

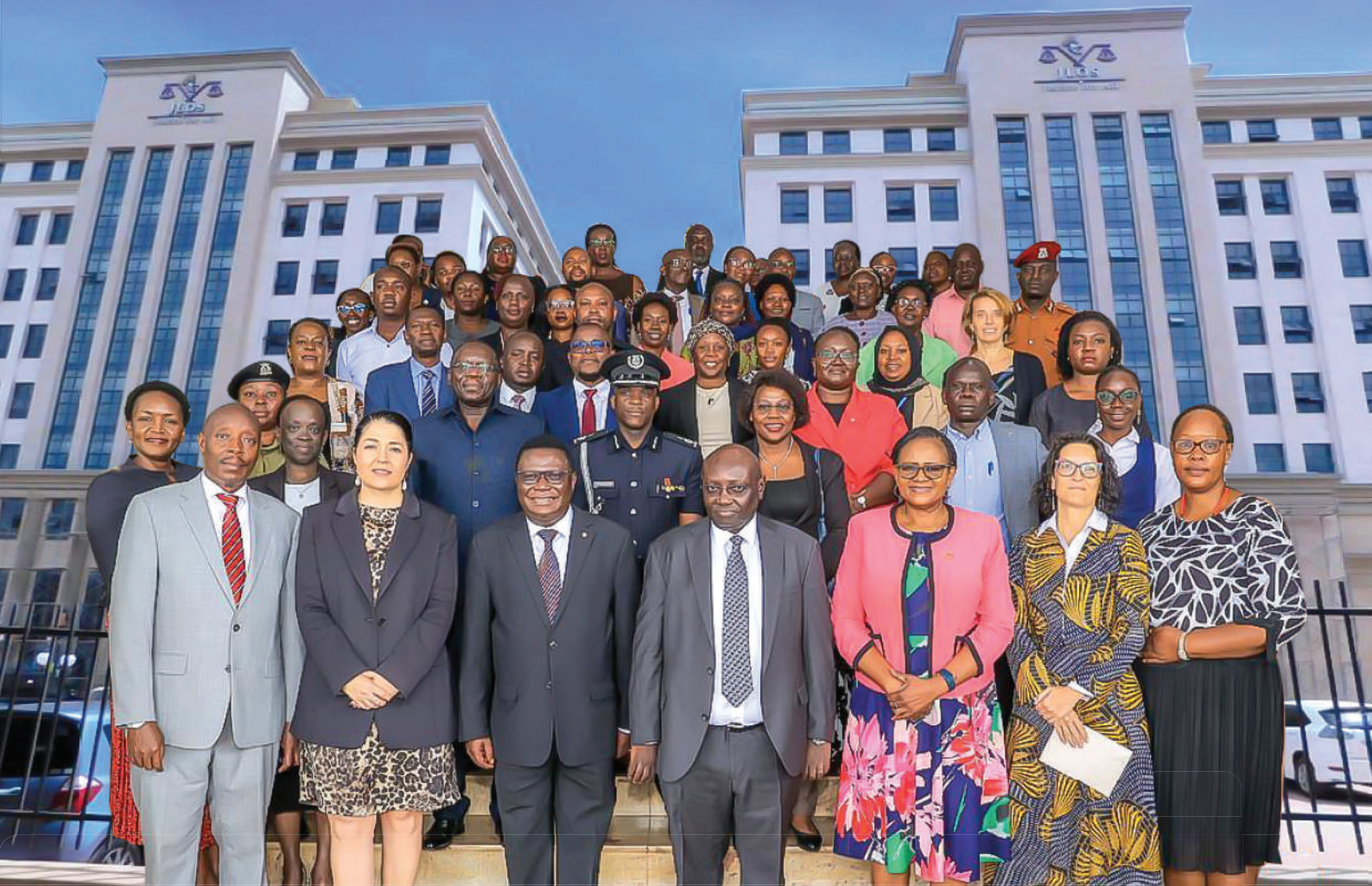


THE REPUBLIC OF UGANDA

**THE GOVERNANCE AND SECURITY PROGRAMME**  
**Access to Justice (JLOS) Sub-programme**

# ANNUAL REPORT 2024/25

November 2025







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**Access to Justice (JLOS) Sub-programme**

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**ANNUAL**  
**REPORT 2024/25**

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**November 2025**

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# List of Abbreviations

ACD	Anti-Corruption Division
ADC	Austrian Development Cooperation
ADR	Alternative Dispute Resolution
AIDS	Acquired Immune Deficiency Syndrome
ASTU	Anti-Stock Theft Unit
BDR	Birth and Death Registration
CAO	Chief Administrative Officer
CDO	Community Development Officer
CFPU	Child and Family Protection Unit
CFPOs	Child and Family Protection Officers
CID	Criminal Investigations Directorate
DCI	Directorate of Crime Intelligence
DCIC	Directorate of Citizenship and Immigration Control
DCSC	District Community Service Committee
DEI	Directorate for Ethics and Integrity
DGAL	Directorate of Government Analytical Laboratory
DLAS	Directorate of Legal Advisory Services
DNA	Deoxyribonucleic Acid
DPC	District Police Commander
ODPP	Office of the Directorate of Public Prosecutions
EAC	East African Community
FAL	Functional Adult Literacy
GBV	Gender-Based Violence
GoU	Government of Uganda
HRBA	Human Rights Based Approach
ICT	Information Communication Technology
IEC	Information Education and Communication
IFMS	Integrated Financial Management System
IGG	Inspectorate of Government
ISO	Internal Security Organization
JCU	Justice Centers Uganda
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
LASP	Legal Aid Service Provider
LASPNET	Legal Aid Service Providers Network

LCC	Local Council Court
LCCA	Local Council Courts Act
LCV	Local Council Five
LDC	Law Development Centre
MDAs	Ministries, Agencies and Departments
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
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
DCS	Directorate of Community Service
NFP	National Focal Point (For Light Arms and Small Weapons)
NGOs	Non-Governmental Organization
NCIC	National Citizenship and Immigration Control
NIRA	National Identification and Registration Authority
OAG	Office of the Auditor General
ODPP	Office of the Director of Public Prosecutions
PDU	Procurement and Disposal Unit
PPDA	Public Procurement and Disposal of Assets
PPTA	Prevention and Prohibition of Torture Act
PPU	Policy and Planning Units
PWD	Persons with Disabilities
RCC	Regional Chain-linked Committee
RLP	Refugee Law Project
RSA	Resident State Attorney
RIA	Regulatory Impact Assessment
SALW	Small Arms and Light Weapons
SGBV	Sexual and Gender Based Violence
STA	Senior Technical Advisor
TIA	Trial on Indictments Act
UGX	Uganda Shillings
UHRC	Uganda Human Rights Commission
ULRC	Uganda Law Reform Commission
ULS	Uganda Law Society
UPDF	Uganda Peoples' Defence Force
UPF	Uganda Police Force
UPS	Uganda Prisons Service
URSB	Uganda Registration Services Bureau
URA	Uganda Revenue Authority
VAC	Violence Against Children



## Foreword

*The Justice Law and Order Sub Programme under the Governance and Security programme brings together 17 institutions responsible for enhancing access to justice.*

The Justice Law and Order Sub programme (JLOS) presents the Annual Performance Report for the Financial Year 2024/25, the third performance report under the JLOS strategic plan. This year, the report highlights follow-up efforts the JLOS is made towards empowering the people, building trust and upholding rights which was the theme of the of the Sub programme under NDPIII. As per the promise under the strategic plan, there is growing public trust, people centred service delivery and commitment to a human rights-based approach.

The Justice Law and Order Sub Programme under the Governance and Security programme brings together 17 institutions responsible for enhancing access to justice, maintaining law and order and promoting the observance of human rights.

This report tracks the Sub programme performance in implementation of the strategic plan and the NDPIII. It shows the performance against the Programme Implementation Action Plan (PIAP) result targets.

We acknowledge the contribution of the Government, our Development Partners, other JLOS stakeholders and the staff of JLOS institutions who worked hard to make this change happen.

As we conclude the implementation of the plan under NDPIII, there is need to safeguard the gains we have made over the years, address the challenges we are facing and overcome our weaknesses.

On behalf of the JLOS leadership, we reaffirm our joint commitment to empowering the people, building trust and upholding rights as we fully embrace the programmatic approach under the third National Development Plan and transition to NDPIV.

**Hon. Norbert Mao**

**MINISTER OF JUSTICE AND CONSTITUTIONAL AFFAIRS/**

**CHAIRPERSON JUSTICE LAW AND ORDER SUB PROGRAMME**

# Executive Summary

At the centre of the justice system is to satisfy the justice needs of the people. The sub programme continues to place the demand side at the centre of the planning and change management process. Every effort is being made to ensure that the demand side directs all the change efforts. As a result, public trust in the justice system remains high compared to the NDPII period and efforts to maintain it at higher levels are under implementation including addressing lead times for delivery of services, opening of more service points, ensuring certainty in service delivery, improving customer care and making use of online services.

Public satisfaction in the justice system is 69% according to the Justice Needs Survey Report 2024 conducted by the Hague Institute of Innovating Law (HiIL). At the same time public trust is at 82% according to the UBOS Governance Peace And Security Survey Report October 2025. The report shows an increase in the number of people experiencing legal problems which is reason for concern. However, the good news is that a lot of the problems get resolved. The number of legal problems being resolved has been steadily increasing over the last 8 years. Especially notable, the number of abandoned problems has decreased compared to previous studies, meaning Ugandans are not giving up easily when trying to resolve their problems. Moreover, 69% of these resolutions are considered fair or very fair by people which is higher than in previous years (47% in 2020). Suffice to add is that the number of persons with a legal problem that go to formal justice institutions for redress doubled from 5% in 2020 to 10% in 2024

These results are a very positive developments of the justice sector in Uganda, showing that although people experience many legal problems, they also increasingly find ways to resolve them.

The sub programme invested in the construction of justice centers thus increasing the number of districts with one-stop frontline JLOS service points now at 94 out of the targeted 117 districts. The Construction of the JLOS house launched in 2022 is now 95% complete. It is to be operational before the end of 2025.

According to statistics from Judiciary, the proportion of case backlog cases reduced from 27.5% in 2023 to 26.3% in 2024. However case disposal reduced from 63% in 2023 to 59.7% in 2024 due to the lack of prosecutors in many courts.

Also, a 75. % conviction rate was registered due to improved investigations and strong coordination. We estimate that the continued use of correctional approaches in rehabilitation of inmates will lead to a further reduction in recidivism rates to under 13% at the end of the financial year 2024/25.

During the reporting period, pre-trial detainees reduced from 47.2% in June to 46.8% in 2024/2025. In addition, increased used of non-custodial punishment such as community service has reduced the inflow of convicted persons into prisons.

The crime rate reduced from 502 in 2023 to 476 in 2024 per 100,000 population according to the UPF Crime Report 2024. This level of performance is attributed to the use of CCTV cameras, deployment of motorized patrols and community policing.

The CCTV surveillance project has revolutionized crime response and prevention with *the system being operational* (Phase II) in 71 districts, 10 cities, 20 municipalities, 35 towns, 06 border points and all major highways. The use of the Automated Fingerprint Information system (AFIS) also helped to identify repeat offenders.

The plea bargain approach enabled the ODPP to deal with case backlog by fast-tracking cases, resulting in reduced case disposal time.

A total of 41 legal aid clinics run by JCU, ULS and LDC are fully operational and supported by JLOS. These reach out to vulnerable individuals and communities.

Automation of case management systems continues in many institutions including the Judiciary, 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), Uganda Police Force and Judiciary. Other

key areas of focus are streamlining processes, strengthening records management and reforming civil and business registries.

Also, National identification and registration remains a key driver for the improvement of service delivery in the country

During the reporting period, Anti-Corruption Agencies registered major progress in strengthening transparency, accountability, and anti-corruption systems. Conviction rates and clearance rates of corruption cases remained high in the reporting period due to the use of prosecution led investigation. This was further supported by the interagency forum and stronger coordination and collaboration of the agencies involved in the fight against corruption.

UHRC carried out inspections in 440 detention facilities including, Police stations, Prisons, Police posts; remand homes and military detention facilities. There were improvements noticed in living conditions in detention facilities; however, congestion remains an eye soar. To address this challenge, UPS is constructed 12 prisoner wards, a hospital and 346 staff houses. Also, the UPF is constructed 364 staff houses.

The National Action Plan for Business and Human Rights is being implemented to mainstream human rights norms in the private sector. In addition, MoJCA mainstreamed the accepted recommendations from the third Universal Periodic Review into the National Action Plan for Human Rights (NAP). The NAP articulates human rights priority actions and interventions for implementation by both State and non-state actors.

The program enhanced compliance to the bill of rights, with the Uganda Human Rights Commission (UHRC) continuing to maintain an international 'A' status. UHRC conducted Tribunals across the nine (9) Regional offices to dispose of various pending matters.

Challenges in the reporting period that need to be addressed included-

The low staff numbers across the sub-programme institutions. Failure to address staffing has far reaching implications and may reverse the gains made over the years. This is made worse by the disproportionate recruitment in the Judiciary as compared to other JLOS institutions.

Increased Prisoners Population and Congestion in Prisons that exceeds carrying capacity by more than double. This may be addressed partly through expanding carrying capacity and crime prevention measures, in addition to focusing on alternative modes of punishment such as community service away from traditional incarceration. The increasing prisoners' population puts pressure on housing, sanitation, medicare, feeding, uniforms, staff numbers and delivery of prisoners to courts.

Inadequate facilitation of Attorneys and witnesses, that affects the ability of Government to be effectively represented in courts of law for local and international cases.

The dwindling resource envelope and late releases of funds from the treasury is leading to a reversal of the gains made in all major result areas. This is made worse by the operationalization of new districts.

## INTRODUCTION

This Justice Law Order Sub-programme Annual Report 2024/25 provides information on the performance of the sub-programme in the FY 2024/25. The objective of the report is to highlight where progress is being made against set targets and actions, and where there are delays. In turn, this is intended to aid the sub-programme and its stakeholders to support the sub-programme in reviewing the performance against the agreed targets for all levels including outcome, intermediate outcomes and output level.

This report is supplementary to the Government Annual Performance Report produced by the Office of the Prime Minister. The outputs, their indicators and associated targets, and actions outlined in FY2024/25 sub-programme work plan and budget are used as the framework for the analysis.

The performance information in the report is generated from the analysis of the data from institutional submissions.

This report is, therefore, a strategic report, tracking progress and results information in the outcome areas of the JLOS business to enable the Subprogramme and Development Partners (DPs) as well as other key stakeholders to assess progress and target areas for reorganization or increased investment. The progress report is about the totality of the JLOS resource envelope which includes the SWAP basket funds, GoU recurrent and development expenditure as well as other multilateral and bilateral project support that the sub-programme institutions accessed for the FY 2024/25.

The report follows the JLOS strategic plan structure and tracks progress against targets set out in the 2024/25 work plan and the JLOS Monitoring and evaluation framework.

It should be noted that the report largely tracks the implementation of the JLOS strategic plan, the JLOS work plan, and commitments in the Budget Framework Paper and Ministerial Policy Statement. Integrated in the report is an account of the JLOS performance on each of the activities in the work plan.

# OUTCOME ONE

## PEOPLE CENTERED SERVICE DELIVERY SYSTEM STRENGTHENED

Building on the previous reforms under the sector-wide approach, the focus is now on building a systematic approach that addresses the justice needs of the people. It is against this background that public trust in the justice system is being tracked. The Sub-Program, working with non-state actors, established that in 2024, public trust in the justice system according to a recently launched governance and security survey by UBOS was at 82%. Efforts to maintain it at higher levels are under implementation, including addressing lead times for delivery of services, opening of more service points, ensuring certainty in service delivery and making use of online services.

**Table 1: Performance against Outcome One indicators**

Indicators	Baseline	2020/2	2021/22	2022/23	2023/24	2024/25	
	2017/18					Target	Actual
% of backlog cases in the system	18	18	30.1	27	27.48	32%	26%
Proportion of selected simplified laws.	11.1		16	29	29		
Proportion of translated laws.	16.7		9	22	25		
Laws enacted as a % of those presented	65	59			72%	72%	
Public satisfaction in the Justice system (%)	40	65%	69%	69%	69%	70%	69%
Conviction rate (%)	61%	71.9%	73%	72%	71%	62%	71%
Rate of recidivism	17.2%	14.7%	14.3%	13.9%	13.9%	13.5%	13.4%
Level of public trust in JLOS		59%	59%	69%	69%		82%
Crime Rate	667	502	457	524	501	400	476

### 1.1 Develop appropriate infrastructure to enhance access to justice

During the NDP III, the sub-programme identified the geographical distribution of its services as a key ingredient in addressing challenges of access to justice. The sub-programme continues to prioritise investment in the construction of service points, especially one-stop frontline JLOS points (justice centers). The number of districts with complete one-stop frontline JLOS points increased from 84 in 2018/19 to 94 in the last year of the NDPIII out of the targeted 117 districts, translating into 78% coverage of the targeted districts. In the reporting period, focus was on ensuring the completion of the ongoing constructions and the clearance of contractual obligations. Pivotal also in the reporting period was fast-tracking the construction of the purpose-built JLOS house, which was at 85% completion and the police headquarters, which is currently at 40% completion.

The programme is cognizant of the heavy investment required to achieve full physical presence across the country, while at the same time mindful of the need to strike a balance between capital infrastructure investment and other reforms needed to attain access to justice. Even where construction is awaited, the sub-programme frontline institutions are functionally present in all 136 districts and 10 cities. Notably, the Presidential Directive to open police stations at the Sub-county level will further facilitate and improve policing services in the communities and is likely to lead to increased access to policing services, but most importantly, crime prevention in the communities.

Table 2: Performance against Intermediate outcome one indicators

Indicators	Baseline	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	2016	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Target	Actual
No. of JLOS frontline one-stop- service points constructed	60	72	76	84	87	90	92	94	95	94
No of districts with all frontline JLOS service points opened	92	101	101	109	117	117	126	130	130	132

### 1.1.1 Service delivery (JLOS service points) Deconcentrated

Under this intervention, the focus is not only on infrastructure but also on addressing the critical barriers that limit access to JLOS services, including but not limited to cost, distance, procedures, knowledge, time and technicalities. The sub-programme continued to close gaps and ensure the presence of the right concentration of JLOS Services at all points of service delivery, where institutional physical presence gaps exist in a geographical location.

The geographical distribution of JLOS points is critical in providing access to all communities proportionately across institutional services and physical locations. As earlier mentioned, the sub-programme all frontline JLOPS institutions are fully operational in 132 out of the 136 districts. The rate of implementation of the activities indicates a positive trajectory; however, due to no fund releases in the first quarter, the constructions could not be completed on schedule, for example, Budaka, Buteleja, and Bunyangabo.

To enhance physical presence, observance of law and security across the country and in line with the doctrine of community policing as well as the Presidential directive, the Uganda Police Force refocused its posture and adjusted its structures, systems and procedures to focus on the sub-county policing model. The sub-county policing model is an initiative aimed at decentralizing the policing services to every sub-county, municipal and town council in Uganda. This is intended to achieve quick response to incidents and real-time attention to security and safety matters affecting the local communities.

The operationalization of the sub-county model took shape with the reorganization and rationalization of the existing UPF resources. Eight (08) regions with 49 Districts and 591 sub-counties had been covered, and 18 personnel would be deployed at each sub-county, municipal or town council.

URSB has enhanced service delivery and streamlined operations nationwide through its established six regional offices in Arua, Mbale, Mbarara, Gulu, Hoima, and Masaka and two branches in Kampala at Georgian House and Posta Uganda. The Bureau equipped its customer care and front desk offices, which ensure its wide accessibility.

Further, URSB, through the Taxpayer Registration Expansion Program (TREP), operates in 44 centers nationwide in collaboration with Uganda Revenue Authority, Kampala Capital City Authority and Local Government, enhancing accessibility and simplifying compliance for businesses and individuals. These centres are facilitated to serve as seamless customer care and information desks across the country, which boosts registration reach and efficiency.

## Construction of the JLOS House

The Ministry of Justice and Constitutional Affairs (MOJCA) is spearheading the development of the JLOS House, a multi-year project aimed at enhancing institutional coordination, improving the working environment for justice sector staff, and reducing the government's annual rental expenditure, which currently stands at UGX 30 billion by providing office accommodation to the MoJCA, the Ministry of Internal Affairs (MIA), Uganda Prisons (UPS), Judicial Service Commission (JSC), Uganda Human Rights Commission (UHRC), Uganda Law Reform Commission (ULRC), Office of the Director of Public Prosecutions (ODPP) and the Tax Appeals Tribunal (TAT).



*Status of JLOS phase one*

The project, with a total estimated cost of UGX 256 billion, is being implemented in three phases. Phase One, which began in June 2022 at a cost of UGX 95 billion, is now 95% complete. Phase Two involves the construction of a 10-storey building that will house the police headquarters, at a cost of UGX 77.5 billion, and is currently 40% complete. Phase Three, which will include the construction of the High Court and a parking deck, is scheduled to begin in 2025 and be completed by the end of 2026.



*JLOS House 2 (Police Headquarters) under construction*

Phase 2: Police headquarters; Construction of a Ten (10) ten-storied building, comprising one (1) basement level and nine (9) suspended levels (including a roof terrace/Service level). Construction of the police headquarters is at 60% completion. So far completed is the substructure and the superstructure up to the third floor. It is expected to be completed in October 2026.

### *The ongoing construction of Soroti Regional Office.*

Over the NDP III period, the MoJCA undertook to construct five regional offices: Soroti, Masaka, Lira, Jinja and Rukungiri. However, due to limited funding for infrastructure development, MoJCA only successfully commissioned the construction of Soroti regional office. During the same period, the Ministry was able to complete construction and operationalise the Fort Portal Regional Office, which started its construction during the NDP II.

The Soroti regional office was established and became operational in 2021, utilizing space provided by the Soroti District Local Government. Regarding the construction of a permanent office, Soroti regional office is the only one currently undergoing construction, and as of now, the project is at 55% completion and is expected to be completed in May 2026.



*Artistic Impression of Soroti Regional Office*



*Right: Status of the construction*

During the period under review, the Ministry of Internal Affairs, through the National Citizenship and Immigration Control (NCIC), completed the projects, including the construction of Gulu Regional Immigration Offices, the construction of border posts of Amudat, Bugango, Nakabat, Kamion and Sebagoro. To improve staff welfare, the NCIC constructed staff accommodation at Malaba, Ntoroko and Amudat. The completion of these structures will go a long way in improving immigration service delivery, enhancing decentralised immigration services, as well as improving staff welfare and performance.



*Gulu Regional Immigration Office*



*Amudat Border Post (with Staff Accommodation)*



The UHRC completed the construction of a new field office block in Moyo district. This achievement contributes to strengthening state institutions and promoting good governance, as outlined under the Governance and Security Programme of NDP III. The newly constructed facility enhances UHRC's institutional presence and operational capacity in the West Nile sub-region, providing a permanent and conducive workspace for staff. This infrastructure development supports improved coordination, accessibility, and delivery of human rights services, aligning with the NDP III goal of ensuring effective service delivery and access to justice for all.



**UHRC Moyo field office block.**

In line with its commitment to achieving Sustainable Development Goal 16, the ODPP established 148 offices across the country to enhance access to justice and bring services closer to the people. These include the Headquarters, Regional Offices, Resident State Attorney, and Resident State Prosecutor stations, covering 101 districts. However, 45 districts remain without a resident prosecutor, indicating the need for further expansion.

*Regional offices and field offices constructed:* During the period under review, the ODPP initiated a total of 45 infrastructure projects, of which 27 have been completed and 18 are still in progress. Among these, 9

regional offices were constructed (6 completed and 3 ongoing), along with 19 field offices (9 completed and 11 ongoing).

**ODPP-owned offices renovated:** The ODPP was able to renovate nine (10) Renovations of Resident State Attorney Offices at Gulu, Amuru, Dokolo, Moyo, Pader, Kalangala, Busia, Hoima, Lira, and Rukungiri.

Additionally, the ODPP also completed the construction of 1 residence, with 2 renovations still in progress. Further developments included the establishment of a security house, the fencing of two RSA stations, and the completion of Phase I of the Prosecutors’ Academy at Nakasongola.



**ODPP Arua Regional Office**



**ODPP Jinja Regional Office Premises**



The ODPP completed renovations of Nine (9) Resident State Attorney offices in Amuru, Dokolo, Moyo, Pader, Kalangala, Busia, Hoima, Lira, and Rukungiri, alongside the renovation of the State Attorney’s residence in Kalangala, while renovation work on the staff house in Pader is still ongoing. Renovation of the RSA’s Office at Dokolo- This Project was completed and handed over on 12<sup>th</sup> June 2025.

Table 1: Status of ODPP construction projects from FY 2020/21 to FY2024/25

Type of project	2020/21	2021/22	2022/23	2023/24	2024/25	Complete	In progress	Total
Construction (Regional Offices)	2	3	1	2	1	6	3	9
Construction(Field Offices)	0	0	2	3	14	8	11	19
Renovation(Regional Offices)		0	0	0	0	0	0	0
Renovation(Field Offices)	1	0	0	0	9	10	0	10
Construction (Residences)	0	0	0	0	1	1	0	1
Renovation (Residences)	0	0	0	0	2	1	1	2
Other (Academy, Fencing, Security Residences etc.)	1	0	0	0	3	1	3	4
Total	4	3	3	5	30	27	18	45

Source: ODPP performance reports FY 2021/22-FY 2024/25

Phase 1 construction of the National DNA Databank infrastructure building was at 30% as at the reporting period. The Phase 1 target progress was affected by the insufficient release of funds by the MoFPED. However, GAL continuously engaged the Ministry to ensure sufficient release of funds in order to implement the construction progress effectively as per the work plan.

### The Ongoing Construction of the National DNA Databank



### Photo: Ongoing Construction of National DNA Databank Building

In the FY2024/25, UPS constructed 24 prisoners' wards at various prisons as reflected in the table below, which resulted in an increase in holding capacity by 1,293 from 21,126 prisoners in June 2024 to 22,419 prisoners in June 2025. Construction of 14 female prisoners' wards was still ongoing.

During the NPD III period, the Prisons Holding Capacity (space for keeping prisoners) increased by 12.9% from 71,517.6 Square meters (space for 19,866 prisoners) in June 2021 to the current 80,708.4 square

meters (space for 22,419 prisoners) as of June 2025. However, the occupancy/congestion rate of prisons increased from 323.1% to 356.0% due to an increase in the prison population from 64,186 in June 2021 to 79,804 prisoners in June 2025, implying that congestion remains a big challenge for the service.

The EU supreme Project focuses on Access to Justice, Improved Security and Protection of Refugees and Host Communities in Northern. The Project is delivering justice services in the Districts of Yumbe District (Bidi Bidi Refugee Settlement), Terego District (Imvepi Refugee Settlement), Madi-Okollo District (Rhino Refugee Settlement), Koboko District (Lobule Refugee Settlement), Moyo District (Palorinya Refugee Settlement), Adjumani District, and Lamwo District (Palabek/Padibe). It is expected that by the closure of the project in December 2025, the following outcomes will have been realized.

- i. Increased presence and reach of JLOS frontline actors in refugee settlements and host communities.
- ii. Enhanced the capacity of frontline actors to respond to the justice needs of refugees and host communities.
- iii. Increased knowledge of the rights and obligations of refugees and host communities.
- iv. Strengthened coordination of JLOS actors and duty bearers for improved access to justice and protection of refugees and host communities.

**Table 2: Summary of Progress of construction projects in all institutions**

MDA	District	Category	Progress/Status
UPF	Kyotera	Justice Center	Completed
UPF	Terego	Police Post and Accommodation	Imvepi Police Post and accommodation completed
	Madi okolo	Police Post	Ofua Police post completed
		Accommodation	Ofua Police accommodation completed.
	Lamwo	Police Post	Palabek Police post completed
		Accommodation	Palabek Police accommodation Completed
	Koboko	Accommodation	Lobule Police accommodation completed
	Koboko	Police Post	Lobule Police Post completed.
	Obongi	Police Post	Palorinya Police Post completed.
	Obongi	Accommodation	Palorinya police accommodation completed.
Judiciary	Kibaale, Alebtong, Madi-Okollo, Maracha, Adjumani	Offices	to follow up with the Judiciary
UPS	Masaka, Oyam, Masindi, Kyankwanzi, Yumber, Abim Isingiro, Amolator, Apac Buikwe, Manafwa, Nakasongola, Bullisa, Masaka, Kampala, Kalungu, Bunyangabo, Alebtong, Kasese, and Sembabule,	Prisoners' Ward	Construction of 24 prisoners' wards at Mukungwe, Loro, Maiha, Ntwetwe, Yumbe, Isingiro, Amolatar, Ngogwe, Bubulo, Nakasongola, Biiso, Masaka (W), Luzira (W), Lukaya, Awei, Kigandalo, Ruimi, Isimba, Amita, Aber, Rukooki, Sembabule, Arocha, Maiha ongoing at various levels (Completed -13; Final finishes -6; roofing - 5).
UPS	Lamwo, Mpigi, Kyotera, Lwengo, Busia Lyantonde, Mayuge, Kaliro, Buvuma, Kayunga, Kakumiro, Hoima Kassanda, Kiryandongo, and Rukungiri	Female Prisoners' Ward	Construction of 14 female prisoners' wards at Buwama, Kasaali, Lwengo, Kabula, Ikulwe, Kaliro, Buvuma, Ntenjeru, Kakumiro, Kassanda, Hoima, Kiryandongo, Masafu, Rukungiri is ongoing - foundation level.
ODPP	Construction of Moroto RO	Offices	Mobilization stage
	Construction of Hoima RO	Offices	At 95% completion (finishing stage)
	Construction of Luwero RO	Offices	At 95% completion (finishing stage)

MDA	District	Category	Progress/Status
	Alebtong RSA Residence.	Residences	Construction completed
	Pader	Residences	Residence Completed
	Kamwenge, Kyegegwa, Pallisa, Kibuku, Bulambuli, Madi-Okollo, Budaka, and Sironko.	Offices (RSA)	Construction Completed
	Patongo.	Offices RSA	At 50% completion (finishing stage)
	Katakwi	Offices	Construction of Katakwi at Substructure stage
	Butaleja	Offices RSA	Construction at 95% completion (finishing stage)
	Terego	RSA Offices	Construction of at 90% completion (finishing )
	Bugiri	RSA Offices	Construction at Substructure stage
	Oyam	RSA Offices	Construction At 30% completion (roofing stage)
	Mayuge	RSA Offices	Construction at 54% completion (plastering)
	Yumbe	RSA Offices	Construction at 3% completion (wall structure)
	Lyantonde	Offices RSA	Construction at 48% completion (roofing stage)
	Amuria	RSA Offices	Construction at 95% completion (finishing stage)
	Otuke and Abim	Offices	Fencing works at the Resident State Attorney Offices at Mobilization stage
	Nakansogola	Academy	Phase I ongoing (Substructure stage) First phase of the Prosecutors' Academy at Nakansongola (Fencing, Guard house, Toilet, Gates and Servant Residences)
	Amuru, Dokolo, Moyo, Pader, Kalangala, Busia, Hoima, Lira, and Rukungiri.	Offices	Renovations of Resident State Attorney Offices Completed
	Kalangala.	Residence	State Attorney's residence Completed
MoJCA	JLOS House	Headquarters for JLOS Institutions	Phase One, at 95% complete. Phase Two- police headquarters at 40% complete.
MOJCA	Soroti	Regional Office	Soroti Regional Office - 55% completion. Expected date of completion is May, 2026.
NCIC	Gulu	Regional Office	Completed, pending official launch
UHRC	Moyo	RSA	Construction completed, to be operationalized?
DGAL	Wandegeya- Kampala	National DNA Databank Infrastructure Building	GAL is at 20% (Foundation complete and now on Ground level)
MoGLSD	Moroto	Regional Remand Home	At the roofing stage

### 1.1.2 Functional Presence Strengthened (Equipping, furnishing, transport)

Under the strategy of enhancing and strengthening functional presence, various activities were planned. These included equipping the department of complaints and investigations in JSC to effectively collect, manage and handle evidence; enhancing the capacity of MIA to prevent and respond to trafficking in persons; procuring 3 in 1-colored printer/photocopier scanner, to support the full functionalization of the Administrator General system to enable printing of Certificates of No Objection; Retooling of regional offices

to support field activities for increased accessibility of services. Additional activities included procuring office furniture for new immigration service delivery points; acquiring freezers for food and drugs, Bio-Terrorism and microbiology laboratories to improve exhibit storage and preservation; procuring security equipment to strengthen the e-passport system and establishing network connectivity of Mbale and Gulu regional forensic laboratories to the DGAL main laboratory to improve efficiency in regional case reporting.

