



THE JUSTICE LAW AND ORDER SECTOR

ANNUAL PERFORMANCE REPORT 2018/19

October 2019

Foreword

The Justice Law and Order Sector presents its Annual Performance Report for the Financial Year 2018/19, the second Performance Report under the Fourth Sector Development Plan (SDPIV). This year, the report highlights efforts the Sector is making towards empowering the people, building trust and upholding rights which is the theme of the SDPIV. As per the promise, there is growing public trust, people centred service delivery and commitment to a human rights based approach within the sector.

JLOS, now in operation for 19 years, is a holistic Government approach to planning and implementation of programmes, whose goal is to promote the rule of law using a sector wide approach. The Sector brings together 18 institutions responsible for administering justice, maintaining law and order and promoting the observance of human rights.

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

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



The realisation of the SDPIV targets is on course. We need to safeguard the gains we have made, address the challenges we are facing and overcome our weaknesses as we implement the SDPIV.

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

A handwritten signature in black ink, appearing to read 'Bart M. Katureebe'.

Bart M. Katureebe

**CHIEF JUSTICE AND CHAIRPERSON JLOS
LEADERSHIP COMMITTEE**

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
DTB	Diamond Trust Bank
EAC	East African Community
EAMI	East African Community Market Information Bill
EAPPCCO	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-U	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	Justice, Law and Order Sector Inspectors Forum
JLOS	Justice Law and Order Sector
JLOSIC	Justice, Law and Order Sector Integrity Committee
JSC	Judicial Service Commission
J4C	Justice for Children
KCCA	Kampala City Council Authority
KMP	Kampala Metropolitan
KIDDP	Karamoja Integrated Disarmament and Development Programme
LABF	Legal Aid Basket Fund
LAC	Legal Aid Clinic
LADASA	Labour Disputes (Arbitration and Settlement) Act
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 Courts Act
LCV	Local Council Five
LDC	Law Development Centre
LRA	Lord's Resistance Army
MCA	Magistrates Courts Act
MDAs	Ministries, Agencies and Departments
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MoU	Memorandum of Understanding
MOFPED	Ministry of Finance, Planning and Economic Development

MoGLSD	Ministry of Gender, Labour and Social Development
MOJCA	Ministry of Justice and Constitutional Affairs
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
ODPP	Office of the Director of Public Prosecutions
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 Examinations
PPC	Probationary Police Constable
PPDA	Public Procurement and Disposal of Assets
PPTA	Prevention and Prohibition of Torture Act
PPU	Policy and Planning Units
PRDP	Peace, Recovery and Development Plan
POMA	Public and Order management Act
PSO	Police Standing Order
PSU	Police Professional Standards Unit
PSSM	Physical Security and Stockpile Management
PSWO	Probation and Social Welfare Officer
PTS	Police Training School
PWD	Persons with Disabilities
QMS	Quality Management System
RCC	Regional Chain-linked Committee
RLP	Refugee Law Project
RSA	Resident State Attorney
RSP	Resident State Prosecutor

RIA	Regulatory Impact Assessment
RTRR	Reporting Tracking Referral and Response
SALW	Small Arms and Light Weapons
SB	Special Branch
SDP	Strategic Development Plan
SGBV	Sexual and Gender Based Violence
SIP	Strategic Investment Plan
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 Entity for Gender Equality and the Empowerment of Women
UNICEF	United Nations Children's Fund
UPDF	Uganda Peoples' Defence Force
UPF	Uganda Police Force
UPS	Uganda Prisons Service
UN	United Nations
UH OHCHR	United Nations High Commissioner for Human Rights
UPPC	Uganda Printing and Publishing Corporation
URSB	Uganda Registration Services Bureau
URA	Uganda Revenue Authority
UWONET	Uganda Women's Network
UXOs	Un-exploded Ordinances
VAC	Violence Against Children
VHT	Village Health Teams
WHT	Withholding Tax

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EXECUTIVE SUMMARY

The Justice Law and Order Sector (JLOS) Annual Report 2018/19 provides information on the Sector performance in the Financial Year 2018/19. It is the second such report under the Fourth Sector Development Plan (SDPIV). Midway the implementation of the SDPIV trust of the people in JLOS institutions is now 59% according to the Legal Aid Service Providers Network (LASPNET) State of Access to Justice Report 2017. The index of judicial independence remains high at 3.42 in 2018 from 3.41 in 2017 on a scale of 1-6 according to The Global Competiveness Report 2018. The higher the index the higher the level of judicial independence, while in terms of the ranking of the national human rights body, the Uganda Human Rights Commission (UHRC) maintained an 'A' status.

In terms of **enhancing infrastructure and access to JLOS services**, a four-pronged strategy is being employed to eliminate cases that are over three years in the system through strengthening case management systems. The Sector is implementing the Case Backlog Reduction Strategy, which is already beginning to yield fruit. The Sector registered a reduction in the proportion of case backlog to 18% in 2018/19 from 21% in 2017 despite the 13% growth in case registration. Growth in backlog has therefore been addressed, however, what is needed now is enhancing Sector efforts to manage the existing caseload. Without the strategy, the case backlog would have been at 46.2%. The investments in case management led to an increase in cases disposed to 173,200 cases compared to 164,530 cases disposed of in 2017/18. The total number of cases disposed of in the reporting period increased by 5.5%. As a result of the increased case disposal, the Sector has registered a reduction in pre-trial detainees to 47.7% from 51.4% and for the first time convicts in prisons outnumber remand prisoners. A total of over 56,000 backlogged cases were disposed of reducing the case backlog to 18% of the total cases in the system. The Sector case backlog strategy is now bearing fruit with the Judicial Service Commission (JSC) now handling cases of 2018 having cleared all the cases that were more than three years old.

Case management in many Sector institutions such as the Uganda Registration Services Bureau (URSB), Directorate for Citizenship and Immigration Control (DCIC), National Identification and Registration Authority (NIRA), Office of the Director of Public Prosecutions (ODPP) and Judiciary are getting automated. As a result, the level of automation of case management systems increased by 225% to 39.02% from the baseline of 12%.

Following the completion of three justice centers of the seven commissioned, district coverage of the Sector in terms of one-stop service points increased to 67.5% in 2019 from 61.5% in 2017. This translates into an 84.4% achievement of the 2020/21 SDPIV target and completion of three additional service points is underway.

Crime rate reduced from 612 to 579.2 for every 100,000 as a result of increased geographical spread, adoption of crime prevention measures such as community policing among others. The challenge, however, was the wave of worrying kidnaps and high profile murders during the year under review which the Sector must thoroughly investigate.

The construction works of the new Kitalya Mini-Maximum Security Prison in Wakiso district was completed.

The Sector developed a Plea Bargain Manual to streamline procedures and processes to be followed by prosecutors during the plea bargain process. Rules on handling court cases of persons with disabilities were also developed.

As part of the efforts towards strengthening Chain Linked initiatives, the Sector has 128 functional District Chain Linked Committees (DCCs) and 17 Regional Chain Linked Committees (RCCs) across the country. These structures assist in reducing case backlog, overcrowding in Prisons as well as addressing the demand for fair Justice.

Under the reform of business processes, the Sector is developing a sector-wide integration bus for information sharing starting with critical institutions such as NIRA and the frontline JLOS service institutions. The process of developing protocols for data sharing is being spearheaded by the Sector Information Integration Committee that is chaired by the Minister of Justice and Constitutional Affairs. In the DCIC, automation of the work permit, visas, special passes, and student passes granting process is complete as well as upgrade to a full border management system.

In the ODPD the rollout of the Computerised Prosecution Case Management System (PROCAMIS) to 14 out of 131 stations countrywide was done. Roll out to 20 more stations is underway.

To ensure efficiency and effectiveness in delivery of services, the Sector is enhancing supervision, monitoring and evaluation (M&E) through retooling, capacity building of Policy and Planning Units (PPUs) and aligning institutional strategic plans to the SDP IV. The Sector M&E framework which is an integral part of the SDP IV monitoring now has annualized targets.

In line with the Sector strategy to promote justice for children, there is emphasis on the use of non-custodial sentences and diversion of child cases. A diversion rate of 76.2% which is 95% performance against the 2021 target was recorded while the number of service points offering child-friendly services increased to 72% according to the recently published Uganda Bureau of Statistics (UBOS) National Governance Peace and Security Survey 2017. Children cases were fast-tracked in many of the service centers and the best interest of a child was emphasised during the handling of such cases with 10,902 cases disposed of. Under the Special Sexual and Gender Based Violence (SGBV) Court Sessions, 788 cases were disposed of, 78% of which were child-related cases including defilement both simple and aggravated with some victims being five years old. It was established that 70% of the cases involve relatives of victims thus the need for a victim support system. The use of non-custodial sentences was emphasised, however, given the nature of some cases that cannot be diverted construction of Moroto Remand Home is ongoing. In addition, Uganda Police Force (UPF) launched the Children Diversion Guidelines for Police Officers that were initiated by the Ministry of Gender, Labour and Social Development (MoGLSD).

Access to legal aid services is vital in the administration of justice. Under the existing arrangement, 39.02% of the magisterial areas have access to state funded legal aid services.

The Sector continued implementation of the programme of strengthening the capacity of crime fighting agencies including investigation, prosecution, and correctional institutions to reduce the crime rate and effectively and efficiently respond to crime. In addition, the Sector is implementing measures to boost rehabilitation of offenders including juveniles to reduce the levels of recidivism in the country. Crime prevention strategies and measures that seek to reduce the risk of crimes occurring, and their potentially harmful effects on individuals and society, including fear of crime are being implemented. The Closed Circuit Television (CCTV) project was launched by the President of Uganda in October 2018 at the National Command Center at Natete covering Kampala Metropolitan Police (KMP). Cameras have been installed and 60% of UPF guns have been fingerprinted, discussion of the construction and equipping of the modern forensic laboratory is near conclusion while motorcycles to ease reach have been verified.

JLOS considers gender and equity issues seriously and as such the recent Equal Opportunities Commission (EOC) Report ranked the Sector 3rd out of the 16 Sectors assessed. The Sector rating in the gender and equity budgeting improved to 70% from 64% the previous Financial Year (FY). The JLOS in collaboration with UBOS developed the Sector Strategic Plan for Statistics (SSPS) and strengthening data collection on gender based violence (GBV) in the Sector institutions.

During the reporting period, elections of Local Council (LC) I and II that have both an executive and judicial function was successfully concluded. This it is hoped will slow down the influx of petty cases in the formal courts.

Under Transitional Justice the National Transitional Justice Policy (NTJP) was considered and approved.

Regarding criminal accountability for armed conflict related crimes, the trial of former Lord's Resistance Army (LRA) Commander Thomas Kwoyelo started at the International War Crimes Division of the High Court sitting in Gulu district. Outreach programmes to prepare witnesses and trace witnesses for the case were conducted by all parties to the case, including the Victims and defense lawyers/counsel for the Kwoyelo case.

The Uganda Human Rights Commission (UHRC) Tribunal cleared only 20% of the cases because the Commission was not fully constituted. On a positive note, two additional Commissioners were appointed and sworn in. JLOS has maintained a presence of functional human rights structures and mechanisms at national and sub-national levels spread around the country for particularly three critical JLOS institutions: UHRC; UPF; and Uganda Prisons Service (UPS). During the period UHRC increased its satellite/field offices from 10 to 12. The UPF has maintained the presence of functional human rights desks staffed with advocates serving under the UPF, in all police regions.

The UHRC and JSC continue to spearhead citizen awareness processes, as part of their constitutional responsibility to promote civic education and legal education. Indeed, during the period UHRC conducted stakeholders meeting in eight regions.

Clearance of corruption cases and complaints through the judicial and quasi-judicial mechanisms increased during the reporting period with the Anti-Corruption Division of the High Court (ACD) at 108%, the JSC at 183%, and the Police Disciplinary Court 65% and the Uganda Law Council (ULC) registering 86%. An average clearance rate of 111.3% exceeds the annual target of 93%. The turn-around time for perusal and prosecution-led investigations by ODPP has improved with 72 cases concluded and a conviction rate at ACD of 74%

In the recently released World Bank Doing Business 2020 (comparing business regulation in 190 economies) report¹, Uganda registered an improvement in the ease of doing business index to 60 compared to 56.94 in the previous year and Uganda's ranking improved to position 116 of 190, partly because of improvements in the area of starting a business, resolving insolvency, and getting electricity. We could do better if we fully implement enacted laws and disseminate the reforms to the private sector.

Implementation of newly enacted commercial laws remains a key Sector priority. The Sector, therefore drafted and gazetted implementing regulations for 90% of the enacted commercial laws and the process to cover all is ongoing.

¹www.doingbusiness.org/data

The Sector continues to work towards implementing measures to support integration for better communication between the various registries. The level of automation currently stands at 45%. The average time taken to register a business is now three hours as a result of automation of the business registry, bringing support services like banking nearer and strengthening coordination. The number of Ugandans with National Identification (NID) Cards increased to 69% from 64.30%

Financial performance was satisfactory with 100% release by government and development partners. A fiduciary risk assessment of the Sector was undertaken and an implementation plan was adopted. The Sector's fiduciary discipline and absorption exhibits strong adherence to the Public Finance and Accountability Act. The Sector must, however, address the challenges that remain and strengthen adherence to the law and best practices as advised by the Office of the Auditor General (OAG). There is also a need to address emerging issues such as the incidences accountability in UHRC and Uganda Law Reform Commission (ULRC). Challenges also remain in delayed procurement, procuring and contracting above approved budgets.

There is also need to address the growing congestion in prisons, and low staff numbers across Sector institutions. Failure to address staffing has far reaching implications and may reverse the gains so far made.

The challenges notwithstanding, implementation of the work plan 2018/19 and targets therein was largely satisfactory. The Sector however needs to review the areas of underperformance and continue to build the capacity of institutions in planning and execution of the plans. It is also important to fast track the Mid Term Review of the SDPIV and start the process of developing SDPV in line with the National Development Plan III, 2020/21- 2024/25.

1.0 INTRODUCTION

The Justice Law and Order Sector (JLOS Annual Report 2018/19, provides information on the performance of the Sector for the Financial Year 2018/19. It is the second such report under the SDP IV.

The outputs, indicators and associated targets, and actions outlined in the FY2018/19 Sector Budget Framework Paper, Ministerial Policy Statements and the Sector Wide Approach (SWAp) work plan are used as the framework for the analysis. Outcomes are highlighted and analysed.

The report follows the SDP IV structure and tracks progress against targets set out in the 2018/19 work plan and the SDP IV. Under the SDP IV, in line with the overall goal of promoting the rule of law, the Sector committed to increase public trust in JLOS from 49% to 55% and public satisfaction with JLOS services from 72% to 78% as well as increase the index of judicial independence from 3.41 to 3.8 by 2020. The Sector also committed to ensuring that the UHRC maintained ('A' status) full compliance with the United Nations Paris Principles according to the accreditation by the Global Alliance of National Human Rights Institutions (GANHRI) in Geneva, Switzerland.

This JLOS Annual Report is therefore, a strategic report, tracking performance and results information in the outcome areas of JLOS business. The report provides an opportunity for the Sector, Development Partners and other stakeholders to assess performance in the implementation of the SDP IV. The performance 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 2018/19. The performance information in the report is generated from the analysis of the data from institutional submissions. The Sector acknowledges the continued support, commitment and funding provided by the JLOS development partners towards the implementation of the SDP IV.

This report supplements the Government Annual Performance Report produced by the Office of the Prime Minister.

The impact of JLOS investments under SDP IV

Midway the implementation of the SDP IV trust of the people in JLOS institutions has increased from 49% to 59% according to the LASPNET State of access to Justice Report 2017 and the UBOS reports. This is in tandem with the 2020 target of 55%. The challenge however is for the Sector to maintain this high level of trust. There is need therefore to tackle the challenges that may affect this level of confidence such as acts of torture, delayed disposal of matters and quality of services as well the ease of access to JLOS services. According to a HiiL Report, Family Justice in Uganda 2017, the public rated the quality of solutions provided by dispute resolution institutions at 3.8 on a scale of 1 to 5, translating to 76%. Using this as a proxy indicator to measure satisfaction, it can be concluded that public satisfaction with JLOS services increased from 72% in 2016 to 76%. The same trend is projected given the deepening of interventions and as shown by reports of SEMA satisfaction reports from selected institutions such as UPF, Ministry of Justice, and Constitutional Affairs (MoJCA) and URSB. This increase is also attributed to various interventions such as staff capacity building, greater geographical reach, faster processing of cases and matters, increased levels of independence among others. The Sector also registered an improvement in the index of judicial independence from 3.41 in 2017 to 3.42 in 2018/19 according to the Global Competiveness

Report, 2019. In terms of the ranking of the national human rights body, the UHRC maintained an A status. The performance against the baseline and progress towards the 2020 targets is shown in the table 1.0 below.

Table 1.0: performance against output indicators

Impact Level Indicators	Baseline 2016	Performance 2017/18	Performance 2018/19	Target 2020/2021
1. <i>Public satisfaction with JLOS services</i>	72%	76% ²	76%	78%
2. <i>Public trust in the Justice system</i>	49%	59% ³	59%	55%
3. <i>Index of Judicial Independence</i>	3.41	3.42	3.42	3.8
4. <i>Status of accreditation of UHRC</i>	A	A	A	A

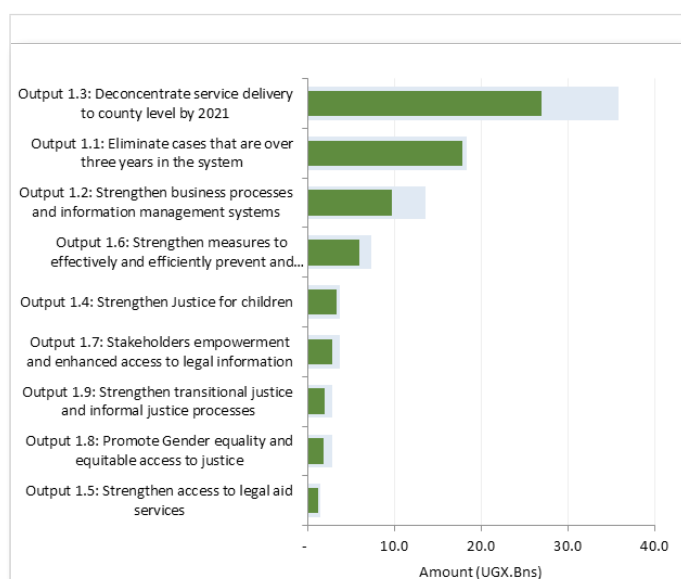
²Family justice in Uganda 2017-HILL, based on rating of solutions provided by dispute resolution institutions ie 3.8 on a scale of 1 to 5

³State of access to justice report 2017- LASPNET

2.0 INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED

Outcome indicators	Baseline (2016/17)	Performance 2017/18	Target 2018/19	Performance 2018/19	Target 2021
% of backlog cases in the system	24.0%	21%	15%	18.0%	9.0%
% of districts with one stop frontline JLOS service points constructed	59.3%	61.5%	59.8%	67.5%	80.0%
Crime rate for 100,000	298	667	298	579	287

Funding (millions)	Key Highlights
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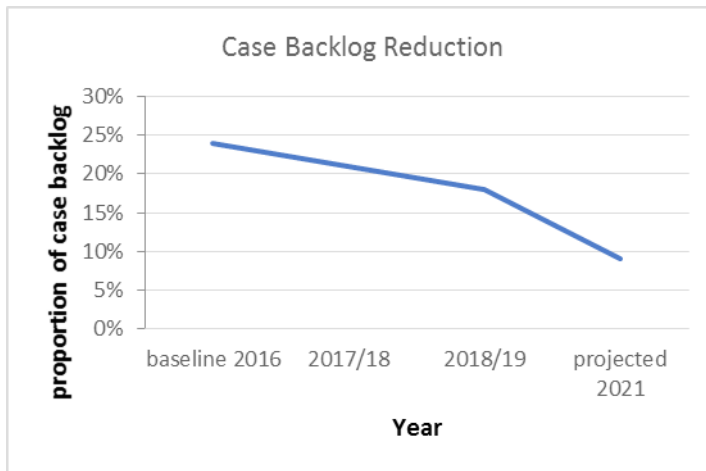


Improving the police to population ratio from 1:816 to 1:754;

- ✓ Case backlog 18.0%
- ✓ Case clearance rate of 90%
- ✓ Over 173,200 cases disposed
- ✓ JSC cleared all backlog
- ✓ Diversion rate 76.2%
- ✓ Crime rate declined to 579.2
- ✓ JLOS complete chain increased to 67.5% from 61.5%
- ✓ 128 functional District Chainlinked Committees and 17 Regional Chainlinked Committees across the country
- ✓ CCTV project being implemented in KMP
- ✓ 60% of police guns figure printed
- ✓ Gender and equity rating of JLOS improved to 70% from 64%
- ✓ Transitional justice policy passed by Cabinet

OUTCOME 1: INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED

The Sector is working to ensure that the geographical distribution of its service points provides access to all communities and are spread proportionately across institutions, services and physical locations. Despite the heavy investment required to achieve full physical presence across the country, the Sector remains mindful of the need to strike a balance between capital infrastructure reforms and building capacity of institutions to enhance access to justice. The Sector has invested in the construction of seven new justice centres in the reporting period of which three were completed and four will be completed by December 2019. The number of districts with one-stop frontline JLOS service points increased from 72 to 79 out of the targeted 117 districts translating into 67.5% district coverage compared to 61.5% in 2017/18. This means that 67% of Ugandans now traverse shorter distances to access JLOS services. The one-stop service points have also enhanced coordination among the Sector institutions, reduced lead times and costs incurred by the public while seeking JLOS services. This was due to the completion and operationalisation of additional JLOS constructions as detailed under strategic intervention 1.3.



The Sector reduced case backlog⁴ from 21% in 2017/18 to 18% in 2018/19 a positive trend in achieving the single-digit case backlog target of 9% by 2021 as detailed under strategic intervention 1.1. However, due to the human resource constraints in the Judiciary and the increased filling attributed to efficiency gains, the performance was three percentage points less than the targeted 15%. Sector institutions adopted the principle of 4:6 as per the Case Backlog Strategy where case

backlog is given affirmative action in cause listing and that for every 10 cases handled by judicial and quasi-judicial institutions, four are backlogged. In the reporting period, 56,922 backlog cases were disposed of by the Judiciary. The greatest backlog however, remains under Land and Civil divisions of the High Court. In some institutions such as JSC, cases that are more than three years were totally eliminated from the system.

Annual crime rates have been reducing overtime and this was the same trend in 2018/19. In 2018 the volume of reported crimes reduced by 5.2% and by the end of June 2019, the crime rate had dropped to 579.2 per 100,000 people from 667 per 100,000 people in 2017. This is attributed to the implementation of crime prevention and response strategies including, community policing, capacity building for investigators, use of modern technology such as the installation of CCTV cameras, fingerprinting of guns, collaboration with sister security agencies especially in crime hot spots and urban areas as elaborated under strategic intervention 1.6. However, there is need to address unreported cases, violent crime, kidnaps and homicides as well as Gender Based Violence (GBV).

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

In order to increase the volume of cases disposed, all justice agencies under the chain link are working to address delays in disposal of cases and matters through various innovations. The innovations include collective cause listing, special sessions, plea bargaining, special procedures, mediation among others. The sector also reviewed procedural laws that cause delays and the use of scientific evidence, teleconferencing and audiovisual links as discussed under the various outputs under this strategic intervention.

The total number of cases disposed of in the reporting period increased by 5.5%. Relatedly, the clearance rate of cases remained at 90% due to the 13.5% increase in filing. As a result of the increased case disposal, the Sector has registered a reduction in pre-trial detainees to 47.7% from 51.4% in FY 2017/18 and for the first-time, convicts in prisons outnumber remand inmates. A record 173,200 cases were disposed of including 56,922 backlogged cases reducing case backlog to 18% of the total cases in the system.

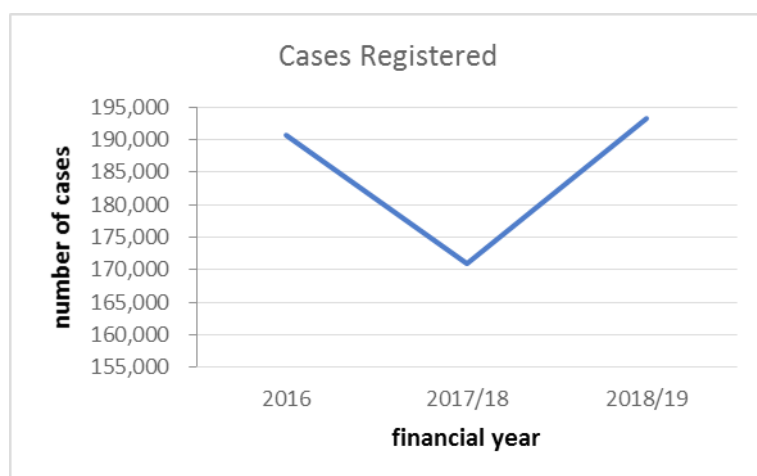
As a result of the increased disposal of cases, the average length of stay on remand reduced by 7.7% to 18 months from 19.5 months in 2017/18 higher than the targeted 19 months. It should be noted that the 1995 Constitution of Uganda provides for a maximum of six months remand for capital offenders before they are committed for trial, however there is no provision for how long one could stay on remand after committal. There is therefore need to provide standard time frames for remand after committal.

⁴Case backlog in Uganda refers to cases that have been pending for two or more years.

The implementation of the case backlog strategy resulted in a reduction of the average time taken to clear cases by 11% to 969 days from the baseline of 1,090 days. However, the average time in 2018/19 was higher than the 2017/18 average time of 810 days due to affirmative action targeting older cases. As the implementation of the case backlog strategy continues, it is envisaged that the public will enjoy the benefits of faster disposal of cases and matters. The timely disposal of cases contributes to the realisation of the right to speedy and fair hearing which are important qualitative attributes of the rule of the law. The trend in the realisation of the indicator targets is illustrated in the table 1.

Table 1 Performance against output1.1 Indicator

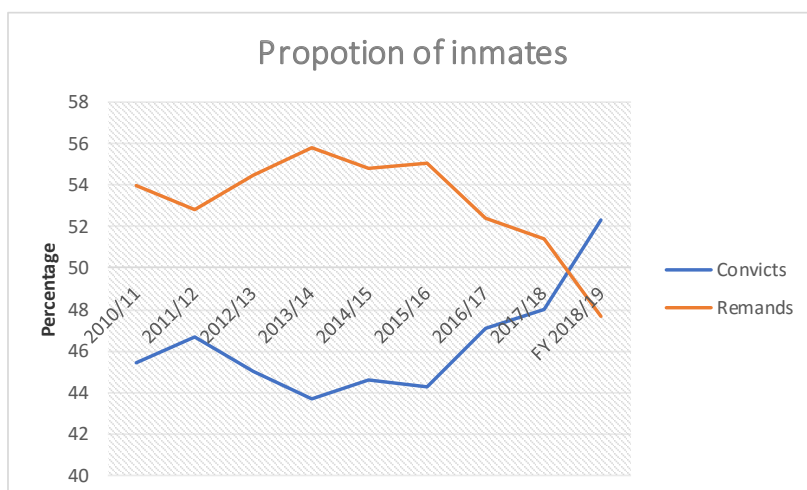
Outputs Performance Indicators	Baseline 2016	2017/18	Target 2018/19	Performance 2018/19	Target 2021
Case clearance rate	95.2%	96%	96%	90%	98%
Average length of stay on remand for capital offenders committed for trial (months)	10.5	19.5	19.0	18.0	9
Average Time taken (days) to dispose of cases	1,090	810	750	969	450



There was a 13.5% increase in the number of cases registered attributed to increased geographical reach and information about JLOS services and efficiency in case disposal. The Sector registered a 5.5% increase in the number of cases disposed from 164,000 in FY 2017/18 to 173,200 in FY2018/19. If the filing rate had remained constant, the clearance rate would now stand at 105%. The Case Backlog Reduction Strategy is a

collective effort across the Sector aimed at fast tracking cases that have been in the system for more than three years. In addition to the Judiciary, other institutions that implement the programme include ODP, UPF, UPS, Uganda Law Society- Legal Aid Project (ULS-LAP), Justice Centres Uganda (JCU), and the Law Development Centre—Legal Aid Clinic (LDC-LAC) to fast track them. According to the Case Backlog Monitoring Committee, the popularization of case clearance plans at all levels of courts is creating impact.

The courts that are criminal case backlog free include; arua, soroti and mpigi high court circuits and the following chief magistrates courts: Gulu/Nwoya, Ibanda/Kiruhura, Busia, Apac, Kasese, Kitgum, Moroto/Kotido/Nakapiripirit, Mityana, Lira/Dokolo, Jinja, Tororo, Hoima, Nakasongola, Wakiso and Luwero. During the period, other high performing Courts include Kampala Criminal Division, Mbarara High Court, Gulu High Court and Masindi High Court. It is envisaged that by the end of 2019 the Criminal Division, Kabale and Fort Portal High Courts will be criminal case backlog free.



Consequently, the length of stay on remand for capital offenders reduced from 19.8 in the previous year to 18.3 months and for petty offenders 2.0 months was maintained. The reduction in length of stay for capital offenders is a result of deliberate strategies to clear case backlog including use of initiatives such as Special SGBV Court Sessions, investment in forensic investigations, increased coordination among

JLOS actors, capacity building initiatives and plea bargaining among others. This computation includes inmates who have been committed to the High Court. It should be noted that previously only time spent in prison after committal was considered in arriving at the average length of stay on remand for capital offenders. However, it was found necessary to include the period even after committal in the calculation thus the relative difference between the baseline and the performance targets. Generally, women spend a shorter period on remand than men as shown in the table below. This is attributed to affirmative action in favour of certain categories of women including expectant women, breastfeeding mothers and the elderly.

Table 2 Average Length of Stay on Remand by Gender

Disaggregation of length of stay (Months)	Male	Female	Overall
Capital	18.5	15.4	18.3
Petty	2.0	1.7	2.0
Overall	9.5	8.5	9.5

Source: UPS

The current average length of stay is still high, partly due to individuals who are detained pending Ministers Orders in instances where they were found unfit to stand trial on grounds of mental illness as shown in the table 3 below. The Sector has followed up the matter with the relevant authorities and the Human Rights Working Group is following it up. So far 61 individuals have benefited and have been processed.

Table 3 average length of stay on remand by Gender and level of court

Disaggregation	Male	Female	Overall
Pending Ministers Orders	134.2	140.4	135.4
Committed to High Court	24.4	20.1	24.2
Military Court	9.8		9.8
Not Committed to High Court	3.9	3.5	3.9
Petty offenders before Magistrates Courts	2.0	1.7	1.9
Overall	9.5	8.5	9.5

Source: UPS

OUTPUT 1.1.1 INSTITUTIONAL CASE MANAGEMENT ENHANCED

With improving case management systems in JLOS institutions the judiciary disposed of 173,200 in 2018/19 compared to 164,530 cases in 2017/18 despite the low staffing levels. This accounted for 50.2% of all cases in the system in the reporting period and an equivalent of 90% of cases filed in the financial year. This performance could in future increase the number of cases registered as public confidence grows due to faster processes. The table below provides an overview of performance by each Court level.

The courts that recorded the highest clearance rate included the Supreme Court (SC), and the Chief Magistrates' (CM) Courts. All courts however registered case clearance rates above 75% as shown in table 4.

As part of the innovations being implemented the courts have adopted appellate mediation, this was partly the reason for the high clearance rate of cases in the Court of Appeal (CoA).

Despite the high clearance rate, the number of pending cases at the Court of Appeal and the High Court remain high. At the Court of Appeal, the concern is the high number of criminal appeals amounting to 3,650 majority of which are Notices of Appeal that have not been followed up as well as over 1,300 civil applications clogging the system. There is, therefore, need for the Sector to review the registration of notices of appeal without a memorandum of appeal. This review can help to clear the majority of such pending notices of appeal some as old as five years without memorandum appeal.

Table 4 Case Disposal by level of Court

Court Level	Brought Forward	Registered	Total	Completed	Pending	Clearance Rate (%) ³	Disposal Rate (%) ⁴
Supreme Court	161	53	214	69	145	130%	32%
Court of Appeal / Constitutional Court	7,646	1,364	9,010	1,513	7,497	111%	17%
High Court	67,945	36,308	104,253	27,474	76,779	76%	26%
Chief Magistrates	53,270	105,322	158,592	97,553	61,039	93%	62%
Magistrate Grade I	17,368	47,309	64,677	43,294	21,383	92%	67%
Magistrate Grade II	5,293	2,904	8,197	3,297	4,900	114%	40%
Grand Total	151,683	193,260	344,943	173,200	171,743	90%	50%

Source: Judiciary Court Case Administration System (CCAS)

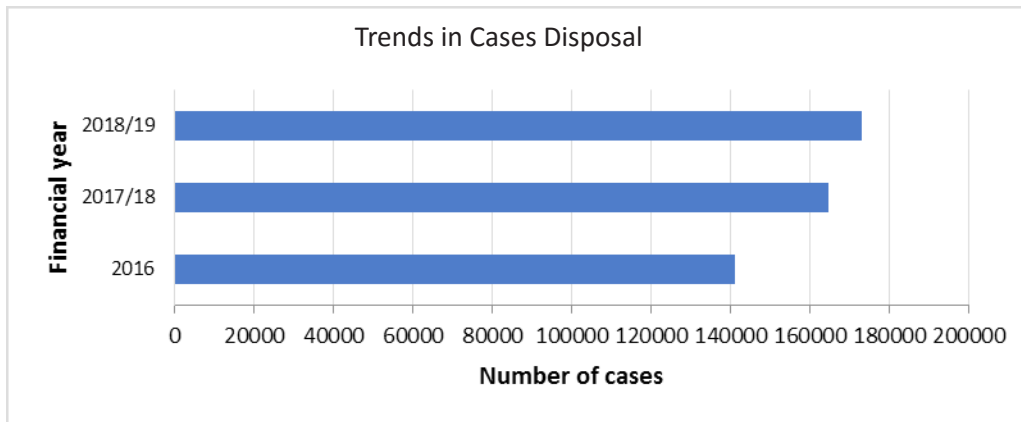


Mr. Francis Atoke (Solicitor General) Hon Mwesigwa Rukutana (Deputy Attorney General) and Hon William Byaruhanga (Attorney General) at a Supreme Court session 2019

JSC filled vacant positions including 18 Chief Magistrates and 17 Grade One Magistrates. Relatedly, recommendations were made to the appointing authority of three candidates for positions of Justice of the Court of Appeal/Constitutional Court and five positions of Judges of the High Court.

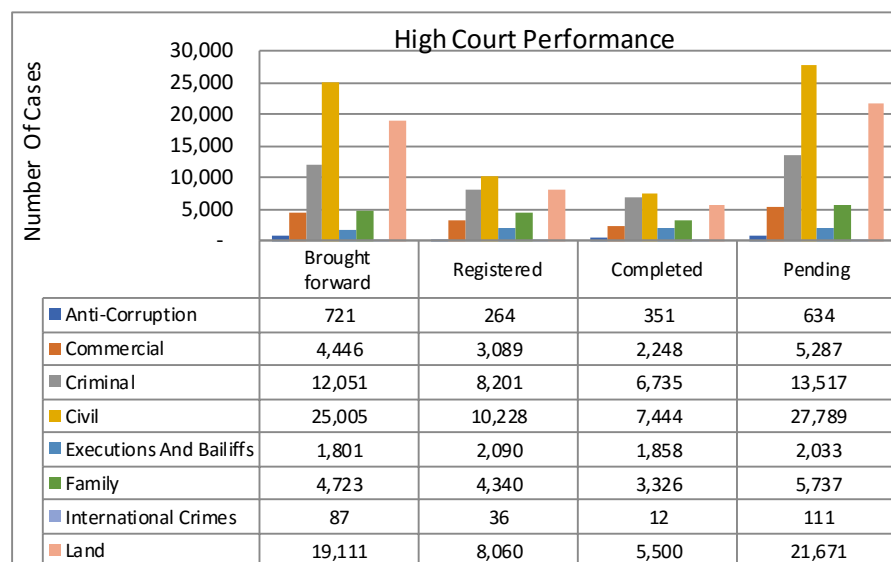
⁵Clearance rate refers to the number of cases disposed compared to cases registered in the year under review expressed as a percentage

⁶Disposal rate refers to the number of cases disposed compared to the total number of cases in the system expressed as a percentage



The performance of the High Court was affected by among others the low numbers of active Judges and increasing case load. In the year under review, the High Court had a total of 104,253 cases compared to 45 active judges translating into a case load of 2,316 cases per Judge. To address this caseload challenge, the Government should urgently recruit and increase the number of Judges and in the alternative consider the use of adhoc judges as an emergency to deal with the existing backlog.

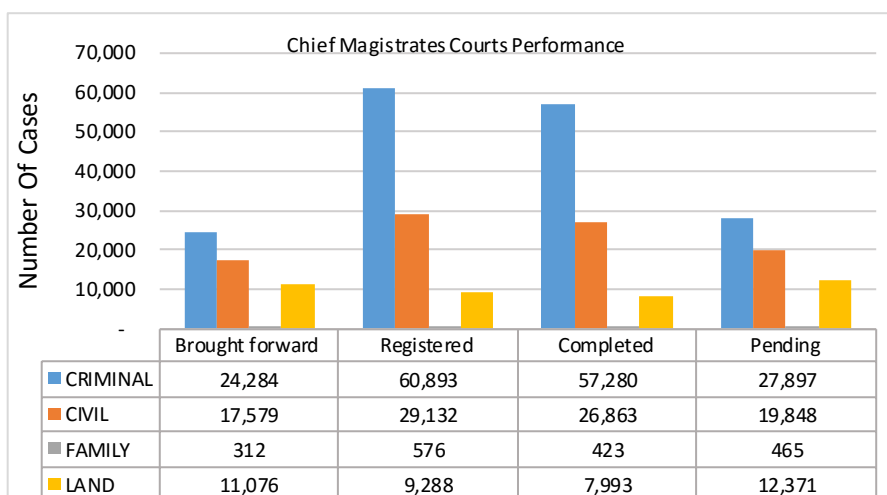
The Sector has continued to roll out plea bargaining. This allows institutions more time to handle cases that go to full trial. Plea bargaining



has also promoted victim participation in the adjudication process, rendered swift justice to victims of crime and enhanced public confidence in the criminal justice system. The mechanism has reduced the volume of cases that are being dismissed for want of prosecution and absence of witnesses due to delayed trials. This has resulted in high conviction rates.

Under the plea bargaining initiative, the Sector through ODPP handled 3,623 criminal cases in 64 sessions.

In addition to the above measures of addressing case backlog, ODPP conducted a review of cases that had earlier been committed to the High Court for trial in 16 regions and weeded out 235 cases found undeserving of proceeding to trial. Relatedly, Focal Point Persons for plea bargaining were appointed in the Judiciary and ODPP. This has enhanced quality assurance and contributed to the harmonization of sentencing for similar offences and circumstances. The Sector continued to sensitize the public on plea bargaining with emphasis that it is only for those who acknowledge their offences and are remorseful. The Sector has also continued to inform the public that plea bargaining is not an option for lenient sentences for offenders.



The victims of crime including children participate in the plea-bargaining process through victim and community impact statements.

The Chief Magistrate Courts registered most activity among civil and criminal matters in terms of case registration and disposal while the lowest activity was recorded among family matters. The courts have outperformed their annual case disposal target of 60,000 by 37,553 cases (63%).

With regard to the individual case types, the courts were able to dispose of more than four times the set annual case disposal target of 13,400 criminal cases. The courts were also able to dispose of 26,063 cases more than the set annual case disposal target of 3800 civil cases.

However, the court fell short of achieving its annual set targets for both family and land cases by 4,377 and 29,007 cases respectively.

The Sector in conjunction with United Nations' Population Fund (UNFPA) undertook a joint effort to clear address sexual and gender based crime through support to police and forensic investigations, prosecution and adjudication of gender and sexual based crime.

Special sessions were conducted in fourteen (14) selected courts both at the High Courts and Chief Magistrates Courts. The pilot courts included; the Criminal Division Kampala, Mukono High Court, Mbale High Court, Masaka High court, Bushenyi High Court/ Mbarara High Court, Gulu High Court, Moroto High Court, Soroti High Court, and the Chief Magistrates Court in Nabweru, Iganga, Kapchworra, Lira, Sironko and Iganga. As a result, 788 backloged cases were disposed of.



Participants at the launch of the Special SGBV sessions

The Directorate of Government Analytical Laboratory (DGAL) launched a Case Backlog Reduction Strategy to enhance efficiency and effectiveness. The Case Backlog Strategy that commenced in FY 2018/19 targets 75% cumulative clearance of backlog by June 2020 and 100% clearance by June 2021. DGAL analyzed and reported 2,067 cases of the 5,559 backlog cases. This is 37.2% performance against the target of 37.5% set in the Case Backlog Reduction Strategy for FY 2018/19.

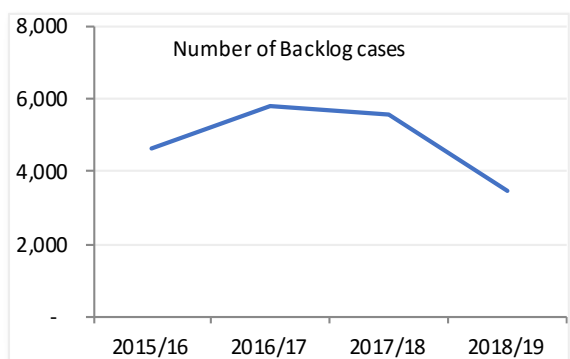


Table 5 DGAL Case Backlog Trend

Division	2015/16	2016/17	2017/18	2018/19
Toxicology	2,700	3,360	3,410	2,153
Forensic Biology	1,242	1,594	1,617	1,110
Fire Arms	131	181	120	16
Questioned Documents	114	116	107	82
Food And Drugs	300	336	143	7
Microbiology	109	141	160	124
Pesticide Residue	50	54	2	0
Total	4,646	5,782	5,559	3,492

Source: DGAL

The average turn-around time for the new cases at the laboratory reduced to 30 days from 60 days. The disaggregated performance under each category is presented in the table 6 below. The Criminalistics Department analyzed and reported 1,183 new cases of the 1,830 forensic cases received that is 64.6% performance. There was 100% response to the all 40 court summons received under the Criminalistics and Laboratory Services Department.

Table 6 Exhibit processing turnaround time

Category	Duration in days	
	FY 2017/18	FY 2018/19
Average Turn Around Time	60	30
Toxicology	90	30
Ballistics	30	05
Food and Drugs		10
Questioned Documents	90	14
Pesticide Residue		14
Microbiology	90	14

Source: DGAL

To ensure timely delivery of inmates in court, monitoring and supervision by UPS, 11 vehicles were procured. This contributed to the delivery of a daily average of 1,620 inmates to various courts across the country which contributed to a reduction in the remand population from 52.4% to 47.7%. It should be noted that if inmates are not produced in court when summoned, cases cannot

proceed. One of the reasons for failure to produce inmates in some courts has been the lack of transport by UPS. In addition, UPS implemented an in house paralegal programme using welfare officers in the UPS under which 26,477 remand inmates were enabled to access basic paralegal services and 12,434 inmates were linked to actors in the criminal justice system.

Under the MoJCA, 683 cases were filed against the Attorney General (AG) in various courts of Judicature and Tribunals including; 222 Civil Suits, 12 Civil Appeals, 33 Constitutional cases, 78 Human Rights cases and 175 Applications and Causes among others². A total of 81 cases were concluded, of which 49 cases were won saving Government approximately UGX 40 billion. In order to improve court attendance and service of process, a total of 15 motor vehicles and three motorcycles were procured.

The JSC cleared all cases that were more than three years old. In the period under review, the JSC registered 115 complaints; this increased the complaints in the system from 227 to 342 and they disposed of 211 cases. As a result one Judicial Officer was dismissed, one Judicial Officer reprimanded, three were cautioned/warned, two were recommended for interdiction, 13 were to be charged and one recommended for lifting interdiction.

The ULC recorded a 268% increase in case disposal by concluding 196 cases against lawyers in 43 sittings including 109 backlog cases compared to 73 cases in 38 sittings of the previous financial year.

The Tax Appeals Tribunal (TAT) disposed 141 of the planned 200 backlogged cases. A motor vehicle, legal reference materials and online library were procured to facilitate the clearance of backlog tax appeals.

Table 6.1.6 Backlog cases by other non-Judicial Institutions

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



UHRC staff reviewing files in Masaka Regional Office.

The UHRC conducted a physical count of files in the 10 UHRC regional offices. It was established that there are 1,683 pending backlog files out of which 570 cases are under investigation and 1,113 are pending hearing at the Tribunal. The files involve 1,420 male victims and 681 female victims of human rights violations.

²1 Judicial Review, 1 Arbitration Cause, 7 were Labour Suits and, 1 SCCA, 8 were Electricity Tribunals, 105 Statutory Notices, 12 were Equal Opportunities Commission, 1 Execution, 1 SDC, 1 Administrative, 4 Habeas Corpus and 23 were Compensation

OUTPUT 1.1.2 RULES AND PROCEDURES THAT LEAD TO DELAY IN DISPOSAL OF CASES REVIEWED

As one of the strategies of eliminating case backlog, the Sector is in the process of reviewing and streamlining of Rules of Procedure aimed at reforming and simplifying processes. The amendment to the Civil Procedure Rules are ongoing and so far, the following have been concluded; Recusal Rules, Practice Directions on Scheduling Conference, Practice Direction on Enforcement of Rights, Judicial Review Rules and Practice Directions on Adjournments. In the reporting period, the Judiciary also concluded the development of the Case Management Rules for the ACD which are currently before the Rules Committee of the Judiciary.

The Rules Committee of the Judiciary is currently considering Sentencing Guidelines for Magistrates, Civil Procedure Rules for the High Court and lower courts. Rules on handling court cases of persons with disabilities were developed and submitted to the Chief Justice.

The review of rules of procedure for appellate courts and Development of the Bailiffs' rules is ongoing. When completed the rules will help in removing ambiguities and quicken the disposal of cases. In addition, the ODPP developed a Draft Plea Bargain Manual to streamline procedures and processes to be followed by prosecutors during the plea bargain process. It should be noted that the review of the rules is a multilevel process that sometimes takes time and cuts across financial years.

DGAL developed and disseminated Guidelines for exhibit collection and handling, targeting institutional scientists and Scene of Crime Officers (SOCOs) in Police. This is aimed at improving the quality of the forensic investigations and analysis and to preserve the sanctity of the crime samples and exhibits collected.

The Sector continues to popularize the use of Prosecution-Led Investigations (PLI) initiative through trainings and creating public awareness. In the reporting period, 122 cases (98 male and 24 female) were newly registered and the conviction rate at ACD was at 67.9%³. Of the 122 cases registered, 135 (101 male and 34 female) were under investigation and for a decision to prosecute; 243 (200 male and 43 female) were under prosecution, and 72 (63 male and 9 female) were concluded. Of the 72 prosecution led cases that were concluded, 16 cases (22%) were closed; 1 case (1%) was dismissed; 38 cases (53%) were convicted; 10 cases (14%) were acquitted.



Sensitization of UPF-SOCO and DGAL staff on guidelines for collection and handling exhibits

³To calculate conviction rates, the number of cases with convictions is divided by the total number of completed cases (Sum of convicted cases, acquittals and withdrawn cases) expressed as a percentage.

OUTPUT 1.1.3 CHAIN LINKED INITIATIVE STRENGTHENED

The Chain Linked Initiative is essential in improving coordination of JLOS institutions at all levels with an aim of enhancing efficiency and effectiveness of Sector programmes. As one of the strategies to strengthen Chain Linked Initiatives, the Sector has 128 functional District Chain Linked Committees (DCCs) and Regional Chain linked Committee (RCCs) across the country. These assist in case backlog reduction, reducing overcrowding in Prisons as well as addressing the demand for fair Justice.

Such arrangements are also a forum for inclusive participatory Justice. There have been a number of stakeholder collaborations and linkages in form of meetings and trainings at the district, regional and national levels such as training of prosecutors, law enforcement officers and district administrative staff in basic skills in investigation and prosecution. JLOS institutions participated in the JLOS Integrity Committee tours across the country. ODPP/UPF Criminal Investigations Directorate (CID) top management coordination meetings were held to discuss case management.

Case backlog reduction was approached through collaborations at the sub-national, national, and international levels. At the national level, JLOS institutions meet through the DCCs and RCCs to identify bottlenecks and synergize for disposal of cases. A total of 241 DCC meetings and 34 RCC meetings were held in the reporting period that enhanced case clearance and conviction rate. The collaborative approach led to the signing of a memorandum of understanding among the respective Directors of prosecutorial services in the East African countries. These frameworks support case clearance and accord legal assistance for especially international cases that involve more than one country.

As per the work plan 2018/19, DCCs and RCCs held open days and radio programmes in which they shared information with the public. Information dissemination empowers communities with knowledge of available JLOS services and basic human rights. The radio campaigns conducted provided an opportunity for the JLOS officers to engage with the public on all matters including SGBV.



DCC sensitization program on voice of Lango

During the talk shows, panelists engaged on issues of access to justice especially for vulnerable groups such as women and children. Some of the stations used included Eye FM (Iganga), Step FM (Mbale), Teso FM (Soroti), Lango FM (Lira), Buladde FM (Masaka) and BFM (Bushenyi).

As a result of the outreach programmes witnesses now attend court, the litigants now keenly follow up the cases reported at police. Cases of mob justice due to failure to understand court processes are reducing.

Through the initiative, the public gets to know the services offered and the procedural requirements. This strengthens the demand side of justice.

OUTPUT 1.1.4 CAPACITY OF STAFF ENHANCED

The case backlog reduction strategy prioritises the enhancement of human resource capacity as a critical factor in case disposal. The Sector, therefore, invested in building the knowledge capacity of its human resource with a view of enhancing professionalism and productivity. This was done through structured trainings, awareness creation and professional attachments and is a continuous process.

The Sector sponsored 50 staff who attained a Diploma in Human Rights, 100 police officers were awarded a Diploma in Law for police officers with a 100% pass rate and 100 staff obtained a Diploma in Social Justice at Nsamizi Training Institute. Five other JLOS officers are undertaking master's training under the Irish Aid Scholarship programme.

Three DGAL staff were trained in specialized courses in X-Ray fluorescence analysis, LCMS/MS Techniques, and Laboratory Quality Management systems. UHRC conducted induction training for newly recruited staff on complaints handling and investigations while 22 Immigration Officers undertook a four-month training in Border Control and Management at the Immigration Training Academy in Nakasongola. MoJCA is in the process of conducting an annual performance review and target setting; as well as human resource audit and performance monitoring. Four Legal staff (3 F, 1M) were trained in litigation, Alternative Dispute Resolution (ADR) and mediation skills as well as three non-legal staff (2F) trained in management.

In the Judiciary, 319 Judicial Officers, court bailiffs and mediators were trained in small claims procedures, land justice, dispute resolution, case management and ADR. These trainings partly account for the enhanced professionalism and productivity of JLOS staff demonstrated by increased disposal of cases and matters as well as improved quality of services. The Resident Judge for Mbarara, in his end of session report, applauded the professionalism exhibited by UPF staff in the district and the Mbarara High Court circuit for supporting the successful conclusion of the session as well as the improved quality of investigation in the reporting period.

Other trainings conducted include: five Judges (2 M and 3 F) trained in Anti-Human Trafficking and Anti-Smuggling; 30 (11 F 19M) judicial officers in taxation; 30 Judicial Officers on best practices in adjudication of Land Cases; 50 Magistrates on Case Management and ADR; 35 Judicial Officers in Tororo High Court Circuit in mediation; and 100 Court Bailiffs in Mbale High Court Circuit.

The ODPP also undertook short term courses that included Plea Bargaining (65 officers), Post – Mortem Case Work and Homicide Investigations in Uganda (13 officers), Combating of Wildlife Crime in Uganda (26 officers), Anti -Money laundering (5 officers), Capital Markets Laws (25 officers), Fighting Transnational Organized Crime (10 officers), Promoting International Cooperation in Criminal Matters (8 officers), Building Prospect in Intellectual Property (30 officers), Environmental Law, Practice and Procedure for Enforcement Agencies (9 officers), and training in PROCAMIS (38 officers).

However, notwithstanding the sustained JLOS capacity building, the benefits from the enhanced human resource capacity is often compromised by the high level of understaffing in most JLOS institutions. The overall staffing across all Sector institutions stands at 64.8%. However, the capacity gaps are dire in some institutions such as; UHRC (71.6%), NIRA (71.2%), Ministry of Internal Affairs (MIA) (59.6%), ODPP (56%) and Judiciary (53.4%) where less than 50% of the positions in the approved structures are filled. The staffing position is as shown in the table below.

Table 7 Staff position in the Sector Institutions

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

Source: EOC report 2019

STRATEGIC INTERVENTION 1.2: STRENGTHEN BUSINESS PROCESSES AND INFORMATION MANAGEMENT SYSTEMS

Reform of business processes, automation of case management systems, as well as strengthening institutional monitoring and evaluation systems, are critical factors in enhancing service delivery in the Sector. JLOS is committed to developing a sector-wide integration bus for information sharing starting with critical institutions such as NIRA and the frontline JLOS service institutions. The process of developing protocols for data sharing are being developed by the Sector Information Integration Committee that is chaired by the Minister of Justice and Constitutional Affairs. The level of automation of business processes continues to increase following adoption of initiatives such as the use of mobile money platforms for payment of court fees, automation of searches in the company registry, the ongoing rollout of PROCAMIS, E-Visa, E-work permit and digitization of records by most JLOS institutions.

As a result, the level of automation of case management increased to 41% from 12% following the roll-out of CCAS to the Supreme Court, Court of Appeal, eight High Court Divisions, 14 High Court circuits and four Chief Magistrates Courts and Grade I Courts. The Judiciary also procured a contractor to supply a more robust electronic case management information system that will support e-filing and replace the current CCAS. The current roll out is a stop gap measure to capture manual records in courts that are not on CCAS. The contractor has started development of the system. The UPF rolled out a Crime Records Management System (CRMS) to three divisions of Kakiri, Kasangati and Nagalama bringing the total to 16 out of 18 divisions.

Also as part of the process of deepening the Sector results management process, the Sector M&E framework was reviewed and targets set for each of the years of implementation of the SDP IV in line with the expected resource envelop. Out of 18 JLOS institutions 15 have M&E Frameworks representing 83% coverage. Institutions yet to adopt M&E Framework include; Centre of Alternative Dispute Resolution (CADER), Ministry of Local Government (MoLG) and MoGLSD

Table 8 Performance against efficiency and effectiveness indicators

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

OUTPUT 1.2.1 BUSINESS PROCESSES REFORMED

To enhance efficiency, productiveness and reduction in the lead times in service delivery, the Sector adopted a dual approach that involves the refinement of business processes followed by automation.

In the DCIC, complete automation of the work permit, visas, special passes and student passes granting process was concluded. In addition, DCIC is upgrading its system to a full border management system. The DCIC implemented phase II of passport tracking and client Short Message Service (SMS) alert system and an online passport management system. Applicants are now able to access immigration services globally through www.visas.immigration.go.ug for visas and www.passports.go.ug for e-passports.

This enables 24hours/seven days a week accessibility of services. The above initiatives have reduced crowds at the DCIC offices and human interaction. Overall this has contributed to protection of freedom of movement and the right to a passport or other travel documents enshrined in Article 29(2)(b) and (c) of the Constitution of the Republic of Uganda. In 2018/19 DCIC issued 160,334 passports including 101,945 e-passports.

As part of the backlog reduction strategy, the DGAL improved its work flow management systems in terms of general case receipt, routing, processing of analysis and report dispatch procedure. This will ease work flow with Police cases that are received at DGAL. This led to 100% response to the entire court summons received by DGAL.

URSB launched the one-pagers Memorandum and Articles of Association (memarts) and this has simplified company registration processes. This has simplified the process of registration by reducing the application form to a single page format.

URSB also developed a National Marriage Registration System for filing of marriage returns by Faith Based Organizations (FBOs) and districts. This system is linked with NIRA and URA systems for ease in data sharing and information verification.

Judiciary carried a number of activities towards reforming of Business Processes including: the installation of a Video Conferencing System between Buganda Road Chief Magistrate Court and Luzira Maximum Security Prison with two remote sites at the female and male wing. This has expedited hearings of short applications without incurring costs of attending court and enabling judicial officers to handle more applications and cases. Installation of biometric time attendance system in 16 Court stations including High Court, Kampala has helped to strengthen supervision and enhanced performance.



NITA (U) recognized ODPP with award for maintenance of Web Portal and information system

The Global Positioning System (GPS) coordinates of twenty (20) ODPP stations were uploaded on Google maps to enable people with internet facilities to easily locate the ODPP Stations in the various Districts. So far 30,000 people have accessed this information thus improving access our services. Within the same endeavour, ODPP won an award for best Web Portal in the Information category from National Information Technology Authority - Uganda [NITA (U)] making it one of the best institutions that embraced technology in service delivery to the public.

OUTPUT 1.2.2 RECORDS MANAGEMENT AND STORAGE AUTOMATED

Good records support effective business practice and improve public sector accountability and efficiency. As such, they are a cornerstone of organisational governance. The Sector supports records management and storage automation to enhance business processes and information management. The interventions under this output are all on track as detailed in the performance report against the work plan attached as annex to this report.



Registration in Arua District

As provided in the work plan, NIRA procured 203 NID card readers for authentication of NIDs during investigations and other activities by security agencies. Working in partnership with the Uganda Communications Commission the card readers have enabled telecommunication companies to fast track verification of registration records of persons acquiring Subscriber Identity Module (SIM) cards.

Uganda Police is integrating the personnel filing system with the Human Resource Management System (HRMS) and the report

is being considered by the Police Advisory Committee for approval.

In line with its plan, LDC expanded LAN at its Kampala campus and Wi-Fi coverage to Mbarara campus. This was aimed at providing internet connectivity for both staff and students on both campuses as well as easing communication. This has enhanced e-Learning across the two campuses, access to electronic legal reference materials.

URSB implemented an Electronic Document Management System and all registration documents were scanned, indexed and uploaded on the system. This has enabled quick and efficient access to information thus delivering instant and seamless services to the clients.

A court information management system for the Industrial Court was developed to replace the manual case management system previously in place. Currently, the system is undergoing unit and integration testing under the first version pending deployment. Activities that were carried out as prerequisites for the Automation process included; verification and updating of case-registers, conducting a physical case file census, cataloguing and boxing of files, erecting metal shelves in the Archive rooms. This will improve efficiency and effectiveness in the administration of labour cases.

OUTPUT 1.2.3 INFORMATION MANAGEMENT SYSTEMS OF INSTITUTIONS INTEGRATED

To enhance and integrate information management systems, the Sector prioritized installation of network infrastructure and provision of computers and accessories among others.

During this reporting period, the Sector operationalized the JLOS integrated Information Systems Committee (JIISC) - a structure established by the JLOS Leadership Committee to oversee the Sector's ICT initiatives and specifically the information systems integration agenda. As JLOS institutions move toward automation of business processes, the primary responsibility of this committee is to oversee the process of development of a sector-wide digital strategy and action plan informed by the need to share information across organizational boundaries, improve service delivery and workforce productivity through systems integration. In preparation for the integration individual systems are being developed and rolled out by the various sector institutions as detailed below.

The ODPP rolled out PROCAMIS to 14 stations increasing coverage to 34 out of 131 stations countrywide exceeding the targeted 28 stations in financial years 2017/18-2018/19. The new stations include; Makindye, Mwangi II, Nakawa, Mukono, Buganda Road, Mpigi, Entebbe, Jinja, and Iganga; as well as Nakawa Regional Office. Additionally, ODPP extended networking infrastructure to ten (10) field offices of Mbarara Resident State Attorney (RSA), Mbarara RO, Ntungamo RSA, Kabale RSA, Gulu, Lira, Soroti RSA, Jinja regional office. At the same time, the following stations have been fully connected to ODPP Intranet: Mpigi Regional Office, Nakawa Regional office, Mbarara Regional Office, Mukono Regional Office, Masaka Regional Office, Masaka, Mbarara Regional Office, Ntungamo RSA, Kabale RSA, Gulu RSA, Lira RSA, Lira Regional Office and Jinja Regional Office. This improved processing and sharing case documents, as well as safety and retrieval of case files while limiting the need for physical movement of the case files. In addition, there has been improved access to legal reference materials and linkages to several online libraries as a result of access to internet services. To the public this has reduced waiting time for processing of their cases.

The Prison Management Information System (PRIMIS) was deployed in Luzira Upper Prison and plans are underway to roll out to Kigo and Kitalya Prisons. This will help in capturing inmates' biometric data information and security surveillance. Equally, the Human Resource Management Information System (HRMIS) was completed and is in use. In order to enhance Information and Communication Technology (ICT) usage in UPS, the ICT strategic plan was developed. In addition, the digital radio communication is being upgraded for wider coverage. This will reduce on reliance on manual records and processing of prisoner information as well as support the transition to the correctional model of prisons.

The UHRC set up a remote data backup site for Human Rights Information System (HURIS) database and other UHRC vital information at Central Regional Office. This has fostered easy data recovery and security of the UHRC's sensitive data. They also installed a display screen which is being used monitoring HURIS usage by UHRC staff at remote centres.



To further enhance security at the offices, MoJCA deployed CCTV cameras at the Ministry headquarters. The Ministry fast tracked the digitization of the ULC management system,

Administrator General and Civil Case Administration systems respectively. Consultants were engaged to upgrade the systems and make them accessible to the regional offices. The judiciary also installed CCTV cameras in six registries including the Supreme Court, Court of Appeal and Kampala High Court

Table 9 summary of status of automation in JLOS institutions

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

Source: JLOS Information Systems Integration Committee (JISIC)

OUTPUT 1.2.4 SUPERVISION AND M&E SYSTEMS ENHANCED

To enhance efficiency at all levels and political mobilization the Sector organized a joint Leadership/ Heads of Mission monitoring visit in western Uganda. During the monitoring the team undertook ground breaking for the construction of Rubirizi Justice Centre and commissioning of Mitooma, Ibanda and Kiruhura Justice Centres. The activity provided an opportunity to the Sector leadership headed by the Chief Justice to interact with local communities, respond to issues raised and also assess the conditions under which Sector institutions operate. As a result of the M&E, ODPP upgraded the Rubirizi office to the level of RSA status due to demand from the public.

The Sector Technical Committee also conducted M&E visits to West Nile to assess access to JLOS services in refugee camps and host communities. The team led by the Alternate Chairperson of the Steering Committee visited refugee camps including Imvepi and Rhino Camp Refugee Settlement, and interacted with JLOS actors at district and regional level. As a result of the visit more mobile court sessions were conducted in the settlement and there is greater coordination between JLOS institutions and institutions responsible for other services in refugee settlements.

The Sector held the joint annual review for FY 2017/18 as well as Semi Annual review for FY 2018/19. During the reviews, stakeholders commended the Sector for the positive stride in implementation

of the SDPIV despite some challenges. The Sector was also applauded for increased case disposal, greater geographic spread and focus on vulnerable people, the fight against crime, deepening of child justice and strengthening of commercial justice. The stakeholders recognised the Sector effort in promoting human rights and the fight against corruption but noted that there was much more to be done.

At institutional level, NIRA M&E team conducted field visits and took on inventory on the status of NIRA activities in 21 Districts with a major focus on examination of National Identification and Birth and Deaths Registration (BDR) services flow processes, the functionality of NIRA offices, evidence of outputs, and the gaps in reporting by the key data producers.

The JSC conducted inspections in five High Courts of Masaka, Arua, Lira, Gulu, Mukono and the Executions Division and seven Chief Magistrates Courts namely; Masaka, Arua, Nebbi, Moyo, Anyeke/Oyam, Tororo and Lira as well as 14 Grade I Courts including; Sembabule, Mateete, Lukaya, Aboke, Butaleja, Malaba, Nakifuma, Kangulumira, Gomba, Kanoni, Kabulasoke, Kiriri and Maddu. During interactions with Judicial Officers, court staff, court users, and other stakeholders, the following challenges were highlighted; insufficient working tools including furniture, computers and stationery; unsuitable court premises, especially rented buildings; inadequate funds for *locus* visits and low staffing. In addition, an Inspection Guide was developed pending approval by the Commission.

The ODPP undertook inspections in 123 stations covering the headquarters, field offices and agencies with delegated prosecution functions, to assess adherence to performance standards and support mentoring of officers involved with prosecutions. The findings revealed that 80 ODPP

offices and Agencies with delegated prosecution functions adhered to the set performance standards. The institution addressed 95% of public complaints against staff conduct and performance. With support from UNICEF, ODPP also conducted an M&E exercise on how ODPP prosecutors are using the handbook that was introduced, in handling child-related cases in the districts of Soroti, Moroto, Kapchorwa and Mbale. In addition, the team also monitored management of SGBV sessions



The Odpp Officials at a Recent Performance Review Brainstorming Session

The MoGLSD carried out quarterly inspections on work performance in all remand homes, Reception center and Kampingisa National Rehabilitation Centre. In the remand homes, the admission of juveniles who commit minor offences increased, the Probation Officers in charge Remand Homes were advised to work closely with the police to ensure the cases are diverted. However, some of the children had stayed in the remand homes because of the absence of judicial officers in court on the days the juvenile appear and thus missing court.

The findings from the monitoring visits indicate that some of the children had overstayed in the remand homes as indicated below. It should be noted that following the visit the cases of the affected juveniles were fast-tracked.

Table 10 No of children overstaying on remand

Remand Home	No. Overstaying		Escapes
	Male	Female	
Mbale	13	0	0
Gulu	5	0	0
Arua	7	0	0
Naguru	15	0	0
Fortportal	03	0	0
Ithungu	10	0	0
Total	53	0	0

Source: MoGLSD

The LDC conducted monitoring, supervision and technical support to the up-country Legal Aid Clinics in 21 field offices including Adjumani, Masindi, Lira, Mbarara, Fort Portal, Kibaale, Kagadi, Jinja and Iganga. Chief Magisterial Courts of Makindye, Nakawa, LDC, Nateete- Rubaga, Nabweru, Wakiso, Luzira, Kajjansi, Kasangati, Kiira and Matugga. During the Monitoring and evaluation visits, the team networked, offered technical support to the field officers and rallied other JLOS and District stakeholders to support LAC interventions.

OUTPUT 1.2.5 INNOVATIONS DEVELOPED AND IMPLEMENTED

In its quest to increase access to services, the Sector developed and implemented innovations that will enhance service delivery. In the reporting period, the Judiciary introduced toll-free call centers, online payments, and formally launched the performance enhancement tool.

To measure the impact of reforms, the Sector has deployed a technology programme, SEMA, to measure customer satisfaction. So far, SEMA is deployed at various JLOS institutions including four police stations (Kira, Ntinda, Jinja Road, Central Police Station and Wandegaya), URSB and MoJCA. DCIC also applied for the deployment of the system at its facility. The Sector is to also undertake a user satisfaction survey during the SDP IV Midterm Review.

The UPF awarded the best performing Region, District and individuals in investigations, human Rights observance and the fight against corruption. In the reporting period, data was collected, analyzed and graded. The award and commendation were given to three best performing districts of Yumbe, Kumi and Katwe K'abatooro Division in Kasese and nine 'friends of Police' who supported the police in one way or another in fighting crime in 2018.



DPC Yumbe being awarded the trophy for being the best policing district 2018 and Biyinzika group of companies being appreciated for constructing a female and juvenile cells at Jinja Road police station

STRATEGIC INTERVENTION 1.3: DE-CONCENTRATE SERVICE DELIVERY TO COUNTY LEVEL BY 2021

The Sector continues to close gaps and ensure the presence of the right concentration of JLOS Services at all points of service delivery, where institutional physical presence gaps exist in a geographical location.

