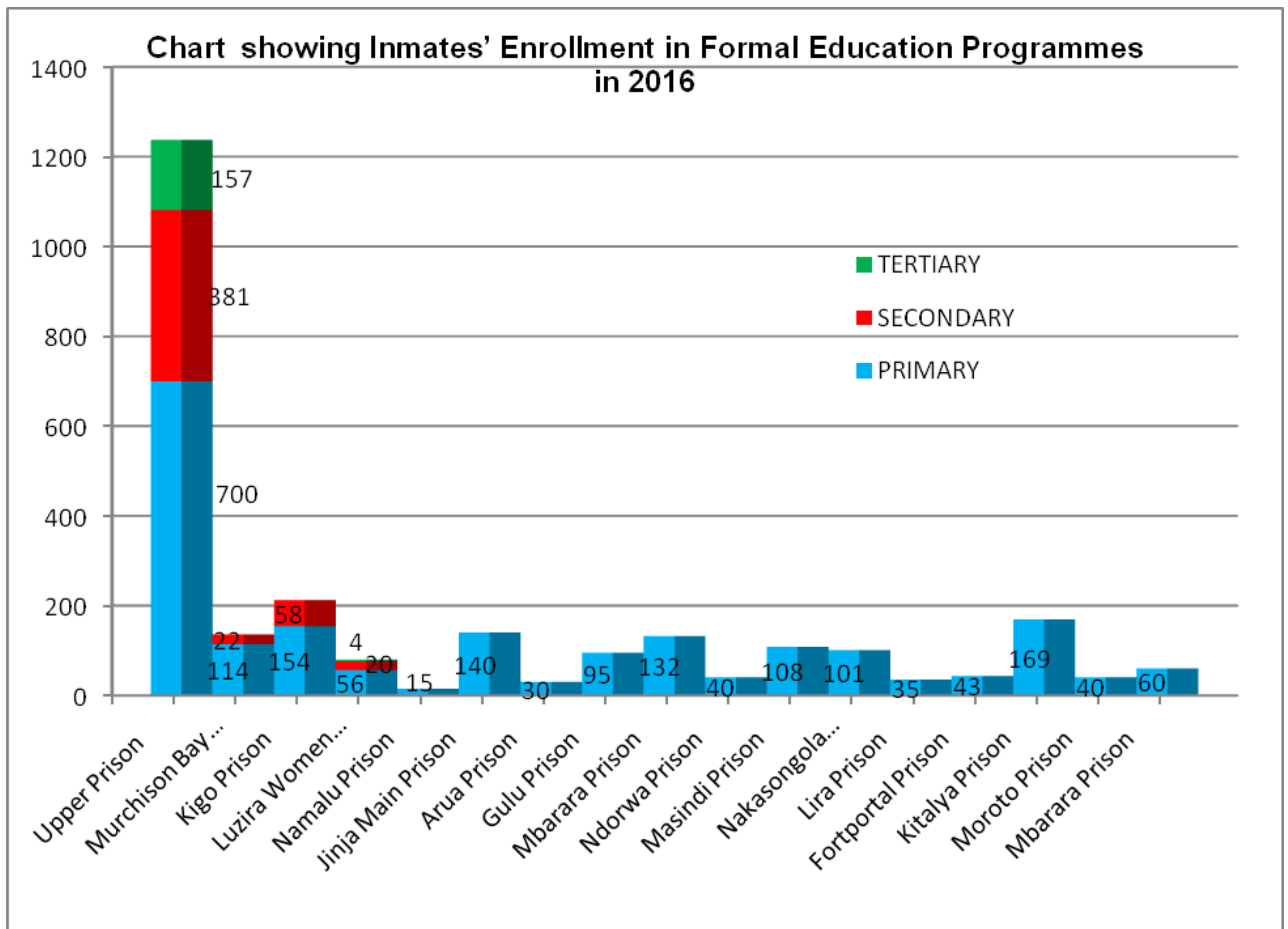
The UPS is implementing various rehabilitation programmes to address the rate of reoffending. In the period under review 9,459 inmates were trained in agricultural skills, 47,000 eucalyptus trees planted as a measure of environmental preservation while 2,475 inmates were trained in vocational skills; carpentry, tailoring, handcraft, metal fabrication, soap and candle making among others. Equally, the Prisons industries were revamped through procurement of carpentry and tailoring materials for different workshops spread Countrywide.

Education, skills and training:

It is well established that a prisoner's prospects for successful rehabilitation are improved if they are able to work after release. Most people who come to Prison did not complete formal education and it is clear that low literacy and numeracy is widespread in the country. Prison is a good opportunity to address this; the UPS has invested a lot in terms of policies and programmes for education of prisoners. Educational programmes have been very instrumental in increasing opportunities for successful re-entry into society. The prisoners learn to think rationally, their decision-making capacity is increased and the opportunity for reoffending is reduced.

a) Inmates' Enrollment in Formal Education Programmes in 2016

STATION	PRIMARY	SECONDARY	TERTIARY
U.G Prison Upper	700	381	157
U.G Prison Murchison Bay	114	22	-
U.G Prison Kigo	154	58	-
U.G Prison Luzira Women	56	20	4
U.G Prison Namalu	15	-	-
U.G Prison Jinja Main	140	-	-
U.G Prison Arua	30	-	-
U.G Prison Gulu	95	-	-
U.G Prison Mbarara	132	-	-
U.G Prison Ndorwa	40	-	-
U.G Prison Masindi	108	-	-
U.G Prison Nakasongola	101	-	-
U.G Prison Lira	35	-	-
U.G Prison Fort Portal	43	-	-
U.G Prison Kitalya	169	-	-
U.G Prison Moroto	40	-	-
U.G Prison Mbarara	60	-	-
TOTAL	2032	481	161



(b) Vocational Training

An offender’s skills development plan that focused on equipping employable lifetime skills has been prioritized in order to improve the effectiveness of the correctional agenda. The UPS embarked on the following measures to revitalize and modernize vocational training in order to enhance this activity’s potential to promote rehabilitation and reintegration of offenders:

- i) Investment in Farm Mechanization and enhanced modern farming Practices thus making the rehabilitative programs more productive and mitigating the labour intensive approach;
- ii) Implementing the earning scheme; piloted in prison farms is expected to encourage skilling and productivity and as well enhance the socio-economic wellbeing of inmates when released. The scheme is to be rolled out for all Prisoners who engage in activities that generate revenue;
- iii) Revitalizing vocational skills rehabilitation programmes to equip (e.g. Carpentry, tailoring, shoe making, art and crafts);
- iv) The UPS plans to recruit more instructors including farm instructors and Functional Adult Literacy instructors; Develop and maintain linkages with vocational institutes and undertake trade testing of prisoners in all rehabilitation centered activities such as farming, vocational skills, building, etc. In this line, inmates have been trade tested in various trades run by the directorate of Industrial Training in the Ministry of Education and Sports since 2010; and

- v) Train prisoners in farming and farm management and improve on mechanization in Farms.

Other interventions to enhance vocational training will include: refresher workshops for Instructors, training of inmates; trade testing of inmates who have been trained; and, tooling of trained inmates on discharge. In furtherance of the above, the UPS has secured the collaboration of the Ministry of Education and Sports through its department for Business, Technical, Vocational Educational and Training (BTNET). This move will not only put more resources at the disposal of the prisons programme, it will systematically align the prisons vocational and technical training to the national programme.

Programs for practical skills empowerment

As part of their rehabilitation and preparation for reintegration back to society, inmates whose incarceration may have been partly due to lack of practical skills are trained in various vocational programs. The central objective of this kind of intervention is to equip inmates with practical skills from which to earn an honest living. Various researches have shown that lack of employment and routinized life predisposes people to criminal activities. It is therefore envisaged that inmates are less likely to become vulnerable to committing crimes once they are busy practicing their trades.

The following vocational training programs are therefore in place to equip inmates with the much needed skills: Carpentry and joinery; Brick-laying; Farming; Hair-dressing; Tailoring; Metal fabrication; Handicraft.

Certification of Vocational Training:

In partnership with the Ministry of Education and sports, inmates undergo trade testing in various vocational trades. This is carried out by the Directorate of Industrial training. Inmates who successfully pass the trade tests are awarded nationally recognized certificates. Certificates help inmates acquire employment upon discharge. Gender perspectives to Rehabilitation have been embraced with appropriate farming options developed for the Women Prisons, for instance setting up green houses for planting greens/vegetables for improved nutrition.

Life skills training sessions are held with the inmates contributing towards this sector output through strengthening Prisons industries and training offenders in Industrial and Agricultural skills, rehabilitation and reintegration of offenders and expanding the Prisons farms. This has led to reduction in the rate of recidivism from **23% to 21% in June 2016** as a result of the different rehabilitation programs as stated;

i. Prisons industries

- 2,475 inmates were trained in vocational skills; carpentry, tailoring, handcraft, metal fabrication, soap and candle making among others. Equally, the Prisons industries were revamped through procurement of carpentry and tailoring materials for different workshops spread Countrywide.
- 117 inmates were trade tested in various vocational trades and awarded certificates of completion of vocational skills training.
- Revenue worth shs. 344.470 m was collected from Prisons Industries as part of Non Tax Revenue.

ii. Prisons farm production;

Prisons farm production contributed 56% of the maize feeding requirement; UPS Procured 16 tractors and accessories, 1 bulldozer; 3 vehicles to support farm production. This enabled the service to prepare, plant and manage 6,345 acres of land with maize and realised an output of 6,378MT; other levels of performance



included;

Mechanisation of Agriculture

Harvested maize in cribs at Rwimi Prison

- 9,459 inmates undergoing Agricultural skills training in different Prison farms and 47,000 eucalyptus trees planted as a measure of environmental preservation.
- Completed Feasibility study and Technical designs for establishing an irrigation system at Ruimi, Mubuku, and Ibuga Prison farms
- Successfully, piloted & established viability of maize seed production at Amita Prisons Farm- Abim district; maize seed worth **60MT** was produced up from **30MT** in FY 2014/15. The seed was supplied to NAADS.

UPS has finalized the legal and policy framework for the seed Project implementation with MAAIF, NARO (NaCRRI- National Cereal resources Research Institute), NAADS, CDO and MAK (College of Agricultural and Environmental Sciences); staff to handle seed production technologies have also been trained Prisons staff in conducted by NARO (NaCRRI).

- Piloted Cotton Production in 16 Prisons in 2015/16 as a response to the Presidential Directive to the institution on cotton production. 1,059 acres were planted and an output of 168,298 kgs were realized and sold to cotton ginnerers.



- Cotton production is beneficial to the Government in areas of job creation for; growing the cotton ginning (removing the seeds), spinning, weaving yarn into fabric, Printing the colours into the fabric and tailoring the fabric into garments. Equally, it contributes to foreign exchange saving through Import substitution.
- Commercial Maize Grain Production for feeding of Prisoners and staff – Food worth shs. 14.2 billion produced (consumed by prisoners) – as a budget saving measure.

iii. Social rehabilitation and reintegration of offenders;

Social rehabilitation and reintegration programmes include activities geared towards improving the inmates' social life and functionality both with himself and others therefore, leading to transformation and change. During the reporting period, the Institution achieved the following;



Inmates of Kaabong prison socializing A Social worker with father of an ex-inmate

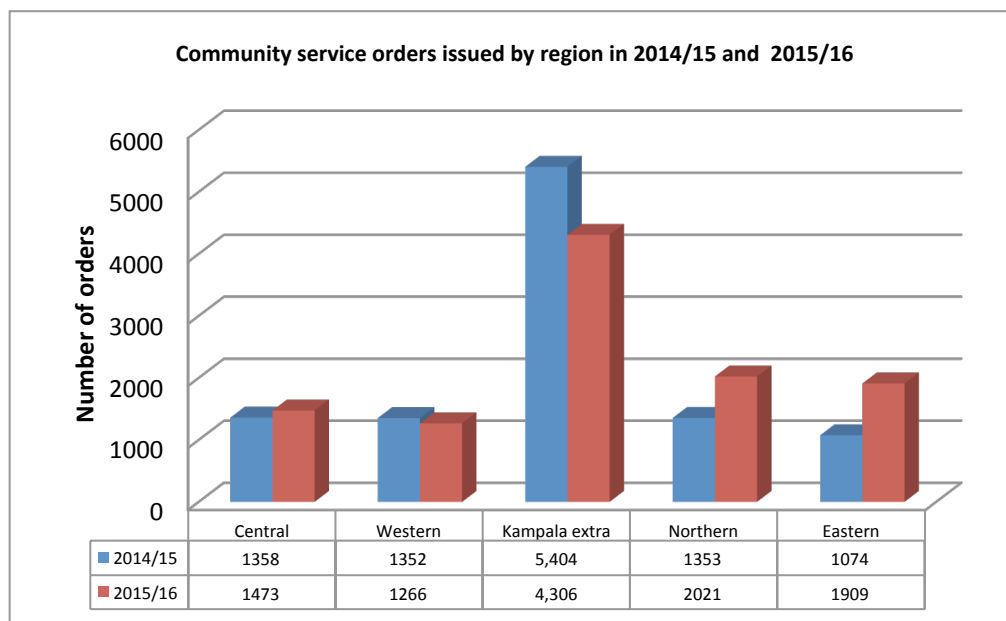
- 2408 inmates underwent formal education.
- 47,053 inmates were counselled and helped to cope with life in prison
- 170 stations involved in welfare and rehabilitation activities.
- 83,501 inmates provided with spiritual and moral rehabilitation
- 51,887 inmates offered socializing services like games and sports, drama and other forms of recreation
- 18,000 inmates were trained in behavioural change and life copying skills (stress, anger, financial and interpersonal skills).
- 4,062 inmates were successfully reintegrated back into their respective societies
- 55 prison stations implemented FAL

- 3,733 inmates enrolled in FAL programs facilitated with scholastic materials.

The above interventions are partly the reason why the rates of recidivism have reduced from 23% to 21%. Almost sixty thousand (**59,496**) inmates received rehabilitative guidance and counselling while 26,551 inmates were linked to actors in the criminal justice system, 4,062 offenders were reintegrated back into their communities and 2,408 inmates attended formal educational programs and were facilitated with scholastic materials. In the 2015, 152 inmates sat for PLE, 38 inmates sat for UCE and 21 inmates sat for UACE.

Community service

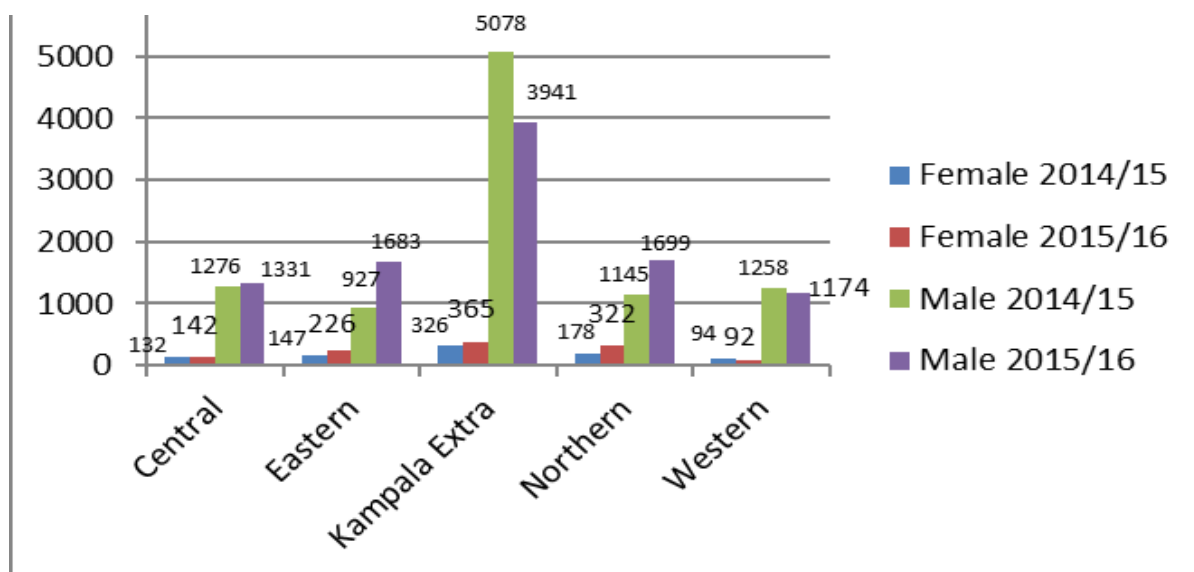
During the reporting period, **10,975 Community Service Orders were supervised compared to 10946 orders supervised in the same period last FY 2014/2015**. This 10% achievement can be attributed to vigilance of volunteers. From the analysis, Kampala Extra region emerged with the highest number of orders totalling to 4,306 orders. Despite the high number of orders, there was a remarkable decline by 1098 compared to FY 2014/2015. The high number of CSOs is attributed to high crime rates and presence of volunteers in all Kampala courts.



Northern region came second and registered 2021 representing an increase of 668 CSOs. The increase was attributed to stake holder coordination, awareness creation through radio programs and community dialogue, increased staffing of magistrates and volunteers in the region. Eastern region was third and registered 1909 CSOs registering an increase of 835 CSOs compared to FY 2014/15. The increment was a result of PRI intervention conducted in the 3 magisterial areas of Mbale, Jinja and Iganga.

Western region was fourth with a total of 1266 CSOs representing a decline by 86 orders from the previous FY 2015/16. While Central Region registered 1472 CSOs with an increase of 115 compared to the previous FY 2015/16 attributed to increase in vigilance of CS staff.

ORDERS ISSUED BY REGION AND GENDER



The most common offences committed remained as in previous reporting periods as listed here below:

Offence	Number sentenced to community service
Rogue and Vagabond reporting	1478
Theft reporting	870
Assault reporting	426
Hawking without permit	324
Possession of opium reporting	252
Others	1321
Threatening violence	198
Criminal trespass reporting	222

Distribution by Gender:

The number of males sentenced to community service remains high across the regions in the reporting period. 9828 males as compared to 1147 females were registered. Despite the low number of women



An offender at his Chapati stall after a day's work at Gulu Tree Nursery He was ordered to work for 4 hours per day and uses the rest of the day to continue with his business

registered, the Department has observed an increased number of women from 857 CSOs in FY2014/15 to 1147 CSOs.

MIA Supported 80 district community service committees to coordinate, supervise, review and consider any complaints on Community Service Programme and Carried out 4 monitoring visits on socio-economic reintegration activities in Luwero and Kayunga in the Central DRT. The Ministry also trained 80 reporters and victims (beneficiaries) in agricultural skills in Bombo and Kayunga and counselled reporters and victims in Luwero, Kasese, Kiryandongo, Arua, Yumbe, Gulu and Kitgum. (

3.8 Output 2.8 Access to Transitional Justice enhanced

The SIP III set out clear strategies under this outcome area which include; strengthening the formal justice system to ensure that conflict related crimes are adequately investigated, prosecuted and adjudicated; secondly, to promote alternative justice mechanisms and lastly to enhance public awareness to promote public participation in prosecution of conflict related crimes and other transitional justice mechanisms.

The sector has this financial year, as well as in the past provided logistical and technical support to the DPP, UPF and judiciary for the handling of conflict related crimes.

International cooperation; Directorate of Public Prosecution has continued cooperating with international partners with the aim of enhancing capacity of prosecuting cross border crimes. In the reporting period, the extradition of Jamil Mukulu and his accomplices from Tanzania demonstrates the effort the Directorate invested in maintaining cooperation on the international arena. This exhibits the Directorate's commitment to the promotion and upholding respect for human rights and enhancing access to transitional justice as well as the capacity built over time.

Complementarity ; another area that has strengthened the capacity of the institutions to deliver justice in international crimes is the principle of complementarity in war crimes proceedings; the DPP and UPF are supporting the International Criminal Court (ICC) in the case of Dominic Ongwen, the former LRA commander who is currently, being tried by the ICC. The only challenge however, is that the ICC is not reciprocating this arrangement, which would further strengthen the national capacity to prosecute and adjudicate international crimes. As such the Sector recommends that the ICC support in key areas like the building capacity of the Prosecution and Investigators, Registry, witness and victim support, outreach and other issues, in order to realize justice for victims affected.

Training; the Judiciary benefited from capacity enhancement in the area of international crimes, which has been realised through consultative workshops targeting the Judges and Registrars. For example, the training on advanced Adjudication of cases involving International Crimes organised by members of the Peace and Justice Initiative – Towards Universal Implementation of ICC Statute. This is all being realised because the Sector built momentum and interest in the field of national adjudication of international crimes, and as such sector institutions are benefitting as well from external capacity enhancement.

Adjudication of war crimes; the Trial of Thomas Kwoyello, the former LRA commander has resumed. The trial is expected to give a chance to victims of the LRA to voice their concerns as well as for the alleged perpetrator to defend himself. The prosecutorial team consist of 3 seasoned prosecutors, the defence also has a team of 3 defence lawyers, and there is also a team of two victims' lawyers.

Apart from the Kwoyelo case, there are 33 other major cases of war crimes being investigated in the Acholi, Lango, Teso, Karamoja, West Nile and Kasese/Bundibugyo regions. However, the investigations are slow due to a number of challenges. For example, some suspects were given amnesty making their trials difficult; secondly, tracing witnesses since the camps especially in Acholi were disbanded and thirdly, facilitations of witnesses in terms of transport, feeding and general welfare.