During the FY 2024/25, the ODPP expanded its operational reach by establishing and operationalising Kawempe, designated as the RSA. This strategic expansion aims to enhance the ODPP's functional presence and efficiency in delivering justice services across different regions of Uganda. Similarly, the Law Development Center operationalized LDC Mbale regional Campus. The Campus started its official operations in January 2025 with 500 students for the Bar Course second intake.

In term of equipping and furnishing, UPS installed Video Conferencing Systems (Virtual Courts) in 19 prisons at Upper, Arua Main, Mbarara Main, Lira Main, Soroti Main, Fort Portal Main, Ndoorwa Main, Kampala Remand, Murchison Bay, Luzira Women, Kigo Main, Kigo Women, Kitalya Mini-Max, Jinja Main, Mbale Main, Gulu Main, Kaweeri, Soroti and Masaka Main, thus easing access to justice by inmates where virtual courts operate.

To enhance operational efficiency, the ODPP also procured various Information and Communication Technology (ICT) equipment, which contributed to the increased usage of the Prosecutor Case Management Information System (PROCAMIS), rising from 26% in FY 2020/21 to 40%. In addition, Rollout of PROCAMIS and automated 47 offices against a target of 148, representing 32% coverage.

The GAL procured and installed advanced scientific equipment, including a Genetic Analyzer and a complete DNA workflow system for the Gulu Regional Laboratory, enhancing access to DNA services in the Northern region and an additional Genetic Analyser for the Central laboratory to support increased casework capacity. GAL also procured and installed Ultra-Performance Liquid Chromatography-Mass Spectrometry (UPLC-MS) equipment to significantly improve turnaround time and accuracy in Toxicology analysis. GAL also acquired 03 freezers for Food and Drugs and Chemical, Microbiology and Bioterrorism laboratories. These improved the preservation of samples for analysis and aid the accuracy of results.

During the NDP III period, UPS invested in the acquisition of vehicles to facilitate the transportation of prisoners to 270 courts nationwide. A total of 114 vehicles were procured, increasing the total service fleet to 332 (268 vehicles and 64 motorcycles). Despite the increase, the Service fleet is still inadequate and is mainly composed of very old vehicles of above 7 years. Currently, only 42.6% of the 202 reception centers are equipped with either a bus or a lorry dedicated to inmate transportation for court appearances.

In the FY2024/25, UPS procured ten 30-seater buses, two (2) pickups and 01 truck for the delivery of prisoners to court and supervision of ongoing activities across the different regions spread around the country. The ODPP procured 32 motor vehicles, including 16 pickups, 10 light station wagons, 6 station wagons, and 1 van, to facilitate the transportation of officers to and from court, as well as for support supervision activities.

Over the 5 years, the ODPP procured a total of 133 motor vehicles, which were distributed to 103 field stations against the target of 148 field offices. This represents 70% coverage across the country and has facilitated the transportation of officers to and from court, as well as for support supervision activities.

### **1.1.3 Customer Care and Information desks strengthened at JLOS service points**

Customer care is critical in enhancing service delivery and fostering confidence in justice delivery institutions. In the reporting period, the planned activities included the promotion of customer care and visibility in Prisons; and conducting Customer care support training for the staff Ministry of Justice at headquarters, regional offices and support staff.

As a result of efforts to strengthen customer care in immigration services, NCIC Customer Call Centre is operational and experienced increased engagement through social media platforms (TikTok and X). The customer care centre also engages the public through direct calls. A total of 3,180 emails were replied to, 22,389 calls were answered and 2,849 social media queries were attended to. Reaching the general public through the Customer care desks has promoted easy access to information and thus Improved Customer Experience.

During the 5-year period, despite staffing limitations, the ODPP Complaints Management Office made notable progress in strengthening the complaints handling process. The office resolved 95% of the public complaints on prosecution processes against the target of 95% representing 100% performance level. The timely and effective resolution of complaints demonstrates the presence of robust oversight mechanisms and reinforces public confidence in the integrity of the institution.

In FY 2024/2025, the ODPP Complaints Management Office received 27,526 complaints, resolving 94% despite staffing limitations. In addition, all 17 public complaints received against staff were resolved, exceeding the 95% target and reflecting enhanced accountability and public confidence in prosecutorial processes.

During the FY 2024/25, GAL launched a Short Message Service (SMS) Gateway to enhance communication with clients. This system automatically notifies clients when the laboratory reports are ready for collection, significantly improving report dispatch to clients, client satisfaction and the timely collection of exhibits by the Uganda Police Force. Additionally, Reception staff successfully undertook specialized training in customer care and reception management, aimed at enhancing client handling skills, improving service delivery, and fostering a more professional and welcoming front-office experience. And staffing at the reception has been strengthened with the addition of two new staff members, leading to improved client handling, reduced waiting time, and enhanced efficiency in front-office operations.



The DCIC also supported the clearance of attendees of the Ateker festival from 26<sup>th</sup> to 29<sup>th</sup> November in Soroti City. A special desk was set up to clear all visitors from other countries that had not used the gazetted crossing points. The Ateker festival is a cultural festival that unifies some cultures from Uganda, Kenya, South Sudan, Tanzania and Ethiopia.

The above picture shows some of the Staff from the Directorate of Citizenship and Immigration Control alongside their counterparts from Uganda Civil Aviation Authority that facilitated the travellers to the Ateker festival.

URSB has enhanced service delivery and streamlined operations nationwide through its established six regional offices in Arua, Mbale, Mbarara, Gulu, Hoima, and Masaka and two branches in Kampala at Georgian House and Posta Uganda. The Bureau equipped its customer care and front desk offices, which ensures its wide accessibility. URSB operates a call centre to enhance its customer care, URSB received 99914 calls, which continues to improve its image by providing instant client' feedback and sometimes supporting online registration.

Further, URSB, through the Taxpayer Registration Expansion Program (TREP), operates in 44 centers nationwide in collaboration with Uganda Revenue Authority, Kampala Capital City Authority and Local Government, enhancing accessibility and simplifying compliance for businesses and individuals. These centres are facilitated to serve as seamless customer care and information desks across the country, which boosts registration reach and efficiency.

Overall, most institutions have set up customer care desks to improve service delivery as shown in the table below.

**Table 3: Customer care desks in JLOS institutions**

MDA	Number of service points	No of service points with customer care desks	Percentage
MoJCA	10	10	100%
ODPP	148	148	100%
UPS	329	326	99.1%
UPF	186	186	100%
MIA	83	3	3.6%
NCIC			
DGAL	05	04	80%
URSB	6	6	100%
MoGLSD			
UHRC	23	23	100%
LRC	1	1	100%
LDC	12	12	100%
JCU	16	16	100%
EOC	2	2	100%
NIRA	146	17	11.6%

### 1.1.4 Chain-linked Initiatives implemented

The chain-linked initiative remains pivotal to the service delivery of the Sub Programme at both national and subnational levels, which continues to foster communication and collaboration in the criminal justice chain. Building on the chain-linked initiative, the sub-programme under this objective is implementing interventions to ensure the presence of effective and efficient JLOS service delivery systems that are integrated.

Further, the sub-programme continues to foster communication and collaboration in the criminal justice chain. This enhanced a very good working relationship among the relevant criminal justice stakeholders, i.e. the Police, ODPP, ULS, LACs, MoGSLD, Prisons, and Judiciary. Coordination meetings are held once every quarter for every high court circuit and pre-session meetings are held before the start of every session. Community service officers were brought on board to identify placement areas and supervise accused persons convicted and sentenced to community service in petty offences in the magistrate courts.

### ODPP and CID coordination meetings

In the FY 2024/25, the ODPP and the Criminal Investigations Directorate (CID) of the Uganda Police Force held their first annual coordination meeting on September 4<sup>th</sup> –5<sup>th</sup>, 2024, at the CID Headquarters in Kampala, with the theme “The Contribution of ODPP/CID in the Socio-Economic Transformation of Uganda.” The event, attended by over 600 participants, aimed to strengthen collaboration between ODPP and CID for effective crime investigation and prosecution. Key objectives included enhancing skills in handling complex cases, sharing best practices, improving coordination, and preparing for the 2026 election period.



H.E The President Gen Yoweri Kaguta Museveni Tibuhabwe, who emphasized the importance of integrity and justice, graced the meeting. The Director of Public Prosecutions, Lady Justice Jane Frances Abodo, and AIGP Tom Magambo also highlighted the need for ongoing collaboration. Panel discussions and presentations were held to promote better cooperation between the two institutions.

During the reporting period, District Coordination Committee (DCC) structures remained active across the country. With the support of regional coordinators, A combined total of 162 DCC meetings were held in the districts of Masindi, Masaka, Moyo, Arua, Gulu, Fort Portal, Kasese, Jinja, Tororo, Kampala, Kitgum, Moroto, and Kabale. These meetings focused on addressing emerging challenges, strengthening coordination among justice actors, and advancing strategies to improve the administration of justice for children.

In addition, 101 DCC Sub-Committee meetings were convened in districts such as Soroti, Moroto, and Masaka. These sub-committees addressed criminal and civil justice issues, juvenile justice, anti-corruption, and human rights, with a strong emphasis on managing juvenile cases and reducing case backlogs within JLOS institutions.

A total of 431 joint inspections of Police Stations, Prisons, and Remand Homes were conducted to assess detainee welfare and ensure compliance with human rights standards for both adults and children. Furthermore, 122 outreach activities were conducted across various regions, including court open days in the Arua and Moyo sub-regions, with a particular focus on promoting child justice, raising community awareness, and strengthening institutional coordination.

#### Summary of RCC and DCC activities

DCCs	2024/2025
Meetings	162
Out reaches	120
Inspections	431
Sub committees	101
RCCs	
Meetings	8
Inspections	40



*JLOS open day at Imvepi Terego district held on 04th December 2024*

In its third year of implementation, the EU SUPREME project continued to address justice needs and protection concerns of refugees and host communities in Northern Uganda. In FY 2024/25, 1 RCC and 22 DCC meetings, 14 inspections, together with six court open days were conducted across High Courts and districts to foster collaboration among justice and security stakeholders. These engagements brought together judicial officers, state attorneys, police, prison officials, CSOs, RDCs, probation and social welfare officers, and community leaders. Discussions focused on strengthening inter-agency coordination, improving referral pathways, and reducing case backlogs to enhance justice service delivery.



*Above: left to Right: Assistant National Coordinator Justice for Children presenting JAC issues to the members of Mbale RCC held at Mbale High Court on 13th June /2025, Middle, the national Coordinator together with the Assistant Registrar HW Stela Marris Amabili' and Entebbe RCC members after the meeting at the newly operationalized High Court premises on 19th June 2025*

The Justice for Children (JAC) Programme supported High Courts and Lower Courts in conducting coordination activities during the reporting period. As a result, a total of 11 Regional Chain Linked Committee (RCC) meetings and 18 inspections were conducted with support from UNICEF, in Jinja, Kasese, Hoima, Tororo, Moroto, Masaka, Kabale, Entebbe, Arua, Mbale and Mbarara.



*Left to right, Mbale RCC inspection of Maluku Prison and Terego DCC inspection of the Imvepi Police Station Construction Site, accommodation and interaction with police officers.*

The stakeholder meetings delivered tangible progress in strengthening justice delivery, with courts, particularly those hosting High Court circuits, recognized for effective coordination that has improved case management and access to judicial services. Key commitments included enhancing referral pathways, prioritizing child-related matters, expanding legal aid for vulnerable populations, and promoting Alternative Dispute Resolution (ADR) to ease court congestion. Plans were set to train local leaders in ADR, address logistical barriers such as police transport fees, and conduct joint visits to correctional facilities to support rehabilitation and reintegration. Quarterly follow-ups were agreed to track progress.

Key challenges identified include delays in child-related capital cases, difficulties prosecuting corruption due to centralized services, inconsistent bail administration, poor detention facilities for women and children, and weak evidence in some prosecutions. Stakeholders recommended enhancing transparency in bail decisions, better coordination between law enforcement and prosecutors, and increasing the number of State Prosecutors, especially in Obong and Terego courts, to reduce case backlogs, boost conviction rates, and promote child-friendly justice within the criminal justice system.



A total of 120 coordinated outreach activities were held alongside Court open days, including refugee settlement and host communities in the districts of Yumbe, Lira, Kitgum, Arua, Terego, Koboko and Moyo and other regions of Soroti, Mbale, Gulu, Mbarara, among other regions. The meetings, inspections and outreaches included child-related matters on the agenda. The committees conducted inspections of holding facilities.

In the same vein, key stakeholders conducted monitoring of holding facilities for adults and children at the national and subnational level. On 3rd April 2025, EU SUPREME Project Steering Committee conducted a national assessment of juvenile justice institutions, beginning with a visit to Naguru Remand Home. The purpose of the visit was to gain first-hand insight into the facility's operational, infrastructural, and administrative conditions, with the overall goal of identifying systemic gaps and informing practical interventions to strengthen child protection, rehabilitation, and access to justice for children in conflict

with the law. This effort was later complemented by a joint monitoring exercise of GSP Secretariat and its implementing partners on 10th July 2025. Good child-friendly practices, initiatives, and challenges were shared, some of which have already been considered for implementation.

## 1.2 Promote equitable access to justice

To promote equitable access to justice, especially for the poor and marginalised persons, the sub-programme prioritized various interventions for the enhancement of legal aid services and pro bono schemes; strengthening justice for children and family justice; promoting gender equality; and empowering stakeholders and enhancing access to legal information. As highlighted in the 29<sup>th</sup> Access to Justice Annual Review, access to justice is important because it is the foundation of an equitable society, emphasizing that when individuals seek and obtain fair redress through transparent systems, it fosters trust in institutions and ensures that no one is above or beneath the law.



The sub-programme recognises that the provision of state-funded legal aid services, especially to the poor and marginalised persons, is a necessary adjunct of access to justice and the rule of law. Legal aid focuses on the provision of legal assistance to the poor, vulnerable and marginalized in society in the form of court representation, legal counselling and advice and sensitization on the laws and rights.

### 1.2.1 Functional legal aid services and pro bono schemes enhanced

The sub-programme seeks to ensure that poor people have equal access to the legal system by strengthening and extending the *State Brief Scheme* and ensuring that fewer cases are dismissed for lack of representation. It is specifically building the capacity of Legal Aid Service Providers to serve the population and is also aligning the Pro Bono scheme and the State Brief Scheme, while at the same time ensuring the availability of choice. The focus is on strengthening the state brief scheme and pro-bono services; promoting coordination and regulation of Legal Aid Service Providers (LASPs); fast-tracking the enactment of legal aid-promoting laws; and expanding efforts to assist self-represented litigants.

The key JLOS institutions spearheading the provision of legal aid services are LDC, ULS and JCU, which is a project under the Judiciary. These provide legal aid through community sensitizations and court representation, through which awareness is increased as well as supporting reducing court case backlog.

The Law Council exercises general supervision over professional legal education; advises and makes recommendations to the Government on matters relating to the profession of advocates; exercises disciplinary control over advocates; exercises general supervision and control over the provision of legal aid and advice to indigent persons; exercises general supervision and control over professional legal education and practice.

During the period under review, MoJCA continued to strengthen the regulation and supervision of Legal Aid Service Providers (LASPs) to ensure the delivery of quality legal aid services in line with established standards and guidelines. During the reporting period, the Law Council inspected 105 Legal Aid Service providers, out of which 40 were approved and 65 were not approved. This is an increase from 76 LASPs, which were inspected in FY 2023/24. In the NDP III period, the number of LAPS inspected fluctuated over the years, as shown in the table below.

FY	LASP Inspected
2021/22	98
2022/23	105
2023/24	76
2024/25	105

**Table 4: Compliance of Legal Aid Service Providers**

Indicator	Baseline	2021/22	2022/23	2023/24	2024/25	
	2020/21	Actual	Actual	Actual	Target	Actual
Percentage of legal aid service providers meeting service standards	95%	85%	50%		95%	98%

The Law Council is also mandated to inspect all chambers of law firms and LASPs countrywide. In the reporting period, 1,588 law firms were inspected out of which 1,476 were approved and issued with certificates of approval of chambers, representing 93% of the inspected law firms were complied with set standards. Relatedly, 1 Newspaper advert on approved and not approved Law firms and legal departments was published in the New Vision.

**Table 5: Inspection of Law Firms during the NDP III**

FY	Law teaching Universities inspected	Inspected	Approved	% Approved
FY 2021/22	10	1,451	1,235	85.10%
FY 2022/23	12	1,710	1,519	88.80%
FY 2023/24	12	1,538	1,335	86.80%
FY 2024/25	15	1,588	1,476	92.95%

Over the NDP III period, the number of law firms inspected increased from 1,451 in FY 2021/22 to 1,588 in FY 2024/25, the highest recorded over the four-year period. There was also an improvement in the compliance rate from 85.1% to 92.95% of the inspected law firms in the same period. This improvement is attributed to enhanced compliance monitoring, increased awareness and capacity-building efforts, and timely dissemination of regulatory guidelines to service providers. On the other hand, the number of law teaching universities inspected increased from 10 in FY 2021/22 to 15 in FY 2024/25. In terms of disposal of cases against errant lawyers, the number of cases was 44 in the reporting period, while the number of committee meetings was 25.

**Table 6: Disposal of disciplinary cases against errant lawyers**

Category	No of Committee Sittings	No of cases concluded
2021/22	10	
2022/23	12	
2023/24	29	40
2024/25	25	44

### **Functional Legal Aid Clinics established**

Legal aid is the provision of legal assistance to the poor, vulnerable and marginalized in society in the form of court representation, legal counselling and advice and sensitization on the laws and rights. The provision of legal aid primarily occurs through community sensitizations, which increase legal awareness and provide court representation to reduce case backlogs. These services are offered by various providers, including JCU, the LDC Legal Aid Clinic, ULS, Justice for Children (J4C), ULRC, and other Legal Aid Service Providers (LASPs). The number of persons supported with legal aid services is summarized in the table below.

**Table 7: Summary of Legal Aid Services provided by different programs**

Institution	No. of Clinics	Persons supported			Persons reached (sensitized)		
		Women	Men	Total	Women	Men	Total
LDC - LAC	8				3,379	11,658	15,035
JCU	12				20,818	26,814	47,632
ULS							
EOC	4				507	523	1,030
Total							

As legal aid delivery continues to prove vital in addressing systemic justice challenges, the establishment of dedicated office space for JCU in Yumbe, Kasese, and Masaka which significantly strengthened the infrastructure for legal aid service provision. These new centres, made possible through support from the Judiciary and UN Women, have not only enhanced service accessibility but also brought stability and predictability to legal aid operations, allowing JCU to serve clients with greater consistency and professionalism.

The establishment of new JCU facilities in Yumbe, Kasese, and Masaka builds on the proven success of container offices in Fort Portal, Hoima, Tororo, Lira, and Jinja, where a consistent physical presence has boosted client flow, follow-up rates, and community trust in legal aid.



By embedding JCU within court premises, these offices have strengthened collaboration with judicial officers, improved timeliness of services, and enhanced the dignity with which clients are received. This infrastructure expansion, backed by the Judiciary and development partners, underscores a shared commitment to making legal aid a central pillar of Uganda’s justice system—representing a strategic investment that amplifies the reach, reliability, and impact of services for the country’s most vulnerable.

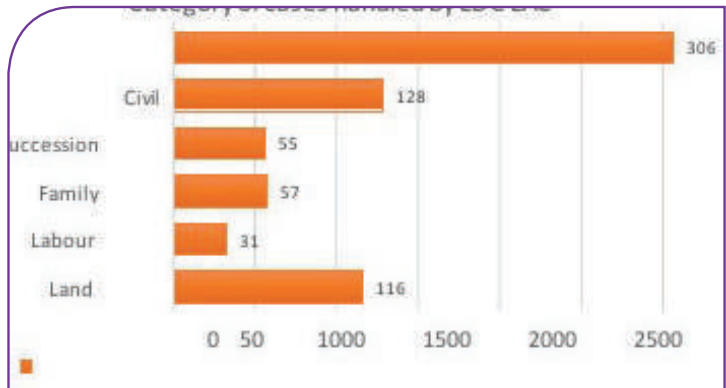
Justice Centres Uganda (JCU) is a State-hosted legal aid project under the GSP mandated to provide government-funded legal aid services to vulnerable and marginalised communities across Uganda. Working under four strategic objectives—(1) raising awareness among vulnerable individuals and communities about their legal and human rights and how to claim them; (2) empowering such communities to realise those rights through litigation and mediation; (3) putting key advocacy issues on the national agenda; and (4) strengthening JCU’s institutional capacity to deliver legal aid—JCU delivers its services through centres in Fort Portal, Hoima, Jinja, Kampala, Kasese, Lira, Masaka, Mbale, Mukono, Mubende, Tororo, and Yumbe. In addition to support from the GSP, JCU’s work benefited from collaboration with and funding support from the Judiciary, UN Women, the United Nations Office on Drugs and Crime (UNODC), the Norwegian Refugee Council (NRC), and the Danish Institute for Human Rights.

During the period, the LDC Legal Aid Clinic (LAC) trained a total of 1,601 Bar Course Students (861 female) of Academic Year 2024/25 in Clinic Legal Education Program (CLE) across the three campuses of Mbarara, Kampala and Lira. The students were issued with Student Practice Certificates to assist indigent and accused persons in accessing justice. Additionally, ten (10) students were posted in 10 hard-to-reach districts of Kitgum, Kagadi, Serere, Dokolo, Moroto, Amuru, Namayingo, Abim, Rakai and Moyo. The students actively participated in interviewing and counselling clients, drafting pleadings, following up on clients’ cases, police and prisons visits and court representation. A total of 412 cases, 348 Males and 64 females were handled by the students. 260 of these were criminal cases, 52 of these were civil cases, 59 were family cases, 21 were land cases, 6 were succession matters, 9 were employment matters and 5 were debt recovery matters.



Furthermore, Advocates in their respective LDC LAC stations were able to handle a total of 15,035 (11,658 males, 3,379 females) cases and 706 clients with special needs through legal advice, counselling, court representation, coaching for self-representation, and Alternative Dispute Resolution (ADR). These cases spanned various areas, including land, labour, family, succession, civil, and criminal matters.

To create legal awareness and provide legal aid services to adults and children in pre-trial detention, LDC, through LAC conducted community outreaches to Police, remand homes and prisons. A total of 4035 persons, including children under pre-trial detention and in the community, were reached of whom 2924 were male (inclusive of 456 boys) and 1111 were female (inclusive of 129 girls).



UPS continued its collaboration with the actors in the justice system. The linking remands program under the paralegal advisory services and the Legal Aid services facilitated 21,439 inmates, including 2,342 females to access legal services such as sureties, legal representation in courts of law, and community participation, among others.

Advocates in their respective LDC LAC stations were able to handle 6,956 (1,597 females) cases through legal advice, counselling, court representation, coaching for self-representation, and Alternative Dispute Resolution (ADR). Of these, 1,161 were land matters, 318 were labour disputes, 576 were family disputes, 557 were succession matters, 1,283 were civil matters, and the bulk of 3,061 cases were criminal matters. Additionally, LAC handled a total of 354 people (207 male and 147 female) with special needs.

To create legal awareness and provide legal aid services to adults and children in pre-trial detention, LDC, through LAC conducted community outreaches to police, remand homes and prisons. A total of 4,035 persons, including children under pre-trial detention and in the community, were reached, of whom 2,924 were male (inclusive of 456 boys) and 1111 were female (inclusive of 129 girls).

A total of 2,357 (580 females) inmates on remand were reached, were reached during the prison outreaches. The inmates were educated about the various access to justice options like plea bargaining and reconciliation. A total of 430 suspects, of which 134 were females, were reached during the police outreach and were all eventually helped to secure a police bond. Further still, 585 child offenders, 129 females were reached through the various Remand Homes outreaches. The child offenders were sensitized about dispute resolution mechanisms and other legal options available. As a result of these outreaches, the teams were able to secure court bonds for juveniles who had overstayed on remand, and others were legally represented

Table 8: Outreaches/awareness campaigns to various groups of people

Awareness Campaign	Outreaches	Males	Females	Total
Barraza	13			
Outreaches to community members	139	3,971	4,035	8,006
Distribution of IECs		1,929	2,001	3,930
Outreaches to suspects in police stations	151	3,502	635	4,137
Outreaches to inmates in prisons	167	8,091	1,121	9,212
Outreaches to PWD	29	245	314	559
Schools	22			
While you wait sessions	186	1,985	1,634	3,619
Outreaches to women in women groups	148	564	2,392	2,956
Combined outreaches to Women and Girls	28	40	610	650
Outreaches to Men	25	441	100	541
Mobile Legal Aid clinics		588	295	883
Outreaches to persons/groups facing multiple forms of discrimination like PLWHIV/AIDS, Albinism, refugees etc	5			
<b>Total</b>	<b>900</b>	<b>21,356</b>	<b>13,137</b>	<b>34,493</b>

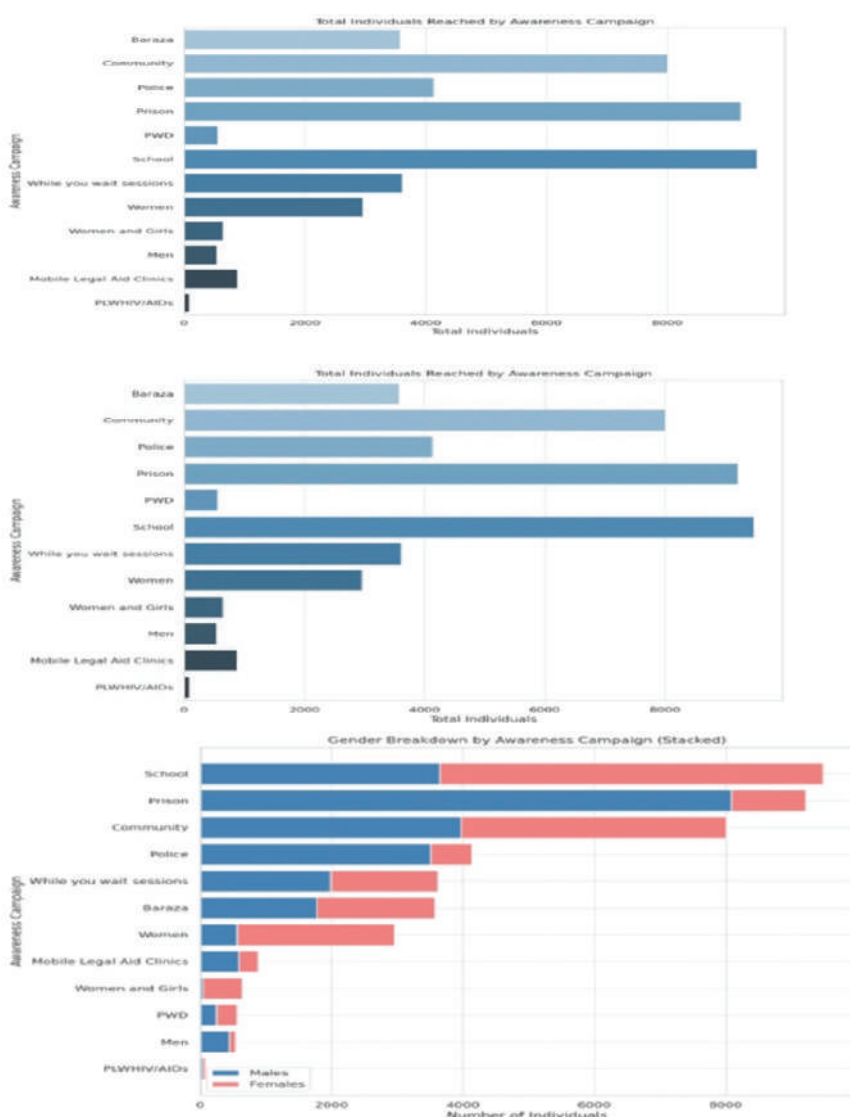


Figure 2: Gender breakdown by activity

**Barazas:** During the reporting period, 13 Baraza sessions were successfully conducted across 4 districts<sup>1</sup>, reaching 3,003 (1,484 females) community members, demonstrating a near-equal gender representation. These Barazas were convened to enhance access to justice through informed public dialogue, civic engagement, and awareness creation on justice-related issues. The Baraza sessions, held across Kampala, Kasese, Tororo, Yumbe, and Terego, provided an inclusive platform for communities to engage directly with justice sector actors on pressing concerns such as land rights, gender-based violence, estate administration, children’s rights, criminal justice, and refugee protections. By fostering open dialogue between rights holders and duty bearers, the sessions bridged the gap between communities and justice providers, empowering citizens—particularly the vulnerable and marginalised—with the knowledge and confidence to access justice.



**Community outreaches:** 139 community outreach sessions were conducted, reaching 8,006 community members, of whom 4,035 (50%) were females. These engagements were held in rural villages, peri-urban areas, and informal settlements—settings where communities often lack direct access to legal and social services. By taking the sessions directly to these grassroots environments in Hoima, Jinja, Kampala, Kasese, Mbale, Mubende, Tororo, and Yumbe, the programme provided a vital platform for knowledge dissemination, community dialogue, and legal empowerment. The outreaches were tailored to address pressing local concerns such as land rights and estate administration, children’s rights, criminal justice, detainee protections, and domestic violence. Facilitators provided practical guidance on legal processes, challenged harmful norms, and promoted a culture of accountability and zero tolerance for abuse. The deliberate choice of outreach locations ensured the inclusion of those most at risk of being left behind by formal justice systems. While financial constraints prevented Fort Portal, Masaka, and Mukono from conducting similar activities, the impact in the districts highlights the critical role of sustained, grassroots engagement in bridging the gap between communities and the justice system.



**IECs:** The Information, Education, and Communication (IEC) outreach initiative reached 3,930 people, including 2,001 women, across all JCU operational districts, deliberately targeting venues frequented by women to enhance gender inclusion. By using simple language, culturally relevant visuals, and distributing materials in accessible locations, the campaign delivered vital, actionable information on gender-based violence, detainee rights, legal identity processes, children’s rights, and women’s land and property rights. This flexible, non-session approach allowed individuals to absorb and share knowledge at their own pace, equipping communities—especially in rural and marginalised areas—with practical tools to navigate legal systems, report abuse, and claim their rights. In doing so, the IEC strategy closed critical information gaps, strengthened community capacity to demand justice, and served as a powerful complement to in-person outreach, expanding both the reach and impact of JCU’s access to justice efforts.