Table 11 De-concentrate service delivery performance indicators

Performance Indicators	Baseline 2016	2017/18	Target 2018/19	2018/19	Target 2021
No. of JLOS frontline one-stop service points constructed & completed	60	72	79	76	80
No of districts with all frontline JLOS service points opened	92	101	108	101	117

Source: JLOS GIS

The Sector is improving its infrastructure by ensuring the availability of buildings, and other facilities through the construction of offices and ensuring the accessibility to basic services such as electricity, water, communication facilities in each service point. In the reporting period, three justice centres were completed in Serere, Rubirizi, Nakaseke and four are under construction and at various stages of completion in Buhweju, Buliisa, Sheema and Sembabule. When completed, the number of JLOS frontline one-stop service points constructed and completed will increase to 79 just one short of the targeted 80 by 2021 while district coverage will increase from 101 to 108.

OUTPUT 1.3.1 FUNCTIONAL JLOS INFRASTRUCTURE AND SERVICES ESTABLISHED COUNTRYWIDE

As mentioned above, seven JLOS one-stop service justice centres were constructed in the reporting period. It should be noted that construction of three justice centres i.e. Nakaseke, Rubirizi and Buhweju started in the financial year 2017/18 but due to the cost of construction and the time taken to process and implement such projects a provision was made for their completion in financial year 2018/19 as multi-year projects.



Nakaseke Justice centre during the official handover by the contractor

At the start of the financial year contractors handed over the completed Buyende and Nwoya Justice Centres whose construction started earlier. These centres are now fully operational.



Nakapiripirit ODPP Resident State Attorney Offices

Other constructions completed are Nakapiripiriti RSA Office and Kapchorwa RSA Residence. Sector institutions also opened up offices



Court at Nwoya Justice centre

in Rubirizi, Kaliro and Sheema districts which were elevated to RSA status. This brings the number of districts with ODPP presence to 102 (83%). However, 20 districts remain without ODPP presence.



ODPP Lira Regional Office

Other constructions are ongoing in Kabale and Lira Regional DPP Offices. The Kabale regional office is at the roofing level while the Lira office at the finishing stage.



The Minister of Justice and Constitutional Affairs, Maj.Gen. Kahinda Otafiire plants a tree after the ground breaking for the construction of Fort portal MoJCA regional offices. Inset is the status of the construction in August 2019

The UPF completed the construction of Nagalama accommodation block and is also constructing residential blocks for staff in Bulambuli, Budaka, Kalangala Construction of the Omoro and Bududa Police stations are nearing completion and other ongoing constructions include Paidha, Nwoya and Kyenjojo police stations.

DCIC completed construction works for staff accommodation Goli and Vurra border posts with DRC in the West Nile Region (Nebbi and Arua districts respectively). The former Mutukula office in Kyotera district was remodeled into staff accommodation units. The completion is anticipated to ease the 24/7 operation of the border. Procurements are ongoing for the acquisition of land for Mirama Hills staff accommodation units in Ntungamo district bordering Rwanda and for the Mbale Regional Immigration Office. Also, Afogi in Moyo district bordering DRC, Ishasha (Kanungu-DRC) and Oraba (Koboko-DRC) border posts were fenced to keep away animals crossing from the game reserve as well as encroachment by locals.

Other constructions are ongoing in Kabale and Lira Regional DPP Offices. The Kabale regional DPP office is at the roofing level while the Lira regional office is at finishing stage.



Omoro Police Station



Bududa Police Station.



Bulambuli Police station complete and staff accomodation



The UHRC commenced construction of Masaka regional office and completion of Gulu regional office premises.

The JSC established a regional office in Moroto district to take services closer to the people in the Karamoja region. The Moroto office is now fully operational with all the services of the Commission. The regional office is housed in the JLOS house in Moroto. However, the Commission is still facing a challenge of accommodation for staff, transport equipment and operational costs for the regional office. The Commission is in a process of setting up another office in Gulu.



The UHRC Officers and an Engineer from JLOS handing over the architectural building plan to the Contractor at the site

Table 12 Business Registration by URSB

FY 2018/19							
	UIA	POSTA-UGANDA	ARUA	GULU	NAKIVUBO	MPALA	MBARARA
New companies	898	2,273	200	225	1,455	366	268
Business names	249	1,256	602	468	657	1,040	1,406
Legal documents	2,509	4,722	191	670	2,771	745	776
Debentures / Mortgages	1	1	2	-	-	-	-
Certifications	1,350	4,292	2,197	2,425	514	2,011	2,821

Source: URSB

With funding from JLOS, URSB carried out partitioning exercise on level six at the Head Office to facilitate Directorates of Intellectual Property, Liquidation and Insolvency Services, Enforcement Unit, and Business Registration. This has created a conducive environment for both clients and staff.

URSB partners with URA, Kampala Capital City Authority (KCCA) and MoLG under the Tax Payer Register Expansion Program (TREP) where 40 centers were established in different Municipalities countrywide. The Bureau previously rolled out six new TREP centers in the districts of Kisoro, Lugazi, Tororo, Mubende, Rukungiri, and Kasese. This has increased access to registration of businesses through One Stop Shops across the country.

The goal of TREP is to formalize the informal businesses by enhancing collaboration among government institutions for purposes of expanding business registration and tax collection.

This has been done through;

- Educating and sensitizing the public about the importance of formalizing their businesses through formal registration and payment of taxes and other dues;
- Reducing the time and cost of compliance by simplifying the process for business entities in registering for and conducting business;
- Harmonizing tax administration systems and minimum enforcement of government institutions in the partnership.

OUTPUT 1.3.2. COMPLETE CHAIN OF FRONT LINE JLOS SERVICES AT THE COUNTY LEVEL

The Sector work plan provided for the construction of seven justice centres including three that were rolled over from financial year 2017/18. Serere Justice Centre was constructed by the UPF as a pilot to test the efficacy of in-house construction units. The DPP is leading the construction of the Buliisa Justice Centre whose construction was initially delayed due to land issues. The Judiciary oversaw the construction of Rubirizi and Nakaseke Justice Centres that are now complete. In addition, the judiciary is also managing the construction of Sheema, Buhweju and Sembabule Justice Centres whose construction is at finishing levels. It should be noted that the initial plan was to build in Kira and not Sembabule. However, the delay to access land for construction compelled the Sector to reconsider and build in places where land was readily available but in the same region.



Kitalya Min Max prison now practically completed



Kitalya Min Max prison now practically completed

The three buildings (Police Station, Court and DPP's office) are concurrently under construction nearing completion. The superstructures are complete, screeding floors, plastering, facing bricks ongoing and on the DPP office painting and tiling are also ongoing.

Prisons Holding Capacity increased from 17,138 to 17,304 inmates. This was as a result of the renovation/expansion and construction of seven Inmates' wards at Soroti with an additional capacity to accommodate 490 inmates.

To further increase the holding capacity and address the problem of congestion in prison, the Sector prioritised completion of Kitalya Mini Maximum Prison. The construction works of Kitalya reached the finishing stage. Construction of classrooms, administration block, workshops, kitchen, Tuberculosis (TB) Isolation Ward, 12 prisoners' wards and isolation cells were completed awaiting installation of furniture and fixtures. It is envisaged that the prison that has a capacity of 2,000 will aid in reducing the congestion levels in prisons that currently stands at 319.4% up from 306.9%.

Construction of 212 staff units to improve staff accommodation at Kitalya and other prisons using Force on Account is on-going; 80 units are were completed, 14 at plastering; eight units at window level; four at ring beam level; 106 at foundation level.

Construction of prisoners' wards at Nwoya, Sheema and Kyenjojo Prisons is at roofing stage while Mutufu is at walling stage. Construction of a prisoners' ward at Ibuga is at painting stage. Completion of these projects will further reduce congestion in the prisons; enable the provision of better services and facilities to the inmates.



Prisoner's wards renovated at Soroti main Prison



Showing the front view of the new Nwoya and Sheema Prisons under construction

Construction of prisoners' wards at Nwoya, Sheema and Kyenjojo Prisons is at roofing stage while Mutufu is at walling stage. Construction of a prisoners' ward at Ibuga is at painting stage. Completion of these projects will further reduce congestion in the prisons; enable the provision of better services and facilities to the inmates.

Construction of staff quarters at Lugole Prison farm using hydrofoam technology.

However, it should be noted that even with these interventions, congestion levels increased from 318.8% to 342.6% arising from a prisoner population increase of 6.4% (from 53,033 to 56,424) during the reporting period. Nevertheless, the escape rate reduced from 3.1/1,000 (449/144,839)



prisoners to 2.7/1,000 (181/150,839) prisoners. The Sector cleared payments of contractual obligations for Wakiso Mini JLOS centre; Mitooma court; Apala Staff Quarters for Judiciary and DPP; Amuria Court; Paidha Court; Kaboong and Tororo Prisons.

Other contractual obligations that were cleared were for DPP offices in Kaberamaido, Adjumani, Nakapiripirit, Rukungiri, Mubende, Moyo and Paidha. Partial payment of contractual obligations was also made for Masindi Mini JLOS Centre and Amuru Prison. For projects such as the Judicial Training Institute (JTI), no payments were made in the reporting period

STRATEGIC INTERVENTION 1.4: STRENGTHEN JUSTICE FOR CHILDREN

Children in Uganda constitute 55%⁹ of the national population and thus form a bigger part of Uganda's population with critical needs for urgent redress. Strengthening justice for children is critical in order for the legal system to provide children with the means to obtain quick, effective and fair response to protect their rights. Access to justice is only significant if it applies equally to both children and adults. However, children's rights are often neglected and ignored. Aware that access to justice for children means that children, or their appropriate advocates, are able to use and trust the legal system to protect their human rights, the Sector is building a legal system that is able to protect children and provide them with the necessary legal services.

Table 13 Justice for children performance indicators

Performance Indicators	Baseline 2016	Performance FY 2017/18	Performance 2018/19	Target 2021
No. of children diverted from the formal criminal justice system (non-capital)	75%	76.3%	76.2%	80%
Proportion of JLOS service points offering child friendly services	52%	60%	72%	86%
Birth registration rate	30%	69% ¹⁰	TBD	65%

Source: JLOS quarterly M&E reports

A major achievement this financial year was the approval and launch of the Children Diversion Guidelines for Police Officers, 2019. The Guidelines are aimed at supporting the UPF to protect and preserve the rights of children by ensuring that juveniles are diverted from the formal justice system. The Sector has continued to put emphasis on the use of non-custodial sentences and diversion of criminal cases involving child offenders. A diversion rate of 76.2% which is 95.3% performance against the 2021 target was recorded. The number of service points offering child-friendly services too has increased to 72% according to the recently published UBOS National Governance Peace and Security survey 2017.

⁹UBOS Uganda Demographic and Health Survey 2016, March 2017

¹⁰Unicef situation of children report 2016 - The state of World's Children 2016; A fair chance for every child

OUTPUT 1.4.1 CHILD FRIENDLY SERVICES ENHANCED

The Sector with support from UNICEF continues to implement the Justice for Children (J4C) programme and mainstream juvenile justice in service delivery which includes; continuous advocacy for the diversion program and implementation of child friendly procedures across sector institutions. With support from United Nations' Population Fund (UNFPA), over 216 justice sector and civil society actors were trained on the management of SGBV cases. The J4C Regional Coordinators continued to work closely with Sector institutions and other stakeholders with a view of ensuring that child rights are upheld, diversion and child friendly procedures are implemented. The J4C Coordinators engaged with trial Magistrates and advocated for non-custodial sentences for children in conflict with the law, hence resulting to a reduced number of juvenile offenders ending up in the rehabilitation centre.

Child friendly services were implemented during the reporting period and they include; hearing cases involving juveniles in chambers, support to social workers to offer counseling services, tracing parents for children in conflict with the law or in need of care and protection, diversion of juvenile offenders, facilitation to child friendly lawyers to represent the children in courts of law. As a result of the above interventions the Sector achieved the following;

- *Diversion:* The Sector in partnership with other stakeholders continued with advocacy for the implementation of the diversion program. A total of 6,332 (1,583 females and 4,749 males) divertible cases were received, of which 4,824 (1496F, and 3,328M) cases were diverted hence a national diversion rate of 76.2% as compared to the 73.5% rate registered in 2017/18.
- *Children in conflict with the law receiving Non-Custodial sentences:* In the reporting period, a total of 918 (88 females and 830 males) custodial and 2122 (1388 females and 734 males) non-custodial sentences were issued out totaling 3040 sentences issued. This implies an increase in non-custodial sentences issued from 64.4% in 2017/18 to 69.8%. The improvement could be attributed to the continued sensitization, advocacy and engagement with stakeholders on child rights.
- *Number of children resettled:* A total of 2502 children (443 females and 2,059 males) from remand homes and reception centres were resettled in their respective communities across the program sites compared to 2,229 children resettled in 2017/18. They comprised of children granted non-custodial sentences or acquitted, children at risk of violation, abandoned children, and lost and found children. The resettlements were conducted by the Probation Officers (POs) and Officers in Charge (OC) of the Police Child and Family Protection Units (CFPUs). -

Table 14 Resettled Juveniles

	Remand Home	Male	Female
1	Naguru	140	06
2	Mbale	20	10
3	Fort Portal	47	6
4	Ihungu (Masindi)	73	2
5	Arua	108	16
6	Gulu	46	5
7	Kabale	6	1
8	Naguru Reception Centre	17	14
	Total	457	60

Source: MoGLSD

In addition to the above, to promote child friendly procedures while handling cases involving children, a children's room has been designated and was officially launched at the ODPP headquarters. This initiative will ensure that there is a safe and secure place where child victims

and witnesses can be held in waiting. The ODPP is rolling out this arrangement to the regional offices and it has commenced work at Masaka Regional Office.

The LDC implemented various child friendly services which include: support to social workers to counsel, trace parents and divert cases involving juvenile offenders. LDC also facilitated eight child friendly lawyers to represent the children in courts of law. As a result, 624 child offenders were identified and 512 (266F and 246 M) were diverted thus an 82.1% diversion rate. While 112 are still undergoing counseling. These were processed at police by 17 social workers together with Bar Course students and advocates who prepared pleadings and court appearances. Pleadings were accompanied with social inquiry reports received from the Probation and Social Welfare Officers in 16 Courts¹¹. Parents of Juvenile offenders' were contacted and encouraged to appear for Court proceedings.

During the reporting period, the team handled a total number of 1,844 cases (involving 649 females) for children in conflict with the law. Support was extended in the form of legal representation in 15 Districts i.e. Kampala, Kabarole, Masindi, Kibaale, Mukono, Kamuli, Kagadi, Adjumani, Jinja, Wakiso, Soroti, Bugiri, Buyende, Lira and Gulu. The cases were fast-tracked through the justice system leading to 321 juveniles receiving bail, and 1,523 successfully diverted. Legal Representation for the offenders with the support of social workers has reduced the number of juveniles being remanded and enabled them to be given bail awaiting trial as well as securing unconditional release. This has been with the help of 'fit persons' and social workers who identify the juveniles that need legal representation and help in tracing for their relatives.

In the reporting period, 600 'fit persons' in 17 districts¹² of were supported by the LDC Legal Aid Clinic through transport and airtime facilitation in a bid to enable them conduct diversion for children in conflict with the law by way of counseling and reconciling them to their parents within the community. Consequently, the fit persons were able to divert 1,220 children (443 females and 777 males) in conflict with the law during the reporting period.



*Left: Picture of Legal Officer LAC conducting a mediation of a maintenance and custody case.
Right: Children in conflict with the law that were handed over to LAC for counseling*

To further strengthen J4C, NIRA conducted mobile birth and death registration services in nine districts¹², where a total of 33,115 births were registered. NIRA prioritized registering the backlog of notifications in the Mobile Vital Records System (MVRS) which was developed with support from UNICEF. The system has been upgraded to include modules on registration of births and deaths.

In order to enhance the capacity of child justice actors, the Sector through NIRA undertook training of Birth and Death Registration duty bearers in the districts of Bwike, Kabale, Mubende, Registration Officers, District Registration Officers (DROs) and District Information Technology officers (DITOS) in performance management including on the new

¹¹Rubaga-Nateete, LDC, Kiira, Kajjansi, Entebbe, Nakawa, Njeru, Nsangi, Buvuma, Kasangati, Buwama, Mpigi, Masaka, Rakai, City Hall, and Lugazi districts Amolatar, Katakwi, Mukono, Kayunga Kabarole and Ntoroko. The training of Senior Registration

¹²Kibaale, Kamuli, Iganga, Ibanda, Masindi, Fort Portal, Mbarara, Kamwenge, Kyenjojo, Kampala, Wakiso, Jinja, Lira, Gulu, Soroti, Bugiri and Kagadi districts

user modules for ID registration was also undertaken. NIRA conducted village registration with the two mobile trucks procured complete with registration equipment, public address system and audio-visual equipment.



Figure 4-1: Birth Registration in Gulu District.



Figure 5-2: Materials being issued to the duty bearers in Katakwi.

Also birth registration outreaches were carried out in Gulu, Amolatar, Katakwi and Amuria Districts. The ULS conducted 11 radio talk shows and aired 1000 spot messages in eastern, northern, western, southern regions on children’s rights and also child friendly materials were developed and legal awareness sessions in the respective regions carried out to further enhance provision of child friendly services.

OUTPUT 1.4.2 CAPACITY FOR DUTY BEARERS AND INSTITUTIONS IN CHILD JUSTICE ENHANCED

Capacity building for duty bearers in child justice is pertinent for the Sector to enhance child justice and protect the rights of children nationally. The legal system must provide children the means to obtain a quick, effective and fair response to protect their rights; prevent and solve disputes; mechanisms to control the abuse of power; and all of these must be available through a transparent, efficient, accountable and affordable process. During the reporting period, severally capacity building programmes were implemented by Sector institutions, they include training of; Probation officers ODPP staff, ‘fit persons’, DCIC staff, CID staff and Police CFPU staff on different child justice subjects.

The MoGLSD conducted in-house training of 310 staff in remand homes and the neighboring districts on handling and resettlement of juveniles. The trainings were carried out in Naguru Reception Centre, Kampiringisa NRC, Naguru, Mbale, Arua, Ihungu (Masindi), Gulu, Kabale and Fort Portal Regional Remand Homes. Participants included District Probation and Welfare Officers, Probation Officers in charge of Remand Homes, Police, OC Prisons, Magistrates, State Attorneys, J4C Coordinators and NGOs which support some of the remand home activities. Areas of discussion were: child protection, teamwork, ethical conduct, writing of social inquiry reports, conflict resolution, and effective service delivery.

In addition, the training of 109

Probation officers in charge of Remand Homes was also conducted in the respective remand homes. The participants included probation and social welfare officers from the neighbouring districts and Police Officers. The number of trained officers is presented in the table below: -



Training session in Fort portal Remand Home

Table 15 No of trained probation officers

Remand Home	Male	Female	No. of Districts	Catchment area
Naguru Remand Home	14	23	28	Central & Eastern Regions
Mbale Remand Home	23	16	30	Eastern & North Eastern Regions
Fort Portal	11	8	8	Western Region
Ithungu	8	8	5	Bunyoro Region
Arua	12	4	9	West Nile Region
Gulu	10	6	15	North Central
Kabale	7	5	9	Kigezi Region
Total	85	70	109	

Source: MoGLSD

The ODPP conducted training for officers from Mukono and Jinja regional offices, aimed at equipping them with skills of engaging child witnesses and victims, and how to communicate with children with disabilities. In addition, an officer of ODPP was trained on “sexual exploitation of children in a digital era” in India.



Mbarara ODPP officers at the training

With support from CRANE, the ODPP held training workshops for 221 prosecutors on child psychology. The topics covered included; an overview of child development, characteristics of children, child development stages, age appropriate communication, the languages of children, handling children with special needs, practicum listening to children, child counselling techniques, essentials of a child friendly workspace and effect of trauma on children. These trainings enhanced institutional capacity for ODPP staff to deliver on child justice. The training enriched prosecutors and supervisors with skills in handling children who come in contact

with the law (breastfeeding children, victims and witnesses) and those in conflict with the law (juvenile offenders).

With support from UN Women, ODPP strengthened the capacity of the prosecutors in handling SGBV cases; including developing a Hand Book on Prosecuting SGBV Cases and Plea Bargain Guidelines for Prosecutors.



Training of probation officers in preparing victim impact assessment reports at MoJCA Head Offices

LDC trained 41(19 females and 20 males) Legal Aid Clinic (LAC) staff on child friendly approaches. The training equipped the staff with knowledge and skills on diversion, new developments on child justice, case analysis, planning and management and reporting on child related issues.



Staff of the Legal Aid Clinic conducting school outreaches in Kagadi Districts with the support of the School Management.

Community school outreaches were conducted in the four Districts of Kagadi, Adjumani, Kibaale and Masindi for school going students/pupils. A total number of 1,807 students attended the outreaches, 1,087 male and 702 female. The outreaches enhanced the students understanding of children’s rights and their responsibilities, life skills, the criminal justice system, diversion and self-discipline among others.



Motorcycles procured for CFPU

The capacity of UPF-CFPU was enhanced with 10 motorcycles for the districts/divisions of Kabalagala, Kira road, Kawempe, Katwe, Kamuli, Mubende, Tororo, Lira, Soroti and Lamwo to enhance access victims of child abuse, quick SGBV interventions and investigations.

To improve the skills of immigration officers to maintain security for both the country and protect children’s rights, the DCIC

participated in the International Organisation for Migration (IOM) workshops held in Nairobi and Austria. The trainings enhanced their knowledge base on improving migration management and curbing child trafficking respectively.

ULS reviewed and printed the “Supporting access to justice training manual” on child justice which was disseminated to duty bearers within the child justice system. The duty bearers included; magistrates, prosecutors and state attorneys, lawyers, police officers as well as POs to enhance their role in handling children’s cases.

All the above interventions are part of the Sector wide efforts to build the capacity of duty bearers and institutions in child justice. However, the outstanding challenges include; inadequate staff numbers, limited facilities and operational resources.

OUTPUT 1.4.3 DISPOSAL OF CHILD RELATED CASES FAST TRACKED AT ALL LEVELS OF THE JUSTICE CHAIN

Children are vulnerable and those who get into contact with the law as offenders, victims, witnesses and those who need care and protection must be handled expeditiously. The Sector planned to implement a case backlog reduction strategy for child related cases through the provision of legal representation, advice counselling; and speedy investigations into 1000 juvenile cases among others. Notable in the reporting period, special sessions were held to fast track disposal of SGBV cases.

Child related cases were fast tracked in many of the service centres and the best interest of a child was emphasised in handling of cases. In the reporting period a total of 19,088 child related cases were registered (involving 3,627 females and 1,5461 males) compared to the 17,428 cases registered in 2017/2018. A total of 10,902 cases were disposed of involving 2988 girls and 7,914 boys. Of the cases registered 12,485 (2,333 females and 10,152 males) were criminal cases.

The UPF conducted investigations of 1,000 recorded juvenile cases including cases of Female Genital Mutilation (FGM) where 18 suspects are being investigated for aiding and abetting FGM in Kween district and 47 cases were registered. Of the total number of juvenile cases recorded, UPF conducted investigations of 64 reported cases and supported 650 juveniles to attend both lower and higher courts. A total of 200 juveniles were resettled.

The Sector implemented Special SGBV sessions supported by UNFPA in which a total of 788 cases were disposed of, 78% of which were child related, including defilement both simple and aggravated with some victims as young as five years old. Despite the high success rate of the special sessions, it was noted that 70% of the cases involved relatives of the victims. Given the lack of a victim support system, such victims/witnesses find it hard to cooperate. The ULS participated in the Special SGBV Court session in which a team of three social workers was posted to the High Court and Nabweru Chief Magistrates' Court. Social workers counselled 36 female child witnesses, before they appeared in court.

MoGLSD supported the District Probation and Social Welfare Officers (DPSWO) in the districts to prepare Social Inquiry Reports (SIR) as a requirement for enabling the cases against children are handled expeditiously and in the best interest of the children.

In addition, 120 Probation officers were supported in the preparation of SIRs and as a result, 1,998 SIRs were prepared. The distribution is presented in table 16 below:

Table 16 Social Inquiry Reports Prepared

Remand Home	No
Naguru	500
Mbale	400
Fort Portal	400
Ithungu (Masindi)	98
Arua	300
Gulu	200
Kabale	100
TOTAL	1,998

Source: MoGLSD

The DPSWOs were supported to trace for parents/relatives and resettle children after attendance of court sessions. The Sector through the MoGLSD also provided fuel to all regional remand homes, reception Centers, Uganda Child Help Line-Kireka and Kampiringisa NRC where a total of 1,455 children were taken to lower courts while 381 were taken to higher courts as shown in the table below. To have juveniles taken for court sessions, and for resettlement after release/completing rehabilitation programs. In order to fast track the disposal of child related cases, two Vans were procured for Kabale and Naguru Remand Homes.

Table 17 Children Taken to Court

S/N	Remand Home	Lower Courts		Higher Courts		Total
		Male	Female	Male	Female	
1	Naguru	332	15	60	2	407
2	Mbale	211	26	49	0	286
3	Fort Portal	194	11	36	2	241
4	Ithungu (Masindi)	99	5	4	0	108
5	Arua	200	30	16	2	246
6	Gulu	119	17	7	3	143
7	Kabale	23	1	0	0	24
	Total	1,052	79	171	10	1,455



ASP Mike Kasadha receiving the award

In a related development, Police in Luwero rescued 16 children unlawfully held by the proprietor of ‘God’s Power Revival Church’ at Sinalya Hill, Kalule-Bombo, a suspected trafficker who was disguising to teach them the word of God. The children were between the ages of 15 to 17 years and were trafficked from Bugiri, Budaka, Kiboga, Kasese, Buyende, Ntungamo, Bukomansiimbi and Wakiso districts. The 16 girls shared two beds in a congested one-roomed house. The proprietor was charged with the offence of child trafficking.

The Sector is building a team of child rights champions through the public relations forum in fighting for children’s rights. This year the Busoga North Public Relations Officer (PRO) – Assistant Superintendent of Police (ASP) Mike Kasadha

was recognised by the Uganda Media Development Foundation for his media fight against child marriage code-named ‘using the media to fight end child marriages’ in which a number of stakeholders participated.

The Sector through UPF conducted 24 community school outreaches on children’s rights and their responsibilities, life skills, criminal justice system, diversion, self-discipline in the Districts of Kagadi, Adjumani, Kibaale and Masindi on reporting tracking referral and response guidelines on violence against school children in Arua, Adjumani, Kaabong, Amudat, Kamuli and Iganga. Outreaches reached a total of 51,412 students (26,292 females and 25,120 males).

OUTPUT 1.4.4 REHABILITATION AND REMAND HOMES ESTABLISHED AT REGIONAL LEVEL



Kabale Remand Home Front View

The Sector continues to promote the use of non-custodial sentences, however given the nature of some cases that cannot be diverted, it was found necessary to rehabilitate existing remand homes and also build new ones where they do not exist at the regional level.

Construction of the first phase of the Moroto Regional Remand Home commenced and is expected to be completed in January 2020. It includes a Girls' and a boys' dormitory, fence and a guard house. Once this phase is complete, the Home will be habitable

for the juveniles.

Kabale Remand Home 2nd phase construction of one Semi-detached Staff quarters was completed and the remand home is now operational. It is however critical that funds to operate the regional remand homes are centrally budgeted and provided for as opposed to the practice of requesting for contributions from districts.

STRATEGIC INTERVENTION 1.5: STRENGTHEN ACCESS TO LEGAL AID SERVICES

Access to legal aid services is critical for the realization of access to justice for most especially the poor and vulnerable people. This is because a majority of them do not understand how the justice system works while some cannot meet the costs of court fees and hiring trained attorneys. In the criminal Justice System, state legal aid service provision is restricted to matters at the High Court levels. Legal Aid services are usually provided by civil society organizations, JCU and trained attorneys under the state brief scheme and pro-bono services. The services offered are inadequate to meet the high demand for legal aid services across the Country. The Sector draft Legal Aid Policy was submitted and is under consideration by the cabinet. Drafting of the Bill will commence immediately the policy is passed.

Table 18 Access to legal service performance indicators

Performance indicator	Baseline 2016	Target FY 2018/19	Performance 2018/19	Target 2021
Proportion of magisterial areas accessing state funded aid legal services	26%	28%	39.02%	48.7%

The Sector increased the proportion of magisterial areas with access to state funded legal aid services from 26% in 2016 to 39.02% in 2018/19 compared to the 48.7% target by 2021. The Sector implements state brief scheme and is working to strengthen the paralegal services. During the reporting period, a new Legal Aid Clinic was opened at the Mbarara LDC Campus.

OUTPUT 1.5.1 STATE BRIEF SCHEME AND PRO-BONO SERVICES ENHANCED

The Sector planned to ensure representation of indigent clients in various courts through services of the LAC; JCU and LAP.

To enhance the state brief scheme and pro-bono services, Advocates were sensitized to appreciate the need to provide free legal services. Through the duty counsel scheme at courts and police, poor and vulnerable members of the public were offered free legal assistance at court and police on the interpretation of court documents, representation in courts of law, preparation for bail applications and referrals. A total of 2480 clients (380 females and 2,100 males) were assisted by 47 advocates (31 females and 16 males) under the Duty Counsel Scheme at five Courts (Nabweru, Kasangati, LDC, Kira Road and) KCCA, and three Police stations (Kawempe, Wandegeya and Kira). This enabled clients to access police bond, court bail and they were able to organize defence witnesses hence improving access to legal services. It is important to note that DGF partly funds JLOS institutions offering legal aid services mentioned above.



Bar Course intern Mbarara LDC Campus and a Clerkship student in Buliisa offering legal counsel to a client on a land matter.

Furthermore, a total of 12,308 (3,971 females and 8,337 males) were assisted by the various legal aid clinics through legal representation in courts of law, court annexed mediations, prison outreach and plea bargain program. Through the ULS, 340 cases were completed through ADR; 894 in courts of law; 1,558 were offered legal advice, and 167 were referred to other service providers for assistance. The majority of these cases were related to land and property. These covered the districts of Jinja, Kampala, Luzira, Gulu, Kabale, Kabarole and Masindi. This effort is summarized in table 19. It worth noting that despite having more challenges fewer women seek legal aid services. This is partly due to the fact that most of the cases reported are land, property related and criminal in nature. This is an indication that men have more control over land and property and also that more men than women have criminal cases as seen from the UPS statistics and the crime report.

The LAC continued implementing the mediation and reconciliation programs. The program, implemented through court annexed mediation and reconciliation in 12 courts around the country namely: Matugga, Wakiso, Nakawa, Nabweru, LDC, Nateete-Rubaga, Kasangati, Makindye, Iganga, Lira, Kajjansi, Kira and Jinja. This is aimed at enhancing the use of ADR as a mechanism for resolution of disputes and empowering users of the justice services to actively participate in resolving their disputes. This is in line with the Judiciary case backlog strategy and the SDP IV which underscore fast-tracking cases and dispensing affordable and timely justice that meets the aspiration of the people.

Mediation has gone a long way in reducing case backlog in courts. Amicable settlement of cases between parties facilitates quick dispensation of cases and justice. It is worth noting that the public is slowly embracing mediation, and with increased awareness about the benefits, more results will be realized. In the reporting period, LDC LAC handled a total of 1,750 cases (771F, 979M) against a target of 2000 out of which 1,099 cases were completed successfully, 312 are still ongoing and 339 failed. Most of the mediation cases were land related and family disputes, emanating from neglect to provide and inheritance.

Reconciliation cases: Reconciliation is conducted for petty criminal offences to mitigate delays caused by the court process and for purposes of mending of relationships. Cases handled through reconciliation include; Assault, Malicious damage to property, criminal trespass, minor thefts, and obtaining money by false pretence. In the reporting period, 880 cases (547 F, 333M) were handled out of these, 717 cases were successfully completed, 102 are still ongoing and 61 cases failed. The LAC Management has gone an extra mile to engage the Chief Registrar and ODPP about the Program and have pledged to support and encourage judicial officers and state attorneys to embrace and promote the use of mediation and reconciliation.



Mediation session at Kimengo Sub County, Masindi



Mediation during locus visit.

During the period under review, LDC conducted community outreach programs in Mbarara, Kagadi, Masindi, Adjumani and Kibaale to sensitise the communities about the salient features of land and family laws, sensitize the community on access to justice, where and how to obtain justice, writing a will, cohabitation, children’s rights, the role and mandate of LC1. A total of 1,046 (396F, 650M) participants attended the awareness sessions. The community dialogues enhanced the visibility of the LDC among the community members and stakeholders; strengthened partnerships, increased awareness about the diversion program and access to justice referral pathways. Topics included; customary practices; suffocation of women’s land rights; procedures to obtain powers to administer estates of a deceased person and the limits of the powers of administrators in both testate and intestate estates, rights and duties of parents and their children.

LAC legal officers in the upcountry clinics continued to participate in Radio Programs organized by Resident District Commissioner (RDCs) office on land, family and general legal aid provision for indigents in the districts of Adjumani, Masindi, Kibaale, Kabarole and Kagadi leading to increased demand for legal aid services due to indirect interaction through radio announcements and programs.

Table 19 Nature of cases handled during July 2018 –June 2019 by Legal Aid Clinics (regions)

Nature of cases	Gulu	Kabarole	Masindi	Luzira	Kabale	Kampala	Jinja	Total
Land & Property	916	890	369	20	582	315	1557	4649
Divorce & Separation	16	13	7	10	36	61	38	181
Custody & Maintenance	27	97	49	12	48	138	71	442
Accident claims	12	2	1	2	0	28	10	55
Administration of estates	18	347	46	2	106	126	192	837
Debt claims	12	21	28	2	14	63	36	176
Employment Claims	9	25	2	4	2	14	29	85
Civil (Gen)	12	186	67	22	114	80	294	775
Criminal	137	368	683	481	463	30	466	2628
Total	1159	1949	1252	555	1365	855	2693	9828

Source: JLOS Quarterly Reports

Table 20 Status of progress of the cases during July 2018 –June 2019 by Legal Aid Clinics (regions)

Nature of cases	Gulu	Kabarole	Masindi	Luzira	Kabale	Kampala	Jinja	Total
Completed in Office	50	86	58	5	53	75	13	340
Pending in Office	35	340	98	28	294	279	458	1532
Completed in Court	16	133	399	114	86	86	60	894
Pending in Court	69	1272	628	85	702	327	1993	5076
Bail	22	18	5	0	61	14	3	123
Given legal advice	898	33	28	321	97	42	139	1558
Cases referred	40	40	16	0	56	12	3	167
Closed files	16	13	20	1	12	19	17	98
Withdrawn files	13	14	0	1	4	1	10	43
Total	1159	1949	1252	555	1365	855	2693	9828

Source: JLOS Quarterly Reports

Table 21 number of persons supported

Sex	Gulu	Kabarole	Masindi	luzira	Kabale	Kampala	Jinja	Total
Male	666	1209	1014	487	693	438	1730	6237
Female	493	740	238	68	672	417	963	3591
Total	1159	1949	1252	555	1365	855	2693	9828

Source: JLOS Quarterly Reports

Table 22 cases in the system

	Gulu	Kabarole	Masindi	Luzira	Kabale	Kampala	Jinja	Total
Old	965	1527	568	80	1090	557	1788	6575
New	194	422	684	475	275	298	905	3253
Total	1159	1949	1252	555	1365	855	2693	9828

Source: ULS, Legal Aid Project

ULS held legal aid open weeks, community Barraza’s and exhibitions in Kabale, Jinja, Fort portal and Kalangala reaching out to 5,555 people. Legal and human rights awareness sessions focused on gender based violence (GBV), land rights, navigation of the criminal justice system with operation of the court system, use of mediation and other alternative dispute mechanisms to resolve disputes as opposed to litigation.



From left-right: LAP Kabarole exhibition table attended to by Doreen, Asimwe and Edward and legal aid week at Lutoboka landing site in Kalangala

Mobile clinics were held in the following districts; Kabale, Jinja, Arua, Gulu, Fort portal and Kampala (four mobile clinics in markets across Kampala i.e. Nakasero, Ntinda, Kalerwe and Nakawa). The mobile clinics handled and discussed various legal issues which include; legal awareness, sensitization on laws and rights, Laws domestic violence, Succession, land, custody, maintenance

and business amongst others. Most consultations were on land, operation of courts of law, the relevance of Local Council Courts (LCCs), succession and administration of assets. A total number of 931 people (395 females and 536 males) were offered legal advice.



Market vendors at Nakasero and Kalerwe Market during mobile legal aid clinics receiving on spot legal advice at

JCU identified inmates who had overstayed their period on remand they include; lodgers; children detained with adults and petty offenders, and secured their release from detention facilities by seeking mitigation of their sentences, acquittals or dismissal of their cases for want of prosecution. As a result of the intervention, 105 (8 females and 97 males) were released from detention; 24 new cases involving 17 females and 7 males were registered in various courts of law. There were also ongoing court cases from which 52 (involving 31 females and 21 males) court appearances were made and 12 (involving 7 females and 5 males) were successfully won. As a result of successfully litigated cases, execution of 3 cases was carried out which was a 50% increase from the previous quarter, Ugx 1,120,000 and land were recovered on behalf of the clients. Although mediation is the most preferred mode of dispute resolution, oftentimes they fail and matters are referred for litigation. JCU also held 10 Barazas each targeting at least 200 participants across its three Centres.

OUTPUT 1.5.2 LASPS COORDINATED AND REGULATED

The ULC conducts inspection of all law firms and LASPs countrywide to ensure that chambers of advocates and LASPs are decent and well stocked with law books before Certificates of Approval can be issued. During the reporting period, the ULC Inspected 1,168 law firms out of which 1,149 were approved and 19 were not approved, this was supported by funding from DGF.

Table 23 Law Firms Inspected

Financial Year	Inspected	Approved
FY 2017/18	1087	950
FY 2018/19	1,168	1,149

In addition, 51 LASPs were inspected and approved because they met the required operational standards. To ensure the quality of services, LASPs were encouraged to hold user meetings and design programmes that explain their processes to potential clients. Five Universities teaching law were inspected and approved. There is therefore no backlog on inspections and there is a scheduled period every year when the inspections are done.

OUTPUT 1.5.3 LAWS PROMOTING LEGAL AID PROPOSED FOR ENACTMENT

The Sector awaits the passing of the Legal Aid Policy as the prerequisite for the enactment of a law on legal aid. In the reporting period, a private member's Bill was initiated and the Sector is working with the mover of the private members Bill to harmonise position on the proposal for a comprehensive legal aid law. The Sector however should, basing on the current legal aid regime develop standards for legal aid service providers and enhance supervision. There is also a need for strengthened advocacy on the proposed policy.

OUTPUT 1.5.4 SELF-REPRESENTED LITIGANTS SUPPORT SYSTEMS IMPROVED

LDC provided Legal Aid to walk-in clients and state briefs for existing cases in Kabarole, Kibaale, Masindi, Kagadi and Adjumani districts. This intervention is classified along three aspects namely: Legal advice and counselling, legal representation in courts and coach for self-representation. A total of 2,154 cases of indigent and vulnerable women and men, juveniles and petty adult offenders were handled, categorized as follows:

Free legal aid services were provided to 2,154 (862 females and 1,292 males) related to succession, child neglect and maintenance, domestic violence matters, family disputes, divorce petitions, and land disputes to walk in clients.

The LDC recruited nine Bar course students during their internship/clerkship period to provide legal aid services to indigent clients in hard to reach areas of Yumbe, Serere, Abim, Kagadi, Nakapiripirit, Amuru, Kotido, Adjumani, Buliisa, Moyo districts. The students worked under the supervision of Resident Magistrates in these districts and were able to provide free Legal Aid Services to 131 Clients (20 females and 111 males) as below;

A total of 679 cases (195 females and 484 males) were handled by LAC of LDC through legal representation. Of these, 412 of the cases are successfully completed and 267 are still pending. These were at the LDC, Nabweru, Jinja Court, Adjumani, Masindi, Kibaale, Kagadi and Kabarole Courts. The cases related to land disputes, defence petitions, theft, custody and child maintenance, robbery, defilements and criminal trespass.

Table 24 cases handled by LDC bar course students

CATEGORY	M	F	TOTAL
Legal Advice And Counseling	33	17	50
Legal Representation	9	2	11
Coaching On Self Representation	48	0	48
Mediation	6	1	7
Reconciliation	15		15
TOTAL	111	20	131



Coaching for Self-Representation

Coaching for Self Representation - 424 inmates (61 females and 363 males) were coached to represent themselves in court. This has facilitated ease of justice to clients especially those who are not within areas of LAC.



The Legal Aid Clinics offered services to some vulnerable groups including 13 refugees of youthful age, a child and a single mother.

OUTPUT 1.5.5 ADR ENHANCED

During the period under review, to further enhance ADR and to ensure faster disposal of estate cases, the Administrator General handled 1,003 succession related wrangles through mediation against the planned 1000. The Judiciary reviewed the Judicature (Mediation Rules), 2013 harmonising the same with the Civil Procedure Rules and made mediation optional for parties in civil suits.

A new Governing Council for the Centre for Arbitration and Dispute Resolution was established to manage the affairs of CADER.

LDC LAC participated in court annexed mediation and reconciliation in the following 12 courts; Matugga, Wakiso, Nakawa, Nabweru, LDC, Nateete-Rubaga, Kasangati, Makindye, Iganga, Lira, Kajjansi, Kira and Jinja.

The Sector conducted an ADR awareness meeting for key actors in land justice which brought stakeholders including judicial officers, mediators, lawyers and court users implementing mediation within Kampala together. The meeting enhanced the stakeholder's awareness on mediation, they shared best practices from the respective institutions, challenges and made recommendations for strengthening the implementation of mediation nationally. The stakeholders identified the following challenges which characterize court-annexed mediations;

- Limited or no mediators in courts,
- Limited or no facilitation for mediations,
- Inadequate or no space for mediations at the Courts,
- Low or no remuneration paid to mediators;
- Inadequate/non-existence of mediation registry facilities in some courts where mediation cases are registered,
- Some mediators have limited or no skills in mediation, limited knowledge of court users and the public on mediation, and
- Some advocates discourage parties from participating in mediation.

In addition to the above, the stakeholders made the following recommendations to enhance ADR:

- Conduct specialized and refresher trainings for mediators,
- Increase the number of mediators in Courts,
- Provision of reasonable and timely facilitation for mediators,
- Provision for mediation space across all courts,
- Creating awareness and sensitization of disputing parties, judicial officers and the general public about mediation,
- Continuous sensitization of advocates about mediation,
- Judicial officers should mediate some matters and only refer the matter to another judicial officer for trial if mediation is unsuccessful,
- Mediation should be carried out at *locus* whenever need arises to enable participation by all affected parties,
- Need for mandatory visits to the *locus in quo* in land matters,
- Recruitment of more magistrates to handle mediations alternatively for instance on a six month basis,
- Conduct research and develop a legal curriculum focusing on the linkage of formal and indigenous justice systems, and
- Capacity building of stakeholders within the informal justice structures on mediation.

There is however need to budget for mediators beyond the provisions in projects and ensure that the pay for mediators is mainstreamed within the Sector budget and work plan. Secondly, the Judiciary should explore the recruitment of judicial officers who will handle mediation to avoid the use of volunteers.

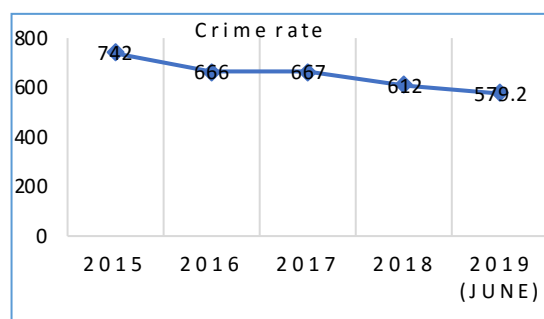
STRATEGIC INTERVENTION 1.6: STRENGTHEN MEASURES TO EFFECTIVELY AND EFFICIENTLY PREVENT AND RESPOND TO CRIME.

The Sector is strengthening the capacity of crime fighting agencies including prevention, investigation, prosecution and correctional institutions to reduce and respond to crime. In addition, JLOS is implementing measures to boost rehabilitation of offenders including juveniles to reduce the levels of recidivism in the country.

Table 25 Performance Against Indicators

Performance indicator	Baseline 2016	Performance 2017/18	Target FY 2018/19	Performance 2018/19	Target 2021
Reliability of policing services (index)	4.0	3.8	41%	3.84	4.4
Conviction rates	60.1%	62%	62%	61.9%	65%
Rates of recidivism	21%			16.8%	17%
Proportion of convicts sentenced to community service	45%	48.5%	50%	45.4%	55%

According to Annual Crime Report 2018 revealed a decrease in the volume of crime by 5.2%. By the end of June 2019, the crime rate had dropped to 579.2 from 667 in 2017. The reduction in crime has been achieved through: Crime fighting strategies involving establishment of anti-crime infrastructure such as installation of CCTV cameras, finger printing of guns, collaboration with sister security agencies and deployment of Local Defense Units (LDUs) within KMP, community policing strategies of neighborhood watch and popular vigilance, crime reporting through toll free lines, formation of crime prevention clubs in schools, reactivation of the 999 system, institution of alert squads in the police force and innovations such UPF “Mobi” and “SEMA” applications⁴ as well as coordination with stakeholders among others.



Over the past four years, the crime rate has been dropping as shown by the graph.

There was a change in the compilation method to include all crimes registered in a year. Previously, a very restrictive method which was excluding cases that are resolved at the police stations was utilized to generate the volume of crime reported. Thus the previous targets of crime rate were based on the old exclusive method.

Source: UPF

Table 26 Breakdown of the Status of the Cases

Category	2017	2018
Total No. of cases	252,065	238,746
Cases taken to court	66,626	73,035
Convictions	18,961	22,263
Acquitted	1,419	1,248
Dismissed	9,613	11,121
Pending in Court	38,425	36,633
Ongoing Inquiry	105,017	90,763

Source: UPF

⁴UPF MOBI application is for information sharing and dissemination. It includes a map to help a person seeking help to locate a Police station/post nearest to him or her. SEMA application is a social enterprise that aims to increase transparency and accountability of public services by gathering real-time citizen feedback.

There was however increase in homicide, sex related crimes, breakings, robbery, political/media crimes and narcotic cases. Murder as a result of mob action increased by 5.5% from the year 2017. The high volume of cases under inquiry is partly informed by the few number of investigators, challenges with scientific investigation of cases arising from the slow pace of processing samples due to limited availability of reagents, equipment and forensic personnel. There is an urgent need for the sector to strengthen the forensics function in order to improve case outcomes especially in homicides, corruption/fraud and SGBV cases.⁵

Similarly, the rate of recidivism reduced from 17.2% to 16.8%. This was partly due to the strengthening of the correctional aspects through rehabilitation programmes including the use of formal education programmes and vocational training.

OUTPUT 1.6.1 CRIME FIGHTING AGENCIES STRENGTHENED

The Sector prioritized strengthening crime fighting agencies including UPF, UPS, DGAL and ODPP as a means of effectively preventing and responding to crime.

To build the capacity of CID, UPF with support from JLOS procured 13 saloon and four double cabin pick up cars. The vehicles are to facilitate CID activities including documenting crime scenes, arresting and transporting suspects, facilitating the movement of witnesses and victims, and coordinating with stakeholders in the criminal justice system. This is expected to provide effective and efficient response by CID by providing a more visible and reassuring police presence across their respective police regions. In addition, the German Embassy donated two Double cabin pickups, 10 motorcycles, and 4 cameras to Police.



The Deputy senior Technical Advisor JLOs hands over vehicles and motorcycles (inset) procured for the UPF to the Inspector General of Police. Looking on is the Chairperson Technical Committee

Phase one of the installation of the Hi-tech CCTV cameras for the KMP area now stands at 68%. So far 2,547 cameras have been installed out of 3,233 (78%), sites installed are 1,038 out of 1,248 (83%), of the 3,233 cameras 1,565 (48.4%), are online. Eleven Divisions out of the 18 (61%) have operational monitoring rooms. The construction of the National Command Center at Naguru is at (40%). The CCTVs when complete will support the prevention, detection and investigation of crime. Already some of the recordings have been very useful in helping Police identify and arrest criminals.

The exercise of fingerprinting for ease of identification of guns will cover all firearms in government (UPF, Uganda Peoples Defense Force (UPDF), UPS, and Uganda Wildlife Authority [UWA]), Private Security Organizations, and licensed firearm holders. So far, 29,916 (UPF), 1204 (UPS), 911 (Private Security Organization [PSO]) and 149 (individual privately licensed) guns have been fingerprinted within KMP, Katonga, Greater Masaka and Rwizi regions.

⁵UPF: Annual Crime Report, 2018 also available at <https://www.upf.go.ug/wp-content/uploads/2019/05/annual-crime-report-2018..pdf?x45801> accessed on 2nd September, 2019.

So far 5,840 firearms cartridge cases and bullets have been captured into the IBIS database. The exercise which is aimed at addressing and curtailing the intermittent misuse of legally held guns by security personnel and private individuals is continuing to the rest of the country.



CCTV installation along roads within KMP and National Command center under construction at Naguru



A student of the staff and senior Command College defending his dissertation

For efficiency and effectiveness, the Command and Control function of UPF is being streamlined through re-organization and restructuring of Directorates. The process of vetting and screening of detectives to weed out ineffective personnel was expected to be completed by end of October 2019. The CID is recruiting 150 ASPs, 100 for CID and 50 for crime intelligence to boost investigations. A total of 38 senior and middle-level commanders were trained at Masters Level in peace, governance and security to improve command and control in the force. In addition, 100 (21 females and 79 males) completed a nine months Diploma in Law at the LDC with 100% pass rate.

Police conducted phase one recruitment of 4,500 Probationer Police Constables (PPCs) and 500 Learner Assistant Inspectors of Police (L/AIPs) with diplomas in Medicine, Forensics, Information Communication Technology (ICT), and Engineering to boost the force strength and fill the gap created by attrition of 1000 (average) annually and also support professional development in the forensic sciences. The plan is to recruit in total 10,000. Additionally, 985 cadet officers were confirmed to the rank of ASP.

A total of 482 Non-commissioned Officers underwent a refresher course at the Police Training School (229 Sergeants and 253 Corporals). The objective of the training is mainly to strengthen supervision, personnel accountability, discipline, cleanliness, physical fitness and advisory role among others a role that had been degazetted in the late 90's thus creating a gap in command.

The CID conducted a retreat held at Kibuli CID Training School under the theme "Enhancing the Efficiency and Effectiveness of the CID". The retreat focused on the importance of communication, coordination and cooperation among all institutions in the Sector. The participants included; the District Criminal Investigations Officers, Regional CID officers, and heads of departments from Police headquarters and police investigators from specialized units. Also to build the capacity of the CID and Forensics officers, 653 officers benefited from a number of trainings aimed at fighting transnational crimes such as fraudulent Document Identification, passenger profiling, identification of high risk travellers, phone mining and analysis, and drug and human trafficking. These trainings were supported by the German Federal Police, The European African Response to Transnational Organized Crimes (EU-ACT) project and the United States Embassy.



The Ag CP/ PSO Kuligye addressing RPCs & DPCs of Rwizi Region

To ensure private security compliance with standards, UPF inspected 70 PSOs in Rwizi, Greater Bushenyi, Albertine, Kira, Rwenzori West, Ssezibwa, Aswa, North Kyoga, Greater Masaka, Elgon regions, and KMP. Some of the findings indicate that there has been an improvement in armory management in most of the PSOs inspected but weaknesses still constrain human resources management as many security guards are not finger printed and do not have appointment letters which makes it difficult to trace wrong elements in case they commit crimes. In addition, there is no training manual or curriculum for PSO for uniform training.



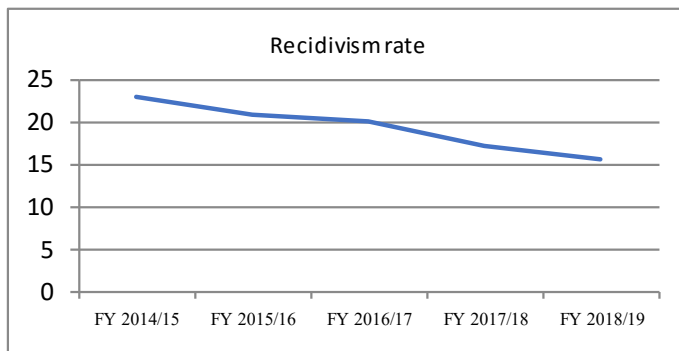
Deputy IGP, overseeing the destruction of the narcotic drugs at Nsambya police barracks

Most of the new Regional Police Commanders (RPCs) and District Police Commanders (DPCs) are not aware of their role in the supervision of PSOs in their areas of jurisdiction as stipulated in Regulation 19 of Police (Control of Private Security Organizations) Regulations, 2013. It is therefore recommended that a PSO Training Manual be developed, a personnel biometric database be established for easy tracking of defaulters and training for Police management at the territorial level be undertaken to enhance supervision.

Police implemented an order of court to destroy 105.07 kilograms of narcotic drug exhibits valued at USD 1,023,123. These included 98.80kgs of

heroin, 4.40kgs of mixture of heroin and cocaine, 0.69kgs mixture of cocaine and methamphetamine, and 1.13kgs of cannabis. These exhibits had been seized from traffickers within a period of five months from Entebbe International airport.

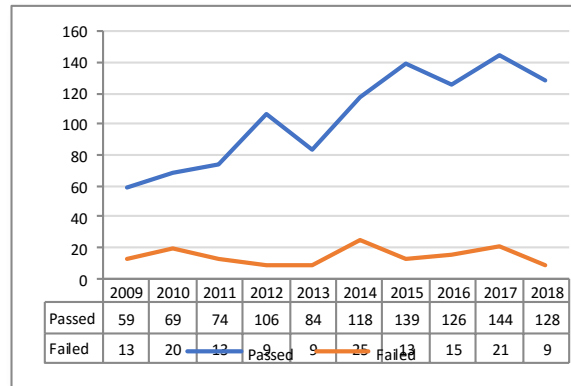
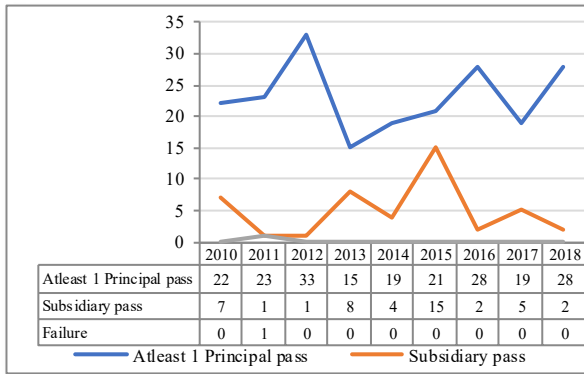
Rehabilitation in Prisons continues to be a pivotal effort in the process of reforming inmates to facilitate reintegration into their communities. The change in attitude, skills acquired and knowledge acquired empower the inmates to be law abiding and productive members of society at the time they are released back to the communities. The physical visits, mediation and reconciliation are very important in repairing the harm caused by crime and addressing the issues of victims. Community involvement is very critical to the success of social reintegration. Offering support to a family member helps the inmates to meet their basic needs, regain confidence and commitment to living a crime free life.



The engagement of the inmates in different forms of rehabilitation programs as analysed below, contributed to a reduction in recidivism rate from 17.2% to 15.6%.

Prisons formal and informal education services:

i. Primary Leaving Examinations (PLE)



During the reporting period, 137 inmates sat for PLE; 49 for Uganda Certificate of Education (UCE) and 30 for Uganda Advanced Certificate of Education (UACE). Equally, tertiary and University education was carried out in collaboration with Makerere University business School and the University of London. Equally, 21,618 inmates were imparted with vocational skills (12,362 -agriculture and 9,256 industries; and 692 offenders were trade tested in vocational trades).

Trend analysis of UCE and UACE for the period 2009 to 2018

ii. Psycho-social life skills training;

Psychosocial life skills training programme was introduced to socially rehabilitate inmates through the use of different in-depth psychosocial approaches. These interventions cut across all categories of inmates both petty and capital offenders. During the reporting period, 6,235 inmates from 42 stations were trained in psychosocial life skills. The training involved modules on decision making, handling peer pressure; anger and emotional management; interpersonal relationships, parenting and communication skills among others. The objective of the training is to provide knowledge and information to inmates to correctly respond to the demands of life. In addition, 273 inmates were trained in various entrepreneurial skills.



Inmates undergoing psychosocial life skills training in Jinja Main Prison.

iii. Guidance and Counseling of inmates

Equally, 52,606 inmates were counseled as a social rehabilitation intervention to address inmates' life challenges which motivated them to commit crimes. It is envisaged that once inmates undergo counseling and address challenges that drive them into criminality, they are unlikely to re-offend when reintegrated back into their communities.

iv. Spiritual and moral rehabilitation

The Service offered spiritual and moral rehabilitation to 69,041 inmates. Spiritual and moral rehabilitation tends to strengthen the spiritual lives of inmates to cause inner reform and repentance against the crime committed and 43,735 inmates participated in socializing activities- Sports and recreation, Music Dance and Drama and Performing Arts. A total of 3,185 inmates were offered behavioral, life skills training and sexual offender rehabilitation training.

v. Social reintegration of inmates back to their communities

The number of inmates reintegrated increased from 1,950 to 3,258. Reintegration prepares inmates, their families and communities for life after release of ex-offender. The service has also facilitated activities aimed at maintaining contacts with families, relatives and friends of inmates to ease their process of re-entry into society upon completion of their sentences. Family ties are a vital part of rehabilitation and ultimately address reoffending.



A Social Worker conducting pre-release visit. A social worker handing start-up packages to an inmate

vi. Follow up and Aftercare

One hundred ninety ex-inmates were followed up and supported to fit in their communities. The focus was mainly on aspects of reintegration, community acceptance and participation. This is a rather new program that needs to be supported further to complete the process of reintegration.

The UPS participated in interagency engagements on international crimes, terrorism, human trafficking and cross boarder crimes both within and outside the country. Some of these were organized by the Development Partners. This contributed to improved coordination and collaboration with other agencies, improved skills in handling cross border crimes and faster investigations.

The above efforts will contribute towards the promotion and maintenance of international cooperation in the management and prosecution of criminal cases. However, performance under this intervention is negatively impacted on by inadequate resources, including funding and staffing.

The MoIA through Conflict Early Warning and Early Response Unit trained 106 (18 females and 88 males) Peace Actors in Basic Conflict Prevention Management and Resolution in Mayuge, Namayingo and Kotido districts and four District Peace Committees in Iganga, Bugiri, Mayuge and Namayingo districts were established.

Building on the efforts of the previous FY, National Focal Point conducted 12 Armory inspections at VIPPU barracks Nsambya, Wakiso, Kakiri, Nansana, Kawempe, Kasangati, Matuga, Kira Division, Kira



Social Worker with the former inmate's family during a follow-up visit

road, Mukono, Katwe, Kajjansi and Entebbe during which 167 firearms and 2284 ammunition were recovered. The Ministry also established the District Task Force on Small Arms and Light Weapons in Omoro district and facilitated the structure to collect and detonate 43 pieces of Unexploded Ordnance that were circulated in the communities.

The MIA through the Directorate of Community Service also conducted social re-integration where a number of programs and interventions aimed at supporting offenders, victims and the rate of recidivism were implemented. These comprised of home visits, reconciliatory meetings, peer support, offender placement on projects among others.

Table 27 case handling under community service (Source Directorate of Community service)

Region	Counselling	Home visit	Reconciliatory meetings	Peer supports	Offenders placed on projects
North	851	113	84	106	42
West	560	75	23	14	44
Kampala Extra	2,641	111	82	23	111
Central	1,076	146	63	36	197
East	881	234	67	18	118
West Nile	577	114	75	30	34
Rwenzori	204	40	8	9	21
Total	6790	833	402	236	567



L-Offender counselling at Kirasa II cell, Masindi. R- Offender counseling at Butoto in Mbale

A total of 10,107 community service orders were issued in FY 2018/19 compared to the 9,893 orders that were issued in FY 2017/18. The number of men on community service still remains high at 9,265 compared to the 842 females.



Family support in Community Service vital for offender rehabilitation. Reconciliatory meetings and family support for the discharged offender

Table 28 Community Service Orders issued by region

Region	Female	Male	Total
Central	147	2204	2351
Eastern	152	1241	1393
Kampala extra	236	3240	3476
Northern	149	700	849
Western	47	617	664
West Nile	99	667	766
Rwenzori	12	596	608
Total	842	9265	10107

Source Directorate of Community service (DSC)



Offenders performing community service

Of the 10,107 orders issued, 369 offenders absconded representing 3.7% abscondment rate out of which 71 were re-arrested.

Table 29 Community Service Abscondment Figures per region

Region	Total
Eastern	67
Kampala Extra	148
Northern	44
Western	10
West Nile	51
Central	16
Rwenzori	33
Total	369

Source: Directorate of Community Service (DCS)

The ODPP in conjunction with National Environmental Management Authority conducted regional sensitization training for prosecutors and judicial officers working in Mount Elgon area on stakeholder involvement in controlling wildlife crime. The topics covered included; processes and procedures of prosecuting environmental crime for prosecutors and investigators.



Prosecutors and judicial officers from districts of Northern Uganda attending the training



The DPP, UN Resident Representative, experts from UNODC, ICGLR

Furthermore, ODPP in conjunction with UWA and UN Office on Drugs and Crime (UNODC) participated in a workshop on International Consortium on Combating Wildlife Crime focusing on “Strategies for effective prosecution of wildlife related offences in a bid to combat wildlife and forest crime. Other interventions included stakeholder engagement with Uganda Tourism Board, Great Lakes Judicial Cooperation Network on “Prevention and management of crime in the Tourism Sector” as well as addressing illicit trafficking of wildlife in the Great Lakes Region.



Focal points from South Sudan, Kenya, Tanzania, Zambia and Uganda doing an assignment on use of the UNODC MLA writer tool)

The ODPP hosted the 15th Heads of Prosecution Agencies in the Commonwealth (HOPAC) under the theme “Protecting Children’s Rights in Criminal Justice Systems”. This was with support UN Women and CRANE.

The HOPAC Conference is a biannual event that brings together the Heads of prosecuting agencies from countries with a criminal justice system derived from the common law tradition. It is usually hosted by a member country to discuss current issues and the challenges faced by modern prosecution services in both an international and domestic context. The meeting discussed issues around common and emerging trends

of crime against children and the enforcement of children’s rights. They shared best practices in the protection of children’s and women’s rights in criminal justice systems around the world.

OUTPUT 1.6.2 COMPREHENSIVE STANDARDS FOR INVESTIGATION, PROSECUTION, ADJUDICATION AND CORRECTIONAL SERVICES DEVELOPED AND MAINTAINED

The Sector is currently implementing six of the 10 elements of security infrastructure declared by the H.E the President as a measure to make the city safe. The CCTV project was launched by the President on 9th October 2018 at the National Command center at Natete and so far in the 1st phase covering KMP, cameras have been installed. 60% of UPF guns have been fingerprinted, discussion of the construction and equipping of the modern forensic laboratory is near conclusion motorcycles have been verified and enforcement on hooded riders is being undertaken

On quick response to scenes of crime, the IGP launched the public communication plan of providing fixed counter telephones to 212 Police stations and posts within the Kampala Policing areas for prompt intervention to calls by police and is available on a 24/7 basis. The system is to be rolled out throughout the country. This is in addition to the already existing National emergency call centres lines, operational lines and the free toll lines. These numbers are displayed at all counters/receptions of all units and also on the website. UPF has been having challenges with the 999/122 emergency systems but is working with the Uganda Communications Commission to resolve the obstacles. In the meantime, where the facility does not exist, the public is encouraged to continue using the 52 toll-free lines among which are:

Table 30 Toll free lines

Telephone	Focus
0800199990, 0800199991, 0800199992	Kidnap response team
0800199699	Operations Police Headquarters
0800300119	PSU Bukoto Headquarters
0800199188	Crime Intelligence Headquarters to provide information to police



The Advisory Committee for Re-entry Guide Development

As a plan to shift from penal to correctional approach in offender management and administration. The Sector through UPS undertook the Regulatory Impact Assessment (RIA) as a prerequisite for the development of a Comprehensive Corrections Policy to guide the transformation. In addition, four research studies were conducted to inform policy and strategic decisions on; the effects of drug related offences on Prison Administration and offender rehabilitation. Assessments were also conducted on the special needs of elderly prisoners,

rehabilitation needs of offenders and the effectiveness of the UPS rehabilitation programs.

The UPS in partnership with Wells of Hope Ministries is developing a re-entry guide for ex-convicts. This is intended to provide useful information to inmates on release on how they can access various services and guidance in the community.

OUTPUT 1.6.3 USE OF SCIENTIFIC EVIDENCE IN CRIME MANAGEMENT INCREASED

To strengthen the use of scientific evidence delivery, installation and commissioning of specialized scientific laboratory equipment such as the X-Ray Fluorescence equipment for the Ballistics laboratory, laboratory fridges, freezers and furniture in the regional forensic Laboratories and exhibit collection centers was done. The Sector also procured a van to facilitate court attendance by expert witnesses. In addition, a new DNA machine and other scientific equipment for processing exhibits were procured.



DGAL Van for court attendance and refrigerator for exhibit storage

Delivery of two double cabin vehicles for improved coordination and monitoring and for the Criminalistics Department and one van for court attendance was done. Three motorcycles were acquired for the regional forensic laboratories to improve on exhibit collection. Construction works that include; a Poison Information Center; animal house and renovation of the perimeter wall, the boardroom and installation of CCTV is at 40%.

The ODPP conviction rate stood at 61.9%. Out of the 22,029 cases concluded the ODPP recorded 13,643 convictions. The conviction rates are higher in corruption and capital cases due to the increased use of prosecution led investigation where investigators and prosecutors work hand in hand from the time the case is reported.

Performance is attributed to plea bargaining of some cases. The ODPP however is affected by understaffing, few experts, complexity of cases, delays in completion of forensic reports and need for improved coordination with Police. Appeals also affect the executions of recoveries.