Enhanced public awareness and outreach for international crimes was not realised by the sector due to lack of funding. As such this also contributed to the persistent delays in the actual trial of Thomas Kwoyello, since it is important that the communities in Northern Uganda, are first given adequate information to enable them participate and allay any fears about the trial.

In addition, the Sector institutions should also be aware of the fact that these cases may present sensitive and peculiar issues, which should be well managed, so as not to derail the whole trial process, as such public information is a necessity before, during and after the trial.

Other areas of concern are; Witness protection, victim participation, legal representation and psychosocial support need also to be prioritized by the Institutions.

Promote alternative justice mechanisms in transitional justice:

Amnesty is one of the transitional justice mechanisms that is legislated and addressing effects of armed conflict. The sector thus supports the activities aimed at resettled and reintegrating the excombatants through the Amnesty commission, which works hand in hand with the traditional leaders and the community to resettle and reintegrate the former rebels/or abducted persons.

The Amnesty Commission through JLOS support was able to provide psychosocial services to 60 reporters and victims of insurgency in Central (Luweero-Bombo), Arua DRT in Nebbi



(Nyaravuru sub county and Lira (Barlonyo-Ogur sub county). The AC also trained 80 beneficiaries (reporters and victims in agricultural management skills Central DRT and Kasese and provided the trained beneficiaries with tools (hand

hoes) and inputs Maize seeds and pesticides).

A group photo of participants in the psychosocial seminar at Barlonyo, Ogur sub county Lira district.

The AC also trained 80 beneficiaries (reporters and victim) in agricultural management skills in Kasese DRTs at Kiryandongo and in central at Nyimbwa sub counties and also provided the trained beneficiaries with tools (480 hand hoes, 240 pesticide cans, 3600 kg of maize seeds and 3600 kg of bean seeds).

Livelihoods support ; The Amnesty Commission Kitgum DRT office on 23/08/2016 organized a workshop to hand over a maize mill to a new group “WUTAM PI AMIDA GROUP”. The maize mill is one of the two mills given to the groups of selected reporters and some victims



The Commissioner Northern Mrs Grace Ocitti together with the DRT Kitgum Mr H. Araali Basaliza congratulates the Leader of the Group for receiving the maize mill

in Labongo Amida sub-county, Kitgum District and another in Atanga Sub county Pader district under the Amnesty Commission reintegration programme supported by Justice Law & Order Sector (JLOS). The grinding mill was given to the new group to generate income so that they can improve on their livelihood

and to economically reintegrate the reporters

with the community where they are resettled.

3.9 Output 2.9 Legal Aid Policy and Law Implemented

Before Law Council was facilitated and supported by DGF to carry out its mandate to regulate the provision of legal aid services in Uganda, there were several LASPs that were providing legal aid services to indigent persons without the necessary requirements as stipulated by the law and therefore compromising the quality of the services provided. However, Law Council is now able to inspect and monitor most of the LASPs and guide them on the requirements under the law, and thereafter publish the list of the approved LASPs in the different gazettes and in different languages. A total of **28** Legal Aid Service Providers were inspected against the target of **20** in the two quarters out of which, **20** Legal Aid Service Providers were approved, **5** were not approved, **2** are still pending review, and one was not registered with Law Council;

This has helped the population and other stake holders to be informed of the approved LASPs and the type of services offered. Consequently this has enhanced the quality of services offered by various legal aid institutions to the public and also led to increase in the number of applications from LASPs for inspection

With support from DGF and the JLOS, four legal aid Centres under Justice Centres Uganda (JCU) were supported in Lira, Tororo, Hoima and Mengo as well as three service points in Masaka, Jinja, and Fort Portal.

As a result of their presence, JCU distributed **78,356 (43,299M 35,057F)** IEC materials on Marriage and divorce law, succession law, bail and bond law, children's rights, Contacts of Access to Justice Institutions, lessons learnt under the JCU pilot, and policy briefs on legal aid. The materials were distributed during JCU outreach activities and to JCU clients with the aim of supplementing verbal information on the law and other services provided. Issues of detention of children with adults by police and lengthy time in processing letters of administration with notices gazetted in newspapers with poor circulation arose in Jinja. Issues of clan leaders assuming automatic administrator of estate status and forging of wills arose in Tororo. Issues of customary heirs assuming automatic administrator/executor status and assuming ownership instead of administering estates came up in Hoima. In Lira, rampant instances of widow inheritance were noted.

During the period, JCU facilitated the release of **3,230 (2,939M, 291F)** prisoners from prisons under the Prison Decongestion Programme. The programme targeted petty offenders for release on non-custodial sentences. Most of the inmates were granted community service. The most common offences were being rogue and vagabond, frequenting known opium smoking places, and hawking without a licence.

The JCU also provided psychosocial support to **883 (447M 436F)** indigents. It emerged that some of the clients did not believe that they would get any positive results from their cases because they did not trust the judicial system; others believed that their financially stronger opponents would influence the course of justice. Others believed that there were supernatural forces behind their cases, thus no legal remedy could help them.

Also JCU processed **370** cases through Court. Many of these cases are from the previous period with a few filed after failure of ADR processes. The status of the various cases is illustrated in the pie chart. A total of **10,108 (5,838M 4,270F people)** were offered legal advice during the reporting period. Some people walked in to make general inquiries (Walk-in inquiries) while others reported cases (walk-in registration). JCU processed and resolved **972 (481M 491F)** cases through mediation as the first line of dispute resolution, against a planned 720. These included both cases registered from community members and those referred to JCU by Court under the compulsory mediation rules of Court. The cases were either mediated at JCU offices or in the field especially for land matters. Some of the successfully mediated matters were followed up to ensure adherence to the terms of the MoUs while others are awaiting follow up. The target was exceeded because of combination of factors including the skills of JCU mediators, increased sensitization about the benefits of mediation and a willingness by some parties to settle.

With support from DGF funds under LEAP, 13 organizations who provide legal aid services in 74 districts in Uganda were supported. DGF also provided additional support to ULS to open a clinic in Moroto serving the Karamoja sub-region, an area which hitherto had no comprehensive legal aid service provider. LEAP partners increased interventions to enhance early access to legal aid services which has significantly contributed to increasing the number of poor and vulnerable people accessing legal aid. During the year under review, LEAP partners provided individual legal aid services to **155,213 (91,423M 63,790F)** people.

The high number of male beneficiaries is attributed to LEAP partner work in the Criminal justice system whose population comprises 58.9% of men.

LEAP partners contributed to reducing the case back log through resolving 11461 cases through alternative dispute resolution and completing 3916 cases in Court.

LEAP partners also facilitated the release of 37,779 people from police and prisons through assistance in accessing ordinary and mandatory bail as well as police bond. Furthermore 930 juveniles were diverted from the court justice system

The LEAP program reached 864,271 people including women, children, persons with disabilities through legal outreach and awareness which included community outreaches, barazas and/or mobile clinics, outreach to schools, inmates in police and at prison. LEAP partners also increasingly used social media to enhance legal and human rights awareness for poor and vulnerable people. In addition LEAP partners undertook 366 radio programs on various justice issues. Collectively LEAP partners reached 4,971,805 with 441,100 reached through radio

Table 27. LEAP PARTNER PERFORMANCE 2015/16

Partner	Direct beneficiaries	Indirect ⁵	Total
ULS Probono	22,467	9,622	32,089
ULS LAP	11,769	68,396	80,165
MCJL	5,002	589,009	594,011
UCLF	10,717	236,950	247,667
PLA	32,825	529,912	562,737
FIDA	18,099	7,302	25,401
PAS	279,922	503,207	783,129
JCU	57,004	1,823,109	1,880,113
ARELIMOK	935	1,290	2,225
LAC/LDC	10,269	37,078	47,347
PILAC	402	5,003	5,405
ULA	1,557	124,524	126,081
PAS Busia	209	712	921
NUDIPU	1,505	109,787	111,292
FHRI	5,176	8,229	13,405
RLP	9,919	7,466	17,385
ULS Moroto	395	937	1,332
Total	468,172	4,062,533	4,530,705

Table 28 LEAP PERFORMANCE AGAINST INDICATORS

DGF results that partners contribute to	expected that Partnership indicators (select what applies to you)	Planned (July 2015 – June 2016)	Achieved (July 2015 – June 2016)	Remarks on variance

⁵ The figures on indirect beneficiaries does not include those reached via radio

2.2 Provision of quality legal aid and promotion of access to justice for the poor and vulnerable including in extractives – affected areas	2.2.1 Number of men and women reached by legal aid local community sensitization events and training events	300,000 reached through community outreach, cumulatively to reach 4,3 M since 2012	864,271 reached through community outreach,	About half of the beneficiaries where reached through the media –radio and TV.
	2.2.2 Number of districts where legal aid services are provide with support from DGF	70 districts	74 districts	Legal aid services are provided in 74 districts. The increase in the number of districts was in part due to ULS’s expansion in the Moroto region.
	2.2.3 Number of individual cases handled by DGF partners	Cumulative total 45,000 women men and children receive individual legal advice from DGF partners.	108,872 men and women provided with individual legal aid	The increase in the number of districts contributed to the realization of the target as well as the adoption of the standardization of legal aid model by our partners.

To contribute to enhancing standards in legal aid service delivery, LASPNET undertook a study on poverty, vulnerability and marginalization to establish benchmarks for identifying legal aid clients. The findings of the study will be used to design a Means and Merits Test that will be rolled out to all Legal aid service providers. In addition, LASPNET undertook a cost-benefit analysis of legal aid service provision, findings of which will be used for further lobbying and advocacy to justify government’s investment in the legal aid policy.

The LDC Reconciliation program was implemented in 13 Courts of law namely: Nakawa, KCCA, Makindye, Kajjansi, Entebbe, Matugga, Nabweru, Kasangati, Lira, Iganga, Mwanga 2. LDC target for FY 2015/2016 was 1260 cases and by the end of the year a total of 1032 cases had been registered for reconciliation. Below is table showing reconciliation cases handled by the LDC Legal aid clinic

Table29. Reconciliation cases handled by the LDC Legal Aid Clinic

Court	Common offences	Cases Handled	Cases reconciled
Lira	Theft, Assault, trespass	110	95
Kasangati	Theft, Assault, trespass	79	70
KCCA	Theft, Assault, Malicious damage	80	80
Makindye	Theft, Assault, trespass	157	125
Kajjansi	Theft, Assault, trespass	65	60
Nabweru	Theft and Assault	56	44
Matugga	Theft, Assault, trespass	24	24
LDC	Theft, Assault, Malicious damage	82	79
Masindi	Theft, Assault, malicious damage	122	120
Kibaale	Theft, Assault, malicious damage	189	174
Kabarole	Theft, Assault, malicious damage, trespass	99	91

Iganga		79	75
Total		1032	942

The LDC Legal Aid Clinic carried out a diversion program. A total of 552 cases were diverted against 676 that were handled

Table 30. Diversion cases handled by the LDC Legal Aid Clinic

Court	Offences	Cases Handled	Diverted cases	diversion rate
LDC	Theft, Assault, malicious damage	27	23	85%
Iganga	Theft, Assault	80	73	91%
Masindi	Theft, Assault, malicious damage	55	42	76%
Kagadi	Assault, Malicious damage	43	34	79%
Kibaale	Theft, Assault	50	49	98%
Kabarole	Assault, Malicious damage	77	74	96%
Gulu	Theft, Assault, malicious damage	55	49	89%
Mbarara	Theft, Assault	23	18	78%
KCCA	Theft, Assault, malicious damage	33	22	67%
Jinja	Assault, malicious damage	43	31	72%
Kamuli	Theft, Assault	26	21	81%
Wakiso	Assault, malicious damage	37	33	89%
Kajjansi	Theft, malicious damage	32	28	88%
Ibanda	Assault, malicious damage	16	12	75%
Kamwenge	Theft, Assault	14	11	79%
Kasangati	Theft, Assault	33	32	97%
Total		676	552	82%

Since the establishment of the LDC - Legal Aid Clinic, the number of walk-in clients has been on the increase to the extent that the Legal Officers and Bar Course students seem few compared to the cases handled and registered. Currently the Legal Aid Clinic has expanded to the districts of Kibaale, Masindi, Wakiso, Kampala, Iganga, Kabarole, and Lira. It has also started operating in districts of Kamwenge, Kamuli, and Ibanda, using the trained fit persons/ paralegals. This year, a total of 844 walk-in clients were registered, and most of the registered cases were successfully concluded. Jingles and radio programmes were conducted in four languages namely: Lunyoro-Kitala, Luo, Luganda and English on issues concerning juvenile justice, succession and land. Also 20 radio talks were conducted by the staff on local radios stations in Kamuli, Iganga, Lira, Gulu, Mbarara, Kibaale, Kagadi, Kampala and Wakiso

The Uganda Law Society rolled out the Pro Bono project amid over 3000 Pro Bono clients compared to over 1368 advocates voluntarily rolled.)

3.10 Output 2.10 JLOS user- oriented service attitude inculcated-Service providers

During the period under review, JLOS pursued and supported the transformation of its procedures by focusing on introduction and nurturing of a service culture within the institutions.

By the time of preparing this report, all JLOS institutions, with the exception of NIRA – the latest JLOS institution, had developed client charters. The client charters are in the process

of being amalgamated into a compendium for the public to know what to expect at every JLOS institution. The sector developed terms of reference to commence procurement of a consultant to handle the amalgamation. The sector will share with the consultant an existing draft compendium of service delivery standards for in-depth analysis and input.

All JLOS offices operate an open door policy. Such policies enable clients of the justice system to easily access government officers and make inquiries about services rendered and where to obtain such services or the individuals to meet.

The Judiciary conducts Court users' committee meetings for various Divisions on the High Courts. This promotes feedback and dialogue with court users since there are challenges which arise in service delivery. The Users' committee meetings comprise lawyers, representatives of the public and judicial officers serving at the respective courts. These meetings have assisted in shaping the attitude of judicial officers towards enhancing service delivery alongside their technical implementation of activities.

During the period under review, URSB held User Committee Meetings every quarter in the Business; Intellectual Property; and Civil Registration Directorates. This promoted dialogue with clients and an avenue for feedback on areas for strengthening. It also served as a platform for URSB to communicate their challenges with the clients in order for harmonious operations to thrive.

URSB adopted impersonal service as part of the customer care initiatives. This initiative was geared towards serving URSB clients better and keeping them informed about the processes within an organized environment. The URSB operates an open office with transparent windows and counters which limits staff from directly interacting with clients and has put in place processes where work is processed in a conveyor belt arrangement. Also a spice works system for query management has grown both in usage and significance reducing complaints dramatically. User Committee Meetings were held every Quarter in Business, Intellectual Property and Civil Registration Directorates.

Automation of systems is one avenue JLOS institutions sought to strengthen a user oriented service. It ensures that services are obtained through a less tedious manner. Below were some achievements in the period under review:

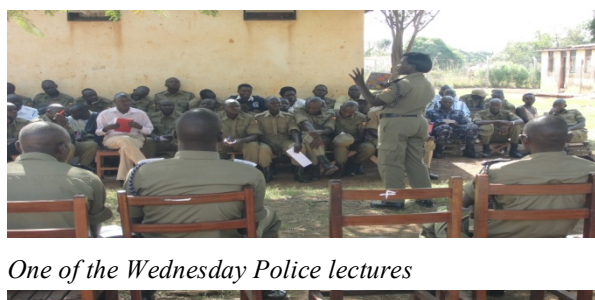
- URSB developed an online Name Search system that provides a Name Search service for the clients – this facility is available on the URSB website. Particulars availed include: the date of incorporation/registration; and the registration number and name – which are availed free of charge. Such services ease the process of doing business easier and promote convenience;
- URSB partially automated the business registration services and all documents are received manually and recorded electronically, business certificates are electronically generated and all business files were re-organised, indexed and recorded in an electronic data base making access to information on registered businesses easy and compliance monitoring.

Additional achievements under URSB which promoted a user- oriented service attitude included:

- Establishment of a one stop centre where licensing, taxation and registration processes are done on the same floor and this has minimized the unnecessary movements of clients in URSB;
- Successful transition on BDR component of civil registry to NIRA and Successful closure of MVRS project with URSB were undertaken;
- URSB opened a new centre at DTB Head office, Kampala Road, at the request of Uganda Revenue Authority. This has harmonised business registration processes and eased business operations by users of URSB services;
- The process of entering main fields of registered Faith Based marriages, customary marriages and CAO civil marriages from the year 1998 into a spreadsheet, with the existing resources awaiting a bigger automation project; and
- One stop centre where licensing, taxation and registration processes are done on the same floor and this has minimized the unnecessary movements of clients.

DPP responded to the need for regional offices to enhance service delivery to their clients. This will ease the follow up mechanisms of cases and lead to an increase in the deployment of DPP officers in order to enhance user service delivery.

In the UPF Unit commanders interface with staffs under their command on various issues that affect policing operations and welfare of staff known as Monday Parades while Wednesday afternoons are dedicated for lectures on new laws, PSOs and SOPs, police officer attitudes to service delivery are tackled. In addition customer care desks were set up in all police regions.



One of the Wednesday Police lectures

The DPP is operating Toll-free lines which are expected to provide unrestricted telephone calls from any member of the public on any matter relating to the prosecution services.

The Directorate acquired Electronic billboards to provide display of up to date general prosecution information of interest to members of the public visiting the Directorate's regional offices including headquarters premises. This information display will allow officers time to attend to unique public issues and therefore improving on their productivity.

Further, the Directorate distributed its brochures to the public, disseminated its client charter & magazine, made press releases and participated in open days in Arua, Entebbe & Mbale, held 12 radio talk shows and 3 stakeholders' meetings in Mbarara, Masaka and Kampala where queries relating to Directorate operations were responded to. All these activities were targeted at instilling users' oriented attitude.

The Judiciary rolled out the establishment of information desks in each JLOs region with support from DANIDA and continued to train court clerks and magistrates in customer care.

Training of implementers

Under UPS, Social Workers need to undertake the necessary training so as to implement social reintegration successfully. The methodology and policy direction in implementation are some of the critical issues addressed in the training. Increased capacity building is important for successful implementation.

Social integration workshop for prisons staff Capacity Building Workshop (File Photos)



Participants at the training and capacity building session with Implementers of the Social Reintegration programme

4.0 OUTCOME 3: OBSERVANCE OF HUMAN RIGHTS AND ACCOUNTABILITY PROMOTED

The sector continues to realize key milestones in the observance of human rights and promotion of accountability. There is increased individual and institutional consciousness and knowledge of human rights principles, standards and human rights accountability. The sector recorded a 49.2% reduction in complaints against JLOS institutions registered by UHRC against the baseline of 2011/12. Similarly, the sector exceeded the target with regard to disposal of corruption cases, with an 80% conviction rate. Most JLOS institutions returned clean audits an indicator that most of the recommendations of the Auditor General in the previous financial year were implemented.

In addition, the Sector has empowered a critical section of the public, with the focus on knowledge building, as a means of entrenching a human rights culture and ensuring accountability in the delivery of public services. As a result, this has narrowed the gap

Outcome indicator	Outcome target for FY 2015/16	Performance achievement
Average time for disposal of HR complaints	18 months	46 months
Average time for disposal of cases by law council	18 months	06months
Proportion of OAG recommendations implemented by JLOS institutions within FY	80%	85%
Proportion of disposed to registered human rights complaints	65%	17.13%
Proportion UHRC awards paid	50%	25%
Disposal rate of corruption cases against registered	70%	96%
Proportion of pretrial detainees in the total prison population	47%	55.5%

between the demand and supply of JLOS services. For instance, the UHRC impact study⁶ reveals that 67% of Ugandans are in a position to demand for their rights and hold public institutions accountable.

The lack of Commissioners in UHRC and JSC for a greater part of the year coupled with low funding however negatively affected the sector performance.

4.1 Output 3.1 Observance of human rights in JLOS institutions promoted

The sector continued to strengthen human rights based approaches in delivery of services. It is fundamental that measures to enhance the observance of human rights in the sector are implemented. Recognising that security agencies are the major violators of human rights, human rights committees were established in 59.2% of police regions while in the UPS all

⁶ The UHRC impact assessment report.

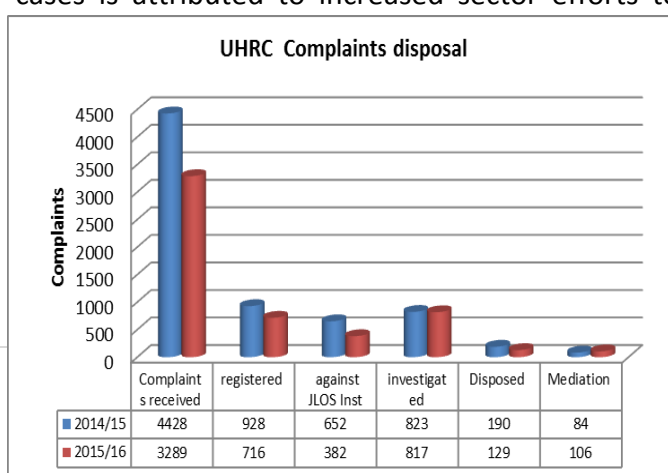
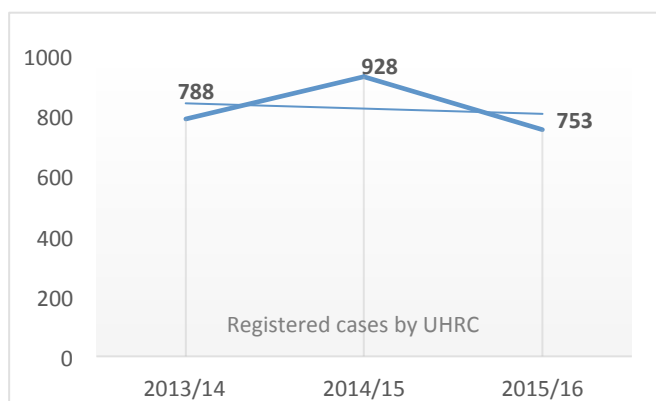
222 units have functional human rights committees. To fast track disposal of human rights complaints Commissioners were appointed in UHRC.