<sup>1</sup> Kampala, Kasese, Tororo, and Yumbe/Terego

Similarly, LDC printed and distributed over 5,000 pieces of assorted IEC Materials, which enhanced legal awareness and capacity among stakeholders. These included the Self-Representation Manual, Alternative Dispute Resolution (ADR) Manual, Family Justice Manual, Fit Persons Manual, Land Justice Manual, and customized notebooks for various initiatives. Each of these materials was tailored to address specific legal areas, providing practical guidance and empowering individuals and communities to navigate the justice system more effectively. The manuals were particularly instrumental in supporting LAC advocates, fit persons, reconciliators, mediators, and other key actors in delivering informed and effective justice solutions at the grassroots level.

**Police outreaches:** 151 legal rights outreach sessions were conducted at police stations in 10 districts<sup>2</sup>, reaching 4,137 individuals, of which 635 were females. The sessions safeguarded pretrial rights by educating suspects about their entitlements, identifying unlawful detention, and reconnecting detainees with their families.



Collaboration between legal officers and police led to the review of custody records and the release of 92 individuals (29 females) on police bond. Participants were also equipped with information on oversight and complaints mechanisms, empowering them to report abuse and procedural violations. These interventions not only secured timely releases but also strengthened cooperation between legal aid providers and law enforcement, reinforcing fairness, transparency, accountability, and family support within Uganda's criminal justice system.

**Prison outreaches:** 167 prison outreach sessions were conducted across Uganda over the reporting period, reaching 9,212 inmates (1,121 females), representing the highest outreach figures recorded within the year. The substantial number of female inmates reached reflects the deliberate focus of JCU on vulnerable populations, particularly women, supported by targeted interventions under projects funded by partners such as UN Women.

Prison outreaches targeted systemic challenges in detention facilities, i.e., overcrowding, prolonged pretrial detention, poor conditions, and limited legal support—while addressing the unique needs of vulnerable groups, particularly female inmates. Conducted in facilities such as Luzira, Morukatipe, and Mubuku, the sessions educated detainees on their legal rights, complaint mechanisms, and procedures for bail or bond, while facilitating reconnection with families for emotional and reintegration support. Legal officers worked with prison authorities to review files, identify cases of unlawful detention, and initiate urgent legal follow-up, resulting in increased inmate awareness, confidence in engaging legal processes, and several successful bail or bond applications for those overstaying on remand. By empowering detainees, improving coordination with justice institutions, and reinforcing lawful detention standards, these outreaches advanced both access to justice and respect for human dignity.



<sup>2</sup>Hoima, Lira, Jinja, Mubende, Kampala, Tororo, Kasese, Arua, Yumbe, and Koboko

**Outreaches with PWDs:** 29 targeted outreach sessions for Persons with Disabilities (PWDs) were conducted across multiple locations, reaching 559 individuals—245 men and 314 women. Designed with accessibility at the core, the sessions ensured full participation by selecting mobility-friendly venues, engaging sign language interpreters, and partnering with disability-focused organisations. Thematic areas included disability rights, access to health and rehabilitation services, inclusive education, livelihood support, sexual and reproductive health and rights (SRHR), and legal aid. Practical discussions addressed stigma, discrimination, and the need for accessible infrastructure, while participants were guided on how to navigate available government and civil society resources. Where service gaps were identified, referrals were made to appropriate institutions for follow-up support.



These engagements—spanning Kampala, Kasese, Tororo, Yumbe, Arua, Terego, Koboko, and other targeted communities—significantly improved awareness of disability-related concerns and strengthened connections between PWDs and critical support services. As a result, participants reported greater confidence in asserting their rights, increased access to health, education, and legal aid, and improved opportunities for social and economic inclusion. By combining accessibility measures with tailored legal and social empowerment, the outreach initiative delivered tangible progress in reducing barriers, fostering equality, and advancing the full participation of PWDs in community life.



**School outreaches:** 22 school outreach sessions were conducted across various secondary schools in Uganda, reaching a wide demographic of learners, including students with disabilities, educators, and school leadership. These sessions were held in key institutions, including Mubende, Tororo, Kasese District at Magherita Senior Secondary School in Isule Village and Royal Ranges Secondary School. In West Nile, outreaches were held at Aringa Secondary School, Lodonga Secondary School, Apo Seed Secondary School, Padombu Seed Secondary School, Nyarilo SS, St. Francis Memorial SS, Nyai Secondary School, Yikuru SSS in Terego District, Koboko Technical Institute, Alfa Senior Secondary School, and Yumbe Secondary

School. Additional sessions were conducted at Mvara Secondary School and the Islamic University in Uganda (IUIU), both situated in Arua City.

The school outreach sessions tackled pressing issues, including disability inclusion, sexual and reproductive health and rights (SRHR), gender-based violence, mental health, child protection, drug abuse, crime prevention, and youth involvement in organised crime, using participatory approaches such as roleplays, debates, and testimonies to foster openness and confidence among students. These engagements led to over 15 referrals for medical, legal, or psychosocial support, the formation of peer-led safety groups in seven schools, and headteachers in at least ten institutions committing to advocate for

inclusive infrastructure and staff training. Educational materials on SRHR, anti-violence messaging, and child helplines were distributed widely, while three schools launched student-led antibullying and anti-drug campaigns—tangible outcomes that strengthened student protection, peer support networks, and a culture of safety within participating institutions.



**While you wait sessions:** The “While You Wait” sessions were the most frequently conducted, with 186 sessions reaching 3,619 individuals (1,985 males and 1,634 females). These quick awareness talks were held in hospitals, government service centres, and marketplaces where people typically wait for services. The brief but impactful discussions focused on legal documentation (e.g., birth certificates, IDs), succession laws, GBV reporting, property rights, access to government support programs, and how to file complaints when services are denied. These sessions were effective due to their convenience and accessibility.

**Women outreaches:** JCU conducted 148 outreach sessions across multiple districts, targeting women with the aim of increasing legal awareness and promoting gender equality. A total of 2,956 individuals were engaged, comprising 2,392 women. While the sessions were primarily designed as safe and inclusive spaces for women to discuss their rights and experiences, men were included in some locations to foster broader community awareness. However, it was observed that the presence of certain male participants, who expressed suspicion or resistance to the content being delivered—particularly around gender-based violence (GBV) and women’s rights—impacted the level of participation and openness among women. Based on this feedback, JCU has been advised to exclude male participants from future women-specific outreach sessions to ensure a more secure environment for open discussion. The outreach activities took place in several locations, Kampala, Kasese, Tororo, Yumbe and Madio Okollo in Terego District.



Key topics covered during the sessions included GBV in all its forms (physical, emotional, sexual, and economic), women’s land rights, the administration of deceased persons’ estates, children’s rights, and court processes. The sessions also included information on how to report cases, access legal aid, and engage with relevant justice sector actors.

Outcomes from the outreach were significant. Over 70 cases of GBV were informally reported during or after the sessions, with referrals made to police family protection units, legal aid providers, and healthcare services. In refugee-hosting areas, such as Lobule, women’s groups were supported to form monitoring committees focused on reporting GBV. Many participants reported improved understanding of succession law, property rights, and protection mechanisms for children. In some communities, local leaders are committed to supporting regular awareness forums on women’s rights and GBV.

**Women and Girls outreaches:** The 28 community-based outreach sessions, conducted in Kampala, Kasese, and Tororo under the objectives of the Gender for Development Uganda project, reached 650 participants—610 women and girls and 40 men—empowering adolescent girls and women with legal knowledge and practical tools to protect their rights and wellbeing. By addressing gender-based violence, sexual and reproductive health and rights (SRHR), land rights, and domestic violence in intergenerational settings, the sessions fostered mentorship between older and younger women, while the limited inclusion of men promoted shared responsibility in challenging harmful norms. Participants learned about laws

prohibiting child and forced marriage, the principle of consent, and the importance of education as a safeguard against exploitation. Confidential spaces enabled survivors of abuse to share experiences and access legal aid, medical, and psychosocial support, while SRHR and menstrual hygiene discussions reduced stigma, improved knowledge, and promoted school attendance. Through interactive and participatory methods, these outreaches strengthened community capacity to prevent abuse, uphold girls' rights, and support safe, inclusive environments for their growth and empowerment.

**Men's outreaches:** During the reporting period, 25 men-focused outreach sessions engaged 541 participants—441 men and 100 women—strategically complementing initiatives targeting girls by positioning men as active allies in combating gender-based violence (GBV). These sessions provided a safe space for men to reflect on gender norms, power dynamics, and their roles within families and communities, while addressing topics such as the drivers of GBV, legal protections for women and children, positive masculinity, respectful relationships, and consent. By challenging harmful stereotypes and encouraging shared household responsibility, the discussions reframed gender equality as a pathway to healthier, more stable communities.

The sessions produced tangible behavioural shifts, with participants reporting increased use of non-violent conflict resolution, more equitable decision-making at home, and stronger engagement in childcare. Communities noted a rise in men volunteering for future GBV prevention activities, while participants expressed appreciation for being included in the conversation rather than seen solely as perpetrators—fostering accountability, reducing defensiveness, and strengthening collective responsibility for safer environments. These outcomes demonstrate the critical role of targeted male engagement as a core pillar of sustainable GBV prevention strategies.

**Mobile Legal Aid Clinics:** Mobile Legal Aid Clinics brought legal services directly to hard-to-reach and underserved communities. During the reporting year, mobile clinics were contacted by JCU and LDC. JCU engaged 883 participants (295 women) in Kasese (3) and Tororo (2). These clinics broke down barriers of distance, cost, and limited awareness by providing onsite legal assistance on issues such as land disputes, family conflicts, child maintenance, succession, and criminal justice. For many, it was their first contact with legal professionals, resulting in greater understanding of their rights, the onsite resolution of minor disputes, and reduced reliance on formal court processes—saving time and resources for both individuals and justice institutions.

The clinics also boosted legal reporting, with more cases of domestic violence, child neglect, and property disputes brought forward for redress. Where further action was needed, participants were referred to legal aid providers, police, or local authorities for followup. Collaboration with local leaders and police not only supported the sessions but also ensured ongoing case monitoring, strengthening community trust in justice systems. By delivering timely legal solutions and fostering a culture of legal awareness, the mobile clinics empowered individuals to assert their rights and reinforced accountability at the grassroots level.



Similarly, the Equal Opportunities Commission (EOC) conducted four mobile legal clinics in Iganga, Alebtong, and Mayuge, reaching 1,030 participants (507 women). These clinics provided direct legal support in underserved areas, further expanding access to justice at the grassroots level. *Participants during mobile legal clinic in Albetong district organized by EOC*

**People living with HIV/AIDs (PLWHIV):** A total of 5 targeted legal outreaches were conducted in Kasese and Yumbe Districts to strengthen access to justice for people living with HIV (PLHIV), a group disproportionately affected by stigma, discrimination, and limited legal protection. Held at 1 health facility, 3 community access points and Village 5 in Bidibidi Refugee Settlement, the sessions integrated legal education into existing HIV support services. Participants received practical guidance on their rights in relation to health-based discrimination, genderbased violence, property and inheritance, and the protection of medical

confidentiality. Special attention was given to challenges faced by women living with HIV, such as domestic violence, disinheritance, and securing child maintenance, while refugee-specific legal procedures and documentation barriers were addressed in Bidibidi.

These sessions led to the reporting of previously unchallenged violations, including property dispossession and breaches of confidentiality, with affected individuals referred to legal aid providers and psychosocial support services. In Kasese, the impact prompted health facility management to request quarterly legal outreaches for ART clinic support groups, while in Bidibidi, community focal points were established to facilitate ongoing case follow-up. By embedding legal aid within HIV service delivery, the initiative not only empowered PLHIV to assert their rights but also built stronger linkages between health and justice sectors, creating a more inclusive and rights-responsive approach to HIV care.

To enable vulnerable individuals and communities to effectively resolve disputes using both litigation and mediation.

**Mediation:** During the reporting period, a total of 854 individuals accessed mediation services across various Justice Centres Uganda (JCU) offices. Of these, 518 were female and 336 were male. The process yielded a total of 333 successfully resolved cases, representing a resolution rate of approximately 39%. Notably, women accounted for 237 of the successful outcomes, compared to 96 involving male participants. This gender-disaggregated data illustrates both strong female participation and the tangible benefits women derived from the mediation process, particularly in cases involving vulnerable groups such as widows.



The mediation services delivered clear and measurable results, contributing directly to conflict resolution, economic redress, and the restoration of social stability. Financial settlements reached a combined value of UGX 59,618,000, primarily awarded in the form of child maintenance and school fees. These financial resolutions provided essential support to families and helped ensure continuity in the education and well-being of children affected by familial or marital disputes.

Beyond monetary compensation, the mediation process facilitated the peaceful resolution of numerous land and property disputes, particularly benefiting clients at risk of disinheritance or dispossession. Recoveries included varied land holdings: 58 feet and 50 feet of land; 3.5 acres and 10 feet; 1 acre; 2 acres; 3 acres; 28 half-acre plots; and 38 additional half-acre plots. Several settlements also resulted in the transfer or return of critical residential properties, including a two-roomed house with 1.2 acres of land, one quarter and a half plot of land, and two rental units. In addition, one cow was awarded in a settlement, representing the recovery of personal or agricultural property critical to livelihood restoration.

These outcomes reflect more than the resolution of disputes—they signify a broader impact in restoring dignity, ensuring economic stability, and promoting justice, particularly for women who are disproportionately affected by property-related conflicts. By supporting clients in reclaiming marital estates, securing fair settlements, and accessing resources for family welfare, mediation services have proven to be a vital, accessible, and cost-effective alternative to formal litigation.

Overall, the results affirm the transformative value of mediation in advancing equity, reducing case backlog in the formal justice system, and fostering peaceful coexistence at the community level. The approach continues to serve as a powerful tool for empowerment, stability, and the promotion of social justice.



Figure 4: Total cases successfully resolved Figure 3: Gender distribution of resolved cases

**Litigation:** Litigation services continued to serve as a vital avenue for resolving legal disputes that could not be effectively addressed through alternative mechanisms such as mediation. During the reporting period, a total of 1,130 individuals accessed litigation support services across various projects. Under the JLOS programme, 484 individuals (181 females) were supported in quarters one and two. The UN Women-funded initiative provided litigation assistance to 60 individuals, comprising 36 in quarter one (7 males) and 24 in quarter two (20 females). The UNODC project reached 248 individuals—102 in quarter one (87 males and 15 females), and 146 in quarter two (44 females). Under the DIHR project, 257 clients were supported (13 females), while the EU project reached 3 individuals (2 females). An additional 78 individuals received litigation support as captured in the semi-annual report, bringing the cumulative total to 1,130. JCU successfully litigated 255 litigation cases—23% of all filed—benefiting 217 male and 38 female clients. The majority of male clients were represented in criminal matters, securing acquittals, dismissals, or reduced sentences, while most female clients obtained favourable outcomes in custody and child maintenance cases under UN Women-funded projects, with many continuing to receive monthly financial support as a lasting benefit. Litigation yielded enforceable remedies worth UGX36,020,000 in settlements for child maintenance, debt recovery, and compensation, alongside the recovery of two acres of land and one cow. These results highlight litigation’s dual role in safeguarding liberty for those facing criminal charges—predominantly men—and protecting family and economic rights for women, while ensuring fairness, legal safeguards, and accountability in cases where alternative dispute resolution was unsuitable.



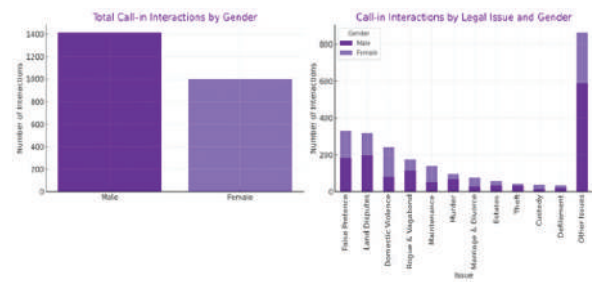
**Prison Decongestion Program:** With critical backing from the GSP and UNODC, JCU Prison Decongestion Programme (PDP) reached 921 detainees—858 males and 63 females—primarily on remand for petty or nonviolent offences, achieving an impressive 85% resolution rate by resolving 784 cases (48 females) through representation, mediation, and bail advocacy. Most outcomes were noncustodial or restorative, including 204 community service orders, 158 dismissals for want of prosecution, 132 reconciliations, and a mix of cautions, fines, bail, and acquittals in 290 cases.

Category	Cases
petty theft	248
common assault	161
criminal trespass	135
idle and disorderly conduct	92
failure to pay fines	60

Charges were largely poverty-related as shown in the table, while women—though fewer—were disproportionately charged with child neglect and domestic violence. Gendersensitive interventions prioritised women with dependents for bail or reconciliation, while men formed the overwhelming majority across criminal categories. Despite clear gains in reducing remand numbers and promoting restorative justice, the surge in arrests and remands continues to outpace releases, underscoring the need for systemic reforms to tackle overpolicing, procedural delays, and the criminalisation of poverty.

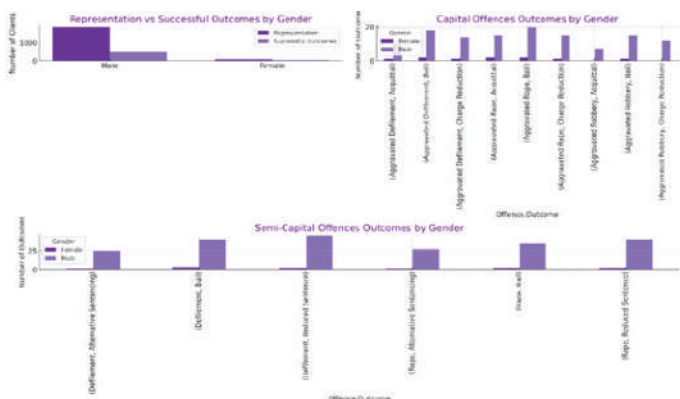
**Referrals:** JCU provided 306 referrals—97 females—to link vulnerable individuals, particularly survivors of human rights abuses, to legal, medical, and psychosocial support beyond initial contact. Referrals were coordinated internally among JCU offices and externally with key justice and service actors, including the Police, the ODPP, the Administrator General, ULS, Alive Medical Services, and civil society organisations such as FIDA Uganda and LASPNET. Police Family and Child Protection Units played a vital role in identifying victims, issuing referral letters, and initiating case documentation. The Administrator General offered crucial assistance in succession and estate matters—particularly for widows and orphaned children—while ULS and FIDA Uganda strengthened access to legal aid, and Alive Medical Services addressed the medical and psychosocial needs of clients, including survivors of gender-based violence. Challenges remain, including clients being dismissed or “chased away” at referred institutions, delays, lack of feedback, and weak coordination, which can erode trust. Still, when the pathway functions effectively—with committed police officers, responsive institutions, and engaged partners—referrals not only secure justice but restore survivors’ agency, safety, and dignity.

**Self-Representation:** During the reporting period, 143 individuals—46 females—opted for self-representation, largely due to limited access to legal aid and high demand on institutional resources. Overall, 49 cases were successful (34% success rate), with men achieving 39 positive outcomes (40%) compared to just 10 for women (22%), revealing a significant gender gap linked to barriers such as lower legal literacy, confidence, and preparatory support for women. While self-representation can yield favourable results in some instances, particularly with adequate information, it carries significant risks in complex or adversarial matters. JCU continues to address these disparities through legal empowerment and capacity-building initiatives, aiming to better equip self-represented litigants—especially women—while working to expand access to professional legal aid.



**eState Brief:** JCU, through its support to the State Brief scheme, provided legal representation to 1,934 individuals across its offices countrywide. Of these, 1,852 were male and 82 were female. The service, which focuses on capital and semi-capital offences where state-funded representation is legally mandated, delivered a total of 520 successful outcomes. Male clients accounted for 485 of these, while female clients registered 35 successful case resolutions.

JCU’s State Brief scheme delivered significant results in both capital and semi-capital offences across its offices nationwide, safeguarding the rights of accused persons and promoting equitable access to justice. In capital cases, male clients in aggravated rape secured 20 bail grants, 15 charge reductions, and 15 acquittals; aggravated defilement saw 18 bail outcomes, 14 reductions, and 10 acquittals; and aggravated robbery yielded 15 bail grants, 12 reductions, and 7 acquittals. Female clients, though fewer, achieved 2 bail outcomes, 1 reduction, and 2 acquittals in aggravated rape; 2 bail outcomes, 1 reduction, and 1 acquittal in aggravated defilement; and 1 bail grant in aggravated robbery. In semi-capital matters (defilement and rape), male clients obtained bail in 40 and 35 cases respectively, sentence reductions in 45 and 40 cases, and alternative sentencing in 25 and 27 cases. Female clients secured bail in 3 defilement and 2 rape cases, sentence reductions in 2 each, and alternative sentencing in 1 each. These outcomes demonstrate the scheme’s role in enabling pretrial release, reducing legal exposure, and achieving acquittals while ensuring gender-responsive legal aid.

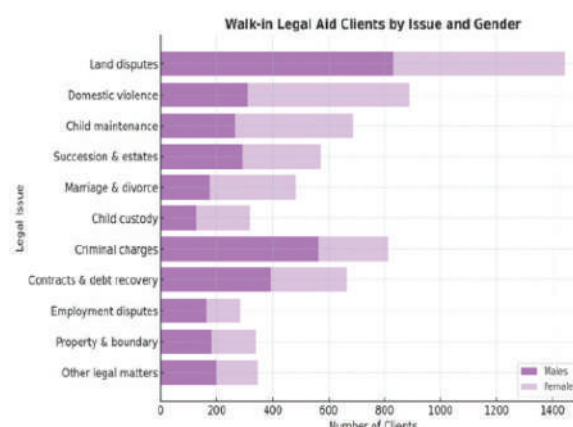


**Call-ins:** During the reporting period, JCU continued to provide legal support through its remote call-in services, ensuring access to justice for individuals who could not visit physical clinics. A total of 2,415 call-in interactions were recorded, comprising 1,413 males and 1,002 females, reflecting the widespread demand for legal aid across diverse communities. These calls spanned a broad spectrum of legal issues. Legal advice was provided to individuals on various cases as shown in the table. Additionally, JCU offered legal guidance on marriage and divorce to 75 individuals (29 males and 46 females), and on the administration of estates to 58 clients (33 males and 25 females).

Case	M	F	T
Obtaining money by false pretence	183	149	332
land-related disputes	197	121	318
domestic violence	81	159	240
rogue and vagabond	115	59	174
maintenance	51	90	141
murder-related	68	29	97

Other issues included theft (44 callers: 12 females), custody (38 callers: 24 females), and defilement (35 callers: 13 females). The remaining 863 callers (275 females) sought assistance on a wide range of other legal matters, including contracts, assault, aggravated defilement, employment disputes, and succession issues. This disaggregated analysis highlights not only the legal concerns frequently encountered by the public but also the continued relevance and impact of JCU's remote legal aid model in promoting equitable access to justice.

**Walk-ins:** JCU continued to receive a high number of clients through its walk-in legal aid clinics, which remain vital in reaching vulnerable communities without access to remote services. During the reporting period, a total of 6,549 individuals sought legal aid in person, comprising 3,047 females. Land disputes were the most commonly reported, with 1,444 clients (615 females) seeking assistance in this area. Domestic violence accounted for 890 cases (578 females), while child maintenance issues brought in 686 clients (419 females). Matters of succession and administration of estates involved 574 individuals (283 females), and marriage and divorce concerns were raised by 483 walk-ins (309 females).



In the area of child custody, 319 individuals (192 females) sought support, while criminal charges, including theft, assault, and murder, were addressed for 814 clients (251 females). Legal issues related to contracts and debt recovery involved 666 walk-ins (272 females), followed by employment disputes affecting 285 individuals (121 females). Property and boundary disagreements were discussed by 339 clients (158 females), while other legal matters, such as defilement, aggravated assault, and statutory guidance, were raised by 349 individuals (149 females).

### 1.2.2 Strengthen Justice for Children

Access to justice for children is a key priority in ensuring equitable access to justice. The focus of the sub-programme is on strengthening the legal system to ensure children obtain quick, effective and fair responses to protect their rights; means to prevent and solve disputes involving children and mechanisms to control the abuse of power through a transparent, efficient, accountable and affordable process.

The Programme seeks to enhance access to justice through various interventions, including legal counselling and advice, legal representation, and coaching for indigent and vulnerable clients. Strategies adopted to strengthen justice for children include: i) promoting child-friendly services, ii) fast-tracking the disposal of child-related cases at all levels of the justice chain, iii) building the capacity of child justice

duty bearers and institutions, iv) fast-tracking of juvenile victim cases and, iv) paying special attention to children in post-conflict areas. The Justice for Children Regional Coordinators have played a crucial role in strengthening justice service delivery systems by coordinating with institutions such as the Uganda Police force, the Office of the Director of Public Prosecutions (ODPP), Courts, the Ministry of Gender, Labour, and Social Development, and the Law Development Centre (LDC). These collaborative efforts have led to significant improvements in the effectiveness, efficiency, and accessibility of the justice system for children.

**Table 9: Summary of services offered to Children in the justice chain**

MDA	Nature of Service	Male	Female	Total
MOGLSD	Custody	1,271	86	1,357
	Reintegration			
LDC	Legal Aid			
	Diversions			
NIRA	Birth registration	244,312	254,283	498,595
	Adoptions			
EOC	Psycho-social support	176	236	412

## Justice for Children

The GSP Secretariat continues to champion the application of child-sensitive justice. Through Regional Coordinators, child-friendly practices are promoted by ensuring that interventions and case management processes uphold the rights, dignity, and best interests of children. Efforts focused on creating a supportive environment for child offenders, victims, and witnesses, while strengthening coordination with justice actors to guarantee timely, sensitive, and appropriate handling of child-related cases. This earned the programme global recognition.

### Justice for Children: Uganda's Performance at the Global Level.

In 2024, UNICEF released the “Reimagine Justice for Children” global report, which was shared with implementing countries. The report emphasized the need to strengthen child justice systems through six key elements, namely: establishing a minimum age of criminal responsibility, ensuring legal aid in law and practice, promoting child-friendly investigation, prosecution and adjudication, providing specialized training, adopting a multi-disciplinary approach, and developing special procedures for child victims. At the global level, Uganda was reported to have met five out of the six elements. The report noted that 6.2 million children who experienced violence were reached by health, social work, or justice services in 2024, an increase from 4.9 million in 2021, across 110 countries. It further highlighted that 61 percent of children in conflict with the law received non-custodial measures, up from 46 percent in 2021, in 102 countries. For Uganda, the report underscored the need for further efforts to raise the minimum age of criminal responsibility from 12 years to the internationally recommended 14 years.

During the reporting period, Regional Coordinators undertook a range of activities to provide critical support in cases involving child offenders, crimes against children, sexual and gender-based violence (SGBV), and other child-related concerns. In fulfilling this mandate, the coordinators collaborated closely with key stakeholders to strengthen the management and resolution of child-related cases within the criminal justice system. These efforts were implemented through the following interventions.

In the FY 2024/25, Regional Coordinators supported the criminal justice system in expediting the disposal of child-related cases. As a result, a total of 10,093 cases (6,342 male; 7,159 female), including 284 capital cases (189 male; 95 female) and 340 petty cases (270 male; 70 female), were heard within the mandatory period on remand, representing a 64% performance.

In FY 2024/25, Justice centres Uganda conducted outreaches in remand homes, and a total of 585 child offenders (456 boys and 129 girls) were educated on dispute resolution and legal options, with some securing court bond and legal representation.

**Table 10: Case Disposal Trends**

FY	2020/21	2021/22	2022/23	2023/24	2024/25
Case disposal	16%	16%	18%	36%	62%

The data show a steady increase in case disposal rates, with a notable jump from 18% in FY 2022/23 to 64% in FY 2024/25. This reflects strengthened coordination, improved case management systems, and the commitment of justice actors to fast-track child-related cases, thereby enhancing access to timely and effective justice for children.

In the FY 2024/25, the Ministry of Gender, Labour and Social Development, through its remand homes spread across the regions, had a total average number of 1,357 (86 F) children in custody in the seven remand homes, rehabilitation centre and reception centre. The table below shows the average number of children in custody, the holding capacity for each home by sex and the congestion rate by institution. Naguru Remand Home had the highest number of children in custody due to coverage, while Masindi had the lowest due to few numbers registered across the FY 2024-25.

**Table 11: Average number of Children in custody in the FY 2024/2025**

Institution	FY 2024/25		Holding capacity		Congestion rate	
	M	F	M	F	M	F
Naguru RH	277	15	90	30	307.8%	50.0%
Mbale RH	89	8	40	5	222.5%	160.0%
Arua RH	84	4	50	20	168.0%	20.0%
Masindi RH	69	0	30	0	230.0%	0.0%
Gulu RH	139	9	30	20	463.3%	45.0%
Fortportal RH	148	9	30	15	493.3%	60.0%
Kabale RH	77	3	90	30	85.6%	10.0%
Kampiringisa NRC	328	13	310	40	105.8%	32.5%
Naguru RC	60	25	20	10	300.0%	250.0%
Total	1271	86	690	170	184.2%	50.6%

**Table 12: Average number of children in custody in the different institutions across the years**

Institution	2019/20		2020/21		2021/22		2022/23		2023/24	
	M	F	M	F	M	F	M	F	M	F
Naguru RH	199	62	124	7	131	0	145	2	196	10
Mbale RH	99	25	109	12	145	12	98	7	88	6
Arua RH	83	58	51	5	59	7	118	1	88	8
Masindi RH	79	0	35	0	42	0	40	0	44	0
Gulu RH	102	23	142	10	198	20	139	8	159	7
Fort Portal RH	98	19	113	3	90	2	92	2	109	5
Kabale RH	68	1	54	1	53	1	36	1	70	3
Kampiringisa NRC	111	38	170	9	378	13	188	8	221	9
Naguru RC	39	23	23	22	50	25	60	27	65	23
Total	878	249	821	69	1,146	80	916	56	1,040	71

**Table 13: Court attendance and committals to Kampiringisa NRC in FY 2024/25**

Remand Home	Lower Courts		High Courts		Committed	
	Males	Females	Males	Females	Male	Female
Naguru	549	26	103	6	34	2
Mbale	111	4	31	0	22	0
Fort Portal	116	2	7	0	14	0
Kabale	76	0	28	0	9	0
Gulu	185	9	22	1	19	2
Arua	181	13	7	0	20	1
Masindi	103	0	10	0	8	0
Total	1321	54	208	7	126	5

*Children after a court session at Masindi High Court*

### **Proportion of Social Inquiry Reports Submitted.**

During the FY 2024-25 a total of 675 Social Inquiry Reports (611 male, 64 female) out of 1,687 cases, were submitted to courts, reflecting a 40% submission rate. This demonstrates progress in upholding children's rights by ensuring that judicial officers are guided by these reports, particularly in promoting non-custodial sentencing and reducing reliance on custodial measures. A detailed breakdown of the submissions is provided in the table below.

**Table 14: Illustration of the Proportion of Social Inquiry Reports.**

Reporting Period	Total Registered	Total Submitted			%
June 2024-June 2025	1,687	M	F	T	40
		611	64	675	

### **Proportion of Victim Impact Assessment Reports prepared and submitted.**

In the period under review, a total of 444 victim cases were identified for support in preparing Victim Impact Assessment Reports. Of these, 273 reports (15M: 258F) were completed and attached to their respective case files, representing a performance rate of 61.4%. This demonstrates a growing recognition of the importance of child-friendly practices within judicial processes, alongside improved responsiveness from Probation and Social Welfare Officers in preparation of the reports.