Table 31 ODPP Detailed Performance 2018/19

Offences/Case stages	Newly registered Cases	Male	Female	Juveniles	Public Complaints	Sanctioned	On Mention	Consented to charge	Further Inquiries	Under-Hearing	Committed	Convicted	Aquittal	Withdrawn	Dismissed	Revised	Appeals	Closed for
Murder	1,116	1,304	163	41	78	578	2,262	32	505	118	485	44	5	25	11	1	4	190
Agg't Robbery	575	725	9	30	35	330	1,036	16	223	114	248	27	2	16	11	-	3	59
Simple Robbery	1,088	1,221	55	59	37	640	248	5	407	1,608	7	89	12	5	136	-	-	168
Treason	4	3	-	-	-	4	12	-	4	8	6	1	-	-	3	-	-	3
Rape	512	554	6	25	19	297	854	7	166	85	188	12	2	8	13	-	-	111
Agg't Defilement	1,721	1,658	24	228	57	1,166	3,712	48	469	270	779	70	1	20	33	4	4	250
Simple Defilement	3,582	3,463	62	510	159	2,044	2,138	9	1,043	5,245	39	377	24	9	373	3	1	939
Manslaughter	35	33	9	9	2	41	80	-	25	233	1	12	4	4	28	-	-	10
Attempted Murder	364	386	41	5	9	247	243	2	134	1,062	7	56	2	2	52	2	4	54
Arson	649	607	105	29	21	449	802	11	307	1,314	6	85	14	4	92	3	-	79
Embezzlement	168	178	29	1	7	44	93	23	165	665	6	30	7	6	13	2	30	30
Theft	17,551	17,802	1,806	989	407	12,503	1,988	74	3,589	27,201	77	3,798	270	82	2,557	29	19	1,670
Forgery	412	406	80	13	14	238	101	7	240	997	2	103	10	11	66	-	2	39
Trafficking	125	89	36	3	3	96	25	-	40	475	5	17	5	4	18	-	-	18
Domestic Violence	635	581	92	1	29	445	24	-	194	705	-	99	3	4	65	-	-	82
Assault	8,053	7,056	1,906	274	264	5,368	538	46	2,349	9,848	6	1,310	131	59	731	9	6	965
Malicious Damage	2,502	2,596	346	44	146	1,524	205	15	904	4,139	11	379	75	15	228	8	9	435
Kidnap/Abduction	207	172	56	4	6	105	29	1	91	240	5	22	3	2	22	-	-	60
Threat. Violence	3,171	3,148	309	28	83	2,060	207	14	818	4,836	5	570	61	18	403	5	-	547
False Cheque	136	138	13	1	15	55	35	-	48	180	-	4	2	3	13	1	-	43
Obtain Money False Pretence	2,683	2,738	358	14	132	1,501	380	5	994	3,608	10	362	29	21	187	1	2	485
Traffic Offence	4,285	4,130	49	10	102	2,815	183	11	1,015	2,023	3	2,002	19	7	127	4	6	617
Rogue & Vagabond	859	2,439	167	44	11	694	17	-	66	784	2	455	4	2	83	-	-	39
Fish/Crocodile	91	126	30	1	-	85	7	-	3	59	-	53	-	-	7	-	-	13
Narcotics	926	1,262	65	35	3	804	104	5	82	1,218	-	302	18	8	165	2	-	20
Fire Arms	66	101	3	1	1	45	9	-	10	79	-	24	-	-	7	-	-	6
Corruption	20	20	7	-	1	1	14	2	8	54	-	3	-	-	-	-	9	5
Causing Fin. Loss	36	40	1	-	-	1	22	-	38	72	-	2	4	4	1	-	10	2
Abuse of Office	48	49	8	-	1	11	14	5	55	83	-	3	2	-	2	-	20	6
Immigration	78	116	18	6	1	65	7	-	10	56	-	31	-	-	11	-	1	8
Trespass	3,007	2,995	404	51	185	1,532	228	26	1,024	4,256	12	450	72	20	293	7	9	663
Environmental	80	125	6	4	3	58	2	-	23	82	-	29	2	-	4	-	-	9
Cross Border	73	83	14	-	-	63	2	-	1	102	-	53	-	-	6	-	-	11
Others	13,892	15,829	2,007	664	435	8,849	1,532	60	3,783	21,863	24	2,769	216	63	1,626	6	17	1,949
TOTAL	68,750	72,173	8,284	3,124	2,266	44,758	17,153	424	18,833	93,682	1,934	13,643	999	422	7,387	87	156	9,585

Source ODPP PROCAMIS

The detailed performance of the ODPP is summarized in the table 31.



DIGP Maj Gen Sabiiti Muzeyi at the launch of the Electronic Express Penalty Scheme

The Sector through the Police launched the Electronic Express Penalty Scheme (EEPS) in which new portable electronic machines and printers replaced the receipt books. The new system will help encourage transparency as well as cracking down on defaulters. So far 1,400 traffic officers were trained in the use of the new system.

Interpol and International Relations Uganda intercepted and seized four tons of fake litres of sachets spirits and 250 cartons of counterfeit cosmetics products worth UGX 500million. This was during operation code-named *FAGIA* which targeted counterfeit and substandard goods in the East African Community (EAC) markets. The products were imported from West Africa. The operation was done jointly with the URA, URSB, Stop counterfeit and various security agencies and was destroyed from Nakasongola.



The Ag Director INTERPOL SCP Oyo Nyeko standing by the impounded goods.

OUTPUT 1.6.4 NEIGHBOURHOOD WATCH PROGRAMMES AND COMMUNITY POLICING ENHANCED

The UPF upgraded the UPF MOBI APP and has expanded it to now include a map that can help a person seeking help to locate a police station or post nearest to him or her. Contacts of officers from different policing units are accessible using this application. The App, when downloaded to an individual's phone can quickly help the nearest police to connect a person in need of help to the patrollers and other response units in the caller's locality for a faster response.

A team has been carefully selected to manage this App, to receive and manage information shared on the App and to connect to response units in case of need. This will reduce response time to incidents, thus minimizing pain and loss. The App will also help to maintain a record of lost and found property such as NID cards. Already, one can access a list of lost and found NID's being kept at different Police stations and records of missing persons reported to Police using the MOBI APP.

Express penalties given to drivers can also be traced using the MOBI APP through a simple process. It is encouraged that everyone downloads the MOBI APP and follow the simple steps to personalize it to one's phone. This will ease access and information sharing with the nearest Police in any area in Uganda. <https://www.upf.go.ug/upf-mobi-app-upgraded/>

The *Mayumba Kumi* model of community policing¹⁶ was rolled in KMP, Wakiso, Masaka and Mbarara resulting into the formation of 15,000 village security groups for easy sharing and reporting of security issues to the police. This has helped to minimise cases of house breakings and theft.

Police in partnership with Rubanda District Development Association distributed 150 life jackets to residents of Lake Bunyonyi and school children of Kyabahinga, Bufuka and Kifuka to provide them with safety while travelling on water. This follows the *Mutima* beach boat incident in which 30 lives were lost and another at Kyanamukaka landing site on Lake Bunyonyi where five lives were lost when a boat capsized all arising from neglect by users on safety methods. In addition, the Sector with improved air capability rescued 18 people who were trapped in three small islands located between Kayunga and Nakasongola districts due to rising water levels caused by heavy rains.



Residents having a safe ride on Lake Bunyonyi



Police evacuating residents of the 3 Island on Lake Kyoga

In addition, the Public - Police partnership in the fight against crime is yielding positive results, as witnessed in Lugazi where the Mehta Group of Companies and Makerere University Walter Reed Project handed over to Police a fully renovated Police Station and a newly constructed Action Centre to police. The Action Centre houses the offices of SGBV and CFPU.



Renovated Buikwe police station



The Action House for SGBV and CFPU



A high way road safety campaign on the Kampala - Jinja High way was conducted together with stakeholders, Uganda National Roads Authority, Vivo Energy and the Local leadership along the high way under the 'tweddeko campaign' The team made stopovers at Mabira, Lugazi taxi park, Najjembe, Nakibizzi, Nile stage, Kitigoma. The campaign targeted the large volume of traffic during the festive season.

¹⁶Under *Mayumba Kumi* community Policing Model, 10 households would form a cluster to foster security in their areas



Community sensitization was undertaken through Neighbourhood Watch and Mayumba Kumi in KMP, Masaka, Lira, Rwenzori.

Community policing week was conducted in Aswa and North Kyoga regions, and attracted over 958 participants including RDCs, DISOs, LC officials, religious leaders, business communities, Uganda Prisons, Women Leaders. The activities were preceded by general cleaning exercises of Gulu central market followed by public meetings. The UPF interacted with officers and local leaders, gave guidance on the execution of their duties and cooperation between community leaders and police. Police officers were urged to teach Local Council authorities on their roles as per the Local Government Act.

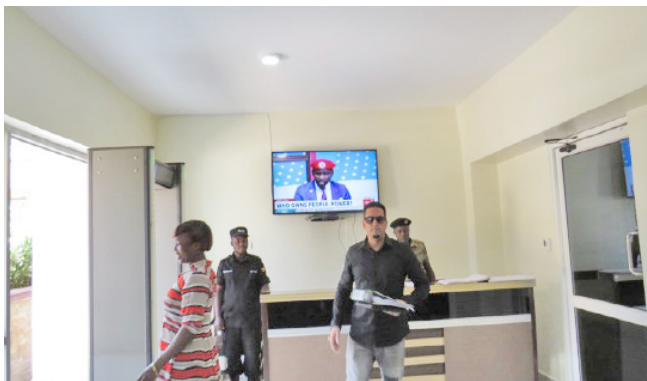
Different Information, Education and Communication (IEC) materials (including stickers, posters, brochures and banners) were designed, printed and distributed to various regions of the country including KMP, Greater Masaka, Ruwenzori, North Kyoga, Aswa, Greater Bushenyi, Kigezi and Rwizi for community sensitization. Community policing sensitization on *Neighborhood Watch* and *Mayumba Kumi* was conducted on various radio stations including Akaboozi, Radio One, Buddu FM, Radio Sapientia, Buladde FM and Metro FM.

STRATEGIC INTERVENTION 1.7: STAKEHOLDERS EMPOWERMENT AND ENHANCED ACCESS TO LEGAL INFORMATION

Table 32 performance indicators

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

OUTPUT 1.7.1 CUSTOMER CARE AND INFORMATION DESKS ESTABLISHED AT JLOS SERVICE POINTS



Customer case desk at UPF head quarters

In an attempt to improve customer care, MoIA constructed a front desk at the headquarters. UPF is reviewing customers messaging for the electronic bill boards to cater for improved customer's information sharing at five pilot stations. JLOS through UPS established customer care desks in a total of 50 districts. The UHRC developed and procured 15,000 copies of the Simplified Complaints Procedures Guide which provides information to complainants on the complaints handling processes of the UHRC.

Table 33 Service points with Client Charters and Customer Desks

Institution	Number of Service Points	Service Point with Customer desks
MoJCA	7	0
UPF (at district level)	140	140
UPS	272	50
LDC	2	2
URSB	7	7
MIA	1	1
ULRC	1	1
UHRC	10	10
DCIC	39	1
ULS	16	16
DGAL	4	0
JSC	1	1
Judiciary	383	99
ODPP	101	72
TAT	4	1
NIRA	117	1
MoGLSD	10	2
Total	1065	403

Source: JLOS publicity committee

The UPF prepared a draft Client Charter awaiting approval by the Police Advisory Committee while that of the JSC is awaiting approval by the Commission.

The Judiciary held the New Law Year opening Ceremony which was attended by 250 participants (85 females and 165 males); the Plea Bargaining conference; Plea Bargaining sensitisation conducted at Masindi and Gulu High Court Circuits and a dispute awareness workshop was held for 25 key actors in Land Justice.

ODPP opened a Twitter handle (@odppuganda) and Facebook account (oddp Uganda). These platforms livestream various informative events thus attracting more viewers, followers and interactions. The followers on twitter and Facebook have increased steadily thus enabling the ODPP to reach the larger public. ODPP also updated the website with fresh and relevant content and managed the ODPP Social media platforms.

TAT also conducted eight court user meetings held in Mbarara, Mbale, Arua and Gulu districts and a meeting with stakeholders at head office to sensitize them on business processes.

In fulfillment of its mandate, UPS enhanced stakeholder engagements both internally and externally. This was intended to improve the image of the Service with the objective of improving service delivery and management of public complaints within at least 24 hours.



DURING CUSTOMER CARE TRAINING OF UGANDA PRISONS JUNIOUR STAFFS IN EASTERN REGION-MBALE

To address the above, 300 staff were trained in customer care and complaints handling. The staff were drawn from six regions with emphasis on key Prison units and those who work in positions that expose them to the public. This strengthened complaint handling mechanism, customer care and human rights observance at station levels.

OUTPUT 1.7.2: PERIODIC SERVICE USER DIALOGUES, OPEN DAYS AND AWARENESS WEEKS CONDUCTED

In order to build awareness of JLOS Services processes and reforms in the administration of justice, the DCCs of Ntungamo, Moyo, Iganga, Kotido, Mbale, Kyenjojo, Nebbi, and Kiryandongo held open days where a total of over 4,000 members of the public directly interacted with the JLOS actors during the events.

In Ntungamo and Mbale, the Principal Judge presided over the open day and emphasized fast-tracking cases of and involving children with the utmost care they deserve, the need for time management, customer care, case disposal and strengthening coordination. In Kyenjojo, the open day was presided by the Commissioner General of Prisons. In Iganga, the Honorable Minister of Justice and Constitutional Affairs was the Chief Guest. This demonstrates the importance of the open days as a means towards improved stakeholder engagement in order to enhance service delivery at all levels. During the open days JLOS institutions received feedback from the public about the different services offered by JLOS in form of questions, recommendations and complaints. This helps in crafting of local solutions to improve JLOS service delivery and build public confidence in the justice system. The events also helped to address the negative public perception about court procedures and processes.

During the open days, the public openly appreciated that they had got acquainted with the various JLOS frontline service processes and procedures like filing of civil cases, processes in criminal trials of children cases and addressing public perception about court and administration of justice generally. They also showed keen interest in issues of children and appreciated the support of JLOS development partners towards the justice for children programme.



Minister of Justice and Constitutional Affairs Maj.Gen. Kahinda Otafiire, addressing the public during the open day at Iganga Chief Magistrates' Court.

The Sector through URSB held barazas in Mbarara Municipality to sensitize the business community, district leaders and religious leaders on the registration services. At the same time, the URSB Call Center and social media platforms have facilitated interaction between the public and the Bureau,

to ease access of information about URSB services to the Clients and to facilitate feedback to Clients by URSB Service Staff.

Table 34 Call Centre Data

	Category	FY 2016/17	FY 2017/18	FY 2018/19;
1	Calls received	7126	21,416	31,480
2	Calls answered	5,478	10,955	13,551
3	Calls answered by Interactive Voice Response	1399	9,939	16,985
4	Calls made out	1,325	4,623	1,764

Source: URSB

The URSB call center is equipped to handle large amounts of customer telephone requests/inquires and during the reporting period, an increment was registered in the volume of calls received and answered. This subsequently led to a reduction in the number of walk-in clients because inquiries are made online (social media and email) or on phone (voice calls and text messages).

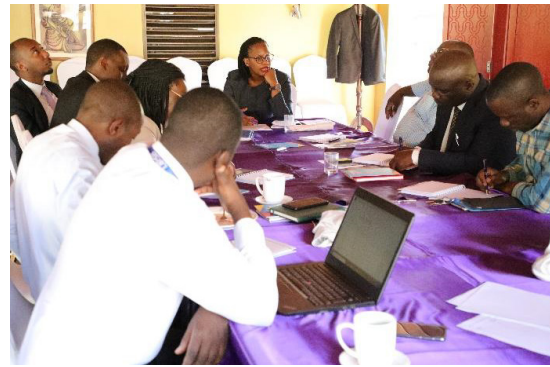


Board Chairperson, Amb. Francis K. Butagira (on the left) addressing religious leaders and on the right are the district leaders and the business community during the baraza

URSB receives customer feedback and makes faster responses to client inquiries through an established toll-free number 0800 100 006 and *WhatsApp* number 0712 448 448. These tools greatly reduce the costs of communication on the clients' side both in terms of time and money. The Customer Call Centre has transformed the image of URSB by offering instant responses to Clients with queries/inquires.

The Bureau held a one-day Intellectual Property (IP) User's workshop to raise awareness among lawyers on the National, Regional and International Legal framework governing IP rights and the different systems available to applicants for registration of IP rights. There were 137 participants (84 females and 54 males), most of whom are principle IP system users.

The Bureau also conducted a Civil User Committee meeting with Town Clerks of Kampala District and sensitized them on their mandate of registering customary marriages and how to register them.



Kampala Town Clerks at the User Committee meeting

The Sector through ULS developed, published and disseminated 2000 copies of reports on the state of the Rule of Law in the country. These reports detailed and discussed select rule of law issues arising in a particular quarter, and recommendations made to respective government authorities and stakeholders. In addition, the Sector through ULS commemorated the Rule of Law week under the theme “Youth participation in good governance, law and democracy ULS also organized a bar –bench forum to identify and address access to justice barriers. The bar bench forum focused on land matters, evictions, registration and handling.



Hon. Chief Justice, Bart Katureebe during the commemoration of international Human rights day

The Sector through Judiciary convened the Court User Committee to devise ways of reducing backlog. The Committee is discussing the matter with other players like World Bank and the Land Sector to find ways of how fast to dispose of Land Matters in order not to affect infrastructure development

Through NIRA, the Sector **organized** a Diaspora Week activities to avail opportunity to Ugandans living in abroad to understand the registration processes for the NID Cards and NIRA’s mandate. In addition, a community sensitization and awareness campaigns were held in four districts of Kabarole, Kome Islands Mukono, Katakwi and Kitgum on NIRA activities.



UHRC Gulu RHRO, OHCHR Head of Office Gulu & Deputy RDC Gulu leading the march to Kaunda grounds for the commemoration of the International Human Rights day

The UHRC commemorated the International Human Rights Day which was built on the Global theme “Stand-Up 4 Rights”. The Chief Justice of Uganda Hon. Bart Katureebe was the Chief Guest. At the same function, the Human Rights Museum/Gallery was launched and the winners of the Human Rights Drawing and Essay competitions were recognized and given awards.



Dignitaries pose for a group photo at the national dialogue in commemoration of the constitution day

UHRC also held a national dialogue to commemorate the 14th year of the promulgation of the Constitution of the Republic of Uganda. The dialogue was under the theme “*Sovereignty of the People; Rights, Duties and Responsibilities of Stakeholders*” and attracted a total of 123 participants (37 females and 86 males) from several institutions. The participants included HRDs rights defenders, academia, religious leaders, political party representatives, the media and public. The function was preceded with a procession under the theme: **Upholding the rule of law Constitutionalism and human rights a responsibility for all.**

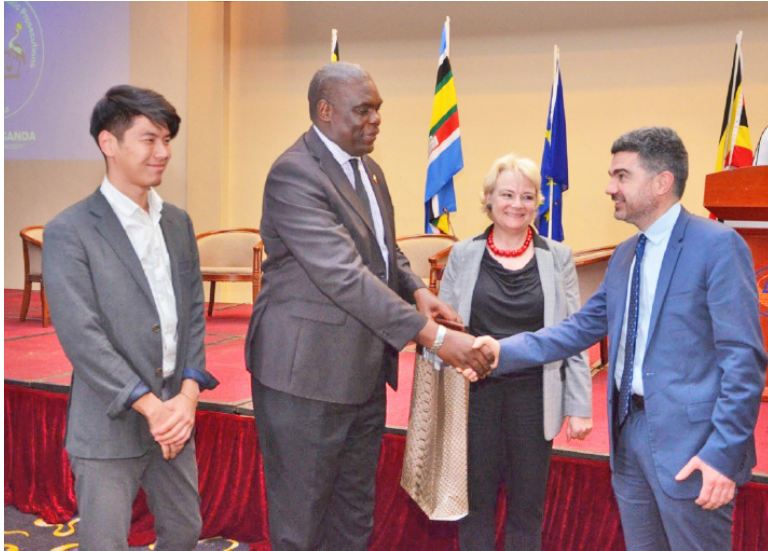


Participants taking part in the Constitution Day 2018 Procession in Kampala

OUTPUT 1.7.3 CIVIC EDUCATION ON MAINTENANCE OF LAW AND ORDER AND ADMINISTRATION OF JUSTICE CONDUCTED

The Sector through JSC procured a public address system, generator, projector, video camera and voice recorders to support the function of educating the public on law and administration of justice. In a bid to enhance the efficiency and effectiveness in delivery of information on law and administration of justice to the entire country. A feasibility report for the procurement of the radio station was presented to the JLOS Technical Committee and it was adopted with amendments. The radio is to be adopted as a communication strategy for the. This will further empower the public to appreciate and demand the services that are due to them. In addition, JSC produced IEC materials on different laws and administration of justice in areas of sexual offenses, land dispute resolution, succession law, domestic violence, and children’s rights and two Commission staff were trained in citizen’s engagement and strategic communication to enhance their skills of conducting public legal education.

- i) Radio jingles were aired on various radio stations in the districts of Zombo, Oyam, Pakwach, Arua, Nebbi, Moyo, Adjumani, Koboko, Kampala, Mbarara, Kabale, Kisoro, Mbale, Soroti, Lira, Gulu, Nakapiripirit and Moroto on the mandate of JSC, police bond and court bail.



The DPP with the Key Note Speaker, Nicolas Guillou.

The Sector through ODPP conducted five radio talk-shows and two TV talk shows to raise public awareness about the Special Criminal Sessions in the districts of Iganga, Mbale, Soroti, Bushenyi and educated the public on the Witness Protection Bill, discussed the fight against corruption and the role of the ODPP in this.

ODPP held the 4th Annual Joan Kagezi memorial lecture under the theme “COURTS NOT GUNS: Combating terrorism through the Law”. In conjunction with the European Union and the Wayamo Foundation. The event was attended by approximately 400 people including DPPs from Kenya,

Belize, Scotland, Tasmania, Australia, England and Wales and judicial Officers, Academia, Law Schools, members of the ULS and ODPP staff.

In an effort to fight and end crimes in schools, the Community policing department in partnership with Youth Integrated Development (YIDO) conducted a campaigns dubbed, ‘Schools against Crimes’ (SAC) in which students are discouraged from activities that are harmful such as drug abuse, alcoholism, escaping from school, coupling, and strikes among others and were advised to be disciplined, mindful, and conscious about their personal security. The students on the other hand showcased different educative plays and drama that depict the disadvantages of illegal activities and crimes in schools



Community policing officers with students of Kitetikka High School in Gayaza.

OUTPUT 1.7.4 LAWS SIMPLIFIED

The Sector through ULRC simplified the Mortgage Act, 2009, Land Act, 2010 Insolvency Act, 2011 to promote and facilitate a better understanding of laws. In addition, ULS undertook the simplification of the Anti-Corruption Act and translation of the same is ongoing. TAT is also in the process of simplifying the Tax Appeals Tribunal Act and has held one court user meeting in Mbarara as part of the process. LDC has finalized the development of simplified guides on family law, land law, children laws. The simplified laws are distributed to the public during community sensitization and user awareness programmes on the administration of justice.

STRATEGIC INTERVENTION 1.8: PROMOTE GENDER EQUALITY AND EQUITABLE ACCESS TO JUSTICE

Gender equality and equity is integral to access to justice and as such the Sector is investing in its realisation. This was depicted in the recent EOC Report that ranked the JLOS Sector 3rd out of the 16 Sectors. The Sector rating in the gender and equity budgeting improved to 70% from 64% the previous FY. The Sector continues to make deliberate efforts to address gender and access to justice with particular focus on affirmative action to address the steeper barriers women face in accessing justice, countering the underrepresentation of women within the workforce in JLOS institutions and addressing the rise in crimes that specifically target women and girls. The use of scientific evidence in SGBV cases is beginning to yield with a conviction rate of 57.1% as shown in table 36. Also the proportion of sector institutions with a functional gender desks is at 66%. This is because not all sector institutions are votes. This is attributed to lack of a victim/witness support system,



Addressing refugee Justice needs in Kyangwali refugee settlement

delays in hearing of cases and failure to trace witnesses due to the long passage of time between filling and hearing of cases. In order comprehensively address the issues of gender equity and equality, Gender Strategy has been developed and adopted by the sector. Its implementation will start in FY 2020/2021. The strategy will enable the functioning of gender desks across Sector institutions. An action plan to implement the strategy is being developed in partnership with UNWomen.

Table 35 Gender and access performance indicators

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

OUTPUT 1.8.1 A COMMON FRAMEWORK FOR GENDER MAINSTREAMING IN THE SECTOR IMPLEMENTED

Gender mainstreaming is an affirmative step towards an engendered realisation of justice. The Gender Strategy to enable the functioning of gender desks across Sector institutions and the Strategic Plan for Statistics (SPS) to strengthen data collection on GBV in the Sector institutions were developed with technical assistance and support from UBOS and UNWOMEN. The sector Gender strategy was considered and approved by the Sector Steering Committee.

Other interventions included research that will inform subsequent action, in house institutional arrangements to handle SGBV as well as targeted programmes for beneficiaries. In this regard research was undertaken by LDC to assess the gender justice needs in the justice chain, the UPS, gender desk created awareness and handled SGBV issues among staff and rehabilitates sex offenders.



Training and sensitisation campaigns on SGBV in Kampala Extra Region and Central regions

OUTPUT 1.8.2 CAPACITY OF SECTOR INSTITUTIONS TO MAINSTREAM GENDER ENHANCED

With continuous capacity building and gender mainstreaming efforts, the sector institutions are now increasingly becoming gender responsive. In the recent EOC Report JLOS score in gender and equity budgeting improved to 70% from 64% the previous FY as shown in table 36.

Table 36 Score of JLOS Institutions in gender mainstreaming and budgeting.

Vote	Vote Name	FY 2016/17	FY 2017/18	2018/19
7	MoJCA	57%	80%	67%
9	MoIA		75%	69.3%
18	MoGLSD		88%	93%
101	Judiciary		52%	78.8%
105	ULRC	67%	57%	54%
106	UHRC	51%	73%	63.5%
119	URSB	43%	62%	37.2%
120	DCIC		57%	57.7%
133	ODPP		64%	75%
144	UPF	61%	57%	65.3%
145	UPS		64%	72%
148	JSC		50%	45.7%
305	DGAL		57%	60.5%
	Sector Average	56%	64%	70%

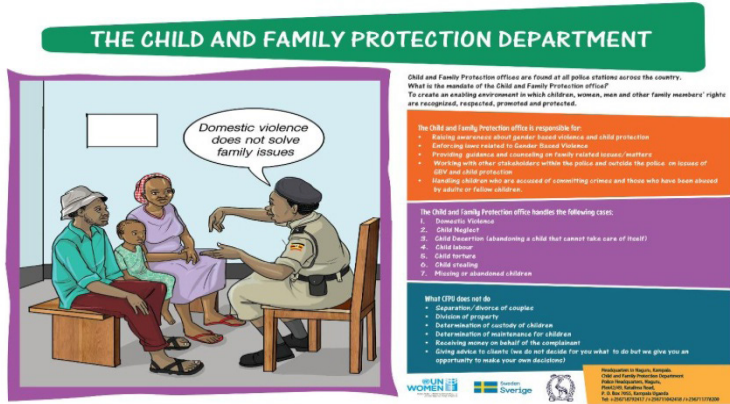
Source: EOC report on budget 2019

The above score card was possible as a result of deliberate gender mainstreaming in legislative enactments and reforms, service delivery processes and infrastructure development. Gendered activities in the reporting period include; a training of five immigration officers on Gender and Sexually Based Violence (GSBV) by the MoIA in a bid to improve gender equality and equitable access to justice in service delivery.

UN Women and UNICEF supported UPF to develop Standard Operating Procedures (SOP) for management of GBV and Violence against children (VAC) cases. UN Women supported the Judicial Training Institute (JTI) to develop a Gender Based Violence training manual for judicial officers. These documents will be launched during the 16 days of Activism against Gender Based Violence scheduled for 25th November 2019 – 10th December 2019.

UPF undertook advocacy by during the 16 days of activism under the theme, “Promoting gender equality at workplace in the Uganda Police Force”.

Such initiatives build public confidence especially at a time where the UPF is grappling with violent crime directed towards women. Relatedly, the UPF launched both the Gender Strategy and Action Plan to enhance prevention, response, and contribute to the efforts of eliminating Violence against Women and Girls. .



In addition, UPF reviewed a couple of legal instruments and guides to address gender and equity. These include; the Diversion Guidelines, the compendium of laws on GBV and child related cases especially the Domestic violence Act, amended Penal Code Act cap 120, children’s Act and Female Genital Mutilation Act.

OUTPUT 1.8.3 COLLECTION, ANALYSIS, OF GENDER DISAGGREGATED DATA STRENGTHENED

Sector institutions have put in place various measures to realise the collection of engendered disaggregated data. These range from development of Policy, tools, guidelines, field visits and tailored trainings.

In line with Gender and Equity Strategy, the Judiciary conducted quarterly field visits in all High Court Circuits, Chief Magistrate Courts at the High Court Circuits as well as other selected Chief Magistrate Courts to collect gender disaggregated data. As such the team established gaps in the access to Justice for Women with only 32% of registered cases filed by women across the Financial Year 2018/19 despite women contributing approximately 50.27% of Uganda’s population according to the World Bank collection of development indicators, compiled from officially recognized sources in the year in 2016. The team further established that disparities in line with gender also exist in the time taken to dispose of cases. With cases filed by women taking an average of 169 days longer to be disposed of as compared to those filed by men. The sector gender taskforce is to review the findings and make recommendations for adoption by the sector to address the emerging challenges.

LDC initiated the process of developing of a gender policy and training of staff on collection and analysis of gender disaggregated data. Similarly, the MoIA has developed gender disaggregated data collection tools.



Mrs. Margaret Kakande from the Ministry of Finance, taking LDC Staff through Gender Analysis and Data Collection

Equipment with tools for data collection is essential in the analysis. Accordingly, the MoGLSD, procured Computers for all the Remand Homes such as Naguru, Mbale, Fort Portal, Kabale, Arua, Gulu and Ihungu (Masindi), the Reception Centre and Kampiringisa NRC.

Wifi was connected to the homes and the computers have improved on data management. The Probation Officers and Assistant Probation Officers in Charge of the Remand Homes were trained on data management.

The LDC Legal Aid Clinic (LAC) conducted training on gender and equity for LDC staff. Fifty participants were trained (33 females and 27 males). Participants were taken through the introduction on gender and equity, empowerment and gender mainstreaming during planning and budget processing.

OUTPUT 1.8.4 JUSTICE NEEDS OF VULNERABLE GROUPS INCLUDING REFUGEES ADDRESSED

Vulnerability is an impediment to access to justice. The Sector is therefore supporting access for SGBV cases among vulnerable groups like the internally displaced persons (IDPs), refugees, persons with disabilities and children. Among the interventions implemented this FY are, Special Court Sessions, awareness raising and capacity enhancement, law revision and reform and infrastructure customisation for persons with disabilities.

In partnership with United Nations' Population Fund (UNFPA), the Judiciary piloted special SGBV sessions to fast track disposal of SGBV cases in 14 courts. This resulted into the disposal of 788 cases against the target of 650 cases in just one month from 12th November to 15th December 2018. The objective of the pilot was met with unprecedented success leading to the disposal of over 788 cases against the target of 650 cases.



Photo: The Principal Judge, Dr. Yorokamu Bamwine, and other dignitaries during the opening of the special session for SGBV cases in Mbarara.

The sessions were targeted at improving the experience of survivors/victims of SGBV as they interface with the criminal justice system through emphasis on victim-centred and gender-sensitive approach; promotion of a co-ordinated and integrated approach among the role-players in the chain of justice; and strengthening of the investigation, prosecution and adjudication functions in the management of sexual offences. The Special sessions successfully contributed to the disposal of pending cases thereby reducing the number of pending SGBV cases in

the project areas. The identification and sharing of best practices in dealing with SGBV cases, training of over 200 justice sector actors and civil society actors on the management of SGBV cases, equipping actors with the requisite knowledge, information, skills and expertise to handle expeditiously cases of GBV. Some of the best practices identified during the project highlighted the need for the development, adoption and implementation of criminal procedures for the prosecution of persons accused of crimes of sexual violence which are sensitive to the emotional state of the victims and survivors of such crimes. The SGBV sessions highlighted the need for the development, adoption and implementation of criminal procedures for the prosecution of persons accused of crimes of sexual violence which are sensitive to the emotional state of the victims and survivors of such crimes. Under the ongoing follow-up project, a consultant funded by UNFPA is undertaking a study to inform the establishment of special SGBV courts /procedure.

With regards to capacity building; the MoIA trained a total of 164 (108 Males, 56 Females) refugee leaders on Community Service in three Refugee settlement camps; Kyaka II in Kyegegwa, Kyangwali in Hoima and Nakivale in Isingiro districts. During these trainings, it was revealed that most disputes are resolved through reconciliation especially the minor ones. Reconciliation is highly promoted as a way of minimizing conflicts among the people in the settlement and this made Community Service highly appreciated by the participants.

The ULRC has undertaken preliminary consultations within Kampala district to review the Refugees Act, 2006. This has been done to align refugee operations in the country to international and regional practices. Relatedly, ULS trained 125 staff to enhance their capacity to respond to refugee issues and fast track interventions for Refugees. The training covered aspects human rights and The Refugee Act and ADR.



ULS staff take a group photo at Essella country Hotel after the training

With regards to awareness raising, ULS simplified and printed 1,0240 IEC materials on refugee's rights and obligations, succession, domestic violence, criminal justice system. Sensitizations of refugees and host communities were conducted in Kisoro - Bunagana, Arua, Yumbe, Kiryandongo and Palabek - Lamwo. The sensitizations also covered legal and human rights and obligation, refugee laws, dispute resolution and the

operation of Uganda's court and criminal justice systems, children rights, and GBV. A total of 467 refugees (208 female 259 male)were reached during the sensitizations.



On the left The ULS Legal Officer Gulu displays IEC materials on the court system during the Refugee sensitisation in Palabek, and on the right: Section of the Refugees pose with the LAP ULS training team after the sensitisation.

With regards to prosecution; the ODPP has handled fraud and corruption cases in the Refugee operations in Uganda with focus on the distribution of food, SGBV, human trafficking offences and allocation of land in the refugee settlement. These cases attracted a conviction rate of 56% and case dismissal of 24%.

With regards to vulnerable children, NIRA conducted awareness in anticipation to the issuance of a target 150,000 birth certificates to refugee children below five years of age in refugee settlements of; Palorinya - Kiryandongo, Imvepi -Arua, Bidi Bidi - Yumbe, Palabek - Lamwo Kyangwali – Hoima, Omugo – Arua and Nakivaale Insingiro.

Table 37 Performance from the SGBV Pilot Sessions

Session in:	Conviction	Dismissed	Reconciled	Acquittals	Adjourn	Nolles	Abated
Kampala	22	1	0	0	7	21	2
Masaka	34	3	0	0	13	0	1
Bushenyi	30	0	1	3	4	6	0
Mbale	24	20	0	3		11	
Gulu	15	21	0	3	10	1	1
Mukono	27	1	0	1	2	14	2
Moroto	18	17	0		7	6	1
Soroti	28	11	0	3	4	6	1
Iganga	28	21	0	0	1		0
Nabweru	10	11	8	0	10	0	1
Kapchorwa	43	7	5	0	0	0	0
Lira	9	25	2	1			
Sironko	29	32	0	0	0	0	0
Total	317	170	16	14	58	65	9

Source: JLOS SGBV report 2019

In line with human rights monitoring; the influx of refugees in the districts of Arua, Koboko, Yumbe, Moyo, Adjumani, Kiryadongo, Lamwo, Isingiro, Kabarole, Kyegegwa and Kisoro seeking for asylum and protection due to the increasing security threat in their home countries, UHRC monitored the rights of refugees with a view of assessing the general human rights situation of the refugees, conditions, the quality of services offered and specifically ascertaining their relationship with the host communities as well as making recommendations to parliament.

Overall, there were a number of challenges were identified that hinder effective dispensation of Justice including cultural diversity, ignorance of the laws of the land, inadequate police manpower, Police knowledge gap on refugee issues, Police infrastructure, transport, and limited access to Court. The most prevalent crimes include; defilement, rape, GBV, early marriages, domestic violence, assaults, and theft.

STRATEGIC INTERVENTION 1.9: STRENGTHEN TRANSITIONAL JUSTICE AND INFORMAL JUSTICE PROCESSES

The JLOS Transitional Justice (TJ) programme has successfully evolved from the development of a legal framework to the implementation of initiatives to enhance access to justice in TJ. In the Sector development period institutions are being supported to implement specific TJ interventions that cut across legislative development, law reform, prosecution led investigations, adjudication, rehabilitation of combatants and interfacing with non-traditional Ministries, Departments and Agencies (MDAs) outside the Sector to contribute to the implementation of TJ initiatives.

Table 38 Transitional Justice and Informal Justice performance indicators

Performance indicators	Baseline 2016	Performance 2017/18	Performance 2018/19	Target 2021
Clearance rate of cases in post conflict 85% areas	85%	95.8%	91%	98%
% of LCC I & II legally constituted	0	100%	100%	90%
TJ Policy approved	Draft	In cabinet	Approved	Approved

The NTJP was approved by Cabinet on the 17th June 2019, making it an official Public Document. The Policy is an overarching framework of the Government of Uganda (GoU); designed to address

justice, accountability and reconciliation needs of post conflict Uganda. The Policy proposes the use of a combination formal and informal (alternative) justice mechanisms.

This is a major milestone for Uganda through the Sector; Uganda is the first Country in the Continent to develop a comprehensive framework to implement TJ and is timely after the African Union (AU) adopted the African Union Transitional Justice Policy (AUTJP) for the Continent.

While LCC I and II were fully re-established and are being strengthened. The Sector undertook affirmative action to address case clearance in post conflict areas and as result a 91% clearance rate was registered which was above the national average of 90%. It is no wonder that stations such as Arua, Gulu and Moroto are now criminal case backlog free.

OUTPUT 1.9.1 LCCS I AND II ESTABLISHED AND STRENGTHENED

Although the Local Court Courts are an institutionalised mean for accessing justice, it has often times been associated with informal justice due to its popularity with the largely informal sector (the rural communities). Hence its attribution in this reporting period.

In the reporting period, the most remarkable achievement under this output was the election of LC I and II that have both an executive and judicial function. It is expected to slow down the influx of petty case in the formal courts.

As part of the effort to build the capacity of Local Council Courts (LCCs), the Sector trained 30 Local council court desk officers from 30 local governments, five Municipalities¹⁷ in and 27 alternate officers from the same local governments.

The MoLG also trained 186 (LCC III members on ADR in three districts including Manafwa, Kapchorwa and Jinja covering 31 LCCs. In addition, MoLG initiated the process of procuring hand books for LCI and II on court processes to guide court members deliver justice fairly.



Training of LCC 111 members on ADR in Manafwa District

The MoLG was able to conduct Barraza's in seven districts of Buyende, Tororo, Ibanda, Kyenjojo, Namutumba, Mityana and Isingiro sampling out eight villages/cells and two parishes/ wards and so far 700 LCC 1 members engaged.

¹⁷Mbale Municipal Council (MC), Busia MC, Pallisa, Budaka, Moroto, Moroto MC Kotido, Kotido MC Amudat, Manafwa, Bududa, Amuria, Kamuli, Kaliro, Mayuge, Namyingo, Luuka, Kapchorwa MC, Jinja MC, Wakiso Bukomansimbi, Gomba, Kalungu, Kayunga and Buikwe, Municipalities of Kiira, Nabweru, Makindye Sabagabo, Nansana and Nabweru.



LCC desk officer Buyende District conducting a meeting with the LCC 1 members

There are also ongoing is engagements with **13 districts** of Jinja, Kyegegwa, Katakwi, Amuria, Bugiri, Iganga, Pallisa, Kibuku, Ntungamo, Mbarara, Sironko, Kasese, Kabarole with the two **Municipalities** of Kapchorwa and Jinja targeting eight villages/cells and two parishes/wards from each district with the expected outcome of 1,600 LCC members engaged. Relatedly, the MoLG is to engage more LCC 1 members in the eight Districts of Bundibugyo, Kayunga, Bunyangabo, Mbale, Kyankwanzi, Mayuge and Kaberamaido with the municipality of Soroti targeting 96 villages and 24 parishes with expected participation of 1,200 LCC members. ADR is a pre-requisite in contemporary dispute

resolution and as such it is prudent that the public and the LCCs appreciate it. This was conducted through [popular mass media) radio talk shows in Gulu district

Human Rights Documentation Project (HRDPs).

The UHRC completed field consultations on the HRDP that was aimed at facilitating the transitional justice programme. . In period under review the Commission collected data on armed conflicts in the entire country under the HRDP. The data was analyzed and the draft mapping report prepared. Further still, the UHRC organized regional validation meetings for the Draft Conflict Mapping Report in Arua, Fortportal, Gulu, Soroti and Moroto regional offices.

As a result of the validation meetings, the Commission received more information from the victims, perpetrators and community members affected by conflicts. The additional information received is being analyzed and will included in the final draft mapping report which will be presented to the JLOS advisory committee.

OUTPUT 1.9.2 TRANSITIONAL JUSTICE MECHANISMS STRENGTHENED

The NTJP was approved by Cabinet this FY which marks a major milestone in the Sector. The Sector acknowledges the MoIA and the MoJCA that ably co – sponsored the Policy before Cabinet. The development and approval of the NTJP is an affirmation of Government of Uganda’s commitment to peace, justice and reconciliation, It reflects the core objectives of the GoU of ending impunity and promoting justice and reconciliation as a necessary precursor to sustainable development. The TJ programme was first institutionalised at the Sector in 2008 when Cabinet directed the implementation of the Agreements resulting from peace negotiations between the Government of Uganda and rebel forces (the Lord’s Resistance Army [LRA]) in Juba. These peace negations gave the momentum for the development of a legal framework for Government of Uganda to implement Transitional Justice.

This Policy is an overarching framework that will address justice, accountability and reconciliation needs of post conflict situations. It will create a holistic intervention to achieving lasting peace and stability with the following expected outcomes; sustainable peace, reconciliation and nation building, enhanced victim participation and witness’s protection, formalization of Traditional Justice Mechanisms, socio-economic empowerment of war victims and communities, rehabilitation and reintegration of affected persons enhanced, and gaps in the Amnesty process addressed.



Rwot Onen David Acana II giving closing remarks at the Workshop

The Policy takes into account the unanimity of common values, principles and standards of the Sector for example; accountability, transparency, Victim participation, vulnerability, gender equality and the best interests of the Child among others

The NTJP has also given the Sector a continental boost in access to transitional justice.

Since its approval, the Sector has developed a road map to its implementation that includes mass dissemination of the Policy, stakeholder engagement, drafting of the Transitional Justice Law, and inter - sectoral implementation strategies. The TJ taskforce is now developing an

implementation plan for the policy including fast tracking the TJ legislation.

In line with the SDP IV, the Sector built capacity of the formal and informal justice institutions to implement transitional justice. In this regard, the Acholi Cultural Institution was oriented on the principles of the NTJP, the Traditional Leaders and Cultural Institutions Act 6 of 2005, and human rights based mediation and negotiation skills. The two days' workshop in Gulu District was attended by all the 52 Cultural chiefs of Acholi and graced with the presence of the Paramount Chief.

Among the issues raised was the need for the guidelines for the complementary implementation of informal justice alongside the formal criminal justice mechanisms which is key for the TJ process.

The Sector involvement of Key Stakeholders outside the traditional JLOS ambit is a key game changer for the Sector that is expected to positively improve access to justice. An immediate action point for the Sector, however, is to engage in formation of guidelines and constant dialogue with the stakeholders to ensure compliance with the acceptable justice standards.

Regarding criminal accountability for armed conflict related crimes, the trial of former LRA Commander Thomas Kwoyelo started. Outreach programmes to prepare witnesses and trace witnesses for the case were conducted by all parties to the case, including the victims and defense lawyers/counsel for the Kwoyelo case. Pre-trial proceedings/hearing of Jamil Mukulu (former Head of the Allied Democratic Forces (ADF) and his accomplices were also concluded.



Acholi Traditional Chiefs at the closure of the Workshop

In efforts to enhance capacity, the ODPP in partnership with Justice Rapid Response, Geneva (JRR), and with funding from the British Council, conducted a training programme to strengthen prosecutorial skills in handling International Crimes and War-related GBV offences. In addition, ODPP in conjunction with a team of five JRR experts from Kenya, Britain, Australia, Canada and Ecuador had a successful joint field trip to Gulu to assist in handling war related cases in Uganda.

The UPF War Crimes Investigations Unit, continues to support investigations for

crimes committed during the different conflicts. In the reporting period, investigations into 10 cases in Amuru and Gulu was done. The Unit also mobilized witnesses for trial of Kwoyelo in Gulu. However, UPF needs to more resources (financial, capacity and equipment) to effectively carryout investigation of war crime in partnership with sister institutions

As part of the Sector pacification and reintegration efforts, in the the reporting period, the MIA through the Amnesty Commission demobilized of 164 reporters (53 females and 111 males) from ADF (38) and 126 from LRA. Most of the reporters demobilized were from the DRC. The Commission also made contact with ADF rebels in a bid to convince them to abandon insurgency activities and embrace amnesty as a way of promoting peace and contributing to the economic development of the country. All the demobilized reporters were documented and provided with Amnesty certificates.

The Amnesty Commission also conducted 11 awareness campaigns on the Amnesty Law and process in three prisons of Masindi, Mubende and Mityana; five in- Mayuge, Namayingo, Bugiri and Kalangala, Kagadi; three in West Nile - Midia Sub County, Koboko district. These campaigns are important in as far as they encourage the reporters/ex rebels to surrender to Government and without fear of persecution while also emphasizing the importance of peace and peaceful coexistence between the reporters and communities which host them.

The Commission also provided 338 reporters with reinsertion support that included 06 from DRC, 40 Kiryandongo, 112 from Gulu, 29 Kasese, 126 Kitgum and 25 from Central. Fifteen reporters were reunited with their families (01 female taken back to Buyembe in Bulambuli District 05 male to Pader, 01 male to Nagogye in Kayunga District, 03 male to Gulu and 03 Male to Kasese, 01 in Mbale and 01 in Kapchorwa).The support provided included cash packages, mattress, saucepans, seedlings, cups and plates as a way of providing them with a startup support.

The Sector through the Amnesty Commission provided counseling services to 119 severely traumatized reporters. Also 178 youth in Diima, Karuma, Bweyale, Kyazanga, Masaka, Midia Koboko, resettled and linked to other opportunities such as Operation Wealth Creation.

The Commission also trained and reintegrated 3,157 reporters and victims. The training involved various life skills including environmental management, tree planting and agriculture. The trained beneficiaries were from the districts of Gulu, Kitgum, Arua, Pakwach, Koboko, Maracha, Kasese, Ntoroko, Mbale, Bugiri, Koboko. The Commission carried out 08 dialogue and reconciliation meetings in Kayunga, Kyazanga, Kasese, Kapchorwa, Ntoroko, Bundibugyo, Gulu, Kitgum to reconcile reporters and communities of return. 60 % Land issues between reporters and communities were resolved. In addition, Commission carried out 14 follow up visits to communities Kitgum and Gulu. In a bid to enhance service delivery, the Ministry commissioned and evaluation study on the impact of reporters' reintegration programmes.

Similarly, the Sector conducted a pilot study on birth registration of children born by abducted mothers during the Lord's Resistance Army insurgency as an innovative approach to addressing immediate needs of persons affected by armed conflict even before the enactment of a TJ Law. NIRA has been engaged to lead this process and strategies have been put in place to realise this initiative.

To enhance capacity for service delivery, Sector retooled Amnesty Commission with two laptops, two desktops and one scanner to enhance the demobilization activities; as well as commenced the procurement process for a double cabin pick up to boost monitoring of resettlement and reintegration activities.

In this reporting period, the sector has witnessed the integration of institutional activities especially those of the Ministry of Internal Affairs, as a strategy for implementation of the TJ, considering that the reporting departments have activities directly linked to the principles of the proposed NTJP. This is another game changer for the Sector where institutions are prepared to implement legislation even before enactment as a strategy fast track service delivery.

The ODPP held outreach programmes to prepare witnesses for the Kwoyelo and Mukulu cases in northern Uganda and Western Uganda respectively. As a result of this there is an increased awareness of the public and appreciation of the nature of the offences/cases. Some witnesses are now willing to participate in the proceedings.

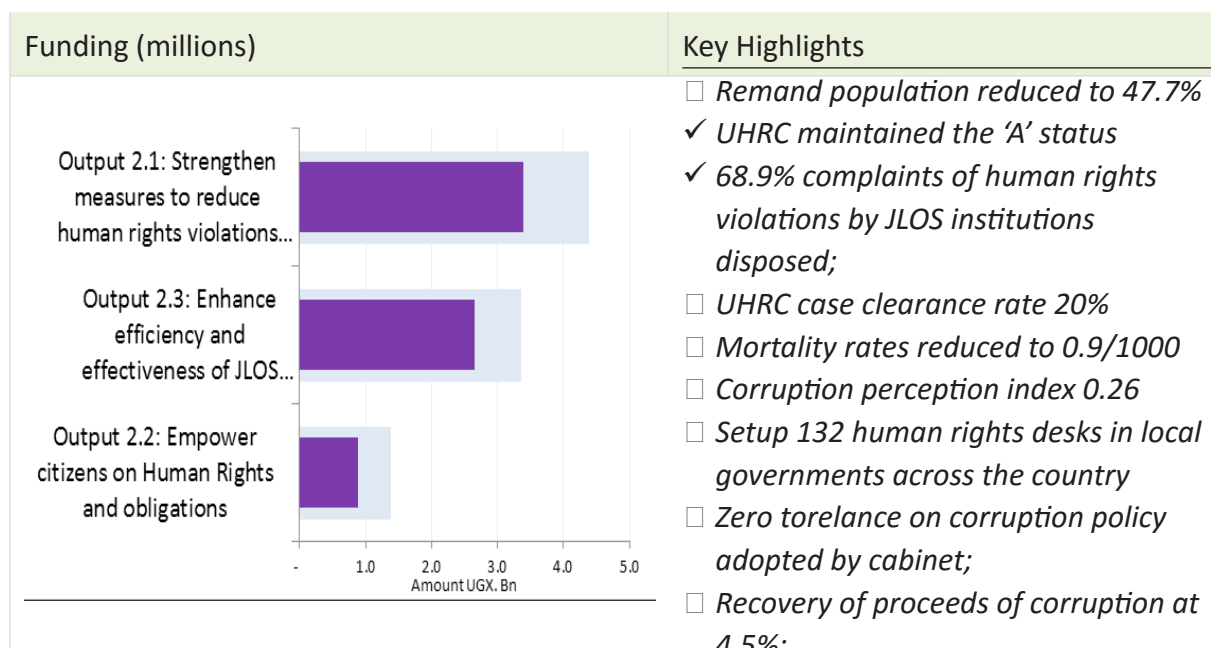


The outreach team meeting Kabarole district Local government leaders

At an international level, the ODPP made and received requests for Mutual Legal Assistance (MLA) in cross border crimes involving 13 Countries: South Africa, Tanzania, Sweden, the UN International Residual Mechanism for Criminal Tribunals, Ethiopia, Poland, Belgium, India, National Crime Agency of the UK, Turkey, Germany, Botswana, China and Canada. This performance translates into 75 % of the registered MLA requests processed against the annual target of 65%. This is a great improvement from the recorded performance of 59% realised in FY2017/18. This improvement is attributed to the commitment of the ODPP to handle MLA matters on the basis of reciprocity, Comity and International Conventions as well as other similar regional arrangements despite the absence of a specific law on Mutual Legal Assistance. There is need to expeditiously enact this law. The ODPP further processed extradition requests involving South Sudan, Burundi and Turkey. Overall, ODPP processed 77% of the registered extradition requests, up from the target of 65%, an improvement from 53% achieved in the FY 2017/18. These efforts enabled the adoption of several good practices and contributed to enhancing institutional case management as well as international cooperation in criminal matters. However, it should be noted that for cooperation in MLA and extradition to occur, it is important that States have cordial relations. A breakdown in relations negatively impacts on MLA and extraditions.

OBSERVANCE OF HUMAN RIGHTS AND FIGHT AGAINST CORRUPTION PROMOTED

	Outcome Indicator	Baseline 2016	Performance 2017/18	Target 2018/19	Performance 2018/19	Target 2021
1	Corruption perception index	0.25	0.26	0.27	0.26	0.30
2	Proportion of decisions against JLOS institutions concluded by UHRC	46%	43.9%	38%	68.9%	30%
3	Proportion of remand prisoners	52%	51.4%	46%	47.7%	45%



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

JLOS performance in observance of human rights and the fight against corruption maintains a positive trajectory but not steep enough to meet some of the key performance targets. The



Hon. Medi Kagwa Chairman UHRC after receiving an International A Status accreditation for National Human Rights Institutions

JLOS celebrated UHRC's retention of its 'A' status as an effective national human rights institution, a mark of consistent achievement over the years. Internally, JLOS continues to register positive performance in the observance of human rights and fight against corruption but this is not sufficient to meet set performance targets. As indicated in the table above, improvements were registered in reduced proportion of prison remand population by 3.7% from last year. The anti-corruption performance was equally positive under the macro Transparency International 2019¹⁸ rating but not strong enough to warrant a higher score. Uganda moved from the 151st position to the 149th position among 180 countries.

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

Measures targeting reduction in human rights violations by JLOS institutions are focused structural reforms, capacity building and accountability. The measure of performance is however at three critical levels that focus on performance of the UHRC, proportion of decisions against JLOS institutions, and mortality rate. One of the three indicators was met during the year, and the two were not met partly because of challenges faced by the UHRC. This is illustrated below.

Table 39 JLOS institutions performance against set indicators

Performance Indicators	Baseline FY2016/17	Performance FY2017/18	Performance FY2018/19	Target FY2018/19	Target FY2020/21
Clearance rate by UHRC	21%	49.5%	21.7%	65%	80%
Proportion of decisions against JLOS institutions to total cases concluded by UHRC	46%	43.9%	68.9%	38%	30%
Mortality rate per 1000 inmates held	0.75	1	1.19	6.1	4.5

The Sector relies on the UHRC human rights promotion and protection mandate to enhance the reduction of human rights violation by JLOS institutions. The UHRC tribunal is the principal accountability forum, however as indicated above, its performance declined because of lack of adequate Commissioners for half of the financial year, which rendered it non-functional. On a positive note, two additional Commissioners, Ms. Victoria Rusoke Busingye and Dr. Patricia Okiria, were appointed to the UHRC. The UHRC has now adopted the circuit system to deal with the growing backlog. The use of ADR to be under taken the UHRC secretariat staff is also being explored.

Without the requisite quorum in the first half of the FY 2018/19, the UHRC only concluded 188 complaints through mediation (123 cases) and Tribunal (65 cases) posting a clearance rate of 20%. In addition, 866 (288 F) of the 4,327 (1,679 F) complaints received by UHRC were registered, with rest referred to relevant dispute resolution fora. This led to an increase in the case load, for which the UHRC has set aside resources to fast-track clearance of the overload. The table below illustrates case trends over the past three years.

Table 40 complaint handling by UHRC

	2016/17			2017/18			2018/19		
	M	F	T	M	F	T	M	F	T
Complaints Received	2,709	1,518	4,277	2,223	1,283	3,506	2,648	1,679	4,327
Complaints Registered			1,008	404	152	556	578	288	886

Source: UHRC annual report

¹⁸Transparency International, 2019. *Corruption perceptions index 2018*. Available at < <https://www.transparency.org/country/UGA> > [Accessed 06 March 2019].

Cases registered against JLOS institutions proportionately reduced from 60% in 2017/18 to 49% (435/886 complaints) in 2018/19. The Uganda Police Force (398) and the Uganda Prisons Service (37). It is important to emphasize that these complaints are yet to be tried and determined by the UHRC Tribunal. In the past, many of such complaints have failed to stand the test of culpability and have been dismissed by the Tribunal. The table below illustrates the declining proportionate trends.

Table 41 complaints against JLOS institutions

Respondent	2016/17	2017/18	2018/19	Annual Variance
UPF	580	319	398	+79
UPS	31	14	37	+23
Judiciary	1	0	0	0
Local Government	12	17	-	-
JLOS Total	624(67%)	350(60%)	435(49%)	+102

Source: UHRC annual report

The UHRC resolved a total of 65 cases at tribunal under the period, 36 cases were awarded, 05 were amicably settled and 24 were dismissed or closed for various reasons including want for prosecution, insufficient evidence to support the allegations and failure to disclose the case of action among others.

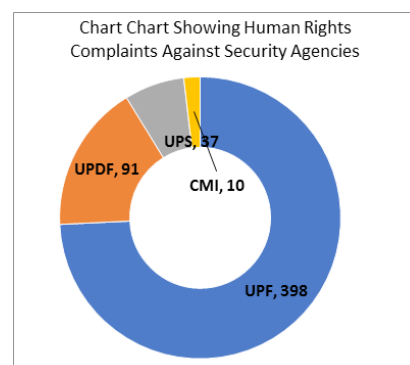
Table 42 Caseload at tribunal

Status of complaints	Number of complaints
Complaints awarded	36
Complaints amicably settled	05
Complaints closed/dismissed	24
Complaints pending allocation	361
Complaints pending hearing	380
Complaints part heard	377
Tribunal caseload as at 30 th June 2019	1118

To stem human rights violations in the sector, there has been enhanced support to further development of human rights frameworks and also staff capacity building with a goal of deepening a human rights conscious culture. For instance, the sector supported the development of a Human Rights Policy and this has been complemented by mainstreaming capacity building through training of police officers in human rights. More structured training is being undertaken by mainly UPF and UPS officers under a JLOS scholarship for nine-month Diploma in Human Rights at the Law Development Centre.

The collective focus is to enhance knowledge of fundamental human rights knowledge by JLOS Officers, and on the other hand the corresponding personal liability that is anticipated under the Prohibition and Prevention of Torture Act, and the recently enacted Human Rights Enforcement Act, 2019 that gives effect to Article 50 of the Uganda Constitution.

However, the sector continues to face human rights compliance challenges in some areas such as the Constitutional 48 hour rule, largely because of structural and resource limitations. These challenges manifest in absence of logistics to transfer suspects from holding cells at police posts, and other cases involve protection of suspects from mon-action, pending presentation before circuit courts. There is also challenge in data tracking and accurate determination of compliance with the 48 hour police stations. The Sector is therefore working to strengthen the inspectorate function in the UPF, automate data systems and

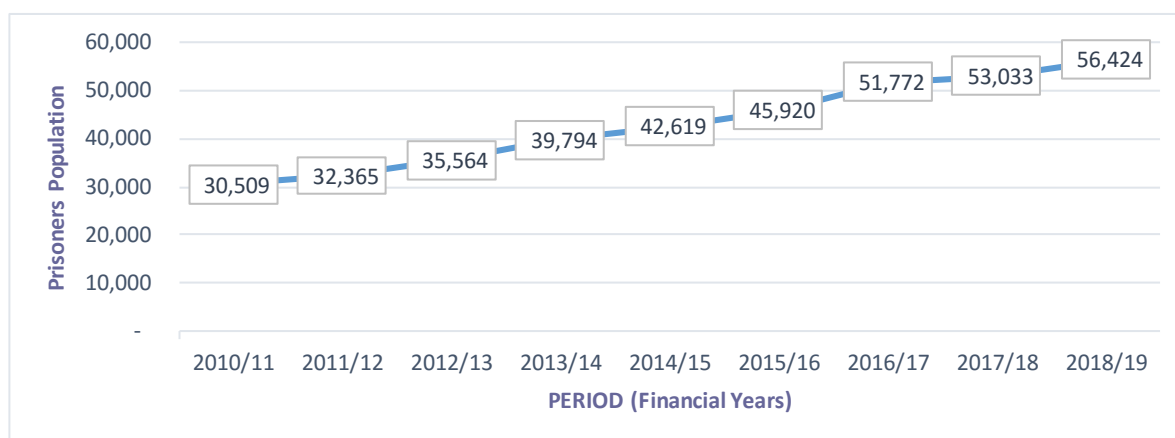


develop the Suspect Profiling System, which will among other things track the progress of suspects through the system at Police.

Despite the improved prison living and health care conditions, the mortality rate among prisoners increased from 1/1,000 to 1.19/1,000. The UPS maintained a daily average of 56,424 inmates with basic necessities of life; meals, clothing, beddings, sanitary items and other necessities. Specifically, all the 2,547 (100%) female inmates are provided with sanitary towels and 230 children staying with their mothers in Prisons are given special nutritional and medical care for their growth and development.

The prison holding capacity remains a challenge and a strain on prison welfare and the living conditions. Prison registered a fast growing population at a rate of 8.0%, over two fold the national population growth rate of 3.0%. The congestion is exacerbated by the very low rate of expansion of the prison holding capacity which increased from 16,280 to 17,304. This is notwithstanding renovation of 7 Prisoners' wards at Soroti prison. The completion of the new maximum security prison at Kitalya and other ongoing constructions/ renovations of prison wards, will be a great relief to the prison congestion problem that has shot up from 318.8% to 342.6%. This population growth rate is illustrated below.

Prison Population Growth Trends over the Years



OUTPUT 2.1.1 FUNCTIONAL JLOS HUMAN RIGHTS STRUCTURES IN ALL SERVICE POINTS

Human rights structures are in place at both national and sub-national levels, established to achieve maximum integration of the Human Rights Based Approach (HRBA) in public service. These include the UPF regional human rights desks, the UPS human rights committees, among others. They are responsible for promoting observance of human rights and ensuring that HRBA and SDGs shape the context of public service. The UHRC provides technical support and resourcing of all the human rights mechanisms.

With support from the EU, the sector undertook a HRBA assessment of the SDPIV. The assessment was considered and approved by the sector steering committee. Among the recommendations adopted were-

- To undertake a capacity needs assessments for HRBA among key focal persons and personnel in JLOS involved in planning, designing, implementing and monitoring programmes. Thereafter, a Capacity building programme should be designed and implemented.
- That monitoring and evaluation baselines, targets and performance data collection should integrate HRBA principles as well as impact assessments
- Build capacity at JLOS Secretariat and MoJCA to monitor domestication of the HRBA
- Prioritise completion of the National Action Plan on Human Rights and informational campaigns as well as advocacy to ensure the successful implementation of the Plan.

In terms of coverage, the UHRC, UPF, and UPS have physical spread around the country at regional, district, and institutional levels. The UHRC has a presence in 10 regional offices with 12 satellite/field offices, the UPF has increased to a 100% presence to all 27 police regions, and the UPS has sustained a 100% establishment and functionality of 253 human rights committees.



Training Human Rights Desk Officers in Lira

The UPF, UHRC and UPS human rights mechanisms conduct human rights promotion activities such as trainings, regular inspections, receive and handle complaints, and serve as Sector focal points for external collaborations. The UPF carried out inspections in 70 detention facilities, and UHRC inspected 913. Findings revealed that there is minimal observation of the 48 hours rule and the continued use of the soil bucket system especially at night among others. These findings inform practice and supervision reforms, and planning for resource allocation.

The Ministry of Local Government with support from JLOS and the UNDP¹⁹ established human rights desks in 132 local governments²⁰ across the country. These have been rolled out together with induction training for key local government leaders with a view to entrench the human rights based approach to governance and development at the local government level. These structures are to receive technical capacity support from the UHRC, and other human rights mechanisms.

Besides the mainstream JLOS human rights frontline mechanisms, Sector institutions have integrated human rights focal units and desks within the service delivery structures. One of the major developments during the reporting period is the establishment of an ODPP Human Rights Unit, managed by a Senior State Attorney. This is part of the structural transformation of JLOS institutions to integrate a human rights based approach to administration of justice. Similarly, MoJCA expanded its Human Rights Desk following a secondment of two additional State Attorneys.

The Human Rights Desk of the Ministry of Justice and Constitutional Affairs supports efforts to ensure compliance with key treaty reporting obligations, oversee the approval and implementation of the NAP, and ensuring that human rights issues are reflected in national legal processes. The Desk and stakeholders under the Inter-Ministerial Committee have developed final draft reports to the African Union Commission on Human and People’s Rights. The state reports in respect to the Convention against Torture, the International Convention on Civil and Political Rights, and for Convention against all Forms of Discrimination against Women (CEDAW) are at semi-final level.

¹⁹Rule of Law and Constitutional Democracy Programme, 2016 -2020.

²⁰Mbale, Namutumba, Iganga Municipality, Iganga District, Jinja, Bulambuli, Manafwa, Bududa, Busia, Butaleja, Bukwo, Tororo, Kween, Bugiri, Buyende, Sironko, Kibuku, Pallisa, Kapchorwa and Namisindwa. Soroti, Serere, Napak, Ngora, Kumi, Katakwi, Bukedea, Kaberamaido, Nakapiripirit, Kaabong, Alebtong, Kole, Agago, Koboko, Apac, Abim, Oyam, Amuria, Gulu and Lira Buvuma, Ibanda, Ntungamo District, Entebbe Municipal Council (MC), Kabarole, Mityana, Bukomansimbi, Kibaale, Mukono, Kiryandongo, Kyenjojo, Masaka, Wakiso, Mpigi, Lugazi MC, Buhweju, Makindye Ssabagabo, Rubirizi, Gomba, Kasese, Kasese MC, Bundibugyo, Ntoroko, Masindi, Buliisa, Bushenyi, Bushenyi-Ishaka, Mbarara, Mbarara MC, Mitooma, Sheema, Isingiro, Rukungiri, Rukungiri MC, Kisoro, Kisoro MC, Kanungu, Rubanda, Kiruhura, Kabale, Kabale MC, Hoima, Hoima MC, Ntungamo MC, Ibanda MC, Sheema MC, Kakumiro, Kamwenge, Kyegegwa, Fortportal MC and Rukiga, Budaka, Butebo, Moroto, Moroto MC, Kotido, Kotido MC, Amudat, Nabilatuk, Kapelebiyong, Kamuli, Kamuli MC, Kaliro, Mayuge, Namayingo, Luuka, Bugweri, Busia MC, Jinja MC, Kapchorwa MC, Bugiri MC, Kumi MC, Mbale MC, Soroti MC, Tororo MC and Njeru MC, Moyo, Adjumani, Arua, Arua MC, Nebbi, Yumbe, Maracha, Pakwach, Kitgum, Kitgum MC, Koboko MC, Gulu MC, Amuru, Lamwo, Paader, Nwoya, Omoro, Amlatar, Dokolo, Otuke, Kwania, Apac MC, Nebbi MC, Lira MC, Kalangala, Kiboga, Luwero, Mubende, Rakai, Kayunga, Buikwe, Kyankwanzi, Nakaseke, Nakasongola, Sembabule, Lyantonde, Lwengo, Kyotera, Butambala, Kalungu, Kira MC, Masaka MC, Mityana MC, Mubende MC and Nansana MC.

These treaty reporting processes are conducted in collaboration with the respective line Ministries with support from JLOS, the European Union, and the UN Office of the High Commissioner for Human Rights in Uganda.

Capacity gaps in state reporting are being address addressed through hands on training facilitated by the UN Office of the High Commissioner for Human Rights in Uganda. In addition, the MoJCA human rights desk in conjunction with the Centre for Human Rights, University of Pretoria- South Africa conducted a 3-day regional state reporting workshop on the African Charter and the Maputo Protocol for Uganda, South Sudan, Kenya and Ethiopia. This not only enhanced peer learning but also increased compliance with human rights international treaty state reporting obligations.

To enhance functionality of human rights Committees in prisons, the sector supported the operational functions of all the 253 Prison stations to improve monitoring, compliance and observance of human rights among staff and inmates. Relatedly, 65 visiting justices were trained drawn from three regions.²¹ This brings the total coverage of the visiting justices appointed and trained to 8 out of 16 Prisons regions. The actions of the visiting justices have greatly reduced human rights violations in areas where they operate.

OUTPUT 2.1.2 UGANDA NATIONAL ACTION PLAN ON HUMAN RIGHTS IMPLEMENTED

The draft Uganda National Action Plan on Human Rights 2018/19 – 2020/21 (NAP) and a Cabinet memo were prepared and await presentation and approval by Cabinet. Pending the procedural and approval processes, the Sector continues to implement most of the activities contained under the NAP that are in consonance with the Constitution of Uganda, 1995. The implementation of the NAP is a guiding framework that is expected to further streamline and deepen human rights implementation without introducing new substantive obligations. The existing human rights mechanisms and institutions such as the UHRC, the UPS Human Rights Committees, the UPF Directorate of Human Rights and Legal Services, institutional human rights desks, among others, are by default front runners in the implementation of the draft NAP. Their scope of implementation of human rights interventions in the broadest sense is aligned to the draft NAP strategic focus that is indicated in the text box below.

STRATEGIC FOCUS OF THE DRAFT NATIONAL ACTION PLAN ON HUMAN RIGHTS

Objective I: To build the capacity of the Government and citizens in the protection and promotion of human rights.

Priority Intervention I: Strengthen the policy, legal and institutional framework for human rights;

Priority Intervention II: Enhance human resource capacity necessary to protect and promote human rights; and

Priority Intervention III: Empower citizens to claim and enjoy their rights

Objective II: To enhance equality and non-discrimination for all before and under the law.

Priority Intervention: Promote equality and non-discrimination.

Objective III: To guarantee the enjoyment of economic, social and cultural rights

Priority Intervention I: Realize economic, social and cultural rights; and

Priority Intervention II: Realize collective rights.