Table 32 Performance on observance of human rights output indicators

Indicator	Responsibility	Baseline 2010/11	Target 2013/14	Performance 2013/14	Target 2014/15	Performance 2014/15	Target 2015/16	Performance 2015/16
Proportion of Police regions with functional human rights desks	Inspectorate	00	10%	30.7%	15%	61.5%	25%	59.2%
Proportion of prisons units with functional human rights committees	UPS / UHRC	77.5%	79%	84.7%	85%	84.7%	90%	100%
Proportion of prison units that have eliminated the bucket system	UPS	44.8%	52%	62.7%	58%	76.1%	64%	90%
Annual count of estates of deceased persons managed by the Administrator General AG and wound up.	MoJCA	6	42	10	59	218% (129)	66	15
Increase in holding capacity of Prisons	UPS	14,421	3%	7.6%	3%	3%	3%	1%
Annual count of cases of human rights violations disposed by tribunals	UHRC	266	320	332	380	274	450	129
Proportion of cases of human rights violations disposed through mediation	UHRC	64%	68%	52%	71%	31%	73%	82%

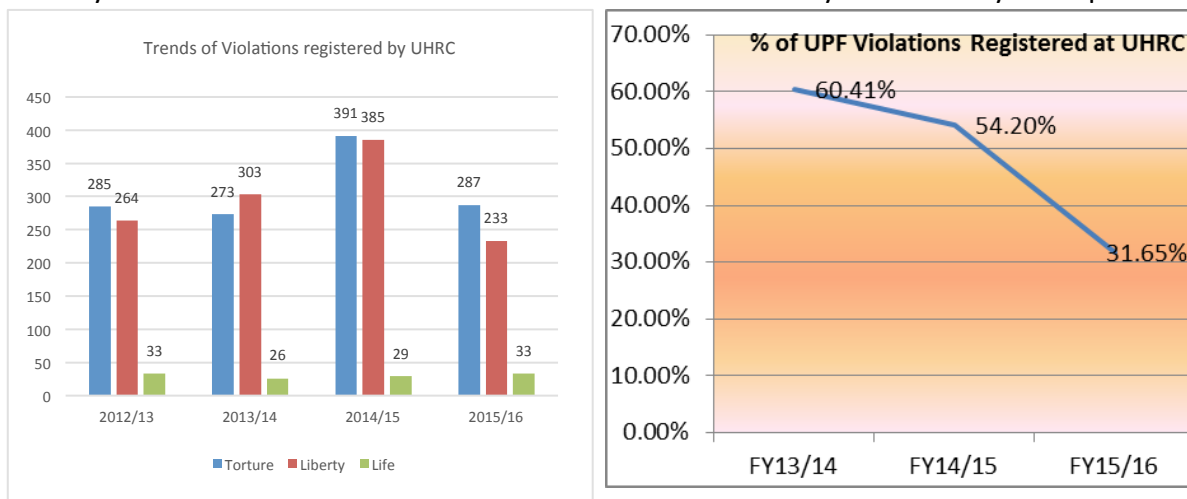
In line with previous UHRC recommendations the bucket system was eliminated in 90% of the prison units and prisons holding capacity was increased to over 16000. However, the challenge remains the slow disposal of human rights complaints and violation of the 48hour rule by the UPF. These and other achievements are presented in detail below-

There was a **24%** reduction in complaints received by the UHRC from 4,428 in the previous year to 3,355 in the reporting period. A total of 753 complaints were registered, equivalent to 22.4% of the complaints received and an **18.9%** reduction from the previous year. The decline in reported cases is attributed to increased sector efforts to promote a human rights culture targeting security agencies as well as consciousness of human rights, and accountability mechanisms that do not tolerate impunity. Extended training on the Prohibition and Prevention of



Torture Act has fundamentally contributed to the reduction of acts of torture. The Sector is also considering mechanisms of tracking cases (2,602) that are referred to other agencies such as the Police’s Land Protection Units and the Child and Family Protection Unit (CFPU), among others.

The UHRC disposed of 129 registered complaints (106 mediations, 23 tribunal hearings) reflecting a disposal rate of 18% against registered complaints. In addition, 196 cases were closed at investigation. This reflects a 12.9 % decline attributed to a lack of Commissioners at UHRC for most of the year. It must be noted that Commissioners were appointed in February 2016. The lack of Commissioners contributed not only to the delay in disposal of



complaints, but also an increase in complaints pending hearing now totalling 1,723.

A comparative analysis of the UHRC performance over the two-year period reveals a decline in registered human rights complaints by 18.9% and disposal of complaints by 17.13%.

This overall decline is comparable to similar reduction in violations of the right to liberty by a margin of 39.5%, and freedom from torture, inhuman/cruel and degrading treatment/punishment by 26.6%.

An in-depth analysis of the cases handled by the UHRC reveals that 53.1% (360) of the registered complaints were against the UPF, 3.1% (21) were against the UPS, and 0.15% (one) against the Judiciary. The variance of human rights complaints at the different regional offices is a key lead in understanding the hot spots of human rights violations, trends, and areas that require greater attention. By juxtaposing the respondent institutions with respective regions where complaints were registered, the trend reveals a need for greater focus on areas such as Masaka, Moroto, Fort Portal, Gulu, Mbarara and Kampala to remedy the causes in the spike of human rights violations and therefore shape the requisite interventions. The six regions are associated with high urban activity and awareness of human rights. Therefore, parties are able to claim their rights more regularly than the case is in other regions.

Functional human rights structures: JLOS has a robust institutional framework on human rights promotion and protection that comprises of Human Rights Desk in MoJCA, Directorate of Human Rights and Legal Services in UPF, Human Rights Committees in UPS, and the UHRC. These comprise the bedrock of the human rights observance in the Sector and have a presence in all regions of the country

These structures have fostered a human rights culture and accountability for violations in line with SIP III targets. The UPF maintained functional human rights desks in 16 Police regions, UPS established 47 additional Human Rights Committees covering all Prison units. The development of these structures largely draws on the UHRC technical support and facilitation. In addition, regular monitoring and inspections by the UPF Human Rights Directorate, UHRC, JLOS Inspectors' Forum, and joint JLOS-Development Partners' monitoring have fundamentally contributed to the reduction of human rights violations reported against JLOS institutions at the UHRC by 22.2%(382) in 2015/16 compared to the baseline of 491 in FY2011/12. According to the UHRC report, the UPF registered a 28.4% (360) reduction in human rights complaints from last year's 503, and the UPS registered a 58.8% (21) reduction over the same period. However, functionality of the JLOS human rights structures faces challenge of limited logistical resources and work force. Institutions such as the UPF have challenges in enforcement of the POMA, provision of timely feedback, and strict observance of the 48-hour rule. The institutions have challenges of skill, limited resources, mobility and other services required for faster investigation of cases. There is therefore need for skills training in public order management, capacity building for investigators and de-concentration of service delivery. The sector too must fast track the development of regulations and a hand book for police officers to enforce the POMA.



UPDF officers trained by the UHRC at Armoured

Human rights promotion: The Sector in collaboration with CSOs continued to build human rights knowledge and consciousness among JLOS staff and members of the public as a means of guaranteeing sustainable human rights observance and protection. Thematic and issue based trainings were conducted by the Sector focusing on human rights legislation (the



UHRC teams conducting civic education

Constitution, PPTA, POMA, DVA, etc), handling of SGBV cases, mechanisms and procedures of human rights accountability, among others. For instance, the UHRC conducted human

rights training for over 2,598 security officers, the LDC trained 50 JLOS staff under the JLOS human rights training scholarships, and these are in addition to several in-house trainings conducted at institutional level. The Human Rights Centre of Uganda, in consultation with JLOS and financial support from Austria, conducted human rights trainings in Eastern Uganda for selected JLOS staff from the Judiciary, Police and Prisons in Jinja, Tororo, Mbale and Soroti, with a focus on selected human rights legislation. Other non-state actors collaborating with the Sector to promote human rights through training, information dissemination, engaging in working groups, and monitoring include the FHRI, LASPNET, UWONET, HURINET and the UNOHCHR. This collaboration is instrumental in two ways; building human rights knowledge and reducing violations.

The Sector expanded its public empowerment outreach on human rights through training targeted groups of people, conducting outreaches such as Barazas, road shows, community dialogues and sensitisation, mass media interactive talk shows, and dissemination of various IEC materials. This is important in stemming human rights violations by private individuals who are ranked second after UPF in UHRC reports in terms of complaints registered. The UHRC community barazas on human rights benefited over 7,000 persons. Civic education caravan awareness sessions were carried out in over 10 districts. It is estimated that over 25,000,000 people have benefited from UHRC's human rights mass media awareness building activities such as radio talkshows and TV talk shows, replay of human rights jingles, among others. Other JLOS institutions that use the mass media to promote human rights included the ULS, JSC, UPF, UPS, ULRC, Judiciary, and the DPP.

A key feature of protection of human rights is the notion of accountability for human rights. This requires having in place and popularizing a functional complaints handling system through which the public can access redress. The JLOS Complaints Handling Framework and the various complaints channels in place are operated either as direct physical access avenues or through toll free telephone lines. Toll free lines are in place for all regional UHRC offices, the UPF, the JSC, among others. The complaints system offers a public forum to hold JLOS staff and institutions accountable, by reporting complaints, and demanding for redress. Information on where and how to lodge human rights complaints is provided in IEC materials, client charters, publications and flyers that are widely disseminated to the public.

Civic and Voter education: In the run up to the 2016 elections, civic and voter education focusing on civil and political rights was carried out as means to prepare both duty bearers such as the UPF, and stakeholders especially the public for the 2016 national elections. Beyond training and awareness building, the UHRC, with support from JLOS and DGF, put in place an 'early warning and early response' system to identify election tension hot-spots and devise timely remedies to avert conflict. A central situation monitoring room was set up at the UHRC headquarters to receive election related complaints, map conflict spots, provide critical information to the public and provide analyzed reports that inform election management. By close of the reporting period, over 50 election hot spots had been

identified around the country, and this information was brought to the attention of the UPF and Electoral Commission for preventive management.

In addition, the UHRC monitored voter register's display in 393 centers that took place from July 22nd to 11th August 2015. Some of the challenges observed included access to display centers because of changed locations lack of provisions for PWDs, and some names of



UHRC officials talk to residents during the display of voters registers in Mbulamuti

persons who had registered were found missing. These findings were brought to the attention of the Electoral Commission for appropriate redress.

The Commission's preliminary report on the National Elections Thursday 18th and Friday 19th of February 2016: UHRC observed the general presidential and parliamentary elections in 1,903 polling stations spread over 93 districts out of the 112 districts in Uganda. This was possible through the deployment of 220 staff including 6 members of the Commission who covered all the regions under the various regional offices located in Arua, Central, Gulu, Fort Portal, Hoima, Jinja, Masaka, Mbarara, Moroto and Soroti. The report raised issues such as; late opening of some polling stations, limited accessibility of vulnerable persons, Polling security, secrecy of the ballot, voter intimidation, use of the biometric voter verification system (BVVS) and polling stations without party /candidate agents among others.

The UHRC conducted Joint advocacy with Coalition Against Torture Victims (ACTV) to commemorate the United Nations International Day in support of the Victims of Torture in June 26th 2016 with an International theme of "Support Life after Torture". At national level UHRC and ACTV adopted a theme "Together in the Fight Against Torture"

The Police with support from DFID and HURINET developed a human rights policy to mainstream human rights in all policing work. At the Sector level, a process for development of a PWD Strategy was approved. This will mainstream rights and interests of persons with disabilities in all JLOS services. All these developments take into account the spirit of the Uganda Constitution and the import of the National Action Plan for Human Rights (NAP).

The NAP was developed through a nationwide consultative process and is now due for national validation and approval by Cabinet. It focuses on six strategic objectives and represents a consensus among Government, CSOs and Development Partners on human rights priorities for Uganda. The implementation of the NAP will be a shared responsibility by all Government institutions at both central and local government levels. The Human

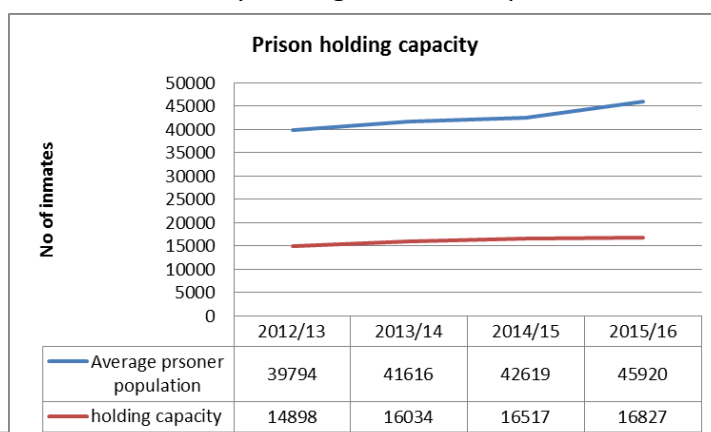
Rights Desk of MoJCA will coordinate the NAP implementation, and the UHRC will monitor its implementation.

Relatedly, the Sector commenced the preparation process for the second Universal Periodic Review by the UN Human Rights Council. A draft road map was developed in collaboration with the Ministry of Foreign Affairs and the Human Rights Inter-Ministerial Committee. It was submitted to the UN Human Rights Council in June and will be presented in October 2016. This demonstrates Uganda’s continuing commitment to the promotion of human rights.

Sanitation in places of detention: UPS constructed water borne toilets in 33 additional prison units, which cumulatively accounts for 90% of the Prison units that have eliminated the bucket system. Inadequate funding, the state of infrastructure in some units and land ownership challenges negatively affected the planned total elimination. Renovation works of the Murchison Bay Prison hospital theatre and the sanitation system in Tororo Prison were completed during the reporting period. The above investments together with improved sanitation led to a reduction in mortality rates. Mortality rates in Prisons in 2015/16 reduced by 68.7% to 0.7 per 1000 held prisoners compared to 2.4 per 1000 held prisoners in FY 2010/11. Also the health of staff and prisoners improved through supporting 662 staff living with HIV/AIDS, treating 3,922 in-patients and 406,365 out patients. Also 792 prisoners with malnutrition were detected during entry medical examination and linked to nutritional programs. In addition 87.8 % (702/800) of UPS employees living with HIV and AIDS received nutritional support. Implementation of the HIV workplace guidelines for UPS is ongoing at Regional units and 98% (241/247) of prison units have established village health teams (VHT) and 525 members received the initial training of VHT.

Morbidity rates (Incidences of disease) reduced through medical testing. 40% (20856/52,194) of prisoners undertook medical examination on entry and were given results. The HIV prevalence rate among new prisoners tested is 11.7% (2,444/20,856), 53,479 malaria cases were treated with 37,194 clinically diagnosed giving a case reduction of 34.1% from 66.3% in June 2015.

Prisons holding capacity: Occupancy levels increased from 273.0% in June 2015 to 293.1% with the increase in prisoners’ population from a daily average of 42,619 prisoners in June 2015 to 45,920 in June 2016. Prison population growth rate is 8% and on the contrary, the prison holding capacity increased by a mere 1% due to inadequate financial resources available to the Sector. As a result, prison congestion persists at 293.1% and this is ground for opportunistic infections, strain on



sanitation and a recipe for conflict. This situation also makes it difficult to implement effective offender rehabilitation programs for which the Uganda Prisons Service is regionally recognised. Congestion is a strain on the existing facility and a recipe for a series of challenges such as escape rates, compromised living and welfare conditions, health risks, and general management of the prisons.

During the reporting period, the UPS holding capacity increased by 310 to 16827 inmates. In addition, construction of a new maximum security prison at Kitalya that would relieve Luzira maximum security prison was started. By this performance, the UPS is on course to achieve the annual target of 3%. However, this expansion rate is too low compared to the fast growing prison population at a rate of 7.7%. The UPS needs dedicated high investment to increase its holding capacity to levels that are rationalized against the country's population.

Prison Congestion in Lira Main Prison

Notwithstanding the prison congestion, the general welfare and living conditions in prisons continue to improve. There were 230 babies living with their mothers in prisons during the reporting period, and these were catered for by provision of medicines and special nutritional needs. The improvement of the overall welfare and sanitary conditions in the prisons also ensures that the babies are nurtured in a clean environment in line with the principle of the best interest of the child.

As part of monitoring and enforcement of rights, the UHRC inspected 1150 detention places including 179 prisons, 270 police stations, 686 police posts, 7 military detention centers and 7 remand home. The findings confirm improvements in living conditions with specific focus on elimination of the bucket system from prisons, increased observance of the 48-hour rule by Police, increased access to clean portable water, provision of 3 meals a day and existence of functional human rights committees in prisons. As indicated above, the limited holding capacity in the UPS is a major challenge that the Sector continues to grapple with because of the high financial investment required. The Human rights condition of suspects in detention continues to be a big challenge.



UHRC inspect food eaten by prisoners in Arua Prison

Also inspected were 6 Police Divisions within Kampala region and 4 District stations in Kigezi regions and the findings indicated congestion, poor hygiene, low compliance with the



Linia Road police new female cells



Natote police cells

48hrs rule, dilapidated structures, and the use of soil bucket system. In total, there are 42 district police stations that use water borne toilets for suspects out of 137 police stations. This notwithstanding, some police stations have used initiatives through community policing to improve the conditions of detention facilities in their stations. FUJIAN Association of Uganda (A Chinese chamber of commerce) supported and replaced the female cells (uniport) at Jinja Road with a permanent and more habitable structure and Movit Industries Ltd constructed a cell for Natete Police Station.

Police need to be supported in this area so as to eliminate the soil bucket system and make provisions for juvenile cells where they are lacking.

Securing good welfare conditions for UPS and UPF staff is a prerequisite to effective and responsible dispensation of their mandate. The biggest challenge in the two institutions relates to low pay and accommodation which the Sector is progressively addressing in tandem with the resource envelope. For instance, the UPS completed construction of only 45 staff housing units at Kitalya, Arua and Koboko prisons. In terms of health, 662 UPS staff living with HIV/AIDS were provided with nutritional supplies and medicine for opportunistic infections. However, these services are limited to only 15% of UPS health facilities. Efforts to expand this coverage are underway in collaboration with key stakeholders in the health sector. In addition, a functional Prisons savings and credit scheme expanded its membership during the reporting period from 5,910 to 6,874 ensuring financial services for up to 88.3% of UPS staff.

The UPF constructed 6 blocks of staff houses (5 units each) with capacity to accommodate 30 families in Busia, Alebtong, Bududa, Buliisa and Kasese. It must be noted that staff housing remains the biggest challenge in the UPF. Currently UPF can only accommodate 9,331 (24%) of the 40,217 entitled staff. This means police has a shortfall of 30,886 housing units. In the medium term police plans to solve this problem through the implementation of



Kasese Staff Houses



the PPP **Aleptong Staff Block**



Bududa staff block



Buliisa Staff Block

arrangement that will construct 7,300 housing units within Kampala and capitalization of the construction unit that will construct 1,000 housing units per year upcountry.

The police supported 1,384 (822 females) staff living with HIV/AIDS and provided them with nutritional supplies and medicine for opportunistic infections. These services were provided in 4 police health centers of Gulu, Kibuli, Masaka and Hoima. In addition, 23 groups were formed and were supported with income generating assistance including poultry, piggery, goats and events management. Other welfare programs are the Police SACCO and Duty free scheme where a total of 5,256 personnel (1,113 female officers) benefited from construction materials in the 12 regional duty free shops.

Estate management: As a key performance area, the Administrator General wound up 50 estates reflecting 75% of the annual performance target of 66 for FY2015/16. The Administrator General is continuously deepening its focus on empowering the public and its clients to administer their own estates in order to meet set performance targets. In addition, 144 certificates of land transfers were issued, 110 estates were inspected and 16 letters of administration were granted. A total of 4,145 estates were registered. This is as a result of the awareness creation campaigns for the public on knowledge of basic or essential requirements.

Table 33 Administrator General Performance from FY 2013/13 to FY 2015/16

Activity	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16
New Files	4114	4051	4949	4145
Estates Inspected	167	150	145	110
land transfers	389	159	131	144
Certificates of no objections	2198	2369	2779	2774
Family Arbitrations and mediations	1360	1003	1561	1005
Letter of administration	20	2	9	16

In the reporting period, the Administrator General (AG) office registered a total of 4,145 estates against a target of 4,000 including the regional offices. Increased awareness creation campaigns have resulted in more clients coming to open files with knowledge of the basic or essential requirements. This positive vibe from the public about Administrator General's work and well-served clients are the biggest credit and best source of sensitization.