*Probation Officer of Lira District collecting the victim impact statements*

### Capacity building of systems Actors.

During the reporting period, 2,418 criminal justice actors (1,341 male; 1,077 female) received targeted capacity-building on child-friendly practices, focusing on rights sensitivity, alternatives to detention, case management, and stakeholder coordination. This enhanced their ability to apply child-friendly approaches, leading to more timely and equitable justice for children.

*Table 15: Breakdown of capacity building of key stakeholders.*

Reporting Period	Police Officers			ODPP			PSWO			Judicial Officers		
	M	F	T	M	F	T	M	F	T	M	F	T
Q1	200	123	323	50	29	72	46	79	124	64	40	104
Q2	173	108	281	40	27	67	26	33	59	74	80	154
Q3	67	55	122	31	21	52	48	18	66	54	34	88
Q4	273	231	504	61	56	117	72	92	164	62	51	113
Total	713	517	1230	182	133	315	192	222	414	254	205	459

### Age Determination

To ensure appropriate legal protection within the criminal justice system, a total of 1,132 children in conflict with the law were identified across justice chain holding facilities for age determination. Of these, 834 (656 male; 178 female) were confirmed as juveniles, while 124 were confirmed as adults. Additionally, 52 male juveniles were subsequently relocated to designated juvenile facilities. Medical reports were attached to the case files of confirmed juveniles to validate their status.

### Diversion of petty offenders from the criminal justice system.

During the reporting period, 3,205 cases were identified as divertible. Of these, 2,448 (1,695 male; 753 female) were successfully diverted, achieving an overall diversion rate of 76%. Outcomes were stronger for females (81%) compared to males (72%), though this reflects a slight drop from 77% in the previous financial year.

*Table 16: Trends analysis on diversion practice from FY 2021-2025*

FY	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
No children diverted from the criminal justice system	75%	72%	71%	71%	77%	76%

The trends over the past five years demonstrate significant progress in promoting alternatives to detention, ensuring that more children benefit from restorative and rehabilitative justice pathways.

### Custodial Orders as a last resort

During the reporting period, a total of 2,001 child-related cases (1,607 male; 394 female) received sentencing orders. Of these, 1,458 cases (1,115 male; 343 female) resulted in non-custodial orders, while 543 cases (492 male; 51 female) received custodial sentences. The high proportion of non-custodial sentences demonstrates significant progress in promoting child-friendly justice, reflecting the impact of continuous engagement of regional coordinators with Judicial Officers to prioritize alternatives to detention. These measures not only reduce children’s exposure to the negative effects of incarceration but also facilitate their rehabilitation, reintegration, and overall well-being.

Category	M	F	T
Custodial	492	51	543
Non-Custodial	1,115	343	1,458
Total Orders issued	1,607	394	2,001

Table 17: proportion of children resettled with their families across the justice chain

Institution	Number expected to be resettled	Actual Resettled			
		Male	Female	Total	% Resettled
Remand Homes		427	48	475	
Rehabilitation Centre		171	8	179	
Reception Centre		8	2	10	
Totals		606	58	664	



Children being resettled with their families in Kagadi district



Moroto Remand Home construction: administration block & girls’ dormitory



Moroto Remand Home: Site access, unroofed guard house & boys’ dormitory



### 1.2.2.1 Legal aid services for children in conflict with the law

Additionally, the LDC, through its LAC's facilitated eight (8) social workers and five (12) legal assistants (juvenile justice lawyers) to provide child-friendly legal aid services in the districts of Kampala, Wakiso, Jinja, Iganga, Mpigi, Lira, Mbarara, Jinja, Kabarole, Adjumani, Masindi and Mbale. A total of 489 children (377 boys and 112 girls) in conflict with the law were provided with Legal and counseling services. A total of 833 child offenders (623 boys and 210 girls) from various police stations were diverted from the formal justice system to the communities. All cases were successfully diverted with no cases ongoing.



*In set the Legal Officer Kampala after successfully representing juveniles and securing a release from the remand home.*



*In the photos left to right, LAC team posed for a picture with Juveniles after being discharged by Court. In the second and third picture representative from Pece-Remand home Gulu, the Probation & social welfare officer-Lira LAC, the justice for children coordinator, Supervisees and the Juveniles in conflict with law on minor cases after successfully getting remedies from the Magistrates Courts.*

#### **Legal representation for child offenders.**

Legal aid for children remained essential to ensuring access to justice. During the reporting period, Regional Coordinators, in collaboration with legal aid service providers facilitated legal representation for 2,247 out of 2,667 child offenders (1,659 male; 588 female), achieving an 84% coverage rate. This contributed to the increased application of child-friendly practices, including diversion and non-custodial orders.



*Juvenile quick win session ongoing at Masindi Remand Home and Lira Court*

### 1.2.2.2 : Diversion of child offenders by social workers and legal assistants.

Through LDC social workers interfaced with and diverted 1,467 child offenders (941 boys and 526 girls) from the formal justice system to the communities in the districts of Kampala, Adjumani, Masindi, Kabarole, and Mbarara, Iganga and Jinja at the various police stations. A total of 1,219 children (941 boys, 278 girls) were successfully diverted from formal justice systems by social workers.

The cause of juvenile offenders is still largely due to the failure of parents to shoulder their responsibilities. Cases of theft are the most common offence committed by children. Findings reveal that the offenders were not getting enough food at home. Others were coming from broken homes. Mostly, the mothers were the breadwinners and the curfew restrictions made them close their evening small businesses, like selling edibles in the evening. Resultantly, they were not in a position to provide for their children, thus children resorted to theft to find food and were also subjected to child labor.



*In set the Legal Officer Kampala after successfully representing juveniles and securing a release from the remand home.*



*In the photos left to right LAC team posed for a picture with Juveniles after being discharged by Court. In the second and third picture representative from Pece-Remand home Gulu, the Probation & social welfare officer-Lira LAC, the justice for children coordinator, Supervisees and the Juveniles in conflict with law on minor cases after successfully getting remedies from the Magistrates Courts.*

## Monitoring and Inspections of remand homes

Monitoring of remand homes assesses conditions, ensures compliance with child protection standards, and identifies gaps to improve child rehabilitation and justice services.



Figure 4: The JLOS Secretariat, together with the Development Partners Group, conducted a monitoring visit to Naguru Remand Home.



Figure 5: On 3rd April 2025, The Permanent Secretary Mr Kasande and Chairperson of the EU SUPREME Steering Committee, along with the GSP Secretariat and officials from the Ministry of Gender, inspected Naguru Remand Home.

On 3rd April 2025, the EU SUPREME Project Steering Committee, led by Permanent Secretary Mr. Kasande, conducted a national assessment of juvenile justice institutions with a visit to Naguru Remand Home. The purpose of the visit was to gain first-hand insight into the facility's operational, infrastructural, and administrative conditions, with the overall goal of identifying systemic gaps and informing practical interventions to strengthen child protection, rehabilitation, and access to justice for children in conflict with the law. This effort was complemented by a joint monitoring exercise of GSP Secretariat and its implementing partners on 10<sup>th</sup> July 2025. Good child-friendly practices, initiatives, and challenges were shared, some of which have already been considered for implementation.

### 1.2.2.3 Capacity of UPF Child and Family protection services strengthened

In the FY2024/25, UPF registered 548 divertible cases involving children in conflict with the law, the cases registered included thefts, criminal trespass, malicious damage, affray, assault and breakings. However, 273 have been diverted through verbal or written warnings, caution & release, victim, offender & family conferencing, apologies, reconciliation, among others. Similarly, 24 cases have been referred mainly to local councils, NGOs, Family & children courts and to probation & social welfare officers.



Child and Family Protection Unit (CFPU) officers, Induction course Participants in a group photo the UPF's Chief Political Commissar

A total of 35 (25F) Child and Family Protection Unit (CFPU) officers were inducted to strengthen their ability to effectively prevent and respond to domestic violence and violence against children.

Additionally, TOT for 10(9F) officers was conducted on child diversion, commenced the review of a training module on SGBV and child protection and data collection forms for monthly CFPU data were printed and disseminated to ensure regular collection of CFP data.

Developed training tools, Curriculum, training manual and trainers' guide to standardize and professionalize training of CFPOs to enhance their knowledge, skills, and attitudes to promote access to justice for the victims and survivors of GBV/VAC.

Conducted an induction training course for Child and Family officers to enhance their capacity in preventing and responding to Gender Based Violence & Violence Against Children cases and promote diversion of children in conflict with the law. A total of 30 (5M) Participants were drawn countrywide from West Nile, Northwest Nile, North Kyoga, Rwizi, Great Masaka, Kiira, Albertine, Wamala, Katonga, Busoga North and KMP.

Sensitized the community & stakeholders in the Juvenile Justice system on alternative Measures of handling children who commit Minor offences (Children Diversion guidelines) in the Rwenzori West Region Districts of Kamwenge & Kyenjojo, West Nile Regions in the Districts of Arua & Nebbi. 185 participants.

Developed a generic curriculum Manual for Diversion for the Uganda Police Force courses to equip all police officers with knowledge and practical skills on the disposal of minor cases committed by children from the formal justice system to the use of alternative measures of dispensing justice at various police stations in their areas of responsibility

#### **1.2.2.4 Child-friendly rooms established & equipped in all JLOS Service Points**

During the construction of Regional Offices in Moroto, Hoima, and Luwero, as well as Resident State Attorney Offices in Patongo, Katakwi, Butaleja, Terego, Bugiri, Oyam, Lyantonde, Budaka, and Amuria, and Phase I construction of the Prosecutors' Academy in Nakasongola, the ODPP incorporated provisions for ramps and child-friendly spaces as its first step to address special needs.

#### **1.2.2.5 Child reception centres established at UPF police stations. Combine above**

In the period under review, UPF did not open up any new child reception centers but continued to maintain operations of 36 child reception centers in various districts through providing consumables, counselling & guidance and reconciliation services to ensure that child-friendly services are offered to both victims and those in conflict with the law.

#### **1.2.2.6 Capacity of JLOS Actors in child-friendly procedures and handling cases enhanced**

The ODPP has continued promoting child-friendly services through the distribution of child witness kits, anatomically detailed dolls, and Information, Education, and Communication (IEC) materials. Similarly, to enhance child-friendly and gender-responsive services, distributed assorted items including diapers, soap, toothpaste and toothbrushes, sanitary ware, cotton, lesus, clothing, Vaseline, nail cutters, and combs to various districts in Kabale region. These materials are intended to create a safe and comforting environment for child witnesses, encouraging them to share their experiences more openly and with less trauma.

Furthermore, specialized training workshops on violence against children were held with the training sessions focused on the use of the Handbook on the Prosecution of Child-Related Cases and the GBV Manual. It was a multi-sectoral initiative involving ODPP prosecutors, selected police officers from SGBV desks and the Child and Family Protection Unit (CFPU), probation and social welfare officers, and medical officers. A total of 65 participants attended the training, drawn from the districts of Mubende, Kyegegwa, Hoima, Tororo, Kamuli, Wakiso, Adjumani, Yumbe, and Koboko.



*Child witness assorted items delivered at the Hoima/Masindi Regional Office. Assorted child witness kits handed over to the Resident State Attorney, Masindi.*

### 4.2.3 Strengthen family justice

During the period under review, the Office of the Administrator General strengthened family justice by ensuring that all estates of deceased persons, persons of unsound mind and missing persons are properly administered in accordance with succession laws. Performance during NDPIII is highlighted in the table below.

**Table 18: Performance of Administrator General for FY2020/21 to FY2023/24**

FY	New files opened	Estates inspected	Certificates of land transfers issued	Certificates of No Objection Issued	Family disputes resolved
2024/25	5,494	395	81	3,914	404
2023/24	5020	96	24	3282	210
2022/23	4151	272	20	3301	362
2021/22	4952	398	46	2765	494
2020/21	4736	477	52	2649	733
Total	24,353	1,638	223	15,911	2,203

Source: Annual Performance Reports

In the five-year reporting period from FY 2020/21 to FY 2024/25, MoJCA consistently made progress in handling estate administration and family-related legal matters, as evidenced by key performance indicators. As a result, a total of 24,353 new files were opened, with the highest number recorded in FY 2024/25 at 5,494, reflecting increased public engagement and improved access to justice services. Similarly, the issuance of Certificates of No Objection steadily rose, reaching 3,914 in FY 2024/25, up from 2,649 in FY 2020/21, culminating in a cumulative total of 15,911 certificates, which facilitated estate administration processes.

The number of estates inspected by GSP through MoJCA totalled 1,638 with performance peaking in FY 2020/21 and FY 2021/22, and a strong rebound noted in FY 2024/25 with 395 inspections, signaling efforts to reinforce compliance and transparency in estate verification. The Certificates of Land Transfer issued over the period were 223, showing progressive improvements, particularly in the last two financial years. In the area of family dispute resolution, a total of 2,203 cases were successfully mediated, with notable spikes in FY 2020/21 (733 cases) and FY 2024/25 (404 cases), underscoring the Directorate's commitment to promoting social harmony and reducing case backlog through alternative dispute resolution mechanisms.

Overall, the performance over the five-year period demonstrates increased operational efficiency, improved service delivery, and growing public confidence in the Directorate's role in managing succession and family-related legal matters.

In terms of Marriage Registration, in FY2024/25, the function of registration of marriages was shifted from URSB to NIRA through the RAPEX. This move by the Government completes the cycle of civil registration under one entity. The Authority is therefore the single source of truth for identification information.

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### 1.2.4 Promote Gender Equality

The Sub-programme seeks to enhance the capacity of institutions to mainstream gender and equity in planning and budgeting as well as monitoring progress in strengthening the collection, analysis, documentation and dissemination of information on gender issues and impacts on access to justice; strengthen measures to address justice needs of refugees and host communities.

Strengthening the legal framework is critical in enhancing gender equality. In the reporting period, the sub-programme undertook various activities aimed at further enhancing gender equality. These included the Development of simplified materials on gender-based violence for children in schools; Building the capacity of UPF to strengthen interventions for managing SGBV and Child protection; Training of 240 fit persons in 6 districts of Kampala, Mbarara, Lira, Kabarole, Adjumani, Masindi to sensitize the community about gender-based violence and facilitate members of the community to report cases of gender-based violence; Training of District Probation Officers that are not supported by UNFPA on Victim Impact Statement and Social Inquiry Reports.

To build the capacity of UPF to strengthen interventions for managing SGBV and Child protection, the UPF conducted a review of the training module on SGBV and child protection. A total of 10(9F) officers were trained on child diversion and data collection forms for monthly CFPU data were printed and disseminated to ensure regular collection of data. A total of 35(25F) CFPU officers were inducted to ensure that they acquire the legal knowledge required for handling GBV/VAC cases, problem-solving and decision-making skills, while handling GBV/VAC cases and ensure enhanced coordination and collaboration internally and externally when handling GBV/VAC cases.

In the reporting period, UPF investigated and took to court 9,104 Sexual Gender Based Violence (SGBV). Priority was given to cases of rape, defilement, domestic violence, child-related cases, among others. Additionally, 3,450 juvenile-related cases were investigated in all police regions. The investigated cases include: minor offences involving theft, criminal trespass, malicious damage, assault, breakings, among others involving juveniles in conflict with the law.

With support from the Access to Justice sub-program and UNFPA, the ODPP prosecuted cases in the seventh phase of the Special SGBV Sessions that were held in selected districts of Luwero, Lira and Moroto for the High Court and in the district of Arua before the Chief Magistrate's Court. These sessions are conducted in compliance with Uganda's commitment to the Kampala declaration, which requires member states not only to fight impunity and eliminate GBV but also to come up with special mechanisms intended to fast-track the handling of cases of GBV and sexual violence.

Among the special mechanisms was the establishment of SGBV Courts with the aim of fast-tracking such cases for immediate prosecution, as the witnesses tend to lose interest when cases take a long time to be heard. Children of tender years tend to forget in great detail what happened to them when matters take too long to be heard. Re-opening these traumatic events after a long period re-traumatizes them. On average, a total of 45 cases were cause listed for each court and these were inclusive of new cases added in by the trial judicial officers as the sessions went by, to dispose of more cases. Some of the cases were added on the cause list as the hearings started. By the end of the trial sessions, a total of 188 case files were handled in the four sessions.

URSB scored 73% compliance in terms of gender and equity responsiveness for FY 2024/25. URSB workforce represents 56% females and 44% males, Gender mainstreaming at URSB is anchored on Uganda's gender policy (2007) and its activities, both internal and external initiatives, are gender inclusive. Reporting formats and stakeholder workshops report on gender representation, and the working environment incorporates gender representation.

With regards to enhancing the capacity of frontline actors to respond to the justice needs of refugees and host communities, the UPF developed a Refugee Policing training module, which has been incorporated into the police training curriculum. The UPF also trained 86 officers (34 male and 52 female) from the Child and Family Protection Unit (CFPU) and Community Liaisons Office (CLO) in refugee-hosting communities on how to respond to and manage cases related to family conflicts and domestic violence. The UPF also trained 43 (27 Males and 16 Females) police detectives/investigators drawn from refugee host districts on SGBV investigations. To support community service, MoIA/DCS conducted 45 trainings with 1863 (1318 males and 545 females) community service supervisors, refugee leaders, CSOs and peer support persons.

### 1.2.5 Stakeholders' empowerment and enhanced access to legal information

The Sub-programme seeks to increase access to public education in the administration of justice through rolling out information desks, providing user guides, holding periodic service user dialogues, JLOS Open days and awareness weeks, civic education on maintenance of law and order and administration of justice, among others. Public awareness is critical in enhancing access and participation in justice administration. To increase public knowledge of law, Court processes, procedures and administration of justice.

To create legal awareness and provide legal aid services to adults and children in pre-trial detention, LDC, through LAC conducted community outreaches to police, remand homes and prisons. A total of 4,035 persons, including children under pre-trial detention and in the community, were reached of whom 2924 were male (inclusive of 456 boys) and 1,111 were female (inclusive of 129 girls).

LDC, through the Law Reporting, Research and Law Reform department, completed the peer review of the Uganda Law Reports (ULRs) [2019], [2021], [2022], [2023]. The ULRs are all pending printing. These reports will enhance the promotion of legal knowledge in the form of new areas of jurisprudence in the law as well as facilitate research.

A specialised Commercial Law Report was reviewed and was expected to be published by the end of the financial year. This report will enhance research in commercial law, providing valuable insights for legal scholars, practitioners, and the commercial court, thereby streamlining legal practice and decision-making in the field.

Additionally, LDC is launching the Uganda Law Focus Journal Edition One under the research function. The Journal will contribute to legal research and discourse among academics and legal practitioners, highlight contemporary legal challenges, suggest legislative amendments, and provide judges and lawyers with well-researched opinions and case law analysis, among others.

#### Publicity

During the period under review, the Directorate continued to engage the public to increase community service awareness through participating in Radio/Television talk shows, conducting community sensitizations through holding community meetings, participating in open days, distributing advocacy materials like brochures and posters and sensitizing offenders in different detention (prisons, police) and at Court cells.

The Directorate participated in radio talk shows at different local radio stations across the country courtesy of synergies the Directorate has with different institutions and organisations like police, RDC's office, LAP among others. 200 radio talk shows were conducted against a target of 290 talk shows.



L-Radio talk show at 100.2 East FM in Tororo, Middle-at 88.1 Centenary FM in Masaka and R- TV talk show on Salam TV in Kampala

#### Community sensitisation

Public meetings were held with the aim of sensitizing communities about community service and this increased awareness and enhanced participation in offender supervision, offering social inquiry information and providing psychosocial support to offenders. A total of 313 meetings were conducted against a target of 435 meetings and 13,566 (7609M and 5957F) people were sensitized about Community Service Order as a sentencing option.



*L- Sensitisation in Oyam District*

The Directorate continued to cooperate with the Judiciary in the implementation of Community service. Partnership with the Judiciary provided avenue for the Directorate to participate in their organised open days. This availed an opportunity to sensitise the public, provide literature on Community Service and obtain public views on Community service to improve service delivery.



*L-Deputy Chief Justice inspecting Community service stall at Mukono High Court and R- at Omoro Magistrate Court during open days.*

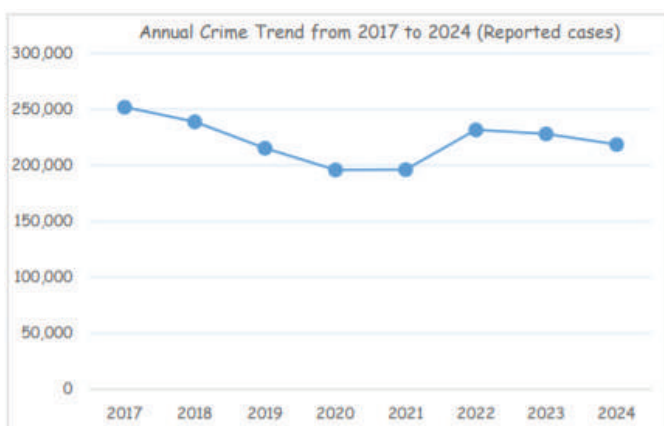
URSB carried out sensitization engagements on intellectual property rights, Civil marriage registration, and business formalization with different stakeholders in the regions - One engagement per region. TISC sensitization engagements were carried out at Dr. Obote College, Comboni College, Muni University, IUIU Mbale, Soroti University, Kumi University, Mbarara University, Busitema University and Kabale University to enhance awareness and promote the utilization of intellectual property services. Additionally, the ATAL Innovation meeting was conducted.

### **1.3 Measures to effectively and efficiently prevent and respond to crime Strengthened**

In the period under review, the focus of the Police was improving the quality of services offered to the public in terms of enhanced law and order, engagement of communities through community policing programmes, capacity building, and developing the initial phase of digitalization of processes for purposes of easing detection, reporting, tracking, supervision and analysis of crime trends. The management of UPF also focused on improving the welfare of personnel, especially in terms of accommodation to enhance performance. UPF continued to protect life and property, preserve law and order and prevent and detect crime as per its constitutional mandate. The priority is improving the mindset and operational readiness of the personnel to perform their duties, including their welfare, housing, health and capacity building to ensure professionalism. This, coupled with adequate anti-crime infrastructure, will position the force to ensure law and order, which will promote security, prosperity and socio-economic transformation.

In this regard, Uganda Police Force started implementing the Subcounty Policing Model aimed at decentralizing policing services to every sub-county, municipal and town council, with each sub-county having 18 Police officers. This is aimed at decentralising the Police services closer to the people, strengthening crime prevention in the communities and enabling quick response to crimes.

As a result, the country registered a 4.1% decrease in volume of crime from 228,074 cases reported in 2023 to 218,715 cases in 2024 and a subsequent decline in the Crime Rate from 516 to 476 per 100,000 persons. The 2024 Crime Report shows a general downward trend in crimes registered in the country between 2017 and 2024. This trend can be attributed to deliberate efforts to tackle the vice by the Uganda Police Force (UPF) in collaboration with other sister security agencies, as shown in the figure above. A decrease of 4.1% was registered compared to 2023. This is lower than crime reported in the pre-COVID period (2018 and 2017), which depicted a reducing trend.

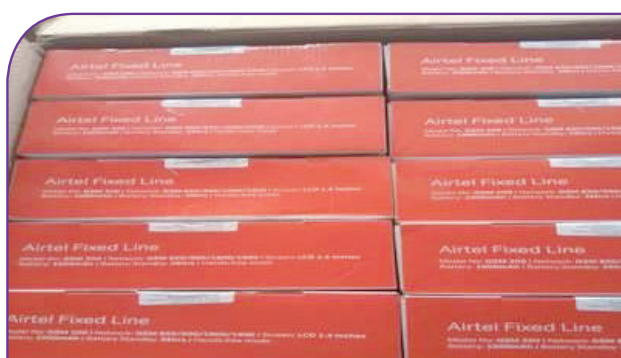


### 1.3.1 Capacity of crime-fighting agencies built

The capacity of crime-fighting agencies is critical in the prevention, detection, response, investigation and prosecution of crime. The sub-programme also prioritized the rehabilitation of offenders, including juveniles as a measure to reduce the levels of recidivism in the country. The index of the reliability of policing services remains below the baseline figure, given the less-than-proportional investment in policing in terms of numbers and equipment.

To strengthen crime-fighting agencies, the sub-programme planned to establish 100 sub-county police station call response centres to enhance response time to crime scenes, incidents and emergencies; purchase of offender jackets; inspect all private security organisations to ensure compliance to set standards and guidelines; print Small arms strategy; provide specialized training for fire prevention and rescue officers; induct District Community Service Committees in 12 recently created districts<sup>3</sup> and train 30 Interpol liaison officers on border management systems to prevent and detect transnational organized crime.

To fast-track the implementation of the sub-county policing model, UPF procured and installed 100 desk phones, solar panels, regulators and maintenance-free batteries in 100 selected sub-counties of 52 districts across the country. It is envisaged that this will enhance response time to crime scenes, incidents and emergencies.



Telephone sets and Solar equipment procured

<sup>3</sup> Namisindwa Pakwach, Kyotera, Bunyangabu, Bugweni, Kasanda, Kikuube, Obongi, Kazo, Rwampara, Kitagwenda, Madi Okollo

UPF also inspected 154 private security organizations to ensure compliance with set standards and guidelines in 12 regions. The inspection focused on firearms management, human resource management, facilities management, security management and sensitization of private security guards on prevention and detection of crime in their areas of responsibility.



*UPF Officers after inspecting some of the private security organizations.*

In an effort to build the capacity of its staff, UPF trained 60 (19F) detectives on a specialized Cybercrime Investigation Course to handle cybercrimes and emerging sophisticated computer and internet-based crimes that threaten public safety and national security. Similarly, the ODPP trained 9 staff in long-term courses. Those trained were mostly pursuing Post Graduate Diploma in Legal Practice, Bachelor of Secretarial Information and Management, Masters in Law, Masters in Public Administration and Master's in Records and Archive Management among others.

Similarly, the ODPP trained 65 staff in short-term courses such as Promoting Gender Sensitive non-custodial sanctions and measures, Standard Operating Procedure for investigating and prosecution of TIP cases in Uganda, Investigation and Prosecution of child-related cases, among others. The target of 50 staff trained in short-term courses per quarter was exceeded due to the support we received from our development partners like UNODC, CIVI/POL, among others. Through the Virtual Learning Academy, eighteen (18) ODPP staff were trained through various sessions, including trial advocacy and legal induction and discussions on essential aspects of case analysis, case preparation, bail applications, court etiquette, and effective advocacy.

The ODPP also participated in holding the second national workshop on Trafficking in Persons Investigations and Prosecutions with the UPF, MIA, MoJCA, among others. The workshop was specifically on the Standard Operating Procedures (SOPs) for Investigating and Prosecuting Cases of Trafficking in Persons. The workshop gathered a diverse cohort of police officers, prosecutors, labour inspectors, and Civil Society Organisations to strengthen Uganda's capacity to combat Trafficking in Persons. The workshop focused on implementing the SOPs for Trafficking in Persons investigations and prosecutions, aiming to bolster collaboration and coordination among key players. It also featured insightful presentations and interactive discussions, spotlighting critical strategies for addressing Trafficking in Persons cases.

In addition, capacity building was undertaken for 89 prosecutors on TIP matters in the regions of Gulu, Arua, Karamoja, Lira, Kabale, Mbarara, Mubende, Masindi and Fort Portal. The ODPP, in collaboration with HTI conducted a series of training sessions on investigations and prosecutions of TIP cases targeting the newly appointed State Attorneys. Advanced Regional



multi-sectoral trainings were also conducted for Senior Prosecutors, police officers and Judicial Officers. Further, the ODPP conducted training on violence against Children, focusing on the prosecution of child-related cases and GBV. The training was multi-sectoral, it involved prosecuting staff, selected Police Officers from the SGBV desks and CFPU, probation and social welfare officers and medical officers across the country. The training drew a total of 42 participants from Tororo, Kamuli, Wakiso, Adjumani, Yumbe, and Koboko districts.

In order to facilitate and strengthen policing, the UPF acquired various specialized machinery, equipment and maintained equipment to facilitate policing work. These included the procurement and distribution of 88 Motor Vehicles and 14 Motorcycles to Units, RPCs, District /Divisions Stations. (11 RCVs, 4 Station Wagons for Directors, 19 Double cabin pickups for CT Oil & Gas and RPCs, 25 Single Cabin Patrol pickups for Districts/Divisions, 23 saloon cars for Heads of Departments, 5 Fire trucks, 1 Ambulance for PHS and Fire Directorate, and 14 Motorcycles). Additionally, all CCTV cameras were maintained.

To facilitate the transportation of officers to and from court, the ODPP procured 32 motor vehicles, including 16 pickups, 10 light station wagons, 6 station wagons, and 1 van, as well as for support supervision activities. Over the 5-year period, the ODPP procured a total of 133 motor vehicles, which were distributed to 103 field stations against the target of 148 field offices. This represents 70% coverage across the country and has facilitated the transportation of officers to and from court, as well as for support supervision activities.

Further, to enhance operational efficiency, the ODPP also procured various Information and Communication Technology (ICT) equipment, which contributed to the increased usage of the Prosecutor Case Management Information System (PROCAMIS), rising from 26% in FY 2020/21 to 40%. In addition, Rollout of PROCAMIS and automated 47 offices against a target of 148, representing 32% coverage. Furthermore, security equipment was procured and installed in 15 ODPP offices to strengthen security measures.

The UPF Acquired and maintained specialized machinery and equipment for the delivery of policing services. In the FY under review, UPF procured and deployed a total of 88 motor vehicles and 1,000 motorcycles for operations and administration. The Force also maintained its running fleet of 1,574 motor vehicles, 5,387 motorcycles, 4 aircraft and 54 marine vessels in proper functional state.



The Government Analytical Laboratory (GAL) trained over 300 Scene of Crime officers (SOCCOS) in different police regions to equip them with updated skills to identify, collect, and preserve evidence from crime scenes, hence minimizing contamination and maximizing usefulness in investigations following the GAL exhibit collection and maintenance guidelines. The training also covered evidence handling, packaging, storage and transportation in the western and central regions to ensure proper management of forensic exhibits following the exhibit and evidence collection and quality management systems guidelines.



Training attendees



Training ongoing.



Hands on training.

### 1.3.2 Offender rehabilitation and reintegration strengthened

Preparing offenders to peacefully and responsibly re-enter and settle in their respective communities is a critical step in their reform. Social Reintegration activities carried out include offender counselling, home visits, victim support, reconciliatory meetings, identification of peer support persons and community sensitization. Social rehabilitation is essential for the reintegration of offenders into their communities and is undertaken by different agencies, including UPS, MIA (DCS) and MoGLSD.

In this regard, UPS conducted vocational training for 6,221 offenders (213 females) in various vocational trades in 128 prisons and 12,198 inmates underwent training in agricultural skills. As a result, 794 inmates (96 females) were internally trade tested in various vocational trades and awarded certificates.

Additionally, the Service is conducting and facilitating formal education for 4,124 offenders (153 females) on Formal Education and Adult Learning and Community Education for 3,116 learners, including 139 females. The offenders undertaking formal education include 53 male inmate university students undertaking diploma programs at Makerere University Business School and 557 inmates who have been facilitated to register for 2025 UNEB examinations at various levels: PLE – 351; UCE -117; UACE – 89. In 2024, 509 inmates sat for 2024 UNEB examinations at different levels – PLE 323; UCE -119; and UACE-59.

The UPS conducted several rehabilitation programs, including moral and spiritual rehabilitation for 54,859 offered (1,627 females), sex treatment programs for 865 sex offenders and life skills training for 16,573 inmates (462 females) - anger management, interpersonal skills, self-management and regulation, communication and parenting skills. The above rehabilitation programs led to the reintegration of 933 inmates (273 females) back to their communities and a reduction in the rate of recidivism among offenders/ rate of re-offending from 13.9% in FY2022/23 to 13.2%

The community service program is a cornerstone of restorative justice, offering offenders a structured opportunity to repair harm, develop responsibility, and reintegrate positively into society.