Objective IV: To guarantee the enjoyment of civil and political rights and liberties.

Priority Intervention: Protecting and promoting civil and political rights.

Objective V: To address the human rights needs of special groups and those of victims of conflict and disasters.

Priority Intervention I: Strengthen measures to protect the rights special groups;

Priority Intervention II: Promote and protect the rights of victims of conflict; and

Priority Intervention III: Promote and protect the rights of victims of disasters.

Objective VI: To uphold Uganda's regional and international human rights obligations.

Priority Intervention I: Domesticate Uganda's regional and international obligations; and

Priority Intervention II: Implement recommendations from treaty bodies and special mechanisms.

²¹Mid-Western specifically the districts of; Hoima, Masindi, Buliisa and Kiboga; Mid-Northern from the Districts of; Lira, Otuke, Alebtong, Oyam, Dokolo, Amolatar and Kole and Mid-Eastern Region drawn from the districts of Soroti, Serere, Katakwi, Kumi and Kaberamaido.

During the period, the sector has participated in a multi-stakeholder mid-term review of the implementation of UPR 2 recommendation, reflecting on progress and challenges. The performance was moderate in many areas, especially in regard to human rights enforcement. A final report is anticipated at the beginning of the next financial that will guide improvements in compliance.

In addition to the existing structural mechanisms that are visibly operational at the national and sub-national Government levels, additional frameworks have been adopted by the sector to re-enforce the aspirations of the draft NAP. Human rights institutional frameworks such as the Uganda Police Force Human Rights Policy was adopted, launched and now in force to mainstream human rights within the policing function. Further, the ongoing development of a JLOS draft strategy on integrating rights of PWDs also will guide operational and procedural actions, provide a human rights normative basis, and also serve as a frame of reference for planning and resource allocation.

OUTPUT 2.1.3 EXISTING LEGAL AND POLICY FRAMEWORKS ENFORCED

The principal human rights frameworks stem from the bill of rights under the Constitution of Uganda, thematic statutory enactments such as the Prevention and Prohibition of Torture Act, and strategic frameworks including the SDP IV, the draft NAP, institutional human rights policies, the draft national civil education policy and strategy, among others. The enforcement of these frameworks is pursued through established mechanisms including the UHRC, institutional human rights desks, departments and committees. Enhancing the enforcement of existing policy and legal frameworks is a confluence of hardware and software reforms on the supply side, taking into account HRBA principles. This has involved building substantive and procedural knowledge on the supply side, and maintaining equilibrium of legality through accountability mechanisms.

Staff training and capacity building to enhance legal literacy and awareness are key in fostering enforcement was undertaken. Human resource capacity building took two dimension; internally focusing on the capacity of staff, and externally empowering the public with knowledge on human rights policies, laws and procedures. External public awareness activities in communities, using mass media, and through strategic trainings were implemented by the UHRC, JSC, among others. Internally, thematic trainings have been conducted especially by the UHRC with support from DGF, UNDP, and the UN Office of the High Commissioner for Human Rights in Uganda, targeting key JLOS institutions that include UPF, MoLG, and UPS was emphasised.

Information dissemination both within JLOS institutions and with the public was undertaken to facilitate informed enforcement from a knowledge point of view. JLOS has uploaded all the laws of Uganda online, and also decisions of courts of judicature in collaboration with the Uganda Legal Information Institute²². However, with the limited internet penetration and usage in Uganda, it is apparent that these resources primarily benefit a smaller proportion of law enforcement actors. The lack of adequate printed legal materials from the ULRC – particularly the red and blue volumes of Laws of Uganda has compromised extent of dissemination and availability of legal reference materials.

In addition, JLOS developed guiding frameworks to enhance procedural awareness and facilitate legality in enforcement. Some of the key developments included the ULRC development of the cumulative supplement to the Laws of Uganda as of April 2017 with support from UNDP. These were disseminated to Judges, Magistrates, the ULS, and the public. For operational purposes, the ULS reviewed and reprinted the ‘Supporting access to child justice’ training manual to facilitate training and guide duty bearers in enforcement of child justice within the parameters of the law. These were disseminated to the child justice chain-linked actors that include Judicial Officers, state attorneys, and defence lawyers, Police Officers under the child and family protection unit, and Probation Officers.

The ODPP launched the Witnesses Protection, Victims’ Rights and Empowerment Guidelines on 6th June 2019. The guidelines provide measures for the protection and management of witnesses and victims of crime. An officer from the ODPP handling witness protection and victim empowerment was designated and during the year, the ODPP protected four (4) witnesses and victims of crime.

²²See; <https://ulii.org/content/about-ulii>

This was enabled by improved cooperation and collaboration with the witnesses and stakeholders. However, delays in hearing some cases strain the witness protection programme efforts in terms of costs.

The Sector has created platforms for dialogue and reflection on enforcement of laws and human rights frameworks, with a view to enhancing the rule of law and good governance. The ULS Rule of Law project is the most outstanding of these, and during the reporting period critical discussions were held on the role of security agencies in the enforcement of laws. Specifically, the modalities for improving public order management and reducing human rights infractions such as torture, freedom of association and right to liberty, among others, are periodically analysed.

Compliance inspections and assessments are regularly conducted by JLOS institutions to ensure that the relevant human rights frameworks and laws are enforced, and thus ensure compliance. For instance, the UHRC inspected a total of 913 detention facilities that included 138 prisons, 436 police stations, 329 police posts, seven military detentions and three remand homes. One key revelation was the low compliance by police officers with the 48-hour rule. In addition, MoGLSD inspected seven Remand Homes and Rehabilitation Centres, JSC inspected five Courts of Law, the ODPP inspected 123 branch offices and confirmed compliance in 80 offices, and the Law Council approved 92% (1,070/1,165) Law firms, and 45/48 legal aid service providers.

Challenges that have negatively affected enforcement and compliance with human rights standards are associated with inspections regard to structural and logistical limitations. The police is constrained to afford sufficient mobility equipment to ensure delivery of suspects in time, there are inadequate holding cells in some posts, and accommodation for entitled JLOS officers in the UPS and UPF remains inadequate. In addition, the living conditions in the UPS prisons is constrained by the low holding capacity amidst a high population. With a prison population growing at 8% per annum, the UPS maintained a daily average of 56,424 prisoners and 230 children living with their mothers in prison. These are held within an institutional establishment with a holding capacity of 17,304.

At the strategic level, the JLOS SDP IV was assessed and found compliant to HRBA principles. The analysis focused on its framework and related implementing strategies, structures and policies extent of integration of rights-holders. This was based on the principles of; participation, accountability, non-discrimination or equality, and empowerment. Overall, JLOS found to be on the right track in applying the HRBA tenets despite some weaknesses such as inadequate consciousness and application of HRBA in planning, limited vulnerability profiling, and insufficient empowerment of users of JLOS services to enable meaningful participation. The report will be central to informing future planning and enforcement of human rights frameworks.

OUTPUT 2.1.4 STAFF CAPACITY IN HUMAN RIGHTS BASED APPROACH ENHANCED AT THE SERVICE POINTS

The UHRC continued to take lead in delivering capacity enhancement for JLOS staff on Human Rights Based Approach (HRBA). This has taken the form of regular training and attachments for experiential learning, mainly conducted within the JLOS institutions and in some cases supported by civil society organizations such as ISER, HRCU, and FHRI. Accredited training for a diploma in human rights from the Law Development Centre is the sector's main long term HRBA training programme that annually takes on 50 JLOS staff on a scholarship grant. In addition, HRBA trainings are conducted at the Judicial Training Institute for mainly judicial officers, and for lawyers, the ULS conducts thematic continuous legal education programmes. The URBS trained 309 staff on HIV/AIDS awareness, prevention and living positively with people infected or affected by the virus at the workplace and in society.



The Chairman of UHRC at the workshop for police Top management

In addition to the thematic training, the sector has integrated human rights modules in the curriculum of the UPF and UPS cadet training schools. All new recruits that undergo the cadet trainings have human rights and indeed the HRBA as part of the training focus. A total of 484 (109F) Police officers from Albertine, Elgon, Kiira, Busoga North Regions and Field Force Unit (FFU) headquarters were trained on the Anti Torture Act 2012. Furthermore, UHRC organized a critical reflection retreat for police Top Management to deepen their understanding, of institutional challenges devise necessary reforms that facilitate human rights based policing. The two broad objectives were; exchange of views on pressing concerns affecting police work of promoting human rights and to strengthen collaborative relationships in enforcing human rights issues. These incremental capacitation interventions and activities have raised the platform of human rights dialogue and placed HRBA at the centre of management and a basis for institutional performance.

Besides the training, sector institutions have put in place reference manuals to facilitate self-help capacity building on thematic aspects of human rights within the broader spectrum of HRBA. URSB has incorporated within the Human Resource Manual components of human rights observance policy and is implementing the Presidential HIV/AIDS fast track initiative to end HIV/AIDS by 2030. The Bureau also operationalized an HIV/AIDS Workplace Committee that promotes HIV/AIDS awareness and mitigation measures among staff.

The table below provides a summary of some of the trainings conducted during the financial year that have contributed to enhancing a human rights culture, a positive shift that is gradual but on course.

Table 43 Capacity Building for JLOS Institutions

JLOS Institution	Nature of Capacity Building	N° Trained	Location (Region/District Covered)	Outcome
MoLG in collaboration with UNDP establishment of 123 Human Rights Desk Officers	Training of Local Governments on HRBA and Managing HR Desks	54	Lira	
MoJCA in collaboration with Center for Human Rights, University of Pretoria, South Africa	Treaty Reporting		Regional	Enhanced peer learning and increased compliance to human rights international treaty reporting obligations

UPS	Visiting Justices ²³	65	Mid-Western (Hoima, Masindi, Buliisa, Kiboga) Mid-Northern (Lira, Otuke, Amolatar, Alebtong, Oyam, Dokolo, Kole) Mid-Eastern (Soroti, Serere, Katakwi, Kumi and Kaberamaido)	Reduced human rights violations through increased coverage of Visiting Justices 8 out of 16 Prison regions
Across JLOS Institutions in collaboration with; Judicial Training Institute (JTI), (ISER), Human Rights Centre Uganda (HRCU), ULS and (FHRI)	HRBA, continuous legal education and attachment for experiential learning			
LDC	Diploma in Human Rights	50 annually		Reduction on human rights violations and promotion of human rights
UPF	Prevention of Torture Act	484 109 (F) 375 (M)		Reduction in occurrence of torture cases by trained officials
	Diploma in Investigations and Prosecutions	100		Enhanced knowledge and skills on investigation of complex crime
	Anti-Corruption/ Fraud	329	CID Headquarters, KMP, Crime Intelligence, PSU and Investigators from Up Country Stations	Enhanced knowledge on recent legislations [Prevention and Prohibition of Torture Act, Human Rights Enforcement Act, Capital Markets Act, Anti-Money Laundering Act among others
USRB	Sensitization Workshop on HIV/AIDS	309		
JSC	Effective Investigations of Corruption			
	Experiential Training on best practices in anti-corruption, handling disciplinary proceedings and judicial education		Ghana	Enhanced knowledge and handling of disciplinary proceedings
ODPP	LLM and Management Course	25		
Judiciary	Handling cyber-crime and electronic Fraud	25		Improved judicial evaluation of evidence and decision making
UPF	Anti-Corruption and Fraud Training	329	CID Training School, Kibuli, Kampala	Enhanced knowledge on anti-corruption laws, institutions, and enforcement of anti-corruption legal mandate.

²³Established under Section 109 of the Prisons Act, 2006 – Visiting Justices are persons appointed to conduct regular inspection in all Prison institutions.

OUTPUT 2.1.5 HUMAN RIGHTS CASE MANAGEMENT SYSTEMS IN UPS, UPF AND DCIC IMPROVED

The UPF case management system is undergoing a phased automation process. The roll-out of the Crime Records Data Management System (CRMS) was achieved in six (6) police divisions²⁴ with the support of UNDP under the Rule of Law and Constitutional Democracy (RLCD) Programme. The Initially planned coverage of 18 Police Stations was not met due to resource limitations. Overall, the number of Police stations/Division within Kampala Metropolitan Police Area with the CRMS is now 16 out of 18. It is anticipated that in the next financial, with further support from the UNDP the gap will be closed. This system will fundamentally improve case file and suspects' data management, and a basis for accountability. This is also part of the JLOS' phased deepening of hardware automation and networking of information management systems to improve efficiency and effectiveness.

The Professional Standards Unit (PSU) and the Police Disciplinary Court have continued to hold police officers accountable for professional infractions, including human rights violations. In the FY 2018/2019, a total of 1,915 cases were registered of which 961 cases were investigated to conclusion. These were forwarded to Director Human Rights and Legal Service Directorate of the Uganda Police Force for review and reference to the CID or the Police Disciplinary Court. 954 cases were pending further inquiries by PSU as shown in the table 45.

However, most of the operational processes are manual and open to manipulation. Unlike the UHRC's semi-automated Human Rights Information System (HURIS) and the ongoing JSC complaints handling process automation, manual systems are slow and difficult to work with. It is difficult to simultaneously analyze multiple parameters of cases and complaints handled, such as geographical information, dates, gender, antecedents, ethnicity, PWD status, age, formal education levels, and participation in continuous professional trainings among others.

Table 44 cases handled by PSU

Complaint	COMPLETED	PENDING	TOTAL
Assault	9	10	19
Death Of Suspect	0	2	2
Harrasment	5	2	7
Unlawful Arrest& Detention	87	31	118
Over Detention	158	11	169
Torture	8	24	32
Total	961	954	1915

Source: UPF

Internal accountability for human rights violations and other abuses occasioned by serving police officers is handled through either the administrative or criminal proceedings. Through the disciplinary court at Police headquarters, 48 (5 F) officers referred by PSU, CID, OPDD and D/H&LS were tried for various offences ranging from corrupt practices, human rights violations. By the close of the reporting period, most of the cases were on trial as illustrated in the table below.

²⁴Wakiso, Kira, Mukono, Kakiri, Kasangati, and Nagalama police stations.

STRATEGIC INTERVENTION 2.2: EMPOWER CITIZENS ON HUMAN RIGHTS AND OBLIGATIONS

The lack of adequate knowledge within the public domain and citizenry contributes to low levels of effective demand for rights, implementation of citizen responsibilities and accountability, and therefore creates opportunity for impunity. It is thus a priority of the sector to pursue an internal and external awareness building on human rights issues through civic education. This is an area where the Sector has maintained collaboration and a cordial working relationship with civil society. Sector efforts have been complimented by civil society with representatives of JLOS institutions playing a leading role of facilitating CSO led public awareness campaigns as resource persons. The outreach activities in addition to creating awareness are an opportunity for members of the public to seek clarification on services offered by Sector institutions and on procedural requirements.

OUTPUT 2.2.1 PUBLIC AWARENESS ON HUMAN RIGHTS STANDARDS AND CITIZENS' RESPONSIBILITIES INCREASED

The JLOS human rights promotion approach addresses both internal violations and public oriented abuses. Human rights abuses by private persons are in many cases a result of lack of knowledge about human rights normative standards and citizen responsibilities. Through awareness raising using community trainings, community barazas, and mass media platforms, JLOS has been able to reach all corners of the country. The UHRC and JSC continue to lead these citizen awareness processes, as part of their constitutional responsibility to provide civic education. Functionally, the mass awareness is intended to build citizen responsibility to respect and uphold human rights, demand and enforce their rights and pro-actively defend vulnerable people against human rights violations.



Right-UHRC Staff conducting HRs awareness; Left- is a Participant (PWDs) raising questions during road shows at Masolo trading, Moyo District

During the reporting period, the UHRC and JSC reached different parts of the country through field community outreaches and using mass media. For instance, the UHRC carried out a total of 15 baraza human rights sensitization meetings reaching out to four districts²⁵. These meetings focus on creating awareness on the concept

of human rights, mandates of key law and human rights enforcement institutions such as the UHRC and police. In total 2,711 stakeholders were in attendance (1,137 females and 1,574 males), comprising of women, children, persons with disabilities, and duty bearers at the grass-root level, such as LCs. The feedback resounded challenges faced by communities to enable them meet their due rights, and these include; traditional and cultural practices that are contrary to human rights norms and standards, and poverty. Child marriages were a resounding example of such cultural challenges for human rights observance. The attendance of the outreaches is illustrated in the table 46.

²⁵The training focused on the mandate of the Commission, concept of Human Rights, mandate of the police, the law of succession, children's rights and responsibilities as well as the responsibilities of parents and what human rights entail (what human rights are, their limitations and the responsibilities of citizens as per the 1995 Constitution as amended).

Civic education and knowledge empowerment is also delivered using mobile civic education van to promote human rights awareness through roadshows. This is a more versatile and flexible approach with a greater reach. During the year, 16 districts²⁶ and 153 trading centers/villages were covered by the civic education van. A total of 10,265 (43% female) persons in direct attendance were sensitized on the subject of human rights²⁷. Training packages were tailored to resonate with the primary concerns of the different communities.

Table 45 Report on Attendance (Barraza and kraal meetings)

Community awareness			Participants			Age group				Others	
Regional office	No. of Districts	No. of Baraza	M	F	Total	0-17	18-30	31-59	60+	PWDs	Migrant refugees
Central	2	3	379	374	753	200	259	252	36	6	0
Gulu	2	2	137	101	238	147	37	46	8	0	714
Jinja	1	4	395	151	546	10	215	263	58	0	0
Masaka	1	2	208	143	351	23	154	150	24	0	1053
Moroto	2	4	455	368	823	18	335	375	75	20	0
Total	8	15	1574	1137	2711	398	1000	1086	201	26	1767

Source: UHRC

Table 46 Report on attendance and centers reached (Road shows)

Community awareness			Participants			Age group				
Regional office	No. of Districts	Villages/ Centers	M	F	Total	0-17	18-30	31-59	60+	PWDs
Arua	1	12	697	440	1,137	168	441	496	29	8
Central	5	30	1,233	932	2,165	238	843	848	189	12
Gulu	7	57	2,260	2,067	4,327	651	1,880	1,464	332	-
Hoima	3	54	1,649	987	2,636	695	963	690	288	-
Total	16	153	5,839	4,426	10,265	1,752	4,127	3,498	838	20

Source: UHRC

These sensitization meetings have contributed in enhancing human rights awareness of community members evidenced by the nature of questions asked and the complaints filed on a number of human rights issues.

As one of the strategies to enhance protection and promotion of human rights, the Sector targeted editors of media houses, who are the custodians of mass dissemination of information. The strategies include mainstreaming human rights content within the different programmes broadcast to the public and also cultivate partnerships with JLOS institutions to promote human rights. For instance, the UHRC held a breakfast meeting with 40 (15 females and 25 males) editors and media managers of both electronic and print media houses²⁸ as a buy-in for their role as human rights defenders (HRDs) during editorial decisions.

²⁶Moyo, Pader, Alebtong, Kitgum, Hoima, Masindi, Kyakwanzi, Otuke, Agago, Dokolo, Amuru, Gomba, Mpigi, Mubende, Mityana, Butambala

²⁷The rights of children in relation to early and forced marriages; freedom from torture; personal liberty; right to life focusing on prevention of mob action; property with reference to land ownership and acquisition; and the duties of citizens among other responsibilities.

²⁸Monitor publications, Bukedde TV, radio & print, CBS radio, NBS TV, UBC TV, KFM/Dembe FM, Radio one, Radio Two, Sanyu FM, Capital radio, Radio Simba, Urban TV, the Red-pepper and NTV-Uganda



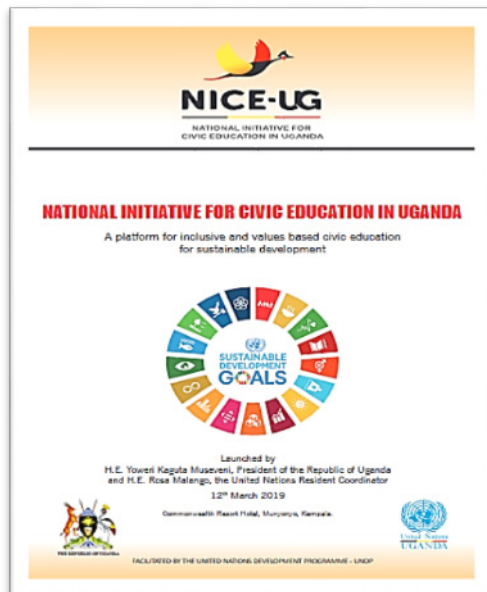
The Chairperson-UHRC with Editors and Media Managers after a breakfast meeting in Kampala

As a result, 50 (19 females and 31 males) reporters and writers from different media houses were trained to strengthen partnerships with the media. The participants gained knowledge on the concepts of human rights and HRBA, appreciated the active role that they play in enhancing protection and promotion of human rights and renewed their commitment to defend human rights through journalism work in the course of their day to day reporting, thus strengthening the partnership between UHRC and the media for protection and promotion of human rights.

OUTPUT2.2 INFORMATION DISSEMINATION ON HRS ENHANCED

Information dissemination on human rights is a constitutional mandate of the UHRC, and is complemented by the JSC through the shared mandate on civic education. The approach is to use direct engagement through outreaches, development and dissemination of IEC materials and use of mass media platforms to reach the largest audiences. The absence of a national civic education policy has for long challenged the coordination and organization in the dissemination of especially human rights information with a common purpose. This has since been mitigated by the National Civic Education Initiative in Uganda.

During the year, the H.E. the President of the Republic of Uganda launched the National Initiative for Civic Education in Uganda (NICE-UG) to promote the dissemination of mainly human rights information. This is a tripartite arrangement that involves the participation of the Government, the United Nations, and Civil Society Organizations for a common goal of enhancing civic education. The President nominated Mr. Joseph Biribonwa, as Chairperson, the Alternate Vice Chairpersons are Ms Barbara Katende of Makerere University, and Mr. Med Kaggwa, the current Chairman of the Uganda Human Rights Commission (UHRC). The Advisory Board is comprised of a cross section of representatives from Government, Civil Society, Cultural Institutions and the Private Sector This will streamline and enhance coordination of what has been dis-jointed civic education by the different actors around the country.



Operationally, the Sector's dissemination human rights information was implemented through various medium and platforms aimed at reaching the widest scope of the public. The sector continues to leverage technological and diverse outreaches approaches to disseminate human rights information. As illustrated above, the UHRC and JSC were able to directly engage with over 15,000 people through civic education as part of the dissemination of human rights information.



Hon. Chief Justice, Bart Katureebe- chief guest, Hon. Jovia Kamateeka MP, Mr. Med S. K. Kaggwa during the commemoration of international Human Rights Day 2018

The Sector also took advantage of commemorative events and other public engagements to disseminate human rights information. For instance key international human rights days were used as opportunities to conduct awareness on human rights and citizen responsibilities to the general public. Public meetings were held to commemorate the International Human Rights Day on 10th December 2018, under the global theme “Stand-Up 4 Rights”. The activities involved creative ways of expressing and communicating human rights. For the first time, a human rights art exhibition that attracted 39 artists was held and a Human Rights Museum/Gallery officially launched by the Chief Justice. A total of 300 members of the public attended the commemoration which was also broadcast on live television. To enhance public interest and public participation in human rights activities, winners of the human rights drawing and essay competitions were awarded certificates of recognition by the Hon. Chief Justice of Uganda.

A similar public engagement (a dialogue and a public march) were held to commemorate the Uganda Constitution day 2018 that was celebrated on 5th October under the theme; “*Sovereignty of the People; Rights, Duties and Responsibilities of Stakeholders*”. The dialogue attracted various participants, including, political leaders such as ministers, civil society, HRDs, academia, political party representatives, religious leaders, cultural leaders, the media and the general public. This was equally broadcast live on national television and several social media platforms. Other parallel commemorative celebrations of the constitutional day were held at the Constitution Square, at the regional offices where approximately 2,728 participants attended of which 55 were PWDs.

OUTPUT 2.2.3 ENVIRONMENTAL AND ECONOMIC AND SOCIO-CULTURAL RIGHTS PROMOTED

The Sector is applying the HRBA as a means of realising economic, social and cultural rights among its internal and external populations. This is closely associated with the sector’s deliberate efforts in ensuring that positive efforts towards the realisation of SDGs are integrated within the JLOS system. Internal populations include JLOS staff and persons held in the various detention places. Externally, the JLOS also focuses on the broader Uganda public.

Access to information about human rights and avenues for protection and enforcement has been determined as one of the major entry points for JLOS in enhancing the observance of ESCRs. An informed population is in a better position to know their rights, how to claim them, and more importantly, demand accountability. Therefore, the various human rights training for staff, communities, and duty bearers as highlighted above is undertaken with a focus on the HRBA with the broader goal of realising ESCRs. These rights directly relate to the welfare and dignity of people.

Recognising that poverty greatly erodes possibilities of claiming and enforcing human rights, JLOS is enhancing legal aid support to enable the realisation of ESCR by especially the poor and vulnerable. This is the context of mainly protecting succession rights, streamlining marriages to minimise forced early marriages, and enforcing economic rights. The Sector repatriated victims of human trafficking; undertook stakeholder engagement on prevention of early child marriage in West Nile region targeting local leaders, school administrators, parents; and training of investigators and legal officers in Economic Social and Cultural Rights (ESCRs). Some of the instrumental trainings have been conducted by the UHRC as indicated above and cases of violations recorded for corrective or legal action.

In the same context, the Sector has enhanced efforts to streamline registration of marriages and birth in line with the laws of Uganda. This is partly intended to protect families from succession challenges that often result in illegal dispossession of property. During the year, URSB registered 12,289 marriages under the different categories. Further, it developed an Online Single Services Portal for filing of returns aimed at supporting clients to file both marriage and company annual returns online. The special features on the system include National Marriages Registration System (NMRS), used to register all events and services offered in the civil registry. While marriages are a cultural right and institution, the sector recognises the social and economic ramifications that widow/ers and orphans are faced with especially at the stage of inheritance. In the same vein,

registration of children is fundamental with comparable importance with marriage registrations. During the reporting period, NIRA issued 121,819 birth certificates and during the sub-county registrations, 668,124 children were registered.

The Sector also responded to calls for protection of economic rights of the poor and vulnerable in the wake of the prevailing massive land conflicts amidst an informal, and largely undocumented economic sector. In many cases poor and vulnerable persons suffer the brunt of these violations, leaving such persons disposed and in worse conditions. Legal aid and support for these critical populations have been scaled up in the different parts of the country, largely provided by the ULS, JCU, and the LAC of LDC.

At the institutional level, entitlements for persons detained within JLOS institutions (UPF and UPS) were made available. The UPS continued to improve on welfare through providing the daily basic necessities of life; meals, clothing, beddings and other necessities. These were provided to a daily average of 56,424 prisoners of which 2,547 (100%) female prisoners provided with sanitary towels and 230 Children staying with their mothers in Prisons given special care for growth and development. In respect to rights to education, a total of 15,391 prisoners are enrolled for different education programmes and a child care /learning centres is operational at Luzira Women Prison.

On right to health, the sector has made great strides, ensuring the supply and availability of health facilities to staff and persons in detention facilities 7,299 (110%) HIV positive clients were enrolled into chronic care at 15 ART prison units and 647 of the HIV positive client's accessed nutritional support. A 48% reduction of malaria cases and a reported 87 % TB cure rate at 10 prison units was realized. To enhance nutrition and access to diverse food products, the UPS established two greenhouses at Nakasongola and Kigo Prison to support female staff and spouses of male staff.

Prison sanitation conditions have fundamentally improved with the bucket system challenge substantially eliminated. Similarly, the UPF re-modelled detention cells and provided waterborne toilets in 9 Police stations of Kayunga, Lira, Apac, Buwama Kyambogo, Kinawataka, Kasangati, Kajansi and Lubowa thereby eliminating the bucket system. These interventions ensure that detained persons live in a more dignified environment, and reduce the risk of opportunistic infections.

The sector echoes challenges with congestion at the prison facilities that has reached 342.6% arising from a prisoner population increase. Efforts to renovate and expand existing facilities, do not match the fast prison population growth rate of 8%. The almost complete mini-maximum security prison at Kitalya is a ray of hope to relieve congestion at Luzira prisons. The recent status is portrayed in the pictures below.

Besides the persons in detention, the sector has made tremendous progress with improving UPF and UPS entitled staff accommodation facilities and general welfare conditions. The UPS low cost housing projects have positively impacted on the situation among prison warders. Particularly, the Construction of 212 staff units to improve staff accommodation at Kitalya and other prisons using Force on Account is on-going; 80 units are at completion; 14 are at plastering stage; 8 units are at window level; four are at ring beam level; 106 are at foundation level. Similarly, the UPS



UPF Housing Flats and UPS Staff House Units under Construction

Overall, the Sector is thus strengthening the capacity to respond to injustices that arise as a result of breaches of these rights. Important to note is that the Sector as a duty bearer needs to build

confidence amongst the rights holders that there are systems, structures and legal frameworks that work. However, it should be noted that the universally accepted process of promoting ESCR is to progressively achieve the benchmarks within the available resources and working with other Sectors. The Sector is currently consulting cultural leaders under the Transitional Justice programme to ensure that there is a clear understanding of cultural practices and rights.

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

The Sector has in the past years extended its anti-corruption focus from re-active handling of complaints and cases, to more prevention. JLOS anti-corruption prevention interventions are largely associated with strengthening JLOS public service delivery systems to minimize the opportunity for corruption and reducing lead-time to eliminate a basis for bribery. One of the major interventions has been the automation of some of the JLOS institutional processes. This refocus is in addition to strengthening existing anti-corruption accountability legal and administrative action within JLOS institutions.

Table 47 output indicators

Performance Indicator	Baseline 2016		Performance 2017/18	Performance 2018/19	Annual Target 2018/19	Target 2021
Clearance rate of corruption cases at ACD	96%		97.7%	108.3%	97.1%	98.7%
Clearance rate of complaints against lawyers (86%), police (65%), judicial officers (183%) and JLOS officers	75%		97.7%	111%	93%	98.9%

Source: CCAS and JLOS Quarterly Reports.

Clearance of corruption cases and complaints through the judicial and quasi-judicial mechanisms increased during the reporting period with the anti-corruption division at 108.3%, the JSC at 183%, the police court at 65% and the Law Council registering a 86%% clearance rate. With varying functional effectiveness of the mechanisms, the average clearance rate was 111% that exceeds the annual target of 93%, however, this can be further enhanced with shorter turnaround times. This would send a strong deterrence message to potential perpetrators of acts of corruption or impropriety.

In addition to strengthening of JLOS institutional anti-corruption mechanisms and streamlining of procedures, the Sector is cognizant of the unbounded inter-sectoral spread of actual and perceived corrupt practices in different sectors. Therefore, corruption cannot be overcome in silos but through collective action across the broader public and private sectors.

OUTPUT 2.3.1 ANTI-CORRUPTION LAWS UPDATED AND ENFORCED

In the past, Uganda had in the past registered a high score of 98% for its legal framework, but with a corresponding low enforcement score of 51%.²⁹ Currently, given the changing context and dynamics and contextual changes, the anti-corruption laws are not comprehensive or adequate to combat corrupt practices. Plugging legislative gaps and strengthening enforcement is the sector's focus with a view of building a culture of accountability.

²⁹Global Integrity, 2011. Global integrity report 2011: Uganda [online]. Available at: < <https://www.right2info.org/resources/publications/publications/global-integrity-report-2011> > [Accessed 1 March 2019].

Progressive efforts to strengthen anti-corruption legislation and enforcement have been sustained through inter-sectoral cooperation and capacity building. A key milestone of 2018 was Cabinet’s consideration and passing of the Uganda Zero Tolerance for Corruption Policy, 2018. This is intended to harmonize and strengthen government anti-corruption efforts, with a strong focus on enforcement and accountability. JLOS is positioned to play a pivotal role in the implementation of the Policy, using the criminal justice machinery and influencing the process through the Inter-Agency Forum.

In addition, JLOS in partnership with Accountability Sector institutions is developing key legislation necessary for further strengthening of the anti-corruption legal regime. These include the witness protection law, recovery of proceeds of crime law, amendment to the Leadership Code Act, among others. The table below illustrates an array of planned and ongoing anti-corruption legislative developments.

The enforcement of anti-corruption laws by the Sector is pursued through administrative and criminal justice mechanisms. Administrative mechanisms are mainly for institutional enforcement that involves the JSC, ULC, and PSU. The criminal justice anti-corruption enforcement is a national undertaking and the responsibility of the CID Anti-Corruption Division and the Anti-Corruption Unit of the ODPP that prosecute most of the cases at the ACD. Inter-institutional collaborations with Accountability Sector institutions such as the IG are maintained in respect to strategic planning and capacity development.

Notwithstanding the complexity of white-collar crime cases handled by the ACD, its performance exceeded the JLOS annual case clearance target of 97.1%, by posting a 108.3% performance. This is a result of sustained capacity building, stakeholder collaboration, and institutional commitment to progressively achieve better results. The cases concluded included 19 of the targeted 30 backlog cases. The net effect of the ACD performance is a reduction of overall caseload and therefore leaving no room for case backlog accumulation. The table below illustrates a trend of case clearance and disposal for the ACD in the past five years.

Table 48 Status of proposed Anti-Corruption laws

Instrument	Focus	Status
Witness Protection law	New legislation to provide for mechanism and procedures for the protection and safety of witnesses.	The principles for the Bill are being prepared for submission to Cabinet
Amendment of Leadership Code Act	Amendment to provide for offences and penalties, and enforcement agency that are missing under the Leadership Code Act.	The Amendment is being drafted for Cabinet’s consideration.
Proceeds of Crime law / Asset Recovery law	New legislation to comprehensively cater for asset recovery in corruption and other acquisitive crimes, and also provide for mutual legal assistance.	Principles of the new law were prepared, Regulatory impact assessment completed, pending presentation to Cabinet.
ACD Case Management Rules	Streamlining procedures for handling cases and management of evidence at the ACD.	Draft submitted to the Rules Committee of the Judiciary.
Asset Recovery Rules of Court under Section 67A of Anti-Corruption Act, 2009 (amended).	Asset confiscation and recovery orders, and guidance of trustees or receivers appointed by court.	Conceptual consideration by ACD Users Committee

Regulations under the Anti-Corruption Act, 2009 should be developed.	To specifically guide the implementation of the Anti-Corruption Act, 2009.	Not commenced yet.
Regulations under the Anti-Money Laundering Act, 2013 should be developed.	To specifically guide the implementation of the Anti-Money Laundering Act, 2013.	Not commenced yet.
Legislate for Mutual Legal Assistance.	To provide for reciprocal and legal assistance in cross border crime	Conceptualisation and study done.

Source JLOS Quarterly Reports.

Table 49 Performance of the Anti-Corruption Division in the Previous Five Years

	Cases Brought Forward	Case Registered	Cases Completed	Cases Carried Forward	Case clearance	Case disposal
2018/19	277	253	274	256	108%	52%
2017/18	252	174	170	256	98%	40%
2016/17	266	235	210	291	89%	42%
2015/16	262	327	315	274	96%	53%
2014/14	349	249	309	283	124%	22%

Source: Judiciary CCAS

The sector has improved its efficiency in case handling by reducing the turn-around time of delivery. This is illustrated by the ODPP's prosecution-led investigations in anti-corruption and money laundering cases conducted and concluded in 80 working days. In addition, perusal of corruption case files is handled at an average of 55 days. The ACD on average concludes main cases filed in approximately 19 months, which is below the average turn-around time for high court cases.

At the prosecutorial level, the ODDP's anti-corruption department marks 10 years since its establishment, and has developed both in structure and performance. This has expanded in the past years to include a specialized asset recovery unit. During the period under review, the Department perused a total of 733 corruption cases on perusal, out of which 291 cases files were registered. The department is handling a total of 1,943 court cases including miscellaneous applications across the entire hierarchy of courts, with a thin team of technical staff that currently includes 11 State Attorneys, and five investigators. The ODPP-ACD's case management is illustrated below.

Table 50 Summary of Perusal and Prosecution Case Load of ODPP's Anti-Corruption Department

Case Stages	Number of Files
Newly registered Cases	291
Files perused (prosecutorial decision taken in Avg. 55 days)	733
Cases consented (DPP)	53
Prosecution Led Investigations (concluded in an Avg. of 132 days)	24
Complaints	63
Court	
Prosecution in High Courts	39 cases (186 counts)
Prosecution in Magistrates cases	1,661
Cases on further inquires	368
Appeals (<i>High Court, Court of Appeal, and Supreme Court</i>)	173
Miscellaneous Applications (<i>High Court, Court of Appeal, and Supreme Court</i>)	70

Source: ODPP

Against the challenge of limited staff, and indeed logistics for effective execution of mandate, the ODPP-ACD team continues to deliver a positive performance, a product of effective and committed

leadership, and team work. The Department registered a conviction rate of 74% and a case clearance rate of 128.4%. The ODPP continues to account for the largest case load and case clearance in respect to the cases prosecuted at the ACD, and a greater proportion of the convictions registered. The ACD's conviction rate is 57%, of which 7.4 in 10 cases of the ODPP-ACD secure a conviction. The table below illustrates the performance of the ODPP-ACD.

The Sector has also moved beyond simply punishing perpetrators of corruption and other acquisitive crimes, to further deny them of taking benefit of their crime through asset recovery. Indeed, crime should not pay. The Sector with support from SUGAR-TAF has supported the enhancement of conviction based asset recovery capacity for the UPF, ODPP, and ACD. However, actual asset recoveries from orders granted by court are still very low

Table 51 Performance of ODPP Anti-Corruption Unit

Performance for ODDP's Anti-Corruption Unit Based at ACD FY 2018/19																			
Offences/ Case stages	Registered Cases	Male	Female	Juveniles	Public Complaints	Sanctioned	On Mention	Consented to charge	Further Inquiries	Under Hearing	Committed	Convicted	Acquittal	Withdrawn	Dismissed	Revised	Appeals	Closed(Files(No) evidence)	Total
Embezzlement	68	59	18	0	3	0	87	18	105	410	3	25	6	5	3	0	77	24	763
Theft	28	27	4	0	0	0	10	4	22	20	1	10	0	4	0	0	1	1	73
Forgery	10	10	3	0	0	0	14	0	8	31	0	3	0	0	0	0	13	4	73
Obtain Money False Pretence	11	11	3	0	0	1	6	0	16	8	0	0	0	0	0	0	4	3	38
Corruption	22	15	1	0	0	0	15	9	22	38	0	4	1	1	1	0	5	1	97
Causing Fin. Loss	26	20	5	0	0	0	21	1	37	133	1	1	3	2	3	0	15	14	231
Abuse of Office	52	65	14	0	0	0	25	10	88	87	0	3	1	6	0	0	30	13	263
Others	74	64	7	0	0	1	70	11	70	151	3	14	3	5	0	0	28	14	370
TOTAL	291	271	55	0	3	2	248	53	368	878	8	60	14	23	7	0	173	74	1908

The cases prosecuted and the recoveries made at the ACD are for both Government and Private Institutions. For the financial year 2018/2019, a total of Uganda shillings US\$180,540,758(1%) was collected by the ODPP against the total value of compensation orders issued worth US\$17,711,651,258, on behalf of the government. In addition, US\$36,000,000 (3.5%) UGX was collected against US\$1,038,131,384 on behalf of private institutions. Overall the above combined translates to 4.5% recovery of proceeds of corruption, below an institutional set target of 10% for the financial year 2018/2019.

There are several challenges undermining asset recovery performance that the sector is in the process of addressing with support from Development Partners. These challenges are structural, legislative, and operational, as outlined below:

- Assets are fast transferred across international borders, makes asset tracing protracted and a complicated international process involving Mutual Legal Assistance requests.
- The weak property rights regime in Uganda where assets such as 80% of the land, are unregistered or registered in names of third parties, asset tracing is a big challenge.
- Protracted appeals against final court decisions and counter orders from civil courts stopping investigations and asset recovery.
- Gaps in the legislation. As illustrated above, asset recovery legislation is incomplete and does not provide complete procedures especially after the restraint stage.
- ACD does not have a special unit to execute its orders, but rather orders are referred to the Executions Division of the High Court which is a civil court and delays because of many civil applications, and as a result, most of the Compensation Orders issued between September 2018 & June 2019, have not yet been executed.

- **Inadequate Skills in Asset Tracing:** The investigators lack skills in tracing/identifying assets and at times the assets are not registered in the names of the accused and thus difficult to attach them. We are short of skills to handle financial investigations.
- **Lack of Logistics:** The Asset recovery unit does not have vehicles and yet there is a lot of movement involved.
- **Lack of infrastructure for asset management.** The purpose of asset management infrastructure is to maintain and preserve the value of the property pending the conclusion of the matter in court. Uganda currently lacks the necessary infrastructure to manage restrained properties.
- **Litigation against individual officers:** Some of the officers attached to the Asset Recovery Unit have been subjected to legal suits personally for having restrained some property. This results into demotivation for the individual officers.

Some of the highlights of asset recovery during the period include; 83 properties that were acquired by Oloka and Obey in respect to pension case were been restrained. Two motor vehicles belonging to Oloka were restrained and shares owned by Oloka and Obey in three private companies were also restrained. In addition, in respect to suspected terrorism financing cases detected by the UPF, freezing Orders targeting several bank accounts were procured under Anti-Money Laundering Act and later a restraining Order was issued by the High Court freezing a total of 14.5m US Dollars.

Asset recovery is a valuable frontier in anti-corruption that requires heightened attention to recoup squandered resources. It is however very urgent to build technical capacity of all actors in the asset recovery chain, plug legislative gaps including providing for civil-based asset recovery that involves suing illicit properties. In addition, the necessary institutional mechanism need to be put in place especially for asset management. Currently, assets are traced and identified and at times restrained, but without a firm asset management framework.

OUTPUT 2.3.2 CORRUPTION IN JLOS INSTITUTIONS DETECTED AND INVESTIGATED

The detection and investigation of corrupt practices in JLOS is a deliberate Sector responsibility and all institutions have both internal and external functional mechanisms for this purpose. The capacity and effectiveness of the responsible mechanism³⁰ continues to improve albeit a few challenges. The effectiveness of these mechanisms is premised on adequate resourcing and collective action with support from users of JLOS services, whistleblowers, and the general public.

During the reporting period, JSC received 193 complaints of which 115 were registered into the system, accounting for an increased complaints load in the system from 227 to 342. Of these, 45 of the registered complaints were received from up-country stations³¹ while the rest of them were registered at the head office. The Commission disposed of 211 complaints (183% clearance rate) most of which (90%) lacked the requisite evidence to sustain a trial. Many of them involved complainants who had lost interest or failed to provide the required material evidence, because complaints were misconceived due to delayed trials or unsuccessful litigation in the courts of law.

³⁰These include: the internal audit units, inspectorate departments, complaint and disciplinary units (JSC, PSU and Law Council), the administrative supervision mechanisms, and the CID of the UPF.

³¹45 complaints were investigated in the areas of Nebbi, Luwero, Kasangati, Masindi, Masaka, Makindye, Fort Portal, Kasangati, Nakawa High Court, Jinja, Kitgum, Busia, Kayunga, Kagoma, Ngora, Kapchorwa and Mwangi II, Gulu, Bundibugyo, Kampala land and Family Division, Sembabule, Matate, Kisoro

The table below presents a summary of the performance of the JSC disciplinary function.

Table 52 Summary of the JSC disciplinary complaints handled.

Action taken	Number of complaints
Recommended for closure	190
Dismissal	1
Reprimand	1
Interdiction	2
Cautioned/warned	3
Charged	13
Lift interdiction	1
Total handled	211

On the other hand, the UPF internal corruption complaints handling mechanisms include the PSU, a standby court at Police Headquarters, and the territorial unit courts. In the FY 2018/2019, the PSU recorded 1,915 complaints related to professional misconduct by police officers, and of which 50.2% (961 cases) were duly investigated and 49.8% (954 Cases) having pending inquiries. Majority of the complaints (54%) were received from KMP areas (1,036 complaints) and the rest 46% (879) originated from other police regions. This goes to demonstrate a functional country wide professional tracking accountability system for the UPF.

To enhance detection and investigations of corrupt practices by UPF, 2,547 cameras have been installed out of 3,233 (78%), in 1,038 sites (out of 1,248 (83%)). The recordings are helping Police identify and arrest criminals because a total of 1,565 out of 3,233 (48.4%) are online, and there are ongoing monitoring rooms working are in 11 Divisions out of the 18(61%). The construction of the National Center at Naguru is at (40%).

Table 53 UPF-PSU complaint handling

REGION	COMPLETED	PENDING	TOTAL
KMP East	147	138	285
KMP North	117	193	310
KMP South	140	187	327
KMP Central	14	100	114
GEF (Complaints At PSU HQTRS)	337	179	516
Other Regions	206	157	363
Total	961	954	1915

Source: UPF

A total of 142 cases received by the PSU related to corruption related complaints, including demanding a bribe, extortion and abuse of office. 63.4% of the corruption related complaints were fully investigated and forwarded to the Directorate Human Rights and Legal Services for onward management which includes presentation before the Police Disciplinary Court, forwarding to the DPP for further legal opinion, or reference to the CID for criminal investigation, among others. The table below illustrates the cases received and investigated.

Table 54 The nature of the corruption complaints registered

Corruption Complaint	Completed	Pending	Total
Corrupt Practices	24	15	39
Demanding A Bribe	39	5	44
Extortion	14	21	35
Abuse Of Office	13	11	24

Sub Total	90 (63.4%)	52 (36.6%)	142 (100%)
Other Complaints	871	902	1,773
Total	961	954	1915

Source: *The Police Disciplinary Court*

Besides the police accountability system by PSU, the UPF as is with the other JLOS institutions continue to strengthen operational processes, and detection of errant conduct through systematic and ad hoc interventions. For instance, The UPF re-designed Police Form 18 (PF18) to provide for serial numbers and watermarks in order to eliminate extortion and abuse of detained suspects when seeking to be released on Police bond. The draft is awaiting approval of Police top management before it is printed and distributed. As part of pro-active corruption detection operations, the UPF arrested 800 traffic officers who were caught on videos taking bribes. So far 30 defaulters have appeared before the disciplinary court and have taken plea. The rest are currently undergoing disciplinary court process. In addition, UPF conducted a manpower audit on its staff strength to verify the records and credentials of service officers, to eliminate fraudulent payments and misrepresentation.

The Uganda Law Council posited a complaint clearance rate of 86.3% (196 complaints), of which 150 were backlog complaints. The complaints concluded were over two-fold the number disposed of in the previous financial year (73 complaints), representing an increase by 168.5%. This impressive performance was a result of a targeted case backlog clearance scheme under the broader JLOS case backlog clearance undertaking. This involved adopting a strategy of three extra sittings a month in addition to the usual once a week sittings. However, with an outstanding case load of 741 complaints, the Sector plans to sustain this targeted support to relieve the pressure on the system.

OUTPUT 2.3.3 JLOS ANTI-CORRUPTION STRATEGY CUSTOMIZED AND IMPLEMENTED IN ALL INSTITUTIONS

The JLOS Anti-Corruption Strategy is progressively being domesticated by JLOS institutions, but not fast enough. Many of the JLOS institutions commenced the development of JLOS Anti-Corruption Plans of Action but these have stagnated at approval stages. These customized anti-corruption frameworks will enhance implementation, monitoring progress, and reporting performance on key performance parameters. However, despite the slow framework development process, the majority of the undertakings in the JLOS Anti-Corruption Strategy continue to be implemented. For instance, during the reporting period, the UPF with support from JLOS and UNDP completed and launched its Anti-Corruption Strategy and has disseminated it to 12 regions³² to facilitate implementation. The other JLOS institutions with developed anti-corruption strategies include Judiciary, ODPP, ULRC, and the UHRC.

During the period, the Sector held its fourth JLOS Integrity Committee (JLOSIC) national tour to eight regions of the country to assess the levels of adherence to ethical and integrity standards, quality of service delivery, and overall implementation of the JLOS Anti-Corruption Strategy. The major concerns arising from the inspections were associated with incidences of corrupt practices in upcountry stations, inadequate human and financial resources for the delivery of services, congestion in detention centres, most DCCs were functional, slow delivery of cases, and increasing coverage of JLOS presence and infrastructure.

The implementation of institutional anti-corruption strategies and action plans is multi-pronged, involving minimizing opportunity for corruption through automation, enhanced transparency through information dissemination and public dialogues, the conduct of regular inspections, rolling out of CCTV cameras, development and implementation of complaints handling systems, complaints, among others.

³²Katonga, Greater Masaka, Sezibwa, Busoga East, Busoga North, Rwenzori West, Rwenzori East, Albertine, East Kyoga, Sipi and Elgon

During the period, the UPF conducted four quarterly inspections and public meetings³³ between district and sub county police management teams. In addition, the UPF launched the Electronic Express Penalty Scheme (EEPS) in which new portable electronic machines and printers replaced the receipt books. According to the Deputy Inspector General of Police (DIGP), Maj. Gen. Sabiiti Muzeyi, the new system will help encourage transparency as well as cracking down on defaulters. So far 1,400 traffic officers were trained in the use of the new system.

JLOS complaints handling systems have been set up in all frontline JLOS service institutions, disciplinary mechanisms are operational and sanctions regimes are also in place. As noted under output 1.7.1 above, the Sector has established customer care desks at over 66% of the service points, a key entry point for operationalizing the JLOS complaints handling system. This is being backed up with necessary hardware automation and increased use of toll-free lines for the public. For instance, the JSC has a functional hardware automated complaint handling system. Similarly, during the period under review, the UNDP supported the establishment of the Judiciary's call centre, intended to facilitate free call-in by the public to either seek information or lodge complaints. The Sector is also working with key anti-corruption agencies such as the IG to strengthen its internal complaints handling capacity and enhance coordination in the fight against corruption.

The participation of the public and civil society is an indelible partner in the implementation of the JLOS Anti-Corruption Strategy. The sector has harnessed partnerships with CSOs such as LASPNET, ACCU, and Action-Aid Uganda to bolster its anti-corruption implementation and institutional capacities. LASPNET is, for instance, implementing a whistleblowing project in partnership with the ODPP, Judiciary and the UPF/PSU to enhance anti-corruption action. This has increased information sharing on loopholes and patterns of corrupt practices, and therefore informing reform interventions.

Within the broader social context, the Sector continues to build public civic competence and knowledge to enable inform access and use of JLOS services, and minimize the risk of falling victim to corrupt practices of unscrupulous persons. For instance, JSC conducted 13 sensitization workshops on the public complaints system in nine districts³⁴. Participants were sensitized about the mandate of JSC, the public complaints system, people's inquiries and recommendations regarding the administration of justice were received through open discussions. Public awareness sessions are complemented with dissemination of IEC materials on complaint handling procedures and contact addresses, and how to access JLOS services. For instance, the ODPP developed, printed and distributed IEC materials (5,000 copies) on how it handles matters of corruption and asset recovery as well as highlighting the complaints mechanism within the institution to ensure that witnesses, victims and members of the public are handled effectively. Such empowerment has resulted in a mass of citizens that are active in demanding accountability especially on public media talk shows, during JLOS open days, and at JLOS service delivery points.

The JLOS information and complaints handling mechanisms progressively improved, and as noted above with the Judiciary setting up a call centre, similar URSB. The call centers and social media platforms have facilitated interaction between the public and JLOS institutions ease access of information about services, receive feedback and makes faster responses to complaints. URSB has an established toll-free number 0800 100 006 and WhatsApp number 0712 448 448, while the Judiciary call centre toll-free number is 0800111900. These tools greatly reduce the costs of communication and bridge closer partnerships with the public.

³³Rwizi, Greater Bushenyi and Kigezi, attracting 2,344 participants including 733 females and 1,611 males.

³⁴Mayuge, Kyankwanzi, Katakwi, Masindi, Masaka, Tororo, Lwengo, Kyegegwa and Buyende districts

Table 55 URBS Call Centre Performance

	Category	FY 2016/17	FY 2017/18	FY 2018/19	Remarks
1	Calls received	7126	21,416	31,480	Upward trend
2	Calls answered	5,478	10,955	13,551	Upward trend
3	Calls answered by IVR	1,399	9,939	16,985	Upward trend
4	Calls made out	1,325	4,623	1,764	To invite clients to come and pick finished work, do searches, answer queries.



The head of department of Anti-corruption in the ODPP, Alice Komuhangi joins the Accountability Sector representatives to flag off the road trip t the media Centre

The Sector has strengthened its inter-sectoral collaborations especially with the Accountability sector institutions in the fight against corruption. JLOS is a central participant in the annual government of Uganda anti-corruption campaign, is a member of the Inter-Agency Forum, and draws on these networks to strengthen internal capacity and collaborations. During the year, JLOS institutions participated in the 2018 national anti-corruption campaign, organized under the theme; “Citizens’ participation in the fight against corruption: A Sustainable Path to Uganda’s Transformation”. The campaign provided critical citizen feedback from the country side for consideration by JLOS, including; need for enhanced information dissemination, frustration with slow case handling processes, and positive recognition of hard working officers, particularly from the UPF.



The Sector is harnessing the power of dialogue within and with members of the public to harness collective action in the fight against corruption, and implement the JLOS Anti-Corruption Strategy. With support from SUGAR-TAF, JLOS convened two major public dialogue events to take stock of existing anti-corruption enforcement, devise solutions to respond to weaknesses in the

system, and strengthen inter-sectoral collaborations. Through the ODPP, the Sector convened a half-day Anti-corruption public dialogue under the theme “*Enhancing collective action in Uganda’s anti-corruption response*”. This was attended by over 420 people, including all heads of anti-corruption institutions were in attendance.

In a similar way, the Sector held its first Joint Annual Anti-Corruption Forum (JAAF) on 20th June 2019 under the theme “*Purging Profits put of Corruption: A critical Reflection on the effectiveness of sanctions and asset recovery*”. The Forum (JAAF) is a new apex dialogue platform that brings together all the 18 JLOS institutions and staff under the banner of fighting corruption and promoting

a culture of accountability. The JAAF was convened by the ODPP to take stock of existing anti-corruption enforcement of sanctions and devise actions to enhance effectiveness. A special focus was placed on strengthening existing mechanisms for recovery of corruptly acquired assets.

Recommendations of the JLOS Annual Anti-Corruption Forum

- i. Enhance citizen Engagement
- ii. Establish a specialized agency to manage asset recovery
- iii. Increase capacity building for the key anti-corruption enforcement staff
- iv. Legislative Reform
 - a) Develop the confiscation regulations under section 67A of the Anti-Corruption Act.
 - b) Develop Anti-Corruption Regulations, under the Anti-Corruption Act
 - c) Consolidate the asset recovery provisions in the various laws and make one comprehensive law on Asset Recovery.
 - d) Develop a National Asset Recovery Strategy.
- v. Explore the use of the Plea Bargain initiative in asset recovery cases.

Overall, the development of institutional Anti-Corruption Plans of action is not an end but a means to more effective programming and following a systematic approach to fighting corruption. The Sector will continue supporting the development of anti-corruption frameworks, with a focus on the prevention of corruption.

OUTPUT 2.3.4 CAPACITY OF JLOS ANTI-CORRUPTION AGENCIES ENHANCED

Capacity enhancement of JLOS anti-corruption agencies focuses on both institutions and relevant staff. The Sector is undertaking a technical capacity assessment of JLOS anti-corruption response mechanisms, to guide areas for further capacity building. In addition, JLOS capacity building for JLOS staff responsible for anti-corruption is delivered through three approaches; accredited training, attachment for experiential learning, and workshop-based training events. During the reporting period, JLOS staff training was conducted to bolster knowledge, expertise, and professionalism in anti-corruption.

The Sector with support from UNDP is undertaking two consultancy projects focusing on strengthening internal institutional anti-corruption controls. A professional international consulting firm was identified to first undertake an assessment of the effectiveness of existing JLOS anti-corruption frameworks and develop a JLOS corruption risk mapping, and secondly develop a manual or model framework on strengthening institutional mechanisms of corruption control that involves risk assessment, responsiveness, and accountability for JLOS institutions. The outcomes of these critical assignments are intended to improve the focus and approaches of implementation of the JLOS Anti-Corruption Strategy, and may also relay areas for strategic re-alignment.



CID Officers at Anti-Corruption Training at Kibuli

The Sector rolled out a scholarship for an annual diploma in investigations and prosecutions for 100 CID officers of the UPF who are involved in the investigation of complex crime such as corruption. This emerged from the recognition of the increasing complexity of white-collar and other financial crimes.

In addition, a total of 329 officers drawn from CID Headquarters, KMP, Crime Intelligence, PSU and investigators from upcountry stations were extensively trained on Anti-Corruption /Fraud under the theme “Enhancing Efficiency and

Effectiveness of CID in Dealing with Contemporary and Emerging Corruption Challenges in Uganda". The training took place at the CID training school for three weeks, where participants acquired knowledge on the recent legislations that are relevant to the day to day running of the CID work including the Anti-Corruption Act, Capital Markets Act, Anti-Money Laundering Act and other various statutory circulars and instructions. The training also encompassed legal procedures in respect to different anti-corruption enforcement processes, including asset recovery at a national and international level.

Other anti-corruption trainings conducted at institutional level benefited the JSC, and the ODPP, focusing on thematic anti-corruption aspects. JSC conducted capacity building on effective investigations of corruption related complaints for its staff. In the ODPP, the prosecutors attended a number of trainings which were sponsored mainly by SUGAR TAF, UNODOC and Financial Intelligence Authority (FIA)³⁵ supported many of the anti-corruption trainings. In addition, 25 ODPP staff attended training in LLM and management related courses. The Judiciary trained 25 Judges in handling cases of cyber-crime and electronic fraud.

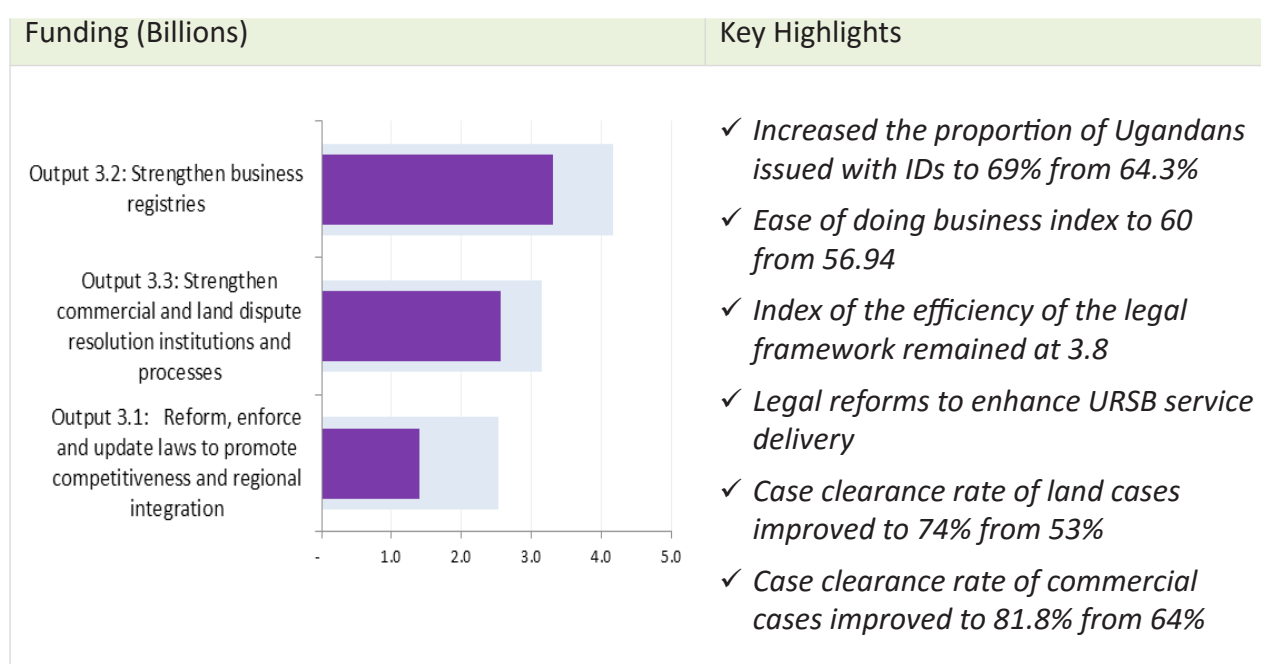
JLOS institutions also explored the placement of staff in different jurisdictions to undergo hands-on training in anti-corruption. For instance, two members of the JSC and two officers visited Ghana and Singapore for best practices in anti-corruption, handling of disciplinary proceedings and judicial education. They had an official study visit to the Judicial Service of Ghana to learn best practices and sharing experiences in the recruitment at all levels, sanctioning and rewarding judicial officers, and Singapore Judicial College to acquire best practices in public judicial education

Anti-corruption institutional strengthening is an ongoing reform process for the sector, focusing on operational reforms to minimize the opportunity for corruption, while at the same time reinforcing specific JLOS anti-corruption mechanisms. Sustained support from the SUGAR-TAF has positively impacted on the capacity of the ACD, ODPP, and the ACD. In addition, JLOS institutions have entered bi-lateral arrangements with development partners and like mandated institutions in foreign governments to facilitate local capacity building. For instance, an MoU was signed between the DPP of Denmark, Inspectorate of Government Uganda and ODPP Uganda, with a broad spectrum of activities relating to strengthening the anti-corruption fight by enhancing the capacity of investigators and prosecutors.

³⁵Focusing on data analysis, public finance management trial advocacy, digital forensic, cyber security, financial investigations, asset recovery management, money laundering investigation techniques

COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS STRENGTHENED

Indicator	Baseline 2016	Performance 2017/18	Target 2018	Performance 2019	Target 2021
Ease of doing business index (DTF)	57.7	56.94	59	60	63
Efficiency of the legal framework in settling disputes(index)	3.8	3.8	4.0	3.84	4.1



OUTCOME 3: COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS STRENGTHENED

The Sector continues to facilitate an enabling environment for productivity, investment and competitiveness through enhancing efficiency in settling of commercial disputes by supporting an efficient legal framework and thereby reducing the ease of doing business.

In the recently released Doing Business 2020, Uganda registered an improvement in the ease of doing business index to 60 from 56.94 in the previous year and an improvement in the ranking to position 116 from 122 in 2018 out of 190 economies.

The Country's index is still higher than the Sub-Saharan African region average which is at 51.61. The index of the efficiency of the legal framework remained at 3.8 and is expected to improve as levels of automation increase in the Case Management System. Uganda's legal framework index ranks highest in the EAC region.

Table 56 Outcome indicator Matrix

Indicator	Baseline 2016	Performance 2017/18	Target 2018	Performance 2019	Target 2021
Ease of doing business index (DTF)	57.7	56.94	59	60	63
Efficiency of the legal framework in settling disputes(index)	3.8	3.8	4.0	3.84	4.1

Source: World Bank doing business 2020

STRATEGIC INTERVENTION 3.1: REFORM, ENFORCE AND UPDATE LAWS TO PROMOTE COMPETITIVENESS AND REGIONAL INTEGRATION

The Sector puts great emphasis on reformation, update and enforcement of commercial laws, harmonization and domestication of regional and international laws, automation of business processes, enhancement of case management systems, mediation, small claims procedure and minimizing delays.

Implementation of newly enacted commercial laws remains a key Sector priority and the Sector has drafted and gazetted implementing regulations for 90% of the laws enacted in 2017/2018.

By the time of preparing this report, all commercial laws were uploaded and can be accessed online through the Uganda Legal Information Institute (ULII) available at www.ulii.org. The ULII is a project of Uganda's Judiciary where free online legal information is published.

Table 57 output indicators

Indicators	Baseline 2016	2017/18	2018/19	Target 2021
No. of priority laws prepared for enactment developed	No priority list	Priority list approved	Consultations on going on priority list.	All on priority list
Proportion of newly enacted commercial laws that are operational	65%	78%	90%	95%
proportion of commercial laws published online	0	20%	100%	60%

Source: JLOS M&E reports

Through the First Parliamentary Counsel (FPC), the Sector drafted 40 bills; published 19 bills, 11 Acts, 72 Statutory Instruments, 16 Ordinances and 26 Legal Notices. Gender and equity concerns were addressed whilst legislating. The legislation is intended to enhance competitiveness in the business environment.

The Acts published are:

- i. The International Conference on the Great Lakes Region (Implementation of the Pact of Security, Stability and Development in the Great Lakes Region) Act, 2018;
- ii. Excise Duty (Amendment) (No. 2) Act 2018;
- iii. Tax Procedure Code (Amendment) 2019;
- iv. African Export-Import Bank Agreement (Implementation) Act, 2019;
- v. National Environment Act, 2019;
- vi. Investment Code Act, 2019;
- vii. Civil Aviation Authority (Amendment) Act, 2019; and the
- viii. Security Interest in Movable Property Act, 2019.

The Bills published included:

- i. The Anti Money Laundering (Amendment) Bill, 2019, No.5 of 2019;
- ii. Income Tax (Amendment), Bill No.6 of 2019;
- iii. Value Added Tax (Amendment), Bill No.7 of 2019;
- iv. Stamp Duty (Amendment), Bill No.10 of 2019;
- v. Physical Planning (Amendment) No.17 of 2018;
- vi. LandLord and Tenants No. 18 of 2018;

- vii. Persons with Disabilities Bill, 2018 No. 19 of 2018;
- viii. National Coffee Bill, 2018 No. 20 of 2018;
- ix. National Graduate Scheme Bill, No. 21 of 2018;
- x. Law Revision Bill, 2019; and the
- xi. Appropriation Bill, 2019.

Among the 72 Statutory Instruments published, eight are critical instruments for enforcing laws that promote competitiveness and they include:

- i. The Security Organisations (Terms and Conditions of Service) Regulations, S.I No. 40 of 2018;
- ii. Building Control Act, 2013 (Commencement) Instrument, S.I No. 41 of 2018;
- iii. Geographical Indications Regulations, SI. No. 42 of 2018;
- iv. Land Acquisition (Tilenga Project) Instrument, S.I No. 46 of 2018;
- v. Land Acquisition (Namanve South 132-KV Transmission Line and Substations) Instrument, S.I No. 47 of 2018;
- vi. National Information Technology Authority Uganda (Certification of providers of Information Technology Products and Services) (Amendment) Regulations S.I No. 48 of 2018;
- vii. Chattels Securities Act (Commencement) Instrument, S.I No. 51 of 2018;
- viii. Acts of Parliament (Reprint of the Children's Act) Order, 2018; and the
- ix. Tax Procedures Code (Tax Stamps) Regulations, S.I No. 53 of 2018.

The DCIC also participated in various regional bilateral engagements that reviewed workflows for border management. They also held two regional workshops on retrospective charges for work permits and this resulted in the proposed adjustment of Immigration Service Fees. The engagements aimed at managing migration while enabling competitiveness for investment within the EAC. Relatedly, the Immigration Training Academy in Nakasongola provided training to 25 senior officers from Southern Sudan on the Integrated Border Management System (IBMS). It is envisaged that competitiveness and business will be strengthened for both countries.

OUTPUT 3.1.1: LEGISLATION PROPOSED IN NEW AND EMERGING AREAS OF COMMERCIAL AND LAND JUSTICE

To realize the Sector's effort in ensuring a clear regulatory framework critical for the promotion of national economic growth and development, JLOS continued to focus on reforming various laws in new and emerging areas of commercial and land justice. As part of the efforts to ensure the enactment of commercial laws, various studies have been undertaken to make proposals for reform of the laws.

The Sector identified land valuation as key for commercial justice to address the unsystematic and largely unstructured process of property valuation that affects the cost of doing business, hampers infrastructure development and leads to increased disputes. To this end, ULRC commenced a study to develop legislation to govern the valuation of property in Uganda. The legislative and regulatory reforms are geared towards modernizing and strengthening the delivery of valuation services by providing consistent, transparent and equitable valuation processes that are in line with best practices.