The Administrator General issued 2774 Certificates against the target of 2200 certificates of No Objection. This performance is attributed to the tremendously cut down of the bureaucracy by reducing procedures, time and number of appearances a client has to make before being issued with a Certificate. An example of a bureaucracy that has been remedied is the issuance of certified copies of minutes of the family meeting with the Certificate. This performance was also achieved by encouraging legal officers to fast track the verification of beneficiaries and the officers issuing certificates of no objection to do so within the shortest time.

To ensure faster disposal of cases, the department conducted, 1005 family mediations and issued 2774 certificates of no objection a performance of 126% above target.

From a legislative angle, the UHRC played a lead role in reviewing bills to ensure human rights compliance. Four major bills were reviewed, and technical input provided for the Constitutional Amendment Bill, NGO Bill, and the Children Amendment Bill. In addition, the UHRC and ULRC used their legislative review mandate to propose domestication of ratified international treaties, and compliance with Uganda’s obligations arising from international and regional treaty bodies.

4.2 Output 3.2 Internal Accountability

Principles and practices of institutional and individual accountability in JLOS institutions is a critical watchdog for guaranteeing JLOS performance and realization of SIP III undertakings. JLOS internal accountability mechanisms include functional systems and mechanisms that track results, provide for performance assessments, detect and investigate cases of errant JLOS staff sanction punishment for abuses and reward those that excel in delivering on their mandates. Three dimensions of internal accountability focus on human resource performance in service delivery, institutional service delivery, and management of public resources.

The Internal accountability mechanisms were improved amidst challenges of inadequate staffing and facilitation for many institutions such as the UPF, UHRC and Judiciary. Staff and institutional performance mechanisms were developed in some of the JLOS institutions such as the Judiciary with a view to ensure optimal human resource productivity. The sector conducted internal dialogues focusing on JLOS staff behavioural reforms, accountability, and professionalism with an ultimate objective of ensuring compliance with public service standing orders. The JSC disciplinary court disposed of 25.5% (26 cases) registered. This was due to the lack of commissioners for most of the year. With the JSC now fully constituted this performance is expected to improve. Staff and institutional performance mechanisms were developed in some of the JLOS institutions such as the Judiciary with a view to ensure optimal human resource productivity. These were complimented by continued strengthening of procurement and financial management systems. For instance, the rolling out of the JLOS Audit Committee to track implementation of audit recommendations in all JLOS MDAs is a major highlight.

The Sector achieved its key performance output indicators on existence of functional performance management systems and implementation of recommendations of the inspector’s forum. The table illustrates this.

Table 34 Performance against JLOS internal accountability targets

Indicator	Responsible	Baseline 2010/2011	Target 2015/16	Performance 2015/16	
Number of institutions with functional performance management systems	JLOS Sec	0	5	6	

Proportion of inspectors' forum recommendations implemented	Inspectors' Forum	NA	45%	100%	
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Regular appraisal and development of JLOS staff is done in line with the Public Service Standing Orders to ensure apt justice service delivery. In addition, Performance Management Systems have been set up in six JLOS institutions including the Judiciary, the DPP, and URSB, JSC, DCIC and MoJCA. These are tailored to ensure JLOS staff are not only present at service stations but also deliver public services in line with institution client charters and service standards.

The Ministry of Public Service approved the establishment of a performance a management registry for the Judiciary. This is to inter-alia administer the Performance Enhancement Tool (PET) that has been finalized. A performance Management Registry is expected to provide timely individual and unit performance accountability reports. The registry will use its analyzed reports to define and plan training needs, and identify appropriate capacity development interventions among others. This registry will be a fast in the sector that other institutions will draw lessons from and replicate within their respective institutions.

Furthermore, the Judiciary established a Magistrates Affairs Desk to facilitate coordination and support of Magistrates who comprise 75% (358/477) of the judicial officers present in all districts in the country.

Regular inspections at institutional and sector levels were conducted in the context of system checks and balances aimed at ensuring effective implementation of mandates. At institutional level, inspections are conducted by JLOS MDAs such as the UPF, Judiciary, Prisons, JSC, Law Council, UPS, and DPP among others, and recommendations are documented, discussed and inform planning, budgeting and reforms.

At sector level, the JLOS Integrity Committee (JLOSIC) conducted quarterly follow up visits to JLOS MDAs to ensure that recommendations under the 2014 JLOS National Integrity Tour were implemented to improve service delivery. In the same vein, the JLOS Secretariat and working groups are progressively implementing the recommendations of the JLOS Inspectors Forum (JIF). The table 35 below relays progress on the implementation of the recommendations of the JLOS Inspectors Forum as part of the Sector's inbuilt reform and improvement mechanism.

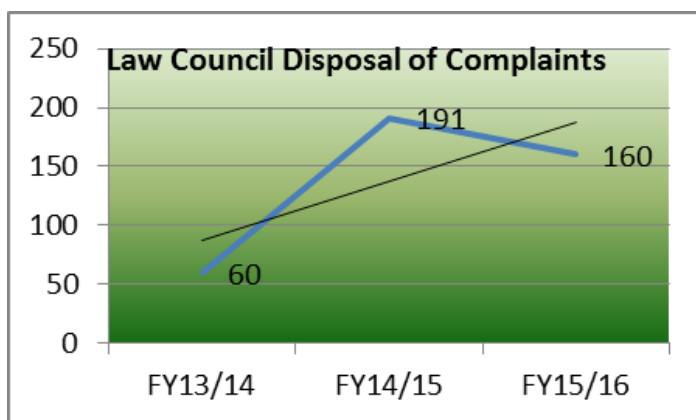
TABLE 35 IMPLEMENTATION OF RECOMMENDATIONS FROM JLOS INSPECTORS' FORUM 2012-2015	
JIF Recommendation	Progress in Implementation
JLOS should endeavor to provide adequate remuneration for their staff so as to encourage better service delivery.	Remuneration review and consideration of changes done at institutional level in consultation with MoPS and MoFPED. This is a progressive reform.
All JLOS actors should be sensitized about key legislation such as the Domestic Violence Act for so as to promote its effective implementation.	JSC, ULRC, UHRC, UPF conduct regular massive sensitization of legislation for JLOS staff and public to promote effective implementation. At institutional level, JLOS MDAs regularly conduct internal dissemination of various new legislation to staff
The JLOS Secretariat should re-orient the DCC to appreciate the benefits of working together	Re-orientation of DCCs conducted in all regions to enhance engagement. Most DCCs meet regularly.

with or without funding. Heads of JLOS institutions and their inspectors should urge officers at district level to take up an active role in DCC meetings and in the implementation of DCCs decisions.	JLOS Secretariat with support from Development Partners such as UNICEF increased activity level engagement of DCCs including inspections and open days.
Customer care desks should be created where they don't exist and be manned full time. JLOS institutions should strengthen their feedback mechanisms in order to increase public confidence in the Sector.	All JLOS MDAs have functional front desks and most have been converted into customer care points, for instance in DPP, URSB, LDC, UPS, Judiciary, ULS, JSC, and Law Council among others. Most of these are now equipped with toll free phone lines and call centers to ensure prompt feedback.
The complaints handling framework for JLOS should be published, launched and distributed to all institutions.	The JLOS Complaints handling framework was finalized, published, launched and disseminated to all JLOS MDAs. This is now used as a blue print for developing and operating institutional complaints handling mechanisms.
JLOS should address both real and perceived corruption through education and awareness and fast track implementation of the JLOS anti-corruption strategy and action plan.	Awareness and education on anti-corruption is regularly conducted by the JSC through barazas in different parts of the country and the ACD conducts annual open days to educate public about anti-corruption. JLOS is also collaborating with accountability sector to increase to conduct joint activities aimed at increasing awareness and implementation of the JLOS anti-corruption strategy. Interactive broadcasting platforms and IEC materials are jointly developed and used.
JLOS should ensure that efforts are made to construct as well as renovate the current dilapidated structures for both offices and living premises to improve living and working conditions.	JLOS progressively supports renovations and construction of office structures to improve working and living condition of JLOS staff, and also increase JLOS service points. This is part of JLOS core development focus under SIP III.
JLOS should prioritize adequate facilitation and training of its staff, furnish offices and improve welfare conditions.	Facilitation of JLOS staff with logistical and core equipment necessary to deliver services is progressively provided to all JLOS MDAs. In addition, as part of professional development and awareness building, trainings are supported in all MDAs on needs basis with a focus on improving staff competence and thus quality of service delivery.
The UPS and UPF should eradicate the 'bucket system' in all detention places.	Eradication of bucket system in UPS is at 90% of the 247 prison units of which 10% of these require further expansion works. 10% of the prison units are outstanding. UPF has completely eliminated bucket system in all its new premises. A census of the problem in old premises is being conducted to guide progressive efforts for total elimination of the bucket system. However, financial limitations are a key challenge.
The UPF should be adequately facilitated to ensure that suspects are brought to court within 48 hours.	Directorate of CID has increased inspections and monitoring of Police stations, acquired more logistical facilities such as vehicles and SOCO kits to expedite investigation and delivery of suspects to court in time. Practice reforms through peer review at DCC level and UPF leadership (IGP) have emphasized the essence investigating before arrest as a way of reducing situations of unlawful detention.
JLOS should put in place facilities and services to cater for mentally and physically disabled persons and children incarcerated with their mothers.	The law on incarceration of personal with mental disability has been reversed by courts of law. ULRC has initiated a review of the law in line with courts pronouncements. All newly constructed and renovated detention facilities provide for physical access for PWDs. JLOS is also developing an Action Plan to mainstream rights and interests of PWDs within JLOS. Children living with their mothers in prison are provided health and nutritional care services. Early learning centres are being established in prisons such as Luzira. However, financial challenges limit coverage.
JLOS should spearhead the computerization of the records management systems and ensure adequate information storage facilities in all institutions.	Computerization of systems and records management is ongoing in most JLOS MDAs including URSB, DPP, Judiciary, UPF, MoJCA, DPP, and NIRA. Subject to availability of funds, this is to roll out to all JLOS MDAs.
JLOS institutional inspectors should carry out routine inspections, strengthen follow up mechanisms after inspections and provide timely feedback to the inspected offices.	Regular inspections conducted at institutional inspectorate level, and at Sector level. Reports are internally used to guide reforms and at Sector level, JLOSIC and JIF recommendations are considered at JLOS Working Groups and Technical Committee, and inform JLOS priority

Individual JLOS staff accountability is maintained through functional complaints handling and management mechanisms that are in place in all JLOS institutions, in line with the JLOS complaints handling framework. These institutionalized accountability mechanisms have served as facets of enforcement of professional codes of conduct that are essential for promotion of integrity. All JLOS MDAs have disciplinary units and tribunals as ad-hoc or standing mechanisms. Major accountability units include; the Law Council's Disciplinary Committee, the UPF Professional Standards Unit, the Police Disciplinary Committee, the Judicial Service Commission, and Prisons Disciplinary Committee.

The Law Council disposed of 160 cases in 40 disciplinary committee sittings against a target

of 190. In some of the decisions, four Advocates' right to practice law was suspended due to professional misconduct involving client's money. Two major challenges account for the 16.2% (31 complaints) decline in the number of cases concluded. First challenge is in realizing quorum since members are part time and secondly logistical shortages that



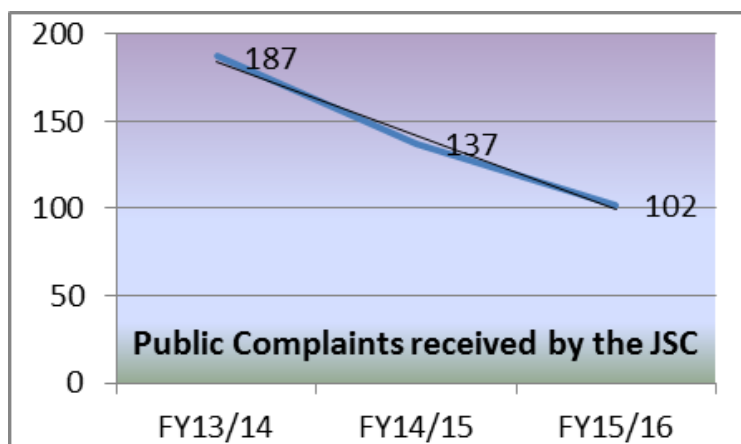
limit timely service of hearing notices. The proposed review of the Advocates Act is partly intended to address some of these challenges by increasing membership to the council and thus remedy the quorum challenge, and also provide for alternative service procedures such as electronic process serving.

As part of its regulatory mandate to ensure quality in legal services provided to the public, the Law Council inspected 800 law firms, and 43 legal aid service providers. Key issues arising from the inspections related to quack lawyers and illegal law chambers, many firms lacked legal reference materials, and several legal aid service providers were not present at their stated address. In addition, 13 Universities teaching law were inspected, and 9 were accredited, while four are still pending accreditation due to inadequate staffing, poorly equipped libraries, and physical infrastructure. The Law Council is set to work with National Council for Higher Education to ensure that new Universities that intend to teach law have the capacity to do so from the onset.

The DGF supported the strengthening of the Law Council's capacity to regulate the provision of legal services to the public by private lawyers and legal aid service providers. The support included staff training and development of a computerized complaint tracking system, strategic planning retreats, and development of an institutional strategic plan and inspection of legal aid service providers. The outcome of this support is a more effective

regulatory body that effectively monitors the conduct of legal aid service providers and checks abuse of professional conduct.

Under Judicial internal accountability, JSC received 102 complaints from the public against judicial officers, reflecting a 25.5% reduction from the previous financial year. The JSC's continuous country wide public empowerment effort on the administration of justice and due process is largely accountable for the reducing number of complaints from the



No.	Sanction	Female	Male	Total
1	Retired in Public interest	0	1	1
2	Dismissed	0	3	3
3	Severe reprimand	0	1	1
4	Interdicted	0	1	1
Total		0	6	6

public against judicial officers.

The complaints handling process and results are published in the media especially where severe reprimand such as dismissal is preferred. This instills confidence in the public and also sends a deterrence signal to other

judicial officers.

During the reporting period, the JSC conducted 5 Disciplinary Committee (DC) meetings where 26 cases were closed and 6 Judicial Officers (all male) received sanctions as indicated in the table below. A total of 427 complaints were identified for consideration by the JSC-DC during the year, however, the term of service of the Commission ended in February 2016. The staffing challenge and failure to reconstitute the Commission in time accounts for the 75.5% (80 complaints) decline in performance of the JSC-DC. However, by the time of preparing this report, the members of the JSC had been appointed and vetted by Parliament. These are expected to take on the 307 complaints that were duly investigated. In addition, 65 complaints against Judges are active in the system and pending appropriate consideration.

Delayed delivery of feedback or determination of public complaints erodes public confidence and trust in the sector's complaints handling mechanisms. On this note, the Sector has planned to support the JSC build capacity in investigation and handling of cases, and this is to expedite the rate of case disposal and feedback to complainants.

The performance of the JSC inspectorate similarly registered a decline in performance due to inadequate financial releases. Inspections were conducted in only the fourth quarter, revealing dilapidated conditions in many upcountry court stations that require urgent action. The lack of reasonable office furnishings, file storage facilities and equipment erodes

working morale and also lends opportunity for unprofessional conduct. A disorganized work environment easily breeds opportunistic corruption.

Ad-hoc disciplinary mechanisms in institutions such as the LDC have equally played a major role in promoting internal accountability in JLOS institutions. LDC successfully carried out investigations into examination malpractice on the Bar Course. As a result, 9 Post Graduate Diplomas were cancelled, 7 were recalled, 2 students were to sit special exams and 2 staff were warned in writing and 2 staff retired in public interest. In the UPS, four staff were punished for human rights offences committed against inmates.

Similar inspections intended to identify gaps in JLOS institutions were conducted across the country by the different MDAs; The UPF inspected 20 detention facilities and disciplinary court registries to check for compliance and enforce service standards. Some of the key issues of focus were; ensuring compliance with the 48 hour constitutional rule, respect of rights of suspects and professional conduct.

To remedy the various challenges identified, JLOS has prioritized support to strengthening guiding frameworks for better JLOS service delivery, infrastructure development and human resource capacity building. Developing and disseminating information to its staff to address some of the knowledge gaps identified. This is in form of service standards, procedural guidelines, client charters, codes of conduct, and legislation. For instance, the Directorate of Government Analytical Laboratory (DGAL) developed simple guidelines to help Scene of Crime investigation teams and Investigators, as well as medical personnel in collecting, packaging, preservation and submission of the right quantity and quality of exhibits.

In addition, continuous staff recruitment and trainings are a must buttress the human resources of the Sector and match the increasing demand for better quality and diverse JLOS services..

As a system reform intervention, automation of service delivery chain processes through the use of ICT has improved internal accountability, increased efficiency and effectiveness of JLOS service points. The URSB is the apparent leading sector flagship for business process automation and embracing ICT for improved service delivery. Other institutions such as MoJCA automated its civil registry with a view of improving information management, planning and accountability. The Judiciary has installed Court Recording and Transcription Systems in the Supreme Court, Court of Appeal, all Divisions of Kampala High Court and all High Court Circuits to facilitate expeditious adjudication of cases. The ULC has an ongoing process of automation for its registry to improve case tracking, filing and retrieval among others. The LDC is installing a Campus Management Information System aimed at automating the student management process. It will enable students to; apply for courses online, register online, view results and their financial status online. In the UPS, CCTV system was deployed in Masaka and Gulu Prison units to improve management of inmates and also

minimize escapes. Overall escape rate reduced during the period from 8.4/1000 to 8/1000 inmates.

Table 37 A snapshot at URSB's 7Ps Growth in service delivery

To promote ease of doing business and faster processed registrations, URSB has applied the 7Ps, commonly referred to as a Marketing Mix. Traditionally, there were four important aspects of any business: Product, Price, Place and Promotion. To improve efficiency in service delivery, three more considerations were added into the mix: - that is, People, Process and Physical evidence.

People: URSB understands all people who play a part in the service delivery are a fundamental resource and therefore; Training is offered to staff, stakeholders and drivers on customer care, medical insurance to all staff is available and plans to retain best human capital is given priority.

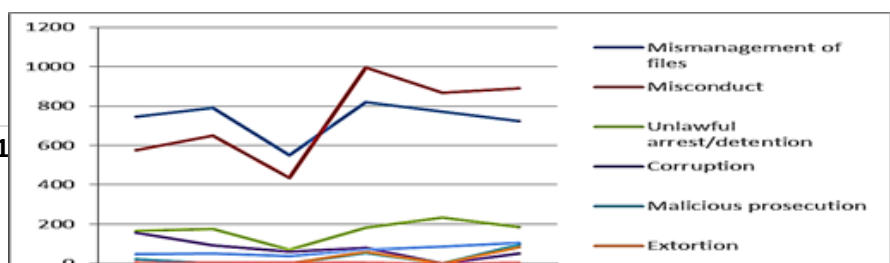
Process: Actual procedures mechanisms and flow of activities by which service is delivered:- Automation, securitization of company & marriages certificates improves quality assurance, interconnectivity to regional offices through internet and emails improves performance and effective service deliver. Streamlining workflow processes through a one stop shop center and conveyer belt arrangement has promoted visible growth in access to services as well as NTR collections.

Physical Evidence: Any tangible component that facilitates performance:-This includes conducive working environment, visible display of information to clients, corporate wear for all staff, client charter and clock- in system to promote punctuality and accountability for employees.

URSB has taken these 7Ps and applied them over the past few years to create consciously managed teams that are productive and embody a customer service culture, simultaneously cutting down on any physical or procedural space for corrupt practices,

Institutional financial accountability was strengthened with a focus on internal audits, implementation and verification of audit findings, and strengthening financial systems. All JLOS institutions conduct internal audits on a regular basis and these reports are submitted for consideration in the respective institutions. For instance, the URSB identified procurements as a high risk activity and therefore all procurement transactions are subjected to internal audit checks. At Sector level, internal and external audit reports for JLOS institutions are presented to the JLOS Audit Sub-Committee for consideration.

The JLOS Audit sub-committee conducts peer reviews and verification of implementation of audit recommendations. During the reporting period, the JLOS Audit sub-committee conducted field verification visits in Moroto, Nakapiripirit, Soroti, Mbale, Tororo, Iganga, Kamuli, Jinja, among others. Perennial challenges identified include; poor accommodation facilities in Police barracks, inadequate logistical facilitation for police posts, and non-conduct of land surveys in many places to secure land titles and protect Police land from encroachers. The committee was satisfied with some practices such as payment of utility bills, renovation and maintenance of police station premises, record keeping, elimination of the bucket system in prisons, and construction of new JLOS service points. The JLOS Audit Committee will also consider the audit recommendation from the OAG and ensure that they are fully implemented.



The PSU progressively posts positive positive

performance in holding UPF officers accountable and this has a co-relation with the reducing human rights violations as reported by UHRC with a presence of 14 regional offices, the PSU 2,547 complaints in 2014, 1,235 completely investigated and 1,312 are still pending. From the investigations and evidence collected, 143 cases were forwarded to CID, 134 were handled internal disciplinary cases. The PSU's performance is inhibited by logistical inadequacies and limited coverage to only 51.8% of the 27 UPF Police regions. The table below illustrates the status of cases forwarded to be handled under both the administrative and criminal sanction systems in the police.