#### 1.3.2.1 Community service orders supervised

In terms of community service orders, the programme successfully diverted a total of 13,304 offenders (853 females) during the reporting period against the target of 9,000, representing an achievement rate of 147.8%. This performance significantly exceeds international benchmarks, where most community service programs achieve 110-120% of their annual targets. As a community-based sanction, Community service has helped separate hardcore criminals from those who have committed minor offences for better rehabilitation programs and promoted involvement of community structures. This approach mirrors successful models implemented in Kenya's probation service,



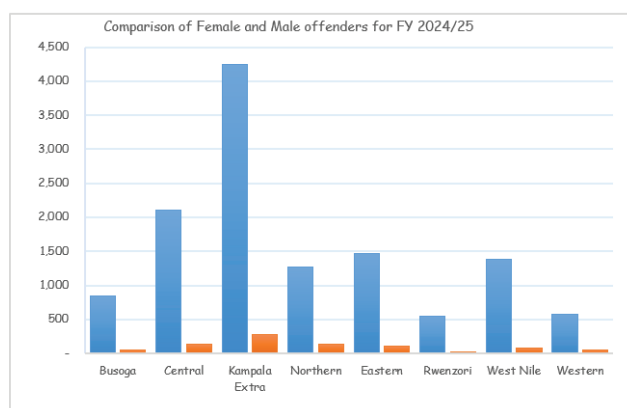
which has demonstrated that community-based sentences reduce reoffending rates by 35% compared to short-term imprisonment. Figure 1: Offenders sentenced to Community Service at Mbale CM Court

**Table 20: regional distribution of Community Service Orders**

Region	Annual Target	2024/25 Actual Performance	% Achievement	FY 2023/24	International Benchmark*	Performance Rating
		M	F	Total		
Busoga	750	840	57	897	119.6	1185
Central	1,200	2,106	129	2,235	186.3	2244
Kampala Extra	2,300	4,254	275	4,529	196.9	3687
Northern	1,000	1,274	135	1,409	140.9	1591
Eastern	1,100	1,470	104	1,574	143	1641
Rwenzori	750	542	28	570	76	1141
West Nile	900	1,390	79	1,469	163.2	1477
Western	1,000	575	46	621	62.1	1627
Total	9,000	12,451	853	13,304	147.8	14,593

The table above indicates a decline in the issuance of orders, with 13,304 for FY 2024/25 compared to FY 2023/2024 with 14,593. The decline in issuance of orders is attributed to a number of staff who transferred service to other government entities, creating a gap at some stations.

Kampala Extra continues to lead in the issuance of community service orders due to the high volume of cases registered and decongestion programs that are run by Pepperdine University in conjunction with the Judiciary. The funding by the European Union in West Nile region accounts for over-performance due to targeted activities for refugee and host communities. In line with the JLOS gender strategy, the Directorate puts more emphasis on being gender-responsive through addressing gender roles, norms and inequalities in Community Service implementation. During the period under review, the Directorate managed 4173 Male and 321 Female offenders, respectively as illustrated in the graph.



### Duration of Sentence

Sentence duration represents a critical factor in community service effectiveness, balancing punishment, deterrence, and rehabilitation objectives while maintaining offender engagement with family and economic activities. The distribution of daily hours demonstrates Uganda’s commitment to proportionate sentencing and community reintegration.

During the reporting period, it was noted that the majority of the offenders were ordered to work within a range of 2-6 hours a day, which enables them to have more time that can be used for their families and economic activities, as shown in the Table. The Directorate initiated a series of processes aimed at the issuance of orders, especially for the inmates on remand. They include: sensitisation of eligible offenders and identification of offenders. By carrying out these processes, the average trial duration was decreased and case completion rates increased, resulting in faster justice delivery and reduced case backlog.

Table 21: Duration of Sentence of Community Service

Hours per Day	Female	Male	Total	Uganda %	International Average %	Optimal Range*
1	49	320	369	2.8	3.2	2-4%
2	375	6233	6608	49.7	45	40-50%
3	215	2328	2543	19.1	22	18-25%
4	68	1220	1288	9.7	12	10-15%
5	94	1757	1851	13.9	11	8-12%
6	34	438	472	3.5	4.5	3-6%
7	1	16	17	0.1	1.3	1-2%
8	17	139	156	1.2	1	0.5-2%
Total	853	12,451	13,304	100	100	100%

Uganda's sentence duration distribution aligns closely with international best practices, with 72.6% of offenders serving 2-3 hours daily. This compares favourably with Kenya where 71% serve 2-3 hours daily, with completion rates of 94%; and Rwanda: 68% serve 2-3 hours daily, with 96% completion rates

Research from these programs indicates that 2-3 hour daily sentences optimize several factors. *Work-Life Balance* which allows continued employment and family responsibilities; *Completion Rates*-Minimizes attrition due to practical constraints; *Community Impact*: Provides meaningful contribution without overwhelming placements; *Rehabilitation Value*: Sufficient time for skill development and reflection. Uganda's relatively higher percentage of 5-hour sentences (13.9% vs. international average of 11%) may reflect judicial preferences for visible punishment, but international evidence suggests this may reduce completion rates and employment retention.

### 1.3.2.2 District community service committees (DCSC) established

The Committees continued to play their role of overseeing implementation, monitoring and supervision of the Community Service program at the district level. Effective coordination of District Community Service Committee operations was realized in 80 districts through regular meetings, submission of reports and integration of community service within in other stakeholder programs like Judiciary, local government and prisons, among others. The statistics present fewer DCSCs meetings held, implying there is need for increased emphasis on holding DCSC meetings as they form a major platform for coordination of Community Service. Failure to conduct DCSC meetings is a non-compliance issue as the DCSC are statutorily required to submit periodic reports.

District Community Service Committees (DCSC) held meetings bringing together stakeholders to discuss operations and progress of community service activities and popularize the sentencing option. District Community Service Committee of the newly established districts of Kasanda, Kikuube, Pakwach, Bunyangabu, Nakaseke, Kyotera, Nwoya and Alebtong were inducted and trained on their role.



L-R DCSC Induction in Nakaseke and Nwoya Districts

### 1.3.2.3 Compliance to the law, regulations and processes enhanced

To enhance compliance with laws, regulations, and processes, the GSP, through the MIA, conducted compliance checks in 143 districts across eight regions, spot checks in 29 districts, and Joint inspections in 21 districts to assess District Community Service Committee Operations.

Arising out of the above activities, the following was noted: the compliance rate to community service orders has grown over the period from 97.4% in FY 2023/2024 to 97.8% in FY 2024/2025, representing a 0.4 percentage point increase; District Community Service Committees are fully operational in 126 districts, representing 82.4% of Uganda's administrative districts. Reasons for the lack of operational committees were due to the lack of representatives of the public and the formal appointment of CSOs; Social Inquiry Reports are only filled where the Directorate has physical staff presence. Nevertheless, there was an improvement in sentences passed with details of hours per day/week and number of days as opposed to block number of hours, which had been prevalent in the previous financial years. This is attributed to the training and line support provided to the Judicial officers. Using the grid enabled offenders serving their sentence to engage in income-generating activities, participate in other community social obligations and manage defaults more easily. However, in 70% of areas with staff presence, identifying the placement institution was done by the staff.

#### Identification of Offenders Eligible for Community Service

The DCS was involved in the identification of offenders eligible for community service from police cells, before being committed to courts and remanded in prison facilities. Eligible offenders are those who were deemed to fulfil the following criteria, among others: first-time offenders, remorseful, have a fixed place of abode, and the nature of offence, among others.

The identification of 23,821 eligible offenders (2,005 females) represents 42% of sensitized offenders, indicating robust screening processes. This eligibility rate compares favourably with international standards: Table 4 presents results on the identification of eligible offenders.

**Table 22: Offenders Eligible for Community Service by region.**

Region	Males	Females	Total	Sensitized	Eligibility Rate (%)	International Average
Eastern	2321	268	2589	8738	29.6	32-35%
Busoga	1220	75	1295	4671	27.7	32-35%
Northern	1448	221	1669	4183	39.9	32-35%
West Nile	1985	172	2157	6154	35	32-35%
Central	3770	361	4131	11365	36.3	32-35%
Kampala Extra	5457	511	5968	12967	46	32-35%
Western	4732	363	5095	17384	29.3	32-35%
Rwenzori	883	34	917	4970	18.5	32-35%
Total	21,816	2,005	23,821	70,432	33.8	32-35%

#### Social Inquiry Reports

Social inquiry reports represent a cornerstone of evidence-based sentencing, providing courts with comprehensive background information to make informed decisions about community service suitability. The Directorate collects pre-sentencing information and submits it to the court to inform decision-making at sentencing. Submission of presentencing information to the court has gone a long way in ensuring that only offences suitable for community service looking at different factors, benefit from the sentence for easier management and increased benefit for the community.

The preparation of 11,268 reports (894 females) against a target of 6,000 represents exceptional performance at 187.8%. This achievement significantly exceeds international benchmarks, where most systems achieve 110-130% of social inquiry targets. The performance reflects strong institutional capacity and commitment to evidence-based sentencing.

Region	Annual Target	Male	Female	Total	Performance %	FY 2023/24	International Standard*	Quality Score**
Eastern	1100	1015	108	1123	102	1711	100-110%	Good
Busoga	750	870	53	923	123	1308	100-110%	Very Good
Northern	1000	1015	124	1139	113.9	1471	100-110%	Good
West Nile	900	1893	169	2062	229.1	2061	100-110%	Exceptional
Central	1200	1497	107	1604	133.6	2289	100-110%	Very Good
Kampala Extra	2300	2107	196	2303	100.1	2077	100-110%	Good
Western	1000	1296	110	1406	140.6	1694	100-110%	Very Good
Rwenzori	750	681	27	708	94.4	1012	100-110%	Satisfactory
Total	6,000	10,374	894	11,268	187.8	15,918	100-110%	Very Good

Source FY 2024/2025: Regional monthly reports

During FY 2024/2025, the Department recorded 296 offender abscondments (11 females), representing a 2.2% abscondment rate against the target threshold of below 3%. This performance demonstrates effective supervision and monitoring mechanisms that compare favorably with international standards. The default trend associated with urban and refugee-hosting areas is associated with the nature of offenders whose details, especially the place of abode, are hard to prove, making traceability hard because of the movement to their countries of origin. The Directorate, however, re-arrested 27% of the defaulters. A total of 128 offenders (5 females), re-arrested, representing a 43.2% recovery rate of absconders. This performance indicator demonstrates effective coordination with law enforcement agencies and directorate staff.

### Regional Abscondment and Re-arrest Analysis:

Region	Absconders	Re-arrests	Recovery Rate
Kampala Extra	89	42	47.20%
Central	67	28	41.80%
Northern	45	18	40.00%
Eastern	38	17	44.70%
Western	34	13	38.20%
West Nile	23	10	43.50%

#### 1.3.2.4 Stakeholders trained and sensitized

The Directorate of Community Service pays much attention to capacity building because of its pivotal role in enhancing stakeholders' skills and knowledge to effectively perform their roles in the implementation of Community Service. Table below shows the various stakeholders trained during the reporting period.

Table 23: Community Service Stakeholders trained and sensitized

Stakeholders	No. of Trainings	Male	Female	Total
Placement Supervisors	13	402	192	594
Local leaders and Civil Society Organizations	12	373	189	562
Peer Support Persons	4	54	21	75
Police officers	13	491	413	904
Total	46	1320	815	2135

During these trainings, local leaders were called upon to embrace this form of punishment, give it full support and integrate it in their mobilisation programs. In the NDPII, the programme has trained stakeholders as summarised in the table below.

**Table 24: Stakeholders trained**

Financial Year	Male	Female	Total
FY 2023/24	829	402	1231
FY 2024/25	1320	815	2135

Further, sensitization of offenders ensures informed consent, reduces anxiety and increases compliance rates. International evidence demonstrates that comprehensive sensitization programs increase completion rates by 25-35%. During the reporting period, 70,432 offenders (7,197 females) were sensitized across prison, police, and court facilities, as indicated in the table below. This represents a decrease from FY 2023/24 (87,696 offenders), reflecting reduced case registration rather than program limitations.

**Table 25: Community Service Offenders sensitised by region**

Region	FY2024/25		FY 2023/24	Change (%)	Orders Issued	Conversion Rate (%)
	M	F	Total	Total		
Eastern	7927	811	8738	10676	-18.2	
Busoga	4253	418	4671	6149	-24	
Northern	3713	470	4183	5067	-17.4	
West Nile	5668	486	6154	6453	-4.6	
Central	10292	1073	11365	11187	1.6	
Kampala Extra	11486	1481	12967	17424	-25.6	
Western	15209	2175	17384	24882	-30.1	
Rwenzori	4687	283	4970	5858	-15.2	
Total	63,235	7,197	70,432	87,696	-19.7	

Northern and Kampala Extra regions demonstrate exceptional conversion rates (33.7% and 34.9% respectively), indicating effective sensitization practices that could be replicated regionally.

Other forms of sensitizations were conducted to ensure that stakeholders effectively perform their roles in the implementation process, MIA empowers them with knowledge and skills. This is achieved through training, public awareness campaigns (including radio and television talk shows, open days, and community sensitization), and the distribution of IEC materials.

During the period under review, the Department continued to engage the public to increase community service awareness through participating in Radio/Television talk shows, conducting community sensitizations through holding community meetings, participating in open days, distributing advocacy materials like brochures and posters and sensitizing offenders in different detention (prisons, police) and at Court cells.



Left: Sensitization of offenders in Gulu prisons



*Radio/TV Talk shows:* The Directorate participated in 228 radio talk shows against a target of 100 at different local radio stations across the country, courtesy of synergies with different institutions and organisations like police, RDC’s office, Legal Aid Providers, among others.



L-Radio talk show at 100.2 East FM in Tororo, Middle-at 88.1 Centenary FM in Masaka and R- TV talk show on Salam TV in Kampala



L- Sensitisation in Oyam District, R-Community meeting in Nyaravur-Nebbi.

*Open days:* The Directorate continued to cooperate with the Judiciary in the implementation of Community service. Partnership with the Judiciary provided avenues for the Department to participate in their organised open days. This provided an opportunity to sensitise the public, provide literature on Community Service and obtain public views on Community service to improve service delivery.



L-Deputy Chief Justice inspecting Community service stall at Mukono High Court and R- at Omoro Magistrate Court during open Day.

The successful rollout of the Department of Community Service Management Information System (DCSMIS) represents a significant technological advancement in program management. The DCSMIS incorporates modules for offender tracking, placement institution management, compliance monitoring, reporting automation, and stakeholder communication.

### 1.3.2.5 Offenders social reintegrated

Social reintegration represents the cornerstone of Uganda's community service program, embodying a transformative approach that seeks to rehabilitate offenders while strengthening community cohesion. It is aimed at transforming offenders into productive, law-abiding citizens. During the reporting period, the Department used the social reintegration processes of counselling, case management, home visits, reconciliations, and peer support and skilling offenders to reintegrate offenders into their communities. This approach reflects a commitment to reducing recidivism and promoting community acceptance of offenders.

During the reporting period, the Directorate reintegrated 4,494 offenders (321 female) into their communities, demonstrating effective implementation of social reintegration programs. This achievement reflects a commitment to reducing recidivism and promoting community acceptance of offenders. Under social reintegration, counselling, case management, and placement visits were carried out in preparation to reintegrate offenders in their respective communities.



Offenders' social reintegrated in NDP III

Financial Year	Male	Female	Total
FY 2021/22			825
FY 2022/23			666
FY 2023/24			4494
FY 2024/25			

### Counselling

The Directorate made significant progress in its counselling efforts for offenders serving community service orders by establishing a structured counselling framework (Individual counselling sessions and Group therapy sessions) aimed at addressing the psychological and social needs of offenders. In the period under review, 10,879 offenders (10,204 males and 675 females) received counselling interventions against the annual target of 100% of orders issued (13,304 offenders). There has been a decrease in the number of offenders counselled as a result reduction in the number of officers. Group counselling taking place in L-Soroti and R – Bugiri district

### Case Management

The Directorate has made notable progress in the case management of offenders serving Community Service Orders. The case management process begins with a thorough assessment of offenders' backgrounds, needs and risks. Based on this assessment, individualized treatment plans are drawn to address specific needs and set achievable goals for rehabilitation. This personalized support has shown improved rehabilitation outcomes by helping individuals develop coping strategies and life skills necessary for successful reintegration into society, reduction in recidivism rates and increased community engagement, which aligns with restorative justice principles.

During the reporting period, the Directorate enrolled 3,371 offenders (894 females) under comprehensive case management during the reporting period, compared to 5,031 offenders in FY 2023/2024. While representing a numerical decrease, this reflects a strategic shift toward more intensive, quality-focused case management rather than volume-based approaches.

## Placement Visits

The primary objective of placement visits is to ensure that offenders comply with the terms of their community service order. Regular supervision helps verify that offenders are fulfilling their obligations, engaging in productive activities and provide an opportunity for the officers to offer support and guidance to the offender and line support to the placement supervisors. These visits instill a sense of accountability among offenders as they understand that their progress is being monitored.



L- Follow-up of offenders at Arua City H/Q

During the reporting period, a total of 4108 (228 female) offenders were followed up at the placement institutions. This indicates a slight decrease, which is attributed to the reduction in the number of staff. Performance by region Central Region highest enrolment with 840 offenders under case management; West Nile Region: Strong performance with 740 offenders, demonstrating effective service delivery in refugee-hosting areas; Eastern Region: Enrolled 359 offenders, showing steady progress in rural contexts.

*Home visits:* In a bid to ensure effective reintegration and rehabilitation, home visits to offenders' places of abode are conducted to interface with offenders, victims, their families, and communities to support in the reintegration journey and also ensure compliance with the Community Service Orders, reduce recidivism and foster a safer community. During home visits, Officers can follow up on the agreed interventions and seek support of the key parties in ensuring that they are implemented, identify potential risks, address concerns and foster a positive relationship between offenders, their families, and the community.

This in turn yields improved compliance to orders, reduced recidivism and stronger community relationships.

During the reporting period, 2,757 (192 female) were home visited against the set target of 2,190, representing 57%. In terms of regional performance, the Central Region conducted 559 home visits, representing 20.3% of total visits; the West Nile Region achieved 540 visits despite challenging conditions, including refugee populations; while the Eastern Region completed 372 visits, demonstrating consistent service delivery in rural contexts



*Reconciliatory Meeting:* Reconciliation processes form the heart of Uganda's restorative justice approach, promoting healing, accountability, and community peace-building. Reconciliation promotes peaceful co-existence, addresses the root causes of offending behaviour, enables healing for victims, and fosters positive relationships between offenders, victims and the community.

This has yielded increased victim satisfaction, improved offender accountability, enhanced community engagement and reduced recidivism. Local leaders and family members are always involved in facilitating the reconciliation process. During the reporting period, 1,041 offenders (949 males, 92 females) participated in reconciliation meetings, achieving 260.2% of the annual target of 400 meetings. West Nile Region had the highest performance with 215 reconciliation meetings, reflecting strong traditional justice integration; the Central Region conducted 236 meetings, demonstrating consistent urban-rural service delivery, while Western Region achieved 138 meetings despite staffing constraints.



Reconciliatory meeting in Kasese

## Victim Support

Victim support represents a crucial component of comprehensive restorative justice programming, acknowledging crime's impact on victims while facilitating healing and justice processes. The Programme recognizes the significant impact of crime on the victims and their families and provides vital support to the victims of offenders on community service in form of psychosocial support. This is aimed at promoting healing, empowerment and justice for victims while also holding offenders accountable for their actions which has led to improved victim satisfaction and increased trust in the justice system.

During the reporting period, the Department provided psychosocial support to 415 victims (272 males, 143 females), representing a significant increase from 287 victims supported in FY 2023/2024. Regional Victim Support Performance West Nile Region: Provided support to 164 victims, representing 39.5% of total victim support; Central Region: Supported 134 victims with established urban service networks; Rwenzori Region: Achieved 64 victim contacts despite geographical challenges and Eastern Region: Provided support to 53 victims with rural service delivery adaptations.



Reconciliatory meeting in Buyende

## Case Referrals

Strategic case referral ensures offenders receive specialized services addressing underlying issues contributing to offending behaviour. The department ensures that offenders on Community service receive the necessary support and interventions to address their underlying issues. Case referral enables the DCS to connect offenders with specialized services and programs that can handle their specific needs. During the reporting period, the Department referred 9 offenders (1 female) to specialized services, reflecting careful assessment and targeted intervention approaches. Regional Referral Performance Central Region: 4 referrals representing 44.4% of total referrals; West Nile Region: 4 referrals demonstrating established service linkages; Eastern Region: 1 referral reflecting rural service limitations.

These referrals were made to address a range of issues, including mental health concerns, substance abuse treatment, Education and vocational training and counselling. Case referral was done in the regions of West Nile and Central region due to established linkages, whereas all the other regions did not refer any offer as they are yet to establish linkages with referral institutions.

## Peer support persons

Peer support represents an innovative approach to offender rehabilitation, leveraging experiential knowledge and mutual support to enhance reintegration outcomes. Peer support plays a crucial role in the rehabilitation and reintegration of offenders on Community Service. By identifying and engaging peer support persons, the Directorate provides offenders with a supportive network that encourages positive behaviour, promotes accountability and fosters a sense of responsibility and accountability.

During the reporting period, the programme identified 229 peer support persons (30 females), achieving 26.05% of the annual target of 879 persons. The peer support model recognizes that individuals with lived experience of community service sentencing possess unique insights and credibility for supporting others through similar challenges. This approach reflects evidence-based practices demonstrating peer support effectiveness in various contexts. In terms of Regional Peer Support Performance, West Nile Region: Highest



identification with 56 peer support persons; Northern Region: Identified 40 peer support persons despite challenging conditions; Busoga Region: Selected 36 peer support persons showing rural area engagement.

### ***Skills Development and Empowerment***

Community Service seeks to equip offenders with livelihood skills to reduce recidivism, promote reintegration into society. Offenders have been equipped with skills in soap making (liquid and bar) as a means of also promoting hygiene and sanitation practices while supporting the development of livelihood among offenders. In the reporting period, 2,740 litres of liquid soap were made; 861 bars of soap were made and 100% distributed and 40.5% of the 860 reusable sanitary products made were distributed. L-Offenders making reusable pads in Mityana

### **1.3.3 Community Policing and Neighbourhood Watch programmes strengthened**

The UPF continued to reorganize its posture, structures, systems, and procedures to focus policing in the communities, especially at the subcounty level. This is a measure to strengthen the security, observance of law and order across the country in line with the doctrine of community policing and regular strategic guidance given to the institution by H.E. the President. This will further strengthen the community policing model and build an effective territorial policing system.

Through the community policing and neighbourhood approach, the UPF strengthened collaboration and partnerships to promote citizens' participation in their own security, thereby creating safer communities. The approach helps communities identify and report suspected criminal elements within their neighbourhoods, thereby reducing the incidence of crime. In the FY2024/25, Police extended community policing ideology to 12,266 villages countrywide through 5,901 community engagements, 4,844 radio and 552 television talk-shows reaching out to over 1,595,900 people, including 2,844 from refugee settlements. As a result of the efforts, the volume of crime reduced from 228,074 cases reported in 2023 to 218,715 in 2024.

### ***Visibility of Police presence increased.***

The UPF also enhanced its visibility by supporting the Sub-County Policing Model, whereby the UPF expanded the coverage of its presence by implementing the sub-County policing model. Police presence exists in 1,231 (56%) out of 2,190 sub-counties countrywide. This initiative has enhanced the capacity of the Force to quickly respond to emergencies and in the management of crime in the communities. Establishing presence at sub-counties has strengthened the security of persons living in the countryside to protect the gains from Government programmes such as the Parish Development Model, *Emyooga*, Youth Livelihood Programme, among others, that are aimed at improving household income. The challenge, however, remains inadequacy of office and residential accommodation, and other components of the model, including motorcycles, counter phones and radio communication. There is a need for additional funding to realize full operationalization of the model in the entire country.

During the period under review, the Force deployed and equipped a total of 15,478 (4,798F) to 852 (38.9%) sub-counties in 13 policing regions across the country. The exercise is still ongoing to ensure that police presence is established in all the 2,190 sub-counties/town councils/municipality divisions across the country.

The implementation of the sub-county policing model entails the deployment of 18 personnel, 02 motorcycles and the installation of a counter phone and the provision of police radio communication at every police station. This has increased police visibility and availability through foot and motorized patrols, easy reporting of incidents and quick response to distress calls from the communities.

Police visibility in the country has incrementally impacted response to incidents in the community. As such, UPF has strategically positioned itself over the years and in the reporting period to support and respond to emergencies, made recoveries on kidnappings, robberies, mob justice, accidents, among others, by the "999"/ ERU patrol teams within the Kampala Metropolitan Police (KMP) area.

The UPF continued to support other sectors of government to enforce and maintain law and order, including the health, education, tourism, environment, and mining sectors, securing the well-being of citizens and residents as well as national investments. These efforts deterred crime, built public trust, and improved territorial policing, leading to the recovery of animals and firearms.

Furthermore, UPF conducted community outreach activities within refugee settlements and host communities and also held radio talk shows to sensitize the refugees and host communities about crime, law & order, access to justice and policing services. Police also carried out sensitization programmes for Oil and Gas protection with stakeholders in the oil and gas value chain stages of upstream, mid-stream and downstream in seventeen districts in the Albertine Region. Police trained 50(15F) police personnel in oil and gas security and conducted joint operations with sister security agencies to maintain security along the East African Crude Oil Pipeline (EACOP) from Hoima to Mutukula.

To fight vandalism and encroachment, especially in the greater Kampala metropolitan areas, and to prevent dumping of garbage on the railway line, UPF conducted 18 Operations in Kireka, Namboole, Kinawataka, Mukwano, Wankuluku, and Nakawa. Over 45 Railway-related cases were registered and investigated of which 15 were taken to court, 20 cases still under inquiry, 4 convictions and 6 cases. Fifteen (15) sensitization meetings were conducted within various areas of Kampala<sup>4</sup>, Namiryango, Mukono, Tororo, Kawolo, Jinja, Nwoya, Pakwach, Mbale, Lira, Ngora, Iganga, Mbale, and Gulu that have railway lines under rehabilitation and incidents of vandalism and in the Eastern at Kachumbala, Namabasa, Peta, Busolwe, Nanmombwa Bridge and Magamaga.

### 1.3.4 Use of scientific evidence in crime management strengthened

The use of scientific evidence has the potential to contribute important information in criminal cases to the police, prosecutors and courts. There are many types of forensic evidence that can be retrieved, processed and analysed to help investigators solve crimes, including murder, sexual violence and other cases. Scientific evidence is vital to arrive at a reasonable conclusion in determining a large number of issues.

To strengthen the provision of scientific evidence, UPF undertook refresher training for 35(10F) officers to effectively manage scenes of new and emerging crimes. UPF also conducted 1 orientation session for 30 health workers on examination of SGBV victims and 2 orientation sessions on postmortem for 10 Civilian Doctors, which were held at KCCA Mortuary Mulago. This is aimed at creating awareness among health workers to observe specific standards while undertaking medical examinations that are essential in evidence-based investigation processes.

As a result, 2,000 medical examinations on SGBV victims were conducted by UPF across the country to support investigations and prosecution of offenders in SGBV-related cases. Similarly, 200 postmortems were conducted in various parts of the country to aid investigations of homicide cases. The UPF canine unit is a force multiplier that highly supports investigations and crime management, therefore strengthening the capacity of the canine unit. Training for dog handlers in the period under review was not conducted due to other specialized training sessions ongoing. Efforts are underway to commence the training. However, the procurement process for canine equipment and consumables was ongoing. Relatedly, UPF commenced construction of dog kennels in Zombo, Bukomansimbi and Madi Okollo districts. UPF supported investigations of 518 cases with CCTV footage, of which 159 are still under analysis, 272 are under investigation, 13 are under trial and 27 put away and 47 resulted into convictions. The UPF also maintained 340 CCTV camera sites (227 upcountry and 113-KMP) and restored them to a functional state.

Through the provision of scientific and forensic services, GAL achieved the following in the reporting period.

<sup>4</sup> Namboole, Namanve, Kireka, Kinawataka, Nakawa

**Table 26: GAL Case performance for FY 2024/25**

Divisions	Received cases		
	Forensic	General/Civil	Total
Toxicology	2215	163	2378
Forensic biology	861	304	1165
Firearms	49	7	56
Questioned document	28	36	64
Foods and Drugs	261	302	563
Chemical and Microbiology	6	742	55
Pesticide Residue	28	300	328
Water and Environment	8	296	304
Total	3,456	2,150	5,606
Percentage	61.6	38.4	100

Source: GAL Databases and records.

### Provision of expert opinion in Courts to ease access to justice by GAL

To ensure administration of justice, GAL provides expert opinions in the courts of law across the country through scientific evidence-based reporting and submission. The table below shows court attendance per division in FY 2024/2025. GAL responded to 80 out of 88 court summons received, which was 90.9% performance.

**Table 27: DGAL Court Attendance FY 2024/25**

Division	Received	Attended	Reason for Variation
Toxicology	9	8	Court adjourned to later date
Questioned Documents	34	27	Coinciding court sessions and Court adjourned to later date
Firearms	2	2	There was no variation
Forensic Biology	26	26	There was no variation
Food and Drugs	12	12	There was no variation
Chemical and Microbiology	2	2	There was no variation
Pesticide Residue	3	3	There was no variation
Total	88	80	

Source: GAL Databases and records.

### Coverage and range of canine services

The coverage of canine services expanded by 16 units, bringing the total to 103 (55%) units out of the 186 police districts/divisions. Over the NDP III period, UPF acquired 174 dogs and trained an additional 170 (31F) canine personnel. Additionally, the K9 unit aided the investigation of 75,731 cases, leading to the arrest of 56,200 suspects and the recovery of 24,152 exhibits.

The use of canine services to aid in crime investigations has been growing from the number of Units established, to the number of cases investigated, and the number of suspects arrested and the number of exhibits recovered, as presented in the table. The population sensitised and has embraced the use of police dogs in crime investigations.

The UPF currently operates a breeding centre at Naggalama - Mukono with a capacity of producing 100 puppies per year. The Centre has enabled UPF cut costs of acquiring dogs by locally breeding and raising dogs rather than importation and will support the expansion of the coverage of canine services efficiently. Steady incremental progress has been made in terms of national coverage of canine services from 36% in 2020 to 55% in 2024. More investment needs to be made in this area in view of the demand for the services.

**Table 28: Performance of UPF Canine Unit 2020 - 2024**

Description	2020	2021	2022	2023	2024	Total
Tracking Cases performed	9,185	10,935	14,815	20,897	19,899	75,731
Persons Arrested	5,662	8,154	10,474	16,331	15,579	56,200
Males	4,407	6,714	8,649	13,700	13,409	46,879
Females	858	913	1,229	1,682	1,354	6,036
Juveniles	397	527	596	949	816	3,285
Persons taken to Court	2,035	2,931	3,992	5,738	5,520	20,216
Exhibits recovered	2,239	3,750	4,689	6,554	6,920	24,152
No. of Canine Units	67	72	75	90	103	103
%age coverage (out of 186)	36%	39%	40%	48%	55%	55%

Canine capabilities have also been used to promote the safety of persons and property against terror threats, most especially at the International Airport, and during National and International ceremonies and functions.



L-R: A newly constructed dog kennel in Ntoroko. A police dog handler performs tracking.