The ULRC simplified the Land Act and Mortgage Act, 2009 to ensure easy understanding of the land laws in Uganda by duty bearers and the general public. The documents await publication and dissemination. This approach of sensitisation will ensure that parties to land transactions can have access to laws and mitigate any challenges in land transactions which could impact on the business environment.

A Product Liability Bill was drafted to provide a framework to impose strict liability for defective products on manufacturers and producers. The pre-enactment advocacy programme was developed to popularize and disseminate the proposals in the Bill to the public, create awareness especially with Members of Parliament for advocacy and passing of the Bill.

The ULRC commenced a study to review the Distress for Rent (Bailiff) Act Cap.67. The review targets providing protection against aggressive bailiffs while spelling out the need for effective enforcement. It also proposes for a fair, transparent and sustainable cost regime with adequate remuneration; minimizes excessive powers; and ensures effective protection for the vulnerable.

Uganda has earmarked the use of railway transport as an integral part in easing the transportation of goods and services. As a result, the Sector undertook a study to review the Uganda Railways Corporation Act to make it responsive to the current prevailing and dynamic economic, social and cultural development needs. Stakeholders' consultations were undertaken and the review process is on-going and is expected to be concluded by December 2019.

The Sector undertook legal reforms to enhance service delivery and promote the implementation of the URSB mandate within an appropriate legal framework. The concluded legal reforms include:

- i. The Insolvency Practitioners Regulations S.I No. 55 of 2017 to provide for registration and regulation of Insolvency Practitioners with the Official Receiver;
- ii. Insolvency (Investigations and Prosecutions) Regulations S.I No.4 of 2018 to strengthen the procedure for investigation and prosecution of Insolvency Practitioners, Directors, Shareholders and Contributors;
- iii. Insolvency Fees (Amendment) Regulations S.I No.5 of 2018 to prescribe the fees payable in insolvency matters as provided for under the Insolvency Act 2011.
- iv. Geographical Indications Regulations of 2017 were published and came into force on 4th September 2018;
- v. Development of National Intellectual Property Policy which is anchored on the generation, protection, commercialization and enforcement of intellectual property rights, integration of intellectual property into national planning frameworks, linkage between national, regional and international intellectual property systems, use of the intellectual property system to support local technology development and technology transfer. The Policy will tremendously contribute to promoting sustainable wealth creation, employment creation and inclusive growth in key economic sectors such as; agriculture, trade and industry, science, technology and innovation, ICT; and the
- vi. Security Interest in Movable Property Bill No.1 of 2018, which repealed and replaced the Chattels Securities Act and led to the establishment of the Security Interest in Movable Property Electronic System that entered into force on May 27th, 2019.

Other noticeable legislative developments pending legal reforms are:

- i. The Companies, Act 2012 – The Doing Business Committee recommended a general review of the entire Act vis-à-vis the “Protection of Minority Shareholders Topic of the World Bank Doing Business report” and review of proposals from URA, in relation to the provisions on beneficial ownership in the Anti-Money Laundering Act, 2013.

The continuous and intermittent flow of proposals on different subject matter and from other Government Agencies such as URA, Financial Intelligence Authority (FIA), and Capital Markets Authority (CMA) has delayed the progress of the amendment process. There is need for a consolidated and comprehensive approach which might require a complete review of the Act and more stakeholder engagements, especially with Government Agencies;

- ii. Business Names Act – URSB is consulting with a team from the Cabinet secretariat on the sufficiency of the draft Regulatory Impact Assessment (RIA);
- iii. Cross Border Insolvency Practice Rules have been submitted to First Parliamentary Counsel for approval before gazetting; and the
- iv. Trademark Regulations 2018 which seeks to provide for the internal publication of an Intellectual Property Journal to ease the advertisement of Trademarks is currently before First Parliamentary Counsel.

The Sector participated in research and studies to fast track the reform of succession laws and the amendments are before Cabinet for approval of the principles. Other studies were also conducted in regard to the Estates of Missing Persons (Management) Act and probate. The studies will provide updated mechanisms of managing estates of missing persons in accordance with the law.

The Cabinet approved the amendment of five succession related laws which include; the Succession Act, (Cap 162); Administrator General’s Act, (Cap 157); Estates of Missing Persons (Management) Act, (Cap 159); Administration of Estates (Small Estates) (Special Provisions) Act, (Cap 156); and Probate Resealing Act, (Cap 160). Currently, the legislation were tabled in Parliament and are now before the Legal and Parliamentary Affairs Committee of Parliament. Once enacted, these laws will guide in the implementation of aspects of land and commercial laws relating to properties and businesses of deceased persons.

OUTPUT 3.1.2 ACCESS TO COMMERCIAL LAWS ENHANCED

In a bid to ensure that all related commercial laws are readily available and easily accessible, ULRC compiled a draft compendium of the relevant laws and reviewed leading cases in Commercial law for inclusion in the compendium. Printing of the Compendium will be subject to publication of the 7th Edition of the principal laws of Uganda for consistency in referencing.

A draft copy of the Noter-up of the Laws of Uganda for Volume I-XIII was developed by MoJCA. The Noter-up is a document that brings up to date the Laws of Uganda from the date the revised edition was made.

The Sector through MIA reviewed the Explosives Act 1936 and a draft Cabinet memorandum was prepared awaiting clearance for presentation to Cabinet.

OUTPUT 3.1.3 RULES AND PROCEDURES IN COMMERCIAL JUSTICE SIMPLIFIED:

As part of the case backlog implementation strategy the Hon the Chief Justice constituted the Civil Justice Reform Committee responsible for making proposals for issuance of Rules by the Rules Committee chaired by the Chief Justice. This was against the recommendation of the case backlog committee that made proposals for amendment of Court Rules of Procedure to introduce new case management systems with the view to reducing lead times and unnecessary adjournments in adjudication. The Amendments introduced were:

- I. Amendments to the Civil Procedure Rules, 2019;
- II. Practice Directions on Adjournments, 2019;
- III. Amendments to the Judicial Review Rules, 2019;
- IV. Practice Directions on Recusal of Judicial officers, 2019; and
- V. Amendments to the Rules on Enforcement of Fundamental Human Rights and Freedoms 2019.

All the amendments introduced by these Rules are aimed at promoting effectiveness and efficiency in the administration of Justice by doing away with practices that have been causing case backlog.

OUTPUT 3.1.4 APPROPRIATE REGIONAL LAWS HARMONIZED AND DOMESTICATED:

The URSB in collaboration with the World Intellectual Property Organization (WIPO) held a Stakeholders' Workshop on the domestication of the Marrakesh Treaty in order to facilitate access to Published Works for Persons who are Blind, Visually Impaired or Otherwise Print Disabled. MDA's together with other stakeholders relevant to the implementation of the treaty held a discussion on the appropriate implementation of the treaty and how the bill should be drafted.

URSB commenced legal reforms to re-align selected laws to the regional and international demands. These include:

- i. The Security Interest in Movable Property Bill No.1 of 2018, which sought to repeal and replace the Chattels Securities Act which has several inadequacies, was enacted in 2019
- ii. Regulatory Impact Assessment (RIA) was prepared and consultations held for the amendment to the Companies Act; 2012
- iii. Trademark Regulations 2018 were submitted to the First Parliamentary Counsel. The Regulations seek to provide for the internal publication of an Intellectual Property Journal to ease the advertisement of Trademarks.

The Sector through ULRC was designated as the lead agency on matters of the United Nations Commission on International Trade Law (UNCITRAL), to coordinate government ministries and departments on all developments that take place during working group meetings and the plenary. UNCITRAL is the core legal body of the United Nations system in the field of international commercial law, promotion of modernization and harmonization of rules on international business. The Sector benefitted from lessons on best practices and model laws to inform the reform programme. A case in point is the Securities Interest in Moveable Properties Act 2019 that was informed by model laws and best practices from UNCITRAL.

As a way of domesticating regional Laws related to Legal Education, Legal training and Legal Practice, five LDC Staff undertook study tours to the East African Region. The study was geared at initiating a Post Graduate Bar Course which is intended to cater for persons who graduate from other countries and would like to practice in Uganda. The study was resourceful and a report was prepared and submitted to the Management Committee of LDC. The team intends to conduct a study in Uganda, with a view of reaching out to universities and other JLOS stakeholders that are partners with LDC. This has not been done due to resource constraints.



The Director LDC meets with the Director and Deputy Director of the Kenya School of Law

Seven UHRC staff including the Chairperson, Directors and technical officers participated in a learning visit to the Kenya National Commission on Human Rights (KNCHR) in order to strengthen the Commission's capacity in complaint handling mechanisms. The team was exposed to the referral systems being used by the KNCHR including the use of the Complaints Referral Partners Network. UHRC hopes to replicate the best practices learned to enhance service delivery.

OUTPUT 3.1.5 COMMERCIAL LAWS ENFORCED

The DGAL concluded and reported 396 (132%) cases against a planned total of 300 of Commercial, consumer and illicit products for public health concerns and trade. Relatedly it concluded and reported 308 (103%) cases against a planned total of 300 for forensic monitoring and investigation to support safeguards for public health, food and environmental safety. Likewise, forensic monitoring for aflatoxins in 150 samples of maize and groundnuts was conducted in six districts of Soroti, Mbale, Jinja, Kampala, Wakiso and Mukono.

DGAL further concluded 64 backlog cases of commercial and consumer products against the targeted 60 cases. Other 66 backlog cases and 298 cases of forensic monitoring and investigation to support safeguards for public health, food and environmental safety were concluded against the targets the 60 and 150 cases respectively. In addition, 908 commercial and illicit products cases were verified against a planned total of 320 cases. This performance was as a result of an increase in budget allocations which enabled procurement and maintenance of equipment and a constant supply of re-agents.

The URSB, using the SAGE Evolution System³⁶, was able to provide users with information on all financials, approval history, real-time information, email notification, reminders, audit trails, event log, files and all forms of role-based security.

In order to enhance awareness and enforcement of the Tax Appeals Tribunal (TAT) Act, the Sector through TAT embarked on a process of simplifying the Act. As a result, eight court user meetings were held in Mbarara, Mbale, Arua and Gulu as part of the ongoing consultation processes.

STRATEGIC INTERVENTION 3.2: STRENGTHEN BUSINESS REGISTRIES

The Sector continues to work towards implementing measures to support integration for better communication between the various registries. Automation is among the target areas to provide a customer-oriented service that promotes efficient growth and operation of businesses.

The level of automation currently stands at 45%. The average time taken to register a business is now three hours as a result of automation of the business registry, bringing support service like banking nearer to customers and strengthening coordination. The performance has exceeded the target set for 2021 and must be revisited during the midterm review of the SDPIV. The number of Ugandans with NID Cards increased to 69% from 64.30% as shown in table 3.2.

Table 58 showing performance indicators for business registries

Performance Indicators	Baseline 2016	Performance 2017/18	Target 2018/19	Performance 2018/19	Target 2021
Proportion of Ugandans with a NID	45.2%	64.30%	64%	69%	85%
Time taken to register a business/company	2 days	3 hours	8 hours	3 hours	8 hours
Level of automation of business registries	45%	45%	60%	45%	75%

OUTPUT 3.2.1 REGISTRIES REFORMED AND EQUIPPED

DCIC digitised 334,660 physical files (bringing the cumulative number of digitized and archived files to 906,594 files) of the targeted 4,000,000 files. This improved efficiency in the retrieval of digitised files and processing of requests for documentation. Relatedly, DCIC developed and is implementing a communication strategy for e-passport. An interim passport centre was constructed to provide a secure environment for those seeking immigration services.

³⁶SAGE Evolution System is an Enterprise Resource Planning software system that gives the ability to control financial situations as well as relationships with customers, suppliers and employees

Table 59 DCIC performance

Facility	FY 2017/18	FY 2018/19
Passports	176,455	160,334
Work Permit	10,698	15,689
Student Pass	8,809	12,572
Dependent Pass	6,412	6,789

Source: DCIC

Passport issuance reduced from 176,455 to 106,334 in FY2018/19. Most Ugandans applying for passport services received their Passports within eight days of submission of their applications (average time for issuance of passports). The passport application process was affected by the transition period from the issuance of machine-readable passports to the e-passport.

The DCIC served Work Permits applicants within seven working days. The appeals of work permit holders were cleared within seven working days while general legal advice was provided within 14 days. The number of applicants for work permits issued increased from 10,698 applicants in 2017/18 to 15,689 in 2018/19 partly due to new investments in the industrial parts. Improvement was registered in the issuance of Student Passes from 8,809 pupils and students permitted to study in the country in FY 2017/18 to 12,572 students in FY 2018/19.

The average time of clearance for travellers at the borders was maintained at 2.6 minutes per person partly due to adding more counters and workstations at Entebbe International Airport. The Sector is empowering citizens through decentralizing of the e-immigration system to 4 regional offices (Gulu, Mbarara, Mbale and Jinja), two missions (Denmark [Copenhagen] and Saudi Arabia [Riyadh]), four borders (Rwanda [Mirama] and DRC [Mpondwe, Vurra, and Goli]) and expanded existing ones with Assistant Immigration Officers. This brings the missions covered with the e-immigration system to 17, four regions and 14 borders. As a result, the DCIC registered a total of 3,160,285 (1,430,730 departures and 1,729,555 arrivals) legal and orderly movement of people across the border at 52 border points and seven Missions abroad.



Left: Tent Shelter Passport application area. Top right: Passport receiving area. Bottom Right: Interim passport application area

The electronic systems for the e-visa/ permit, e-passport services, e-citizenship and automated post entry control are being developed and concurrently implemented. The upgrade of the e-immigration system into a Border Management System – Automated Border Control is at development stage in the System Development Life Cycle; with the first Factor Assessment Test concluded the system will provide trusted migrants self-clearance. Both Systems are scheduled for deployment in October 2019.

With the support of other agencies, 65,000 asylum seekers were cleared to enter and handed over to the Office of the Prime Minister. Forty-seven successful patrols were conducted and 3,732 objectionable immigrants were denied entry. Imposters holding NID and passports were detected. 1,241 immigrants were investigated, 41 prosecuted and 255 removed for illegal stay.

URSB procured SAGE Evolution System for financial management to aid in tracking liquidated accounts by generating reports on the status of the liquidated companies, their assets, liabilities and data on the creditors and debtors. This system enables the sharing of vital information on all liquidated company accounts through shared spreadsheets and database thus eliminating duplication, inaccuracies and other reporting and administrative challenges.

URSB offices procured an electronic notice board, 21 CCTV cameras and other necessary equipment for it to conduct outreaches and this included two motor vehicles, six-50 seater branded tents and 5 portable power generators to facilitate mobile business registration and conduct outreach programmes.

Table 60 highlights of cumulative URSB outputs for FY2017/18 and FY2018/19 (source URSB)

DIRECTORATE	ITEM	FY2017/18	FY2018/19	% Change
Business Registration	New Companies and Business Names registered	75,814	73,406	-3.18
	Legal Documents (POA, Deeds, Constitutions, Agreements, Affidavits & Declarations)	47,182	48,586	2.98
	Debentures/Mortgages	1,080	1,896	75.56
	Certifications	29,350	42,562	45.02
	Company Forms	71,597	58,119	-18.82
	Chattels	302	170	-43.71
Liquidation Unit	Resolutions received	174	92	-47.13
	Court appearances	61	56	-8.20
	Insolvency practitioners registered	16	59	268.75
	Companies liquidated	31	6	-80.65
Civil Registration	Civil Marriages	1,563	1,730	10.68
	Marriage returns FBOs & Districts	7,414	9,448	27.43
	Churches Licensed	561	249	-55.61
	Certification of marriages (Civil, Church, Customary and single status letters)	2,754	3,499	27.05
	Searches on Marriage Register	853	1,120	31.30
	Customary marriages registrations	187	862	360.96
	Single Status	354	516	45.76
	Special Licenses	132	124	-6.06
Intellectual Property	Foreign Trademark Registrations	1,589	1,723	8.43
	Foreign Trademark applications	1,325	1,827	37.89
	Local Trademark applications	1,314	1,613	22.75
	Local Trademark Registrations	1,082	1,204	11.28
	Foreign Trademark Renewals	1,312	1,404	7.01
	Utility model applications	13	17	30.77
	Utility model grant	11	6	-45.45
	Patent applications	22	7	-68.18
	Patent Grants	1	5	400.00
	Copyrights applications	134	128	-4.48
	Copyrights registrations	62	74	19.35
Industrial Design applications	71	117	64.79	
Industrial Design registrations	10	27	170.00	

Source: URSB

OUTPUT 3.2.2 BUSINESS REGISTRIES AUTOMATED

JLOS strategized to automate business registries across all Sector institutions in a bid to enhance the environment for competitiveness. Automation is expected to enhance efficiency and inter-agency cooperation, but also to reduce the opportunities for corruption. To achieve this, the Sector is working towards the establishment of an electronic chattels registry, Phase II implementation of a passport tracking system, and digitization of records.

The President of the Republic of Uganda, H.E. Yoweri Kaguta Museveni assented to the Security Interest in Movable Property Bill on 31st March 2019 and the Bill was gazetted on 30th April 2019. It repealed the Chattels Security Act of 2014 and provided for the establishment of the Security Interest in Movable Property Electronic System.

The URSB commenced development of the Electronic Chattels System by designing of a web-based Security Interest in Movable Property Registry – the prototype was finalised. This will allow secured creditors to register their security interests in movable assets online and provide financial institutions with a platform by which they can inform other lenders (and buyers of chattels) about their interest in a particular chattel, thus reducing the risk that the buyer might fraudulently take a loan against the chattel or dispose of it without informing the financial institution. It will also enable individuals and entrepreneurs to use un-utilized (or under-utilized) movable assets or chattels such as plant and machinery, accounts receivables, inventory, crops and livestock as well as intangible chattels such as patents, trademarks and intellectual property rights as collateral for accessing credit. Eventually, the establishment of the electronic chattels registry will address the challenge of skyrocketing interest rates due to high risks for lenders thus enhancing the quality of credit portfolio through increased competitiveness in the financial market which eases doing business.

URSB developed an Online Single Services Portal for filing of returns aimed at supporting clients to file both marriage and company annual returns online. The special features on the system include:

- a) National Marriages Registration System (NMRS): This is the module that is used to register all events and services offered in the civil registry;
- b) Official Online Bulletin System (OBS): This module reflects, in real-time, changes that happen to a company, business name or marriage registration. This serves as a notice board for URSB;
- c) Online filing of Marriage returns: This module aids clients to file their marriage returns online; Plans are underway to train and roll-out the NMRS to all duty bearers and also to sensitize the public in the forthcoming financial year, FY2019/20;
- d) Online filing of Company annual returns: This module facilitates online submission of company annual returns. On 8th May 2019, the Online Returns Filing System (ORFS) was rolled out to fully automate filing of company annual returns; and
- e) Modernized and structured registration forms: This module re-designs, simplifies and modernizes registration forms to a structured format.

A client-based feedback mechanism using SMS Platform has been set up by URSB to enable clients to get instant notifications on the status of documents they submit. This has led to a reduction in the queues of clients waiting to collect their documents. The system is integrated into the Business Registration System (BRS) for Civil and Business Registrations respectively. However, the Bureau intends to develop its own system and acquire a shortcode where clients can ably submit enquires for instant responses once funding is secured.

Capacity building on online chattels registry was undertaken and 72 representatives (48 females and 24 males) from financial institutions, money lenders and SACCOs were trained on Security Interest in Movable Property Registry System. This System is intended for use by the financial institutions and individuals with accounts being administered by URSB.



Manager Compliance, Ms. Miriam Nabatanzi (on the left) making the chattels presentation to the Commercial Bank of Africa (CBA) team and one of the User Acceptance Testing's (UAT) being conducted with the Users to ensure it meets their needs in Kampala.

DCIC successfully completed digitization of 906,594 files (cumulatively records). A new contract of digitizing 775,000 records is ongoing and is expected to bring the total records digitized to 1,681,594 by the end of October. The Directorate procured a passport application tracking and alert system equipment. This was in addition to the installation of CCTV cameras to monitor clients in waiting and in processing areas at Busia, Malaba borders with Kenya, Mutukula [Tanzania] and Cyanika and Mirama bordering Rwanda.

In order to reduce the turnaround time for processing applications for NIDs to a maximum of three weeks, NIRA procured equipment that included: 15 district servers, 15 high-resolution scanners and 15 smart UPS.

NIRA scaled up National Identification and Registration services and is also partnering with the Missions and Embassies abroad for registrations of citizens in the diaspora including London-United Kingdom (UK), Nairobi- Kenya, Pretoria-South Africa, Abu Dhabi-United Arab Emirates and Washington-District of Colombia (DC), United States of America (USA). The National Identification Register by the closure of the financial year had received 28,451,956 applications out of the projected population of approximately 40 million people thereby representing 72.4% of the total population. Out of the 28,451,956 who applied, 25,204,405 persons have been fully registered and assigned NINs in a period of five years (Approx. 63%), and of these 15,307,864 (60.7%) have been issued with their NID cards. 2.6 million are pending issuance and 6,623,981 Learners below 16 years have been assigned with the National Identification Numbers (NINs). The identification of citizens ensures proper planning and service delivery in addition to enhancing national security.

OUTPUT 3.2.3. STAFF CAPACITY ENHANCED IN E-REGISTRY

The Sector continues to enhance the capacity of institutional staff and that of the respective institutions, aimed at improved efficiency and effectiveness in the delivery of services.

The URSB trained a team of 42 staff in ISO 9001:2015 quality management system. Participants were equipped with Knowledge in Quality Concepts, benefits of Quality Management Principles and ISO 9001:2015 requirements. Staff trainings were based on the identified gaps within the Bureau so as to develop staff capacity and strengthen the different functions of the Bureau. Thirteen staff from Departments of Human Resource, Administration, ICT, Internal Audit, Procurement and Planning were trained in areas of Senior Management Development, PRINCE Project Management, Information Security Audit, Procurement and Contracts Management and Participatory Budgeting and Expenditure tracking respectively. Eighty Staff across different Departments and Support Units were also trained in International Computer Driving License (ICDL) to facilitate and promote

their productivity in the Bureau, as shown in table 59. The trainings have improved efficiency in workflows and processes at the registry.

OUTPUT 3.2.4 STAKEHOLDERS SENSITIZED ON BUSINESS PROCESSES

The Sector focused on sensitization of stakeholders on business processes through awareness campaigns and user committee meetings. In this regard, URSB held media campaigns on: enhancing public awareness of URSB Services; sensitizing the business community and general public on the need for protection of brands and innovations; and conducted mobile clinics. The campaigns focused on the importance of registration of marriages, the different types of marriages recognized by the Government of Uganda and the dangers of marrying in unlicensed places of worship, business and intellectual property; insolvency and rescue mechanisms; and benefits of formalizing businesses.

Furthermore, URSB with its Tax Payer Register Expansion Program (TREP) partners (URA, KCCA and MoLG) rolled out six new TREP centers in the districts of Kisoro, Lugazi, Tororo, Mubende, Rukungiri, and Kasese bringing the total to 40 TREP centers in different Municipalities countrywide. This has increased access to registration of businesses through One Stop Shops across the country.

The goal of TREP is to formalize the informal businesses by enhancing collaboration among government institutions for purposes of expanding business registration and tax collection.

This has been done through:

- i. Educating and sensitizing the public about the importance of formalizing their businesses through formal registration and payment of taxes and other dues;
- ii. Reducing the time and cost of compliance by simplifying the process for business entities in registering for and conducting business; and
- iii. Harmonizing tax administration systems and minimum enforcement of government institutions in the partnership.

The Sector held stakeholder sensitization and engagement workshops targeting district officials of Soroti and Mbale. A total of 193 Local Government Officials from 29 Districts participated in these workshops. The Mbale cluster had 101 participants from 16 Districts, while the Soroti cluster had 92 participants from 13 districts. Vital information on the different Services offered by URSB such as: Business, Marriage and Intellectual property Registration. Insolvency Services were provided to the LG stakeholders and duty bearers in these workshops and issues raised were clarified and matters for follow-up agreed upon.

The URSB registered a remarkable improvement in the delivery of registration services in areas of business registration, intellectual property, civil registration and liquidation due to increased sensitization campaigns, compliance and enforcement, simplification of registration processes and reforms. Consequently, this culminated into a tremendous increment in statistical outputs as presented in the table 60.

The URSB Board together with top management met the leadership of FBOs on registration of marriages and licensing of churches in all regions in August 2018 and a few local government stakeholders participated. The engagements clarified a number of issues about the role and performance of FBOs as duty bearers in marriage registration and licensing of churches and how to improve services. Notable faith-based communities including the Catholic, Anglican, Islamic and Pentecostal as well as other stakeholders from local government, both technical and political, were met in the regions of West Nile, Northern, Eastern and Western Uganda and this impacts on protecting interests in marriage, at its dissolution and succession.

The URSB participated in the World Bank Ease of Doing Business conference 2018 held in Abidjan, Nigeria. World Bank ranks economies against reforms done in improving the country's competitiveness. Uganda is currently ranked **116th** against **190** economies. It showed an improvement compared to 129th in 2018.

Table 61 ease of doing business ranking in different indicators among the East Africa Community.

Economy	Global Rank	Starting a Business	Registering Property	Getting Credit	Protecting Minority Investors	Paying Taxes	Trading across Borders	Enforcing Contracts	Resolving Insolvency
Rwanda	38	35	3	4	114	38	88	32	62
Kenya	56	129	134	4	1	94	117	89	50
Uganda	116	169	135	80	88	92	121	77	99
Tanzania	141	162	146	67	105	165	182	71	116

URSB needs a full online business registration system and other agencies should expedite relevant laws that impact several indicators among which include; protecting minority investors, enforcing contracts and resolving Insolvency. If this is done in collaboration with other agencies, it shall promote Uganda’s overall ranking

URSB conducted business clinics in the Districts of Paidha, Lira, Gulu, Mbarara, Mpigi, Entebbe, Mubende, Iganga, Bugiri and instant registration of businesses was done.



Registration Officer, Mr. Nasasira Daniel (on the right) handing over a certificate of company registration to a client and business team (on the left) engaging clients during the clinic in Mubende

The URSB conducted 17 TV and 24 Radio talk shows both in English and local languages in various media houses. The media campaigns were geared towards enhancing public awareness about URSB Services on marriage registration, business registration, promotion and protection of intellectual property rights, insolvency and rescue mechanisms in Uganda.

URSB sensitised community development officers and duty bearers in various districts on the benefits of business and marriage registration; its role to the development of the Community, filing of marriage returns and Licensing their places of Worship.

The Bureau also sensitised librarians, researchers and professors at Makerere University on Intellectual Property (IP) management and searching skills in relevant patent databases such as PATENTSCOPE. Relatedly, URSB in collaboration with WIPO held a three-day Workshop for Judicial Officers such as Judges, Magistrates, Justices, and other stakeholders involved in the protection of patented products and other IP attributes where IP Enforcement Agencies and officials were sensitized on IP Rights protection and their key role in IP Rights in Sub-Saharan Africa.

Similarly, the Bureau conducted a one-day engagement with 237 (70 females) creative artistes to raise awareness about copyright and related laws, collective management of copyright and related rights, opportunities and challenges of copyright in the digital age.

On Development of the National Civil Registration and Vital Statistics (CRVS) Strategy and Communication Strategy for NIRA, the bidding process to procure a consultant for the CRVS Strategy was completed during the period under review. The Best Evaluated Bidder (BEB) quotation

was beyond the available budget. The National Steering committee advised that the process be halted given that the BEB price was above the market rate. It was proposed that UNICEF assists in sourcing for a qualified individual consultant for consideration to conduct the exercise.

Development of NIRA's Communication Strategy commenced on 3rd May 2019 and the process is ongoing. A training of Trainers in the International Classification of Diseases (ICD) Coding and Medical Certification of Cause of Death (MCCOD) was held in June 2019. The training was co-facilitated by the World Health Organization (WHO) Head Quarter, WHO Regional Office for Africa, and WCO as well as the World Bank. Trainees were drawn from regional referral hospitals, academia, Private Not-For-Profit (PNFP) and General hospitals, Districts as well as Mulago Hospital Complex Hospitals. A national rollout plan for ICD 11 and MCCOD was agreed. Subsequently, finalization and customization of WHO ICD 11 guidelines, customization of the Electronic Medical Record (EMRS)/ Electronic Health Management Information Systems (EHMIS), including community cause of death protocols of death reporting, in-service training curricular on certification of cause of death and ICD coding will be finalized.

TAT conducted sensitization of the public on TAT services via media and procurement of IEC materials. Brochures printed were distributed and radio talk shows were held in Mbarara.

The URSB also conducted a Technology and Innovation Support Center's training workshops for researchers and final year students in Arua, Kabale and Kampala at Muni University, Kabale University and Imperial Royale Hotel respectively to enhance their capacity in Intellectual Property Rights and Intellectual Property Rights registration. A number of researchers from reputable Universities i.e. Makerere University Kampala (MUK), Uganda Christian University (UCU), Mbarara University of Science and Technology (MUST) participated and also discussed about the research infrastructure in their institutions, strengthening research policies, mobilization of research funding, fostering knowledge production and utilization of research results for sustainable national development.

The NIRA undertook a study on Identification for development assessment in Tanzania and South Africa (Swaziland) for Ten NIRA Officers aimed at assessing NID Technology platform and processes, institutional and Legal/regulatory frameworks and business models.

The DCIC Trained 279 on the features and operations of the PISCES 9.0 Version at Entebbe International Airport and other border stations. The Immigration Training Academy conducted its inaugural training and passed out 22 Immigration officers and Immigration Assistants on April 16th - 10th August, 2018 who were skilled in the Migration Foundation Course. The inaugural class of 22 officers was composed of 15 Immigration officers, seven Immigration Assistant Immigration officers, 15 of whom are females while seven are males. The training strengthened the skills and capacity of Officers towards the maintenance of border integrity. Pass out of the 22-immigration staff officiated by the Minister for Internal Affairs Honourable General Jeje Odongo.



Police Commandant makes a presentation-An over view of the Police Senior Command and Staff College – Bwebajja

Additionally, DCIC trained all Staff (70) of Entebbe International Airport on customer care and client relations, protocol and diplomatic etiquette, human trafficking and management of migrant workers. The Directorate further conducted interagency collaborations in which UPDF provided trainers, medical services during the training sessions, and UPF provided insights of the best practices in law enforcement at the Police Training School at Bwebajja.

STRATEGIC INTERVENTION 3.3: STRENGTHEN COMMERCIAL AND LAND DISPUTE RESOLUTION PROCESSES AND INSTITUTIONS

To ensure commercial and land dispute resolution processes are efficiently and effectively realized by respective institutions, the Sector has put in place strategies such as case backlog reduction strategy; capacity building of duty bearers in commercial and land justice; and the roll-out of mediation and small claims to all courts.

Table 62 Performance indicators commercial and dispute resolution

Key performance indicators	Baseline 2016	Performance 2017/18	Target 2018/19	Performance rate 2018/19	Target 2021
Clearance rate of land cases	77.1%	53%	92%	77%	98%
Clearance rate of commercial cases	71%	64%	95%	94%	98.7%
Mediation success rate	55%	57.1%	59%	59	60%

Source: Judiciary CCAS

OUTPUT 3.3.1 CASE MANAGEMENT SYSTEMS ENHANCED

The Sector embarked on implementing a Case Backlog Reduction Strategy for commercial and land cases including training of judicial officers on small claims, case management and ADR; training state attorneys in arbitration and contracts management and training of TAT officials in law, accounting, tax arbitration as well as sharing best practices in adjudication of land cases.

In the reporting period, the Judiciary registered a total of 19,562 cases and brought forward 32,355 bringing the total to 51,917 land cases in the reporting period. Of these, 15,038 land cases were disposed of hence a clearance rate of 77% and a disposal rate of 29%, as compared to clearance rate of 50.9%, and disposal rate of 15.9% in the previous year. The improvement in the clearance rate is attributed to regular backlog reduction sessions that were conducted during the reporting period.

Table 63 land cases handled at various court levels

Level of court	Total	Brought forward	Registered	Completed	Pending	Clearance rate (%)	Disposal rate (%)
High court	27,171	19,111	8,060	5,500	21,671	68	20
Chief Magistrate	20,364	11,076	9,288	7,993	12,371	86	39
Magistrate G I	4,340	2,141	2199	1536	2,804	70	35
Magistrate G II	42	27	15	9	33	60	21
Total	51,917	32,355	19,562	15,038	36,879	77	29

Source: Judiciary CCASS

Thirty Judicial Officers (9 females and 21 males) met to share Best Practices in the adjudication of land cases. Fifty magistrates (22 females and 28 males) were trained in case management and ADR. Mediation training of 35 participants including Judicial Officers and other Stakeholders was conducted in Tororo High Court Circuit. All these interventions equipped the stakeholder to effectively handle mediation.

Table 64 Commercial Cases handled at various court levels

Level of Court	Brought forward	Registered	Completed	Pending	Clearance rate (%)	Disposal rate (%)
Commercial court	1,079	2,226	1,856	1,449	83	56
(Small claims procedure)	1,208	5,015	4,942	1,281	99	79
Total	2,287	7,241	6,798	2,730	94	71

Source: Judiciary CCASS

The Sector through the JTI, held a consultative meeting for Judicial Officers (judges and magistrates) to share best practices on how best land cases can be adjudicated. The meeting was attended by 39 participants and recommended the following: pre-trial meetings prior to court hearings so that judicial officers can ascertain issues which are not included in their pleadings; mediators must visit *locus in quo* when necessary; more training of lower cadre judicial officers is of the essence; parties to land cases to participate in mediations and in court hearings; and the Rules Committee be requested to include a provision in the Civil Procedure Rules to empower Judicial Officers to call upon Ministry of Lands, Housing and Urban Development (MoLHUD) to provide the 'white page' of land titles/certificates.

In the reporting period, the Administrator General opened 4546 new files, inspected 99 estates, made seven applications to court to grant letters of administration, and filed 22 applications for winding up of estates. The beneficiaries were encouraged to administer their estates while applications for winding up are reducing. The office also issued 1,646 certificates of No Objection, 113 certificates of land transfers and conducted 511 family arbitrations/ mediations.

This is partly due to awareness creation campaigns which resulted in more clients coming to open files with knowledge of the basic or essential requirements. There is a very positive vibe from the public about the work of the department and well-served clients are the biggest credit and best source of sensitization. They refer their relatives, their neighbours, their friends to the office for service.

A total of **44** estates applications for winding up of estates and Renunciation of Letters of Administration were filed against a target of 60 representing 73% performance.

To ensure faster disposal of estate cases, resolved **1003** succession related wrangles through family mediations and arbitrations exceeding the targeted 1000 cases..

Estate Inspections of 326 against the targeted 500 estates was undertaken. The estates earmarked for inspection included those under the administration of the office and those where intending administrators petitioned the office for a Certificate of No Objection.

Transfers of land in 206 estates was executed over and above targeted 150 land transfers because of the compliance by the beneficiaries. Also Letters of Administration in respect of **13** estates that were at the verge of being wasted were obtained. The Administrator General issued, **3216** certificates of No Objection and this is usually dependent on the demand for the same.

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 Directorate. 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 were to be effected within seven days upon proper identification of the payees. These targets were strictly enforced within the Directorate.

A total of 3,271 requests for Contract reviews/clearance were received by MOJCA, out of which 2,953 were responded to and 318 are still pending. Two hundred sixty-four (264) invitations for meetings with MDAs were received out of which 221 were attended. One hundred and eight (108) invitations for international meetings were received out of which 69 were attended. Six hundred thirty-five (635) requests for legal opinion were received out of which 516 were responded to and 119 were pending.

OUTPUT 3.3.2 MEDIATION, SMALL CLAIMS PROCEDURE AND LAND COURTS ROLLED OUT

The Sector continues to prioritize the rollout of initiatives such as ADR mechanisms, small claims, and land courts with a view of enhancing expeditious and specialized case disposal. The disposal rate for mediated cases stands at 69% up from 57.1% in 2017/18 and 48.5% in 2016. In the reporting period, a total of 116 mediators were accredited in Mbarara, Kabale and Fort Portal High Court circuits, as a way of increasing the use of mediation in case disposal.

The Small Claims Procedure (scp) is a reform initiative of the Judiciary intended to enhance access to justice for litigants with commercial disputes (supply of goods, debts or rental disputes) whose value does not exceed ten million (10m) Uganda shillings. The rollout and implementation of the procedure is managed by the registry for SCP, and is currently rolled out to 59 Chief Magistrate Courts across the Country.

In the period under review, the registry for SCP conducted rollout of the procedure at the Chief Magistrate Courts of, Kiruhura, Isingiro, Kira, Luzira, Bulambuli, Budaka and Lugazi, Kayunga and Kasangati.



On the left, The Honorable the Chief Justice handing over the Small Claims Register to Judicial Officers of LDC Court and on the right, The Chairperson SCP Hon Justice Kiryabwire handing the SCP register to the Magistrate in charge of SCP at Kira Magistrate Court.



Honorable Judges of the High Court with the training facilitators (seated), Principal Judge, Hon. Justice Dr. Yorokamu Bamwine (Centre), Hon. Justice Kiryabwire, Chairperson SCP Implementation Committee (right) and Hon. Mr. Justice Stephen Musota (Left), Justice of the Court of Appeal

As part of the capacity building efforts of the Registry, training of Judges in SCP and on-station Coaching sessions were conducted at 13 SCP implementing Courts. Further, the Registry carried Public Sensitization and stakeholder activities at the Courts of Bulambuli, Budaka and Sironko.



Hon. Justice David Wangutsi (Left), Head of the Commercial Division handing over a certificate to a Reverend during an accreditation exercise in Soroti

Dispute Resolution in the form of mediation has a long tradition in Uganda. It is a constitutional demand to involve the people more directly in the administration of Justice. Mediation is one of the methods of resolving conflict that involves the direct participation of parties to a conflict in reaching a settlement. In the Judiciary, implementation of Mediation as a form of ADR is coordinated by the Mediation Registry.

The pool of court accredited mediators in the High Court Circuits increased by 241 during the FY 2018/19, thus contributing to improved functional access to Justice

in Uganda. Accredited mediators included; religious leaders, civic leaders, cultural leaders, advocates/lawyers, political leaders and judicial officers.

OUTPUT 3.3.3 CAPACITY OF DUTY BEARERS IN COMMERCIAL AND LAND JUSTICE BUILT

The Sector is implementing a wide range of strategies to strengthen commercial and land dispute resolution processes and institutions. These strategies include: strengthening case management systems; roll out of initiatives such as mediation and land courts; review of rules and procedures that cause delays; review of business processes and building capacity of duty bearers in commercial; and land justice dispute resolution processes.

The Sector built the capacity of duty bearers in commercial and land justice through trainings at the JTI and other sector programs. The Sector User Committees and Working Groups were facilitated and members participated in different trainings.

Judicial officers comprising of Judges, Chief Magistrates and Magistrates Grade One were trained on best practices in the adjudication of land cases. These trainings were premised against the background that land cases form the bulk of cases in the justice system in terms of case backlog. The Judicial officers made the following recommendations for improving land dispute resolution processes: need for pre-trial meetings at *locus*, so that judicial officers can ascertain issues which are not within the pleadings; women and other vulnerable groups need cheap, quick and easily accessible Justice; mediators must visit *locus in quo* when necessary; need for a record on attendance of mediators in court; more training of lower cadre judicial officers (magistrates Grade One) on key concepts in adjudication of land disputes; parties to land cases must participate in mediations and in court hearings; establish an effective and efficient court system and recruitment of more Judges and other judicial officers to handle case backlog and the increasing land cases.

The Sector also trained 150 Court Bailiffs in Mbale High Court Circuit. This enabled the bailiffs to have basic principles and practices in carrying out their mandate.

OUTPUT 3.3.4 RULES AND PROCEDURES THAT CAUSE DELAYS REFORMED

Under phase one, the Rules Committee reviewed and completed six sets of Rules of Procedure applicable to all Courts which include the following Statutory Instruments and Legal Notices;

1. The Constitution (Recusal of Judicial Officers) (Practice) Direction, 2019;
2. The Constitution (Adjournment for Courts of Judicature) (Practice) Directions, 2019;
3. The Judicature (Judicial Review) (Amendment) Rules S1 32/2019;
4. The Judicature (Fundamental and other Human Rights and Freedoms) (Enforcement Procedure), S1 No. 31/2019;
5. The Constitution (Integration of ICT into the Adjudication processes of Courts of Judicature) (Practice) Directions, 2019;
6. The Civil Procedure (Amendment) Rules, Statutory Instrument No. 13/2019.

The Rules committee under phase II is handling land evictions, bail, small claims procedures, child friendly procedures, execution and bailiffs practice directions and Court of Appeal rules of procedures.

Consultations with key stakeholders completed in Jinja, Mubende, Arua, Masaka, Gulu and Lira High Court Circuits. A report of various recommendations for amendment of the Judicature (Mediation) Rules of 2013 is to be submitted to the Rules Committee for consideration.

The Sector completed the study on the review of land laws. The centrality of land viz-a-viz steady population growth and economic changes in Uganda has contributed to the increasing land conflicts which pose greater demands on institutions that adjudicate land disputes, administer, manage and register land. The study findings and recommendations will address the challenges affecting the implementation of land laws in Uganda, and inform the ongoing review of land laws by MoJCA and MoLHUD. The land laws under review include;

1. Land Acquisition Bill
2. Valuation Bill
3. Registration of Titles Amendment Bill,
4. National Land Information System Bill,
5. Surveyors Registration Amendment Bill,
6. Survey and Mapping Bill,
7. Land Amendment Bill, and
8. Physical Planning Amendment Bill.

The Chief Justice issued the Constitution (Adjournments for Courts of Judicature) (Practice) Directions, 2019 which apply to all courts of law and are aimed at speedy and fair hearings, promoting consistency and uniformity in the management of adjournments and ensuring readiness for trial during the daily hearing of cases. The Judiciary is also reviewing the Civil Procedure Rules and Judicature (Mediation) Rules, 2013 with a view of addressing existing challenges, simplification of the court process and shortening lengthy procedures.

Participatory consultative meetings on the review of the Judicature (Mediation) Rules of 2013 were held in Jinja, Mubende, Gulu, Soroti and Arua High Court Circuits. The meetings aimed at consulting key stakeholders, and as well to harmonize the Judicature (Mediation) Rules with the Civil Procedure Rules specifically with proposed amendments to the Civil Procedure Rules with the main goal of generating recommendations, to the Rules Committee that has powers to amend the Rules under Section 41 of the Judicature Act. In addition, the review of the Judicature (Mediation) Rules aimed to ensure that Rules are updated to promote adherence and competitiveness. A report of various recommendations for amendment of the Judicature (Mediation) Rules of 2013 is to be submitted to the Rules Committee for consideration.

PROGRAMME MANAGEMENT

OPERATION OF SECTOR MANAGEMENT STRUCTURES:

Leadership Committee: The Sector continues to operate through its coordination structures at the national and sub-national level. At the apex, the Leadership Committee is responsible for articulating the Sector vision and providing policy guidance. Having reviewed the Sector Annual Performance Report for 2017/18, the Sector Leadership provided guidance on key areas of priority. As part of its initiatives, the Leadership Committee established a sub-committee chaired by the Minister of Justice and Constitutional Affairs, to oversee automation programmes and the development of the JLOS Integrated Management Information System in particular. The Sub-committee has since agreed on terms of reference and constituted teams of technical officers to commence in the development of the System. The Members of the Leadership Committee also held an informal leadership dinner with the JLOS Development Partner Heads of Mission, to engage on issues of mutual interest. The sector secretariat has facilitated the committee and the sector in its fundraising drive as well as project and programme preparation with development partners, including representation at portfolio reviews.



Members of the JLOS Leadership Committee and JLOS Development partners (Heads of Mission) join for discussion at the EU Head of Delegation Residence 2019

The JLOS Steering Committee is responsible for policy guidance and oversight of the implementation of the Sector Development Plan. As part of its role, the Steering Committee reviewed and approved the Sector work plan for 2018/19. The Steering Committee further agreed on Sector priorities for the period 2019/20 that provided guidance for the development of the Sector work plan. The priorities have since been reflected in the Sector Budget Framework Paper and Ministerial Policy Statements. At the Steering Committee level, the Sector has also engaged with the Office of the Prime Minister to review the JLOS component of the Government Annual Report. Through this process, the Sector was able to communicate key implementation challenges and bring them to the attention of other Government structures including the Ministry of Public Service, Cabinet and Parliament. The sector steering committee considered and approved the HRBA review of the SDPIV, the sector gender strategy and the child justice strategy.

The JLOS Technical Committee held discussions to guide the budgeting and planning process for 2019/20. The discussions were geared at ensuring that Sector priorities are properly addressed in the institutional plans. The Technical Committee considered approved reports from the Working groups and specifically the draft Gender Strategy and Action Plan, the draft Child Justice Strategy and the Human Rights Base Approach.

HUMAN RIGHTS AND ACCOUNTABILITY

Working Group: The Working group considered the need to enhance the sector's capacity and visibility in the fight against corruption. These deliberations have resulted in the roll-out of the JLOS scholarship for a diploma in investigation and prosecutions at the LDC for 100 CID officers. The Working Group has also resolved to convene a JLOS Annual Anti-corruption Forum, to enhance dialogue on anti-corruption, reflect on existing strategies and enhance peer learning.

The working group used the meetings to disseminate these frameworks once again to the members. Extensively discussed options was automation of complaints handling systems to enhance efficiencies.

The group considered the establishment of decentralised human rights mechanisms at the local government levels. These structures serve as grass-root mechanisms for the implementation of the NAP. The MoLG and the UHRC are leading the re-establishment and training of these local government human rights desks with support from JLOS and UNDP.

JLOS Inspectors' Forum: The JLOS inspectors' Forum was revived during the period, under the leadership of Hon. Justice Opio Aweri, Justice of the Supreme Court. The Forum has convened to discuss internal management issues and also sector wide inspectorate concerns. A road map of on training inspectors and conducting periodic inspections and meetings was agreed to. The Forum is strategically positioned to enable institutions to identify and address internal challenges, and collectively delivery the JLOS planned results.

Human Resource Managers' Forum: The Forum held its periodic meetings and is developing a sector strategy on how best to develop JLOS human resources and enhance staff performance and productivity.

JLOS Integrity Committee: The JLOS integrity committee held a series of meetings to plan for the national integrity tour based on a more inclusive and clear focus on integrity issues. Under the leadership of the Hon. Justice Jotham Tumwesigye of the Supreme Court, the JLOSIC discusses critical integrity issues arising from the national tours and the reports inform the sector planning and response mechanisms. The national tour was however differed to the second half of the financial year, from the 7th to 14th April 2019.

Access to Justice Civil Working Group

The Access to Justice Civil Working Group members participated in various trainings and meetings. Engagements were undertaken with the High Court Commercial, Civil and Land Divisions to discuss barriers to access to justice and recommendations for identified challenges. The Court user committee meetings were held and some of the key issues arising from the meetings that we are addressing include: challenge characterizing certificates of succession and succession registers; expediting case disposal across courts; increasing funds for locus visits; mediator's facilitation and continuous training; increasing ADR public awareness; mediation space in Courts. Discussions were held with the Ministry of Lands, Housing and Urban Development (MoLHUD) and the following recommendations were made: need to train judicial officers on the interpretation of land titles, mapping and surveying; and familiarize judicial officers with the Land Information Systems. Plans are underway in MoLHUD to enable judicial officers to access the corporate portal of the Land Information Systems, this will easy online verification of landowners by judicial officers which will in turn reduce the time spent on verification of the authenticity of land titles during the adjudication of land.

MONITORING AND EVALUATION

JLOS M&E framework: The sector M&E framework which is an integral part of the SDPIV monitoring now has annualized targets. In the reporting period, the sector procured a consultant to design and roll out a computerised M&E system the Enterprise resource planning tool (ERP). The tool when deployed will provide an M&E dashboard and platform to streamline information management at the sector secretariat. It will provide for a computerised programme management system for planning, accounting, monitoring, and resource tracking among other functionalities. Currently, the consultant is finalising system development and piloting is expected in the fourth quarter of 2018/19.

Joint M&E: To enhance ownership and political mobilization the sector organized a joint leadership/ Heads of mission monitoring in western Uganda. During the monitoring, the team undertook groundbreaking for the construction of Rubirizi Justice centre and commissioning of Mitooma, Ibanda and Kiruhura Justice centres in August 2018. The activity provided an opportunity to the sector leadership lead by the Chief justice to interact with local communities, respond to issues raised and also assess the conditions under which sector institutions operate. As a result of the M&E DPP upgraded the Rubirizi office to the level of RSA status due to demand from the public.

The sector technical committee also conducted M&E visits to west Nile to assess access to JLOs service in refugee camps and host communities. The team led by the alternate chairperson the JLOs steering committee visited refugee camps including Mvepi and Rhino Camp refugee settlement and interacted with JLOS actors at the district and regional level.

As a result of the visit, more mobile court sessions are conducted in the settlement and there is greater coordination between JLOs institutions and institutions responsible for other services in refugee camps.

Joint annual review: Joint annual reviews are an integral part of monitoring and evaluation of the sector programmes.

The Sector held the 23rd Annual JLOS GoU-Development partners review in October 2018 under the theme “Empowering the people, building trust and upholding rights”. This was the 1st annual review under the 4th Strategic Development Plan (SDP IV) that was launched in the FY 2016/17.



The Hon. Minister of Justice and Constitutional Affairs receiving a copy of the 2017 - 2018 JLOS Annual Performance Report from the Chief Justice Hon. Justice Bart Katurebe at the 23rd JLOS Review in September 2018, looking on are the Netherlands Ambassador H.E. Henk Jan Bakker and the Hon Justice Y Bamwine, Principle Judge

The event was graced by the Chief Justice and a host of sector stakeholders from all arms of government, civil society and development partners. The 23rd edition of the annual review provided the Sector an opportunity to take stock of JLOS performance between July 2017 and June 2018 under the three outcome areas of improved access to justice, observance of human rights and the fight against corruption; and strengthening commercial justice and the environment for competitiveness. Development Partners led by assessed sector performance as satisfactory. The joint annual review was held in October 2018 at the Law Development Centre, during which stakeholders commended the sector for the positive stride in implementation of the SDPIV despite the challenges. The sector was applauded for increased case disposal, greater geographic spread and focus on vulnerable people, the fight against crime, deepening of child justice and strengthening of commercial justice. The stakeholders recognised the sector effort in promoting human rights and the fight against corruption but noted that there was much more to be done.

PPU capacity building: recognising the central role played by the policy planning unit in the realisation the sector goals, the sector funded and facilitated the policy and planning units to collect data and carry out M&E in their respective institutions. The sector provided guidance to the institutions in the preparation of the institutional strategic plans. The team is leading the process of developing an abridged version of the SDPIV for use by DCCs. The sector also trained the PPU in data collection, gender reporting and budgeting in partnership with the Ministry of Finance.

SDPIV Mid Term Review

This is the second year of implementation of the 4 year SDPIV and programmed is the midterm review of the implementation of the plan. The MTR is intended to assess the extent of performance against impact and outcome indicators and make recommendations for the remaining period of implementation of the plan. The procurement process has commenced and draft terms of reference were shared with the JLOS development partners for comments.



JLOS Publicity Committee members during the visit to Soroti women's prison

Stakeholder Engagement and Public Outreach: One of the critical mandates of the JLOS Publicity Committee, supported by the JLOS Secretariat, is to participate in the dissemination of information to the public.

During the outreach to Northern Uganda in July 2018, JLOS Publicity Committee members and officials from the JLOS Secretariat interacted with the public, engaged with the media and visited several JLOS service points in the region. Members of local DCCs were brought on board to provide local contexts and perspectives during these sensitization activities.

JLOS Information Systems integration Agenda: The Fourth Strategic Investment Plan (SDP IV) that acknowledges the role of ICT in enhancing access to justice and its contribution to the efficient and effective administration of justice.

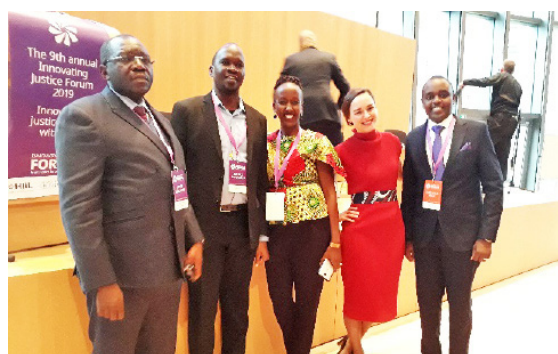
During this reporting period, the Sector operationalized the JLOS integrated information systems committee (JIISC) - a structure established by the JLOS Leadership Committee to oversee the Sector's ICT initiatives and specifically the information systems integration agenda. As JLOS institutions move toward automation of business processes, the primary responsibility of this committee is to oversee the process of developing a sector-wide digital strategy and action plan informed by the need to share information across organizational boundaries, improve service delivery and workforce productivity through systems integration.



Hon. Kahinda Otaffiire at the Estonia Ministry of Foreign Affairs during the E-Government Learning visit by the Sector in July 2018

The JLOS Secretariat in July 2018 facilitated an E-Government learning visit to Estonia and Austria by top management from the Ministry of Justice and Constitutional Affairs led by the Honorable Minister. The learning visit was successful and underscored the need for MOJCA and the Sector at large to invest in digital leadership (champions of the E-government cause); effective coordination of the e-government program; the need for process reform as a basis for automation; need for cultural change; human capacity development; and the critical need for governance structures to oversee the e-government agenda

JLOS innovations Programme: the sector in partnership with HiiL provided a platform of justice innovations where young innovators are encouraged to devise new ideas and products that improve access to justice. Two of the innovators were selected to participate in the annual innovations conference in the Hague. The Sector showcased the J2P and SEMA innovation platforms in October 2018 and is in the process of implementing a roll out in several JLOS front line institutions. SEMA (that has successfully been piloted in the Uganda Police) aims to increase transparency and accountability of public services by gathering real-time citizen feedback. Through SEMA, citizens engage in an instant, direct, and interactive text (SMS) conversation about their experience shortly following their encounter with an office. The service is aimed to provide citizens a voice in evaluating how the government operates and to identify levels of corruption. The Sector participated in the Innovating Justice conference in The Hague, Netherlands - a global conference that draws participants from around the world with a specific focus on the role of technology in access to justice in developing countries. This conference provided the Sector an opportunity to share the JLOS experience with international players on how innovations have improved access to justice in Uganda. The conference also provided networking avenues and opportunities to promote the Sector brand and image on the international stage.



The Deputy STA Sam Wairagala (Left) at the HiiL Innovations Forum, The Hague Feb 2019

Sector Content / Information dissemination: During the reporting period, there was continued leveraging of print and online platforms for dissemination of content on wide ranging subjects in the Sector. These information access practices have been critical in informing the public and empowering Sector stakeholders. For example, between July and December 2018, between over 50 new content items were published on the Sector portal (www.jlos.go.ug) generating a combined 4,425 visits per month during the reporting period. This makes the Sector online platforms some of the most visited public sites in Uganda. Social media platforms were also leveraged to proactively engage with the public and avail information.

The JLOS Data Dashboard: The Justice, Law and Order Sector in October 2018 participated in a series of meetings with officials from the Hague Institute for the Innovation of Law (HiiL) in the Hague, Netherlands. The purpose of this engagement was to discuss components of the HiiL-SIDA program – primarily the data to action component that involves the development of a data dashboard for the Sector. The objective of the dashboard scrum session was to design the Justice data dashboard for the Sector, building on the initial feedback received during the co-design workshop held in Kampala in May 2018. Other areas of discussion included the draft MoU between JLOS and HiiL as well as the justice leadership, family catalogue and innovation accelerator components of the program.



JLOS Secretariat and HiiL officials during the data dashboard scrum session

FINANCIAL REPORT FY 2018/2019

This financial report reflects the budget performance for all Sector institutions for the financial year 2018/19. The Sector was funded by GOU and development partners to implement the JLOS work plan 2018/19 in particular and the SDPIV in general. The development partners who are funding the implementation of the SDPIV include the European Union Governments of the Netherlands, Austria as well as UN agencies including UNICEF, UN Women and UNDP. Other development partners including Ireland, Sweden, and the European Union also funded the Sector through the DGF. Sweden is also finalizing arrangements to fund the implementation of the SDPIV through the IDLO.

National budgeting and implementation process

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

National Budget allocation to JLOS 2018/19

The total approved Budget for JLOS institutions was US\$1,442.116 Bn in FY 2018/19, of which US\$439.881Bn (31%) was Wage, US\$544.151Bn (38%) was Non-Wage, US\$312.526Bn (22%) was GoU Development, US\$90.965Bn (6%) was Appropriation in Aid (AIA) and US\$54.593Bn (4%) was Domestic arrears.

By the end of the FY 2018/19, US\$1,591.704Bn representing 110.4% of the approved budget (including arrears) was released to the entire sector. Of the total releases 28% was for wage, 39% for Non-Wage recurrent, 26% for GoU Development, 3% Domestic Arrears and 4% for AIA. The released funds were 10.4% more than the approved budget due to Supplementary budget to various Votes in the sector including; Uganda Police Force for National CCTV Project & National Data Monitoring system project; National Citizenship and Immigration Control for procurement and operationalization of e-passports; Uganda Prisons Service for Prisoners' food & Staff Uniforms; Judiciary for Medical expenses and disposal of cases at the Supreme Court; and Ministry of Internal Affairs for Operations of the Anti-Terrorism Task Force.

Aggregate Expenditure Performance: The total annual utilization stood at US\$1,569.217Bn against the release of US\$1,591.704Bn therefore representing 98.6% absorption rate and 0.5% above the sector absorption rate in the previous Financial Year 2017/18. In terms of releases spent by budget category, 98.7% of wage, 99% of Non-Wage recurrent, 99.3% of GoU Development, 93.2% of Domestic Arrears and 94.1% of AIA was spent in the reporting period.

Programme Expenditure Performance: General Administration, Planning, Policy and Support Services under Uganda Police Force had the highest expenditure of US\$309.379Bn. This was followed by Territorial and Specialized Policing with an expenditure of US\$147.408Bn & Crime Prevention Investigation Management (US\$139.530Bn) all under Police, and Judicial Services under Judiciary (US\$128.952Bn).

On the other hand, Citizenship and Immigration Services had the highest unspent balances of US\$3.345Bn. This was mainly attributed to: the frequent changes of the Directorate's staff at top management level, which slowed down the implementation of planned activities and there were delays in procurement of courier services for dispatch of passports to missions abroad as well as delays in conclusion of formalities to deploy Immigration Officers to the missions. The second

programme with highest unspent balances was Protection and Promotion of Human Rights with UShs. 1.679Bn and was followed by Judicial Services under Judiciary with Ushs. 1.108Bn.

Trends in Output classification: The expenditure trends by output class also showed that the sector performed well for all the output classes. Out of the releases, the sector utilization under Investments (Capital Purchases) was 99.4%, 99.9% for Grants and Subsidies (Outputs funded) and 98.8% for Consumption

Table 65 breakdown of the revised budget for the last two financial year

Financial Year	Wage	Non-Wage	GoU Dev	Total
FY 2017/18	369.240	636.780	331.257	1,337.277
FY 2018/19	444.200	684.895	413.614	1,542.709

In the reporting period, policing services were allocated 48.6% of the overall Sector budget correctional services, MoJCA and judicial services were allocated 15.2%, 9.0% and 8.5% respectively. MoJCA allocation includes the UGX. 83.382bn for implementing Sector activities. The breakdown by institution is as shown below.

Table 66 Revised Budget allocation to JLOS for FY 2018/19

		Wage	Non Wage	Development	Total	%
007	MoJCA	4.606	49.959	84.382	138.947	9.0%
009	MIA	1.998	24.962	1.259	28.219	1.8%
101	Judiciary	34.104	92.625	4.070	130.798	8.5%
105	ULRC	4.073	6.099	0.200	10.372	0.7%
106	UHRC	6.595	13.218	0.412	20.225	1.3%
109	LDC	3.804	2.970	3.393	10.167	0.7%
119	URSB	8.980	6.291	0.710	15.980	1.0%
120	DCIC	4.417	73.331	9.231	86.979	5.6%
133	ODPP	8.889	19.205	6.455	34.549	2.2%
144	UPF	286.540	217.195	245.368	749.103	48.6%
145	UPS	63.796	134.008	36.951	234.754	15.2%
148	JSC	2.002	7.794	0.493	10.289	0.7%
305	DGAL	1.334	7.649	10.340	19.323	1.3%
309	NIRA	13.062	29.591	10.350	53.003	3.4%
Total		444.200	684.895	413.614	1,542.709	100.0%

In terms of budget performance, the sector received UGX. 1,542.7bn compared to the approved following revision of the budget from the original UGX. 1,351.252bn. The budget outturn included a supplementary allocation of UGX. 191.461bn and represents 113.2% of the original budget of the approved budget. Overall absorption stood at 98.8% of the released funds.

Recipients of supplementary include UPF which received UGX. 101.563bn for setting up CCTV in Kampala and DCIC which received UGX.60.213bn for contractual obligations. UPS received 19.480bn while MoJCA, Judiciary, MIA and URSB received 2.788bn, 2.7bn, 2bn and 2.5bn respectively.

Table 67 JLOS Budget Performance for FY 2018/2019

Code	Institution	Approved Budget	Supplementary	Revised	Released	Spent	% Released	% of Release Spent
007	MoJCA	136.159	2.788	138.947	138.947	137.607	102.0%	99.0%
009	MIA	26.219	2.000	28.219	28.079	27.496	107.1%	97.9%
101	Judiciary	128.095	2.703	130.798	130.358	129.301	101.8%	99.2%
105	ULRC	10.372	0.000	10.372	10.372	9.659	100.0%	93.1%
106	UHRC	20.225	0.000	20.225	19.813	18.138	98.0%	91.5%
109	LDC	10.167	0.000	10.167	9.552	9.551	93.9%	100.0%
119	URSB	13.456	2.524	15.980	15.980	15.498	118.8%	97.0%
120	DCIC	26.767	60.213	86.979	85.547	81.174	319.6%	94.9%
133	ODPP	34.549	0.000	34.549	34.549	33.665	100.0%	97.4%
144	UPF	647.540	101.563	749.103	749.103	743.158	115.7%	99.2%
145	UPS	215.274	19.480	234.754	234.415	234.374	108.9%	100.0%
148	JSC	10.098	0.190	10.289	10.188	10.159	100.9%	99.7%
305	DGAL	19.323	0.000	19.323	18.680	18.246	96.7%	97.7%
309	NIRA	53.003	0.000	53.003	44.601	44.106	84.1%	98.9%
Total		1,351.252	191.461	1,542.709	1,530.185	1,512.133	113.2%	98.8%

In terms of wage, the sector received UGX. 444.177bn compared to the approved budget of 439.9bn. Judiciary, URSB and UPS received wage supplementary. This represents an outturn of 101.0% of the approved budget. The overall absorption of the wage release was at 100% and most institutions spent over 90% of the released funds.

Table 68 Wage absorption rate 2018/19

Code	Institution	Approved Budget	Supplementary Budget	Revised Budget	Released	Spent	% Released	% of Release Spent
007	MoJCA	4.606	0.000	4.606	4.606	4.605	100.0%	100.0%
009	MIA	1.998	0.000	1.998	1.998	1.875	100.0%	93.8%
101	Judiciary	32.157	1.947	34.104	34.104	33.490	106.1%	98.2%
105	ULRC	4.073	0.000	4.073	4.073	3.951	100.0%	97.0%
106	UHRC	6.595	0.000	6.595	6.595	5.483	100.0%	83.1%
109	LDC	3.804	0.000	3.804	3.804	3.803	100.0%	100.0%
119	URSB	7.550	1.429	8.980	8.980	8.521	118.9%	94.9%
120	DCIC	4.417	0.000	4.417	4.417	4.164	100.0%	94.3%
133	ODPP	8.889	0.000	8.889	8.889	8.209	100.0%	92.4%
144	UPF	286.540	0.000	286.540	286.540	284.345	100.0%	99.2%
145	UPS	62.876	0.920	63.796	63.796	63.786	101.5%	100.0%
148	JSC	2.002	0.000	2.002	1.979	1.978	98.9%	99.9%
305	DGAL	1.334	0.000	1.334	1.334	1.111	100.0%	83.3%
309	NIRA	13.062	0.000	13.062	13.062	13.062	100.0%	100.0%
Total		439.904	4.296	444.200	444.177	438.381	101.0%	98.7%

The sector received UGX. 677.907bn of the UGX. 598.144bn approved for non wage. This represents an outturn of 113.3% of the approved budget. Institutions that received non wage supplementary include DCIC, MIA and Judiciary. The overall expenditure of the released funds stood at 98.7%.

Table 69 Non Wage absorption rate 2018/19

Code	Institution	Approved Budget	Supplementary Budget	Revised Budget	Released	Expenditure	% Released	% of Release Spent
007	MoJCA	47.171	2.788	49.959	49.959	49.637	105.9%	99.4%
009	MIA	22.962	2.000	24.962	24.962	24.504	108.7%	98.2%
101	Judiciary	91.868	0.756	92.625	92.325	91.882	100.5%	99.5%
105	ULRC	6.099	0.000	6.099	6.099	5.510	100.0%	90.3%
106	UHRC	13.218	0.000	13.218	13.218	12.656	100.0%	95.7%
109	LDC	2.970	0.000	2.970	2.970	2.970	100.0%	100.0%
119	URSB	5.906	0.385	6.291	6.291	6.267	106.5%	99.6%
120	DCIC	13.118	60.213	73.331	73.331	70.919	559.0%	96.7%
133	ODPP	19.205	0.000	19.205	19.205	19.004	100.0%	99.0%
144	UPF	215.336	1.859	217.195	217.195	213.715	100.9%	98.4%
145	UPS	115.447	18.560	134.008	134.008	133.982	116.1%	100.0%
148	JSC	7.604	0.190	7.794	7.313	7.286	96.2%	99.6%
305	DGAL	7.649	0.000	7.649	7.649	7.553	100.0%	98.7%
309	NIRA	29.591	0.000	29.591	23.383	23.123	79.0%	98.9%
Total		598.144	86.751	684.895	677.907	669.007	113.3%	98.7%

The development budget performed at 130.3% of the approved budget of UGX. 313.203bn being released. The supplementary amounted to UGX.100.4bn. The expenditure was UGX. 404.745bn representing 99.2% of the release.

Table 70 development budget absorption rate

Code	Institution	Approved Budget	Supplementary Budget	Revised Budget	Released	Expenditure	% Released	% of Release Spent
007	MoJCA	84.382	0.000	84.382	84.382	83.365	100.0%	98.8%
009	MIA	1.259	0.000	1.259	1.119	1.118	88.9%	99.9%
101	Judiciary	4.070	0.000	4.070	3.929	3.929	96.6%	100.0%
105	ULRC	0.200	0.000	0.200	0.200	0.198	100.0%	99.2%
106	UHRC ³⁷	0.412	0.000	0.412	0.000	0.000	0.0%	0%
109	LDC	3.393	0.000	3.393	2.778	2.778	81.9%	100.0%
119	URSB	0.000	0.710	0.710	0.710	0.710	100%	100.0%
120	DCIC	9.231	0.000	9.231	7.798	6.091	84.5%	78.1%
133	ODPP	6.455	0.000	6.455	6.455	6.451	100.0%	99.9%
144	UPF	145.664	99.705	245.368	245.368	245.099	168.4%	99.9%
145	UPS	36.951	0.000	36.951	36.612	36.607	99.1%	100.0%
148	JSC	0.493	0.000	0.493	0.896	0.895	181.8%	99.9%
305	DGAL	10.340	0.000	10.340	9.698	9.583	93.8%	98.8%
309	NIRA	10.350	0.000	10.350	8.156	7.920	78.8%	97.1%
Total		313.199	100.415	413.614	408.101	404.745	130.3%	99.2%

It should be noted that the less than average expenditure by DCIC was due to the lack of an accounting officer for over 4months due to interdictions.