Table 38 Status of criminal and disciplinary cases handled by PSU

CASES	STATUS OF THE CASES						TOTAL
	DPP/CP Legal	Mention/plea	Hearing	Conviction	Dismissal	acquitted	
Disciplinary	49	11	32	23	5	4	124
Criminal	105	10	26	2	0	0	143

4.3 Output 3.3 External Accountability

The realization of external accountability is a crucial aspect for JLOS in entrenching people centered open governance and justice service delivery. This has been made possible through a three-dimensional approach: public empowerment through knowledge of human rights, JLOS services and procedures; communication of budgets, work plans, performance results for scrutiny and evaluation to ensure JLOS institutions comply with set service standards; and operationalizing public communication, accountability, and feedback mechanisms.

The Sector has successfully met the performance targets on external accountability in respect to mortality rates in places of detention, and reduction in human rights violations against the UPF and the UPS. Pegged against the 2010/11 baseline annual data (UPS-34, UPF-457), complaints against the UPS dropped by 38.2% and against the UPF dropped by 21.2%. This is a positive signal of an overall improvement in human rights observance by JLOS institutions. The reduction in violations during the period could be attributed to measures put in place to promote a human rights culture including training of duty bearers and laws enacted such as the Prevention and Prohibition of Torture Act. The table 39 below summarizes this trend analysis.

Table 39 Performance against JLOS external accountability targets

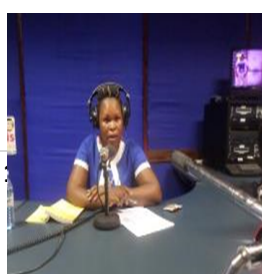
Indicator	Responsible	Baseline 2010/2011	Performance 2012/13	Performance 2013/14	Performance 2014/15	Target 2015/16	Performance 2015/16
Mortality Rate in Places of detention (per 1000)	UPS	2.4	2.4	2	0.75	1.5	0.75

Reduction in complaints of human rights violation against Police	UPF	457	10%	0.5%	11%	32%	21.2%
Reduction in human rights violation against Prisons	UPS	34	15%	23.5%	28%	32%	38.2%

The Sector ensured that mortality rates in detention centers are kept at 0.75 per 1000 inmates held. This is largely a result of improved management of prisons and police detention centers with a focus on improved welfare conditions, availability of medical services, and observance of human rights. Within the Prisons, support to Human Rights Committees, continuous training of prison staff, regular inspections of Visiting Justices account for this sustained performance. The ‘watchdog’ and inspection functions of the UHRC, the JLOS Integrity Committee, ULS, the PAS programme, and the work of Justice Centres have immensely contributed to this success. A Directorate of Human Rights and Legal services was created in Uganda Police which now has 16 regional desk offices. There was also sustained training of UPF and UPS staff in human rights and awareness of the Prevention and Prohibition of Torture Act. In addition, the involvement and participation of other human rights players like HURINET, UHRI, FHR and the media help expose torture and human right abuse. The UHRC confirmed improvement in conditions of detention in regard to human rights. This was after 58% of prisons, 70% of Police stations, 29% of police posts and 63% of remand homes were inspected. Specifically, the periodic report noted a reduction in incidences of torture in places of detention.

At institutional level, the promotion of customer care standards and conversion of front desks to be more oriented towards informing and empowering institutional clients has been a great success. Information on all institutional services, prescribed service forms, IEC materials such client charters and service standards, and explanation on procedures are provided by the institutions at the front desks that are now turned to ‘client help desks’. In the same spirit, the institutional websites carry most of this information to serve constituencies that are able to work with internet platforms, and as a result knowledge about JLOS services, location of institutions and the demand for these services has fundamentally increased. This is the standard approach that has been embraced by most JLOS institutions including URSB, DPP, UPF, UPS, ULS, Judiciary, DCIC, and UHRC among others. One of the results is the current prevalence of informed engagements and collaboration between the Sector and CSOs.

On a wider scale, JLOS institutions organized regular public open days, user committee meetings, printed and disseminated a diversity of IEC materials including client charters, engaged in interactive talk shows on mass media, and also held



performance evaluation meetings with JLOS stakeholders and users of JLOS services. Institutions such as the JSC, URSB, Judiciary, DPP, UHRC, ULRC, Justice centers, TAT, ULS, Ministry of Gender and UPF among others used these platforms to explain institutional and sector processes, communicate available service points, respond to complaints, and share planned justice reforms and innovations with the public. The use of social media platforms has provided a new space that all JLOS institutions have adopted to disseminate critical information to the public, and thus narrow the gap between JLOS service providers and users or recipients. All JLOS working groups and many Users committees have for instance adopted the use of social media group packages such as *WhatsApp* platform and *face book* as a simple and easy communication space.

Public open days stand out as a popular and effective interactive public empowerment initiative for the Sector. With the collaboration of chain-linked JLOS institutions, over 30 public open days were held at court premises in all regions and high court circuits. The open days that were largely organized by the Judiciary in collaboration with DCCs serve dual purposes of (1) inform the public about existing and new service delivery initiatives such as plea bargaining, the small claims procedure, ADR, and also provide institutional performance updates, and (2), serve to solicit the input of the public about the JLOS services and act as a premise for accountability. The Hon. Chief Justice participated in one such event at Arua High Court. The Principal Judge also presided over the Anti-Corruption Court Division open day on the 04th December 2015, where the public was provided with information about court procedures, performance of court in terms of recovery of public funds, rights of the users of court and existing staff accountability mechanisms among other issues. The public candidly relayed their satisfaction with the professionalism at the ACD but raised concerns about the suitability of premises in terms of location and inadequacy of court room space.

These interactive sector events and diverse platforms of engagement close the gaps between the demand and supply sides of justice. Close interactions between the public and JLOS service providers, including heads of JLOS institutions enable candid dialogue, assessment of public satisfaction and confidence in the services provided, highlights existing gaps. This has also enriched the frame of reference of JLOS institutional ‘managers’ to devise appropriate and context specific models of service delivery such as the small claims procedure, and reforms to plug existing gaps. A series of reforms, such as improvement in customer care, and staff performance management in the Judiciary, DPP, DCIC, UPF, UHRC, Law Council, and the URSB have been partly inspired by these interactions.



The Chief Justice His Lordship Bart Katureebe, during the Arua DCC court open day 8th Dec 2015

Regular inter-face and dialogue within sub-national JLOS structures such as the DCCs and RCCs played an

instrumental role in enhancing external accountability and also shaping Sector policy and practice reforms. On average 85% of the DCCs that comprise of JLOS institutions operating in the respective districts, CSOs, local government leaders, faith based organizations and selected court users held regular meetings. These also served dual functions as; avenues for external dissemination of information on JLOS programs, processes and reforms, and catchment areas for public voice and input to JLOS programs. Perhaps the most important function is that local problems were discussed and local solutions devised in a participatory manner to ensure that justice needs are served in the name of the people as provided by the Article 126 of the Uganda Constitution. As noted above, joint activities such as court open days, joint inspection visits to places of detention, among others were undertaken with a view of remedying prevailing challenges. Having re-organized DCCs to be more effective, issues arising from the DCCs are presented to Regional Chain-linked Committees that meet on a quarterly basis and outcomes at this level are further presented to the National Advisory Committee that provides policy guidance, direction, and remedies.

The sector presented its annual performance report for FY 2014/15 to both the Development Partners and CSOs for an independent assessment on progress against key indicators under SIPIII as in previous assessments. Overall, there was satisfactory performance of the sector but a lot more was to be done. The recommendations from the reviews were discussed in the sector working groups to draw lessons and improve on areas of weakness. However, some of the challenges and limitations that were highlighted such as inadequate financial resources, understaffing in some institutions and delays in appointments of Commissioners in key bodies such UHRC were beyond the sectors control but the political leadership will continue to lobby for a solution such that past delays are not repeated.

4.4 Output 3.4 Anti-Corruption Measures Implemented

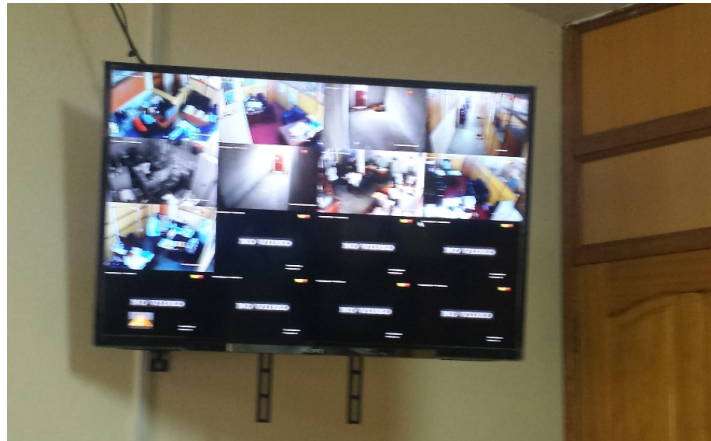
Surveillance Cameras and monitors installed at DCIC

Corruption disproportionately affects the poor and vulnerable communities of society and on a whole benefits those in positions of power and authority. Reduction of corruption and improvement of accountability become critical for the achievement of Uganda's development objective of progression into middle-income economy.

The JLOS fight against corruption continued during 2015/16; a rapid assessment on the level of implementation of the JLOS Anti-Corruption Strategy reveals approximately 85% implementation of the action plan under the Strategy. Some of the activities implemented include; re-organization of DCCs, development of a JLOS IEC strategy, implementation of open-door policy in the Sector and establishment of coordination mechanism among inspectorates of JLOS institutions. Other activities include, enforcement of codes of conduct, implementation of institutional performance standards, conducting regular inspections and M&E. Also implemented were public sensitizations, popularisation of functional public complaints system, dissemination of user information to the public, compliance with the

Leadership Code Act obligations, regular inspections, and training of JLOS staff in anti-corruption disciplines among others.

The institutionalization of the JLOS Anti-Corruption Strategy is a demonstration of the sectors commitment to ending corruption. For instance, the ULS Council approved and adopted a ULS Anti-



Corruption Policy, the UPF developed a draft customized UPF Anti-corruption Strategy which is pending approval by the Police Advisory Committee (PAC) among others.

Sector institutions such as DCIC set up surveillance cameras at strategic locations to track corruption practices among others.

The Sector through civic awareness creation and sensitization activities against corruption empowered the public about the national and sector anti-corruption resolve and popularised avenues for redress thus building public confidence in Anti-corruption. For instance JSC conducted anti-corruption barazas Kapchorwa, Mbale and Isingiro districts; aimed at popularising judicial procedures for administration of justice, the law and policy on zero tolerance to corruption in the judiciary, and avenues for lodging complaints and redress, Similarly the Administrator General Department promoted transparency through its awareness creation campaigns.

These and other related efforts thus explain the public's satisfaction with services delivered by various JLOS institutions for arbitration with at least three of every four households that used the services indicating appreciation. However, incidences of corruption tendencies remain as evidenced by the need for users to make some payments (unofficial) for the services (UBOS 2015).

The Sector working with the Inspectorate of Government (IG) tracked declaration of wealth by designated public officers in the Sector. The 2015 IG records indicate an average of 91.7% compliance level with the declaration of assets by required JLOS officers, of 15 JLOS institutions; this exclude the ULS and CADER. Institutions such as the DCIC, DPP, MoLG, TAT and UHRC have a 100% compliance rate on declaration of wealth, the others range between 68% to 97% compliance. This demonstration of compliance is a reflection of the will of sector institutions to promote disclosure and transparency as part of fight corruption in public service.

As part of internal sector empowerment on anti-corruption legislation, the DPP Strengthened its capacity for prosecution of cases relating to corruption and cybercrimes

through purchase and dissemination of copies of anti-corruption and cyber laws to its staff. This is intended to build knowledge and form a basis of reference for effective prosecution of corruption cases and cybercrimes.

The Sector through URSB, JSC, the Judiciary and UHRC set up toll free lines in effort to empower/ enable the public report and follow up on complaints lodged hence harnessing provision of timely feedback, enhancing accountability and thus stepping up measures against corruption.

In addition, the Sector through the DPP/CID formulated mechanisms of handling prosecutions and investigations challenges in preparation for handling of cases of a complicated nature; including anti-corruption, anti-terrorism and war crimes; with an ultimate aim of having a comprehensive position ahead of proceeding with the prosecution of such cases.

The DPP, UPF, Judiciary/ACD and JLOS secretariat joined the Accountability Sector institutions in conducting a series of anti-corruption events aimed at empowering the public to fight corruption, demonstrates successes and achievements gained in the fight against corruption and strengthen ties to fight syndicate corruption. This inter-sectoral engagement is one of the key interventions under the JLOS Anti-Corruption Strategy. The collaborative events climaxed at the ACD Open Day that was held under the theme; fighting syndicate corruption for better service delivery. These collaborations are crucial in the context of chain-linked processes of fighting corruption and strengthen the JLOS competences to fight corruption.

Disposal of corruption cases: The Sector through the different institutions' complaints handling systems/mechanisms further demonstrated its commitment to enhancing service delivery by combating corruption. For example, JSC complaints handling system registered 102 complaints (mainly related corruption) against different Judicial Officers; majority of the complainants were male (88%) and most 56% of the complaints were against male officers.

During the year, 71% (307) of complaints were investigated and 26 cases closed and 6 Judicial Officers (all male) sanctioned over corruption related cases. The low performance is explained by the expiry of the term of the Commission coupled with the composition of and part time nature of the members of the Commission; where following the election period the Attorney General and his Deputy were not available thus heavily affecting operations of

	Action	Female	Male	Total
	Retired in Public interest	0	1	1
	Dismissed	0	3	3
	Severe reprimand	0	1	1
	Interdicted	0	1	1
	Total	0	6	6

the

Source JSC Annual Performance Report

Disciplinary Committee (DC). Similarly, the part-time nature of the commission members highly influences operations of the DC especially in event where members are busy with schedules of their permanent employers.

The Sector, nevertheless, has a tune of 54 cases against high caliber Judicial officers (Justices and judges) remain clogged in the system due to the technicalities involved in taking disciplinary action against them. This impacts of the sector’s image where the Public views it as geared to tormenting the low caliber officers as opposed to their seniors hence compromising public trust and confidence in administration of justice systems.

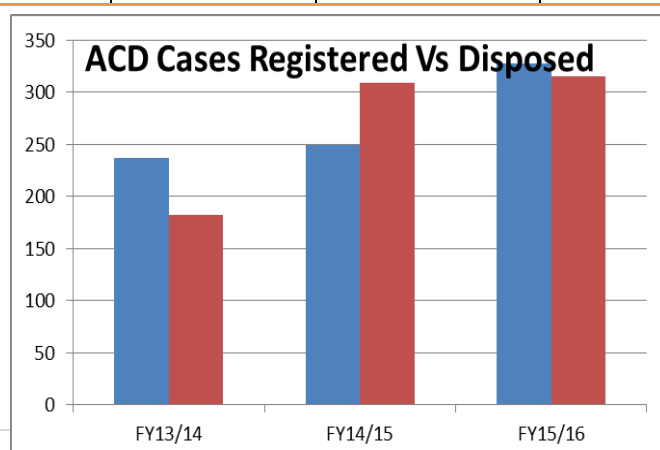
JLOS institutions such as the UHRC have put in place institutional guidelines to facilitate disclosure by whistleblowers as provided by the law. In the same vein, the JLOS Secretariat has developed draft IEC materials aimed at guiding JLOS staff and users of JLOS services to disclose acts of impropriety such as corruption as provided by the Act.

The Directorate of Ethics and Integrity (DEI) commenced training key duty bearers prescribed under the law for its enforcement. The targeted stakeholders are institutions and officers identified under the Act to receive external information from whistleblowers and these include the JSC, DPP and the UPF officers. The training and popularising the Regulations will go a long way in supporting the establishment of whistleblowers mechanisms in key JLOS institutions as part of the implementation of the JLOS Strategy.

The Sector, particularly the ACD, continued to play a critical role in the fight against corruption. During the reporting period, the disposal rate of corruption cases increased to 53.5% from 51.9% in the previous year leading to a reduction in pending cases by 3.1%.

Table 41 Disposal of corruption cases at the High Court ACD					
HIGH COURT DIVISION	B. FORWARD	REGISTERED	COMPLETED	PENDING	DISPOSAL RATE %
2015/16)	262	327	315	274	53
2014/15)	346	249	309	283	51.9%

The performance would have been much better however many of the Judges of the court were assigned to handle election petitions in line with the Constitution. There was also an increase in cases registered due to increased public awareness on corruption, improved capacity and



efficiency of anti-corruption institutions to investigate and prosecute corruption cases as well as other anti-corruption measures implemented by the sector. Currently the court is only in Kampala. This makes it difficult to adjudicate corruption cases. This has led to continued treatment of corruption cases as ordinary criminal cases in other regions of the country.

Recovery of proceeds of corruption is crucial frontier that the Sector is pursuing to fight corruption. A working arrangement has been put in place to ensure that once compensation orders are made by courts of law, civil action is immediately followed up. The MoJCA has for instance recovered 1.2bn from national insurance cases under a civil action.

Strengthening anti-corruption legislation is key in the fight against corruption and JLOS continues to work in partnership with the Accountability Sector to ensure that necessary laws and policies are developed. During the reporting period, MoJCA published the Anti-Corruption (Amendment) Act, No. 21 of 2015, and the Whistle Blowers Protection Regulations were gazetted in September 2015. The amendment of the Anti-Corruption Act expounds on the legal provisions on recovery of proceeds of corruption under the Act.

The Department of Administrator General has also reduced cases of fraud by streamlining procedures of verification of beneficiaries of estates. The Department only opens a file upon a beneficiary producing a death certificate. The beneficiaries are in most cases sent to the Chief Administrative Officers who delegate Sub County Chiefs who know the families personally to handle family meetings. Stringent measures like running an advert in the newspaper calling beneficiaries who have failed to attend family meetings have been introduced and embraced to reduce instances of fraud.

JLOS is a member of the Inter-Agency Forum of anti-corruption actors. The UPF, DPP and Judiciary (ACD) are key front line actors in this forum. Under the collaboration, JLOS joined the accountability sector to commemorate the international anti-corruption day that is observed on the 09th December. The ACD held a public open day in this regard, shared information about procedures, performance and challenges with the public.

4.5 Output 3.5 Accountability in TJ promoted

The SIP III envisaged accountability in TJ promoted, as the ability of the International Crimes Division (ICD) largely achieving criminal accountability for key perpetrators of serious human right violations, and international crimes. The adoption and strengthening of alternative justice mechanisms would further promote criminal accountability for crimes and thus offer redress to victims and perpetrators of crimes, as such the sector has focused on strengthening the capacity of key stakeholders to deliver justice to the conflict affected communities. It was thus been strategized that the following will deliver justice;

Promotion and or facilitation of the development of the witness protection law, the adoption of alternative justice mechanisms, the adoption of a reparations

programme/policy, the access to information by victims and witnesses , the observation of human rights in the implementation of TJ and the identification of affected communities to direct TJ programmes.

Reparations programme: The Sector finalised a study on the national reparations programme and has compiled a report, which is intended to provide pragmatic support to Government on implementing reparations to victims affected by armed conflict. Indicative findings show overwhelming needs of the community for urgent reparations especially for those suffering from medical and psychosocial effects of the episodes of armed conflict especially in Northern Uganda. The report will be validated by the next reporting period.

Ad hoc versus a structured reparations programme: the Sector acknowledges directives by Government to pay war claimants, however, it notes with concern that due to the adhoc nature of such interventions, Government loses more to unscrupulous individuals and “ghost” beneficiaries, which is not new to such interventions. Thus the urgent call to Government to adopt/embrace a well packaged reparations programme as proposed by the Sector.

Compensation of war debt claimants: Ministry of justice this financial year set out to verify members of the Acholi War debt claimants, where it is approximated that about 4,000 “ghost” beneficiaries were benefiting from the fund. This occurrence is not new to other such intervention like the PRDP where the real interests of the real victims have not necessarily catered for. It is against this background, that the sector is advancing the proposal of the National Transitional Justice Policy, which will effectively address issues of reparations, and has already started in anticipation of the passage of the policy, a documentation programme which will adequately inform Government on who, where and what the real victims of atrocities of internal armed conflict in Uganda desire.

The PRDP and NUSAF and Transitional Justice: Transitional justice mechanisms offer the potential for incorporating economic, social and cultural rights. This is because conflict situations are often marked by broken institutions, exhausted resources, diminished security, and a distressed and divided population. As such efforts adopted in the aftermath of conflict need to acknowledge the suffering of the populations and thus offer meaningful recovery processes that will suffice as justice for those populations. The PRDP and NUSAF are programmes that were well intended to be programmes among others; provide a framework for the completion of the post-conflict recovery process; to strengthen the foundation for development in Northern Uganda and to narrow the gap between Northern Uganda and the national average level of all socio-economic indicators. However, in the process the communities become alien to the programmes they were intended to benefit from because they do not participate in the formulation and active implementation thus they may not be perceived as justice by the beneficiaries. It is also against this background that the sector advances the proposal that such processes be embraced in national policy

and legislation so as to give an easy reference for implementation, monitoring and future implementation.