### Rollout of CCTV

The National CCTV System has been operational for over six years and has proven to be a game-changer in crime management across the justice chain. Since its operationalization in 2019, crime investigation, prosecution and adjudication met the thresholds and standards, hence increasing confidence in the security and justice system.

#### Case management infrastructure- Closed-Circuit Television (CCTV) Cameras

The system has enhanced institutional capacity in the investigation of criminal and traffic-related cases, response to emergencies, and surveillance of targets, among others. As of June 2025, 107 police divisions/districts were equipped with functional monitoring centres. This has greatly improved the investigation of reported cases, in addition to managing emergencies. Over the NDP III period, 2020 - 2024, CCTV infrastructure has supported the investigation of crime by monitoring a total of 18,946 cases, of which 12,777 (67%) were traffic-related incidents, while 6,169 (33%) were related to crime.

**Table 29: CCTV support to Criminal and Traffic case management**

Year	Criminal cases		Traffic-related cases
	Cases Investigated	Cases taken to court	
2024	1,668	1,350	2,575
2023	1,204	1,095	2,642
2022	1,318	1,105	2,555
2021	1,206	1,000	2,505
2020	773	725	2,500
Total	6,169	5,275	12,777



Police officers deployed at the KMP monitoring center to observe the real time situation and analyse Day and Night footage.



CCTV camera installed at a junction for traffic monitoring, incident management, and public safety.

### 1.3.5 Improved coordination in response to crime by crime-fighting agencies

As highlighted in the Annual Crime Report 2024, strong coordination with key stakeholders including the Office of the Director of Public Prosecutions, the Judiciary, JLOS, Local Councils, the General public, sister security agencies like UPDF, Prisons, ISO, ESO and both local and international organizations, is a key ingredient in crime prevention and response. This coordination, cooperation and collaboration explain the achievements registered in dealing with various forms of crime to ensure law and order is maintained.

In the reporting period, the ODPP and the Criminal Investigations Directorate (CID) convened for their inaugural annual coordination meeting at the CID Headquarters in Kampala. This pivotal event was designed to strengthen collaboration between these two critical crime-fighting entities, aiming to streamline processes for effective crime investigation and prosecution. By fostering a unified approach, the ODPP and CID are enhancing their operational synergy, which is essential for addressing criminal activities more efficiently. This improved coordination not only facilitates timely information sharing but also ensures that investigative efforts are aligned with prosecutorial strategies, ultimately leading to more successful outcomes in the fight against crime.

Moreso, the ODPP collaborated with key stakeholders, including the Police, MIA, and MoJCA to conduct the second national workshop focused on Trafficking in Persons Investigations and Prosecutions. This workshop aimed to enhance coordination among various crime-fighting agencies by developing and implementing Standard Operating Procedures (SOPs) for investigating and prosecuting trafficking cases. By bringing together a diverse group of participants—comprising police officers, prosecutors, labour officers, and representatives from Civil Society Organizations—the initiative sought to bolster Uganda's collective capacity to combat trafficking in persons effectively. This coordinated effort underscores the importance of inter-agency collaboration in addressing complex crimes like human trafficking, ensuring that all relevant parties are equipped with the necessary tools and knowledge to respond efficiently.

In the same regard, the Directorate of Citizenship and Immigration Control investigated 2,386 immigrants including 3 cases of victims of trafficking in persons and a total of 46 regularized their stay, 111 suspects were removed from the Country, 57 Appeal cases were investigated and processed for the Minister; 248 files were closed and for the remaining files, the information was verified and it was established that the immigration facilities they had were valid.

### ***Awareness created on the dangers of proliferation of illicit SALW.***

The MIA conducted 2 awareness-raising workshops on the dangers of illicit proliferation of Small Arms and Light Weapons (SALW) in the districts of Buvuma and Ntoroko (youth, women, Councillors, PWDs, security officers, elderly, and Religious Leaders). A total of 50 persons were reached, including 8 females and 42 males.

### ***Security officers trained in Armoury management.***

During the reporting period, MIA trained 25 armoury officers and their supervisors, of whom 21 were male, and 4 female officers from Kiira Police Region Jinja in Physical Stock Pile and security management (PSSM) in a bid to improve Amory management to prevent leakages of arms. The trained officers and supervisors were from police, prisons, and Private security organizations. Participants were drawn from Jinja CPS, Nalufenya Police Station, Walukuba Police Station, Bugembe Police Station, Kakira CPS, and Buyengo Police Station. Prison officers trained are from Jinja Remand Prison, Kagoma Prison, and Bugembe Main Prison.



*Officers from Kiira region in a group photo during the training*

The UPF vetted and processed 74,096 (78%F) applicants for Certificate of Good Conduct to facilitate seamless and secure cross-border movement of persons. The Force also issued 236 vehicle clearance Certificates for foreign-registered vehicles entering into the country to curtail cross-border vehicle theft. Rescued 14 victims of transnational crime from Saudi Arabia (01), 01 Ugandan male from Kenya and 3 from Tanzania (01 male Indian & 02 Ugandan females). UPF also recovered 10 vehicles and 01 BMW Motorcycle reported stolen from South Africa and the UK.

MIA participated in various regional peace and security initiatives. These included Regional Peace and Security Cluster under the Northern Corridor Integration Projects (NCIP) held in Kigali Rwanda to Review and Update Implementation of the Ministerial Directives of December 2018; Defense Experts Working group meeting held in October 2024 in Bujumbura Burundi to develop modalities of real time information sharing on Health threats and natural disasters; 46<sup>th</sup> Ordinary Meeting of EAC Council of Ministers, preceding Summit of EAC Heads of State held in November 2024 Arusha Tanzania to Ministerial Deliberations and decisions on recommendations of sectoral councils and EAC Secretariat; 5th Session of the Working Group on the Strengthening of the Biological Weapons Convention (BWC) held in December 2024 in Geneva Switzerland to Experts' Session States Parties consultations and networking on the need for robust mechanisms for effective collective response to current and potential biological threats; and the Inter-University Symposium held November 2024 in Kampala and Kabale Uganda to train, equip and mentor students' leaders as part of the mass awareness campaign towards regional integration.

In court, the ODPP, through ICD began the trial of 3 high-profile terrorism cases, thereby significantly increasing the risk profile of the officers handling the cases and the witnesses. Additionally, the prosecution of 5 terrorism cases was concluded with a 100% conviction rate and 3 of these cases were concluded

through plea bargaining, leading to the conviction of 9 individuals for various terrorism related offences. However, there is need to address challenges in investigations that require international cooperation. The process is slow and has hindered the progress of two cases where the prosecution is still waiting for evidence requested by way of MLA. The ODPP participated in 10 International engagements in criminal matters within the East African Region and held 29 case coordination and management meetings in the first half of FY 2024-2025.

UPF carried out inspections of armouries in three (3) police divisions under KMP North i.e. Old Kampala, Wandegaya and Kawempe divisions. A total of 91 guns were recovered from the 3 divisions, with no clear records, exhibits, and unmarked. These recoveries are kept at Classified Stores in Naguru for further management.

### Prevention of Trafficking in Persons

Prevention of Trafficking in Persons remains a key concern and priority intervention for the security sub-programme. Many drivers' including Uganda's young population, in need of employment amidst the competitive job market, led many young people in the trafficking trap. Illegal and inhumane activities are also attributed to trafficking in persons in the country. There have been gains in prevention over the NDP III period due to sustained interventions.

### Awareness on trafficking in persons

In the reporting period, the MIA conducted several activities to create awareness on TIP. As a result of these interventions and stakeholder engagements, communities have come out to report on cases of human trafficking as explained by the increase in cases of trafficking recorded in the narrative below. There has been increased stakeholder collaboration in fighting trafficking in persons at different local government levels, especially in some districts like Napak and Amdat, where initiatives have been made to come up with clear bi-laws and ordinances to address this vice.

FY	Total
2016	125
2017	177
2018	286
2019	252
2020	214
2021	421
2022	1200
2023	1006
2024	1068

The activities conducted include television (TV) spot messages, radio spot messages on East African Radio Advertising Services Ltd. in partnership with UNDP Spotlight Initiative Program, a radio talk show at Mega FM 102.0 FM in Gulu City, and another radio talk show at Radio Paidha 87.8 FM in Zombo District. Sensitization and awareness in schools, through high school debate competitions against Trafficking in Persons. Some of the schools that participated include YY Okot Memorial College and Kitgum High School in Kitgum District, Opit Secondary School and Lakwana Seed Secondary School in Omoro District; and lastly, Owaffa Secondary School and Aripea Secondary School in Terego District. The MIA - COPTIP also, in collaboration with GIZ under the Better Migration Management (BMM) program, carried out awareness raising in schools in Tororo District, Aturukuku Primary School and Tororo Police Children Primary School in November 2024, where pupils were sensitized about the dangers of child trafficking.



Students of Kitgum High School and YY Okot Memorial College, respectively in Kitgum District learning on how they can protect themselves from falling prey to TIP perpetrators.

The Ministry, in partnership with UNDP under the spotlight program, conducted a stakeholder training in identification, protection and referral of victims of trafficking in persons in Gulu District in November 2024. The Ministry further partnered with GIZ, and handed over transit shelter equipment to Bukedi South (Tororo) Regional Police and took a stock taking/Evaluation of activities conducted towards the Prevention of Trafficking in Persons in Tororo District, in November 2024



MIA - COPTIP and GIZ teams conducting a Stock taking/Evaluation of activities towards the Prevention of Trafficking in Persons in Tororo district, Sunset Hotel. MIA- COPTIP also handed over transit shelter equipment to Rwenzori East (Kasese)

Regional Police and also conducted a Stock taking/Evaluation of activities towards the Prevention of Trafficking in Persons in Kasese District in November 2024.

The Ministry in collaboration with GIZ under the Better Migration Management (BMM) program, carried out trafficking in persons awareness raising in schools in Kasese District i.e., Parental Care School and Mother Care Preparatory School, on 25th November 2024, where pupils were sensitized about the dangers of child trafficking and the importance of staying in school for education.



*The COPTIP and GIZ team carrying out awareness raising in schools in Kasese district i.e. Parental Care School and Mother Care Preparatory School, respectively.*

The Ministry, in collaboration with GIZ under the BMM program, also carried out trafficking in persons awareness raising in tertiary institutions in Kyotera district at Kyotera College of Business Studies, Ssanje Community Polytechnic, St. Agnes Biikira Vocational School in November 2024, where students were sensitized about the dangers of Trafficking in Persons and the importance of staying in school for education. COPTIP, in collaboration with GIZ under the BMM program, also carried out awareness raising in tertiary institutions in Arua District, Arua School of Comprehensive Nursing, Jiako Primary School, Maracha School of Nursing and Midwifery in November 2024, where students were sensitized about the dangers of Trafficking in Persons and the importance of Education. Stakeholder meetings were held in two Districts of Napak and Nabilatuk in the Karamoja sub-region against Trafficking in Persons amongst different stakeholders and to establish collaborative counter-human trafficking partnerships, since traffickers are moving deeper into villages to recruit children for both internal and external trafficking conducted in partnership with GIZ.

## Human Trafficking crimes prosecuted

As noted above, the awareness interventions on trafficking have increased the number of persons reporting cases, hence the number of investigations and prosecutions rising over the NDP III period, as illustrated in the table below.

The cases of Human Trafficking have been on an increase over the years, and the government, through all the players in the Justice system, continued to offer support to cases of trafficking to ensure that all criminals involved in this vice are prosecuted and the victims offered justice. The increase in cases supported from 64 in FY 2020/21 to 197 in the last financial year is attributed to several sensitisation workshops that were

Financial Year	Number of Investigations supported
FY2020/21	64
FY 2021/22	52
FY2022/23	117
FY2023/24	100
FY2024/25	197

Over the NDP II period, the number of victims of trafficking supported is staggered, as reasons for trafficking remain fluid, thus makes people vulnerable to the vice. However, the agencies are persistent in supporting the victims. The Ministry of Internal Affairs supported 301 rescued victims of trafficking. This support is in terms of temporary shelter, medication, feeding and transport back to their homes, 4 trainings of stakeholders (District leaders, Police, CSOs, headteachers, youth leaders, & women) in identification, protection, and referral of victims of trafficking conducted in Rukungiri, Lira, Moroto, and Namayingo, and 197 TIP cases under investigations supported.

### Victims of human trafficking supported

Financial Year	Male	Female	Total
FY 2020/21	9	220	229
FY 2021/22	8	216	224
FY 2022/23	28	672	700
FY 2023/24	14	340	354
FY 2024/25	21	280	301

In the NDP III (05) year period, 91.9% of Private Security Organizations (PSOs) assessed by UPF met compliance standards, surpassing the 80% target. This marked a strong achievement in regulating the private security sector. In the FY 2024/25, UPF Verified & Audited 176 Civilian firearms in 05 Regions of KMP, Kira, Busoga East, Greater Bushenyi & Katonga. Visited 185 Armouries in KMP, Greater Bushenyi & Katonga to ensure safety and compliance with the Firearms Act 1970. Inspected 115 private security companies in KMP and up-country to ensure compliance with regulations and the Firearms Act 1970. Issued 180 permits to applicants to acquire civilian firearms. Sensitized 151 officers from 05 regions of KMPE, Kira, Katonga, Greater Bushenyi, and Busoga East on safety and compliance with the Firearms Act 1970. Held 03 National registration & Licensing Committee Meeting for vetting new directors for security companies. Renewed 254 PSO's operator's license for the year 2024/25, issued 565 firearms Movement permits to PSOs, issued 165 Export & Import Permits.

### Armouries inspected.

Armoury inspections are conducted to ensure that weapons and ammunition are stored securely, reducing the risk of theft, loss, or unauthorized access. Inspections help to prevent the issuance of small arms and light weapons to unauthorized individuals or groups. UPF continued with Firearm Fingerprinting activities and systematic updates to the IBIS database (UPS 100%, UPF 99% including PSOs and privately held firearms have been registered in the IBIS database).

FY	Number of inspections
2020/21	9
2021/22	4
2022/23	8
2023/24	4
2024/25	6

### Armories inspected

The inspection of armouries is intended to streamline management of records in the armouries and identify gaps in respect to Physical Security & Stockpile Management. Over the NDP III period, 31 armouries have been inspected. In the reporting period, inspections of armouries in six (6) police divisions under KMP North Kawempe, Wandegeya, Old Kampala, Wakiso, Kakiri, and Kasangati were carried out. A total of 135 guns were recovered from the 36 divisions, with no clear records, exhibits, and unmarked. These recoveries are kept at classified stores for further management.



Wandegeya



Wakiso exhibits

### Awareness on the dangers of the proliferation of illicit Small Arms and Light Weapon (SALW)

To address the dangers of proliferation of illicit SALW, an awareness raising workshop on the dangers of illicit proliferation of Small Arms and Light Weapons (SALW) was conducted in the districts of Rakai and Tororo, involving women, youth, security officers, religious leaders, PWD, Councillors and elderly 20 females, 82 males in the reporting period. The workshops were aimed at reducing Armed Violence by educating communities about the risks associated with SALW and the need to promote peace.

Over the NDP III period, a total of 411 security officers have been trained on armoury management. During the reporting period, 50 armoury officers and their supervisors, of whom 43 were male and 7 female officers from Kiira Police Region Jinja, were trained in Physical Stockpile and security management (PSSM) in a bid to improve armoury management to prevent leakages of arms. The trained officers and supervisors were from UPF, UPS, and Private security organizations.

Financial Year	Male	Female	Total
2020/21	102	9	111
2021/22	77	3	80
2022/23	92	8	100
2023/24	96	4	100
2024/25	43	7	50



The Participants were drawn from Jinja

### 1.3.6 Comprehensive standards for investigation, prosecution, adjudication and correctional services developed and implemented

Under this intervention, the sub-programme planned to further develop Service Delivery Standards and client charters, strengthen community service, offender rehabilitation on prisons, research, and strengthening Scene of Crime Officers (SOCOs).

During the FY2024/25, UPS embarked on the process of developing the National Corrections Policy and the review of the Regulatory Impact Assessment (RIA) report is ongoing. Additionally, development of four (4) internal policies is ongoing to strengthen the administration of prisons. These include health, ICT, Disability inclusion and training policies. The ODPP finalized its Service Delivery Standards and Client Charter, both designed to enhance the efficiency and effectiveness of its services. These documents establish clear performance benchmarks and promote consistency in service delivery. They also define the rights and expectations of clients, such as citizens and legal entities, when interacting with the ODPP, ensuring transparency, accountability, and a client-centred approach.

DGAL trained 150 Scene of Crime Officers in exhibit handling and crime scene management to ensure proper maintenance of the quality of exhibits being submitted for forensic and scientific investigation. Also, DGAL conducted dissemination of Exhibit collection, handling and preservation guidelines to 300 Scene of Crime Officers of Uganda Police Force in central (Wandegeya) and western (Mbarara) regions of the country. Additionally, UPF undertook refresher training for 35(10F) officers to effectively manage scenes of new and emerging crimes.

The picture below shows some of the scene of crime officers being trained.



*Training of scene of crime officers*

UPF conducted several intelligence-led investigations and operations to curb serious and violent crimes. A number of criminal gangs were dismantled and the individual criminals/leaders arrested in the period under review. These gangs are related to the murder of the late Daniel Bbosa Kakeedo, Dr. Abiriga Jino, the DHO Masindi, Nsamba Arafat in Kasangati Division, and females in Kajjansi Division. Other notable syndicates busted included Aggravated robberies in Jinja and motor vehicle thefts, among others. These specific operations led to the recovery of 82.9m cash, 2,355 motorcycles, 2,447 motor vehicles and 31 firearms, among other assets.

The ODPP reinforced its commitment to the Prosecution-Guided Investigations (PGI) framework as a strategic approach to case management. This promotes early prosecutorial involvement in investigations, thereby enhancing the quality and efficiency of case outcomes. In line with this, the ODPP successfully prosecuted 572 cases under the PGI.

## 1.4 Transitional justice and informal justice processes Strengthened

Over the NDP III period, institutions implemented activities in line with transitional justice a global term, which basically refers to processes and mechanisms adopted by societies to address the effects of armed conflict through formal and non-formal mechanisms. Uganda has had a history of past civil conflicts, and

the government has taken steps to address them. The adoption of transitional justice as a conceptual mechanism to support post-conflict peace and justice mechanisms was informed by gaps in past government efforts. A National Transitional Justice Policy (NTJP) was therefore adopted by the Cabinet in 2019, sponsored by the MoJCA and MIA, thus mandating all MDAs and agencies to put in place plans to implement TJ. The institutions directly linked to implement TJ include the Ministry of Internal Affairs/Amnesty Commission, the Ministry of Justice and Constitutional Affairs, the office of the Director of Public Prosecutions and the Judiciary – under the Administration of Justice Programme.

### 1.4.1 Capacity of LCC strengthened

The Ministry of Local Government conducted training for local council courts and the Refugee Welfare Committees in the refugee-hosting Districts and among them were Madi-Okollo, Yumbe, Adjumani, Koboko, Lamwo, Koboko, Obongi, Terego, Kalaki, Kabale and in all identifying one subcounty. The trainings conducted covered all three levels i.e. local council courts 1, 11 and 111; Village, Parish and Subcounty. A total of 5,409 local council court members were trained.

Critical to note is that, besides operating as a court, local council courts undertake a lot of mediation and despite the lack of capacity building programmes, the courts had been operating. The trainings conducted were also the first of their kind since the election in 2018; as such, the exercise was overwhelmingly embraced.



The Ministry held meetings with local council courts desk officers from the 27 Ngora, Soroti, Serere, Kapelebyong, Kumi, Katakwi, Amuria, Pallisa, Kalaki, Kabarole, Bundibugyo, Ntoroko, Kasese, Bunyangabo, Kyegegwa, Kamwenge, Kitagwenda, Kyenjojo, Arua, Terego, Madi-Okollo, Yumbe, Koboko, Moyo, Adjumani, Pakwach and Nebbi districts of and 3 cities of Soroti, Fort Portal and Arua. The local council courts desk officers are the Link between the Central Government and Local Governments of matters relating to local council courts. They are also responsible for ensuring the functionality of the courts across their respective districts. And they also ensure

The Ministry conducted training for the local council 111 court secretaries from the 6 districts of Bugweri, Mukono, Nwoya, Buyende, Adjumani and Ngora. A total of 102 secretaries were trained. The secretaries at the LC 111 court level are also responsible for overseeing the functionality and performance of the local council courts 1 and 11 i.e. at Village/Ward and Parish/ward. Further, they are the link between the districts (the Local Council Courts Desk Officers and the Courts). They also ensure safe custody of the records that are processed by the Courts within their areas of operation.....

Over the NDP period, the programme trained a total of 16,464 of which 9,468 officials were at the level of LC1, 2,060 at LC2 and 327 LC3 secretaries.

**Table 30: Number of LC Court officials trained over the NDP III Period**

year	LC1	LC2	LC3 Secretaries	RWC	Total
2024/25			70		4,679
2023/24	1,150	320	30	20	1,500
2022/23	2,068	550	60		2,678
2021/22	3,197	623	96		3,916
2020/21	3,053	567	71		3,691
Total	9,468	2060	327		16,464

Critical to note that, the local council courts, especially the local council courts at Village/Cell (LCC 1) and Parish/Ward (LCC 11) by their establishment under the Local Governments Act Cap 138 and the Local Council Courts Act Cap38, exercise all the three Arms of Government i.e. the Executive, Legislature through the enactment of bye-laws and the Judiciary through the local council courts. They are the first point of entry for the majority of cases, both criminal and Civil in nature, and above all, support in the monitoring and overseeing of Government programmes like PDM, SAGE etc. However, with engagements with a few of them, most of the cases are referred to other actors.

Despite the mandate associated with the structure, the structure is grossly underfunded and in terms of skilling due to limited resource allocation. Appreciating the size of the structure, please refer to the table below:

**Table 31: Structure of Local Council Courts at all levels**

Level	No. of Courts	No. of members Per Court	Total Numbers Country-wide	Number Trained	% trained
LCC 1 (Village/Cell)	71,225	11	783,475	9,468	1.21%
LCC 11 (Parish/Ward)	10,716	11	117,876	2060	1.75%
LCC 111 (Sub-county/Division)	2165	6	12,990	327	2.52%

## 1.4.2 Transitional justice policy implemented

The Cabinet adopted the National Transitional Policy in 2019, allowing for the implementation of reparations, traditional justice, amnesty, formal criminal justice, and nation-building and reconciliation. In the reporting period, reparations, amnesty, and criminal prosecutions were implemented. This includes the reparations awards to victims of convicted former LRA commander Thomas Kwoyello at the International Crimes Division, and Dominic Ongwen at the International Criminal Court, cattle compensation for individuals in regions affected by the NRA struggle, and the award of Amnesty certificates, demobilization and reintegration.

*Cattle compensation* is a form of reparations which Government undertook as part of its NRM Manifesto to compensate the war victims from on the Acholi, Teso and Lango sub regions and since FY 2021/2022, the Ministry of Justice and Constitutional Affairs (MoJCA) has received a cumulative release of UGX 159.50 billion out of the planned UGX 200 billion for compensating war debt claimants in the Acholi, Lango, and Teso sub-regions. To date, a total of UGX 158.32 billion has been disbursed to 28,281 verified claimants across the affected districts as per the table below.

In the Acholi sub-region, UGX 43.67 billion was paid to 4,836 claimants, with Agago District registering the highest number of beneficiaries at 1,389.

**Table 32: Cattle compensation for Districts in Acholi Sub region**

	District	No. Of Claimants	Amount (Ugx)
1	Amuru	268	4,864,027,781
2	Kitgum	700	5,975,240,555
3	Nwoya	247	3,918,818,502
4	Pader	670	6,086,710,054
5	Gulu	506	5,006,203,831
6	Lamwo	473	6,333,566,680
7	Agago	1,389	5,837,585,239
8	Omoro	583	5,644,802,200
	Total	4,836	43,666,954,842

The Lango sub-region recorded the highest number of beneficiaries, with 12,389 claimants compensated a total of UGX 48.74 billion. Lira District accounted for the largest number of claimants (3,757) and received the highest share of funds (UGX 10.68 billion), reflecting the significant burden of claims in the area.

**Table 33: Cattle compensation for Districts in Lango Sub-region**

No.	District	No. Of Claimants	Amount (Ugx)
1	Alebtong	1,077	4,853,833,800
2	Amolatar	408	2,480,100,000
3	Apac	690	3,924,900,000
4	Dokolo	725	4,994,228,600
5	Kole	1,230	4,607,083,800
6	Lira	3,757	10,681,352,700
7	Otuke	1,071	5,754,018,900
8	Oyam	2,162	6,550,633,800
9	Kwania	1,269	4,889,868,900
		Total	12,389

In the Teso sub-region, UGX 65.91 billion was paid to 11,056 claimants, the highest amount disbursed among the three sub-regions. Kumi District registered the largest number of claimants at 2,089.

**Table 34: Analysis of Cattle Compensation for Districts in Teso Sub-region**

No.	District	No. Of Claimants	Amount (Ugx)
1	Amuria	1,365	4,578,713,031
2	Bukedea	534	5,141,564,209
3	Kaberamaido	507	4,464,987,962
4	Katakwi	623	5,233,492,700
5	Kumi	2,089	8,847,652,700
6	Ngora	1,013	5,647,877,725
7	Pallisa	1,154	6,013,874,743
8	Serere	923	6,188,770,114
9	Soroti	1,062	6,088,190,631
10	Butebo	577	4,528,333,800
11	Kalaki	807	5,273,383,800
12	Kapelebyong	402	3,906,056,831

No.	District	No. Of Claimants	Amount (Ugx)
	Total	11,056	65,912,898,246
Grand Total		28,281	158,315,873,588

The above achievements reflect the Government's continued commitment to post-conflict recovery, reconciliation, and economic restoration for communities affected by the insurgencies. The compensation has provided much-needed financial relief to victims and facilitated the restoration of livelihoods across the three sub-regions.

The trial of Thomas Kwoyelo for crimes against humanity committed during the LRA war in northern Uganda was finally concluded and final judgment was pronounced by the court. This brought to a conclusion the trial which had lasted for 13 years. This was an achievement and a sign of positive complementarity for the case is the first crimes against humanity case successfully concluded by the ODPP as envisioned under the 2007 Agreement on Accountability and Reconciliation between the LRA and the government of Uganda.

Besides that, the ODPP provided Legal Assistance to the Office of the Prosecutor (OTP) International Criminal Court in the international crimes trial of Joseph Kony at the ICC in The Hague. This followed a formal MLA request from the OTP pursuant to the MoU on cooperation and assistance signed between Uganda and the OTP in 2004. In addition, the ODPP participated in the negotiation of a new cooperation agreement between the ICC and Uganda, which is still under negotiation.

Also, the Jamil Mukulu eastern case. The prosecution team continued to do witness preparations, verifications and interviews for the hearing of the case. A plea-bargaining process was initiated and successfully concluded with 7 accused persons who were each sentenced to prison terms ranging from 5 years to 16 years. The department received additional requests for plea bargain from 18 accused persons and the plea negotiations are still ongoing. Jamil Mukulu Western cases. The decision to charge was delayed pending the conclusion of a threat and risk assessment exercise, which was done during the FY. The results will inform the decision-making.

#### 1.4.2.2 Outreach for war crimes cases conducted

As part of strengthening Transitional justice and informal justice processes, during the FY, two outreach sessions were undertaken by the ODPP, where a total of 54 stakeholders and victims were reached. An outreach session was undertaken in Eastern Uganda to engage with the communities and stakeholders concerned in the Busoga cases relating to ADF and Jamil Mukulu. The districts covered included Jinja, Iganga, Mayuge, Namayingo, Bugiri and Busia, while the 2<sup>nd</sup> outreach session was conducted in the western Districts of Fort Portal, Kyenjojo, Mubende, Kasese, Bundibugyo. The stakeholders and victims targeted were those affected by the ADF insurgency in western Uganda. The activity was successfully implemented and the feedback from this outreach was enriching. Witnesses expressed great disappointment with the government for its failure to compensate them or pay reparations. Several challenges to witness safety were discovered and these were duly communicated to the territorial security agencies: long delay in the disposition of the case, the infrequency of outreach activities, and threats and intimidation of victims and witnesses by associates of the accused persons. Overall, the stakeholders expressed satisfaction and appreciation for the work of the ODPP in handling the case.

#### 1.4.2.3 War/international crimes cases investigated and prosecuted

During the FY 2024/25, the ODPP received and perused 213 new international crimes cases/files, exceeding the annual target of 200 cases. Of these, 114 cases were sanctioned and prosecuted. Of these, 79 were handled through Prosecution Guided Investigations. Further, of the 72 cases in the Division, 32 cases were completed, while 40 cases are still ongoing. Of the 32 completed cases, 14 were convicted/successfully defended, 1 was acquitted, 7 were dismissed and 10 cases were withdrawn by the parties. Furthermore, 7 cases were concluded by way of plea bargain, which signifies the popularity of plea bargain in international crimes cases.

# OUTCOME TWO

## JLOS BUSINESS PROCESSES REFORMED AND STRENGTHENED

To enhance public satisfaction in the justice system, there is a need to review and align business processes to increase efficiency in the disposal of cases and ensure the delivery of effective and efficient Justice, Law and Order services (JLOS). These in turn, facilitate Private Sector Development. The key interventions in this regard include strengthening case management systems for efficient case disposal; fast-tracking automation and integration of information management systems; reforming and updating laws to promote competitiveness; and strengthening institutional capacity and decision-making.

**Table 27: Performance Outcome Indicators**

Indicators	Baseline	2017/18	2020/21	2021/22	2022/23	2023/24	2024/25	
			Actual	Actual	Actual	Actual	Targets	Actual
Disposal rate of cases	50%	50%	49%	55%	64%		55%	
Conviction rate (%)	61%	61%	71.9%	73%	73%	71%	61%	71%
Turnaround time - DCIC							7 Days	
Turnaround time - NIRA								
Turnaround time - URSB							4Hrs	2Hrs

### 2.1 Strengthen case management systems

Case backlog and delays in the delivery of justice have been one of the main indictments against Uganda's justice system; yet the right to speedy trial and delivery of justice is one of the major facets of the general right to a fair hearing. Institutions are continuously undertaking interventions to address the systemic weaknesses to increase efficiency in case disposal, including addressing day-to-day operational constraints that inhibit access to JLOS services, provision of basic tools of the trade, and strengthening customer care. Investment in case management is therefore critical in increasing the clearance rate of cases and reducing the average time taken to dispose of cases. The Sub-programme prioritized the use of Prosecution-Led-Investigations, in criminal cases, especially high-profile corruption and capital cases.

**Table 28: Performance against Intermediate Indicators**

Outputs Indicators	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	Actual	Actual	Actual	Actual	Actual	Target	Actual
Case clearance rate	90%	95%	90%	90.6%			
The average length of stay on remand overall	9.5	10.8	11.9	11.2			

#### 2.1.1 Increase efficiency in case disposal

##### *Representation of Government in Courts, tribunals and commissions*

The MoJCA, through the Directorate of Civil Litigation, is charged with legal representation of Government, its Agencies and Allied Institutions in National, Regional and International Courts, Tribunals and Commissions.

Through civil litigation, the Directorate is at the forefront of upholding the rule of law and justice through peaceful resolution mechanisms, including mediation, arbitration and civil litigation in courts of law, tribunals, commissions and other administrative bodies.