³⁷The non-release to UHRC under GoU development will explained after consultations with MoFPED

Performance against the SWAP development fund FY 2018/19

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

The total approved JLOS SWAP Development work plan was shs. 111.6 billion. The funds committed to funding the work plan included shs 83.3bn from GOU, which includes proportionate funding from Austria as a sector budget support donor as well as funds front-loaded under the EU sector reform contract.

The project support includes support from the Netherlands amounting to 2million Euros. The Netherlands support to JLOS is for specific activities namely case backlog, Justice for children, Transitional justice, Commercial Justice and refugees. UNICEF support focuses on juvenile justice, while DGF is supporting legal aid by financing activities of ULC, JCU, LDC, UHRC and ULS LAP. The UNDP support under the Rule of Law and Constitutional Democracy targets the MoJCA , Ministry of East African Community Affairs (MEACA), Media Council, Electoral Commission, UHRC, MoFA and LDC. UNFPA supported sexual Gender Base Violent special sessions in the Judiciary, UPF, UPS, LDC, DGAL, ULS, and ODPP.

Table 71 Summary of budget performance against outcomes in the work plan

Outcome	Approved Budget	Release	%
Infrastructure and Access to JLOS service Enhance	87,197,267,023	71,707,321,903	82.9
Observation of Human Right and Fight against corruption promoted	9,075,254,000	6,929,441,346	73.1
Commercial Justice and Competitiveness strengthen	10,211,738,000	7,269,517,512	71.2
Sector wide and Prog mgt	5,315,399,620	5,115,399,620	96.2
Total	111,615,832,678	91,021,680,381	81.7

The sector approved 111.6billion SWAP budget under three key output areas and a total of 91.0billion was funded. Releases of funds received from the Ministry of Finance comprising of Austrian, EU and GOU basket fund contributions. The Netherland disburses to the sector holding account in the Bank of Uganda under the MoJCA.

Table 72 Development Partner Support towards the SWAP Work Plan for the FY2018/19

Development partner	Programme	Amount provided	Disbursement
Netherlands	Earmarked programme support	UGX. 7,639,280,705	December 2018
Austria	Budget support to MTEF FY 2018/2019	€ 2 million	May 2019
EU	Budget support MTEF basket funding to JLOS and accountability sector	€ 20 million	December 2018
UNICEF	Justice for Children	UGX 930,448,000	Various 2018/2019
UNFP	Sexual Gender Base Violent	UGX. 995,096,218	September 2018
DGF	Earmarked for UHRC, JCU, Law Council and ULS	UGX. 6,513,275,557	December 2018
UNDP	Rule of law and constitutional democracy	USD 269,000	Various 2018-2019

By the time of writing this report the Netherlands Government, EU and Austria had fulfilled their commitments while. UNICEF support for juvenile justice was also received during this reporting

period. The sector had accessed about 83% of the total funds committed for the SWAP work plan by the end of FY 2018/19.

In the period under review a total of UGX. 110.5bn was available including UGX. 9.8 billion balances on SWAP and project accounts and UGX 7.4billion JLOS House for the previous financial year.

The project fund statement includes funding from for, UNICEF support for Justice for Children (J4C) project, DGF support for Law council and sector balance from previous year was for outstanding obligations out of construction project commitments on especially on retentions and JLOS House project. An additional 500million was put on JLOS House project account to prepare for the JLOS House Project construction.

Table 73 The Revenue and expenditures by JLOS institutions SWAP FY 2018/19

Institution	Budget	B/f FY 2017/18	Receipt GOU and DPG	Total	Expenditure	Balance	%
MoJCA	7,573,051,000	664,746,312	9,520,741,526	10,185,487,838	10,114,962,032	70,525,806	99
MIA	4,637,870,000	1,183,405	3,501,863,485	3,503,046,890	3,501,852,998	1,193,892	100
MoGSD	2,830,400,000	693,634,646	2,756,075,710	3,449,710,356	2,543,499,206	906,211,150	74
MoLG	900,540,000	46,440,182	733,293,600	779,733,782	779,303,556	430,226	100
Judiciary	19,357,510,000	3,487,207,632	14,513,352,000	18,000,559,632	14,136,697,173	3,863,862,459	79
DPP	7,919,625,965	192,000	7,622,058,050	7,622,250,050	7,551,724,244	70,525,806	99
UPF	12,584,570,000	784,715,180	10,501,482,617	11,286,197,797	11,189,445,133	96,752,664	99
UPS	14,592,112,358	55	13,610,290,243	13,610,290,298	13,610,040,298	250,000	100
ULRC	2,278,005,000	732,375,598	1,400,703,712	2,133,079,310	1,446,135,524	686,943,786	68
UHRC	3,074,050,000	446,349,991	2,443,493,315	2,889,843,306	1,581,743,296	1,308,100,010	55
JSC	2,196,939,000	33,951,589	1,839,772,144	1,873,723,733	1,873,419,725	304,008	100
LDC	2,293,072,500	260,509,360	2,382,907,707	2,643,417,067	2,643,141,109	275,958	100
URSB	2,934,132,000	567,270,311	2,500,000,000	3,067,270,311	2,398,895,990	668,374,321	78
ULS	536,864,000	161,945,762	460,000,000	621,945,762	152,245,978	469,699,784	24
TAT	721,460,000	62,810	628,000,000	628,062,810	627,397,941	664,869	100
DCIC	2,950,800,000	34,270	1,860,000,000	1,860,034,270	1,860,033,608	662	100
DGAL	2,229,700,000	0	2,222,000,000	2,222,000,000	2,222,000,000	0	100
NIRA	1,893,278,000	0	1,232,213,940	1,232,213,940	651,513,865	580,700,075	53
<u>Sector wide</u>	12,111,852,855	2,017,520,023	10,793,432,332	12,810,952,355	11,138,969,323	1,671,983,032	87
Subtotal	103,615,832,678	9,898,139,126	90,521,680,381	100,419,819,507	90,023,020,999	10,396,798,508	90
JLOS House	8,000,000,000	7,480,067,685	500,000,000	7,980,067,685	0	7,980,062,685	0
Total	111,615,832,678	17,378,206,811	91,021,680,381	108,399,887,192	90,023,020,999	18,376,861,193	83

In the reporting period Government released Shs 91.0 billion, the Netherlands 7.6 billion for the approved work plan, UNICEF 930 million and DGF released shs 179 million for capacity building in Law Council and UNFP 995 million for Sexual Gender Base Violent.

Table 74 The JLOS Financial Performance FY 2018/2019

Balances on institutional accounts from FY 2017/18	9,898,139,126
JLOS House balance rom FY 2017/18	7,480,067,685
Receipt from GOU and budget support DPs	83,382,399,676
Netherlands	7,639,280,705
UNICEF Justice for Children (J4C)	930,448,000
UNFPA - Sexual Gender Base Violent	995,096,218
DGF	179,675,790
Total Revenue	110,505,107,200
Expenditure	92,128,246,007
Un spent balance	18,376,861,193
Represented by	
Institution Balances	8,724,815,476
Secretariat Closing SWAP BOU and IFMS	1,671,983,032
JLOS house closing bank account balance	7,980,062,685
Total Net Cash balance	18,376,861,193

The total revenue was 110.5billion comprising of balances from the previous financial years of JLOS house project and ongoing construction of justice centers. The GOU fulfilled her commitment and released the whole budget of 83.3 billion. However, it should be noted that GOU funding includes a contribution from ADC of 2 million Euro and EU 20 Million Euro (under support to JLOS and Accountability sectors). The closing balance consists of money earmarked for JLOS House project and contraction obligations. Please note that unspent balances and their associated activities are rolled over and captured in the next years' work plan and reported on as such.

The SWAP Financial Management Process

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

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

Funds Flow Modalities:

Wage and recurrent budget provisions as well as capital expenditure budgets appropriated directly to Sector institutions are disbursed directly to the sector institutions through the approved government Integrated Financial Management System (IFMIS). The funds are however directed towards operational expenditure that provides the basic comparative advantage to the realization of sector outcome and output targets. The development funds under the SWAP and other bilateral funding to finance the SDP IV are disbursed through the Ministry of Justice and Constitutional Affairs and are released as advances on a quarterly basis to Sector institutions in line with the

approved annual and quarterly work plan. Sector institutions provide quarterly progress reports and accountabilities for previously disbursed funds for review by the Budget Working Group before subsequent releases are made.

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

Audit:

The sector received an unqualified audit report from the Auditor General in the FY 2017/18 and all 92% of the votes(12out of 13) returned clean audit reports. The internal audit activities were performed by the in-house internal auditors of the various institutions in line with the requirements of the Government of Uganda Charter for Internal Audit functions.

JLOS Procurement Process

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

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

Annex: Performance against the JLOS SWAP workplan 2018/2019

Activity Code	Activity Description	Institution	Input	Qty	Unit Cost	Approved budget	Amount Release	Physical performance
OUTCOME 1: INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED								
Output 1.1: Eliminate cases that are over three years in the system								
Indicator 1.1.1 Institutional case management enhanced								
DGA: 1.1.1.1	Analysis of 1508 backlog cases in the system (508 DNA cases and 1000 non DNA cases)	DGAL	Facilitation of forensic experts travelling to courts of law to provide expert witness to 100 court summons	100	1,200,000	120,000,000	120,000,000	Experts responded to court summons and appeared in court to provide expert opinion in response to 140 court summons
		DGAL	Acquire laboratory reagents for analysis of 1344 non DNA cases	1,000	350,000	350,000,000	336,800,000	Procured laboratory reagents and consumables. Laboratory/ forensic analysis was undertaken for 776 non DNA cases (719 Cases of Toxicology, 42 Fire arm cases, and 15 Questioned Document cases).
		DGAL	Acquire laboratory reagents for analysis of 508 DNA cases (12 Test kits)	12	40,000,000	480,000,000	480,000,000	Procured laboratory reagents and consumables for 193 DNA cases. Special emphasis was put on SGBV cases
		DPP	Prosecution of cases at Plea-bargain Court sessions	2,000	350,000	700,000,000	700,000,000	3,159 cases were prosecuted at 64 plea bargain sessions held
DPP: 1.1.1.1	Prosecute cases at all court sessions; Supreme court, Court of Appeal, High Court, Chief Magistrate's court, cases under Plea-bargain initiative	DPP	Facilitation of witnesses during witness-pre-trial interviews	8,000	50,000	400,000,000	400,000,000	8,000 Witnesses prepared for court
		DPP	Prosecution of cases at Chief Magistrate's Court sessions	1,500	200,000	300,000,000	300,000,000	49 cases were prosecuted in 2 plea bargain sessions at Chief Magistrate Court in Gulu and Mubende & 1 criminal session at Chief Magistrates Court in Iganga representing 54 cases
		DPP	Prosecution of cases at Court of Appeal sessions	100	1,200,000	120,000,000	120,000,000	53 cases were prosecuted in 2 Supreme Court Criminal Appeal sessions in Kampala & 435 criminal appeals were prosecuted in 10 Court of Appeal Criminal Appeal sessions in Arua, Jinja, Mbarara and Fort Portal.
		DPP	Prosecution of cases at High Court sessions	1,600	1,000,000	1,600,000,000	1,600,000,000	2,710 cases were prosecuted at 87 High court criminal sessions, 156 appeals were prosecuted and 198 miscellaneous applications were handled at Kampala High Court Central circuit
DPP: 1.1.1.2		Weeding out old cases (review cases before being cause listed)	DPP	Weed out cases in 92 stations	92	1,200,000	110,400,000	106,000,000

JSC: 1.1.1.1	Recruitment of Judicial Officers	JSC	Sitting allowance for members of the Commission for 8 sittings per annum at 10,000,000/= per sitting	8	10,000,000	80,000,000	20,000,000	Interview sessions held during the recruitment process of 3 Justices of the court of Appeal
		JSC	Advertisement	4	1,000,000	4,000,000	4,000,000	the commission advertised vacancies of the positions of Justices of the Court of Appeal and Judges of the High court
Jud: 1.1.1.1	Backlog cases disposed of across court levels (Criminal, Family, Civil)	Judiciary	Criminal-CM (Target 2000/3123)	2,000	250,000	500,000,000	500,000,000	2,405 cases were disposed of
		Judiciary	Weeding out of cases-RHC (Per Circuit)	18	10,000,000	180,000,000	165,000,000	202 cases were disposed through weeding out in Fort Portal, Mbale, Kasese, Hoima CM, Rukungiri CM, Moroto HC, Nakasongola CM, Mbarara HC, Arua, Masindi, ACD, Mubende, Mpigi HC, Jinja HC, Gulu HC, Lira HC, Koboko Magistrate, Adjumani Grade 1, Mukono HC and Masaka HC. 42 criminal cases cause listed on going at the time of reporting
		Judiciary	Family-CM(Target 844/844)	844	150,000	126,600,000	136,000,000	842 backlogged cases were disposed of
		Judiciary	Civil Div . Backlog Cases(Target 350/795 cases)	795	500,000	397,500,000	397,500,000	720 cases were completed
		Judiciary	Family Div. Backlog Cases (Target 563/563)	563	200,000	112,600,000	110,000,000	683 cases were completed
		Judiciary	Criminal-Circuits(Target 1500/1934)	1,500	1,000,000	1,500,000,000	1,500,000,000	The High Court completed 1,720 cases in the High Court Circuits of Rukungiri, in Jinja, Mbale, Arua, Kabale, Soroti, Gulu, Masindi, Lira, Masaka, Fortportal, Mbarara, Mubende, Mukono, Mpigi, Kampala, Tororo, Bushenyi, Luwero, and Nakasongola.
		Judiciary	Criminal Div. Backlog Cases(Target 100/100)	100	1,000,000	100,000,000	100,000,000	333 cases disposed of
		Judiciary	Civil-Circuits (Target 2000/2383)	2,000	200,000	400,000,000	400,000,000	The High Court causerlisted 2050 cases and completed in the High Court Circuits of Masaka , Mukon, Jinja , Mbarara , Mubende ,Mubende ,Mpigi, Masindi, Mbale and Fort portal
		Judiciary	Court of Appeal Backlog Cases. (Target 113 cases)	113	3,500,000	395,500,000	390,000,000	109 cases were disposed of.
	preparation of court level casebacklog clearance plans with clear KPI and Targets	Judiciary		82	3000000	246,000,000	240,000,000	case backlog clearance plans were developed for all highcourt stations and chief magistrates courts

MoG: 1.1.1.1	Disposal of cases filed at the Industrial Court	MoGLSD/Ind. Court	Case disposal	120	1,800,000	216,000,000	216,000,000	168 cases disposed of
		MoGLSD/Ind. Court	Weeding out cases	4	2,500,000	10,000,000	9,075,710	four quarterly weeding out sessions conducted and 81 cases disposed of
MoG: 1.1.1.2	purchase of motor-vehicles for the Industrial Court	MoGLSD/Ind. Court	Purchase of minibus for panelists	1	180,000,000	180,000,000	180,000,000	minibus procured
Mol: 1.1.1.2	Strengthen case administration and equip the Directorate of Civil Litigation to enhance Court attendance	MoJCA/DCL						Represented Government at 75% of 683 cases that were filed. These include: 31 Constitutional Petitions, 1 Constitutional Appeal, 1 Constitutional reference, 1 Judicial review, 1 Arbitration Cause, 222 Civil Suits, 12 Civil Appeals, 78 Human Rights (Kampala), 175 Applications and Causes, 7 Labour Suits and; 1 SCCA, 8 electricity tribunals, 105 Statutory Notices, 12 Equal Opportunities Commission, 1 Execution, 1 SDC, 1 Administrative, 4 Habeus Corpus and 23 Compensations. Concluded 82 pending cases in court, of which 60% i.e. 49 cases were won, saving Government UGX3,648,416,800 and USD10,000,000; that would have been awarded as costs
		MoJCA/DCL	1 Motor Cycle for Process Servers	1	15,000,000	15,000,000	15,000,000	Motor cycle procured
		MoJCA/DCL	Schredders	1	1,000,000	1,000,000	1,000,000	Shredder procured
		MoJCA/DCL	Laptops for State Attorneys	10	3,500,000	35,000,000	34,000,000	10 laptops for State attorneys procured
		MoJCA/DCL	1 heavy duty photocopiers	1	45,000,000	45,000,000	45,000,000	Photocopier procured
		MoJCA/DCL	1 Scanners for the Civil Registry	1	5,000,000	5,000,000	5,000,000	1 scanner procured
Mol: 1.1.1.3	Procure motor vehicles to enhance service delivery	MoJCA/FA	1 Vehicles for Court attendance	1	180,000,000	180,000,000	180,000,000	A double Cabin Pickup vehicle was procured but is awaiting a number plate before it is delivered
		MoJCA/FA	1 Vehicles for Legislative Drafting	1	180,000,000	180,000,000	180,000,000	A station wagon vehicle UG 0829J was procured and already in use by the Directorate
Mol: 1.1.1.5	Facilitate Court attendance to defend 800 backlogged Civil Cases	MoJCA/DCL	Cases at Regional Offices	300	580,000	174,000,000	87,300,000	Defended Government in Civil Suits in various courts and tribunals across the country. A total of 827 cases were filed against the Attorney in various Courts and Tribunals of these, 30 cases were won and 28 cases were lost.
		MoJCA/DCL	Cases at the Head office	500	240,000	120,000,000	105,000,000	witnesses facilitated to attend proceedings
		MoJCA/DCL	Witness facilitation	900	100,000	90,000,000	70,000,000	
Mol: 1.1.1.6	Facilitate Court Attendance in EACI to handle ongoing 10 cases	MoJCA/DCL	Handling cases	10	58,300,000	583,000,000	580,000,000	10 cases defended in the EACI

Mol: 1.1.1.7	Conclude 100 cases against errant Lawyers	MojCA/DCL MojCA/DCL	100 Disciplinary case @ UGX.1,200,000	100	1,200,000	120,000,000	120,000,000	120,000,000	The Law Council concluded 196 cases against errant Advocates in 57 sittings. Of these 109 (representing 56%) were backlog cases
TAT: 1.1.1.1	Disposal of 200 backlogged cases through hearings at headquarters and at circuits in the regions	TAT	Motor vehicles acquired for court attendance	1	180,000,000	180,000,000	180,000,000	180,000,000	Motor Vehicle was procured
UPF: 1.1.1.1	Investigate and conclude 4,000 cases that are more than 3 years	UPF	Facilitating 05 Tribunal members for case backlog clearance	100	2,500,000	250,000,000	185,000,000	185,000,000	141 cases handled
UPS: 1.1.1.1	Case backlog reduction	UPS	Facilitation of Investigators and witnesses	4,000	400,000	1,600,000,000	1,600,000,000	1,600,000,000	5143 backlog cases investigated
UPS: 1.1.1.1		UPS	Allowances for staff deployed in Courts	3,000	150,000	450,000,000	450,580,000	450,580,000	participated in 258 high court sessions in 45 stations (197 main court sessions and 61 plea bargaining sessions).
UPS: 1.1.1.1		UPS	Tracking and record management of remand prisoners	1	60,000,000	60,000,000	60,000,000	60,000,000	12 monthly and 4 quarterly Prisoners' returns produced.
UPS: 1.1.1.2	counter part funding to PAS to link Remand inmates to the actors in the criminal Justice system	UPS	Fuel for the delivery of Prisoners to Courts and vehicle maintenance	1	480,000,000	480,000,000	480,000,000	480,000,000	A daily average of 1,620 inmates were produced in various courts across the country and repairs undertaken for vehicles for delivery of Prisoners to Courts
UPS: 1.1.1.2		UPS	Purchase of 30 seater buses for delivery of Prisoners to Courts	2	207,000,000	414,000,000	414,000,000	414,000,000	Procurement process on-going
UPS: 1.1.1.2		UPS	Linking pre-trial detainees to the outside world by social Workers and Paralegal Officers.	2,500	200,000	500,000,000	500,000,000	500,000,000	12,434 inmates were linked to the outside world and to actors in the Criminal Justice system. Paralegal services were also coordinated in 68 stations where 30,000 inmates benefited.
Indicator 1.1.2 Rules and Procedures that lead to delay in disposal of cases reviewed									
DPP: 1.1.2.1	Popularise the use of Prosecution-Led Investigations(PLI) initiative	DPP	Induction of 20 officers in prosecution-led investigation	20	7,200,000	144,000,000	140,567,650	140,567,650	20 officers were trained in prosecution-led investigations
Jud: 1.1.2.1	Court Rules and procedures Reviewed	Judiciary	Civil Procedure Rules reviewed	1	100,000,000	100,000,000	82,000,000	82,000,000	draft rules before the rules committee
UPS: 1.1.2.3	Enhance Capacity of Prisons Court Orderlies	UPS	Rules and Procedure for Appellate court Reviewed	1	100,000,000	100,000,000	100,000,000	100,000,000	draft rules for appellate courts before the rules committee
UPS: 1.1.2.3		UPS	Training of 300 Court Orderlies in 8 regions	300	200,000	60,000,000	40,000,000	40,000,000	250 Court Orderlies were trained

Indicator 1.1.3 Chain linked initiative strengthened									
DPP: 1.1.3.2	ODPP/Police CID HQs meetings and workshops	DPP	ODPP/Police CID HQ meetings and workshops	2	500,000	1,000,000	1,000,000	1,000,000	2 ODPP/Police CID HQs meetings/workshops held. Proposals from the engagements informed the CID retreat held from end of July to August 2019.
Pro: 1.1.3.1	Facilitation of DCC meetings and open days	Sectorwide	Hold 15 open days quarterly	55	5,500,000	302,500,000	302,500,000	302,500,000	58 open days conducted
Pro: 1.1.3.3	Evaluating and capacity building of JLOS chainlinked committees	Sectorwide	Facilitate DCC Bi-monthly meetings	127	5,000,000	635,000,000	635,000,000	635,000,000	241 DCC meetings held
Pro: 1.1.3.4	DCC outreach Programs	Sectorwide	DCC, RCC, National Chain Link and workshop evaluations	5	60,000,000	300,000,000	300,000,000	300,000,000	Undertaken
Pro: 1.1.3.5	Facilitate 15 RCC Review Meetings	Sectorwide	DCC Monitoring and Handholding - (On- Site) to the RCC's	15	1,000,000	15,000,000	15,000,000	15,000,000	Undertaken
Pro: 1.1.3.6	Support JLOS chainlinked advisory board	Sectorwide	Support 2 outreach programs to raise more awareness of societal roles and responsibilities on issues of justice	244	1,500,000	366,000,000	366,000,000	366,000,000	17 Open days held and 2 outreach programmes were supported
Indicator 1.1.4 Capacity of Staff enhanced			Quarterly Review Meetings to Support RCCs to assess levels of intervention on issues raised from the DCCs for expeditious justice delivery	45	12,000,000	540,000,000	540,000,000	490,000,000	34 Quarterly review meetings held
JSC: 1.1.4.1	Judicial Education(Ethics and code of conduct and Performance Management)	JSC	Facilitate JLOS chain linked advisory board bi-annual meetings	2	50,000,000	100,000,000	100,000,000	100,000,000	Planned for October due to busy schedule of the Chairperson and on-going special SGBV sessions
			Train 40 Judicial Officers x3	6	7,000,000	42,000,000	42,000,000	42,000,000	The Commission conducted performance management workshops for judicial officers from Kampala, Soroti and Moroto high court circuits where 22 judicial officers were trained about the role of JSC in the administration of justice, mindset change and mental preparedness amidst deployment.

JSC: 1.1.4.2	Attachment for one member of Commission and one staff for two weeks each in Ghana, Mauritius and Singapore to learn best practices on recruitment procedures, Anti-Corruption and public judicial education respectively	JSC	Air ticket	4	7,000,000	28,000,000	28,000,000	Two members of the commission and staff undertook an official study visit to the Judicial Service of Ghana and Singapore Judicial College to learn best practices and sharing experiences in the recruitments at all levels, sanctioning, rewarding and training.
		JSC	Perdiem (2,100,000x5days)	4	10,500,000	42,000,000	42,000,000	
Jud: 1.1.4.1	Training Judicial Officers in Emerging areas	Judiciary	Counter terrorism and cross-border crimes	52	440,000	22,880,000	-	No release
		Judiciary	Magistrates in managing areas of electronic evidence	282	440,000	124,080,000	296,331,500	
MoG: 1.1.4.1	Training of industrial Court staff	MoGLSD/Ind. Court	Regional Training of labour officers	2	50,000,000	100,000,000	100,000,000	
Mol: 1.1.4.2	Staff Training for 5 State Attorneys in Litigation, Mediation and Negotiation Skills	MoJCA/DCL	Air Tickets (number of tickets) \$2,000 per ticket x 5 Air tickets	5	7,200,000	36,000,000	14,400,000	5 state attorneys trained as planned
		MoJCA/DCL	Visa fees (\$160 x 5 staff)	5	592,000	2,960,000	2,960,000	
		MoJCA/DCL	Allowances (per diem) \$360 x 5 staff x 14 days	70	1,368,000	95,760,000	89,520,000	
		MoJCA/DCL	Training fees (\$5,000 per training programme x 5 staff)	5	19,000,000	95,000,000	84,760,000	
Mol: 1.1.4.4	Conduct a Training Needs Assessment to identify institutional and employees' critical gaps	MoJCA/FA	Review meetings in Regional offices:-Allowance for facilitators (140,000 x 5 persons x 2 days)	6	1,400,000	8,400,000	8,400,000	Training Needs Assessment was undertaken and it identified the Critical MoJCA institutional and employees training gaps. The assessment is being used as the basis for development of a training plan and policy for the ministry
		MoJCA/FA	Review meetings in Regional offices:-Assorted stationery	6	300,000	1,800,000	1,800,000	
		MoJCA/FA	Review meetings in Regional offices:-Fuel facilitation to 6 regional offices	1,000	5,000	5,000,000	5,000,000	
		MoJCA/FA	Review meetings in Regional offices:-Photocopying and binding services	6	450,000	2,700,000	2,700,000	

UPF: 1.1.4.2	Train 300 AID to CID on evidence collection, file compilation and bring up system.	UPF	CID Retreat			0		Trained 200 AIDs to CID, the last batch of 100 is to be conducted after Anti corruption training
		UPF	training cost	300	700,000	210,000,000	200,000,000	Trained 200 AIDs to CID, the last batch of 100 is to be conducted after Anti corruption training
Output 1.2: Strengthen business processes and information management systems								
Indicator 1.2.1 Business processes reformed								
DCI: 1.2.1.1	Review of the DCIC Structure and processes re-engineering	DCIC	Workshop for Restructure DCIC to enhance performance	1	30,000,000	30,000,000	30,000,000	Held a workshop for restructuring of DCIC to enhance performance.
DCI: 1.2.1.4	E-immigration rolled out to more borders	DCIC	E-immigration local servers	3	40,000,000	120,000,000		procurement concluded awaiting delivery
		DCIC	Procurement of Hardware (workstations plus)	3	60,000,000	180,000,000		
DGA: 1.2.1.1	Training of forensic scientists in emerging areas of forensic investigations and laboratory analysis (Drug crimes, Toxicology, DNA analysis in murder and sexual	DGAL	Attachment of forensic scientists to modern & accredited forensic laboratories for best practices	4	25,000,000	100,000,000	100,000,000	02 staff from the DNA Laboratory attended a course in South Africa at the DNA forensics school on human identification analysis. 03 staff attended a course on Quality Management Systems. Training in quality management improves the quality planning, quality control and quality assurance systems at the laboratory. 01 staff trained in system administrative course on the Arsenal Automated Ballistics Identification System ABIS. 03 staff of Questioned Divisions attended a follow up training in use VSC Document Examination, and FTK AND CELLEBRIGHT softwares on Forensic Recovery of Evidence Documents/Digital Evidence; The staff were certified by FTK
DGA: 1.2.1.4	Planning and developing service standards for DGAL	DGAL	Planning and developing service standards for DGAL	1	58,000,000	58,000,000	58,000,000	Final draft of the document Standard Operating Procedures for various laboratories was reviewed by top management of DGAL for approval. SOPs for Quality management were also developed and this has greatly improved the business processes and procedures that DGAL needs to ensure in order to get certification of various labs, scientists in the build up to accreditation.
DPP: 1.2.1.1	PROCAMIS rollout to 12 Regional Offices; Arua,Gulu, Fort Portal, Jinja,Kabale,Nakawa, Lira,Masaka,Mbale,Mbarara, Soroti, Masindi	DPP	Network accessories	12	45,000,000	540,000,000	630,000,000	PROCAMIS rolled out to Mbarara RO & RSA, Ntungamo RSA, Kabale RSA,Gulu Regional Office (RO) & RSA, Lira RO & RSA, Soroti RSA, JINJIA RO and is still ongoing

JSC: 1.2.1.1.1	Automation of JSC business process (E-recruitment, E-records Management and upgrading the public complaints management system)	JSC	Design the system	1	300,000,000	300,000,000	296,331,500	The Commission is awaiting a final version of the JSC E-recruitment system from the consultant.
Jud: 1.2.1.1.1	Printing court registers	Judiciary	Print Uniform Court Registers for all Courts (SC,COA,HC-8Div 20 Circuits, 82CMs, 384 Gis)	1,500	215,000	322,500,000	300,000,000	700 copies of the Court registers printed and delivered.
MoG: 1.2.1.1.1	Automation of case management at the Industrial Court	MoGLSD/Ind. Court	Digitalisation of Court management systems and procurement of IT Equipment	1	200,000,000	200,000,000	200,000,000	procurement was concluded and development of system is on going to digitise the court management system
Pro: 1.2.1.1.2	Benchmarking successful JLOS institutions in general Human Resource best practices in East Africa (12)	Sectorwide	Benchmarking JLOS institutions in Human Resource best practices in East African	1	60,000,000	60,000,000	60,000,000	Bench marking done in Kenya
Pro: 1.2.1.1.3	Skills improvement for HR & Planning Departments in Capacity Building Needs Assessment (26 x 2)	Sectorwide	Workshop on Capacity Building Programs for Planners and HR Managers	1	30,000,000	30,000,000	30,000,000	Workshop undertaken
Pro: 1.2.1.1.5	Equipping JLOS HRM FORUM offices	Sectorwide	Provision for JLOS HRM Forum Members Quarterly meetings	1	20,000,000	20,000,000	20,000,000	Human resource managers forum facilitated
UHR: 1.2.1.1.1	Upgrade of Human Rights integrated Information System- Enhancing the system to cater for new functionality	Sectorwide	Purchase of Stationary for JLOS HRM Secretariate Office	1	5,000,000	5,000,000	5,000,000	
		UHRC	Purchase of 10 desktop computers,10 scanners for the 10 field offices to promote the use of HURIS	10	3,800,000	38,000,000	38,000,000	The Commission procured 10 desktop computers and 4 printers
		UHRC	Develop an interface for complainants to track status of their complaints. Tool for reporting & monitoring detention facility included	1	50,000,000	50,000,000	50,000,000	Consultant procured. Development of tools for reporting & monitoring detention facility being worked on.

Indicator 1.2.2 Records management and storage automated									
Jud:	Records Management Training	Judiciary	Records Management Training to provide basic record management skills for 50 Registry Staff and other support staff	50	1,100,000	55,000,000	55,000,000	55,000,000	103 records staff were trained in record management skills
LDC:	Equip the LDC library (Subscription to online legal databases and procurement of reference materials)	LDC	printing of ready manuscripts for [2014], [2015], [2016] Uganda Law Reports Volumes 1 & 2	500	250,000	125,000,000	125,000,000	125,000,000	500 Uganda Law Reports for the years 2014, 2015 and 2016 were printed.
LDC:		LDC	subscription to Lexus Nexus library	1	70,000,000	70,000,000	70,000,000	70,000,000	Subscription was made to the Uganda online Law Library enabling students to access electronic legal resources on line.
MIA:	Finalize the establishment of the e-registry	MIA/FA	Procure archival boxes	200	65,000	13,000,000	13,000,000	13,000,000	Archival boxes procured.
1.2.2.1		MIA/FA	Procure protective gears to use in the storage facility (dust masks,dust blower,over coats and gloves for 6 staff)	6	1,000,000	6,000,000	6,000,000	6,000,000	Protective gear procured.
		MIA/FA	procure 5 high density shelves	5	4,800,000	24,000,000	24,000,000	24,000,000	5 high density shelves procured
		MIA/FA	procurement of 3 desktop computers for the registry	3	4,000,000	12,000,000	12,000,000	12,000,000	3 desktop computers procured
NIR:	Purchase of National ID card readers to be used in authentication of National IDs during HR investigations and other activities by Security agencies	NIRA	Staff Training	1	13,320,000	13,320,000	13,320,000	12,300,804	Rolled over to the next FY
1.2.2.1		NIRA	Computer Supplies and IT Services	20	6,500,000	130,000,000	130,000,000	120,600,000	
UPF:	Transform personnel filling system to track placements and manpower attrition	UPF	Computers	4	3,500,000	14,000,000	14,000,000	14,000,000	4 Computers and heavy scanners procured
1.2.2.1		UPF	Heavy scanners	2	10,000,000	20,000,000	20,000,000	40,000,000	Computers and heavy scanners procured
		UPF	Short consultancy	1	40,000,000	40,000,000	40,000,000	20,000,000	Consultant awaiting signing contract.
Indicator 1.2.3 Information Management Systems of institutions integrated									

Jud: 1.2.3.1	Installation of Network Infrastructure	Judiciary	Install LANs for 4 Registries in New High Courts & 6 in the CM Courts of (Kasangati, Nabweru, Luwero, Kitgum, Kanungu & Kapchorwa).	10	30,000,000	300,000,000	298,000,000	100% connectivity in High Court. 37 of 82 CM connected
Jud: 1.2.3.2	Provision of computers and accessories	Judiciary	Provide Computers + Software for Registries (4 Civil & 4 Criminal) in High Court Circuits	40	3,500,000	140,000,000	130,000,000	38 computers procured
Jud: 1.2.3.4	Deployment of CCTV systems	Judiciary	Deploy in Registries in SC, CoA & 20 HCs(Luwero, Lira, Mubende, Mpigi, Masaka, Mbarara, FortPortal, Masindi, Hoima,	6	1,800,000	10,800,000	10,723,144	procurement of 6 sets completed and system deployed as per plan
LDC: 1.2.3.10	Expand LDC Wireless coverage and network to all Departments	LDC	procure and install wireless access points	3	5,000,000	15,000,000	15,000,000	27 double power points and 46 data points were installed for the administration block which has enabled wireless coverage for a wider area.
LDC: 1.2.3.6	Digitization of Records in the Academic Registrars office	LDC	Procure & install the network switches	2	5,000,000	10,000,000	10,000,000	2 Cisco switches each with 24 ports were purchased to further support the networking at Mbarara Campus.
MIA: 1.2.3.3	facilitate government security office in printing permits, and office reports.	MIA/GSO NCSP	scanner and equipment	1	20,000,000	20,000,000	20,000,000	Equipment and consultant were procured. The digitisation of the records has been completed. Testing of the system is ongoing.
MIA: 1.2.3.5	Train Ministry records management staff (DGAL, DCIC, NGO & Headquarters including AC) in records management	MIA/FA	procure 1 consultant	1	50,000,000	50,000,000	50,000,000	2 Cisco switches each with 24 ports were purchased to further support the networking at Mbarara Campus.
MIA: 1.2.3.6	Expand offender database to 10 regions	MIA/NCSP	Purchase of 2 laptops	2	3,500,000	7,000,000	7,000,000	Equipment and consultant were procured. The digitisation of the records has been completed. Testing of the system is ongoing.
		MIA/GSO NCSP	Printer	1	5,000,000	5,000,000	5,000,000	2 Cisco switches each with 24 ports were purchased to further support the networking at Mbarara Campus.
		MIA/FA	Workshop costs	1	50,000,000	50,000,000	50,000,000	2 Cisco switches each with 24 ports were purchased to further support the networking at Mbarara Campus.
		MIA/NCSP	Purchase 10 desktop sets	7	3,500,000	24,500,000	24,500,000	2 Cisco switches each with 24 ports were purchased to further support the networking at Mbarara Campus.

Mol: 1.2.3.2	Install LAN at MoJCA Regional offices and an Intranet portal at Headquarters	MoJCA/FA	LAN (5 Regional offices)	5	20,000,000	100,000,000	90,000,000	Purchased 10 Computer Sets including UPS for 5 Regional Offices
		MoJCA/FA	Intranet portal	1	100,000,000	100,000,000	90,000,000	(Arua, Gulu, Mbale, Moroto and Mbarara)
Mol: 1.2.3.5	Enhance the Civil Case Management System	MoJCA/DCL	Document management System for Civil Registry (coding Files)	1	40,000,000	40,000,000	40,000,000	Consultants engaged to upgrade the systems and be accessible to the regional offices. Continuation of data entry DCL systems ongoing.
		MoJCA/DCL	Enhance functionality of the System (Consultant + Training)	1	70,000,000	70,000,000	65,000,000	
TAT: 1.2.3.1	Integrated information management systems	TAT	Purchase of online Library software and subscription	1	30,000,000	30,000,000	30,000,000	Online Library and software purchased
UHR: 1.2.3.2	Creation of a remote site at Central regional office	UHRC					-	The Commission procured a display screen, a server and 11 D-link DWR wireless routers and others which are being used for monitoring HURIS usage by UHRC staff at remote centers.
		UHRC	Display screen	1	5,700,000	5,700,000	5,700,000	procured and installed
		UHRC	Purchase of server and configuration	1	21,000,000	21,000,000	21,000,000	procured
		UHRC	Replacement of obsolete network equipments(Routers,switches,access points)	5	2,000,000	10,000,000	10,000,000	The Commission procured 11 D-link DWR wireless routers, 2 Laptop hard drive each of 500GB, 2 desktop hard drive 500GB each, 4RAMs each of 8GB capacity, 5 flash disks each of 32 GB , 5RAMs each of 2GB and 6RAMs each of 4GB for desktops. These equipment were allocated to the regional offices whose access points had become obsolete because of old age.
UPF: 1.2.3.1	Automate Crime Data Management in 20 Stations	UPF	Acquire and Deploy System in 20 stations	1	1,500,000,000	1,500,000,000		Funds not released.
UPS: 1.2.3.1	PMIS extension to KER regional headquarters, KR, Kigo (M) & Kigo (W) Prisons	UPS	Wide area network (WAN) & VPN configuration	4	50,000,000	200,000,000	200,000,000	Internet, WAN, VPN and Data links infrastructural linkages of KER to headquarters completed.
		UPS	Hardware: 16 computers accessories	16	3,500,000	56,000,000	56,000,000	Procurement process on-going.
		UPS	Systems user training	1	100,000,000	100,000,000	100,000,000	User training of 20 (data entrants) staff completed.
		UPS	Biometric devices with NFC technology support	9	27,000,000	243,000,000	243,000,000	Biometric devices with NFC technology support procured and installed

JSC: 1.2.4.2	Develop M&E Framework for JSC plan and assessing service delivery by the judiciary	JSC	Fuel 300litres @ 3500	12	1,050,000	12,600,000	12,600,000	12,600,000	Three officers in Judicial Service Commission were trained in outcomes based monitoring and evaluation.
		JSC	Meetings to review the consultancy reports	4	1,000,000	4,000,000	4,000,000	4,000,000	
		JSC	Train 3 officers in M&E skills	3	5,000,000	15,000,000	15,000,000	15,000,000	
		JSC	Procure a laptop for the policy and planning unit to aid reporting and M&E	1	4,000,000	4,000,000	4,000,000	4,000,000	A laptop was procured to support the policy and planning unit of the Commission.
JSC: 1.2.4.3	Developing performance standards for use in court inspections	JSC	Procure consultancy	1	10,000,000	10,000,000	10,000,000	10,000,000	
		JSC	Procure consultancy for developing standards for court inspections	1	30,000,000	30,000,000	30,000,000	20,000,000	The inspections guide was prepared by the consultant
Jud: 1.2.4.1	Procure a vehicle for court inspections to track absenteeism and non performance to reduce delayed justice	JSC	Procure a vehicle	1	180,000,000	180,000,000	180,000,000	180,000,000	A double cabin pickup was procured
	Conducting Monitoring and Evaluation activities to assess the Impact of strategies and Innovations.	Judiciary	Semi annual impact evaluation of Case backlog reduction strategy.	2	30,000,000	60,000,000	60,000,000	60,000,000	A semi annual impact evaluation of the Case backlog reduction Strategy was carried out
		Judiciary	production of performance reports	2	20,000,000	40,000,000	40,000,000	40,000,000	
Jud: 1.2.4.2	Development of Monitoring and evaluation system	Judiciary	Conducting M&E on impact of new innovations (small Claims , Mediation and Plea bargaining)	1	120,000,000	120,000,000	120,000,000	120,000,000	
	training in management for development results	Judiciary	Development of a Judiciary monitoring and evaluation system (Consultancy)	1	20,000,000	20,000,000	20,000,000	20,000,000	The Ag.Registrar Planning and Development , Principal Assistant Secretary and Ag.Principal Economist attended a training in Results Based Management for the Public Sector by ESAMI.
		Judiciary		3	30,000,000	90,000,000	90,000,000	90,000,000	
	Procurement of Vehicles for Judiciary policy and Planning Unit	Judiciary	Procurement of Vehicle to improve efficiency of the policy and Planning Unit	1	180,000,000	180,000,000	180,000,000	180,000,000	Procured the double cabin pick up for the Planning Unit

Jud: 1.2.4.6	Strengthen RPD in data collection and analysis	Judiciary	Facilitate the Registry of Planning on Quarterly collection and Analysis of Gender disaggregate data	4	25,000,000	100,000,000	100,000,000	100,000,000	Quarterly collection and Analysis of Gender disaggregate data carried out. The collected disaggregated contributed to improvement of Judiciary's performance in the Gender and Equity assessment by Equal Opportunity Commission from 52% to 78.8%. Data was collected in the 14 High Courts Circuits; Mubende, Fort Portal, Kasese, Mbarara, Mukono, Mpigi, Lira, Kabale, Masaka, Masindi, Arua, Soroti, Mbale and Jinja. score
LDC: 1.2.4.1	Conduct Monitoring, Supervision of & Technical Support to the Up country Legal Aid Clinic by Senior Management and Clinic Advisory Board	LDC	Quarterly subvention	4	6,000,000	24,000,000	24,000,000	24,000,000	LDC Top Management staff conducted M/E in 21 field offices including up country offices of Adjumani, Masidi, Lira, Mbarara, Fort Portal, Kibaale, Kagadi, Jinja and Iganga. Chief Magisterial Courts of Makindye, Nakawa, LDC, Nateete-Rubaga, Wakiso, Luzira, Kajjansi, Kasangati, Kiira and Matugga.
LDC: 1.2.4.2	Quality Assurance and Strategic Planning	LDC							
MIA: 1.2.4.12	Develop M&E framework to enhance performance management	MIA/PPAD	Quality assurance, monitoring and evaluation of LDC & study centre activities	4	18,750,000	75,000,000	75,000,000	75,000,000	BFP FY 2018/2019 and 2018/2019, MPS FY 2019/2020 were prepared. M/E and quality assurance were conducted. LDC Strategic Plan for 2015 to 2020 was reviewed.
MIA: 1.2.4.13	Strengthen PPAD in data collection and analysis of gender disaggregated data for evidence based decision making	MIA/PPAD	validation meeting	1	10,000,000	10,000,000	10,000,000	10,000,000	M&E framework developed
		MIA/PPAD	consultative meetings	4	10,000,000	40,000,000	40,000,000	40,000,000	
		MIA/PPAD	Develop statistical database	1	50,000,000	50,000,000	50,000,000	50,000,000	statistical database developed
		MIA/PPAD	procuring a heavy duty photocopier	1	30,000,000	30,000,000	30,000,000	30,000,000	1 heavy duty photocopier procured
		MIA/PPAD	procuring two digital cameras	2	5,000,000	10,000,000	10,000,000	10,000,000	2 cameras procured
MIA: 1.2.4.14	strengthen Ministry planners forum (conduct a team building and capacity building workshop for Ministry Planners)	MIA/PPAD	facilitator allowance (5 facilitators)	5	500,000	2,500,000	2,500,000	2,500,000	Ministry planners forum team building activity conducted
		MIA/PPAD	full board accommodation (20 participants* 4 days)	80	350,000	28,000,000	12,353,485	12,353,485	
		MIA/PPAD	stationery	1	1,000,000	1,000,000	1,000,000	1,000,000	
		MIA/PPAD	transport refund for participants	20	100,000	2,000,000	2,000,000	2,000,000	

MIA: 1.2.4.18	Enhance inspection function of the Bureau by procuring 2 field vehicles for inspection Enhance the NGO inspection function of the Bureau by procuring two field vehicles	MIA/NGO	procurement of 2 double cabins	1	180,000,000	180,000,000	180,000,000	180,000,000	vehicle procured
MIA: 1.2.4.20	Support the development of the Ministerial Policy statement	MIA/PPAD	Meals and refreshments	150	40,000	6,000,000	6,000,000	6,000,000	Development of the ministerial policy statement supported
		MIA/PPAD	Printing costs for the final copy	500	80,000	40,000,000	40,000,000	40,000,000	
MIA: 1.2.4.22	Conduct quarterly, bi-annual and annual data collection	MIA/PPAD	Hold quarterly technical reviews	4	5,000,000	20,000,000	20,000,000	20,000,000	4 staff and stakeholder technical review meetings held
		MIA/PPAD	Print CS Court registers & compliance books	250	100,000	25,000,000	25,000,000	25,000,000	360 Court registers printed
		MIA/PPAD	Hold quarterly data collections	4	10,000,000	40,000,000	40,000,000	40,000,000	Offender data (data 10051 offenders) for collected and database updated
MIA: 1.2.4.25	Supervise, Monitor and ensure compliance with Community Service laws	MIA/PPAD	Field visits (Fuel + per diem)	48	5,000,000	240,000,000	240,000,000	205,000,000	10051 offenders supervised, 88 DCSC programmes monitored for compliance
		MIA/PPAD	Purchase of 10 motorcycles	10	10,000,000	100,000,000	100,000,000	50,000,000	4 motor cycles procured.
MIA: 1.2.4.6	Facilitate government security office in field activities in the country.	MIA/GSO NCSP	A double cabin pick up	1	180,000,000	180,000,000	180,000,000		no release
Moj: 1.2.4.2	Conduct Induction training and orientation of new staff.	MojCA/FA	Assorted Stationery and printing of training materials	1	5,000,000	5,000,000	5,000,000	5,000,000	Induction training and orientation of 18 Members of staff and 65 interns was conducted.
		MojCA/FA	Meals and accommodation for 15 participants	15	2,500,000	37,500,000	37,500,000	22,000,000	
		MojCA/FA	Out of pocket allowance for participants	20	50,000	1,000,000	1,000,000	1,050,000	
		MojCA/FA	Payments of Facilitators and Heads of Departments for presentations during induction for 3 days	20	200,000	4,000,000	4,000,000	3,000,000	

Pro: 1.2.4.11	Strengthening JLOS financial management function	Sectorwide	Internal audit compliance fuel - field visits, capacity building	4	25,000,000	100,000,000	50,000,000	Auditor General report was responded to by all institutions
Pro: 1.2.4.12	Midterm evaluation of SDP IV	Sectorwide	Capacity building cost, preparation section wide final account and audit responses	2	25,000,000	50,000,000	50,000,000	To be undertaken in 2019/20
Pro: 1.2.4.13	PPU capacity building and support	Sectorwide	Conduct a midterm evaluation of the JLOS SDP IV	1	350,000,000	350,000,000		PPU trained in results based management and gender reporting
Pro: 1.2.4.4	Develop a sector M&E resource enterprise tool	Sectorwide	Training of officers in reporting and planning and support to data collection	4	200,000,000	800,000,000	568,042,036	Development of the resource enterprise tool concluded and user testing is ongoing
Pro: 1.2.4.6	Quarterly Joint Monitoring	Sectorwide	Develop & roll out the M&E resource enterprise tool	1	250,000,000	250,000,000		Joint ,omitoering was done together with DPGs
		Sectorwide	Conduct quarterly joint monitoring and inspection	4	50,000,000	200,000,000	200,000,000	Vehicle procured
Pro: 1.2.4.8	Develop M&E frameworks in JLOS institutions	Sectorwide	procure a vehicle to support the M&E function	1	180,000,000	180,000,000	180,000,000	JLOS M&E frame work annualised, PPU staff trained and institutions supported to develop M&E frameworks
Pro: 1.2.4.9	Hold Annual and Semi Annual JLOS Review	Sectorwide	Strengthening of M&E frameworks in JLOS institutions	18	20,000,000	360,000,000	260,000,000	Annual review held
		Sectorwide	Hold Annual JLOS Review- venue, meal, water and tea	1	200,000,000	200,000,000	200,000,000	Semi- Annual JLOS Review was held
UHR: 1.2.4.1	Monitoring the implementation of the case backlog reduction strategy and actual count of files in the 10 regional offices	UHRC	Hold Semi Annual JLOS Review- water, tea, meal and venue	1	50,000,000	50,000,000	50,000,000	The Commission conducted actual count of backlog files in the 10 UHRC regional offices. A detailed report for this exercise has been prepared and will be shared with JLOS
UHR: 1.2.4.4	Provision of moto vehicle to facilitate institutional Monitoring and Evaluation in 10 regional offices	UHRC	Intervention Per Quarter	4	10,000,000	40,000,000	40,000,000	The Commission procured a double cabin pick up for M&E

ULR: 1.2.4.2	Routine monitoring and evaluation of commission projects	UHRC	Development of quarterly reports	4	5,000,000	20,000,000	20,000,000	20,000,000	The Commission prepared quarterly performance reports for Q1, Q2, Q3 and Q4.
		UHRC	meetings for cascading balance scorecard for improved performance and planning	2	5,000,000	10,000,000	10,000,000	10,000,000	
		UHRC	Printer	1	2,000,000	2,000,000	2,000,000	2,000,000	
UPF: 1.2.4.2	Production of quarterly performance reports	UPF	Refreshment for team to design and review tools (tea and snacks)	100	10,000	1,000,000	1,000,000	750,000	4 quarterly Reports were mad and submitted to MoPED, OPM, JLOS, MIA
		UPF	Meeting to discuss and review	1	15,000,000	15,000,000	10,500,000	10,500,000	
		UPF	Cartridge and toner	10	500,000	5,000,000	5,000,000	5,000,000	
		UPF	Reams of paper	30	20,000	600,000	450,000	450,000	
		UPF	printing	500	25,000	12,500,000	11,100,000	11,100,000	
		UPF	Subsistence allowances	340	130,000	44,200,000	33,000,000	33,000,000	
		UPS 1.2.4.1	Development of M&E system	Development of an M&E framework	1	50,000,000	50,000,000	49,476,200	49,476,200
UPS: 1.2.4.2	Enhance the capacity of PPU to in data production and management in the regions	UPS	Procure 16 Computers and accessories	5	3,500,000	17,500,000			Funds not released
		UPS	data collection tools	1,300	150,000	195,000,000	192,500,000	192,500,000	Data collection tools for capturing data on all normal releases from custody and recidivists developed; 8,180 prisons books and 276,160 prisons forms produced.
UPS: 1.2.4.3	Collection, Management and verification of data	UPS	Data collection	4	25,000,000	100,000,000	87,500,000	87,500,000	Data collected, analyzed and stored into useful information for end users.
		URSB	Intervention per quarter	4	5,000,000	20,000,000			
Indicator 1.2.5 Innovations developed and implemented									
Jud: 1.2.5.1	Piloting E-filing systems .	Judiciary	Pilot e-Filing in 3 Courts (1 Appallete Court (CoA), 1 Division of High Court - Criminal Division, 1No. Upcountry High Court - Jinja).	3	75,000,000	225,000,000	104,000,000	104,000,000	system development on going to be migrtaed to the new ECMIS

Jud: 1.2.5.2	Conduct research on new innovations to improve delivery of Judicial services.	Judiciary	Per Quarter	1	180,000,000	180,000,000	180,000,000	supported to fast track plea bargain roll out and research on session system and preliminary wwork on use of special court procedures
Jud: 1.2.5.3	Research capacity and continuous learning enhanced	Judiciary	Digest & publish assorted cases & laws to demystify research and decision making for Judicial officers & researchers	1	24,000,000	24,000,000	cases digested, assorted cases published	
		Judiciary	Develop & publish IEC materials to demystify and enhance learning and knowledge through IECs published online	1	45,000,000	45,000,000	IEC materials developed	
MoG: 1.2.5.1	16 computers for the Remand Homes to administer and implement the Remand Home Management Information System	MoGLSD/Juv	Procure 8 Computers for the Remand Homes	8	3,500,000	28,000,000	Computers Procured	
NIR: 1.2.5.1	Development, finalization and dissemination of an institutional M&E framework by the NIRA Planning Department	NIRA	M&E framework	1	20,000,000	20,000,000	NIRA M&E frame work concluded	
NIR: 1.2.5.2	Installation and Integration of an SMS platform enable applicants receive timely updates on the status of their National ID and Birth Certificate applications	NIRA	Staff Training	1	15,000,000	15,000,000	training of staff conducted	
		NIRA	Information and Communications Technology	1	215,000,000	215,000,000	A call center was set up at NIRA headquarters.	
ULS: 1.2.5.1	Hold an annual Rule of Law Symposium, Publish Quarterly reports on the state of the Rule of Law, Launch of Rule of Law Clubs in schools	ULS	Contribution to the Annual Rule of Law Symposium	1	25,000,000	25,000,000	symposium held	

UPF: 1.2.5.1	Reward the best performing Region, District and individuals in Investigations, Human Rights observance and the fight against corruption	UPF	Hall hire, chairs and public address system	1	2,000,000	2,000,000	2,000,000	Concluded and fully implemented
		UPF	meals and drinks	250	30,000	7,500,000	7,500,000	
		UPF	Bull and Goat	2	1,700,000	3,400,000	3,400,000	
		UPF	Transport refund	250	100,000	25,000,000	25,000,000	
		UPF	Subsistence allowance	250	130,000	32,500,000	32,500,000	
		UPF	Plague	10	500,000	5,000,000	5,000,000	
		Output 1.3: Deconcentrate service delivery to county level by 2021						
Indicator 1.3.1 Functional JLOS infrastructure and services established country wide								
DCI: 1.3.1.2	Renovation of cyanika border post and fence Ishasha, Oraba & Afogi	DCIC	Fence Afogi	1	27,000,000	27,000,000	27,000,000	Fenced Afogi border post
		DCIC	Fence Ishasha	1	27,000,000	27,000,000	27,000,000	Fenced Ishasha border post
		DCIC	Fence Oraba	1	27,000,000	27,000,000	27,000,000	Fenced Oraba border post
DCI: 1.3.1.3	Remodel the former Mutukula office into accommodation units	DCIC	Construction of Mutukula accommodation unit	1	120,000,000	120,000,000	120,000,000	Remodeled the former Mutukula office into staff accommodation units. The completion is anticipated to ease the 24/7 operation of the border.
DGA: 1.3.1.1	Operationalization of Mbale and Mbarara regional laboratories	DGAL	Acquire laboratory fridges to maintain the quality of exhibits in regional laboratories	10	5,000,000	50,000,000	50,000,000	Freezers procured and delivered to the laboratory
		DGAL	Acquire personal protective equipment for sampling and analysis	1	5,000,000	5,000,000	5,000,000	Procurement for the personal protective gear was initiated awaiting delivery
JSC: 1.3.1.1	Establishment of 5 functional Judicial Service Commission Regional Offices in Morotto, Mbarara, Gulu, Mbale and Arua to bring JSC services nearer to the people(Education of law and administration of justice, complaints handling, etc)	JSC	Visitors chairs	18	250,000	4,500,000	4,500,000	Assorted office furniture and equipment was procured and the Moroto office is operational.
		JSC	Office desks(3 per region)	9	1,000,000	9,000,000	9,000,000	
		JSC	Filling cabinets	9	800,000	7,200,000	7,200,000	

LDC: 1.3.1.1	Operationalise one Regional Centre in Mbarara	LDC	Legal reference materials for the regional centre Library	1	150,000,000	150,000,000	210,000,000	Legal reference materials were procured.		
		LDC	servers	1	30,000,000	30,000,000	25,000,000	A server was procured and installed in Mbarara campus.		
		LDC	desktops for staff and students	15	3,500,000	52,500,000	45,000,000	15 desk tops were procured		
		LDC	internet installation	1	3,000,000	3,000,000	3,000,000	Internet was installed in Mbarara		
		LDC	laptops	1	3,500,000	3,500,000	3,500,000	1 laptop was procured		
		LDC	networking	1	30,000,000	30,000,000	20,000,000	Network was installed at Mbarara Campus		
		LDC	projectors for firm rooms	1	20,000,000	20,000,000	15,000,000	5 Projection screenes, 5 projectors, and 5 UPS were procured for Mbarara Campus.		
		LDC	Furniture	500	300,000	150,000,000	150,000,000	500 desks abd tables were procured for the students.		
		LDC: 1.3.1.2	Furnish the 3 LDC conference Rooms to accommodate LDC & JLOS institutional conferences/ meetings	LDC	Projector for 2 conference rooms	2	10,000,000	20,000,000	20,000,000	2 projectors were purchased and mounted in the LDC boardroom and conference room to improve on mode of information delivery especially during meetings,
				LDC	Chairs	100	300,000	30,000,000	60,000,000	100 chairs were procured for the conference room
				LDC	coffee sets	5	800,000	4,000,000	4,000,000	5 sets of coffee sets were procured
				LDC	Conference chairs for the table	20	800,000	16,000,000	16,000,000	20 conference chairs for the table were procured.
				LDC	Conference Table	1	20,000,000	20,000,000	20,000,000	1 conference table was procured
				LDC	Desks	50	1,000,000	50,000,000	45,000,000	50 desks were procured
LDC	Executive chairs			20	800,000	16,000,000	16,000,000	20 Executive chairs were procured		
LDC	Fixtures			1	100,000	100,000	100,000			
LDC	sofa sets			5	6,000,000	30,000,000	30,000,000	5 sofa sets were procured		
MIA: 1.3.1.5	Equip 6 newly opened regional offices, 20 district offices and retool 4 existing regions			MIA/NCSP	Desktop sets (printer and computer)	11	3,500,000	38,500,000	38,500,000	11 desktop sets for 11 districts procured to facilitate operations, office work and case management
		MIA/NCSP	Office cabinets	11	800,000	8,800,000	8,800,000	8 office cabinets procured and distributed to facilitate record keeping		

MoG: 1.3.1.2	Purchase of office furniture for the Industrial Court	MoGLSD/Ind. Court	Opening up Sub-Registries in 5 High Court Circuits	5	10,000,000	50,000,000	-		
Mol: 1.3.1.1	Completion of MOJICA Regional office in Fortportal	MoJCA/FA	supervision of works	4	2,500,000	10,000,000			construction of the Fortportal Regional Office is on going and is scheduled to be completed by May 2020.
Mol: 1.3.1.3	Set up CCTV in the Ministry and revamp the Ministry Boardroom	MoJCA/FA	Contractor fee	1	3,413,049,426	3,413,049,426	3,413,049,426		
Mol: 1.3.1.4	Equip MoJICA regional Offices	MoJCA/FA	Furniture for Boardroom	1	50,000,000	50,000,000	50,000,000		furniture for boardroom was procured.
		MoJCA/FA	Ministry CCTV	1	40,000,000	40,000,000	40,000,000		CCTV cameras Installed and setup at the Ministry HQ Offices
		MoJCA/FA	Book shelves	10	1,000,000	10,000,000	10,000,000		Procurement of equipment ongoing
		MoJCA/FA	Computers and Printers	10	3,500,000	35,000,000	40,000,000		
		MoJCA/FA	Fax Machine	1	600,000	600,000	600,000		
		MoJCA/FA	Filing Cabinets	5	800,000	4,000,000	4,000,000		
		MoJCA/FA	Motor Vehicle (Gulu & Moroto)	2	180,000,000	360,000,000	852,000,000		
		MoJCA/FA	Photocopiers	5	15,000,000	75,000,000	75,000,000		
		MoJCA/FA	Solar Power	5	10,000,000	50,000,000	50,000,000		
Mol: 1.3.1.6	Retooling of the office of Administrator General for effective estate management.	MoJCA/ Admin Gen	10 executive chairs	10	1,000,000	10,000,000	10,000,000		The 10 Computers, 10 Executive Chairs, 5 Printers and a Heavy Duty photocopier were procured and are already in use.
			Procurement of 10 computer desktops	10	3,500,000	35,000,000	16,500,000		
			5 Printers	5	1,500,000	7,500,000	7,500,000		
			Heavy duty photocopier	1	30,000,000	30,000,000	25,000,000		
UHR: 1.3.1.1	Construction of Masaka regional office and completion of Gulu regional office premises	UHRC	Completion of Gulu regional office	1	600,000,000	600,000,000	600,000,000		The Commission contracted Ms. BMK Uganda Ltd for the completion of works for the Uganda Human Rights Commission – Gulu Regional Office Block and the contractor has fully assumed possession of the site.
UPF: 1.3.1.1	Construct Omoro and Bududa Police Stations complete Bulambuli	UPF	Bulambuli police station	1	100,000,000	100,000,000	100,000,000		Construction Completed
		UPF	Construction materials Omoro and Bududa	2	650,000,000	1,300,000,000	1,300,000,000		construction is on going and to be completed by October 2019

UPS: 1.3.1.2	Strengthening contracts supervision and management	UPS	Purchase of a supervision vehicle for the engineering Department	1	180,000,000	180,000,000	180,000,000	180,000,000	procured
URS: 1.3.1.5	Purchase of a vehicle for Planning Unit and Monitoring and Evaluation	URSB	Motor vehicle	1	180,000,000	180,000,000	180,000,000	180,000,000	Motor Vehicle procured
URS: 1.3.1.8	Partitioning of Civil Registry	URSB	Partitioning of Civil Registry	1	100,000,000	100,000,000	100,000,000	100,000,000	Partitioned Office Space on 6th Floor
Indicator 1.3.2 Complete chain of front line JLOS services at the County level									
DCI: 1.3.2.1	Procure 2 vehicles to strengthen border patrols, monitoring and snap checks	DCIC	procure 1 vehicles to cover - Ngomoromo, Waligo, Madiopei border post	1	180,000,000	180,000,000	180,000,000	180,000,000	Procured vehicle UG 0335G to strengthen boarder patrol within Ngomoromo cluster.
DCI: 1.3.2.2	Procure a speed boat for the Watch List of Suspected Persons committee (DCIC, UPF, UHRC) at Ntoroko R. Semiliki	DCIC	procure 1 vehicles to cover- Ntoroko, Busunga border posts Procure a marine patrol boat for the oil region	1	180,000,000	180,000,000	120,000,000	120,000,000	Procured vehicle UG 0334G to strengthen border patrol within Ntoroko Cluster
DPP: 1.3.2.2	Construction of Bulisa Justice Centre	DPP	Construction of justice centres (Court, DPP and Police)	1	1,700,000,000	1,700,000,000	1,700,000,000	1,670,000,000	Construction of Buliisa Justice Centre is 60% complete
Jud: 1.3.2.1	Construction of Sheema Justice Centres	Judiciary	Construction of justice centres (Court, DPP and Police)	1	1,700,000,000	1,700,000,000	1,700,000,000	1,363,636,856	The construction of this Court is on going and is 65% complete.
Jud: 1.3.2.4	Construction of Kiira Justice Centre	Judiciary	Construction of justice centres (Court and DPP)	1	1,000,000,000	1,000,000,000	1,000,000,000	900,000,000	contract for construction of Sembabule Justice Center Uganda awarded. The delay was due to change of location of the centre from Kllra where it was originally planned due to land challenges
Pro: 1.3.2.1	Supervision of construction of Justice centres (Mini JLOS)	Sectorwide	facilitation of construction committee quarterly monitoring	4	80,000,000	320,000,000	320,000,000	320,000,000	The committee visited construction sites including Nakaseke Justice center, the hand over of Mitooma Justice Center, Buhwejiu construction, Rubirizi Justice Center, Nwoya and omoro and serere

Pro: 1.3.2.2	Support to the Construction of JLOS House	Sectorwide	Construction	1	8,000,000,000	8,000,000,000	500,000,000	The amount of 500 million was put on JLOS House account and awaits presidential authority to commence construction
UPF: 1.3.2.1	Construction of Serere Justice Centre	UPF	Construction of justice centres (Court, DPP and Police)	1	1,700,000,000	1,700,000,000	1,700,000,000	Construction Completed
UPS: 1.3.2.1	Completion of Kitalya Mini max Prison	UPS	Completion of construction of Kitalya Mini Max Prison	1	4,000,000,000	4,000,000,000	4,000,000,000	Construction works for Mini Max prison at Kitalya completed. Classrooms, admin. Block, workshops, kitchen, TB isolation ward, 12 prisoner's wards and isolation cells, Fixing electrical accessories, external works of sanitation and storm water drainage, perimeter and chain link fencing are complete.
UPS: 1.3.2.2	Contractual obligations for Kaboong, Amuru and Tororo	UPS	Payment of retention fees for Kaboong	1	127,114,316	127,114,316	127,113,312	Retention fee paid
UPS: 1.3.2.2		UPS	Payment of retention fees for Amuru	1	220,657,390	220,657,390	220,600,000	Retention fees paid
UPS: 1.3.2.2		UPS	payment of retention fees for Tororo	1	95,040,652	95,040,652	95,040,620	Retention fees paid
DPP: 1.3.2.3	Contractual obligations for Kaberamaido, Adjumani, Nakapiripirit, Rukungiri, mubende, Moyo and Paidha	DPP	Contractual obligations for Kaberamaido, Adjumani, Nakapiripirit, Rukungiri, mubende, Moyo and Paidha	1	123,825,965	123,825,965	123,825,965	contractual obligations paid
UPS: 1.3.2.3	Construction of Prisons (Kyenjojo, Sheema, Mutufu and Nwoya)	UPS	Construction of Admin block, 1 ward, kitchen, external works at Sheema Prison	1	780,000,000	780,000,000	780,000,000	Construction of Sheema prison 75% complete
UPS: 1.3.2.3		UPS	Construction of Admin. Block, 1 ward, kitchen, external works at Mutufu Prison	1	780,000,000	780,000,000	780,000,000	Construction of Mutufu prison 40% complete
UPS: 1.3.2.3		UPS	Construction of Admin block, 1 ward, Kitchen, external works at Kyenjojo Prison	1	780,000,000	780,000,000	780,000,000	Construction of Kyenjojo prison 82% complete
UPS: 1.3.2.3		UPS	Construction of admin block, 1 ward, kitchen and external works at Nwoya	1	780,000,000	780,000,000	780,000,000	Construction of Nwoya prison 65% complete

URS: 1.3.2.1	Purchase and distribution of standardized marriage materials to duty bearers	URSB	Form F for FBOs	484	48,000	23,232,000	4,000,000	Activity yet to be implemented
		URSB	(Certificate detail form notice of marriage forms, statutory declaration forms) // 121 districts *4 forms //	2,700	48,000	129,600,000		procured
						35,862,419,749	26,990,666,179	
Output 1.4: Strengthen Justice for children								
Indicator 1.4.1 Child friendly services enhanced								
DPP: 1.4.1.1	Institutionalise child-friendly interview environment for child victims, suspects and witnesses	DPP	Develop child friendly office spaces for child interviews	80	60,000,000	120,000,000	120,000,000	Establishment of Child friendly office space for child interviews was ongoing in Lira and Masaka Regional Offices
LDC: 1.4.1.1	Facilitate 17 Social workers & Juvenile Justice lawyers to identify 500 juvenile offenders at police, interview juveniles together with advocates in preparation of pleading and for court appearance/enhance pleading with social inquiry reports	LDC	Airtime	17	400,000	6,800,000	6,800,000	4 social workers and 13 juvenile lawyers were facilitated to identify and interview juvenile offenders. A total of 624 juvenile offenders were identified and interviewed at Police. 512 juvenile offenders were fully diverted and 112 are still undergoing counselling.
		LDC	allowances for 17 social workers/juvenile justice lawyers	17	1,000,000	17,000,000	17,000,000	
		LDC	carbonated register books	34	20,000	680,000	600,000	
		LDC	register books for childrens cases in 10 stations	20	20,000	400,000	400,000	
		LDC	Refreshments for juveniles and children	1	400,000	400,000	400,000	
		LDC	printing of IEC materials	2,000	10,000	20,000,000	20,000,000	
		LDC	Stationery	17	360,000	6,120,000	6,000,000	
		LDC	procure consultant to develop IEC materials	1	30,000,000	30,000,000	30,000,000	
LDC	Transport to remand homes,police,court and to community	17	4,800,000	81,600,000	81,300,000			

LDC: 1.4.1.4	Selecting and training 80 Fit persons in new districts on the use of diversion Arua, Yumbe, Isingiro,	LDC	venue	10	500,000	5,000,000	5,000,000	90 Fit Persons were trained in the new districts of Arua, Yumbe and Isingiro.
		LDC	meals	108	150,000	16,200,000	12,000,000	
		LDC	fuel	10	600,000	6,000,000	6,000,000	
		LDC	airtime for coordination	1	1,000,000	1,000,000	1,000,000	
		LDC	per diem	120	140,000	16,800,000	12,000,000	
		LDC	Transport refund	80	250,000	20,000,000	14,000,000	
		LDC	6 working group meetings with 10 members	60	120,000	7,200,000	10,000,000	A manuscript for child Justice Bench book was compiled and validated. Printing of the book undertaken.
LDC: 1.4.1.5	Publication of child justice benchbook	LDC	validation workshop for 120 people	1	15,000,000	15,000,000	15,000,000	
		LDC	assorted stationery	1	360,000	360,000	-	
		LDC	Printing	10,000	3,000	30,000,000	20,000,000	
MoG: 1.4.1.1	Inspection and Monitoring of Remand Homes and Rehabilitation Center for compliance to minimum standards	MoG/LSD/Juv	Inspection of Remand homes by officials from JLOS Institutions and the MGLSD	100	1,960,000	196,000,000	175,000,000	7 Remand Homes were inspected and monitored for compliance
Pro: 1.4.1.1	Affirmative action for children born in captivity	Sectorwide	Undertake a study on registration of children born by abducted mothers during the LRA war	1	50,000,000	50,000,000	50,000,000	Activity conducted in Gulu
UPF: 1.4.1.1	Equip 4 Child centres in the districts of Napak, Luwero, Lira and Gulu with mattresses, blankets and sanitary towels	UPF	Beds	20	500,000	10,000,000	12,010,200	Contract has been awarded for the supply of the items
		UPF	Sanitary towels	1,000	4,000	4,000,000	3,300,000	
		UPF	Blankets	40	70,000	2,800,000	900,000	
Indicator 1.4.2 Capacity for duty bearers and institutions in child justice enhanced						0		
Jud: 1.4.2.1	Regional Training in Juvenile/Child Justice	Judiciary	Regional Training in Juvenile/Child Justice for Judicial Officers and JLOS Stakeholders in Arua and Mbale	60	4,000,000	240,000,000	100,000,000	Judicial Officers and JLOS child justice duty bearers in Arua and Mbale were trained on child justice

LDC: 1.4.2.1	Equip 50 (existing and new) staff of the LDC Legal Aid Clinic on Child Friendly Approaches	LDC	workshop meals	50	50,000	2,500,000	2,500,000	50 LDC staff were trained on Child friendly approaches with emphasis on diversion and new developments in child justice, good case analysis, planning and management, office management and financial accountability, report writing, monitoring and evaluation.
			Printing training manuals and materials	50	10,000	500,000	500,000	
			Per diem for staff in up country stations	30	140,000	4,200,000	4,200,000	
LDC: 1.4.2.4	Conduct 12 Community dialogues & baraza on child justice in 12 districts (Soroti, Kayunga, Kasese, Kyenjojo, Adjumani, Lamuli, Ibanda, Buyende, Arua, Kamuli, Lira & Gulu)	LDC	venue	12	200,000	2,400,000	2,400,000	12 Community outreaches were conducted in the districts of Kagadi, Adjuman, Kampala, Masindi,
			meals and refreshments	3,000	2,000	6,000,000	6,000,000	
			fuel	1,500	4,000	6,000,000	4,400,000	
			per diem	120	140,000	16,800,000	16,000,000	
			airtime	1	1,000,000	1,000,000	400,000	
			mobilisation	12	200,000	2,400,000	2,400,000	
LDC: 1.4.2.5	Facilitate 120 Fit persons to conduct diversion of juveniles from Court and Police and resettle them back to the communities	LDC	Facilitation of Fit persons	120	1,000,000	120,000,000	102,000,000	A total of 600 Fit Persons in the districts of Kibaake, Kagadi, Gulu, Kanwenge, Kyenjojo, Kampala, Mbarara, Fort Portal, Masindi, Lira, Iganga, Soroti, Bugiri were facilitated in terms of transport and airtime to conduct diversion for children in conflict with the law by way of counselling and reconciling them with their parents and also the community. A total of 1190 children were successfully diverted by the Fit Persons
MoG: 1.4.2.1	Training of Probation and Welfare Officers in Charge of Remand Homes and Rehabilitation Centres	MoGLSD/Juv	Fuel	5,200	5,000	26,000,000	25,000,000	143 Probation Officers were trained from the Remand Homes and the districts
			Meals and Refreshments	320	270,000	86,400,000	80,000,000	
			Stationery	320	50,000	16,000,000	13,000,000	
			Allowances	120	100,000	12,000,000	10,000,000	
Pro: 1.4.2.1	Research on logistical management for children to 6 remand homes	MoGLSD/Juv	Fuel	3,246	3,700	12,010,200	12,010,000	Activity conducted
			Per diem	30	110,000	3,300,000	3,200,000	
			Refreshments (tea, lunch)	30	30,000	900,000	9,000,000	
			Stationery (paper, pens)	30	4,400	132,000	131,000	
MoG: 1.4.2.2	Support to preparation of social inquiry reports per quarter	MoGLSD/Juv	4	50,000,000	200,000,000	200,000,000	80 Probation Officers were supported in preparation of Social Inquiry Reports. 1,000 SIR were prepared	
Pro: 1.4.2.2	Counter part support to J4C	Sectorwide	36	4,000,000	144,000,000	144,000,000	Three J4C coordinators were retained and facilitated.	