Observance of human rights in the implementation of TJ: with overall sector support, the DPP, UPF and judiciary, have developed gender sensitive programmes to enhance participation of all in accessing justice, of which transitional justice is not an exception, the judiciary launched child friendly method for children to testify in court, and this will benefit especially children in conflict affected regions as well.

Strategic mapping and identification of affected communities: In order to direct Government Programme in the future implementation of TJ, a human rights documentation programme is ongoing at UHRC. The programme is documenting and archiving information relating to the causes, effects and needs of victims of human rights violations. The Project is initially being piloted in Northern Uganda with an eventual focus on the other area in the country that has been affected by conflict.

Access to information by victims on their rights: The ICD, DPP and CIID (war crimes) organised, outreach sessions in the victim communities in preparation of the trial of the case of Thomas Kwoyello. The ICD and DPP however are challenged by the lack of logistical support to effectively realize this outcome.

Witness protection Law; the Witness Protection Bill, 2014: Witnesses play a key role in the criminal justice system including the transitional justice processes where mass atrocities may have been committed and yet not all the perpetrators may be prosecuted in the formal justice system, but may be processed in the informal justice process where witnesses also play a critical role. The fact that Bill provides room for protection of witnesses, in proceedings without restricting it only to the formal justice mechanisms, shows futuristic reference in the case of commissions being set up for transitional justice purposes, or even in the informal system.



Participants attending a psychosocial support service posing for a group photo in Nyaruvuru Nebbi District

Adoption of alternative justice mechanisms; Restorative justice: The sector is supporting the Amnesty commission support restorative justice among the former ex combatant and the victims through dialogue and reconciliation. Through dialogue and reconciliation, the Amnesty Commission has been able to reconcile reporters and host community and this has enabled the reporters to resettle and reintegrate with the communities of their return in all affected areas in the six DRTs of Gulu, Kitgum, Arua, Kasese, Mbale and Central.

The trial of Thomas Kwoyelo at the International Crimes Division is a key highlight for accountability in transitional Justice. The Sector also finalised a study on the national reparations programme and a documentation of gross human rights violations that occurred during the conflict is ongoing. These are intended to adequately inform Government on who, where and what the real victims of atrocities of internal armed conflict in Uganda. In a related development, the Ministry of Justice and Constitutional Affairs verified members of the Acholi War debt claimants to eliminate “ghost” beneficiaries from the fund. Notwithstanding the pending adoption of the Transitional Justice Policy by Government, several formal and informal transitional justice programme have been implemented in different parts of the country under PRDP, NUSAF.

5.0 PROGRAMME MANAGEMENT

The sector programme management is structured around the thematic working groups including Human rights and accountability, access to justice civil, access to justice criminal and Transitional justice. These are supported by the monitoring and evaluation component. Below is a synopsis of the performance of each of the thematic areas.

5.1 HUMAN RIGHTS AND ACCOUNTABILITY

The Human Rights and Accountability Working Group held eleven meetings during the reporting period. Seven of these were at sub-committee level with a specialised focus on human rights and the others on accountability. The thrust of engagement in the meetings was follow up on implementation of JLOS programs and consideration of reforms in the areas of human rights and accountability.

Human rights discussions focused on mainstreaming Rights of Persons with Disabilities (PWDs), legal reforms on conclusion of cases pending ministers' orders, development of Human Rights Guidebooks for DCCs, capacity building of UPS Human Rights Committees, development of the National Action Plan on Human Rights, development of a Human Rights Documentation Project and consideration of implementation of recommendations from the UHRC annual reports.

The two Sub-Committees; the Human Rights Sub-Committee and the Accountability Sub-committee held 3 and 4 meetings respectively. The meetings aimed at internalizing the arising issues and resolving them accordingly.

Human Rights issues that were pertinent in the Working Group and Sub-Committee meetings include; Mainstreaming Rights of Persons with Disabilities (PWDs) in JLOS, most JLOS MDAs don't accommodate persons with disabilities, Secretariat has developed a concept paper on how to address this issue. Persons Pending Ministers Orders, progress was registered on this, it was agreed that JLOS secretariat should follow up with Judiciary office on how best the Court Orders can be executed.

The Accountability sub-committee explored ways of enhancing accountability in the sector and discussed a series of issues such as implementation of issues arising from the JLOS annual review, institutionalization and implementation of the JLOS Anti-Corruption Strategy, implementation of recommendations from the JLOS Inspectors' Forum and JLOSIC report. In addition, the sub-committee consider a number of concept papers aimed at improving institutional practice on matters of accountability.

The Working Group in conjunction with the Accountability Sector organized and participated in various activities that were geared at creating awareness of corruption and commemoration of the International Anti-Corruption Day. Activities included; Media Breakfast meeting, Public Dialogue, a procession and open days.

5.2 ACCESS TO JUSTICE CIVIL WORKING GROUP

During the period under review, Access to Justice Civil Working Group (AJCWG) held six meetings comprising of one Working Group meeting and five Subcommittee meetings. The Access to Justice Civil Working Group paid special attention to the implementation of Alternative Dispute Resolution as a mechanism to reduce case backlog for civil justice related matters. The Alternative Dispute Resolution Mechanisms Programme is being rolled out from the Commercial Division to JLOS institutions dispensing civil justice with support from the Austrian Development Agency.

The AJCWG members were actively involved in the implementation of the ADRM Project and some institutions including: the Judiciary; Office of the Administrator General; Law Council; Uganda Human Rights Commission; Judicial Service Commission, Industrial Court, Directorate of Civil Litigation and Uganda Law Society participated. By the end of the reporting period, mediation registries were established in the Civil Division, Land Division, Family Division, Entebbe Chief Magistrates Court, Administrator General's Office, Law Council and 5 regional offices of Uganda Human Rights Commission; 475 mediators were trained and Information, Education and Communication (IEC) materials were developed comprising of brochures, handbooks and posters. During the reporting period, the Short Term Gender Consultant developed a Handbook on Gender aspects in mediation and a Report on Gender Sensitivity in ADRM while the Training Manual Consultant developed an engendered Mediation Training Manual, Mediators Manual and Code of Conduct for mediators. By the time of writing this report, the developed documentation was approved by the Advisory Board for the Roll out of ADRM Mechanisms and is set for publication, and the Code of Conduct for Mediators is before the rules committee for approval .

In the period under review, the AJCWG updated the Service Delivery Standards for Civil Justice which were developed by the Working Group in 2014/2015 reporting period. At the time of preparing this report, members of the working group were preparing additional information required for the completion of the Standards.

In a bid to enhance partnership with other Sectors, the Sector undertook consultations with Ministry of Lands, Housing and Urban Development (MoLHUD) to discuss issues pertaining to law reform of land laws and implementation of the National Land Policy of 2013. In the course of the meeting, MoLHUD notified the Sector of three key areas of legislation that the Ministry has prioritized for law reform and requested for support from JLOS. The prioritized legislation include; Survey Act Cap 232; Registration of Titles Act Cap 230; and Land Act Cap 227. By the time of reporting, Uganda Law Reform Commission had offered guidance on how to take the land law review process of the above mentioned legislation forward in view of the Commission's engagements with MoLHUD.

In regards to the Child Justice Strategy, in 2014/2016 the Ministry of Gender, Labour and Social Development procured a consultant to develop the Child Justice Strategy. By the time of preparing this report, a draft strategy was awaiting validation It is envisioned that the development of a Child Justice Strategy will align processes of handling children in contact

or in conflict with the justice system and identify the existing gaps whilst presenting solutions for better management of child justice in Uganda.

During the period under review, the Land Justice Subcommittee members did not conduct consultative and monitoring visits to the specialized Land Courts with a view of ascertaining the progress in the roll out and strengthening of the specialized Courts; functionality and performance of the Land Courts; understanding the challenges, innovations and best practices in the land courts; and obtaining feedback from the respective Land Courts. By the time of preparing this report, plans were underway to implement this activity which will inform reforms for strengthening Land Courts to expeditiously adjudicate land cases and future roll out of the Land Courts.

5.3 TRANSITIONAL JUSTICE

The popularization of Transitional Justice as JLOS key deliverable has attracted slow but commendable impact. In this regard, the Sector has witnessed the influence of transitional justice in recent legislation. The Sentencing guidelines for example is the first piece of legislation that mentions of reparative terms like restitution, and restorative justice for victims of crime, the International Crimes Division Rules of Procedure and evidence make a bolder step in specifically providing for reparations and the Amnesty Amendment Bill 2014 as well if enacted makes emphasis on reparations. The Sector is thus confident the Transitional Justice will help shape criminal justice steadily. In addition, transitional justice is a justice concept that is only achievable if accepted by the communities and the key implementing structures, within Government.

1. The National Transitional Justice Policy; Cost Benefit Analysis.

After several consultations and comparative studies, the sector developed the National TJ Policy (NTJP), which is the overall framework for the implementation of TJ. The Policy is supposed to be approved by Cabinet, and thus pave way for the formulation of the transitional justice law(s). The Sector has been on the spot for the lack of progress in the passage and or formulation of these laws. The Secretariat has had bilateral meetings with officials of the Policy and Planning Unit of the Ministry of Internal Affairs, and a 10 member taskforce was formed to work on the Regulatory Impact Assessment (RIA)/ Cost benefit analysis. The team has now been reduced to 5 members to finalise the draft RIA. The team consists of technical officers from the Civil Service College, Law Reform Commission, Ministry of Internal Affairs and the Secretariat. The Ministry of Internal Affairs has committed prioritising the Policy this financial year. It is expected that the RIA, will which will inform cabinet on how much resources Government will have to invest in the implementation of this Policy as well as its benefits. A draft has been developed. It is

expected that once this process is done, the Ministry of Internal Affairs and Ministry of Justice and Constitutional Affairs, jointly present, the Policy to Cabinet.

2. Enabling Transitional Justice laws.

i) Rules of Procedure and Evidence of the International Crimes Division (ICD) approved;

As key deliverable in the SIP III, and in line with formal criminal prosecutions in TJ, with technical expertise from the secretariat, and Sector institutions, the Rules of Procedure for the ICD have finally been approved.

ii) The ICD BILL 2016. The International Crimes Division (ICD) Bill 2016, with technical support from the Sector, the ICD Bill 2016, has been developed. If the Bill is enacted, it will have implemented the component on formal criminal justice in the National TJ Policy, where the key issues in the Policy, are in relation to witnesses protection, victim participation, reparations and access to justice by vulnerable groups.

3. Access to Transitional Justice enhanced

i) ICD Court Users Committee recommendations implemented; former LRA Commander, will finally be tried.

On December 4th 2015, the ICD held a Court users Committee meeting which agreed that the ICD cause list, war crimes cases for trial considering the Supreme Court ruling and the accused's long stay on remand without trial, in the case of Uganda vs. Thomas Kwoyello. The Case has now been fixed for pre-trial and full hearing on the 3rd May 2016.

4. Funding support for Transitional Justice.

i) Reparations study Report funded by African Youth Network (AYINET), to the tune of Sixty one million four hundred sixteen thousand shillings. The deliverables in this agreement is a national reparations study report and a national reparations programme. Initial drafts have been shared with AYINET. In the reporting period, the sector finalised the report and a proposed reparations programme that are ready for validation and final publication.

ii) UNDP support for TJ. The UNDP approved funding support for transitional justice to the JLOS secretariat for calendar year 2016, as responsible party under the Peace and Security for Systems Resilience Programme. The Secretariat will work under coordination of Ministry of Internal Affairs which is the implementing party. The specific funded activities are; advocacy for the passage of the TJ Policy, Outreach on TJ, refresher training for investigators and prosecutors on TJ and Community engagement strategy on alternative and informal justice mechanisms for conflict related crimes. The programme however runs for the next 5 years, with potential continued support to the secretariat.

Although transitional Justice in the Sector is faced with some challenges, which include, laxity in the prioritisation of the TJ Policy by the line Ministry; Ministry of Internal Affairs,

lack of advocacy on the Policy, by partners including CSO, and mixed reactions on conceptualisation of TJ within the JLOS framework, the secretariat has received reassurance from the Ministry, that the Policy is a priority this financial year. The Sector can only be optimistic that, with constructive engagement by the line Ministries on the approval of the Policy by Cabinet, a milestone will be achieved in this area, to pave way to support the conflict affected communities.

The TJ working Group is a unique construct within the JLOS framework, and thus it is only called upon as and when matters of particular concern are raised. In this period, the working group, having in the past mandated the Ministry of internal Affairs the responsibility of pushing forward the Policy, has not yet met to discuss progress on the same, which could be viewed as respecting lines of duty.

5.4 CRIMINAL JUSTICE WORKING GROUP

In the review period, the Criminal Justice Working Group planned to hold 4 Working Group meetings, 6 subcommittee meetings as well as inter-working group meetings to discuss issues of commonality that cut across the different component areas. The Working Group provided technical support through the Focal Point nominated by the Ministry of Foreign Affairs to the United Nations Office on Drugs and Crime (UNODC) Technical Advisory Group (TAG) and as National Focal Point for data collection for Uganda from criminal justice agencies. The Working Group plays a key role in data validation, provision of accurate and complete metadata and coordination between data criminal justice institutions. The UNODC supports the collection, analysis, improvement and dissemination of crime statistics at the international level and supports the central place of the UN Survey on Crime Trends and Operations of the Criminal Justice System (UN-CTS)⁷ within the criminal justice system development framework. The first meeting of National Focal Points took place in Vienna from 9 – 11 May 2016. The Working Group participated in identification, preparation and discussion of challenges and presented a paper on good practices to support the implementation of the international Classification of Crime for Statistical Purposes (ICCS) at country level. The meeting was attended by 65 technical advisory group members from over 45 countries and 9 experts from international organizations. The main purpose of the meeting was to advise and assist the UNODC in the activities to implement the *'Roadmap to improve the quality and availability of crime statistics at the national and international level;* (E/CN.3/2013/11 and E/CN.3/2015/8). The Working Group is also represented on the Technical Advisory Group which was created to provide regular technical advice to UNODC as the custodian of the international Classification of Crime for Statistical Purposes on the development of methodological tools and training curricula, and on the activities needed to support countries in the production of statistics in line with the ICCS. The Advisory Group also provides advice on the process of maintaining the ICCS up-to-date by initiating and implementing successive revisions of the classification. The objective of the work of the UNODC is to feed into the SDG 16 whose aim is to *"Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels"*.

⁷ (<https://data.unodc.org/>).

The Working Group presently provides annual reports of data from the core criminal justice institutions like the Police, Prisons, Judiciary and Prosecution. The working group is thus playing a very crucial role in overseeing collecting and ensuring consistency of data from the entire criminal justice system. The coordination role applies not only to collecting data for UN-CTS but more broadly to improve coordination of statistical production on the criminal justice system, which is extremely complex and articulated. The working group calls for more resources to strengthen the role and skills data collection personnel, including through training and development of good practices.

The following are the key issues that require continuous sector intervention in terms of crime data management;

- a) Need to prioritise the integrated justice information system (IJMIS) in order to increase the profile and value of justice statistics as a priority policy relevant issue;
- b) Resourcing data collection and dissemination through the M and E function
- c) The need for technical and other assistance on the IJMIS so that Uganda can report on Sustainable Development Agenda Goal 16 on access to justice, security and the rule of law. This can also benefit from the on-going work on the Automated Biometric Information System (ABIS) currently being undertaken by the Police.

The UN-CTS is a very important tool that can be used to inform laws, policies and interventions in the justice system. It lays emphasis on coordinated data collection, analysis, and dissemination. It ensures consistency and comparability of data across the criminal justice system. It can be used as a tool for resource mobilisation and allocation and directly feeds into the sector M and E framework. The secretariat and the Working Group will support training on the tool for the relevant data officers. This will enable the sector report on the country's obligation under the SDG Goal 16.

The Processes and Standards Subcommittee held two meetings and various one-on-one meetings with the members of the working group and came up with draft service delivery standards which were discussed in the meeting of 25th November 2015. The service delivery standards are a commitment by the sector in SIPIII to its clients of the services they offer to the public in terms of processes, procedures and standards. They reflect sector commitment to provide timely, efficient, transparent, responsive and accountable justice services for all Ugandans. The service delivery standards are developed from provisions in laws, regulations, policies, standard operating procedures (SOPs), strategic investment plans (SIPs), client charters and other administrative documents. Implementation of service standards will provide a workable framework within which to minimise delays by improving case disposal, enhance access to justice and improve overall service delivery, as well as enhance efficiency and effectiveness across the criminal justice system. The draft service delivery standards are presently undergoing sector approval before they are printed and disseminated to JLOS institutions mandated to dispense criminal justice.

The Working Group provided support and technical assistance to various sector institutions and structures. For example six members of the Working group were co-opted to be part of the judiciary national court case census as well as part of the report writing team. Feedback from the field exercise of the case count greatly enriched the subsequent meeting on case

backlog and a number of issues have since been taken up and prioritised for funding by the sector in the next financial year.

The Working Group supported the approval and final publishing of the work flow process for children in contact with the law. The flow charts will improve justice outcomes for children by providing information for not only duty bearers but also the children in the system with knowledge on processes and enable them claim their rights. Some members of the Working Group facilitated trainings on the same forms in different parts of the country.

Working Group members also attended other Working Group meetings like the Human Rights and Accountability Working Group, the subcommittee on Human Rights as well as Family Justice Subcommittee meetings which enabled cross sharing of issues common to both component areas. This has created an environment where different component areas combine efforts to prioritise a common issue and jointly canvass and lobby for support. More meetings have been scheduled for not only the Working Group but also the subcommittees like the subcommittees on Family justice, Human Rights and Processes and Standards to further engage with other committees as well as sector institutions on identified issues.

5.5 MONITORING AND EVALUATION

Monitoring and Evaluation is aimed at achieving efficient and accountable results reporting across the chain. Joint management of the planning monitoring and evaluation functions allows for more effective oversight and stewardship at all levels and improved reporting to stakeholders. The sector developed a single M&E system to manage the planning, monitoring and evaluation work flow and to provide a structure, service and accountability measures to all institutions and stakeholders. The M&E units across all institutions service the system. Critical in the system are periodic joint review, joint M&E visits and routine data collection and reporting against the M&E frame work as well as the work plan and the budget framework paper using the output based budgeting tool. A report of major activities undertaken is provided below.

The 20th Annual Review: The sector prepared and printed the 2014/15 annual report which was presented at the 20th Annual review held under the “A Pro People Justice System: Profiling Vulnerability” on 15th October 2015 at Speke Resort Munyonyo. During the review the development partners assessed the annual performance report as satisfactory. Also CSOs were given an opportunity to assess sector performance.

Joint JLOS Development Partners

M&E: The sector in addition to the routine internal M&E of sector constructions and activity



Mr. Martin Ledolter MD ADC visitina Isinairo Justice Centre

implementation, conducts joint M&E exercise involving development partners. In the reporting period, the joint M&E was conducted in West Nile in March 2016. Also the sector together with the Managing Director Austrian Development Cooperation (ADC) Mr. Martin Ledolter and the head of ADC office in Uganda monitored and evaluated JLOS projects and institutions in western Uganda holding meetings with stakeholders and JLOs staff in Isingiro district. During the meetings the managing director and his team received testimonies from the litigants hailing improvements in justice delivery, reduced lead times and fairness of decisions. One of the challenges was overcrowding in prisons, overstay of suspects in police cells because delayed medical examinations and water shortage. Other joint M&E activities involving Heads of Mission such as Denmark, Netherlands and Sweden were also facilitated by the secretariat during the reporting period.

In West Nile the joint M&E was aimed at understudying the conditions under which sector institutions work, tracking progress of implementation of sector projects as well as meeting DCCs in the area to establish and learn from innovations of the DCC with regard to administration of justice and maintenance of law and order.

The Justice, Law and Order Sector conducted a monitoring and evaluation visit to the West Nile districts of Arua, Koboko, Nebbi and Zombo from March 8 – 11, 2016. The purpose of the monitoring and evaluation visit was to inspect and assess various JLOS funded projects and initiatives. These included Koboko Justice Centre (a collection of JLOS institutions – Police, Prisons, Courts and the office of the PP - operating in close proximity to enhance access to justice); Oraba boarder post; Giligili Remand home; Arua Prison, Nebbi Prison and the Goli boarder post. During the field visit, participants also engaged the local district chain-link committee membership in discussions over issues affecting service delivery in the sector.

During the visit, prison management highlighted



JLOS Joint M&E team at Nebbi Prison March 2016



Members of the Joint M&E interaction with a police official at Koboko Police Station in March 2016

the various successes and achievements registered at the facility that include connection of the prison to clean running water (from the National Water and Sewerage Corporation), establishment of a human rights committee and elimination of the bucket system. It was reported that food is served three times a day.

The issue of medical examination of rape/defilement victims was highlighted as a point of concern in reference to instances where medical personnel require fees before an examination is done. In many cases, victims or their families do not have money to pay for this service, which eventually weakens the prosecution's case when it comes to court trial.

Challenges identified at the prison facilities include congestion, lack of transport for prisoners referred to court hearings, poor staff accommodation, delayed trials, fencing, shortage of staff and electricity.