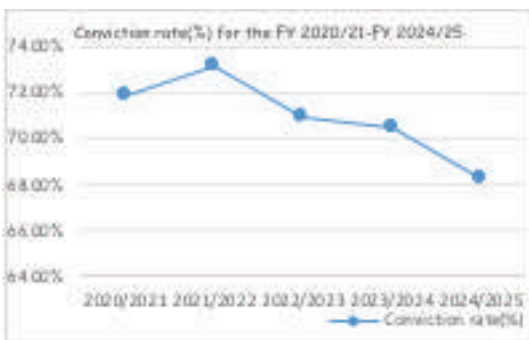
Over the five-year period from FY 2020/2021 to FY 2024/2025, the MOJCA handled a total of 17,917 cases, resulting in cumulative savings of UGX 4.6 trillion for the Government, compared to total losses amounting to UGX 745.9 billion. The highest savings were recorded in FY 2023/2024, where 6,878 cases led to savings of UGX 2,783.7billion, despite losses of UGX 179.4billion in the same year. The Directorate of Civil Litigation of the MOJCA cumulatively represented Government in 1,497 cases in Courts, Tribunals and Commissions. 432 cases won, saving the Government UGX. 567,895Bn, while 132 cases were lost worth UGX 90.379Bn; defended Government in 22 EACJ matters, 267 Constitutional Petitions, Appeals and Applications and 209 human rights cases.

**Table 35: Amount of money saved in court awards in NDP III period**

Period (FY)	No. of cases	Amount saved(UGX Bn)	Amount lost UGX (Bn)
2024/2025	1,497	567.9	90.4
2023/2024	6,878	2,783.7	179.4
2022/2023	4,912	587	204
2021/2022	3,395	423.6	215.5
2020/2021	1,134	228.6	70.6
Total	17,917	4,590.8	745.9

During the reporting period, the ODPP received 71,900 newly registered cases countrywide. Out of these, 44,415 cases were sanctioned for court, 19,863 cases were sent for further investigations, while 9,116 case files were closed. 334,255 cases under hearing, 33,925 convicted, 2,069 acquitted, 13,786 dismissed, and 786 withdrawn. The ODPP prosecuted cases in sessions at various court levels as enumerated below;

The graph below illustrates the conviction rate (%) over five fiscal years from 2020/2021 to 2024/2025, showing an initial increase from 71.88% in 2020/2021 to a peak of 73.20% in 2021/2022, followed by a consistent decline in subsequent years, reaching 68.20% in 2024/2025.



This downward trend suggests a gradual decrease in the proportion of successful convictions over time. The decline in the conviction rate is attributed to unwillingness of witnesses to testify often driven by fear of retaliation or inadequate protection significantly delays the judicial process, prolonged trials can result in the disappearance of witnesses, loss of interest by victims, or deterioration of evidence, in many cases, especially those involving domestic violence or land disputes, complainants withdraw due to external pressure, societal stigma, or out-of-court settlements. Additionally, systemic capacity constraints

such as understaffing, high caseloads, and logistical challenges undermine effective case preparation and follow-through.

The Uganda Prisons Service delivered to court a daily average of 1,811 prisoners (1,722 male and 89 female). UPS attended 324 court sessions countrywide, including normal High Court sessions and special court sessions. The special sessions included 3 for the Supreme Court, 45 Court of Appeal sessions, 130 for the High Court, 132 for plea bargaining, and 14 for SGBV, benefitting 11,005 prisoners. A total of 453,020 prisoners were delivered to 270 courts spread countrywide in the FY2024/25. This increased by 2.5%

(11,098 prisoners) from 441,922 prisoners registered in FY2023/24. Convicted prisoners increased by 3.1% from 39,903 in FY2023/24 to 41,150 prisoners in FY2024/25, while remands increased slightly by 3.1% from 36,290 in FY2023/24 to 37,406 prisoners in FY2024/25. However, the proportion of prisoners on remand remained at 47.3% as it was in the FY2023/24.

By the end of the FY2024/25, capital offenders had spent on average 17.3 months, while non-capital offenders had spent 2.5 months, as shown in the table below

**Table 36: Length of stay on remand by category of offences**

Category	Sex		Overall
	Male	Female	
Capital	17.9	12.8	17.3
Non-capital	2.8	2.2	2.5

The average period spent on remand (months) by gender categorization showed that male offenders spent an average of 17.9 months for capital offences and 2.8 months for non-capital offences compared to 12.8 months and 2.2 months for females, respectively, as shown in the table above;

**Table 37: Length of stay (in months) on remand by case stage**

Category	Male	Female	Overall
Pending Minister's Order	109.6		109.6
Military courts	30.3	23.0	30.3
Committed to the High Court	21.4	17.1	21.2
Non-committed to H/C	4.6	3.5	4.5
On trial in Lower courts	2.8	2.2	2.5

**Table 38: Age Analysis of length of stay on remand by court level as at 30th June 2025**

Remand period	Committed to HCT	Non committed to HCT	For hearing in the Lower Court	Pending Minister's Order	Military courts	Total	(%)
0-2	370	2,471	11,548		4	14,392	38.5
3-6	1,580	1,438	4,649		40	7,704	20.6
7-12	2,991	629	1,594		65	5,278	14.1
13-23	3,666	204	609	1	96	4,573	12.2
24-36	2,583	43	167	1	42	2,836	7.6
37-48	1,168	10	7	3	64	1,252	3.4
49-60	618	3			52	679	1.8
60+	603			6	36	648	1.7
Total	13,579	4,798	18,574	11	399	37,362	100.0
Percentage (%)	36.3	12.8	49.7	0.0	1.1	100.0	

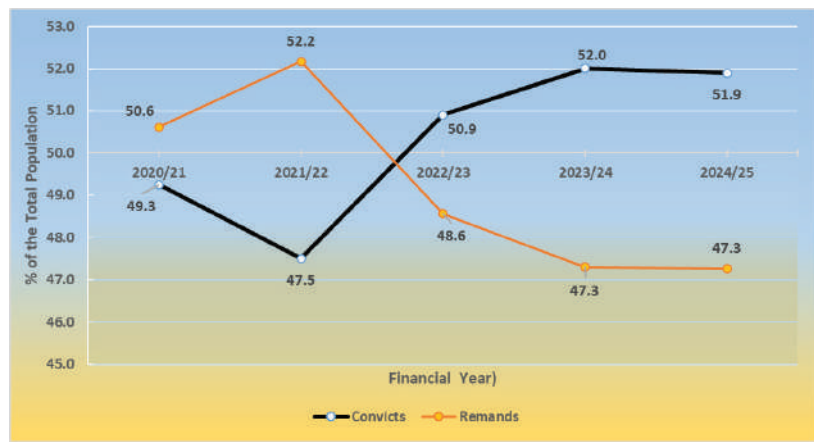
From the table above, 36.3% (13,579) of the remand prisoners who were still awaiting trial had been committed to High Court. Of this category, 57.0% (7,740 prisoners) had spent more than 12 months after commitment to the High Court.

Over the NDP III period, the daily average prison population increased from 61,614 in FY2020/21 to 79,153 prisoners in FY2024/25 as shown in figure. Whereas the annual prison population growth rate is at 6.5%, the annual national population growth rate is 2.9% according to the UBOS National Population Census Report 2024. This, therefore, implies that the prison population grows faster than the national population.



**Proportionality of Remands and Convicts overtime**

The proportion of prisoners on remand continued to reduce significantly in the last five years of NDP III, with a landmark shift registered between FY2021/22 and FY2022/23 where the proportion of remand prisoners surpassed that of convicted prisoners. The proportion of remand prisoners dropped significantly from its highest peak of 52.2% in FY2021/22 to the current 47.3% in FY2024/25 as shown in the figure. The trend reflects increased efficiency and effectiveness amongst all the actors in the Criminal Justice System, including the Judiciary, Police, ODPP, CSOs, among others. Proportion of convicts and remands trend



It should be noted that despite a significant reduction in the proportion of remand prisoners during the NDP III period, the length of stay on remand slightly decreased from 19.6 months in FY 2020/21 to 17.3 months in FY 2024/25 for capital offenders, while that of petty offenders reduced from 3.8 months to 2.5 months.

**2.1.2 Cases that are over 2 years disposed**

As mentioned, increasing efficiency in case disposal is vital in ensuring the case backlog does not grow. This requires the use of various initiatives like quick wins, community service project, Plea Bargaining and Prosecution-Led-Investigations among others. According to the Annual Crime Reports, the cases reported have grown from 19,531 in 2020 to 218,715 cases in 2024 over the last few years.

Category	2020	2021	2022	2023	2024
Total Cases Reported	195,931	196,081	231,653	228,074	218,715
Cases Under Inquiry	75,799	70,978	136,499		90,663
Cases not Proceeded With	63,481	60,095	26,749		46,302

According to the annual crime statistics report 2024, out of the 218,715 cases reported to the Police countrywide, 81,750 (37.4%) cases were taken to Court compared to 84,907 in 2023.

Although there was a slight drop in the number of cases taken to court from 84,907 in 2023 to 81,870 cases in 2024, over the NDP III period, there was a 44.3% increase in cases taken to court from 56,651 in 2021 to 81,750 in 2024. Similarly, the increase in the percentage of reported cases taken to court from 28.9% in

2020 to 37.4% in 2024 signals continued good performance in UPF's case management. A case backlog reduction strategy was developed for CID and cleared 102,169 cases against 216,000 backlog cases.

**Table 23: Summary of Case Management and Status**

Category	2020	2021	2022	2023	2024
Total Cases Reported	195,931	196,081	231,653	228,074	218,715
Cases under inquiry	75,799	70,978	136,499	94,535	90,663
Cases not proceeded with	63,481	60,095	26,749	48,632	46,302
Cases submitted to ODPP	65,529	95,179	103,874	123,590	119,939
Cases taken to court	56,651	65,008	68,405	84,907	81,750
% of reported cases taken to court	28.9%	33.2%	29.5%	37.2%	37.4%

Of the 81,750 cases taken to court, 46,302 cases were not proceeded with, while 90,663 cases are still under inquiry. Out of the cases taken to Court, convictions were secured in 26,328 cases, 1,510 cases were acquitted, 10,333 cases were dismissed and 43,579 cases are still pending in Court. This reflects 5.2% improvement in cases taken to Court.

Category	Male	Female	Total	%
Adults	81,878	4,839	86,717	97.5%
Juveniles	2,073	195	2,268	2.5%
Total	83,951	5,034	88,985	100.0%
Percentage	94.3%	5.7%	100.0%	

Arising out of the 81,750 cases reported to Police, 88,985 suspects were arrested and charged to Court. Of these, 97.5% (86,717) were adults (4,839 female) while 2,268 (2.5%) were juveniles (2,073 male and 195 Female). Out of whom, 12,148 (11,050 male, 640 Female Adults, 404 Male Juveniles, 54 Female Juveniles) were convicted and sentenced to serve in various prisons countrywide for offences they committed, while 76,364 suspects were still awaiting trial by Courts of Law. For 2024, a total of 220,594 persons (132,714 Male Adults, 59,331 Female Adults, 7,969 Male Juveniles, and 20,580 Female Juveniles) were victims of crimes.

The GAL Backlog represents any case that has been in the system for over 90 days and above without being worked on. The table shows case performance per division, FY 2024/2025. It reveals that GAL received 5,606 Cases of which, 3,456 (61.6%) were Forensic cases and 2,150 (38.4%) were General/Civil cases, and reported 5,122 Cases of which, 2,065 (40.3%) were General cases, 1,490 (29.1%) New forensic cases and 1,567 (30.6%) were Backlog cases as at end of FY 2024/2025. Through the provision of scientific and forensic services, GAL achieved the following in the reporting period.

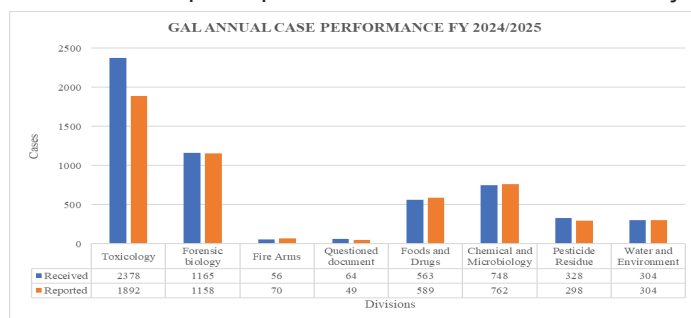
**Table 39: GAL Case performance for FY 2024/25**

Divisions	Received cases			Reported cases			
	Forensic	General /Civil	Total	General /Civil	Forensic		Total
					New	Backlog	
Toxicology	2215	163	2378	163	814	915	1892
Forensic biology	861	304	1165	304	388	466	1158
Firearms	49	7	56	9	51	10	70
Questioned document	28	36	64	17	10	22	49
Foods and Drugs	261	302	563	297	216	76	589
Chemical and Microbiology	6	742	55	703	1	58	762
Pesticide Residue	28	300	328	274	4	20	298
Water and Environment	8	296	304	298	6	0	304
Total	3,456	2,150	5,606	2,065	1,490	1,567	5,122

Divisions	Received cases			Reported cases			
	Forensic	General /Civil	Total	General /Civil	Forensic		Total
					New	Backlog	
Percentage	61.6	38.4	100	40.3	29.1	30.6	100

Source: GAL Databases and records.

### Provision of expert opinion in Courts to ease access to justice by GAL



To ensure administration of justice, GAL provides expert opinions in the courts of law across the country through scientific evidence-based reporting and submission. The table below shows court attendance per division in FY 2024/2025. GAL responded to 80 out of 88 court summons received, which was 90.9% performance.

Table 40: DGAL Court Attendance FY 2024/25

Division	Received	Attended	Reason for Variation
Toxicology	9	8	Court adjourned to later date
Questioned Documents	34	27	Coinciding court sessions and Court adjourned to later date
Firearms	2	2	There was no variation
Forensic Biology	26	26	There was no variation
Food and Drugs	12	12	There was no variation
Chemical and Microbiology	2	2	There was no variation
Pesticide Residue	3	3	There was no variation
Total	88	80	

Source: GAL Databases and records.

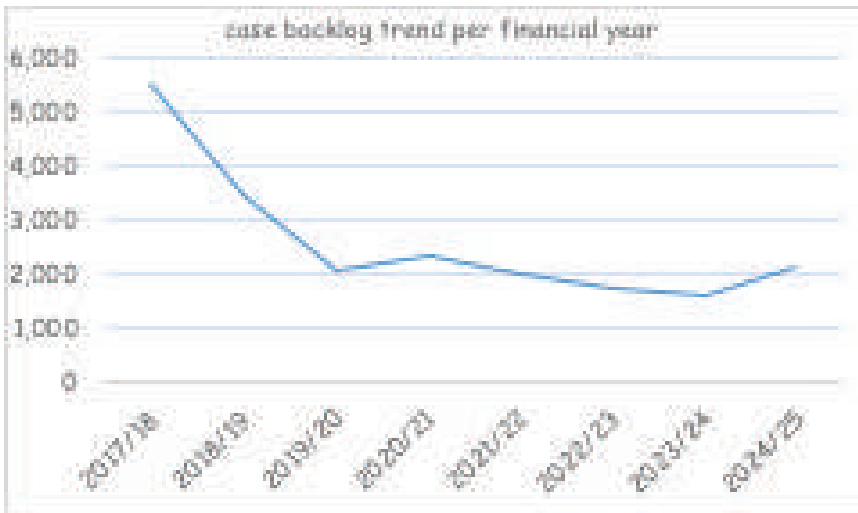
Over an eight-year period, the trend shows a steady decline in case backlog from 2017/18 to 2019/2020, a slight increase in FY 2020/2021, a reduction in FY 2021/22 to FY 2023/2024 and an increase in case backlog as at FY 2024/2025. With the implementation of the Case Backlog Reduction Strategy in July 2018, when backlog stood at 5,559 cases, GAL has recorded tremendous results in backlog reduction and as at end of FY 2024/2025, the backlog was 2,124 cases.

Table 41: GAL: Case Backlog Trend FY 2024/2025

Divisions	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Toxicology	3410	2153	1376	1264	1006	837	364	850
Forensic Biology	1617	1110	569	786	616	597	916	923
Fire Arms	120	16	17	16	14	5	19	5
Questioned Documents	107	82	45	105	158	150	157	172
Food and Drugs	143	7	25	78	113	74	37	11
Chemical and Microbiology	160	124	67	68	73	100	106	92
Pesticide Residue	2	0	0	0	23	10	41	71
Water and Environment	0	0	0	0	0	0	0	0
Total	5,559	3,492	2,099	2,317	2,003	1,773	1,640	2,124

Source: GAL Databases and records.

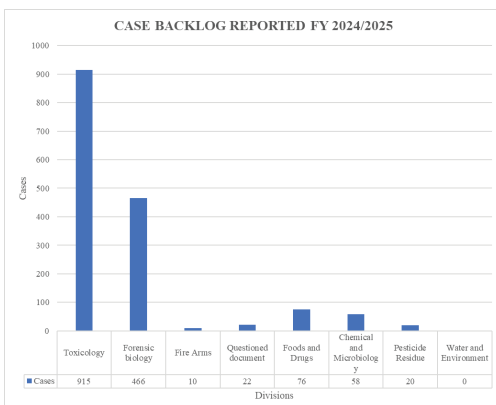
Table 42: FY 2024/25 Case Backlog Reported



Divisions	Backlog Performance	Percentage Performance
Toxicology	915	58.4%
Forensic biology	466	29.7%
Fire Arms	10	0.6%
Questioned document	22	1.4%
Foods and Drugs	76	4.9%
Chemical and Microbiology	58	3.7%
Pesticide Residue	20	1.3%
Water and Environment	0	0.0%
<b>Total</b>	<b>1567</b>	<b>100.0%</b>

Source: GAL Databases and records.

The table above shows backlog cases reported in FY 2024/2025. It shows that of the backlog reported, Toxicology (58.2%) reported the highest number of backlog cases followed by Forensic Biology (29.7%), Food and Drugs (4.9%), Chemical and Microbiology (3.7%), Questioned Documents (1.4%), Pesticide Residue (1.3%) and Firearms (0.6%). Furthermore, Water and Environment did not report any backlog cases since it has no backlog cases.



The graph above shows Backlog cases reported by GAL in the reporting period. It reveals that Toxicology reported the highest number of backlog cases followed by Forensic Biology, Food and Drugs, Chemical and Microbiology, Questioned Documents, Pesticide Residue and FireArms. Furthermore, Water and Environment did not report any backlog cases since it has no backlog cases.

The mandate of the Tax Appeals Tribunal is to resolve tax disputes between taxpayers and the Uganda Revenue Authority (URA). As a court of first instance for all tax matters in Uganda, the Tribunal handles a high number of disputes. These have significantly increased over the years. For example, disputes

filed before the Tribunal increased by 121% over the last five years from 181 in 2019 to 400 in 2024. Currently, an average of 35 new disputes are filed with the Tribunal monthly. This presents both opportunities and challenges for the Tribunal as explained below.

In the reporting period, TAT resolved 134 tax disputes with a value of Shs. 180 billion, which represents a 40.6% increase against the prior year's performance. TAT increased the number of daily court sessions from an average of 8 per day to 16 per day. This is a result of the operationalization of a second courtroom to handle the increasing number of disputes. The above is attributable to a deliberate strategy to simplify court processes, which have been made less formal and more interactive with the users. This has enabled the quick disposal of disputes; and increased the visibility of the TAT via digital platforms, which are now the main avenues of communication today. These include the development of the TAT website, which is used to disseminate decisions, weekly cause lists and other relevant information as well as social media platforms such as "X" formerly Twitter.

The opportunities for the Tribunal include contributing to the social economic development of the country through a rapid and clear process for the resolution of tax disputes. A rapid resolution ensures the unlocking of tax disputes, which releases money back into circulation in the economy either through unlocked tax revenue or unlocked working capital for the taxpayers. Using the Tribunal as a platform to promote a tax-paying culture through sensitization of litigants, taxpayers and the wider public. Offering policy guidance through the Tribunal's decisions, which are widely circulated and recognized.

## **2.2 Automate and Integrate Information Management Systems**

To strengthen case management systems, institutions continued to adopt technology, automate and integrate information management systems as a means of enhancing service delivery. Institutions including MoJCA, URSB, DCIC and NIRA continue to automate their services. However, the integration of systems in most institutions is a work in progress, NIRA, which has integrated with many private sector institutions in banking and telecommunication companies, among others. Automation and integration will go a long way in improving service delivery, which will in turn advance JLOS business processes for Private Sector Development reform. Other key areas of focus are streamlining processes, strengthening records management and reforming civil and business registries.

### **2.2.1 Business Processes Streamlined**

The reform of business processes is an ongoing effort aimed at ensuring that business processes in all institutions are effective, efficient and accessible at reasonable costs. Some of the current processes are largely out of date and manual. To strengthen and streamline business processes, institutions continue to strengthen the capacity of duty-bearers through skilling and training. This improved the delivery of services to the private sector and the general public.

In this regard, following a business process review, URSB automated the Business Registration process, making it faster, more accessible, and more efficient. The system was enhanced based on client feedback, introducing a data correction module to improve accuracy and integrity by enabling systematic updates to company details. Similarly, URSB automated the trademark and industrial design processes, making them entirely online. System improvements included integrating the URA payment portal and a WhatsApp platform for customer engagement, enhancing accessibility and user satisfaction.

Further, the Bureau enhanced the Industrial Property Automation System (IPAS) by integrating it with the African Regional Intellectual Property Organization (ARIPO) Member States and deploying digital signatures. These improvements have streamlined regional Intellectual Property application processing, enhanced document security, and increased efficiency. The upgrades align with Uganda's National Intellectual Property Policy and digital transformation goals.

URSB also established a correspondence system to effectively handle records and aid business processes. URSB conducts aftercare and business rescue programs, training business owners in financial management and sustainability to prevent insolvency, and enhance their skills in overcoming challenges, hence bolstering Uganda's corporate rescue framework. URSB trained judicial officers and insolvency practitioners on commercial laws and emerging technologies.

## 2.2.2 Records management and storage strengthened

In line with the strategy of automating business processes, GSP funded various activities with a focus on improving records management and storage. Among the many challenges facing the sub-programme, is poor record-keeping and retrieval. This sometimes breeds opportunistic corruption. The Sector is funding the installation of electronic document management systems in the Industrial Court, MoJCA, among others.

The ODPP, through the Ministry of Public Service, conducted staff training on the Electronic Document Management (EDM) system, which uses digital tools to store, manage, and track documents. Key components of EDM include document storage, indexing, version control, security and access control, workflow automation, collaboration tools, and compliance. EDM improves efficiency, security, and compliance while offering benefits such as cost savings and better document management.

URSB also advanced digitalization efforts by scanning and indexing backlog documents, improving access to essential services such as business searches and certification. In addition, the Bureau has digitized business records to enhance efficiency in service delivery.

## 1.2.3 Business Processed Automated

Reform and automation of business processes and information management systems is ongoing in all Sector institutions. This is also in light of the efforts to automate business processes. The Sector rolled out automation of some of the business processes in the National Identification and Registration Authority (NIRA), Directorate of Citizenship and Immigration Control (DCIC) and Uganda Registration Services Bureau (URSB). Adoption of technology and strengthening data management are very critical for decision-making. Case management in some institutions are being automated to enhance service delivery, but remains less than optimal for institutions such as UPF. More investment is still required to fast-track automation and integration.

**Table 34: Performance against intermediate outcome indicators**

Performance Indicators	Baseline	2018/19	2019/20	2021/22	2022/23	2023/24	2024/25
	2016						Target Actual
Level of automation of case management systems	12%	41%	46%	46%			
Proportion of JLOS Institutions with a functional M&E System	44%	83%	83%	100%	100%	100%	100%

During FY 2024/25, significant progress was made in strengthening the ICT infrastructure and systems of the ODPP. The ODPP continued to promote automation and integration through procured assorted Information and Communication Technology items. The Prosecution Case Management Information System (PROCAMIS) has made significant progress, with its rollout and use rising to 40% in 2025, up from 26% in 2020/21. This improvement reflects a notable increase in the automation of services within the institution. Additionally, the rollout rate of PROCAMIS currently stands at 45%. In the reporting period, Wide Area Network (WAN) switches were installed and connected at seven stations of Rukungiri RSA, Kanungu RSA, Kyegegwa RSA, Kapchorwa RSA, Bukedea RSA, Nakaseke RSA, and Kabale RO where staff are now awaiting training to begin using the Prosecution Case Management Information System (PROCAMIS). To enhance operational efficiency, the ODPP also procured various Information and Communication Technology (ICT) equipment, which contributed to the increased usage of the Prosecutor Case Management Information System (PROCAMIS), rising from 26% in FY 2020/21 to 40%. In addition, Rollout of PROCAMIS and automated 47 offices against a target of 148, representing 32% coverage.

Over the years, UPF developed and procured information management systems to aid in provision of policing services. However, the level of automation is still low and the systems are not fully integrated. Therefore, efforts to fast track automation in the force are ongoing, UPF developed the electronic policing system (E-PIS) project. The project is currently uploaded on the IBP and at the pre-feasibility stage. The project will ensure full automation of key policing processes and integration of existing systems.

The MIA did not undertake any system integration and automation but there is a great need for system automation, especially under NGO Bureau, to help in streamlining the registration, monitoring, and inspection process for NGOs to reduce delays and improve compliance. Automation of business processes will improve service delivery, reduce processing times, and enhance the overall experience for its clients.

In this regard, following a business process review, URSB automated the Business Registration process, making it faster, more accessible, and more efficient. The system was enhanced based on client feedback, introducing a data correction module to improve accuracy and integrity by enabling systematic updates to company details. Similarly, URSB automated the trademark and industrial design processes, making them entirely online. System improvements included integrating the URA payment portal and a WhatsApp platform for customer engagement, enhancing accessibility and user satisfaction.

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URSB also advanced digitalization efforts by scanning and indexing backlog documents, improving access to essential services such as business searches and certification. In addition, the Bureau has digitized business records to enhance efficiency in service delivery. Other planned activities were implemented as summarized below. URSB has handled over 1,752,713 records in this period.

In addition, URSB integrated the Security Interest in Movable Property Registry (SIMPO) with the Motor Vehicle Registry (MVR), significantly streamlining the registration of security interests on motor vehicles, trailers, and engineering plants. This integration has notably reduced the turnaround time for placing caveats, leading to faster and more efficient transactions for financial institutions. By the end of FY 2024/25, URSB recorded 9,448 searches on its SIMPO registration system. Additionally, the Bureau trained 861 individuals on SIMPO usage and 206 new accounts were created on the system in FY 2024/25.

The MoJCA embarked on the automation and integration of management information systems, which include the Civil Litigation System (DCL system), the Administrator General System and the Electronic Documents Records Management System (EDRMS). These are system tools to manage the flow of information, provide instructions, actions, and feedback and generate reports from the system users in the Directorate of Civil Litigation, Regional Offices and Local Governments and well as in the Office of the Administrator General. The installation of these systems provided a cloud environment link with the Headquarters and all seven (7) regional Offices – Mbarara, Arua, Gulu, Fort Portal, Soroti, Moroto and Mbale. The systems have improved efficiency and coordination of assignments and tasks within the Ministry.

UPS developed the Prisoners Management Information System, which is currently functional in 3/269 prisons. The connectivity is being done in a phased manner and so far, it has been extended to Kitalya

Farm, Kitalya Mini Max, Jinja Main, Jinja Remand, Jinja Women, Moroto Main, Moroto Women, and Masindi Main Prisons.

The GAL installed an Electronic Documents Management System (EDMS), Laboratory Information Management System (LIMS) and Case Statistics Dashboard (CSD). These systems have improved efficiency and informed planning, forecasting and policy decisions at GAL.

The NCIC developed an automation project (Automation of Citizenship and Immigration Services). The project was approved by MoFPED and is set to commence in the FY2025/26. The project will address issues of manual clearance of travellers and system integration to have well-connected and interlinked systems with other e-government systems. The integration of i-24/7 Interpol system with the e-immigration system at Entebbe International Airport continues to support traveler profiling and reporting of stolen documents, blacklisting some travelers. This has helped to improve passport integrity and enhance national security. Furthermore, the integration of the e-immigration system to the NSSF system has improved data comparison on employment of foreign nationals and improved work permit issuance and compliance.

Relatedly, the E-passport system has been upgraded from Machine-readable passports to electronic passports; the electronic passport has enhanced features that have greatly improved the Ugandan passport at the International Civil Aviation Organization (ICAO) rankings. Passport Services are now fully accessible by Nationals at the Immigration Regional offices of Gulu, Mbarara, Jinja and Mbale and 7,910 Ugandans accessed their passports at these regional centres, the extension of passport services to regional offices promotes easy access to Government services.

**Table 35: Citizens issued passports.**

FY	Male	Female	Total
FY 2020/21	68,891	106,809	175,700
FY 2021/22	164,409	178,109	342,518
FY 2022/23	155,723	198,193	353,916
FY 2023/24	110,759	169,627	280,386
FY 2024/25	59,754	57,250	117,004

The services, both biometric capture and issuance, have also been extended to nationals abroad at Seven Missions (07) of London, Washington, Copenhagen, Abu Dhabi, Beijing, Ottawa and Pretoria. At half year, a total of 1,313 were facilitated by Ugandan Missions abroad in the issuance of Passports. Additionally, the Automation of Citizenship and Immigration Services project was approved by the Development Committee of the Ministry of Finance, Planning and Economic Development (*MoFPED*). Implementation of this project, effective FY 2025/26 shall expand on the coverage of the Border posts with electronic systems for which will strengthen National Security.

### **Immigration services decentralized**

The DCIC has decentralized its services, which allows non-nationals to access Immigration services at other centers other its Head Office. The E-immigration system has also been extended to the regional offices of Jinja, Mbale, Moroto, Gulu, Hoima, Mbarara and Fort Portal. The E-immigration services are also accessible to investors at the Uganda Investment Authority (One Stop Service Points) and at Kapeeka Industrial Park. The specific service to investors is geared toward extending services nearer to investors to promote trade and Investment.

Table 43: Level of Automation of JLOS Services

MDA	Information System	Status of Automation/upgrade	% roll out to service points
URSB	Business Registration Information Systems	OBRS system automated the data clean-up exercise to ensure accurate and reliable records which has enhanced data integrity, improved system efficiency, and facilitated a smoother user experience for businesses accessing registration services.	
	Security Interest in Movable Property System (SIMPRS)	URSB's Security Interest in Movable Property (SIMPO) system was integrated with the Uganda Revenue Authority's motor vehicle registry and Ministry of Works and Transport, which has enabled seamless registration of caveats on vehicles used as collateral.	
	Industrial Information System (trademark registration)	IPAS has automated the registration work flows of trademarks, copyright and industrial designs, which has increased their registration uptake, innovation and creativity especially among the youth, who are in Information Technology.	
	Document Electronic Management System (EDMS)	electronic document management system (EDMS) is fully functional and it continues to improve company & business record management, which has reduced the turn-around time in registration services and record retrieval	
	Queue Management System	The que management system is also fully functional and has continuously improved efficiency in collecting client electronic feedback points at all URSB services centers.	
	e-Licensing Portal	The e-licensing portal is also fully functional and operational	
	URSB Call Centre	Through the call center, URSB received 179,237 calls, which continues to improve URSB image by providing instant clients' feedback while supporting online registration.	
DCIC	E-Visa / Permit application system)	Completed The application system is a web-based system and is accessible to all users.	
	E-Passport Service (Online Passport Application System)	Completed. The Passport application system is a web-based system accessible to all however, for biometric capture, the Passport services are accessible at the Headquarters, 4 Immigration Regional offices and 7 Ugandan Missions abroad.	
	E-immigration system/ PISCES/MIDAS	Integration of the three (03) systems on-going. The E-Immigration system is at Headquarters, 15 Borders, 10 Regional Offices and 21 Uganda Embassies. PISCES is at 13 POEs and MIDAS is at 08 POEs	
MIA	Electronic Document Management Systems (NGO Bureau, DCIC)		
DGAL	Laboratory Information Management System (LIMS)		
ODPP	Prosecution Case Management Information System (PROCAMIS)	The status of automation and rollout stands at 40%	45%

MDA	Information System	Status of Automation/upgrade	% roll out to service points
UPF	e-PIS (Electronic Policing Information System)		
	CCTV Camera System (surveillance)		
	Express Penalty Scheme (Traffic Police)		
	Certificate of Good Conduct		
	Police Human Resource Management System		
UPS	Prisoners Management Information System (PMIS)		
NIRA	National Identification Register (citizen register, alien register, birth register, death register)		
	Mobile Vital Records Statistics (MVRS)		
	Adoption Register		
	NIRA Call Centre		
UHRC	Human Rights Information System (HURIS)		
JSC	Judicial Complaints Management System	Funds have not yet been released	0%
MoGLSD	Remand Home MIS		
LDC	Student Management System		
MoJCA	Civil Suits Case Management System (CSCMS)		
	Administration of Estates Management System (Office of the Administrator General)		
	Bill Tracking System (First Parliamentary Counsel)		
	Law Council Management Information System		

## 2.2.4 Information Management Systems of Institutions Integrated

Systems integration is a key component the JLOS e-Justice Strategy<sup>6</sup>. The Access to Justice Systems integration project is underpinned on three key focus areas: business process review and mapping of criminal and civil justice processes; development of an enterprise information architecture and integration framework to facilitate data exchange; and interoperability of mission-critical information systems in frontline access to justice institutions to share data via the Government of Uganda integration platform (UgHub).