ULS: 1.4.2.1	Conduct legal awareness in communities on children's rights and to develop child friendly sensitization materials	ULS	Radio Talk shows, Announcements, Spot messages and in Four regions	4	10,000,000	40,000,000	40,136,000	conducted 3 radio talks during ULS rule of law week on Delta FM in Soroti, Radio Karamoja in Kotido, and Vision Radio in Mbarara respectively. conducted 8 radio talk shows under the legal Aid Project in Gulu, Jinja, Masindi, Kabarole and Kabale respectively. Broadcast 800 radio spot messages:- in Gulu 200 spot messages on choice FM, 200 spot messages on Kamuli broadcasting services, 200 in Kabarole on voice of Toro, in Kabale 200 spot messages were aired on voice of Kigezi and Freedom Radio	
		ULS							
UPF: 1.4.2.1	Conduct joint training for 400 Police, ODPP, MoGLSD, Judiciary, LDC and other players in child Justice (Sector wide)	ULS	Reprint of the SAJCEA Child justice manual and disseminate	5,000	3,000	15,000,000	9,000,000	Supporting access to justice training manual on child justice edited, printed and copies were disseminated to duty bearers within the child justice system; Magistrates, Prosecutors and state attorneys, Lawyers, Police officers and Probation officers	
UPF: 1.4.2.2	Procure 10 Motorcycles for CFPU	UPF	Training cost	300	500,000	150,000,000	50,000,000	CFPU conducted the training for 400 police officers	
Indicator 1.4.3 Disposal of child related cases fast tracked at all levels of the justice chain									
Jud: 1.4.3.1	Case Backlog Reduction Strategy for Child Related Cases at all Court Levels	Judiciary	CM-Special Sessions for Child Related Cases(Target 80 cases)	80	500,000	40,000,000	40,000,000	130 cases were disposed of. This exceeded the target by 50 cases	
Judiciary		GI-Special Sessions for Child Related Cases(Target 20 cases)	120	300,000	36,000,000	36,000,000	A total of 140 cases were disposed of.		
Judiciary		High Court-Special Sessions for Child Related Cases(Target 80)	80	500,000	40,000,000	40,000,000	60 Cases cause listed and 58 completed in Fortportal.		
LDC: 1.4.3.1	Legal Representation, legal advise and legal counseling (Representation of 300 children in 10 DCCs with the help of social workers)	LDC	Filing fees	200	10,000	2,000,000	2,000,000	During the reporting period,the LDC Legal Aid Clinic hadled 1844 child related cases.The cases were fast tracked through the justice system leading to 321 receiving bail and 1523 diverted successfully.	
		LDC	Photocopying Police files	300	10,000	3,000,000	3,000,000		
		LDC	fuel	150	40,000	6,000,000	6,000,000		

MoG: 1.4.3.1	Purchase of Vehicle for Kabale Regional Remand Home	MoGLSD/Juv	Kabale Van	1	220,000,000	220,000,000	220,000,000	220,000,000	Procured and delivered
MoG: 1.4.3.2	Attendance of both lower and higher courts	MoGLSD/Juv	Naguru Van balance	1	40,000,000	40,000,000	40,000,000	40,000,000	balance paid and van delivered
		MoGLSD/Juv	Resettlement of children after attendance of courts	25,000	4,000	100,000,000	95,000,000	95,000,000	650 juveniles attended both lower and higher courts; 200 juveniles resettled
		MoGLSD/Juv	Fuel for attendance of courts by juveniles	40,000	4,000	160,000,000	142,000,000	142,000,000	
MoG: 1.4.3.3	Prepare Social Inquiry reports	MoGLSD/Juv	Transport facilitation for Advocates to handle childrens cases, resettlement and tracing of relatives.	500	100,000	50,000,000	45,000,000	45,000,000	
Pro: 1.4.3.1	Contribution to implementation of J4C program	Sectorwide	Printing cost	4	50,000,000	200,000,000	179,999,676	179,999,676	J4C programme costs paid and the programme is operational in all high court circuits
UPF: 1.4.3.1	Conduct speedy investigations into 1,000 reported Juvenile cases	UPF	Tracing witnesses	1,000	100,000	100,000,000	70,000,000	70,000,000	Concluded 1581 cases.
Indicator 1.4.4 Rehabilitation & Remand homes established at regional level									
MoG: 1.4.4.1	Construction of Moroto Regional Remand Home (1st and 2nd phase) and Kabale Regional Remand Home (2nd phase)	MoGLSD/Juv	Construction of Kabale Rema4nd Home (Phase 2)	1	400,000,000	400,000,000	400,000,000	400,000,000	completed and handed over
		MoGLSD/Juv	Construction of Moroto Regional Remand Home (Phase 1 and 2)	1	500,000,000	500,000,000	500,000,000	500,000,000	Construction is 55% complete
						3,767,902,200	3,353,986,876	3,353,986,876	
Output 1.5: Strengthen access to legal aid services									
Indicator 1.5.1 State brief scheme and pro-bono services enhanced									
Jud: 1.5.1.1	State provision of legal aid-JCU	Judiciary	procure 2 vehicles	1	180,000,000	180,000,000	180,000,000	180,000,000	Procured a vehicle for Justice Centres Uganda
Jud: 1.5.1.2	Procure Computers/ Laptops-JCU	Judiciary	1 laptop and 2 desktops including UPS for each of the 10 centres	12	5,000,000	60,000,000	40,000,000	40,000,000	13 laptops procured

Jud: 1.5.1.4	Prison Decongest (State brief and Plea Bargain)- JCU	Judiciary	Prison decongestion related expenses	4	6,300,000	25,200,000	20,000,000	The key component of this program was to identify persons that had overstayed their period on remand, lodgers, children detained with adults and petty offenders and secure their release by seeking a mitigation of their sentences, seeking acquittals or having their cases dismissed for want of prosecution. As a result of the intervention 105 (8 female) were released from detention.
Jud: 1.5.1.5	Training of Community Based Mediators and duty bearers on basic legal knowledge and human rights	Judiciary	Training of Community Based Mediators and duty bearers on basic legal knowledge and human rights to be deployed within their communities to assist JCU in resolving conflicts within their areas	1	50,000,000	50,000,000	50,000,000	Community based mediators were trained
LDC: 1.5.1.1	Provide support to reconcile petty criminal cases and mediate civil cases in 12 courts Lira, Makiyde, Mwanga II, Nakawa, Kira, Iganga, Jinja, Nabweru, Kasangati, Luzira, Kamuli, Wakiso, Entebbe, Mukono, Lugazi, gulu, Isingiro, Yumbe	LDC	Facilitate conciliators/ mediators	216	500,000	108,000,000	96,250,000	The LDC Legal Aid Clinic continued to implement the mediation and reconciliation program the Courts of ,Nakawa,Yumbe,Isingiro,Lugazi,Gulu,Entebbe,Mukono,Wakiso,,Kamuli,Kasangati,Nabweru,-Jinja,Kiira,Iganga,Mwanga II,Makiyde and Lira.The program is aimed at enhancing the use of Dispute Alternative Resolution (ADR).A total of 1750 cases were handled through mediation in the courts listed above and 880 cases through reconciliation.
		LDC	monitoring and evaluation by LDC	4	15,000,000	60,000,000	50,000,000	M&E of up country study centres conducted
		LDC	locus visits	17	300,000	5,100,000	3,000,000	
LDC: 1.5.1.2	Provision of Legal Aid to 2000 Walk in Indigent clients and state brief to existing cases in Kabarole, Kibale, Masindi, Kagadi and Adjumani	LDC	Facilitate 10 Bar Course student interns	10	800,000	8,000,000	4,000,000	A total of 2154 walk-in clients were provided with legal advice and counselling.Cases handled were in the form of succession,child neglect and maintenance,domestic violence matters,family disputes,divorce petitions and land disputes.
		LDC	stationery	5	500,000	2,500,000	2,500,000	
		LDC	Locus visits	5	1,000,000	5,000,000	4,000,000	

LDC: 1.5.1.4	Conduct Community Outreach programs to educate the community about law and access to justice	LDC	transport refund for LCs, district officials, community leaders	30	50,000	1,500,000	1,500,000	Community dialogues were held in Mbarara, Kagadi, Masindi, Adjumani and Kibaale to sensitise the communities about salient features of land and family laws, sensitise the community on access to justice, where and how to obtain justice, obtaining a will, cohabitation, children's rights and the role and mandate of LC 1.1046 participants attended the awareness sessions in the districts indicated above.
			mobilisation (pre visits)	6	400,000	2,400,000	2,000,000	
			Hire tents	30	500,000	15,000,000	9,000,000	
			refreshments	3,000	2,000	6,000,000	4,000,000	
			Transport refund for facilitators	24	50,000	1,200,000	1,000,000	
ULS: 1.5.1.2	Conduct Legal Aid Open Weeks, Open community barazas, radio talk shows, exhibitions in Kabale, Jinja, Fort Portal, Kalangala	ULS	Radio Talk shows and exhibitions by the Legal Aid Project staff in the seven clinics area of coverage and Kalangala.	8	1,300,000	10,400,000	10,200,000	The ULS organized legal aid open weeks, open community barazas and exhibitions in Kabale, Jinja, Fort Portal and Kalangala reaching out to about 555 people.
			Hire of Tents, chairs, security during the Legal Aid Open week.	8	1,200,000	9,600,000	9,200,000	
			Meals and refreshments for the participants and facilitators, Kabale, Jinja, Kabarole and Kalangala	8	2,000,000	16,000,000	16,000,000	
			Stationery for the participants and the facilitators.	8	1,000,000	8,000,000	8,000,000	
ULS: 1.5.1.3	Enhance duty counsel scheme at courts: Nabweru, LDC, KCCA, and police: Mukono, Wandegaya, Kawempe, Kiira and Katwe (30m).	ULS	Conduct mobile clinics in the areas of operation for the Legal Aid clinics, Kabale, Kabarole, Mbarara, Masindi, Gulu, Arua, Jinja, Moroto and Soroti.	9	4,000,000	36,000,000	35,600,000	Facilitation was provided for 47 (16M, 31F) advocates under the duty counsel scheme at Courts:- Nabweru, Kasangati, Law Development Centre, Kira, KCCA, Police stations:-Kawempe, Wandegaya, Old Kira a total number of 2480 clients, 2100 male and 380 female were handled.
			Meals and refreshments for the participants in the trainings.	2	5,000,000	10,000,000	10,000,000	
			Stationery to be used during the court processes.	1	5,000,000	5,000,000	5,000,000	
			Facilitation for 2 Toll free lines at Uganda Law Society, 5 Landlines at the Courts and CPS for 12 months.	60	150,000	9,000,000	9,000,000	

Indicator 1.5.2 LASPs coordinated and regulated									
Jud: 1.5.2.1	Receiving Cases and providing advice to the indigent through toll free telephone lines-JCU	Judiciary	Toll free Monthly Subscriptions for 3 Service points office lines)(6 lines each month @ Shs.500,000 each)	6	6,000,000	36,000,000	36,000,000	36,000,000	Paid for a toll free monthly subscription for the 3 service points office lines. This helps in responding to legal issue raised by the public. During the reporting period, 333 (143M, 190F) people contacted JCU on its toll-free lines
Jud: 1.5.2.2	Resolve Disputes through Mediation and Litigation. JCU	Judiciary	Process 30 cases per Mth per Service Point through Litigation @ Ugx. 200,000 each case (30 cases * 3 * 6 service points)	4	108,000,000	432,000,000	360,000,000	69 (50M, 19F) cases were processed through out of which 18 (15M, 3F) were successfully resolved – Masaka contributing 35% of the total resolved cases in the entire JCU. 24 (7M, 17F) new cases were registered in various courts of law. 52 (21M, 31F) on-going cases court appearances were made from which 12 (5M, 7F) were successfully won.	
		Judiciary	Resolve 30 cases per Service Point @ 50,000 per Quarter (30 cases per centre * 6 centres at a cost of ugx. 200,000 each)	4	9,000,000	36,000,000	36,000,000	18 mediations were successfully concluded. 118 (105M, 13F) state brief cases were handled and as a result of this intervention, a total of 54 (51M, 3F) cases were concluded. 31 (28M, 3F) individuals were supported for self representation while 23 (22M, 1F) managed to successfully conclude their matters with 36 getting the fruits of their litigation.	
Indicator 1.5.3 Laws promoting legal aid proposed for enactment									
Jud: 1.5.3.1	National publications and Research.	Judiciary	Publish Newspaper articles on emerging access to Justice and legal aid (one article per quarter)	4	1,200,000	4,800,000			
		Judiciary	Research and printing on a key emerging Access to Justice issue	1	10,000,000	10,000,000			
Indicator 1.5.4 Self-represented litigants support systems improved									
ULS: 1.5.4.1	Support to three Legal Aid clinics (Kabale, Masindi, Gulu)	ULS	Court filing fees for the Seven Legal Aid Clinics	1,200	50,000	60,000,000	60,000,000	60,000,000	A total of 6,112 (3,946 male and 2,166 female) people were assisted by the various legal aid clinics. 174 cases were completed in office through alternative dispute resolution, 512 were completed in courts of law, 1,351 were offered legal advice, 121 were referred to other service providers for assistance.
		ULS	Legal advisory support for the Legal Aid project clinics for 12 months, Kabale, Masindi, Gulu, Jinja, Luzira and Kampala.	3	1,500,000	4,500,000	4,500,000	9,000,000	

Indicator 1.5.5 ADR enhanced						
Mol:	Conduct 1000 Family Mediations related to estates	MojCA/ AdminGen	Allowances (per diem) 1night X1000 Arbitrationx 1officer x 110,000	1,000	110,000	110,000,000
		MojCA/ AdminGen	Fuel (10 litres x 1000 Arbitrations)	10,000	4,000	30,000,000
		MojCA/ AdminGen	Allowances for drivers (per diem) 1night X1000 Arbitrationx 1 driver x 55000	1,000	55,000	50,000,000
					1,431,200,000	1,255,750,000
Output 1.6: Strengthen measures to effectively and efficiently prevent and respond to crime.						
Indicator 1.6.1 Crime fighting agencies strengthened						
DGA:	Improved storage and preservation of exhibits before, during and after laboratory analysis	DGAL	Acquire freezers and fridges to store and preserve the perishable exhibits	5	5,000,000	25,000,000
		DGAL	Acquire 02 mobile racks for storage and safe custody of dry exhibits	1	100,000,000	100,000,000
DPP:	Acquire transport equipment for ODPP- Court operations	DPP	Procure motorcycles for ODPP- Court operations	4	10,000,000	40,000,000
		DPP	Procure vehicles for ODPP- Court operations	2	180,000,000	360,000,000
Jud:	Plea Bargain Workshop	Judiciary				
1.6.1.1	Plea Bargain Workshop to inculcate knowledge, skills & attitudes to Judges, CMs and Magistrates Grade One, JLOS line staffin applying plea bargaining	Judiciary		1	70,000,000	70,000,000
						Plea bargaining workshop was conducted

MIA: 1.6.1.10	Conduct offender rehabilitation workflows (Home visits, reconciliatory meetings, counselling)	MIA/NCSP	Filed travel allowances	35	3,000,000	105,000,000	54,000,000	Field visits conducted in 117 districts
								5973 counselled, projects supported, 539 home visits conducted, 263 reconciliatory meetings held, 132 PSP facilitated
MIA: 1.6.1.11	Set up and facilitate rehabilitative and empowerment projects	MIA/NCSP	Offender jackets	400	80,000	32,000,000	10,000,000	Tools procured (wheel barrows, hand hoes, spades, pangas, slashers, watering cans , rakes, jerrycans, green Shade, industrial gloves, plastic drums, gum boots, spray pumps, barbed wire and potting bags) and distributed to tree nursery projects
		MIA/NCSP	Brick making molds	100	10,000	1,000,000	1,000,000	
		MIA/NCSP	Tools	22	2,000,000	44,000,000	-	offender jackets procured
MIA: 1.6.1.12	Specialised training of 3 staff in correctional management at Bush Academy in Malaysia	MIA/NCSP	Travel costs	4	15,000,000	60,000,000	30,000,000	1 staff attended training on Implementation of Community Service sanctions and Measures in Euroasia held in Tbilis ,Georgia.
		MIA/NCSP	Training fee costs	4	15,000,000	60,000,000	30,000,000	2 staff attended a course on Criminal Justice in a Polarised Society held in Barcelona, Spain.
MIA: 1.6.1.14	Purchase 1 vehicle for regional monitoring, inspection and compliance	MIA/NCSP	Purchase of 2 vehicles for Northern regions	2	180,000,000	360,000,000	360,000,000	2 vehicles procured for operations
MIA: 1.6.1.15	Faciliate Conflict Early warning and early response activities	MIA/NFP	procure desktop computers	4	3,500,000	14,000,000		
		MIA/NFP	procure laptops	2	3,500,000	7,000,000		
		MIA/NFP	procure a double cabin to facilitate monitoring	1	180,000,000	180,000,000		

MIA: 1.6.1.16	Rejuvenate the District task forces on SALW in districts bordering S/Sudan(Lamwo, Kitgum, Amuru and Adjumani)	MIA/NFP	Radio talk shows on dangers of illicit SALW	1	9,000,000	9,000,000	9,000,000	The district task forces on SALW were rejuvenated in Lamwo and Kitgum
		MIA/NFP	meals for 30 pax x 2 days x 4 districts	120	60,000	7,200,000	5,600,000	
		MIA/NFP	Transport refund for participants	100	100,000	10,000,000	5,000,000	
		MIA/NFP	hall hire for 2 days x 4 districts	8	300,000	2,400,000	1,200,000	
		MIA/NFP	assorted stationery	1	2,000,000	2,000,000	1,000,000	
		MIA/NFP	field facilitation for 5 officers x 14 days	60	140,000	8,400,000	4,200,000	
		MIA/NFP	field facilitation for driver	14	90,000	1,260,000	650,000	
		MIA/NFP	fuel	600	4,000	2,400,000	1,200,000	
		MIA/NCSP	Quarterly support of DCSC	65	4,000,000	260,000,000	260,000,000	
		MIA/PTIP	Procure 1 double cabin pick ups	1	180,000,000	180,000,000		
MIA: 1.6.1.5	Enhance capacity of the Police Authority to deliver on its mandate	MIA/UPoA	Procure 4 laptops	1	4,000,000	4,000,000	4,000,000	1 laptop procured
		MIA/UPoA	procure heavy duty photocopier	1	25,000,000	25,000,000	10,000,000	1 heavy duty photocopier procured
UPF: 1.6.1.1	Procure 5 Specialized K9 carrier vehicles for 5 units of Kajansi, Kasangati, Kawala, Nsangi and Nansana	UPF	Transport vehicle cost	4	95,000,000	380,000,000	380,000,000	4 vehicles were procured and delivered

UPF: 1.6.1.2	Procure 3 vehicles for Investigations (HQ, Supervision, Police Surgeon Kabale and Homicide)	UPF	Transport cost	3	180,000,000	540,000,000	540,000,000	540,000,000	3 vehicles for Homicide, Kabale and M&E procured and delivered
UPF: 1.6.1.3	Procure 100 filing cabinets for up country stations for case file storage	UPF	File cabinet	100	700,000	70,000,000	70,000,000	70,000,000	100 cabinets procured pending delivery
UPF: 1.6.1.4	Procure 15 Computers to support investigation of homicide, SGBV, cyber, corruption and war crimes	UPF	Computers + Printer + UPS	15	5,000,000	75,000,000	75,000,000	75,000,000	Procured, Pending Delivery
UPF: 1.6.1.5	Train 350 Investigators and CT personnel in Homicide, Kidnaps and rescue, Economic crimes,	UPF	Training cost	350	400,000	140,000,000	140,000,000	120,000,000	302 Investigators and CT personnel in Homicide, Kidnaps and rescue, Economic crimes,
UPF: 1.6.1.6	Summon 1,640 witnesses to testify in High Courts, Anti Corruption Court and ICD Courts	UPF	Meals and water	500	30,000	15,000,000	15,000,000	10,000,000	3,920 witnesses were summoned to testify in High Courts, Anti Corruption Court and ICD Courts
		UPF	Safe accommodation for High profile witnesses	50	1,000,000	50,000,000	50,000,000	40,000,000	
		UPF	Transport refund	1,640	60,000	98,400,000	98,400,000	80,000,000	
UPF: 1.6.1.7	Contractual commitment payment for 14 vehicles (CID & K9) supplied in 2015/16 and 16//17 where budget did not perform at 100%	UPF	CID & Canine vehicles	1	570,000,000	570,000,000	570,000,000	570,000,000	7 vehicles were consequently delivered after payment was made (3K9), (1 medical), (1 Planning and monitoring), (SGBV), (war crimes)
UPS: 1.6.1.1	Procure digital security radio communication equipment	UPS	Purchase of 06 Digital VHF transmitter	6	28,000,000	168,000,000	168,000,000	168,000,000	Procurement process ongoing
		UPS	Purchase of 6 VHF/HF vehicle security radios with GPS	6	4,300,000	25,800,000	25,800,000	25,000,000	Procurement process ongoing
		UPS	Purchase of 6 high frequency security radios and their accessories	6	27,500,000	165,000,000	165,000,000	165,000,000	VHF Digital radio communication system established for Prisons Headquarters, Upper, Remand, Kigo, Luzira (W), M/bay, Mukono, Entebbe, Mpigi and Wakiso.
UPS	Purchase of 50 VHF digital walkie talkie radios	UPS	Purchase of 50 VHF digital walkie talkie radios	50	4,600,000	230,000,000	230,000,000	230,000,000	Procurement process ongoing

UPS: 1.6.1.2	Staff recruitment and training	UPS	Recruitment and training of Warders & Wardresses	1,000	500,000	500,000,000	350,000,000	Recruitment of Warders and wardresses conducted
UPS: 1.6.1.3	Strengthening Correctional Services to reduce recidivism	UPS	Social reintegration of offenders	400	200,000	80,000,000	60,000,000	Social reintegration of inmates increased from 1,950 to 3,258 inmates.
		UPS	Specialised Psycho-social treatment of inmates	5,000	30,000	150,000,000	100,000,000	8,185 inmates were offered behavioral, life skills training and sexual offender rehabilitation training.
		UPS	Provision of Offender formal education	1,500	80,000	120,000,000	120,000,000	4,290 inmates attended Formal Education and FAL (2,312 in formal education and 1,978 in FAL by the end of June, 2019).
UPS		Provision of Offender vocational training	2,000	50,000	100,000,000	100,000,000	16,090 offenders were imparted with skills (9,256 in industrial and 6,834 in agricultural skills) by end of June, 2019.	
Indicator 1.6.2 Comprehensive standards for investigation, prosecution, adjudication and correctional services developed and maintained								
DGA: 1.6.2.1	Sensitization of investigation officers on guidelines for collection, transportation, storage and submission of forensic exhibits	DGAL	Facilitation of participants	200	120,000	24,000,000	24,000,000	Participants in Moroto, Mbale, Mbarara and Kampala regions facilitated
		DGAL	Procure venue	8	1,000,000	8,000,000	8,000,000	04 Venues procured
		DGAL	Acquire training materials	8	2,500,000	20,000,000	20,000,000	Training materials acquired
		DGAL	Print 1000 copies of guidelines in exhibit handling	1,000	15,000	15,000,000	15,000,000	Printed 1000 copies of guidelines in exhibit handling for dissemination activity. Report compiled.
DPP: 1.6.2.1	Dessiminate the National Prosecutions Policy and Witness Protection and Victims Empowerment guidelines	DPP	print the National Prosecutions Policy	1,500	60,000	90,000,000		
		DPP	Print witness protection and victims empowerment guidelines for dissemination	800	60,000	48,000,000		Guidelines printed and launched
MIA: 1.6.2.6	prepare and present social inquiry reports	MIA/NCSP	Fuel	15,000	3,500	52,500,000	50,000,000	social inquiry reports prepared
		MIA/NCSP	Stationery/Forms	1	15,000,000	15,000,000	15,000,000	
		MIA/NCSP	Field travel allowances	12	6,000,000	72,000,000	72,000,000	
ULR: 1.6.2.1	Review of bail in criminal justice system	ULRC	Consensus building meetings	4	25,000,000	100,000,000	75,000,000	Consensus building engagements were held with stakeholders. A draft study report is in place.

UPF: 1.6.2.1	Sensitise 500 Investigators on the CID investigation manual	UPF	Transport refund	500	50,000	25,000,000	25,000,000	Pending completion of the Draft manual
		UPF	Break tea, Lunch and water	500	30,000	15,000,000	15,000,000	
		UPF	Flip charts	5	20,000	100,000	100,000	
		UPF	Note books	500	3,000	1,500,000	1,500,000	
		UPF	Facilitators Subsistence allowance	140	130,000	18,200,000	18,200,000	
		UPF	Strengthen capacity of police to monitor PSO	4	30,000,000	120,000,000	120,000,000	
		UPF	Break tea, lunch, water and Evening tea	300	30,000	9,000,000	9,000,000	Draft Developed
		UPF	Flip charts	5	30,000	150,000	150,000	
		UPF	ream of papers	20	20,000	400,000	400,000	
		UPF	Subsistence to facilitators	100	130,000	13,000,000	13,000,000	
UPF: 1.6.2.2	Review crimes data collection tools to harmonise with International crime classification for official statistics (ICCS)	UPF	Transport refund to participants	250	50,000	12,500,000	12,500,000	
		UPF	Hall hire	5	350,000	1,750,000	1,750,000	
		UPF	Regional consultations venue Hire	4	350,000	1,400,000	1,400,000	The draft was completed and a consultant has been procured to review the draft
		UPF	Lunch, Breaktea and water	200	30,000	6,000,000	6,000,000	
		UPF	Printing manual (SOP)	300	30,000	9,000,000	9,000,000	
		UPF	Reams of paper	10	20,000	200,000	200,000	
		UPF	Stationary Flip chart	5	30,000	150,000	150,000	
		UPF	Hire a short time consultancy	10	1,500,000	15,000,000	15,000,000	
		UPF	Transpor refund	200	50,000	10,000,000	10,000,000	
		UPF	Facilitators from Headquarters	100	130,000	13,000,000	13,000,000	
UPF: 1.6.2.3	Develop a data collection manual (SOP) on crime recording and data production processes	UPF	Transport refund to participants	250	50,000	12,500,000	12,500,000	
		UPF	Hall hire	5	350,000	1,750,000	1,750,000	
		UPF	Regional consultations venue Hire	4	350,000	1,400,000	1,400,000	The draft was completed and a consultant has been procured to review the draft
		UPF	Lunch, Breaktea and water	200	30,000	6,000,000	6,000,000	
		UPF	Printing manual (SOP)	300	30,000	9,000,000	9,000,000	
		UPF	Reams of paper	10	20,000	200,000	200,000	
		UPF	Stationary Flip chart	5	30,000	150,000	150,000	
		UPF	Hire a short time consultancy	10	1,500,000	15,000,000	15,000,000	
		UPF	Transpor refund	200	50,000	10,000,000	10,000,000	
		UPF	Facilitators from Headquarters	100	130,000	13,000,000	13,000,000	

UPF: 1.6.2.4	Production of timely Annual Crime Report	UPF	Refreshment (Tea and crabs)	120	8,000	960,000	900,000	Annual crime report 2018 was printed and launched
		UPF	Ream of paper	10	20,000	200,000	200,000	
		UPF	Printing	500	25,000	12,500,000	12,500,000	
		UPF	Substance	100	130,000	13,000,000	13,000,000	
Indicator 1.6.3 Use of scientific evidence in crime management increased								
UPF: 1.6.3.1	Carry out 3,000 Postmortem (Homicide) examination	UPF	Payment of allowances to medical Doctors who perform examinations	3,000	50,000	150,000,000	150,000,000	
UPF: 1.6.3.2	Procure 25 Scene of Crime (SOCO) Kits	UPF	Complete sets of SOCO kits	25	13,500,000	337,500,000	200,000,000	SOCO kits procured. Disitribution on going
UPF: 1.6.3.3	Train 140 SOCOs on Sexual evidence collection and preservation	UPF	Training cost	140	1,500,000	210,000,000	190,000,000	Procurement is at the award of contract
UPF: 1.6.3.4	Train 10 cyber crime Investigators	UPF	Training cost	10	10,000,000	100,000,000		
UPF: 1.6.3.5	Induct 30 Dog (K9) handlers	UPF	Training Cost	30	1,350,000	40,500,000		
UPS: 1.6.3.1	Conduct 4 Research studies to inform Policy decisions (Efficiency and effectiveness of surveillance & security equipment as a force multiplier; The impact of education in Rehabilitation; Mental health needs assessment; levels of HR awareness & observance)	UPS	Effectiveness of UPS rehabilitation process in reducing recidism	1	60,000,000	60,000,000	30,000,000	Research study on Effectiveness of rehabilitation programs in UPS was conducted.
		UPS	Offender rehabilitation needs and assessment	1	60,000,000	60,000,000	30,000,000	A study on the Assessment of the Rehabilitation needs of Offenders in UPS was conducted.

Indicator 1.6.4 Neighbourhood watch programmes and community policing enhanced									
UPF: 1.6.4.1	Conduct community sensitization of neighbourhood watch and mayumba kumi and form look out teams in KMP, G. Masaka, Lira, Rwenzori, Savanah, Rwizi and Elgon	UPF	IEC Materials (Stickers)	10,000	5,000	50,000,000	50,000,000	50,000,000	procured
		UPF	Radio Talk shows	24	1,000,000	24,000,000	15,000,000	15,000,000	on going in light of free airtime
UPF: 1.6.4.2	Conduct sensitization on road safety and crime to Boda boda and taxis operators in KMP, Wakiso, Mukono, Masaka, Hoima, Fortportal and Gulu	UPF	IEC Materials (Stickers)	10,000	8,000	80,000,000	80,000,000	80,000,000	The contract was awarded for printing of the IEC materials
	Subtotal	UPF	Media (Jingles)	100	500,000	50,000,000	50,000,000	50,000,000	
						7,351,370,000	5,956,800,000	5,956,800,000	
Output 1.7: Stakeholders empowerment and enhanced access to legal information									
Indicator 1.7.1 Customer Care & Information desks established at JLOS service points									
JSC: 1.7.1.4	Design and print 10,000 A5 copies of the JSC Client Service Charter (popularisation and dissemination)	JSC	Design and print 10,000 copies of client charter	10,000	5,000	50,000,000	50,000,000	50,000,000	Printing of the charter is awaiting approval by the Commission
MIA: 1.7.1.2	Customer reception centre established at Ministry headquarters	MIA/FA	Reception Center	1	320,000,000	320,000,000	318,550,000	318,550,000	Construction is ongoing
NIR: 1.7.1.1	Regional level training of NIRA District Staff in customer care	MIRA	Workshops and Seminars	1	46,500,000	46,500,000	40,000,000	40,000,000	94 District Technology Officers were effectively trained in the Customers Care and all the budgeted funds were spent.
UHR: 1.7.1.4	Printing UHRC institutional brochures and Flyers for all the 20 front desks offices.	UHRC	Designing and Printing 10,000 copies of small simplified complaint procedure hand books.	10,000	10,000	100,000,000	90,000,000	90,000,000	The UHRC developed and procured 15,000 copies of the simplified complaints procedures guide which provides information to complainants on the complaints handling processes of the Uganda Human Rights Commission.
UPF: 1.7.1.1	Train 300 front desk (Counter staff) in customer care	UPF	Training cost	300	250,000	75,000,000	50,000,000	50,000,000	

UPF: 1.7.1.2	Develop and disseminate a client charter	UPF	Printing	2,000	10,000	20,000,000	20,000,000	20,000,000	Draft developed pending approval of PAC before printing
UPF: 1.7.1.3	Roll out the electronic bill boards to 5 stations	UPF	Accessories	5	500,000	2,500,000	2,500,000	2,500,000	The messages to run on the screens are being redeveloped to take into account issues of vulnerability
		UPF	Television sets	5	10,000,000	50,000,000	50,000,000		
		UPF	Installation	5	500,000	2,500,000	2,500,000		
UPS: 1.7.1.1	Operationalisation of Customer Care desks	UPS	roll out of centres more prison units	80	5,000,000	400,000,000	400,000,000	400,000,000	30 Prisons units
		UPS	Training of 50 staff in Customer care in 6 regions	300	250,000	75,000,000	75,000,000	60,000,000	Customer care training conducted for 300 officers.
URS: 1.7.1.1	Conduct refresher customer care training for all field staff of URSB (Front officers, TREP & Bureau)	URSB	Facilitator's fee	5	2,500,000	12,500,000	12,500,000	12,500,000	89 URSB staff (TREP, front desk officers & bureau) trained in customer care
		URSB	Hall hire for Mbarara and Kampala	2	650,000	1,300,000	1,300,000	1,300,000	
		URSB	Meals and refreshments for city branch and head office staff	40	110,000	4,400,000	4,400,000	4,400,000	
		URSB	Facilitation	60	110,000	6,600,000	6,600,000	6,600,000	
Indicator 1.7.2 Periodic service user dialogues, Open days and awareness weeks conducted									
DPP: 1.7.2.1	Conduct periodic service user dialogues, Open days and awareness weeks conducted	DPP	Carry out outreach activities to victims of war in the Western, Northern & North-Eastern Uganda	1	100,000,000	100,000,000	100,000,000	100,000,000	Two outreach programmes were conducted to prepare victims and witnesses for trial in the case of Uganda versus Thomas Kwoyelo which is before the International Crimes Division of the High Court at Gulu. Two outreach programs were conducted by the ODPP for victims/witnesses of ADF in the Rwenzori and Busoga regions.

JSC: 1.7.2.1	JSC stakeholders forum for discussion of findings from JSC activities with stakeholders	JSC	Facilitator's Fee	6	200,000	1,200,000	1,200,000	1,200,000	Preparations for the activity are ongoing.	
		JSC	Transport refund for upcountry magistrates	40	300,000	12,000,000	12,000,000	12,000,000		
		JSC	Transport refund(Kampala) including representatives of clerks	60	50,000	3,000,000	3,000,000	3,000,000		
		JSC	Hall hire and public address system	1	2,000,000	2,000,000	2,000,000	2,000,000		
		JSC	Water	100	4,000	400,000	400,000	400,000		
		JSC	Notebooks	100	10,000	1,000,000	1,000,000	1,000,000		
		JSC	Printing paper	4	100,000	400,000	400,000	400,000		
		JSC	Branded pens	150	15,000	2,250,000	2,250,000	2,250,000		
		JSC	Folders	100	10,000	1,000,000	1,000,000	1,000,000		
		Jud: 1.7.2.2	Court User Committee Activities	Judiciary	6 User committees sitting once @ Quarter	24	3,000,000	72,000,000	72,000,000	28 user committee meetings held
		Mol: 1.7.2.1	Conduct regional outreach sensitisation workshops for 150 advocates in northern Uganda.	MojCA/LC	Allowances (3 SA and 4 Members for 2 days)	14	140,000	1,960,000	1,960,000	All planned sensitisations were conducted. The public was 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 and reporting mechanism in case someone has a complaint about officers of the Directorate
				MojCA/LC	Allowances (4 facilitators)	4	200,000	800,000	800,000	
				MojCA/LC	fuel(300 litres)	300	4,000	1,200,000	1,200,000	
MojCA/LC	Meals			1	12,000,000	12,000,000	4,029,000			
MojCA/LC	Transport Refund (150 Advocates)			150	50,000	7,500,000	2,500,000			
MojCA/LC	Venue hire			1	2,000,000	2,000,000	2,000,000			
Mol: 1.7.2.3	Conduct regional trainings for councilors in Legislative Drafting, Ordinances and Bye Laws	MojCA/FPC	Stationery x 2 Workshops	2	1,000,000	2,000,000	2,000,000	The NAP Report was compiled and concluded. It awaits submission to Cabinet for consideration. The ICCPR Draft Report has been prepared and is to be presented to Cabinet for consideration.		
		MojCA/FPC	Venue X 2 Regions	2	2,000,000	4,000,000	4,000,000			
		MojCA/FPC	Per diem (5 Councilors x 4 days x 2 regions x 10 districts)	400	120,000	48,000,000	44,000,000			
		MojCA/FPC	facilitators (2 regions x 5)	10	200,000	2,000,000	2,000,000			
		MojCA/FPC								

NIR: 1.7.2.1	Conduct 6 regional NIRA open days in conjunction with other JLOS institutions. JLOS Secretariat aimed at obtaining Public view on NIRA services, responding to public concerns and disseminating information on NIRA services	NIRA	Allowances to participating NIRA staff, JLOS secretariat staff, JLOS partner institutions	1	36,000,000	36,000,000	36,000,000	36,000,000	Activity rolled over to the FY 2019/20
		NIRA	Hire of Venue (chairs, projector etc)	6	5,000,000	30,000,000	30,000,000	30,000,000	Activity rolled over to the FY 2019/20
		NIRA	Public address system and Refreshments	1	15,000,000	15,000,000	15,000,000	15,000,000	Activity rolled over to the FY 2019/20
		NIRA	Travel Inland	1	14,600,000	14,600,000	14,600,000	14,000,000	
Pro: 1.7.2.1	Hold National JLOS open day and awareness week	Sectorwide	Workshop costs	1	300,000,000	300,000,000	300,000,000	-	Not conducted
UHR: 1.7.2.1	Joint advocacy public campaign activities through monthly Human rights thematic public events(International human rights day, worldpress freedom day	UHRC	Airing out 20 spot messages in different languages in the 10 regional offices	200	200,000	40,000,000	40,000,000	30,000,000	A total of 839 radio spot messages were aired out by the Commission.
		UHRC	Conducting two radio talk show in each regional office	20	3,000,000	60,000,000	60,000,000	60,000,000	During the reporting period, the Commission conducted 21 radio talk shows on 09 radio stations with 89 callers (67 male and 22 female)
ULS: 1.7.2.1	To document engage and disseminate the quarterly state of the Rule of Law Report	ULS	Printing the Quarterly state of the Rule of Law reports(1,000 copies) per quarter.	2,000	10,000	20,000,000	20,000,000	20,000,000	2000 copies of the Rule of Law Reports 3rd and 4th Quarterly ULS on the state of the Rule of Law in the country were developed, published and disseminated
ULS: 1.7.2.2	Planning and organizing dialogue among lawyers and judicial officers on systematic access to justice barriers and how best to resolve them held in Kampala, Mbale, Gulu and Mbarara.	ULS	Bar-Bench Fora to address access to justice barriers and how best to resolve them.	4	5,000,000	20,000,000	20,000,000	20,000,000	one bar-bench forum in Kampala to address access to justice barriers and how best to solve them was organised
UPF: 1.7.2.1	Conduct Police week activities to strengthen bond between the Police and community	UPF	Slashers, Protective gears, footballs, T-shirts	500	80,000	40,000,000	40,000,000	40,000,000	Police week was celebrated by conducting sanitation awareness in markets, health centers and schools

URS: 1.7.2.2	Hold barazas and focus groups to provide information about URSB in the regions	URSB	Hire of the venue for barazas // places per region //	20	1,000,000	20,000,000	20,000,000	20,000,000	127 Participants facilitated in the Stakeholder Engagement in Mbarara; Hire of Venue for the CSR and Customer Engagement Activities from 6th to 7th Dec 2018 in Mbarara Municipality	
		URSB	Facilitation // 5 days *4 regions* 5 officers //	100	200,000	20,000,000	20,000,000	20,000,000	Radio talk shows were ongoing	
Indicator 1.7.3 Civic education on maintenance of law and order and administration of justice conducted										
DPP: 1.7.3.1	Hold countrywide Radio and Tv talk shows	DPP	Radio and TV airtime	16	3,000,000	48,000,000	40,000,000	40,000,000	Radio talk shows were ongoing	
		JSC: 1.7.3.1	Procure equipments to support the function of educating the public on law and administration of Justice and for public sensitisations (Projectors, Public address system, videocameras, audio recorders)	JSC	Public address system	1	20,000,000	20,000,000	20,000,000	Equipment was procured and delivery was done
		JSC		Video cameras	1	2,500,000	2,500,000	2,500,000		
JSC: 1.7.3.10	Developing and producing posters, brochures, booklets about different laws and administration of justice.	JSC	Projectors	1	5,000,000	5,000,000	5,000,000	5,000,000		
JSC: 1.7.3.4		JSC	Developing and producing posters, brochures, booklets about different laws and administration of justice	40,000	3,000	120,000,000	100,000,000	100,000,000	IEC materials were produced. The materials produced include those on sexual offenses, land dispute resolution, succession law, domestic violence, children's rights and the mandate of JSC	
JSC: 1.7.3.5	Capacity building in citizens engagement, communication skills and research in order to effectively carry out civic education	JSC	Build capacity of 2 staff in citizen's engagement, communication skills and research	2	35,000,000	70,000,000	70,000,000	70,000,000	Capacity building of 2 staff was done in Communication and public relations	
JSC: 1.7.3.5	Establishment of a radio station for efficient and effective delivery of information on law and administration of justice to the entire country	JSC	Consultancy	1	20,000,000	20,000,000	20,000,000	20,000,000	A feasibility report for the procurement of the radio station was presented to the JLOS Technical Committee and it was adopted with amendments	
JSC: 1.7.3.5		JSC	Machinery and equipment (Transmitter and others)	1	80,000,000	80,000,000	80,000,000	80,000,000		
JSC: 1.7.3.5		JSC	Licence for operating the radio	1	30,000,000	30,000,000	30,000,000	30,000,000		

JSC: 1.7.3.7	Running radio jingles countrywide	JSC	Run 2000 radio jingles	2,000	50,000	100,000,000	57,000,000	Radio jingles were aired on various radio stations in the districts of Zombo, Oyam, Pakwach, Arua, Nebbi, Moyo, Adjumani, Koboko, Kampala, Mbarara, Kabale, Kisoro, Mbale, Soroti, Lira, Gulu, Nakapiririt and Moroto on the mandate of JSC, police bond and court bail.
Jud: 1.7.3.1	Conduct Public awareness through spot messages on topical access to Justice issues for Justice Centres Uganda	Judiciary	Airing spot messages (4 messages per day for 30 days @ quarter at shs 20,000 per message)	480	20,000	9,600,000		
Moj: 1.7.3.2	Conduct Sensitisation programs to enhance knowledge and information on law rights obligation and duties by users of Administrator Generals services	MojCA/ AdminGen	conduct 5 Tv talk shows	5	5,000,000	25,000,000	20,000,000	Sensitisation programs to enhance knowledge and information on law rights obligation and duties by users of Administrator Generals service were conducted as per plan
		MojCA/ AdminGen	conduct stake dialogue in 20 districts	20	4,000,000	80,000,000	57,000,000	
		MojCA/ AdminGen	conduct 12 radio talk shows	12	2,000,000	24,000,000	14,000,000	
		MojCA/ AdminGen	print 1000 copies of will Writing guides	1,000	5,000	5,000,000	5,000,000	
NIR: 1.7.3.1	Conducting of 6 Regional Workshops to train different District Stakeholders on CVRS	NIRA	Workshops and Seminars	6	23,000,000	138,000,000	46,000,000	Training conducted in the four regions of Kampala, Moroto, Mbale and Gulu and a total number of 200 participants were trained
ULR: 1.7.3.1	Engaging the public in law reform process	ULRC	Publication of the guidelines (online and hard copies)	1	10,000,000	10,000,000	10,000,000	Bronchures printed. 12 Radio programmes held. Publications in 47 districts: English Constitution (45 copies) Acholi (100 copies) Swahili (80 copies); Lukonzho (50 copies); Runyankore (200 copies); Ateso (200 copies); Local Government Act (300 copies); Abridged Prohibition and Prevention of Torture Act (45 copies); Pocket size Children Act (300 copies)
		ULRC	Meetings to develop dissemination guidelines	5	2,000,000	10,000,000	10,000,000	
		ULRC	Research assistants	1			50,000,000	
		ULRC	Distributing law publications	4	12,000,000	48,000,000	24,000,000	
		ULRC	Public dialogues	4	15,000,000	60,000,000	30,000,000	
		ULRC	Research assistants	2	24,000,000	48,000,000	24,000,000	
ULR: 1.7.3.2	Preparation of a Compendium of Ordinances and bylaws (Phase II)	ULRC	Printing	3,100	80,000	248,000,000	140,000,000	Ordinances and Byelaws collected and under review
		ULRC	Data collection	2	15,000,000	30,000,000	30,000,000	Research Assistant facilitated
		ULRC						

UPF: 1.7.3.1	Monthly Community engagement by Regional Public relation officers on crime and status of policing in the regions	UPF	Refreshments and snacks	1,620	5,000	8,100,000	8,100,000	8,100,000		
		UPF	Radio Airtime	108	500,000	54,000,000	54,000,000	50,627,390		
Indicator 1.7.4 Laws simplified										
LDC: 1.7.4.2	Develop 3000 simplified guides (1000 each) on family law, land law, children laws for distribution at Mobile Camps	LDC	Meeting Facilitation	20	60,000	1,200,000	1,200,000	1,200,000		Consultancy services were for the development of simplified laws on land law, family and children's law were procured. These were developed and are being printed.
		LDC	printing	3,000	10,000	30,000,000	30,000,000	15,000,000		
		LDC	procure consultants	3	20,000,000	60,000,000	60,000,000	59,873,207		
TAT: 1.7.4.4	Simplification of the Tax Appeals Tribunal Act	TAT	Conduct stakeholder meetings at regional level	8	5,000,000	40,000,000	40,000,000	40,000,000		8 court user meetings held in Mbarara, Mbale, Arua and Gulu
ULRC: 1.7.4.1	Simplification of the Mortgage Act, 2009	ULRC	Media engagements and Launch	1	7,000,000	7,000,000	7,000,000	7,000,000		Mortgage Act 2009 simplified. Simplified version ready for print
		ULRC	Printing	1,000	10,000	10,000,000	10,000,000	10,000,000		
		ULRC	Simplifying the act	1	24,000,000	24,000,000	24,000,000	12,000,000		
		ULRC	Pretesting	1	18,500,000	18,500,000	18,500,000	9,000,000		
ULR: 1.7.4.2	Simplification of the land act	ULRC	Media engagements	1	7,000,000	7,000,000	7,000,000	6,713,200		Draft simplified Land Act produced.
		ULRC	Printing	1,000	10,000	10,000,000	10,000,000	10,000,000		
		ULRC	Simplifying the Act	1	24,000,000	24,000,000	24,000,000	24,000,000		
		ULRC	Pretesting	4	20,000,000	80,000,000	80,000,000	20,000,000		
ULR: 1.7.4.4	Simplification of the Insolvency Act, 2011	ULRC	Media engagements	1	7,000,000	7,000,000	7,000,000	7,000,000		User Guides/ Manual for the Insolvency Act (Individual and Corporate Insolvency) prepared and Ready for Print
		ULRC	Printing	1,000	10,000	10,000,000	10,000,000	10,000,000		
		ULRC	simplifying the Act	1	24,000,000	24,000,000	24,000,000	24,000,000		
		ULRC	Pretesting	1	18,500,000	18,500,000	18,500,000	18,500,000		
ULS: 1.7.4.2	Collect, compile, print and publish the compendium of anti-corruption cases (5m) 2.3.1 - Simplify, translate and print the Anti-Corruption Act (6m)	ULS	Collect, compile, print and publish the compendium of Anti Corruption cases.	1	5,000,000	5,000,000	5,000,000	5,000,000		Simplification of the Anti-Corruption Act was done and awaiting translation following approval of a service provider to undertake translation of the same. Following this, a translated copy in various languages will be printed
		ULS	Simplify, translate and print the Anti Corruption Act.	2,000	3,000	6,000,000	6,000,000	6,000,000		

MIA: 1.8.2.2	Train staff in gender and equity responsive planning, budgeting and reporting	MIA/PPAD	facilitation allowance	5	100,000	500,000	500,000	Staff trained in gender and equity responsive planning, budgeting and reporting.
		MIA/PPAD	meals for 50 participants x 2 days	100	40,000	4,000,000	4,000,000	
		MIA/PPAD	transport refund for participants x 2 days	100	100,000	10,000,000	10,000,000	
		MIA/PPAD	assorted stationery	1	2,100,000	2,100,000	2,000,000	
		MIA/PPAD	fuel for coordination	200	3,700	740,000	500,000	
UPF: 1.8.2.1	Enhance capacity of gender responsive policing for 200 CFPU, CLOs and Senior Commanders	UPF	Training costs	200	350,000	70,000,000	70,000,000	
UPS: 1.8.2.1	Training of staff in 2 regions (KER & Central) on GBV	UPS	Conducting community dialogue in the 30 villages	30	1,000,000	30,000,000	30,000,000	Community dialogues on GBV were conducted in 30 villages
UPS: 1.8.2.2	Collection and Management of gender disaggregated data	UPS	Training of staff in gender disaggregated data management	200	200,000	40,000,000		Staff and their Spouses in KER were trained in GBV; awareness and victims management
UPS: 1.8.4.1	Piloting access to Justice for refugees in UPS	UPS	Linking refugees inmates to actors in the Criminal Justice Systems	1	170,000,000	170,000,000	90,000,000	350 Refugees inmates linked to Criminal Justice systems from 05 Regions of Kigezi, South-western, Eastern, North-Western and Western.
Indicator 1.8.3 Collection, analysis, of gender disaggregated data strengthened								
DPP: 1.8.3.1	Monitor and supervise collection, management and analysis of gender disaggregated data	DPP	Facilitate officers monitoring field data collection and processing	360	150,000	54,000,000	50,000,000	Monitoring and supervision of collection, management and analysis of gender disaggregated data carried out in Gulu and Soroti Regions (districts of Gulu, Pader, Patong, Lamwo, Kitgum and for Soroti Region
LDC: 1.8.3.1	Conduct training for 130 LAC staff and lecturers on gender analysis and data collection	LDC	per diem	30	140,000	4,200,000	4,200,000	The LDC Legal Aid Clinic conducted training on gender and equity for 50 LDC staff. Participants were taken through the introduction on gender and equity, empowerment and gender mainstreaming during planning and budgeting process.
		LDC	transport refund	30	90,000	2,700,000	2,700,000	
		LDC	facilitators	6	200,000	1,200,000	1,200,000	

MIA: 1.8.3.1	Developing and deploy of gender disaggregated data collection tools	MIA/PPAD	Data collection on gender issues to inform planning and reporting	4	10,000,000	40,000,000	21,000,000	Gender disaggregated data collection tools developed and deployed
MoG: 1.8.3.1	Orientation of Data entrants and Data Managers on the Remand Home management Information System and data retrieval practices	MoGLSD/Juv	Quarterly data collection	4	10,000,000	40,000,000	30,000,000	The In Charge Remand Homes were trained on how to enter data in the created MIS; Installation of Wi-Fi in all the Remand Homes
Indicator 1.8.4 Justice needs of vulnerable groups including refugees addressed								
Jud: 1.8.4.1	Conduct mobile legal aid clinics and Barazas in the communities. JCU	Judiciary	Conduct mobile legal aid clinics and Barazas in the communities. (One legal aid clinic per quarter targeting atleast 150 people at each of the 10 districts of operation) i.e 10 districts. Each Baraza will cost 2,200,000	4	22,000,000	88,000,000	44,000,000	JCU held 10 Barazas each targeting at least 200 participants across its 3 Centres
		Judiciary	Conduct outreaches to Schools, Women groups, PWDs, Refugee Communities, Police and Prisons.	4	27,000,000	108,000,000		
Jud: 1.8.4.2	Justice needs of vulnerable groups including refugees addressed	Judiciary	20 High Court Specialised Sessions conducted (5 Sessions @ 20 Cases per Qtr as Ushs.1,000,000 per Case)	200	1,000,000	200,000,000	140,000,000	131 cases disposed of in High Court Circuits of Masaka, Fortportal, Mbarara and Mbale.
		Judiciary	40 Lower Court Sessions conducted (10 Sessions @ 40 Cases per Quarter as Ushs.200,000 per Case)	1,600	200,000	320,000,000	140,000,000	150 cases were disposed of
Jud: 1.8.4.3	Training in Effective Handling of SGBV and EVAWG	Judiciary	Training of 100 magistrates in Effective Handling of SGBV and EVAWG	70	1,100,000	77,000,000	17,992,000	Training deferred to 1st Quarter
		Judiciary	Facilitation/fuel costs	5	3,000,000	15,000,000	10,000,000	204 stakeholders from Refugee Settlements of Kyangwale, Kyaka 11 and Nakivale trained on use and management of community service as a penal sanction. They included refugee leaders, Refugee agencies staff and supervisors
MIA: 1.8.4.1	Train refugee agencies, staff and supervisors on Use and management of Community Service as a penal Sanction	MIA/NCSP	refreshments/meals	5	2,000,000	10,000,000	10,000,000	
		MIA/NCSP	Venue	5	1,000,000	5,000,000	5,000,000	

Mol: 1.8.4.1	Assessment of performance of local council courts in the refugee hosting districts in administering local administration of justice	MOLG	Perdiem (Drivers)	7	275,000	1,925,000	1,925,000	1,925,000	3 Districts covering the 4 settlements of Imvepi, Rhino Camp, Bidi Bidi and Kyangwali were assessed
		MOLG	Perdiem (Officers)	7	650,000	4,550,000	4,550,000		
		MOLG	Fuel and lubricants	7	400,000	2,800,000	2,800,000		
NIR: 1.8.4.1	Conduct Birth Registration Outreaches and Issue NIRA Birth Certificates to 150,000 children aged < 5 years across four (04) refugee camps of Palorinya, Imvepi, Bidi Bidi, Palabek and Nakivaale	NIRA	Allocated	1	300,000,000	300,000,000	230,000,000	230,000,000	Birth Registration process still on-going. There was delayed implementation of this activity in Palorinya, Imvepi, Palabek and Nakivaale refugee settlements.
Pro: 1.8.4.1	Development of user guide handbook (for refugees, children's rights, women rights)	Sectorwide	Facilitators (1 legal & 1 Art)	2	1,500,000	3,000,000	-	-	
		Sectorwide	Illustrator	1	30,000,000	30,000,000	-	-	
		Sectorwide	Printing & dissemination	5,000	5,000	25,000,000	-	-	
		Sectorwide	Stationery (note bks & pens)	30	4,400	132,000	-	-	
		Sectorwide	Venue hire & P.A	1	2,000,000	2,000,000	-	-	
UHR: 1.8.4.1	Monitoring the Human rights condition of refugees in Uganda	UHRC	Facilitation of the Monitoring/ Inspection team to the refugee settlements (Arua, Fortportal, Gulu and Mbarara regional office)	4	16,800,000	67,200,000	60,000,000	60,000,000	The Commission monitored 8 refugee settlements assessed the general human rights situation of the refugees, conditions, the quality of services offered and specifically ascertaining their relationship with the host communities as well as making recommendations to parliament.
ULR: 1.8.4.2	Review of the Refugees Act	UHRC	Fuel to facilitate their movements from one settlement to another	6,000	3,500	21,000,000	21,000,000	21,000,000	
		ULRC	Taskforce meetings	8	2,000,000	16,000,000	8,000,000	8,000,000	Study report Containing Recommendations for the review of the Refugees Act drafted
		ULRC	Research assistant	1	24,000,000	24,000,000	12,000,000	12,000,000	
		ULRC	disimination of the act				40,000,000	40,000,000	
		ULRC	Data analysis and report writing retreat	1	25,000,000	25,000,000	20,000,000	20,000,000	
		ULRC	Stakeholder consultations	4	15,000,000	60,000,000	6,000,000	6,000,000	
		ULRC	Motor vehicle	1	180,000,000	180,000,000	180,000,000	180,000,000	One Motor vehicle procured

ULS: 1.8.4.1	Enhancing capacity of staff and Duty Bearers to offer legal assistance to refugees in West Nile, Kawenge, Kiryandongo and Isingiro	ULS					12,000,000			125 staff were trained to enhance their capacity to respond to refugee issues and the need to fast track interventions for Refugees.	
		ULS	Facilitation for Trainers	3	500,000	1,500,000	1,500,000				
		ULS	Transport refund for the trainees.	50	100,000	5,000,000	5,000,000				
		ULS	Hotel Bill during the Staff and Duty bearers training.	4	10,000,000	40,000,000	40,000,000				
		ULS	Stationery during the Training.	1	2,000,000	2,000,000	2,000,000				
ULS: 1.8.4.2	Justice needs of vulnerable groups including refugees addressed in Kamwenge, Arua(Bidibidi, Imvepi, Rhino camp), Kiryandongo, Kisoro and Gulu.	ULS	Printing IEC Materials on Refugee rights and obligations, Succession, Domestic Violence, Criminal Justice System.	20,000	6,000	120,000,000	77,000,000			IEC Materials on refugee's rights and obligations, succession, domestic violence, criminal justice system to enhance refugees level of knowledge and awareness about Uganda's laws were simplified and Printed . A total of 467 refugees (208 female 259 male) and host communities in Kisoro - Bunagana, Arua, Yumbe, Kiryandongo and Palabek were sensitized on their legal and human rights with a focus on refugee laws, rights and obligations, Human rights, Dispute Resolution and the operation of Uganda's court system, Uganda's Criminal Justice system, Children rights, and Gender Based Violence awareness creation.	
UPF: 1.8.4.1	Sensitization of refugees in the 10 host districts on local laws, rights and how to seek police assistance	UPF	Facilitation for Trainers to conduct sensitisation in the refugee settlements (4*7*4).	112	250,000	28,000,000	21,000,000			A total of 1308 (457 F, 851M) refugees were sensitized on the constitutional mandate of UPF, the Neighborhood watch, role of community leaders in fighting crime, conflict resolution amongst others in the 10 hosting districts that includes Isingiro, Kiryandongo, Arua, Kyegegwa, Yumbe, Adjumani, Koboko and Lamwo.	
		UPF	Interpreters	10	150,000	1,500,000	1,500,000				
		UPF	Facilitators	200	130,000	26,000,000	26,000,000				
UPF: 1.8.4.2	Print Medical examination (PF3) forms for victims of Sexual gender based violence (SGBV)	UPF	Printing cost	15,000	5,000	75,000,000	60,000,000			1004 Printed forms delivered	
						2,824,459,500	1,779,779,500				

Output 1.9: Strengthen transitional justice and informal justice processes								
Indicator 1.9.1 Local council courts I&II established and strengthened								
Mol: 1.9.1.1	Training of local council courts desk officers on data collection and records management on local council courts	MolG	Facilitation costs (Perdiem)	9	600,000	5,400,000		A total of 196 officers were trained out of which 102 were local council courts desk officers and 94 were the alternate officers
		MolG	Perdiem (Drivers)	2	220,000	440,000		
		MolG	Perdiem and transport refund for participants	50	510,000	25,500,000	12,500,000	
		MolG	Hall hire	2	600,000	1,200,000		
		MolG	Reference materials, notebooks, pens, flipcharts, masking tape, markers and filefolders	50	25,000	1,250,000		
		MolG	Fuel and lubricants	3	400,000	1,200,000		
		MolG	Supervision	2	3,000,000	6,000,000		
		MolG	Perdiem (drivers)	35	55,000	1,925,000		
Mol: 1.9.1.3	Training of local council 111 court members	MolG	Facilitation costs (Perdiem)	105	140,000	14,700,000	8,000,000	925 local council 111 court officials trained on ADR in 15 districts
		MolG	Transport refund for participants	1,470	50,000	73,500,000	15,000,000	
		MolG	Hall Hire and PAS	35	200,000	7,000,000	5,000,000	
		MolG	Reference materials, notebooks, pens, flipcharts, masking tapes and markers	1,470	20,000	29,400,000	8,000,000	
		MolG	Fuel and lubricants	35	350,000	12,250,000		
		MolG	hand book on court process	10,000	27,000	270,000,000	130,000,000	
		MolG	District LCC Desk	121	1,000,000	121,000,000		
Mol: 1.9.1.4	Hand book of LCI and II on court processes						Development of the handbook ongoing	
Mol: 1.9.1.5	Establishment of LCC desks at District local government	MolG	community engagements	121	1,500,000	181,500,000	34,225,000	700 LCC 1 and 11 members engaged in 7 districts covering 70 courts
		MolG						

Mol: 1.9.1.6	Awareness creation of members of the community on Alternative Dispute Resolution (ADR)	MOLG	Radio sensitization	9	2,000,000	18,000,000	18,000,000	18,000,000	Radio talk shows held in in two districts of Gulu and Mbale in three radio stations
Indicator 1.9.2 Transitional justice mechanisms strengthened									
DCI: 1.9.2.4	Procure radio calls to aid investigators (DCIC, UPF, ISO)	DCIC	Radio call equipment, a mast, operators center, repeater	1	150,000,000	150,000,000	150,000,000	150,000,000	
DPP: 1.9.2.1	War Crimes Prosecution - The Trial Of Thomas Kwoyelo (Joint DPP/CID Activity)	DPP	Facilitation for the Prosecution & investigations Team (Research, witness facilitation and tracing, outreach)	1	300,000,000	300,000,000	300,000,000	296,664,435	Hearing of the Kwoyelo case commenced & officers facilitated to carryout research and Witness tracing, and outreach programs were held
Jud: 1.9.2.1	Disposal of high profile international crimes	Judiciary	Uganda Vs Thomas Kwoyelo Trial	1	500,000,000	500,000,000	500,000,000	500,000,000	The 98 charges against Koyelo were confirmed in Gulu, and the bail application was handled. The trial commenced on 1st -19th July 2019. 4 additional witnesses were heard, 3 of which were protected witnesses
		Judiciary	Community Outreach And Advocacy Sessions	1	49,000,000	49,000,000	49,000,000	49,000,000	Carried out community outreach in the sub counties of Pagak, Lamogi, Pabo and Gulu district hall in the districts of Amuru and Gulu.
MIA: 1.9.2.10	Procure Uganda Law Books (Red & Blue Volumes)	MIA/PPAD	Procure Uganda Law Books	3	7,000,000	21,000,000	21,000,000	7,000,000	Consultative meetings on transitional justice policy conducted
MIA: 1.9.2.12	Dissemination of the National Transitional Justice Policy	MIA/PPAD	print media (news papers)	4	2,000,000	8,000,000	8,000,000	8,000,000	
		MIA/PPAD	one national dissemination workshop	1	20,000,000	20,000,000	20,000,000	20,000,000	
		MIA/PPAD	printing copies of the policy	1,500	10,000	15,000,000	15,000,000	15,000,000	
		MIA/PPAD	fuel for coordination	1,500	3,700	5,550,000	5,550,000	5,550,000	
		MIA/PPAD	4 regional dissemination workshops	4	20,000,000	80,000,000	80,000,000	80,000,000	
MIA: 1.9.2.13	Draft the National Transitional Justice Act	MIA/PPAD	facilitation of the drafting team	10	500,000	5,000,000	5,000,000	5,000,000	
		MIA/PPAD	meeting with the first parliamentary council	2	10,000,000	20,000,000	20,000,000	20,000,000	