Since the visit the Court of Appeal held a session in Arua and 2 high court sessions were also held in the area in addition to a plea bargaining programme. The sector budgeted for construction of perimeter wall at Zombo prison and UPS budgeted for completion of Nebbi prison. UPF has also taken seriously the issue of medical examination and Doctors were recruited into the UPF to serve as police surgeons at regional level.

Training of JLOS staff in reporting and capacity building for M&E: As part of the continuous capacity building programme the sector secretariat trained staff of the policy and planning units in reporting emphasizing what JLOs reports should contain and the purpose for which they are prepared. The secretariat also facilitated training sessions in sector institutions such UPF, Judiciary, URSB, JSI among others in budgeting and preparation of work plans.

JLOS House: The secretariat also facilitated procurement process for the JLOS house under the PPP modality. Currently the contract negotiations are ongoing with the named preferred bidder. Details on the project are detailed in chapter 3 of the report under outcome 2.

SIP III Midterm Review

Under the M&E function the sector undertook a midterm review of the SIP III to inform the GoU, JLOS institutions and other stakeholders including Development Partners on;(i) the relevance of the plan, (ii) the efficiency and effectiveness of JLOS service delivery and the performance of program management, (iii) the recommendations and other suggested changes to the SIP III and a strategy for increased influence of JLOS reforms in the attainment of the goals of Government as articulated in the National Development Plan (NDP).

Specifically, the MTE intended to achieve 3 objectives, viz:

- (a) Assess the SIP III implementation and management since 2012/13 to enhance implementation of the remaining aspects of the SIP III;

- (b) Evaluate the achievements against agreed targets (strategic objectives) both at process and implementation levels focusing on the budgets, outputs, outcomes and impact as defined in the JLOS results framework, and;
- (c) Identify critical key challenges and constraints that have had an impact on progress and results, and propose concrete corrective measures for the remaining years of the SIP III.

By the time of writing this report the independent consultant had completed data collection and prepared a draft report that had been discussed at all levels of the JLOS management structures. Below is a summary of some of the findings-

2. *Public awareness and knowledge of JLOS services and institutions* has increased for most JLOS institutions. All JLOS institutions registered improvement in public awareness compared to their baseline status. Nearly all respondents are aware of/know about the Uganda Police (100%), Local Council Courts (99.4%), Uganda Prisons Service (98%), Courts of Judicature (96%), and NIRA (95%). Three-quarters (76%) of the respondents know about the Probation Office and two in three people (64.6%) know about the Uganda Human Rights Commission. The JLOS institutions that registered greatest improvement in public awareness under SIP III are the Courts of Judicature (from 64% in 2012 to 96% in 2016) and Community service (from 31% to 61%). The Uganda Law Reform Commission (ULRC) and the Judicial Service Commission (JSC) are, however, the least known institutions at 20.2% and 28.9% respectively, falling below the baseline average of 49%.
3. *Public engagement with/use of JLOS institutions/services* has also increased significantly- from 64% to 87% for LC Courts, 72% to 78% for Police, from 16% to 46% for courts, from 18% to 41% for Probation office, and from 135 to 455 for Community service, among others. The MTE team observed that there has been significant improvement in the interface with (mostly associated with use of) JLOS institutions and their services. Nonetheless, access and use remain below 50% for a number of institutions/services and the sector remains a long way to realize its objectives in this respect.
4. *User satisfaction* with the services provided by JLOS institutions has improved from the baseline position, although considerable variation exists among institutions.
 - JLOS service users are mostly satisfied with NIRA (where 68% stated very satisfied and less than 5% indicated not satisfied) and LC Courts (49% stated that they were very satisfied and only 11% not satisfied). There is also noticeable level of satisfaction with UHRC (over 40%).
 - User satisfaction with JLOS services is moderate in the Uganda Police (where about half of respondents stated that they were satisfied), Judicial Courts (where two in three users expressed satisfaction), DPP, Prisons and TAT (where about three-quarters of respondents stated that they are satisfied). The low public satisfaction with the police services could also be partly attributed to the timing considering that the survey was undertaken during (immediately) after the Presidential and Parliamentary Elections 2016.

5. *Public confidence* in the JLOS institutions has also increased remarkably from the baseline (average of 29%) to 48% for LC Courts, 49.3% for police and 37.3% for Judiciary). Nonetheless, it is noted that the confidence in the enforcement of judicial decisions especially commercial ones remains low. Key factors affecting confidence include corruption, political interference, weak implementing agencies, poor implementation, and inadequate resources.
6. There is considerable progress in human rights observance across the sector, especially in the prisons and correctional services.

The improved performance on the indicators above was attributed to a number of factors, key of which include:

- Awareness raising and support activities, community outreach activities and community policing accounted for much of the improvements registered.
- Recruitment and deployment of more judges and magistrates
- Increased physical presence of JLOS institutions in the districts;
- Increased capacity of Police in responding to crime incidences;
- Establishment of performance standards for Judicial Officers in terms of minimum targets of cases to be handled and concluded/disposed of per year;
- Increased level of court inspections by the inspectorate of courts;
- Reforms in business registration including decentralization of URSB i.e. opening offices in regions and other strategic locations, targeting the business community;
- Rollout of the small claims program.
- Plea bargaining as an initiative to expedite prosecution of cases and reduce case backlog.

There, however, remain serious concerns about some key outcome and impact indicators.

- i) *Congestion in prisons remains high* (at 273% occupancy as of June 2015) despite recent and on-going efforts to decongest prisoners, notably constructing new prisons and reducing the numbers of inmates on remand. Most prisons hold up to three times their holding capacity, and this has been blamed for poor hygiene and disease outbreaks in prisons.
- ii) There is progressive increase in the number of prisoners on remand whose cases have been committed to high court. The numbers increased from about 18,808 in 2012 to 22,937 in 2014. This has been mainly attributed to irregular high court sessions, numerous court adjournments arising from lack of preparedness on the part of lawyers, as well as failure to case-list matters of in-mates committed to the high Court

DCC Coordination: The sector M&E function also coordinated and resourced DCCs, RCCs and the Chain linked Advisory Board. There are currently 128 functional DCCs and 13 RCCs. The sector with support partly from UNICEF facilitated DCC activities including meetings, inspections, outreach as well as Radio Talk shows. With the support provided it was established that all the supported DCCs held meetings. To improve performance DCC

meetings and functionality has been added to the key performance indicators of the Registrars and magistrates.

The sector also re-established and facilitated the Chain linked Advisory Board to oversee the chain linked programme. The board is chaired by the Principal Judge with membership from the frontline JLOS agencies. Also established are Regional Chain linked Committees (RCC) chaired by the Resident Judges to among others supervise DCCs within the regions. The sector facilitated the Chain Linked Advisory Board and the Regional Chain Linked Committees to address some of the weaknesses identified in the DCC management.

Justice for Children Programme: With support from UNICEF the sector is currently



A practical plea bargaining session demonstrated to the public during the Gulu court open day by Hon Lady Justice Margaret Mutonyi, Resident Judge 9th Dec 2015.

managing a justice for children programme in 30 DCCs and 13 Regional chain linked committees. In the reporting period the program supported 30 DCCs to hold open days. The open days enable JLOS duty bearers to meet JLOS stakeholders and the public so as to provide information on policing, prosecution, adjudication and correctional services as well as where to get probation services including the roles and responsibilities of the JLOs actors. Real time answers are provided to the public on issues raised and a special space is provided dealing with issues of juvenile justice and access to justice by vulnerable groups. Also 30 DCCs were facilitated to conduct monthly review meetings to discuss challenges, iron out misunderstanding between stakeholders and enhance communication, coordination and cooperation among stakeholders, address issues relating to JLOS focus areas of criminal and civil justice, land, child justice, anti-corruption and human rights.

DCC review meetings were also used as platforms for JLOS institutions at district level to discuss progress on performance; identify gaps and lay strategies for improvement in

service delivery. The meetings were also used to enhance case management and design strategies to enhance cases disposal.

Each of the DCCs was supported to develop and implement action plans. All the 30 DCCs and 13 regions developed action plans. The sector employed and facilitated 13 Regional and a National J4C Coordinators are to provide technical support to the program in the program regions and districts (13 RCCs and 30 DCCs) towards monitoring and capacity building on child justice and Gender Based Violence and Violence against Children. The support is to facilitate coordination, mentoring and hand holding of stake holders on justice for children issues and to ensure that all program activities are carried out; activity reports as well as financial accountability is compiled and submitted.

The programme further facilitated 13 JLOS regions that are equivalent to High Court Circuits (including Karamoja) to hold RCC reviews as part of capacity strengthening to assess, review



Hon Justice Wilson Masalu Musene, Resident Judge Nakawa the Nakawa DCC open day 31st Aug 2015

and track progress of addressing child justice issues. Review meetings at this level were chaired by the most senior Resident Judges, and were attended by all DCC chairpersons and all JLOS actors with a regional mandate in the circuit. This was aimed at improving administration and delivery of justice by the JLOS Regional Committees (RCCs) playing an oversight role over the DCCs; linking the DCCs

to the National level and helping to address pending issues raised by DCCs.

UNICEF also provided support to JLOS to monitor SIPIII indicators in 5 districts with remand homes and supports juvenile justice data collection, this has strengthened monthly reporting by DCC on progress against targets on child related cases and identification of bottlenecks for action by JLOS. Implementation of activities provided added opportunity for JLOS to mentor and coach officers in the selected districts on data collection tools.

6.0 FINANCIAL PERFORMANCE FOR FY 2015/16

This financial report reflects the budget performance for all sector institutions for the period July 2015 to June 2016. The sector is supported by GOU through the MTEF and DPGs, Sweden, Austria, Denmark, Netherland, Ireland, UNICEF and UN Women through a basket funding. Austria provided two million Euros in budget support, while Denmark provided programme support to the sector through the Danida–Judiciary programme. The Netherland support which was suspended has been restored with support € 1million for this FY 2015/16. The three year ADC funded ADR programme will be ending in October 2016. UNICEF provided project support under the justice for children program, while other DPGs such as European Union and Sweden did not make releases during the reporting period. It should be noted however that data on actual funding provided by bilateral donors directly to projects in institutions was not provided in time to be included in this report.

National budgeting and implementation process

The GOU budget cycle starts in October following issuance of budget call circular that details government priorities and the Medium Term Expenditure Framework (MTEF). This is preceded by the country Portfolio Performance Review between July and August each year. Sector Working Groups and Local governments prepare and submit Sector Budget Framework Papers (BFPs) and collectively the sector BFPs form the National BFP which has details of budget estimates by each Ministry and institution. The National BFP is presented to parliament which has the power over appropriation. Once approved each Ministry/department is allocated a ceiling of the amount to be spent in the financial year. All transactions are drawn against the Single Treasury Account in the Bank of Uganda operated through the Integrated Financial Management System

Once the budget is approved, the Ministry of Finance Planning and Economic Development issues quarterly cash limits against which each institutions can spend in a quarter from the approved budget.

National Budget allocation to JLOS 2015/16

During the financial year 2015/16, Government originally allocated a total of shillings 1.05trillion to the sector which is 4.5% of the approved National Budget of the Financial Year. This allocation includes shillings 32.2billion for the JLOS SWAP development fund as approved in the MTEF. The allocation translates into a 23.3% nominal increase in the overall sector budget (shs 244.48 billion increase) compared to shs 806.8bn allocated in FY 2014/15. However, the share of the sector allocation in the national budget reduced by 19% from 5.6% in 2014/15 to 4.5% in 2015/16. The share has further reduced 4.4% in 2016/17.

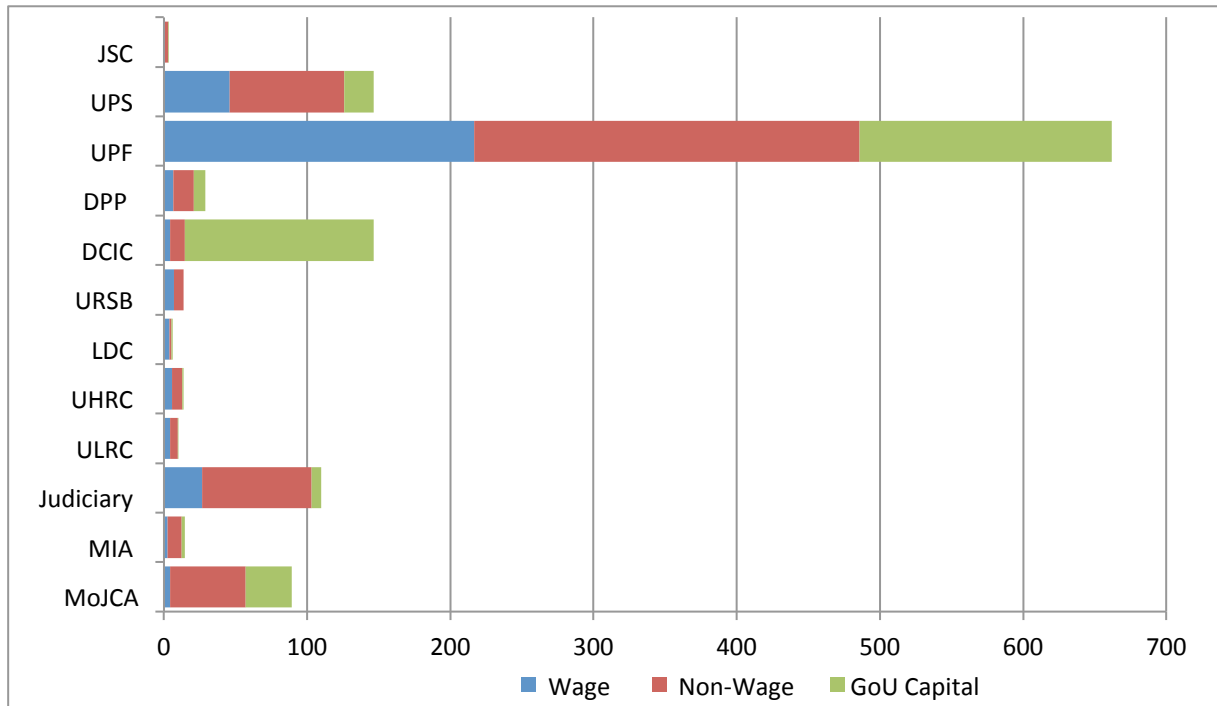
Table 42 Share of The JLOS Budget in the National Budget

FY	National budget (tn)	Approved JLOS ⁸ Budget (tn)	% share
2013/14	13.169	0.59855	4.5%
2014/15	15.054	0.80680	5.6%
2015/16	23.972	1.05700	4.5%
2016/17	26.361	1.15977	4.4%

Breaking down the allocation, shs 324.1 billion was allocated to wage; shs 535.3 billion to non-wage; while shs. 378.7 billion was allocated to Capital development. In terms of institutional allocation 53.2% was to UPF, 11.8% to Uganda Prisons, 11.8% to DCIC, 8.8% to the Judiciary while 7.2% was allocated to the MoJCA including the SWAP development fund. The breakdown by institution is as shown below.

Vote	Institutions	Wage	Non-Wage	Capital	Total	% share
007	MoJCA	4.248	52.964	32.21	89.427	7.2%
009	MIA	2.433	9.873	2.113	14.420	1.2%
101	Judiciary	26.571	76.449	6.710	109.730	8.8%
105	ULRC	4.149	5.692	0.235	10.076	0.8%
106	UHRC	5.590	7.409	0.742	13.740	1.1%
109	LDC	3.800	1.500	0.870	6.180	0.5%
119	URSB	7.057	6.658	0.000	13.715	1.1%
120	DCIC	4.106	10.537	131.675	146.317	11.8%
133	DPP	6.322	14.570	7.930	28.822	2.3%
144	UPF	216.820	269.042	176.064	661.926	53.2%
145	UPS	46.020	79.681	20.729	146.429	11.8%
148	JSC	0.780	2.384	0.269	3.433	0.3%
	TOTAL	324.095	535.258	378.681	1,244.03	

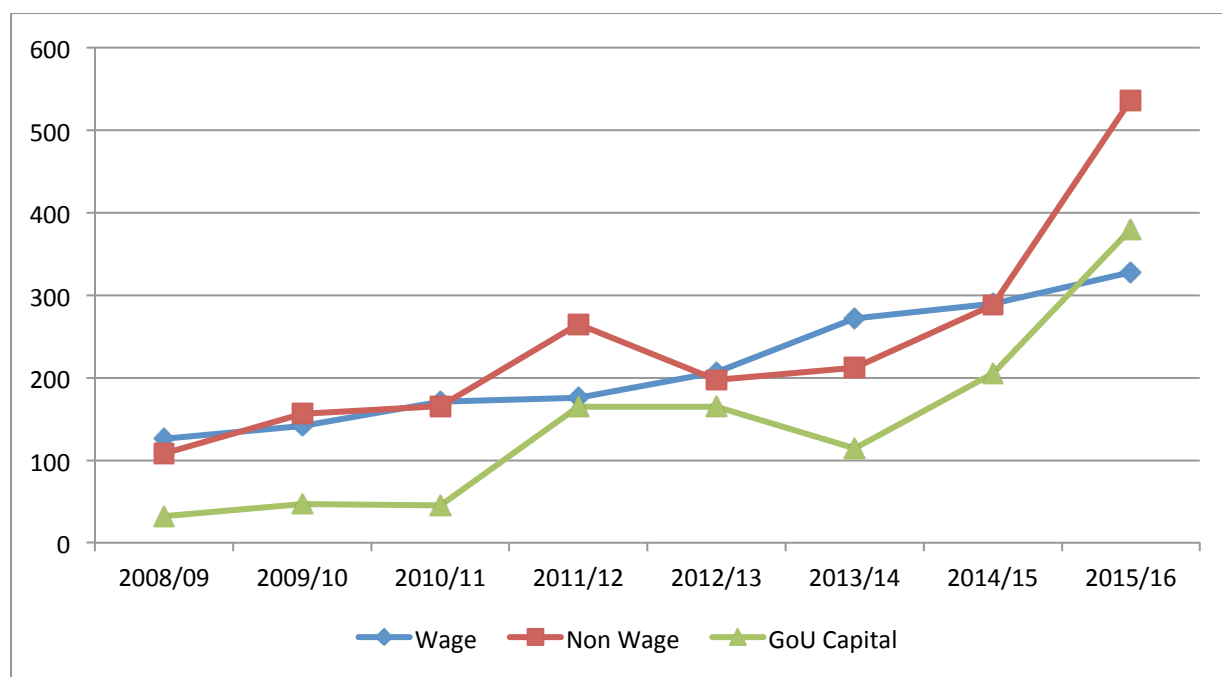
⁸ This excludes supplementary releases



It must be noted that although the JLOS institutions are 17 in total only 12 are votes under the sector. Other JLOS institutions such as Ministry of Gender Labour and Social Development, Ministry of Local Government and the Tax Appeals Tribunal are captured under social development sector, public sector management sector and public administration sector respectively, while Uganda Law society is not a department of Government and CADER is under MoJCA and the NIRA was provided for under DCIC.

JLOS Budget Finding Trends

Over the last few years, the overall sector budget has grown in absolute terms from 266.3bn in FY 2008/09 to UGX.1.244trillion in FY 2015/16 as shown below. However, the share of the sector of the national budget has declined over time.



Item	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Wage	125.970	141.320	171.244	175.987	206.861	271.902	290.036	327.895
Non-Wage	108.110	155.920	165.662	265.085	197.126	212.339	288.28	536.758
GoU Capital	32.190	46.980	45.491	165.069	164.437	114.306	205.15	379.551
Total	266.270	344.220	382.397	606.141	568.424	598.547	783.466	1,244.20

JLOS Budget Performance FY 2015/2016

Overall, the Sector received 98.26% of the annual approved budget of UGX 1224.21bn. The table below summarises the approved budgets, as well as the amount of the approved budgets released and spent by each of the JLOS institutions.

Vote	Institution	Revised Budget (UGX Bn)	Released (UGX Bn)	Spent (UGX Bn)	Unspent balance	% of budget release	% of release spent
007	MoJCA	89.427	78.676	71.893	6.78	88.00%	91.40%
009	MIA	14.42	14.059	13.863	0.196	97.50%	98.61%
101	Judiciary	109.73	108.523	108.321	0.202	98.90%	99.80%
105	ULRC	10.076	9.69	9.626	0.064	96.20%	99.30%
106	UHRC	13.74	13.397	13.368	0.03	97.50%	99.80%
109	LDC	6.17	6.115	6.115	0	99.11%	100%
119	URSB	13.715	13.339	13.284	0.055	97.30%	99.60%
120	DCIC	146.317	146.304	123.69	22.614	100.00%	84.50%
133	DPP	28.822	28.586	28.236	0.349	99.20%	98.80%

144	UPF	661.926	660.738	657.91	2.829	99.80%	99.60%
145	UPS	146.429	146.075	144.126	1.95	99.80%	98.70%
148	JSC	3.433	3.188	2.929	0.259	92.90%	91.90%
	Sector Total	1,244.21	1,222.58	1,193.36	35.33	98.26%	97.61%

Table 46 Supplementary Funding 2015/16

Vote	Institution	Supplementary Funding (UGX.Bn)
007	MoJCA	20.16
009	MIA	1.04
101	Judiciary	12.65
105	ULRC	0.16
120	DCIC	0.05
133	DPP	0.28
144	UPF	47.52
145	UPS	7.81
148	JSC	0.22
Total		89.89

The absorption capacity of most institutions has greatly improved. In the reporting period, 97.6% of the released funds were expended before the end of the financial year. With the exception of DCIC, the rest utilised over 90% of their respective releases. The unspent funds under MoJCA, had been released for handling the Tullow case in the UK which never took off. It should be noted that unspent balances are returned to the consolidated fund at the end of each financial year and related none completed activities are reprogrammed and provided for in the new work plan through the normal appropriation processes. Also note that the JLOS budget was adjusted in the course of the year with notable increases to sector institutions such as UPF, Judiciary and UPS. This therefore accounts for the difference between the mid-year approved budget figures presented in the semi-annual report.