MIA: 1.9.2.2	Training of reporters and victims in agricultural management skills	<i>MIA/AC</i>	Hiring of facilitators for the training sessions	6	600,000	3,600,000	3,600,000	180 reporters and victims(125 male, 55 female) all from ADF trained in agricultural management skills in Kasese and Central
		<i>MIA/AC</i>	Procurement of training materials for 180 beneficiaries in 6 DRTs of Kitgum, Arua, & Mbale	3	600,000	1,800,000	1,800,000	
		<i>MIA/AC</i>	Hiring of venues for the training	3	500,000	1,500,000	1,500,000	
		<i>MIA/AC</i>	Fuel (1200 ltrs per DRT) for coordination	1,200	3,500	4,200,000	4,200,000	
		<i>MIA/AC</i>	Procurement of hand hoes for 180 beneficiaries in the 2 DRTs of Kasese & Central	360	20,000	7,200,000	7,200,000	
		<i>MIA/AC</i>	Procurement of pesticides for the trained beneficiaries	180	25,000	4,500,000	4,500,000	
		<i>MIA/AC</i>	Procurement of spray pumps	90	200,000	18,000,000	18,000,000	
MIA: 1.9.2.3	Training of reporters and victims in environmental management & tree planting	<i>MIA/AC</i>	Hiring of facilitators for the training sessions	8	600,000	4,800,000	4,000,000	Facilitators for the training sessions hired who trained 240 beneficiaries
		<i>MIA/AC</i>	Procurement of training materials for 240 beneficiaries in the 2 DRTs of Kasese & Central	2	1,200,000	2,400,000	2,400,000	Training materials for 240 beneficiaries in the 2 DRTs of kasese and central prpured
		<i>MIA/AC</i>	Purchase of maize mills for reporters and victims in 2 DRTs of Kasese & Central	5	25,000,000	125,000,000	123,000,000	Two maize mills procured for reporters
MIA: 1.9.2.4	Provide psychosocial support and counselling services to the reporters and victims in 6 reception centres/DRTs of Gulu, Kitgum, Arua, Kasese, Mbale and Central	<i>MIA/AC</i>					-	Psychological support services to the reporters and victims in Gulu and bundibugyo provided
		<i>MIA/AC</i>	Hiring counselors (6psns, 1per reception centre/DRT x 12months)	72	600,000	43,200,000	43,000,000	6 counselors hired who counseled 120 reporters and victims
MIA: 1.9.2.5	Conduct dialogue and reconciliation meetings between reporters and affected communities to enable them live in harmony	<i>MIA/AC</i>	Meetings costs (12 meetings in DRTs)	12	5,000,000	60,000,000	60,000,000	Dialogue and reconciliation meetings conducted in Lapul, Kasese and Mayuge
		<i>MIA/AC</i>	Fuel (800 ltrs per DRT) for coordination	4,800	3,500	16,800,000	12,000,000	

MIA: 1.9.2.6	Enhance the demobilization activities of the Commission through retooling	MIA/AC	Purchase of 2 desktop computers	2	3,500,000	7,000,000	7,000,000	2 desktops procured	
		MIA/AC	Purchase of 2 laptop computers	2	3,500,000	7,000,000	7,000,000	2 laptops procured	
		MIA/AC	Scanner	1	2,000,000	2,000,000	2,000,000	1 scanner procured	
MIA: 1.9.2.7	Monitoring of resettlement and reintegration activities of 740 reporters and victims in the 6 DRTs of Gulu, Kitgum,	MIA/AC	Fuel for field activities (400ltrs per DRT)	2,400	3,500	8,400,000	8,400,000	Resettlement and reintegration activities of reporters and victims monitored	
		MIA/AC	procure 1 double cabin pick up	1	180,000,000	180,000,000	180,000,000		
		MIA/AC	Procure 2 double cabin pick ups	1	180,000,000	180,000,000			
UHR: 1.9.2.1	Human Rights Documentation Project (HRDP)	UHRC	Editors to review the mapping report	2	4,000,000	8,000,000	8,000,000	The Commission collected data on armed conflicts in the entire country under the HRDP. The data was analysed and the draft mapping report prepared. The regional validation meetings have been conducted. The final draft report awaits to be presented to the JLOS Advisory Committee	
		UHRC	Regional validation meetings for one day including 30 participants	10	9,900,000	99,000,000	41,700,000		
		UHRC	Data collectors allowance (2 persons)	12	1,600,000	19,200,000	17,000,000		
		UHRC	Committee meetings to consider and review mapping reports for 30 participants	2	12,000,000	24,000,000	24,000,000		
		UHRC	Assorted stationary for the project	12	1,260,000	15,120,000	11,000,000		
		UHRC	Printing 200 copies of the mapping report	200	25,000	5,000,000	5,000,000		
		UPF	Investigators and witness allowances	14	5,000,000	70,000,000	70,000,000		A total of 27 cases investigated
		UPF	Catridges	2	500,000	1,000,000	1,000,000		
		UPF	Reams of papers	10	20,000	200,000	200,000		
									2,862,735,000
	Sub Total Out Come One				89,684,181,484	71,582,189,903			

Outcome 2: Observance of Human Rights and Fight Against Corruption Promoted									
Output 2.1: Strengthen measures to reduce human rights violations by JLOS Institutions									
Indicator 2.1.1 Functional JLOS human rights structures in all service points									
Mol: 2.1.1.2	Re-establishment of the existence of human rights desks	MOLG							132 human rights desk officers trained of (60 with support from UNDP and 72 with JLOS support) in 132 local governments (districts and Municipalities) and 54 persons from other structures expected to work with the human rights desk officer
		MOLG	Engagement with the Districts	121	1,000,000	121,000,000	60,000,000		54 officers trained
UHR: 2.1.1.1	Purchase of one field vehicles to carry out investigations and one customised civic education van	UHRC	1 Vehicle	1	220,000,000	220,000,000	220,000,000		1 vehicle procured
UHR: 2.1.1.2	Equipping the library with furnitures and fittings	UHRC	Property rack/bag for the library	1	3,000,000	3,000,000	3,000,000		The Commission equipped its library with furniture and fittings by procuring 1 bag rack, 7 book shelves, 4 reading tables and 30 reading chairs.
		UHRC	Purchase of book shelves (open and lockable)	5	5,000,000	25,000,000	25,000,000		
UHR: 2.1.1.3	Regional hearing and concluding of 300 cases at tribunal circuit (Central, Gulu, Arua, Hoima, Fort Portal, Soroti, Moroto, Jinja, Masaka, and Mbarara regional offices)	UHRC	Purchase of library chairs	20	350,000	7,000,000	7,000,000		The UHRC resolved a total of 65 cases at tribunal under the period, 36 cases were awarded, 05 were amicably settled and 24 were dismissed or closed for various reasons including want for prosecution, insufficient evidence to support the allegations and failure to disclose the case of action among others.
		UHRC	Purchase of library table	10	400,000	4,000,000	4,000,000		
		UHRC	Commissioners facilitations (Night allowance) to 10 regional office spending five nights each	300	960,000	288,000,000	130,000,000		
		UHRC	Process servicing within the 10 regional office	300	250,000	75,000,000	60,000,000		
		UHRC	Legal assistants to Commissioner (Night allowances) to 10 regional office spending five nights each	300	840,000	252,000,000	100,000,000		
		UHRC	Facilitation of witness and experts	300	200,000	60,000,000	30,000,000		
		UHRC	Fuel for Commissioners vehicles to regional office	18,000	3,500	63,000,000	30,000,000		

UPF: 2.1.1.2	Establish 6 additional Regional Human Rights offices to increase from 21 to 27	UPF	computers + printer + ups	6	5,000,000	30,000,000	10,000,000	Six (6) additional HR regional offices were established covering all the 27 police regions
		UPF	photocopiers	6	3,000,000	18,000,000	6,000,000	
		UPF	motorcycles	6	10,000,000	60,000,000	40,000,000	
		UPF	chairs	18	500,000	9,000,000	9,000,000	
		UPF	Desks	6	800,000	4,800,000	4,800,000	
UPS: 2.1.1.1	Induction, facilitation and training of visiting justices in 4 regions	UPS	Facilitation of the activities of visiting Justices in 9 regions	9	2,000,000	18,000,000	9,060,160	Activities of visiting Justices facilitated and supervised in 10 regions
		UPS	Induction & training of visiting Justices per region in 4 regions	4	15,000,000	60,000,000	30,000,000	Conducted training of 99 staff in human rights observance and practices
Indicator 2.1.1.2 Uganda National Action Plan on Human Rights implemented								
Mol: 2.1.2.2	Coordination of the implementation of NAP	MojCA/DLAS	Quarterly Coordination Meetings	4	2,000,000	8,000,000	2,960,000	This activity is on going until all reports are ready
		MojCA/DLAS	Printing and dissemination of NAP	1	25,000,000	25,000,000	4,000,000	
		MojCA/DLAS	Preparation of Uganda National report to African Union	1	45,000,000	45,000,000	20,000,000	
		MojCA/DLAS	Preparation of ICCPR	1	45,000,000	45,000,000	24,000,000	
UHR: 2.1.2.1	Designing, Printing and dissemination of the NAP in 10 regional office to various stakeholders	UHRC	Dissemination of the NAP report 10 stakeholder in 10 regional office	10	7,000,000	70,000,000		
UPF: 2.1.2.1	Complete the development of the Human Rights Policy for UPF	UPF	Meals, water and tea	400	30,000	12,000,000	12,000,000	
		UPF	Printing	1,000	30,000	30,000,000	30,000,000	
		UPF	Subsistence for facilitators	120	130,000	15,600,000	15,600,000	
		UPF	Transport refund	400	50,000	20,000,000	20,000,000	
UPF: 2.1.2.2	Remodel 15 police detention cells using the soil bucket system to water bone	UPF	Building materials	15	10,000,000	150,000,000	150,000,000	10 police stations were remodeled

Indicator 2.1.3 Existing legal and policy frameworks enforced									
DCI: 2.1.3.1	Printing and dissemination of inspection and legal client charter	DCIC	Printing inspection and legal client charter	120	60,000	7,200,000	7,000,000	Printed 120 copies of the inspection and legal client charter manual	
DCI: 2.1.3.2	Sensitization on the national migration policy to both internal and external stakeholders	DCIC	Internal workshop on National Migration Policy	1	22,000,000	22,000,000	22,000,000	Held an internal sensitization workshop on National Migration Policy	
		DCIC	Stakeholder sensitization on National Migration Policy	1	28,000,000	28,000,000	28,000,000	Held an external sensitization workshop on National Migration Policy	
		MIA/NGO	Printing of NGO Act 2016	1,000	5,000	5,000,000	5,000,000	NGO Act 2016 printed	
MIA: 2.1.3.1	Printing of NGO Act 2016 and NGO Regulation 2017	MIA/NGO	Printing of NGO Regulations 2017	1,000	5,000	5,000,000	5,000,000	NGO Regulation 2017 printed	
MIA: 2.1.3.5	Armory verification and inspections in the regions of West Nile, Acholi, and Karamoja	MIA/NFP	assorted stationery	1	1,500,000	1,500,000	1,500,000	Armory verification and inspections were conducted in the regions of West Nile, Acholi and Karamoja conducted	
		MIA/NFP	fuel for field	1,600	3,600	5,760,000	5,760,000		
		MIA/NFP	per diem for 4 drivers	48	90,000	4,320,000	4,320,000		
		MIA/NFP	per diem for 4 teams of 4 officers	192	140,000	26,880,000	26,880,000		
		MojCA/DLAS	Procure Vehicle	1	180,000,000	180,000,000	180,000,000		Double Cabin procured.
Mol: 2.1.3.1	Reduction of people facing death penalty under the Presidential Prerogative of Mercy to reduce congestion in prisons	MojCA/DLAS	Quarterly Meetings	4	4,000,000	16,000,000	12,000,000	Quarterly meetings held	
UPF: 2.1.3.1	Conduct inspection of 300 detention facilities to establish adherence to the 48 hrs rule	UPF	Subsistence allowance	532	130,000	69,160,000	50,000,000	Inspection was carried out in 16 detention facilities in the Savannah region. The findings indicate minimal observation of the 48 hours rule and the continued use of the soil bucket system especially at night	

Indicator 2.1.4 Staff capacity in human rights based approach enhanced at the service points		Indicator 2.1.4 Staff capacity in human rights based approach enhanced at the service points								
DCI: 2.1.4.1	Conduct customer service training for all front desk officers in Citizenship and Passport Control and Immigration Control	DCIC								Trained all Staff (70) of Entebbe International Airport (at Botanical Hotel) on customer care and client relations, protocol and diplomatic etiquette, human trafficking and management of migrant workers.
		DCIC	Workshops	1	49,000,000	49,000,000	49,000,000	49,000,000	49,000,000	Trained all staff of Regional Passport offices on the E-passport system and on its roll out plans
Jud: 2.1.4.1	Regional Training of Magistrates on Human Rights	Judiciary	Regional Training of 60 of Registrars and Magistrates on Human Rights	60	1,100,000	66,000,000	-	-	-	
		MIA/NCSP	Refreshments/Meals/Venue	1	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	30 staff trained at Law Development Centre in Human Rights Application in Community Corrections
		MIA/NCSP	Stationery	1	500,000	500,000	500,000	500,000	500,000	
MIA: 2.1.4.6	Train 30 staff in Human rights application in community corrections	MIA/NCSP	Facilitation costs	1	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	
		MIA/NCSP	Consultancy	1	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	
		MIA/NCSP								
MIA: 2.1.4.7	Review the Community Service Training Curriculum to incorporate Human Rights	MIA/NCSP								
		MIA/NCSP	transport refund/accommodation	200	300,000	60,000,000	60,000,000	60,000,000	60,000,000	336 Probation and CDOs trained on their roles in implementation of community service and offender rights and roles
		MIA/NCSP	facilitation costs	5	500,000	2,500,000	2,500,000	2,500,000	2,500,000	
MIA: 2.1.4.8	Training of 200 Probation & CDOS on Community Service offender rights and roles	MIA/NCSP	meals/refrehments	200	40,000	8,000,000	8,000,000	8,000,000	8,000,000	
		MIA/NCSP	Venue	5	1,000,000	5,000,000	5,000,000	5,000,000	5,000,000	
		MIA/NCSP	printing/stationary/copying	5	500,000	2,500,000	2,500,000	2,500,000	2,500,000	
TAT: 2.1.4.1	Staff capacity in Human rights based approach enhanced at service points	TAT	Tribunal staff trained in Human rights	2	2,200,000	4,400,000	4,400,000	4,400,000	4,400,000	One staff member trained in Human Rights issues

UPF: 2.1.4.1	Sensitize 2000 Police officers on the observance of HR, Anti Torture Act and POIMA and provide copies of the law	UPF	Hire of venue	10	300,000	3,000,000	2,005,227	1480 Police officers were sensitized on the observance of HR, Anti Torture Act and POIMA and provide copies of the law
			Refreshment	2,000	8,000	16,000,000	12,000,000	
			Lunch	2,000	15,000	30,000,000	15,000,000	
			Anti torture Act, Domestic violence Act & POIMA	6,000	8,000	48,000,000	44,000,000	
			Stationary	10	20,000	200,000	200,000	
			Transport refund	2,000	50,000	100,000,000	24,000,000	
			Subsistence Allowances	120	130,000	15,600,000	10,000,000	
			Construction materials	2	350,000,000	700,000,000	700,000,000	construction 55% completion
UPS: 2.1.4.1	Refresher training of staff in human rights	200	300,000	60,000,000	30,000,000	Conducted Human Rights awareness campaign to prisoners of Bugiri, Tororo (M),Tororo (W), Mbale (M), Mbale (W), Budaka, Iganga, Jinja (M), Jinja (W) & Jinja®		
URS: 2.1.4.1	Sensitization training of staff on human rights and HIV/AIDS	3	1,000,000	3,000,000	3,000,000	309 URSB staff (from Head Office, Branches & Regional Offices) sensitized on human rights and HIV/AIDS		
		320	100,000	32,000,000	32,000,000			
		320	50,000	16,000,000	15,000,000			
Indicator 2.1.5 HR case management systems in UPS,UPF and DCIC improved								
DCI: 2.1.5.2	Support for establishment of a clinic for the detention centre	4	4,000,000	16,000,000	16,000,000	4 first aid kits procured.		
UPF: 2.1.5.2	Investigate 600 pending cases of HR violation arising out of individual complaints and findings of UHRC & JLOS integrity reports	600	130,000	78,000,000	78,000,000			
		1	60,000,000	60,000,000				

UPF: 2.1.5.4	Increase suspect profiling coverage from 30 to 40 districts/ divisions	UPF	Operators on the system	20	800,000	16,000,000	16,000,000	The soft ware is being intergrated with CRMS
		UPF	Computers	10	3,500,000	35,000,000	28,000,000	
		UPF	LAN Connections	10	500,000	5,000,000	5,000,000	
		UPF	MFP printers	10	2,000,000	20,000,000	13,000,000	
		UPF	UPS	10	500,000	5,000,000	5,000,000	
UPS: 2.1.5.3	Elimination of the bucket system	UPF	Cameras	10	1,800,000	18,000,000	17,000,000	
		UPS	Construction of waterborn toilets in 15 Prisons	15	20,000,000	300,000,000	300,000,000	Bucket system of sanitation eliminated in 221 out of 254 prison units. The remaining 33 prisons need new permanent buildings because they are still in Unipots which are not adaptable to use of water borne toilet system.
		UPS	Purchase of cesspool emptiers	2	235,000,000	470,000,000	470,000,000	Procurement process ongoing
						4,389,420,000	3,396,085,387	
Output 2.2: Empower citizens on Human Rights and obligations								
Indicator 2.2.1 Public awareness on human rights standards and citizens' responsibilities Increased								
DCI: 2.2.1.1	Public awareness to reduce incidencies of extortion and corruption among service seekers	DCIC	Print warning signs (signage, warning signs)	100,000	400	40,000,000	40,000,000	Printed 400 signs and warning signs to reduce incidents of extortion and corruption among service delivery seekers.
		DCIC	Radio talk shows	20	2,500,000	50,000,000	25,000,000	Held 20 Radio talk shows.

JSC: 2.2.1.4	Anti- corruption barazas and handling corruption related complaints targeting 50,000 people in 25 districts.	JSC	Allowances (3 officers x 5 nights)	25	2,225,000	55,625,000	20,000,000		
		JSC	Inland travel expenses(fuel, lubrication and oil) 25 trips @ at 200 litres	10,000	3,200	32,000,000	20,000,000		
		JSC	Radio announcements (2 per meeting)	50	30,000	1,500,000	1,500,000		
		JSC	2 interpreters @ 50,000/= per day	25	100,000	2,500,000	2,500,000		
		JSC	Drama skit on anti-corruption	10	5,000,000	50,000,000	20,000,000		
		JSC	Venue	25	200,000	5,000,000	5,000,000		
		JSC	Allowances (3 officers x 5 nights)	1	5,000,000	5,000,000	5,000,000		
		JSC	Printing anti-corruption materials	10,000	8,000	80,000,000	40,000,000		
	JSC: 2.2.1.5	Meetings on the sensitisation of public complaints	JSC	Mobilisers	32	100,000	3,200,000	3,200,000	The Commission conducted 13 sensitization workshops on the public complaints system in Mayuge, Kyankwanzi, Katakwi, Masindi, Masaka, Tororo, Lwengo, Kyegegwa and Buyende districts.
			JSC	perdiem(3 officers x 5 days)	16	1,800,000	28,800,000	22,000,000	
			JSC	Interpreters@ 50,000/= per day	32	50,000	1,600,000	1,600,000	
			JSC	Transport refund to participants	3,200	10,000	32,000,000	20,000,000	
			JSC	Venue and complaints desk, projector	32	300,000	9,600,000	9,600,000	
		JSC	Refreshments	3,200	3,000	9,600,000	9,600,000		
		JSC	Announcements(2 per meeting)	64	30,000	1,920,000	1,760,000		
MIA: 2.2.1.1	Sensitisation of public on how to avoid becoming victims of the crime.	MIA/PTIP	Fuel for 16 trips @ 120ltrs	1,920	3,200	6,144,000	6,171,500		
		MIA/PTIP	consultancy fees for development of a documentary to be used in sensitisation	1	50,000,000	50,000,000	20,000,000	customised vehicle procured	
		MIA/PTIP	Customized vehicle fitted with a public address system and screen	1	215,000,000	215,000,000	250,000,000		

MIA: 2.2.1.3	Develop Ministry service standards	MIA/PPAD	national dissemination workshop	1	16,640,000	16,640,000	5,000,000	
		MIA/PPAD	top management and seminar management validation meetings	1	13,125,000	13,125,000	5,000,000	
		MIA/PPAD	Adhoc committee meetings to draft the standards	1	12,180,000	12,180,000	5,000,000	
MIA: 2.2.1.7	Enhance awareness for trafficking in persons through erecting bill boards on Kampala-Entebbe highway, Kampala-Kenya highway, and Kampala Mutukula highway.	MIA/PTIP	procure and erect 3 billboards with messages on trafficking in persons	3	20,000,000	60,000,000	60,000,000	procurement ongoing.
UHR: 2.2.1.1	Community awareness through baraza and kraal out reaches	UHRC	Facilitating the HR officer to conduct 50 community barazas and kraal meetings	50	2,000,000	100,000,000	-	UHRC carried out a total of 15 baraza sensitization meetings reaching out to 4 districts. A total of 2711 community members (1574 male and 1137 female) were sensitized
		UHRC	Facilitating the mobile civic education team to create HR awareness in 200 towns and trading centres across the 10 regional office	200	1,000,000	200,000,000	-	
UHR: 2.2.1.6	UHRC to train the media in Human Rights reporting and HRBA categorized as Radio and television presenters, Editors from the print media, Editors from the electronic media	UHRC	Transport allowances (for 10 participants per regional office)	100	50,000	5,000,000	26,200,000	The Uganda Human Rights Commission held two breakfast meetings with editors and media managers of both electronic and print media houses. A total of 97 participants (34 female and 63 male) drawn from Monitor publications, Bukedde TV, radio & print, CBS radio, NBS TV, UBC TV, KFM/Dembe FM, Radio one, Radio Two, Sanyu FM, Capital radio, Radio Simba, Urban TV, the Red-pepper and NTV-Uganda attended the breakfast meetings.
		UHRC	Assorted stationaries(for 100 participants)	100	20,000	2,000,000	-	
		UHRC	Refreshments(meal for 10 participants per regional office)	100	70,000	7,000,000	-	
		UHRC	Trainers facilitation (3 facilitator per regional office)	30	500,000	15,000,000	-	

Indicator 2.2.2 Information dissemination on HRs enhanced										
Mol:	MojCA/DLAS	conference facilities	2	500,000	1,000,000	1,000,000	regional sensitisation workshop held in Forportal			
2.2.2.1 Sensitisation workshop targeting 100 Government officials in 2 Regions Moroto Gulu Mbarara Arua Mbale to curb breach of contracts and Violation of Human rights.	MojCA/DLAS	Facilitation per diem	400	140,000	56,000,000	47,000,000				
	MojCA/DLAS	Facilitators (4 facilitators x 2 regions)	8	500,000	4,000,000	4,000,000				
	MojCA/DLAS	Meals and refreshments	600	30,000	18,000,000	18,000,000				
	MojCA/DLAS	print 1000 flyers and Contracts handbook	1,000	10,000	10,000,000	10,000,000				
	MojCA/DLAS	Publicity	2	2,000,000	4,000,000	4,000,000				
	MojCA/DLAS	stationery (Reams, printing, Photocopying)	2	1,000,000	2,000,000	2,000,000				
	MojCA/DLAS	Transport Refund	200	50,000	10,000,000	10,000,000				
	Pro: 2.2.2.1	Sectorwide	Reviewing and printing of JLOS draft PWD framework	1	30,000,000	30,000,000				
	UHR: 2.2.2.1	UHRC	Designing and Printing of 50000 IEC material	10,000	5,000	50,000,000	50,000,000			A total of 15,384 brochures on early and forced marriages were designed and produced
Indicator 2.2.3 Environmental and ESCR (Economic and Socio-Cultural Rights) promoted										
MIA: 2.2.3.1	MIA/PTIP	procure return Air tickets for 20 victims	20	1,332,000	26,640,000	26,200,000			16 victims repatriated	
UHR: 2.2.3.3	UHRC	Hiring of chairs, tents, public address system	4	1,500,000	6,000,000	6,000,000			The UHRC conducted a human rights training on early and forced marriages of the girl child in Yumbe District. A total of 92 participants (88 Males and 4 females) comprised of the imams, opinion leaders, selected teachers, parents attended the training. As a result participants gained knowledge and skills on Human rights based approach, the concept of human rights and mandate of UHRC and the logical framework on early and forced marriages.	
	UHRC	Refreshments	200	10,000	2,000,000	2,000,000				
	UHRC	Fuel	1,000	3,500	3,500,000	3,500,000				
	UHRC	Facilitation of the UHRC team	4	2,240,000	8,960,000	2,000,000				

UHR: 2.2.3.5	Training investigators and legal officers in Economic Social and Cultural Rights (ESCRs)	UHRC	Transport refund for participants from the regional office	40	100,000	4,000,000	4,000,000	4,000,000	The UHRC staff (7) including Chairperson, Directors and technical officers participated in a benching exercise at Nairobi Human Rights Commission in order to strengthen the Commission's capacity in complaint handling mechanisms
		UHRC	Facilitators fee	8	500,000	4,000,000	4,000,000	4,000,000	
		UHRC	Hire of training venue	4	600,000	2,400,000	2,400,000	2,400,000	
		UHRC	Pardiem for the participants	200	140,000	28,000,000	24,493,315	24,493,315	
		UHRC	Transport refund for head office staffs	20	50,000	1,000,000	1,000,000	1,000,000	
		UHRC	Assorted stationaries	60	30,000	1,800,000	1,200,000	1,200,000	
Output 2.3: Enhance efficiency and effectiveness of JLOS Institutions to fight corruption									
Indicator 2.3.1 Anti-corruption laws updated & enforced									
DPP: 2.3.1.1	Train staff in updated anti-corruption laws and specialised training in cyber-crime, money laundering, financial investigation, analysis of evidence and Asset recovery	DPP	Train 450 ODPP staff in updated anti-corruption laws	1	75,000,000	75,000,000	75,000,000	75,000,000	5 officers were trained on Anti -Money Laundering and updated laws. 3 officers attended training in Money Laundering and terrorism financing held in Botswana and Uganda. The ODPP benefitted from prosecutor placement programs with the National Prosecution Authority of South Africa, the mentoring programs and trainings in the area of asset recovery and money laundering.
		DPP	Train in Public Assets Recovery best practices	10	10,000,000	100,000,000	100,000,000	100,000,000	
DPP: 2.3.1.2	Establish public complaints tollfree communication recording devices and public electronic information display(billboard) management software	DPP	Purchase of tollfree communication recorders in field offices recorders	128	500,000	64,000,000	64,000,000	64,000,000	Procurement process was ongoing
		DPP	Institutionalise monitoring mechanisms of officers convicted for corruption by relevant authorities	576	150,000	86,400,000	80,000,000	80,000,000	
DPP: 2.3.1.3	Monitoring implementation of indictments against public officers	DPP	Prosecution-Led-investigations & prosecution of corruption cases at Anti-corruption court	50	5,000,000	250,000,000	250,000,000	250,000,000	The ODPP received 27 case files for prosecution-led-investigations, and concluded 24 case files (89%) within an average of 80 days against the target of 132 days.
DPP: 2.3.1.4	Prosecute of Anti-corruption cases	DPP							

NIR: 2.3.1.1	Development of NIRA Anti-Corruption framework	MIRA	Develop a NIRA anti Corruption Action Plan	1	25,000,000	25,000,000	25,000,000	The activity has been rolled into the FY 2019/2020.
Pro: 2.3.1.1	Review and reprint of the JLOS anti-corruption strategy	Sectorwide	reprinting the JLOS anti-corruption strategy	2,000	10,000	20,000,000	20,000,000	Copies were printed and distributed to members
ULR: 2.3.1.3	Update of Statutory Instruments as at 2015	ULRC	Typesetting	5	4,000,000	20,000,000	20,000,000	Proofread and incorporated comments in volumes 1, 2, 4 and 10
		ULRC	Research assistants	1	24,000,000	24,000,000	12,000,000	Consolidated all S.I.s. and typeset four volumes.
		ULRC	Proof reading sessions	5	15,000,000	75,000,000	55,000,000	Research Assistant facilitated
URS: 2.3.1.1	Design and printing of anti corruption strategy	URSB	Design and printing of anti corruption strategy	300	35,000	10,500,000	10,500,000	Activity yet to be implemented
Indicator 2.3.2 Corruption in JLOS institutions detected and investigated								
DCI: 2.3.2.2	Phase I installation of CCTV cameras at Immigration service points (Entebbe, Headquarters & 5 OSBP)	DCIC	Install CCTV cameras to monitor clients in waiting area, the processing area and personalization office.	1	40,000,000	40,000,000	40,000,000	Installed CCTV cameras to monitor clients in waiting areas, processing areas and personalization offices.
	Install CCTV cameras to monitor operation at Entebbe, Busia, Malaba, Mutukula, Cyanika & Mirama Archiving center including connection to the fibre optic	DCIC		1	70,000,000	70,000,000	35,000,000	Installed CCTV cameras to monitor operations at Busia, Malaba and Mutukula
DGA: 2.3.2.1	Planning and developing a DGAL anti corruption action plan	DGAL	Planning and developing anti corruption strategy and implementation framework for DGAL	1	25,000,000	25,000,000	25,000,000	Development of anti corruption strategy is still on going with final document set to be reviewed and approved by Ministry of Internal Affairs Senior Management
DPP: 2.3.2.1	Install CCTV cameras at HQs in Regional offices to detect corrupt tendencies, acts and unauthorised physical intrusion	DPP	Purchase and install CCTV system for Regional offices to detect corrupt tendencies and acts	10	10,000,000	100,000,000	100,000,000	Procurement is ongoing

JSC: 2.3.2.1	Capacity building of 4 officers on conduct of effective investigations for JSC corruption related complaints	JSC	capacity building of 4 officers	4	12,500,000	50,000,000	50,000,000	50,000,000	Capacity of three officers was built in investigations specifically; the staff were trained on how to conduct effective investigations for the corruption related complaints received at the commission.
JSC: 2.3.2.3	SMS messages about the role of JSC in receiving and processing corruption related complaints against judicial officers	JSC	send 3000000 sms messages twice	500,000	100	50,000,000	25,000,000	25,000,000	Messages were sent through radio talk shows. Regulations no longer permit un solicited messages.
Jud: 2.3.2.1	strengthen inspectorate of Courts for increased adherence to set targets	Judiciary	Regional inspections country wide	4	10,000,000	40,000,000	20,000,000	20,000,000	Inspected Nwoya, Amuru, Kitgum and Luwero Courts
Pro: 2.3.2.1	JLOS annual anti-corruption forum	Sectorwide	facilitating the JLOS anti-corruption forum	1	30,000,000	30,000,000	28,400,000	28,400,000	Forum was facilitated and monitored by the members
LDC: 2.3.2.1	training of CID diploma in law	LDC	CID formal training	100	1,500,000	150,000,000	150,000,000	150,000,000	100 CID Officers were trained. The training is expected to enable the officers to improve on the quality of investigation of cases which will result in proper convictions in court, improved handling of evidence, exhibit and detection of crime. The officers achieved 100% pass rate with the best overall student coming from the CID.
Pro: 2.3.2.2	JLOS Inspectors Forum	Sectorwide	Quarterly Inspections and sensitization	4	35,000,000	140,000,000			The forum was facilitated through the Judiciary
		Sectorwide	Quarterly meetings	4	6,000,000	24,000,000			
Pro: 2.3.2.3	JLOS Integrity Committee	Sectorwide	Quarterly +2 meetings	1	36,000,000	36,000,000	36,000,000	36,000,000	The forum was facilitated through the Judiciary
		Sectorwide	Annual Tour	1	200,000,000	200,000,000	200,000,000	200,000,000	
		Sectorwide	Preparation of report	1	10,000,000	10,000,000	10,000,000	10,000,000	
		Sectorwide	Printing of report	1	10,000,000	10,000,000	10,000,000	10,000,000	
UPF: 2.3.2.1	Re design the PF 18 to have SERIAL NUMBERS and WATER MARK with wording ' POLICE BOND IS FREE' and Telephone numbers to call when made to pay	UPF	printing	20,000	2,500	50,000,000	50,000,000	50,000,000	Printing is pending completion of the new design

UPF: 2.3.2.2	Investigate and conclude 200 corruption cases	UPF	Investigators and witnesses	200	300,000	60,000,000	-	800 traffic officers caught on clips and videos taking bribes were arrested and currently undergoing disciplinary court process. 30 cases so far investigated. Activities still on going
URS: 2.3.2.1	Purchase of CCTV cameras	URSB	CCTV cameras	20	2,000,000	40,000,000	40,000,000	21 CCTV Cameras procured.
Indicator 2.3.3 JLOS anti-corruption strategy customized & implemented in all institutions								
DGA: 2.3.3.1	Integrity training for all DGAL staff	DGAL	Integrity training for all DGAL staff	2	9,600,000	19,200,000	19,200,000	Integrity training held and report on training submitted
DPP: 2.3.3.1	Printing and dissemination of the internal & JLOS Anti-Corruption strategy/Action Plan	DPP	Disseminate copies of the Internal & JLOS anti-Corruption strategy/Action Plan	20	150,000	3,000,000	3,000,000	Procurement is ongoing
		DPP	Printing and dissemination copies of the Internal & JLOS anti-Corruption strategy/Action Plan	2,000	6,000	12,000,000	12,000,000	
		DPP	Workshop for Regional ODPP	1	50,000,000	50,000,000	50,000,000	Performance review workshop for regional offices was held under the theme "Harnessing Regional offices for improved service delivery in ODPP
LDC: 2.3.3.1	Develop and implement the LDC institutional Anti-corruption Action Plan	LDC	facilitators' fee	3	1,000,000	3,000,000	3,000,000	LDC institutional Anti-corruption Action Plan was developed. It is to be implemented after being considered by the LDC Management Committee in October.
		LDC	Printing LDC Anti corruption action plan	1	12,000,000	12,000,000	12,000,000	
MIA: 2.3.3.2	Develop the anti-corruption strategy for the Minsitry	MIA/PPAD	consultative meetings	1	30,000,000	30,000,000	30,000,000	
Mol: 2.3.3.1	Facilitate MoJCA Internal Audit Unit to conduct quarterly inspection of ministry activities	MoJCA/FA	Per diem (5pax x 3days x 4 qtrs x 5 regions)	300	120,000	36,000,000	22,000,000	Owing to limited funding, the Internal Audit Unit sampled and inspected JLOS infrastructural Development projects in the Regions North, East, West and West Nile.
TAT: 2.3.3.1	Anti Corruption strategy customized and implemented in all institutions	TAT	printing of the Anti Corruption Action plan	1	15,000,000	15,000,000	15,000,000	Staff meetings held to reviews draft proposals on the anti corruption strategy. Draft copies printed

ULR: 2.3.3.1	Commission Anti-corruption strategy published	ULRC	Printing of the anti-corruption action plan	1	15,000,000	15,000,000	15,000,000	15,000,000	Anti-corruption strategy (200 copies), Risk Register and the Communication Strategy (200 copies) printed
UPF: 2.3.3.1	Popularise and disseminate the UPF Anti corruption strategy to 3,600 from all the 27 police Regions	UPF	Lunch and tea	3,600	20,000	72,000,000	72,000,000	72,000,000	The Anti corruption strategy was popularized in 12 regions of Katonga, Savanah, G. Masaka, Sezibwa, Busoge East, Busoga West, Rwenzori West, Rwenzori East, Albertine, East Kyoga, Sipi and Elgon
UPF: 2.3.3.3	Conduct 200 Quarterly inspections and meetings between District and subcounty Police management team	UPF	Subsistence allowances to facilitators	250	130,000	32,500,000	32,500,000	32,500,000	
UPF: 2.3.3.3	Conduct 200 Quarterly inspections and meetings between District and subcounty Police management team	UPF	Water and snacks	200	350,000	70,000,000	70,000,000	60,000,000	
UPS: 2.3.3.1	Development of the UPS Anti-Corruption strategy	UPS	Development of the Anti-Corruption strategy	1	10,000,000	10,000,000	10,000,000	10,000,000	Anti Corruption strategy developed
UPS: 2.3.3.2	Purchase of a customised pick-up for anti-corruption Court	UPS	Printing copies of the strategy	2,000	10,000	20,000,000	20,000,000	20,000,000	Strategy in place, awaiting printing
UPS: 2.3.3.2	Purchase of a customised pick-up for anti-corruption Court	UPS	Customised pick-up	1	180,000,000	180,000,000	180,000,000		
Indicator 2.3.4 Capacity of JLOS anti- corruption agencies enhanced									
DCI: 2.3.4.1	Visibility of regional offices promoted	DCIC	Procure signage to promote visibility	10	3,000,000	30,000,000	30,000,000	30,000,000	Contracts committee approved the method of procurement.
JSC: 2.3.4.2	Development and production of IEC materials on Anti-Corruption to be circulated countrywide	JSC	Posters	10,000	5,000	50,000,000	40,000,000	40,000,000	The Commission aired anti-corruption messages on the billboards at Kitgum house and Clock tower. The messages were played 100 times a day for three months. Posters and charts on anti-corruption were developed and distributed throughout the country.
JSC: 2.3.4.3	Clear 350 corruption related complaints against errant judicial officers (investigation, prosecution, serving sermons, DC meetings , paying witnesses and stationery)	JSC	Billboards	50	250,000	12,500,000	12,080,744	248,078,400	The Disciplinary Committee handled and recommended for closure 190 complaints cases in FY 2018/2019. 1 Judicial Officer was dismissed, 1 Judicial Officer reprimanded, 3 Officers were cautioned/warned, 2 Judicial officer were recommended for interdiction, 13 Judicial officers were to be charged and 1 recommended to lift interdiction.

Jud: 2.3.4.1	Training on Managing Cyber Crime and Electronic Fraud Cases	Judiciary	Training on Managing Cyber Crime & Electronic Fraud Cases to equip judges (25) with skills in areas of electronic fraud, cyber-crime and other related aspects Cases	25	5,000,000	125,000,000		
Jud: 2.3.4.2	Anti Corruption Div Backlog Cases disposed of	Judiciary	Anti Corruption Div Backlog Cases(Target 30/30)	30	5,000,000	150,000,000	120,000,000	57 cases were disposed of
LDC: 2.3.4.1	Train 50 JLOS staff in a Diploma in Human Rights	LDC	course fees	50	2,200,000	110,000,000	109,672,000	50 JLOS staff drawn from UPF and UPS mainly graduated from LDC and were the best students
UPF: 2.3.4.1	Conduct Joint Anti corruption training for 500 PSU and CID	UPF	Training cost	500	250,000	125,000,000	130,000,000	training of 536 CID staff on anti corruption conducted and PTS Kibuli
	Sub Total Out Come Two					3,357,100,000	2,656,431,144	
						9,130,254,000	6,899,441,346	0
Outcome 3: Commercial Justice and the Environment for Competitiveness Strengthened								
Output 3.1: Reform, enforce and update laws to promote competitiveness and regional integration								
Indicator 3.1.1 New and emerging areas of commercial justice proposed for legislation.								
Mol: 3.1.1.1	Draft 40 Bill and publish 15 JLOS Priority Bills cleared by parliament	MoJCA/FPC	Print 450 copies of each of the 15 Bills	6,750	20,000	135,000,000	134,000,000	FPC Published 19 Bills, 21 Bills are pending completion for publication. Also. 11 Acts were published, Published 59 Statutory Instruments and issued 22 Legal Notices. Published 13 Ordinances and 5 Bye Laws. The Succession Bills are before parliament and also the Regulatory Impact Assessment for the Witness Protection Bill was finalized and the Principles for the Bill prepared for submission to Cabinet.
Mol: 3.1.1.2	Attending EAC Sectoral council on Legal & Judicial	MoJCA/FPC	Air tickets (8 airtickets x \$1,000)	8	3,800,000	30,400,000	30,400,000	Attorney General participated in drafting constitution for the EAC political federation and harmonisation of laws in the EAC. He also participated in the drafting of the bills for the monetary union protocol and micro finance institutions
		MoJCA/FPC	Perdiem ((4 days x 4 meetings = 16 days) x \$360 per day)	16	1,368,000	21,888,000	21,868,000	
		MoJCA/FPC	Perdiem (4 days x 2 meetings = 8 days) x \$390 per day)	16	1,482,000	23,712,000	23,712,000	

Mol: 3.1.1.3	Internal Capacity and Team building Workshop for FPC Staf	<i>MolJA/FPC</i>	Full Board Accomodation (35 participants x 4 days)	140	350,000	49,000,000	40,500,000	FPC conducted an internal team building workshop to build capacity and strengthen team work in developing legislation.
		<i>MolJA/FPC</i>	Transport refund (35 pax x 100,000)	35	100,000	3,500,000	3,500,000	
		<i>MolJA/FPC</i>	Allowance for facilitators (3 facilitators)	3	500,000	1,500,000	1,500,000	
		<i>MolJA/FPC</i>	Conduct 1 sensitization workshops (2m venue hire)	1	3,000,000	3,000,000	3,000,000	
ULR: 3.1.1.1	Developing legislation for land valuation	<i>ULRC</i>	Radio programs	8	3,000,000	24,000,000	6,000,000	Consultation report prepared
		<i>ULRC</i>	Data analysis and report writing retreat	1	25,000,000	25,000,000	20,000,000	
		<i>ULRC</i>	Taskforce meetings	6	2,000,000	12,000,000	12,000,000	
		<i>ULRC</i>	Asorted stationery	1	2,205,000	2,205,000	2,200,000	
		<i>ULRC</i>	Publication (online and hard copies)	1	10,000,000	10,000,000		
		<i>ULRC</i>	Proof reading of study report by an independent consultant	1	5,000,000	5,000,000		
		<i>ULRC</i>	Stakeholder consultations	5	25,000,000	125,000,000	50,000,000	
		<i>ULRC</i>	Media engagements (radio, tv, print media)	1	40,000,000	40,000,000	10,000,000	Advocacy engagements undertaken and draft report prepared
		<i>ULRC</i>	Advocacy workshops with stakeholders (ministry of trade, UNBS, MPs, Judiciary, etc)	7	20,000,000	140,000,000	40,000,000	
		<i>ULRC</i>	Research assistant	1	24,000,000	24,000,000	12,000,000	Stakeholder consultations undertaken. A draft study containing recommendations prepared
ULR: 3.1.1.2	Pre-enactment advocacy for product liability legislation	<i>ULRC</i>	Taskforce meetings	4	2,000,000	8,000,000	6,000,000	
		<i>ULRC</i>	Working group meetings	5	2,500,000	12,500,000	5,000,000	
		<i>ULRC</i>	Stakeholder consultations	5	18,000,000	90,000,000	24,000,000	
ULR: 3.1.1.3	Review of the Distress for rent (Bailliffs Act)	<i>ULRC</i>	Taskforce meetings	4	2,000,000	8,000,000	6,000,000	
		<i>ULRC</i>	Working group meetings	5	2,500,000	12,500,000	5,000,000	
		<i>ULRC</i>	Stakeholder consultations	5	18,000,000	90,000,000	24,000,000	

ULR: 3.1.1.4	Review of the Railways Act	ULRC	Research assistant	2	24,000,000	48,000,000	24,000,000	review on going	
		ULRC	Taskforce meetings	8	2,000,000	16,000,000	8,000,000		
		ULRC	Working group meetings	5	2,500,000	12,500,000	10,500,000		
		ULRC	Stakeholder consultations	12	18,000,000	216,000,000	90,000,000		
	ULS: 3.1.1.2	Hold Land Colloquium in the four regions, Eastern, Western, Northern and Central.	ULS	Perdiem for 2 facilitators in each of the three regions,(2*2120,000/=)	12	120,000	1,440,000	1,440,000	colloquium held and recommendation for reform of land laws proposed
		ULS	Venue hire for Eastern, Western and Northern regions.	3	2,000,000	6,000,000	6,000,000		
		ULS	Venue hire for Central region.	1	5,000,000	5,000,000	5,000,000		
		ULS	Refreshments for the participants in Eastern, Western and Northern regions (50 participants per region).	150	20,000	3,000,000	3,000,000		
		ULS	Refreshments for the Central region	200	40,000	8,000,000	8,000,000		
		ULS	Fuel to Eastern, Western and Northern regions to conduct the regional colloquium. Eastern 694km, Western 720, Northern 692km.	2,106	4,000	8,424,000	8,424,000		
Indicator 3.1.2 Access to commercial laws enhanced									
MIA: 3.1.2.1	Review of Explosives Act 1936 (Pre-Enactment Advocacy For Explosives Bill)	MIA/GSO NCSP	Publication of study report	1	15,000,000	15,000,000	15,000,000	review of Explosives Act reviewed and responses to draft cabinet memo pending review by ministry top management. 2 consultative workshops held at the HQ. Regional validation yet to take place in July or August.	
		MIA/GSO NCSP	Stakeholder consultations (4 Regional validation 2 workshops)	8	8,760,000	70,080,000	60,000,000	Consultations to held in the 4 regions of eastern, western, northern and central.	

Mol: 3.1.2.1	Preparation and Publication of the Noter-Up to the Revised Laws of Uganda	MojCA/FPC	Preparation of the Noter-up (90 Days x 3pax)	270	90,000	24,300,000	11,500,000	FPC prepared a draft of copy of Noter-up for Volume I-XIII of the Revised Laws of Uganda from the date the revised edition was made.	
		MojCA/FPC	Publication of the Noter-up	1,000	180,000	180,000,000	13,000,000		
		MojCA/FPC	Peer review and proof reading the Noter-up (20 Days x 3pax)	60	90,000	5,400,000	5,000,000		
		MojCA/FPC	laptop + printer	1	4,000,000	4,000,000	4,000,000		
		MojCA/FPC	Conduct research and literature review (30 Days x 3pax))	90	90,000	8,100,000	8,000,000		
ULRC	Review and Reprint of the compendium of commercial laws	ULRC	Printing	500	85,000	42,500,000	10,000,000	2 Proofreading exercises undertaken.	
ULRC		ULRC	Consultations with stakeholders	4	12,000,000	48,000,000	20,000,000	Draft copy of the Compendium prepared	
Indicator 3.1.4 Appropriate regional laws harmonised and domesticated									
LDC: 3.1.4.1	Domesticating of regional Laws related to Legal Education, Legal training and Legal Practice	LDC	field work and validation workshops conducted	2	12,000,000	24,000,000	12,000,000	As Study was conducted in Kenya and Tanzania by LDC officials with the main objective of researching and availing information that will enable preparation for cross border legal practice.	
		LDC	Transport refund	100	50,000	5,000,000	5,000,000		
		LDC	per diem for travel abroad for 4 people for 5 days	10	13,320,000	133,200,000	99,000,000		
Mol: 3.1.4.1	Attendance of Attorney General, Solicitor General and a team in 15 EAC meetings to facilitate development of protocols, drafting legislation, MOUs	MojCA/DIAS	per diem (3 pax x 10 meetings x 4 days)	120	1,770,000	212,400,000	44,600,000	Attorney General facilitated 7 key EAC meetings including the Council of Ministers, sectoral council on trade investment and finance, tripartite meeting for technical experts on motor vehicle load management and multi lateral cross boarder road transport agreement.	
		MojCA/DIAS	Airtickets (3 pax x 10 meetings)	30	2,000,000	60,000,000	50,000,000		
Mol: 3.1.4.2	Specialised training for 3 State Attorneys in Legislative Drafting	MojCA/FPC	Visa 2 pax x USD 160	3	592,000	1,776,000	1,776,000	2 State Attorneys trained in legislative drafting. Funds released were only able to facilitate two State Attorneys.	
		MojCA/FPC	Training Fees (2 pax x \$6000)	2	22,200,000	44,400,000	1,000,000		
		MojCA/FPC	Air Tickets (2 pax x \$2000)	2	7,600,000	15,200,000	15,200,000		
		MojCA/FPC	Per Diem (2 pax x 14 days x \$360)	28	1,443,000	40,404,000	14,404,000		

Mol: 3.1.4.4	Preparation for the liberalisation of legal practice in East Africa in areas of regulation and discipline	MojCA/LC	Air tickets for 7 persons	6	5,700,000	34,200,000	14,814,000	
		MojCA/LC	Inland travel and vistingation fees	1	11,400,000	11,400,000	11,400,000	
		MojCA/LC	perdiem for 6 persons (\$360 per day x 7 days x 2 Attorneys)	35	1,368,000	47,880,000	34,880,000	
		MojCA/LC	Per Diem for the chaiperson Law Council (Perdiem (\$560 per day x 7 days)	7	2,128,000	14,896,000	14,896,000	
		MojCA/LC	visa fees for 6 persons	6	380,000	2,280,000	2,280,000	
		TAT: 3.1.4.1	Strengthen Cooperation with EAC States on Tax Disputes	TAT	Per diem	4	6,840,000	27,360,000
UHR: 3.1.4.1	EAC activities to hamonise and domesticate laws within the region	TAT	Tickets	4	3,800,000	15,200,000	12,600,000	
		UHRC	Airticket for the UHRC Chairperson, Commissioners, Secretary and two technical staff	12	4,000,000	48,000,000	47,000,000	
ULR: 3.1.4.1	Contribute to harmonisation and alignment of Intellectual property laws in EAC context	UHRC	DSA/perdiems for Secretary and two technical staffs	15	1,778,000	26,670,000	26,000,000	The UHRC staff (7) including Chairperson, Directors and technical officers participated in a benching exercise at Nairobi Human Rights Commission in order to strengthen the Commission's capacity in complaint handling mechanisms
		ULRC	meetings on alignment of laws (4mtgs *2,500,000*5pax)	5	5,000,000	25,000,000	15,000,000	EAC meetings in Zanzibar and Kigali were attended
		ULRC	meetings on harmonisation of laws (4 mtgs *2,000,000*5pax)	4	5,000,000	20,000,000	20,000,000	
		ULRC	Perdiem	3	25,900,000	77,700,000	65,900,000	Participated in working group III meeting on Investor State dispute settlement reform - Vienna. Participated in 52nd session for preliminary (UNCITRAL) in Vienna. Progress report completed.
ULR: 3.1.4.2	UNCITRAL (Participate in Arbitration and Conciliation - working group II discussions, and Investor-State Dispute Settlement Reform - working group III discussions)	ULRC	airtickets	3	7,200,000	21,600,000	20,890,512	
		UPS	Harmonisation and domestication of regional laws	1	30,000,000	30,000,000		
UPS: 3.1.4.1	Harmonisation & domestication of laws on peace and security; Laws on dynamic security & Rehabilitation of special needs offenders.	UPS						

URS: 3.1.4.3	Conduct workshops with stakeholders on domestication of Marrakesh Treaty	URSB	Venue and related costs	200	140,000	28,000,000	56,000,000	120 Participants facilitated in the Consultative workshop with Stakeholders on domestication of Marrakesh Treaty before commencement of an amendment of the Copyright and Neighbouring Rights Acts, 2006
Indicator 3.1.5 Commercial laws enforced								
TAT: 3.1.5.1	Procurement of legal reference materials for Tribunal registry and 4 regional sub registries	TAT	Assorted textbooks	1	50,000,000	50,000,000	46,000,000	Various text books acquired
						2,524,015,000	1,405,584,512	
Output 3.2: Strengthen business registries								
Indicator 3.2.1 Registries reformed and equipped								
DCI: 3.2.1.3	Retool and equip DCIC as part of retooling JLOS institutions	DCIC	Procure a 1 van to support the Passport office.	1	180,000,000	180,000,000	180,000,000	Procured a van for the passport office
URS: 3.2.1.2	Purchase of an Electronic Document Management System (EDMS) Scanner for Business Registry	URSB	EDMS scanner	1	45,000,000	45,000,000	45,000,000	(15)Thermal Receipt printers and (15)Bar Code Scanners; 4 - all in one Desktops; supply, delivery, installation & testing
URS: 3.2.1.3	Retooling of URSB regional offices and Head office	URSB	Foldable plastic chairs with metal stands	60	170,000	10,200,000	10,000,000	15 - 6ft folding rectangular centre fold plastic tables with metallic stands and 150 plastic chairs with metallic stands; 4 Inverter batteries, 5 Portable Power Generators, 2 Metallic frames, 4 - 50m Power Extension Cables for Regional Offices; 1 Electronic Notice board for Civil marriages; 6 - 50 Seater Tents with URSB Logo
		URSB	Small generators	6	12,000,000	72,000,000	70,000,000	
		URSB	Office desks	12	2,000,000	24,000,000	24,000,000	
		URSB	Foldable tables with plastic tops and metal stands	12	6,400,000	76,800,000	72,600,000	
		URSB	Electronic Notice board for Civil marriages	1	5,000,000	5,000,000	5,000,000	
		URSB	Tents for business clinics (50 seater branded)	6	16,800,000	100,800,000	80,600,000	
		URSB	Office chairs for Head office, Regional offices and One Stop Shop	57	1,500,000	85,500,000	80,000,000	

					training facilitators & Administrative cost	1	13,200,000	13,200,000	13,000,000	Passed out 22 (15 F) Immigration officers and Immigration Assistants who were skilled in the Migration Foundation Course composed of 15 Immigration officers, 7 Immigration Assistant.				
					training Refreshments	120	35,000	4,200,000	4,000,000	Trained all Staff (70) of Entebbe International Airport (at Botanical Hotel) on customer care and client relations, protocol and diplomatic etiquette, human trafficking and management of migrant workers.				
NIR: 3.2.3.1	Conduct Identification for Development (ID4D) Benchmark Study with an aim of Assessing National ID Technology platform and processes, Institutional and Legal/regulatory frameworks, Business models.	MIRA	Per Diem	6			10,512,000	63,072,000	21,000,000	Identification for development assessment studies were under taken in Tanzania and South Africa (Swaziland) for Ten NIRA Officers at a total cost of UGX 147,037,500.				
							6,000,000	36,000,000	36,000,000					
URS: 3.2.3.1	Staff training on Quality Management System (ISO Certification)	URSB	Training fee	120			380,000	45,600,000	35,000,000	154 Staff were trained on QMS				
Indicator 3.2.4 Stakeholders sensitised on business processes														
TAT: 3.2.4.1	STAKEHOLDERS SENSITIZED ON BUSINESS PROCESSES	TAT	Allowances	300			5,000	1,500,000	1,500,000	A stakeholders meeting with held at head office				
TAT: 3.2.4.2	Sensitization of Public on TAT services via media and procurement of IEC material	TAT	Brochures	5,000			2,000	10,000,000	10,000,000	Brochures printed/distributed				
URS: 3.2.4.1	Sensitization on registration services via media and procurement of IEC materials	URSB	Newspapers supplements	2			10,000,000	20,000,000	20,000,000	Adverts taken out in newspapers				
							TAT	Radio talk shows	2		9,000,000	18,000,000	18,000,000	Talk shows held in Mbarara, Mbale, Gulu and Arua
							URSB	Brochures	25,000		2,000	50,000,000	30,000,000	6 TV talk shows, Radio jingles; 9 Radio talk shows in the regions of Arua, Mbarara, Gulu
							URSB	TV talkshows // 12 *4//	24		9,000,000	216,000,000	72,000,000	
							URSB	Radio jingles	20		450,000	9,000,000	9,000,000	
URSB	Design 4 Bill Boards placed on main routes into the city to promote marriage registration	12	2,000,000	24,000,000	18,000,000									
URSB	Posters	10,000	2,000	20,000,000	20,000,000									

URS: 3.2.4.2	Conduct mobile clinics in 4 regions (Western, West Nile, Eastern, and Northern regions)	URSB	Facilitation	120	950,000	1,14,000,000	90,000,000	Conducted Business Clinics in Lira, Gulu, Bugiri, Mpigi, Entebbe
URS: 3.2.4.3	Carryout a retreat for doing of business committee with Partners from URA, KCCA, MoLG, NSSF, NIRA, JLOS Secretariat	URSB	Facilitation // 20*4 //	80	250,000	20,000,000	20,000,000	A retreat for doing of business committee was carried out
		URSB	Hall hire	4	600,000	2,400,000	2,000,000	
		URSB	Hotel Package for participants // 20*4//	80	90,000	7,200,000	7,000,000	
URS: 3.2.4.7	Carryout sensitization workshops with CAOs,Sub-County chiefs and Town Clerks in the regions (Western, Eastern, West Nile and Northern regions)	URSB	Provision	1	70,000,000	70,000,000	25,000,000	Hotel Services to facilitate Marriage sensitization Workshops in Iganga, Lira, Gulu
URS: 3.2.4.8	Meetings with religious leaders from Faith Based Organisations on registration of marriages and licensing of churches in all the regions	URSB	Accomodation for participants	1	70,000,000	70,000,000	70,000,000	Hotel Services, fuel, transportation of staff to facilitate Marriage sensitization Workshop in Masaka, Lira, Arua & Karamoja region
Output 3.3: Strengthen commercial and land dispute resolution institutions and processes								
Indicator 3.3.1 Case management systems enhanced								
DGA: 3.3.1.1	Acquire document examination equipment for scientific investigation of questioned documents	DGAL	Acquire a Document examination equipment for questioned and disputed documents	1	700,000,000	700,000,000	700,000,000	Document examination equipment for questioned documents Examination were acquired and delivered to DGAL main laboratory. (These included supply, delivery,installation, training of users on the Microscope for VSC 8000), SOFTWARE licences for Forensic Tool kit and Cellebrite for the Forensic Recovery of Digital Evidence (FRED) machine were procured and installation and training of users concluded
		DGAL						
Jud: 3.3.1.1	Implement Case Backlog Strategy for Commercial and Land Cases	Judiciary	Land- CM (Target 2794/4794)	1,431	250,000	357,750,000	202,000,000	1,400 cases were disposed of in Kanoni, Palisa, Masindi, Makindye, Bundibugyo, Lugazi, Rakai, Kabale, Kitgum, Bugiri, Mpigi, Mayuge, Kiryandongo and Wakiso Chief Magistrates.
		Judiciary	Land Div. (Target 1431/2431)	582	250,000	145,500,000	130,000,000	

Pro: 3.3.1.1	Consultative meeting for Judicial Officers (Judges and magistrates) to share best practices on how best land cases can be adjudicated.	Sectorwide	Airtime	1	50,000	50,000	50,000,000	The consultative meeting that was attended by 39 participants (24 judicial officers, 5 facilitators and 10 officers from JLOS Secretariat and Judiciary) to discuss best practices in adjudication of land cases was held at the Judicial Training Institute. The meeting examined the land case business management process, identified challenges in adjudication of land disputes and discussed best practices on initiatives that can be employed for improved performance in adjudication of land cases.	
			Sectorwide	Venue Hire –Conference package for 30pax	1	3,000,000	3,000,000		5,000,000
			Sectorwide	Transport refund for Judges and Magistrates from upcountry	15	1,000,000	15,000,000		15,000,000
			Sectorwide	Transport refund for Judges and Magistrates from Kampala	15	300,000	4,500,000		4,500,000
			Sectorwide	Stationery (note books)	1	500,000	500,000		500,000
			Sectorwide	Allowance for 3 facilitators	3	600,000	1,800,000		1,800,000
			Sectorwide	Allowance for drivers and bodyguards	50	55,000	2,750,000		2,750,000
TAT: 3.3.1.2	Train 5 officials in law, accounting and tax arbitration	TAT	Train 5 officials in law, accounting and tax arbitration	3	20,000,000	60,000,000	42,500,000	Members and staff attended training with IBFD in Cape Town in law, accounting and tax arbitration.	
Indicator 3.3.2 Mediation, small claims procedure and land courts rolled out									
Jud: 3.3.2.2	Increased use of mediation in case disposal	Judiciary	Phased Accreditation of 10 mediators per high court circuit for 11 High Court Circuits	15	10,000,000	150,000,000	89,000,000	241 mediators were accredited for Arua, Gulu, Lira, Jinja, Soroti, Mbarara, Kabale and Fortportal.	
Jud: 3.3.2.3	Dialogue between JLOS Institutions, private practitioners and Ministry of Lands, Housing and Urban Development to discuss intricacies in the adjudication of land matters.	Judiciary	Venue hire – conference package for 40pax	1	4,000,000	4,000,000			
		Judiciary	Stationery	40	160,000	6,400,000			
		Judiciary	Allowance for facilitators	3	600,000	1,800,000			

Pro: 3.3.2.1	ADR Awareness campaign meeting for key actors in Land Justice who include Judicial Officers, Advocates, Land Departments/ Desks/Committees in Police, DPP, State House and LASPNET on the importance of ADR in resolution of land matters. (Kampala)	Sectorwide	Venue hire – conference package for 40pax	1	4,000,000	4,000,000	4,000,000	An ADR awareness meeting for key actors in land justice was held with a view of: building capacity of stakeholders on mediation processes and identifying best practices in implementation of mediations across institutions. A total of 32 stakeholders participated in the meeting.	
			Sectorwide	Transport refund	40	100,000	4,000,000		4,000,000
			Sectorwide	Airtime	1	50,000	50,000		50,000
			Sectorwide	Stationery	1	600,000	600,000		600,000
			Sectorwide	Allowance for facilitators	3	300,000	900,000		900,000
			Sectorwide	Safari Day Allowance for drivers and bodyguards	50	13,000	650,000		650,000
			Sectorwide						
Indicator 3.3.3 Capacity of duty bearers in commercial and Land justice built									
Jud: 3.3.3.2	Bailiffs Training	Judiciary	Bailiffs Training to equip court bailiffs with skills to effectively enforce Court orders	100	1,400,000	140,000,000	120,000,000	150 bailiffs were trained in Mbale and Mbarara	
Mol: 3.3.3.1	Conduct comparative visits for investment of children's funds in Kenya and SouthAfrica	MojCA/ AdminGen	Airticket (\$1500 x 3 State Attorneys)	2	5,555,000	11,110,000	5,000,000		
		MojCA/ AdminGen	Perdiem (\$360 per day x 14days x 3 State Attorneys)	40	1,300,000	52,000,000	54,000,000		
Indicator 3.3.4 Rules and procedures that cause delays reformed									
Jud: 3.3.4.1	Court Rules and procedures Reviewed	Judiciary	Mediation Rules reviewed	1	100,000,000	100,000,000	80,000,000	Consultations with key stakeholders completed in Jinja, Mubende, Arua, Masaka, Gulu and Lira High Court Circuits. A report of various recommendations for amendment of the Judicature (Mediation) Rules of 2013 is to be submitted to the Rules Committee for consideration.	
		Judiciary	SCP Rules reviewed	1	100,000,000	100,000,000			
						3,151,860,000	2,558,733,000		
	Sub Total Out Come Three					9,839,047,000	7,269,517,512	0	

Prog Mgt: Programme Management (Secretariat)									
Output 4.1: Coordination and Advisory Services by Secretariat									
Indicator 4.1.1 Staff salary									
Pro:	Staff emoluments for Secretariat	Program Mgt	NSSF 10% contribution	12	17,644,325	211,731,900	211,731,900	211,731,900	Contribution paid up to date
Pro:	4.1.1.1	Program Mgt	Staff salary for 12 months	2	202,478,700	2,429,744,400	2,429,744,400	2,429,744,400	Salary paid for all staff
Pro:	4.1.1.2	Program Mgt	Gratuity payments for 12 months	12	60,743,610	728,923,320	728,923,320	728,923,320	Gratuity was paid to all staff who were due
Pro:	4.1.1.2	Program Mgt	Continuous Professional development (local and international)	6	50,000,000	300,000,000	300,000,000	300,000,000	Staff were trained locally and abroad
Pro:	4.1.1.3	Program Mgt	Staff medical insurance	1	95,000,000	95,000,000	95,000,000	95,000,000	Medical insurance cover paid as per the contract
Pro:	4.1.1.3	Program Mgt	Staff welfare	4	25,000,000	100,000,000	100,000,000	100,000,000	Staff facilitated as planned
Indicator 4.1.2 Administrative expenses									
Pro:	4.1.2.1	Program Mgt	Office running Expenses	12	15,000,000	180,000,000	180,000,000	180,000,000	office running and support services
Pro:	4.1.2.1	Program Mgt	Telephones and internet	12	8,000,000	96,000,000	96,000,000	96,000,000	internet bought
Pro:	4.1.2.1	Program Mgt	Procurement of equipments, Furniture and fixtures	1	100,000,000	100,000,000	100,000,000	100,000,000	Equipment, furniture procured
Pro:	4.1.2.1	Program Mgt	Fuel and Lubricants	12	15,500,000	186,000,000	186,000,000	186,000,000	Fuel Procured
Pro:	4.1.2.1	Program Mgt	Equipment, Furniture and machines repairs	12	4,000,000	48,000,000	48,000,000	48,000,000	Equipment Repaired.
Pro:	4.1.2.1	Program Mgt	Vehicle maintenance	1	140,000,000	140,000,000	140,000,000	140,000,000	Maintenance done
Pro:	4.1.2.2	Program Mgt	Supporting Apprentice program	4	25,000,000	100,000,000	100,000,000	100,000,000	Interns facilitated

Indicator 4.2.4 Publication of reports									
Pro: 4.2.4.2	Preparation and dissemination of SWAP Work plan	Sectorwide	Preparation and dissemination of SWAP Workplan	1	100,000,000	100,000,000	100,000,000	100,000,000	Workplan prepared and distribution
Pro: 4.2.4.3	Development and printing of JLOS abridged SDP IV for DCCs	Sectorwide	Develop and print JLOS annotation to the SDP IV for DCCs	5,000	5,000	25,000,000			
		Sectorwide	JLOS dairies	1,500	70,000	105,000,000	67,500,000		Printed and distributed
		Sectorwide	JLOS calendars	5,000	6,000	30,000,000			Calendars printed and distributed
Indicator 4.2.5 Support towards implementation of undertakings/New JLOS development initiatives									
Pro: 4.2.5.7	Capacity building retreats of PPU on reporting and planning	Sectorwide	Capacity Building	4	45,000,000	180,000,000	180,000,000		Capacity building in reporting and data collection conducted
Indicator 4.2.6 JLOS Secretariat IT services									
Pro: 4.2.6.1	JLOS secretariat ICT services	Program Mgt	JLOS online information management	4	17,500,000	70,000,000	70,000,000		procured
		Program Mgt	Electronic document management system	1	50,000,000	50,000,000	50,000,000		procured
		Program Mgt							
	Sub Total Out Come Four					5,275,399,620	5,115,399,620	0	
	GRAND TOTAL					113,928,882,104	90,866,548,381	0	