SWAP development Budget Performance FY 2015/2016

The SWAP development budget includes funds appropriated under the SWAP development, programme support from the JLOS Development Partners, projects and direct funding from donors.

The total approved JLOS SWAP work plan was UGX. 42.25 billion. The funds committed to funding the work plan included 32.2bn from GOU and Austria the sector budget support donor, UGX 3.082bn from Netherlands, UGX 1.063bn from UNICEF . However not all activities in the work plan were funded and the sector has to work with budget deficit with hope that other donors may come on board during the implementation period. The Netherlands support to JLOS is for specific institutions including UHRC, ULRC, JSC, LDC and ULS. UNICEF support focuses on juvenile justice and DCCs, while DGF is supporting legal aid by financing activities of Law Council, Justice Centres Uganda, LDC, UHRC and ULS Legal aid project of Uganda .

The table 47 below summarises the donor support towards the SWAP work plan for the FY2015/16

DPG	Programme	Amount provided	Disbursement
The Netherland	SWAP budget support for UHRC, ULS, LDC, ULRC and JSC SWAP WP activities, (7%) of the AWAP WP FY 2015/16	€ 1 million ⁹	December 2015
UNICEF	Justice for Children five years half year receipt	UGX 1,063,473,286	October 2015
ADC	Budget support to MTEF FY 2015/2016	€ 2 million	October 2015
DGF	Law council for local Government activities	€ 190,035	
	Justice Centers Uganda	€4,995,793	
	UHRC	€1,317,768	
	UHRC NAP	€136,803	
	MoLG/ ILI	€1,570,957	
ADC	Alternative dispute resolution (ADR) three years to 2016	0	
Danida¹⁰	JLOS TA pool	UGX.26,155,000	August 2015
AYINET(African Youth Initiative Net Work)	Support Reparation Study Report for Transitional Justice	UGX.40,000,000	September 2015

The Netherlands Government and Austria fulfilled their commitments as agreed. Also received is support to juvenile justice from UNICEF and support to Law Council from DGF as well as other direct project support to institutions. In the reporting period the sector accessed about 81% of the financing for the SWAP work plan. GOU and Austria released UGX. 29.098billion (69%) while other donors released UGX. 4.443billion (12%) of the financing for the approved work plan of the FY. It is therefore necessary that any

⁹ Shillings 3,082,500,000 released in December 2015 equivalent to 90% of the approved budget

¹⁰ This excludes Danida/Judiciary project

assessment of the sector's performance takes into consideration this particular challenge of poor budget performance. The performance gaps are partly due to shortages in releases and in some cases delays of release of funds by some of the JLOS DPG.

In the year under review a total of Shs 53.01bn was available including Shs 19 billion being balances on SWAP and project accounts brought forward at the end of the previous financial year. Specifically the rolled over funds included shs 9billion for JLOS House project, 1.8billion ongoing construction of justice centres and 7billion for ongoing construction projects in various institutions awaiting submission of certificates for ongoing construction works as well as procurements that had been undertaken and were yet to be paid for. The table below summaries the receipts and expenditures on JLOS institutional accounts under the SWAP development fund.

Table 48. JLOS SWAP Development Account statement of financial position as at 30 th June 2016							
Institution	Budget	B/f FY 2014/2015	Receipt GOU and DPG	Total	Expenditure	Balance	%
MoJCA	2,396,996,000	52,586,220	1,734,281,000	1,786,867,220	1,694,682,982	92,184,238	94.8
MIA	2,377,732,500	1,961,670	2,010,338,000	2,012,299,670	2,012,198,682	100,988	100.0
MoGSD	809,980,000	187,932,278	549,890,000	737,822,278	736,666,884	1,155,394	99.8
MoLG	361,460,000	224,734	241,460,000	241,684,734	192,151,000	49,533,734	79.5
Judiciary	8,241,000,000	1,262,897,000	5,498,070,000	6,760,967,000	6,750,805,746	10,161,254	99.8
DPP	3,400,850,000	347,591	1,909,831,000	1,910,178,591	1,903,467,572	6,711,019	99.6
UPF	4,276,135,000	2,357,117,523	2,256,627,000	4,613,744,523	3,903,359,257	710,385,266	84.6
UPS	6,973,990,000	4,390	3,825,799,000	3,825,803,390	3,825,803,390	0	100.0
ULRC	1,101,310,000	100,003,410	1,101,260,000	1,201,263,410	1,188,515,795	12,747,615	98.9
UHRC	1,128,046,000	408,432,248	1,088,045,000	1,496,477,248	1,022,644,351	473,832,897	68.3
JSC	646,620,000	50,192,400	505,420,000	555,612,400	530,449,400	25,163,000	95.5
LDC	1,103,450,000	164,141,420	1,071,664,000	1,235,805,420	1,233,534,826	2,270,594	99.8
URSB	667,450,000	527,218,037	513,450,000	1,040,668,037	910,637,041	130,030,996	87.5
ULS	159,100,000	349,728,140	159,100,000	508,828,140	375,190,860	133,637,280	73.7
TAT	203,400,000	19,214,439	203,400,000	222,614,439	222,548,639	65,800	100.0
DCIC	1,325,550,000	1,810,024,556	789,605,000	2,599,629,556	2,599,393,735	235,821	100.0
Sector wide	7,381,133,000	2,973,440,405	10,359,251,664	13,332,692,069	12,916,713,481	415,978,588	96.9
JLOS House	-	9,406,466,728	0	9,406,466,728	1,440,558,600	7,965,908,128	15.3
Total	42,554,202,500	19,671,933,189	33,817,491,664	53,489,424,853	43,459,322,241	10,030,102,612	81.2

SOURCES AND USES OF FUNDS STATEMENT YEAR FY 2015/2016

In the reporting period Government released UGX 29.098 billion, Netherlands 3.082 billion, UNICEF 1.063million, and DANIDA 26 million while AYINET supported the Transitional justice process by funding activities under the Study on Reparations to the tune of Shs. 40 million.

TABLE 50. SOURCES AND USES OF FUNDS STATEMENT YEAR FY 2015/2016	
Financing	Amount shs(000)
Secretariat balance from FY 2014/15	19,671,933
Receipt from GOU and Budget support donors ¹¹	29,098,947
Reversed L/C and others	275,284
Netherlands SWAP activities of UHRC,ULS, LDC and ULRC	3,082,500
AYINET for TJ Reparation Study Report Production	40,000
UNICEF Justice for Children (J4C)	1,063,473
DGF	229,887
DANIDA	26,155
JLOS House Project Account	00
Total Revenue	53,489,424
Expenditure	43,459,322
Un spent balance	10,030,102
Represented by	
Institution Balances	1,648,216
Secretariat Closing SWAP bank account balances	415,978
JLOS house closing bank account balance	7,965,908
Total Net Cash balance	10,030,102

The SWAP Financial Management Process

Planning and Budgeting: The SIP III provides the basic planning framework for the sector institutions. All JLOS institutions prepare implementation and or operational plans focusing on broad sector reform areas. Every year the sector prepares and agrees on a common work plan and budget based on the agreed priorities in the SIP III. The budgeting process follows the annual government budgeting cycle. The sector prepares as provided for by Government a sector budget framework paper for each financial year. JLOS Secretariat coordinates the sector budget process by collecting and merging the draft individual institutional proposals and presents it through the preparation and approval process from the Budget working Group, the Technical Committee and Steering Committee.

Accounting and Financial Reporting

JLOS follows the government accounting procedures and regulations as set out in the Public Finance and Accountability Act as well as the Treasury Accounting Instructions which provide the basis for GOU Financial Reporting. The activities and projects that cannot be completed within one financial year are planned for in the following FY by reflecting them with the relevant cost.

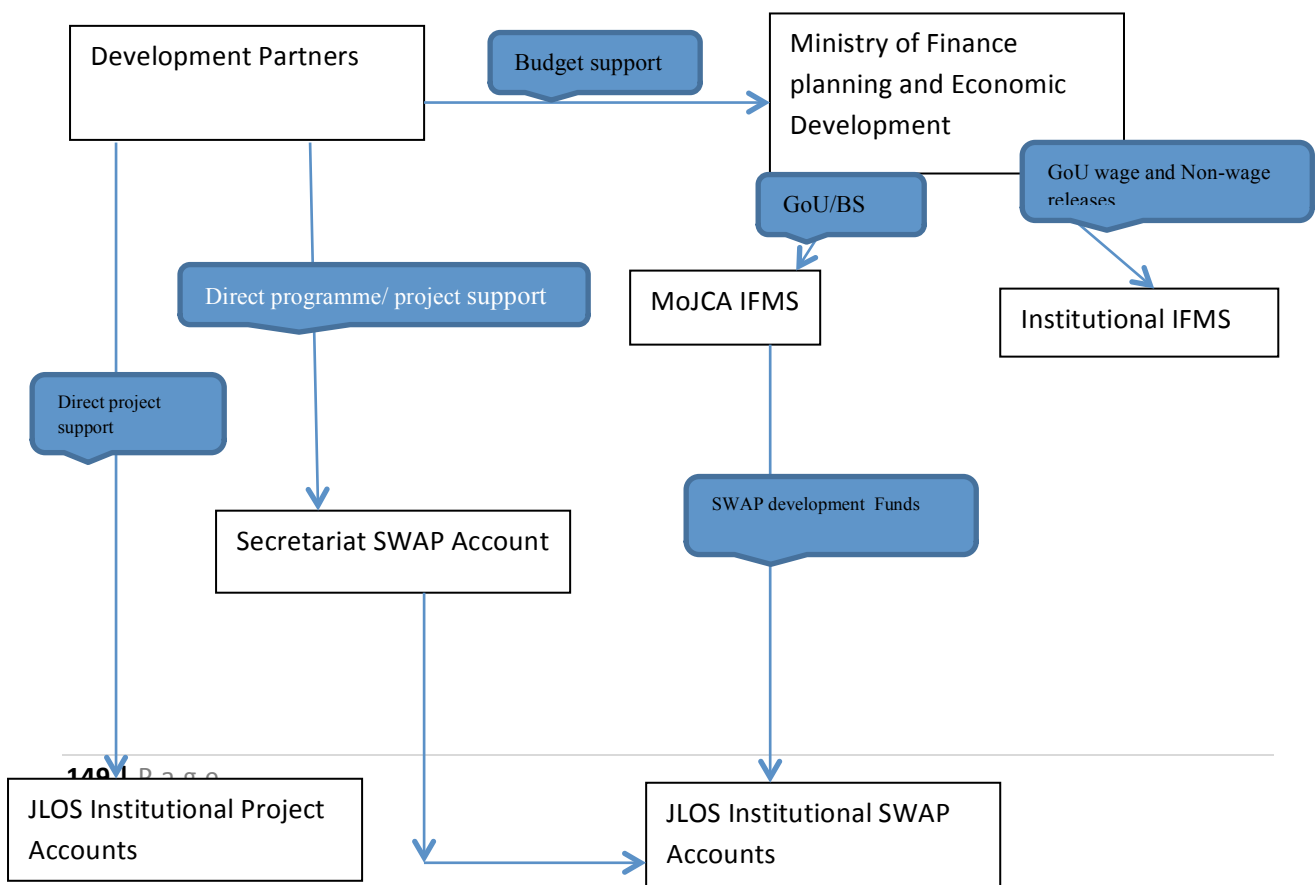
¹¹ This amount includes a share of Austria's sector Budget support which is about € 2,000,000.

This Process is facilitated by the Financial Management Specialist (FMS) in planning and budget execution. The FMS provides guidance and oversees the implementation of the broad sector financial management strategy. This includes developing mechanisms for monitoring and tracking absorption and efficient utilization of funds to enhance accountability that provide an audit trail to reduce fiduciary risk; analyzing and submitting financial reports for sectoral projects including analysis of sector budgetary trends to inform the overall financial decisions.

Funds Flow Modalities: Wage and recurrent budget provisions as well as capital expenditure budgets appropriated directly to sector institutions are disbursed directly to the sector institutions through the approved government Integrated Financial Management System (IFMIS). The funds are however directed towards operational expenditure that provides the basic comparative advantage to the realization of sector outcome and output targets. The development funds under the SWAP and other bilateral funding to finance the SIP III are disbursed through the Ministry of Justice and Constitutional Affairs and are released as advances on a quarterly basis to sector institutions in line with the approved annual and quarterly work plan. Sector institutions provide quarterly progress reports and accountabilities for previously disbursed funds to be review by budget working group before any additional subsequent releases are made.

There is a limited amount of funds retained at the secretariat to carter for programme management and other sector wide activities such as support for the DCCs, committee meetings, and construction of justice centres, annual and semi-annual reviews as well as monitoring and evaluation exercises.

Funds flow Chart



Audit

The sector got a clean audit report of the Auditor General in the FY 2014/15. The audit of FY 2015/16 is ongoing by the Auditor General. The internal audit activities were performed by the in-house internal auditors of the various institutions in line with the requirements of the Government of Uganda Charter for Internal Audit functions. The table below summarises actions on previous recommendations of the Auditor General

TABLE 51 AUDIT ACTIONS OF PREVIOUS AUDIT FINDINGS

Issues	Recommendation	Action plan	Progress made.	Responsibility
1. Poor budget performance for all institutions	<ul style="list-style-type: none"> Accounting officers to liaise with the Ministry of Finance to ensure adequate funding for implementation of planned activities 	<ul style="list-style-type: none"> Review of work plan Reminding of responsible Officers to take note of pending activities Budget performance report produced Negotiation for alternative sources of funding Lobbying with Ministry of Finance for adequate funding Close monitoring 	<ul style="list-style-type: none"> Joint meeting of meeting with Ministry of Finance Dialogue with donors for additional support Agreement with donors to fund selected activities/projects in the work plan Budget review is being done every quarter Close monitoring by PPU, the Joint inspection and the Secretariat. 	<ul style="list-style-type: none"> Accounting Officers, Secretariat, Policy Planning Units (PPUs)
2. Low absorption by all institutions during the Financial Year.	<ul style="list-style-type: none"> Recommend that adequate planning is undertaken in the allow utilization of funds in a timely manner 	<ol style="list-style-type: none"> Build Capacity for PPU and implementers in Planning, Procurement and Management; Conduct quarterly reviews of the implementation of work plan; Conditional quarterly releases based on absorption capacity of institutions; Institutions to commence procurements early; Conduct meetings with institutions with low absorption to chart a way forward 	<ul style="list-style-type: none"> Quarterly Progress Report is produced by all institutions Quarterly performance reviews are ongoing All release are done on absorption ability by institutions Procurement is now started immediately after approval of the work plan. 	<ul style="list-style-type: none"> PPU & Budget Working Group, (BWG) Secretariat and Accounting Officers Procurement Units Accountants and Internal Auditors. Desk Officers.

<p>3. Lack of progress reports on activities implementation</p>	<ul style="list-style-type: none"> • Management should produce periodical report to quid decision making 	<ol style="list-style-type: none"> 1. Harmonies and standardize reporting - <ul style="list-style-type: none"> • Avail relevant information to accounting officers and stakeholders; • Avail work plan and other information on the websites; • Financial and physical reporting; 2. Strengthen JLOS committees and identify Focal Persons in institutions. 3. Capacity building in MfDR for institutions. 4. Simplify reporting and revise deliverables at the beginning of every quarter. 5. Enhance coordination between thematic Working Groups and the BWG. 	<ul style="list-style-type: none"> • The sector report has been prepared by a selected team of PPU • Progress report is now on JLOS websites • All institutions including the Ministry of Finance now have JLOS focal persons • Working groups have linkages through the secretariat staff • Joint sector inspection in place to improve on close activities monitoring and management 	<ul style="list-style-type: none"> • Secretariat, Budget Working Group, Accounting Officers and Head of Departments.
<p>4. Failure to show rolled over funds from previous budget to the current FY</p>	<ul style="list-style-type: none"> • Management should ensure that fund balance from previous FYs are reflected in the new Work Plan. 	<ol style="list-style-type: none"> 1. Unspent funds should be reflected in the new Workplan; 2. Un finished activities must be shown in the new workplan; 3. Completed activities much be closed. 	<ul style="list-style-type: none"> • All unfinished activities with respective fund balances are being reflected in the new Work . • Completed activities are closed and handed over 	<ul style="list-style-type: none"> • PPU, Secretariat, Accounting Officers
<p>5. Poor Case backlog Management by responsible institution</p>	<p>Management should identify the bottlenecks in the administration of justice and ensure that they are addressed. Activities should be implemented in accordance with the work</p>	<ol style="list-style-type: none"> 1. Funds should be released based on a cause-list; 2. Need for a revised Case Backlog strategy 3. Frequent review of case backlog performance; 4. Improve communication between institutions; 5. Improve records management. 	<ul style="list-style-type: none"> • Case Backlog Progress Reports are produced for review by the Case backlog Committee • There is budget allocations for all institutions affected by 	<p>All JLOS institutions in the chain of justice</p>

	plan and budget to enable achievement of program objectives	6. Additional budget support in the coming budget.	case backlog	
6. Poor Procurement management	Management should ensure all procurement follow the PPDA rules	<ol style="list-style-type: none"> 1. Build capacity of MoJCA and contract committees; 2. Build capacity of Procurement and Disposal Units (PDU); 3. Accounting Officer place competent officers to management procurement functions; 4. Encourage use of framework contracts. 	<ul style="list-style-type: none"> • Use of frame work contract have been increased. 	<ul style="list-style-type: none"> • Procurement units, Accounting Officers, Contract Committee, Internal Audit, Project Officers, Accountant, • Contractor
7. Delayed construction works	Management should plan adequately for cash flows to ensure that large sums of money are not tied up in projects not yet completed	<ol style="list-style-type: none"> 1. Review of work plan 2. Reminding of responsible Officers to take note of pending activities 3. Budget performance report produced 4. Close monitoring of contractors 	<ul style="list-style-type: none"> • Budget review is being done periodically • Close supervision of contractors • Termination of non performing contractors 	<ul style="list-style-type: none"> • Project managers, Internal Audit, Account, Head of Depts.
8. Funds not accounted for by end of FY	All advances to staff should be retired on time in accordance with Accountant General and Treasury Regulations	<ol style="list-style-type: none"> 1. Withhold further releases until outstanding accountability is provided; 2. Strengthen monitoring and supervision functions; 3. Improve internal control systems. 	<p>Internal Audit has been facilitated to improve on control functions.</p> <p>Audit Committee is giving and oversight function to support the work of the Budget Committee.</p>	Head of Departments, Accounts, Internal Audit, Accounting Officers, Cashier
9. Un-acknowledgement of WHT Deductions	Management should collect tax receipt for proved of payments	<ol style="list-style-type: none"> 1. Open file for URA tax certificates; 2. Periodical checks by supervisors; 3. Account Assistants must collect receipts weekly from URA; 4. Accountant should check that the returns are filed weekly; 5. Internal audit report monthly to Accounting Officer; 	<ul style="list-style-type: none"> • Internal Audit report shows that there is improvement. • The Accounting Officers have been requested to ensure that URA Returns are filed on time. 	<ul style="list-style-type: none"> • Account, Internal Audit, Accounting Officer

JLOS Procurement Process

JLOS follows Public Procurement and Disposal of Assets (PPDA) procedures and regulations as set out in the PPDA Act, Public Finance and Accountability Act as well as the Treasury Accounting Instructions and any other GOU provisions which provide the basis for GOU procurement. All JLOS Sector institutions have procurement staff under the Accounting Officers, seconded by Ministry of Finance in their respective institutions. These people are responsible for all GOU procurement functions including drawing of annual procurement plan, sourcing of all goods, works and supplies, compiling list of prequalified suppliers, tracking all respective institutional procurement issues including being directly contact point for annual procurement audit.

There are still some challenges in overall GOU procurement processes which are causing delays in the implementation of the approved budget. These delays have sometimes resulted to return of funds for some activities to the consolidated fund account. PPDA through parliament has of recent amended some provision in the PPDA Act to improve the processes.

Challenges of financial shortages on Sector management

In sufficient funding to JLOS undermines some of the gains made over the past in enhancing access to justice for the poor and marginalized. Implicitly, the right to fast and expedient justice is affected as a result of reduced resources that hitherto supported key activities such as investigations, decongestion, case backlog reduction, de-concentration of services legal aid, human rights promotion and protection within the public and key institutions such as the Uganda Police Force, Uganda Prisons Service, among others.

The Sector has also suffered a constriction in extensive /outreach activities and pro-active service delivery, and focus now on only the traditional key areas of administration of justice. Many of the JLOS reform programs are directly supported by Development Partners with understanding that Government will take over completely. With only few districts so far having the infrastructure, we are likely to experience rapidly growing case backlog, prison congestion, violation of rights, poor service delivery.