In efforts to integrate systems within the criminal justice sector, tests between PROCAMIS and the Judiciary's Electronic Court Case Management Information System (ECCMIS) revealed incompatibility due to API changes. The harmonization process is now being coordinated by the National Information Technology Authority Uganda (NITA-U).

In the reporting period, URSB integrated the Security Interest in Movable Property Registry (SIMPO) with the Motor Vehicle Registry (MVR), significantly streamlining the registration of security interests on motor vehicles, trailers, and engineering plants. This integration has notably reduced the turnaround time for placing caveats, leading to faster and more efficient transactions for financial institutions.

## 2.3 Reform and update laws to promote competitiveness and regional integration

Enhancing effectiveness and efficiency in the settlement of commercial disputes is a strong factor in creating an enabling environment for productivity, investment and competitiveness in the private sector. This is achieved through strategic interventions such as reforming and updating laws that promote competitiveness and regional integration; strengthening of business registries; strengthening commercial and land dispute resolution processes and institutions. This intervention is intended to propose legislation in new and emerging areas of commercial justice; consolidate and make available all commercial laws; Simplify procedures and enforce existing commercial laws.

### 2.3.1 Access to commercial laws and service delivery points enhanced

During the reporting period, the sub programme continued to emphasize 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. The sub-programme seeks to empower individuals, communities, businesses and innovators to access commercial laws in a way that is user-friendly and cost-effective. In the reporting period, the sub-program also planned to support the development and harmonization of regional laws. Increased availability of up-to-date commercial legislation makes systems more efficient, improves access to justice and promotes competitiveness and regional integration.

Under NDPIII, MOJCA registered significant progress in legislative and regulatory output, reflecting enhanced institutional performance and responsiveness to policy and governance needs. A total of 194 Bills were processed, with a notable increase from 26 in FY 2020/21 to a peak of 53 in FY 2022/23, before stabilizing at 42 by FY 2024/25. The number of Acts passed stood at 156, with an exceptional rise in FY 2024/25, where 51 Acts were enacted—the highest across the period—demonstrating improved legislative efficiency.

The Uganda Law Reform Commission (ULRC) with support from the GSP prepared a User Guide as a post-enactment advocacy on the Succession (Amendment) Act, No. 3 of 2022. The User Guide (Guide) aimed at creating awareness of the amendments and relevant topics in Uganda’s succession law. The ULRC adopted the use of easy-to-understand words while developing the Guide. The Guide provides readers with information on writing a will, management of an estate where there is no will, administration of an estate without a will, how property is distributed and who is entitled to a share in the deceased ‘s estate, and it concludes with the commonly asked questions.

Financial Year	Number of Laws
FY 2020/21	100
FY 2021/22	100
FY 2022/23	418
FY 2023/24	350

For the entire NDPIII, ULRC through the GSP undertook study reviews for the laws stated in the table below.

**Table 26: Laws and Reports in NDP III**

Financial Year	Number of Laws and Reports
FY 2020/21	4
FY 2021/22	4
FY 2022/23	6
FY 2023/24	6
FY 2024/25	

In this regard, URSB updated the following laws to enhance competitiveness;

- i. The Uganda Registration Services Bureau Act Cap 217. The Act was amended to transfer the marriage registration function from URSB to NIRA as part of the Government of Uganda's rationalization exercise.
- ii. The Companies (Fees) Regulations 2024 revised the fees for registering, searching, and certifying company documents.
- iii. The Companies (Beneficial Owner) (Amendment) Regulations 2024 amended the Regulations to provide more transparency and disclosure of Beneficial Owners in Companies.
- iv. The Partnership (Beneficial Owner) (Amendment) Regulations 2024: These Regulations amended the Regulations to provide more transparency and disclosure of Beneficial Owners in Partnerships.
- v. The Partnership (Fees) Regulations 2024 increased the fees for registering, searching, and certifying partnership documents.
- vi. The Insolvency (Amendment) Regulations no 76 of 2023, gazetted on September 1, 2023, give effect to the amended Insolvency Act of 2022.
- vii. URSB implemented reforms following the Financial Action Task Force (FATF) standards, contributing to Uganda's removal from the grey list.

During the NDP III period, proposals were made to the Minister of Justice and Constitutional Affairs on the electoral laws for amendment, particularly on the electoral reforms to make provision for citizens in the diaspora and prisoners to vote in the 2026 General Elections. The proposals also include provisions on the modus of registration of persons in the diaspora and prisons; designation of polling stations/centres, polling officials, for diaspora and inmates voting. Further, proposals were also made to amend the presidential electoral laws to provide for early voting for people in prisons, diaspora, medical staff, media, and institutions engaged in the administration of elections. The proposed amendments if considered will conform the electoral laws with Articles 1, 59 and 21 of the Constitution of the Republic of Uganda, 1995 as amended which provide for the sovereignty of the people, expression of their will and consent on how they shall be governed through regular, free and fair elections of their representatives; duty of every citizen above 18 years of age to register as a voter in public elections, duty of the state to take necessary steps to ensure that all citizens qualified to vote register and exercise their right to vote; and equality and freedom from discrimination in the electoral process.

### **2.3.2 Strengthen business registries (URSB, DCIC, NIRA, NGO Bureau)**

The GSP continued to implement strategies aimed at enhancing the efficiency of all the business registries and measures to support the integration of registries for better information management and communication. The sub programme also focused on the key target area of greater automation which was to provide a customer-oriented service that promotes more efficient growth and operation of businesses. The strategies implemented under this strategic intervention include: retooling and equipping registries; records management; staff training and placement; and stakeholder sensitization.

These operations across different parts of the country have given URSB a near nationwide coverage as of 2025. This has not only increased access to business registration of services through One Stop Shops across the country but also enhanced collaboration among government institutions for purposes of expanding business registration and tax collection country-wide in a more coordinated, harmonized and cost-effective manner.

This intervention covers the registration of births and deaths, enrolment of citizens into the National Identification Register, issuance and renewal of National ID cards, development of second-generation IDs with enhanced features, and the registration of eligible aliens. The initiative is central to improving civil registration, vital statistics, and national identification systems, ensuring that citizens have access to essential services such as healthcare, education, banking, voting, and social protection. It also underpins Uganda's commitments to digital transformation, security, and regional integration frameworks.

### ***Births and Deaths registered.***

Uganda continues to have one of the lowest birth registration rates in the region, with only about 32% of children under five registered at birth (Candia, 2019). This is due to multiple challenges, including poverty, cultural norms, and the limited availability of registration services in rural and hard-to-reach areas.

**Table 14: Births and Deaths registration in NDP III**

Financial Year	Births			Deaths		
	Male	Female	Total	Male	Female	Total
FY 2020/21	598,126	622,540	1,220,677	2,793	2,907	5,700
FY 2021/22	837,794	871,990	1,709,785	25,157	26,183	51,341
FY 2022/23	533,526	555,303	1,088,830	35,444	36,891	72,336
FY 2023/24	320,422	333,500	653,923	12,240	12,740	24,980
FY 2024/25	244,312	254,283	498,596	18,331	19,080	37,411

The mandatory requirement of a National Identification Number (NIN) for a child's birth registration has slowed progress, owing to the stand-alone systems for birth registration and national identification. Lack of birth registration is more pronounced among children from low-income households and rural areas, where access to registration centres is limited. In addition, limited awareness of the importance of birth registration and its role in accessing healthcare, education, and social protection further exacerbates the problem. To mitigate this, NIRA has incentivized the registration of children under one year by issuing free birth certificates to all children registered within six months of the occurrence of their births. Furthermore, with the acquisition of the new integrated system for identification and civil registration, NIRA intends to have all citizens get into the National Identification Register through birth registration and hence, the focus of the next strategic planning period of 2025-2030, focus will be given to timely registration of all events of births and deaths.

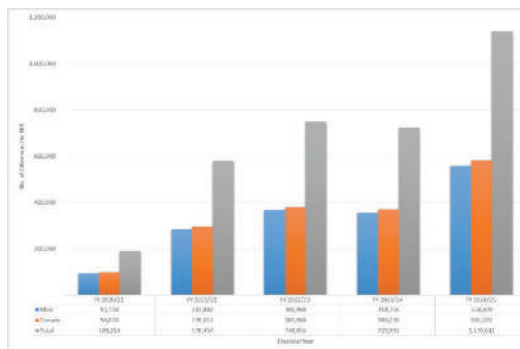
**Marriage Registration:** In FY2024/25, the function of registration of marriages was shifted from URSB to NIRA through the RAPEX. This move by the Government completes the cycle of civil registration under one entity. The Authority is therefore the single source of truth for identification information.

### ***Citizens in the National Identification Register***

According to the NIRA Annual Report 2024/25, performance in FY 2023/24 improved compared to FY 2022/23. The Authority registered and assigned NINs to 723,991 citizens, against a set target of 597,168, representing 121% achievement. This improvement was attributed to increased demand for National IDs as a requirement for accessing services, together with registration initiatives introduced by NIRA. The sharp increase in FY 2024/25 resulted mainly from the 53-day mop-up exercise in preparation for the Electoral Commission voters' register and the launch of the Mass Enrolment and Renewal (MER) exercise in April 2025.

**Table 15: Citizens registered in the National Register**

Financial Year	Male	Female	Total
FY 2020/21	92,734	96,520	189,253
FY 2021/22	283,442	295,012	578,454
FY 2022/23	366,988	381,968	748,956
FY 2023/24	354,756	369,235	723,991
FY 2024/25	558,409	581,202	1,139,611
Total	1,656,329	1,723,937	3,380,265



Source: NIRA Annual Report 2024/25

### Eligible Citizens issued with National IDs

Citizens aged 16 years and above qualify for their first National ID card. This age group has shown strong enthusiasm to obtain IDs, mainly to access essential services. In contrast, citizens above 70 years often show reluctance to register or collect their cards unless they require them to access social benefits, such as SAGE grants. NIRA operations, however, were constrained by inadequate staffing, outdated registration kits, and frequent system outages, all of which affected the timely processing of applications and issuance of IDs.

**Table 16: Citizens issued with National ID**

Financial Year	Male	Female	Total
FY 2020/21	295,080	307,124	602,204
FY 2021/22	160,582	167,137	327,719
FY 2022/23	172,861	179,917	352,778
FY 2023/24	231,192	240,623	471,821
FY 2024/25	198,699	206,810	405,509
Total	1,058,414	1,101,611	2,160,031

Source: NIRA Annual Report 2024/25

### First-generation National IDs renewed.

Through the ongoing Mass Enrolment and Renewal of National ID cards (MER) exercise, Ugandans are renewing their National IDs by updating both demographic and biometric information. This process ensures uninterrupted access to essential services, including banking, SIM card registration, travel, healthcare, education, and participation in national programmes such as elections. The renewed IDs, referred to as second-generation National ID cards, feature improved security elements and updated personal data, thereby strengthening the accuracy and credibility of Uganda’s National Identification Register (NIR).

### National ID Card with enhanced features developed.

The second-generation National ID cards have been developed with advanced features, including Stronger security features: advanced anti-forgery and anti-counterfeit elements such as holograms, microtext, and laser engraving. Biometric integration: enhanced capture of iris scans and high-resolution photographs for accurate identity verification. Durability: use of improved materials designed to withstand wear and tear over the 10-year validity period. Chip technology: enabling future smart applications. Data protection: advanced encryption of biometric and personal data, providing stronger safeguards against unauthorized access or duplication. Interoperability: compatibility with e-government and digital

service platforms (e.g., health, taxation, mobile services) and readiness for integration with digital ID systems and regional frameworks such as the EAC and AU.

### ***E-passport system upgraded and decentralized.***

NCIC maintained the e-passport system at four (04) passport centers of Gulu, Mbarara, Jinja and Mbale. In the reporting period 24/25, a total of 36,644 Ugandans accessed their passports at these regional passport centres. The extension of passport services to regional offices continues to enhance access to immigration and other government services.

### ***Citizens issued passports.***

Over the NDP III period, a total of 1,376,971 citizens were issued passports as shown in the table below. Of these, 783,018 (56.9%) were female.

**Table 44: Citizens issued passports over the NDP III period**

FY	Male	%	Female	%	Total
FY 2020/21	68,891	39.2%	106,809	60.8%	175,700
FY 2021/22	164,409	48.0%	178,109	52.0%	342,518
FY 2022/23	155,723	44.0%	198,193	56.0%	353,916
FY 2023/24	110,759	39.5%	169,627	60.5%	280,386
F 2024/25	94,191	42.0%	130,280	58.0%	224,451
Total	593,973	43.1%	783,018	56.9%	1,376,971

### ***Immigration diaspora services provided.***

In terms of Immigration services, the services of both biometric capture and Issuance were extended to nationals abroad at Seven Missions (07) of London, Washington, Copenhagen, Abu Dhabi, Beijing, Ottawa and Pretoria. In the reporting period, a total of 3,361 Ugandans were facilitated by Ugandan Missions abroad in the issuance of Passports. The Technical Working Group on the National Migration Policy held validation workshops on the draft National Migration Policy in the diaspora (Ottawa, Canada) as part of the activities in the finalisation of the National Migration Policy. The draft national migration awaits issuance of the certificate of financial implications prior to submission to Cabinet for approval.



### ***Aliens issued migration facilities.***

NCIC issues foreign nationals (aliens) with immigration facilities to manage post-entry into the country; all non-nationals are expected to have a valid pass or permit to allow them to stay in the country legally.

Financial Year	Entry Visas			Entry Permits			Students Passes		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
2020/21	9,466	7,437	16,903	11,632	2,553	14,185	5,387	4,777	10,164
2021/22	88,270	58,468	146,738	14,185	11,642	2,543	6,222	4,743	10,965
2022/23	120,003	106,418	226,421	10,947	2,085	13,032	6,904	5,882	12,786

Financial Year	Entry Visas			Entry Permits			Students Passes		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
2023/24	116,154	147,833	263,987	10,765	2,205	12,970	7,825	5,903	13,728
2024/25			339,460	12,768	2,236	15,004	8,780	6,758	15,538

Facility Issued	M	F	Total Number
Number of Entry Visas Issued			339,460
Number of Certificates of Residences Issued	474	155	629
Number of Entry Permits Issued	12,768	2,236	15,004
Number of Dependant's passes issued	1,778	5,265	7,043
Number of Pupils/Student Passes issued	8,780	6,758	15,538

### ***National Migration Policy developed***

The draft National Migration Policy was approved by Cabinet; the National Migration Policy is a multi-sectoral policy that will enhance comprehensive migration management within government MDAs. The Policy was approved after extensive consultations of the Technical Working Group on the National Migration Policy, which held validation workshops on the draft National Migration Policy in the diaspora (Ottawa, Canada) on the 26/10/24 as part of the activities in the finalisation of the National Migration Policy.

### ***Strengthen the capacity to register, monitor, inspect, coordinate and regulate the NGOs***

In the reporting period under, 1199 NGO permits were issued (594 new, 589 renewals, 8 reviews and 11 replacements), NGO Database updated (As per 30th June 2025, there were 6,955 NGOs on the UNNR, To automate the NGO Bureau services, the development of a comprehensive NGO Bureau Automation plan was completed. In a bid to enhance compliance of NGOs to the regulatory framework, 783 NGOs were monitored offsite, 52 monitored onsite and 20 NGOs were inspected.

In the reporting period, 66 Inspections of Commercial Explosives magazines & Quarries were conducted to ensure compliance, 6 National Explosives Management Committee meetings were held, 84.9% of applications for Licenses for storage and use of commercial explosives were processed, 91.25% applications for blasting permits were processed to ensure that blasting activities are carried out safely and responsibly, 1 stakeholder consultation on the Explosives regulation was conducted.

URSB has spearheaded legal reforms to modernise and streamline registration. Key reforms include amendments to the Companies Act, strengthening regulatory frameworks, and enhancing compliance. These reforms have improved business ease, facilitated digital transformation, and aligned Uganda's legal environment with international best practices.

The amendment of the Companies Acts led to the integration of the Online Business Registration System (OBRS) with URA TIN registration and the inclusion of an insolvency module, which has simplified and streamlined the business registration process. By mid-year, URSB registered 14,270 new companies, 10,053 Business Names and 499 solvency documents, which significantly increased the uptake of registrations. This was coupled with mass sensitization campaigns to raise awareness on formalization across the country.

URSB continues to strengthen the Security Interest in Movable Property Registry (SIMPO) to enhance access to credit, improve business processes and innovation, and reinforce the corporate rescue framework. The SIMPO system was integrated with the Motor Vehicle Registry (MVR), significantly reducing turnaround time for placing caveats on motor vehicles, trailers, and engineering plants. This integration has improved efficiency, enabling faster and more seamless transactions for financial institutions. By midyear 2024/25, URSB, through its SIMPO system, recorded 4,471 searches on its SIMPO registration system.

In addition, the Bureau trained 275 individuals on SIMPO usage, including participants from the Registry Users Meeting. Of these, 231 trainees represented 35 institutions, while the rest attended in an individual capacity. During the first half of FY2024/25, a total of 101 new accounts were created on the system. Relatedly, the registration of Industrial Designs increased to 49%.

### **2.3.3 Strengthen commercial and land dispute resolution processes and institutions**

To ensure efficiency and effectiveness in commercial and land dispute resolution processes across sub-programme institutions, GSP continued implementing strategies which include: case backlog reduction strategies; capacity building of duty bearers in commercial and land justice; strengthening institutions specialized in this field; review of rules and procedures that cause delays; review of business procedures and the roll-out of mediation and small claims. To ensure efficiency and effectiveness in commercial and land dispute resolution processes across the Access to Justice, Sub programme institutions, institutions continued implementing the following strategies: case backlog reduction strategies; capacity building of duty bearers in commercial and land justice; and alternative dispute resolution mechanisms.

URSB operates a quasi-judicial function and a total number of 54 company disputes were handled during the reporting period, resolving 45 of them, and managed 16 trademark oppositions and three trademark cancellation applications.

## **2.4 Strengthen Institutional Capacity and Decision-making**

Capacity building in institutions is critical in the continuous improvement of service delivery. All sub-programme institutions train their staff to effectively skill them to provide services to the general public.

### **2.4.1 Capacity of Staff Enhanced**

The sub-programme institutions face staffing capacity gaps of 35% due to the limited wage budget provisions. Similarly, there remains skills gap in all institutions because of the inadequate capacity building budget, lack of clear training calendars and plans and sometimes long procurement processes and red tape. There is, therefore, calls for a concrete sub-programme capacity-building strategy, training plan and clear training schedules.

JLOS agencies recruited a total of 24,267 personnel in the reporting period. Despite this progress, the agencies have a deficit in personnel, and recruitment is staggered as witnessed over the years from 2020/21 - 24/25, which implies that recruitment is largely dependent on need and availability of financial resources. The programme, therefore, underscores the need for the recruitment of requisite numbers of security personnel to address prevailing and emerging security threats. Whereas the UPDF, UPF and UPS have a greater advantage for recruitment due to their mandates, other agencies offer indispensable support functions. As such, the DCIC recruited 43 staff in the FY2024/25 to support the continued efforts of having Ugandan borders secured by ensuring that the required personnel are available to support border management.

All programme institutions undertake training to skill their staff to effectively provide services to the public. A total of xxx personnel were trained across the agencies in various fields, thus enhancing the capacity and capability of the personnel to match the ever-evolving environment, manage emergencies and threats. The trainings were conducted in the country and abroad in various disciplines. These include courses conducted in respect to regular staff training, recruits' mandatory training, continuous professional development, specialized courses, and finance and administration. The trainings were conducted at recognised national and specialised establishments of the UPS and UPF. The NCIC, trained 43 newly recruited staff at the Police Training School Kabalye on how to manage the changing trends in Migration management. The UPS, 2,825 trained on courses focused on human rights,

Disability Inclusion and Accessibility in Prison environments, finance and administration, leadership as well as specialised courses in violent extremism and rehabilitation and reintegration. The UPF trained 4,819, including 3,445 new recruits, 1,374 in-service personnel, specialised training on cybercrime, and leadership.

**Staff recruited and trained in the reporting period**

MDA	Recruited			Trained		
	Male	Female	Total	Male	Female	Total
UPF	9,198	4,247	13,445	2,298	11,47	3,445
UPS	0	0	0	1,789	1,036	2,825
NCIC	19	24	43			0
ODPP	54	89	143	630	837	1467
NIRA	10,616	0	10,616	10,052		10,052
GAL	12	8	20			0
Total	19,899	4,368	24,267	14,769	1,873	17,789

Forensic Scientists trained in cybersecurity Investment in cybersecurity is crucial in managing the dynamic and evolving security threats. DGAL provided cyber forensic security training to one forensic scientist in the Financial Year, which improved the analytical capabilities of the Questioned Document and Cyber Forensics Division/Laboratory.



*H.E President Gen. Y.K Museveni presides over the pass-out 3,445 new Police personnel at PTS Kabalye on 9th May 2025*



*Hon. Maj.Gen. Kahinda Otafire (MP), Minister of Internal Affairs, presiding over the passing out of officers who completed the Intermediate Command and Staff Course at the Prisons Academy and Training School Luzira*

**Table 6: Staff trained in NDP III period**

FY	UPF	UPS	DCIC	Total
2020/21	15,676	396	-	16,072
2021/22	4,468	355	-	4,823
2022/23	-	472	80	552
2023/24	5,177	1,605	57	6,839
2024/25	4,819	2,825	43	7,687
Total	30,140	5,653	180	35,973

In the period under review, several activities were conducted towards enhancing the capacity of staff. The UPF trained 3,708 personnel of whom 1,229 (33%) were female. The personnel trained include 3,446 (1,147F) Probationer Police Constables (PPCs) on an initial training course at PTS Kabalye, 26(6F) senior officers on Advanced Joint Senior Leadership and Political Education Course at the NALI,

Kyankwanzi, 39(7F) Senior Officers on a 1-year Senior Command and Staff Course at the PSC&SC Bwebajja, 175(63F) detectives on specialized investigations courses (Anti-Corruption/Fraud, Cyber- crime, Anti-Narcotics and Homicide), 22(6F) junior officers on language courses and 2 senior officers attended an Advanced Intelligence Course.

Additionally, to build capacity of the UPS, 70 staff completed the Junior Command Course at the Prisons Academy and Training School, while 302 staff graduated from the Senior NCO's Command Course. More still, 169 stores personnel completed a Refresher Course, and 60 staff received training in Customer Care. Furthermore, 40 staff completed Human Rights Training, while 510 were trained in Preventing and Countering Violent Extremism. Specialized training was also conducted for 20 staff on addressing the needs of Female Inmates, focusing on rehabilitation and reintegration. Moreover, 16 staff members received training on Disability Inclusion and Accessibility in Prison Environments, and 1,194 successfully completed Financial Management Training. Additionally, 10 officers completed the Advanced Senior Political Education and Leadership Course (ASPELC) at NALI.

Currently, 9 officers are undergoing Management Training at the Uganda Management Institute (UMI), while 5 senior officers are attending the Senior Command Course at Bwebajja. In addition, 60 officers are currently enrolled in the Intermediate Command and Staff Course (ICSC) at the Prisons Academy and Training School.

Over the five years from FY 2020/2021 to FY 2024/2025, a total of 25,937 contracts were reviewed, 2,665 legal opinions rendered, and 2,825 Memoranda of Understanding (MoUs) reviewed and cleared. The highest number of contracts reviewed was recorded in FY 2023/2024 at 7,800, followed by FY 2022/2023 with 5,444, indicating a significant workload in contract vetting. Similarly, the highest number of legal opinions was provided in FY 2021/2022 (678), while the largest number of MoUs reviewed and cleared was in FY 2024/2025 (1,539), showing a substantial increase in MoU-related work compared to previous years. Overall, the figures demonstrate the Ministry's sustained role in safeguarding Government interests through comprehensive legal reviews, advisory services, and oversight of binding agreements.

By the end of FY 2024/25, GAL had trained 22 staff in scientific and analytical techniques, enhancing technical skills across laboratories, including 03 staff were enrolled in post-graduate programs at the National Forensic Sciences University (India-Jinja Campus), specializing in Forensic Biology and Questioned Documents, further building internal expertise in forensic fields.

#### **2.4.2 Planning, Supervision and M&E Systems enhanced**

The sub-programme prioritized building the institutional capacity to effectively monitor performance, as well as detect and correct any performance gaps. The M&E system tracks key performance indicators on outputs and outcomes that reflect the critical stated strategic objectives of the programme, providing clear indicators against which the sub-programme is working, and being measured. Various institutions undertook monitoring and evaluation in form of field visits and inspections.

UPF compiled and updated sub-county policing data and police resources data to aid effective policing and planning. Data entry and analysis using the statistics database is ongoing. UPF also collected crime data across the country, analyzed it and produced the Annual Crime Report 2024 which was disseminated to the public, key stakeholders and development partners.

To effectively, track case backlog and come up with an effective backlog reduction plan, UPF is undertaking a casefile census to establish case backlog in a phased manner. So far, the tools have been developed, automation is ongoing, and census procedures have been developed pending the capacity building of enumerators. The next phases are to be undertaken in the next quarters.

In a bid to build the participants' capacity in tracking, assessing, and reporting on the clinic's legal aid services, the LDC-LAC conducted a training session on Monitoring and Evaluation (M&E) designed for 43 Legal Aid Clinic staff (23 female). The training covered key topics such as data collection methods, the development of indicators, the importance of value for money, and aligning efforts with national goals like the National Development Plan IV (NDP IV). It emphasized practical skills for improving service quality, transparency, accountability, and reporting mechanisms. It also addressed common challenges in M&E, such as resource constraints and stakeholder engagement, while highlighting the critical role of disaggregating data for gender and equity compliance. The training identified several action points aimed at enhancing the effectiveness of the Legal Aid Clinic's monitoring and evaluation (M&E) processes.

The sub programme conducted a joint monitoring visit which enabled the DPG to witness the progress of some institutions and to interact with some of the beneficiaries. The Austrian Embassy visited Kauga Prison in Mukono and interacted with its Human Rights Committee where good feedback was shared regarding the improved and swift response to human rights cases, as well as rapport with the staff and the prisoners. Prison Service for its achievements but highlighted the challenges shared by prisoners.

#### *Highlights of 29<sup>th</sup> Annual Review*

URSB Conducted 1 Quarterly asset physical Inspection of regional offices, Branch offices, and Head office by the Finance asset management team. The sub programme conducted the 29<sup>th</sup> Joint Government of Uganda – Development Partners Access to Justice Annual Review under the theme *'Empowering the People. Building Trust. Upholding Rights'*. The objective of the review was to assess progress towards implementation of the fifth Strategic Plan of the Access to Justice sub-program. The review highlighted the performance of the Sub- Programme over the financial year 2023/24 and an assessment of the performance by the Development Partners (DPs) and Civil Society.

The sub-programme was applauded for significant achievements registered towards strengthening a people-centered service delivery system, reforming and strengthening JLOS business processes, as well as compliance with the Uganda Bill of Rights. It was noted the increase in case disposal rates, progress in automation of justice services, increase in diversion of juveniles while they access justice, as well as the progress in monitoring of human rights-based approaches in the justice institutions. Notably, the sub-programme performance in the human rights outcome scored satisfactory by the development partners for the first time.

Nevertheless, the sub-programme still had some major challenges to address including case backlog, emphasizing that the elimination of backlog in the chain of justice, from the police to prosecution, to courts, and the prisons would have a considerable impact on increasing access to justice in terms of timeliness and predictability. The other challenges noted include the considerable period on spent remand by suspects and the acute congestion in prisons.

Other key highlights were the need to fast-tracking the Legal Aid Bill and Transitional Justice Bill would significantly transform the justice landscape; and the need to start the conversation to put in place a victim support and empowerment law that would promote the rights, dignity and well-being of victims of crime and violence.

## OUTCOME THREE

# COMPLIANCE WITH THE UGANDA BILL OF RIGHTS STRENGTHENED

Under this objective, the focus is largely on mainstreaming human rights mechanisms across the Government and building knowledge across the Ugandan society with a view of enhancing compliance with the Bill of rights under the Constitution of Uganda, building knowledge capacity amongst JLOS officers, enhancing monitoring inspection of key functions and processes, strengthening the legal and policy framework on human rights, and holding all persons involved in human rights violations accountable.



*The Chairperson of UHRC, giving remarks during the launch of the 27<sup>th</sup> Annual State of Human Rights Report.*

Human rights are inherent and obligations for governments to protect. Among these rights, freedom from torture and freedom of assembly are paramount. Upholding freedom from torture sends a powerful message that every life matters and that cruelty has no place in our societies. At the 29<sup>th</sup> annual review, JLOS was lauded for the notable achievements of human rights bodies including the Uganda Human Rights Commission whose mandate is to protect and promote fundamental Human Rights and freedoms of Ugandans in accordance with the Constitution.

The Sub Programme ensured that UHRC remained a strong and independent national human rights institution and deepened the culture of human rights. Under the leadership of the UHRC, the Programme

efforts promoted a culture of human rights in public service delivery by mainstreaming the Human Rights Based Approach (HRBA) as a gold standard for development programming and public service delivery.

In the same vein, the EOC continued to eliminate all forms of discrimination and inequalities as a condition for inclusive national development, where no one is left behind. Key populations of focus included vulnerable groups such as Children, Youth, Women, Older Persons, Persons with Disabilities, Ethnic Minorities, People living with HIV and AIDS, Rural and urban poor, among other categories of marginalized persons.

During the reporting period, the Uganda Human Rights Commission maintained an “A” status in accordance with the UN Paris Principles and the Global Alliance of National Human Rights Institutions (GANHRI). This is symbolic of its effective efforts in promoting human rights and holding violators accountable through independent processes. The UHRC has maintained this status over the NDP III period.

In addition, the Programme achieved all its outcome targets by ensuring that human rights recommendations are implemented, perpetrators of human rights abuses and violations held accountable and faster delivery of justice realised. This is illustrated in the table below.

**Table 45: Human Rights Outcome Indicators**

Outcome Indicators	2017/18 Baseline	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25	
						Target	Actual
Proportion of human rights recommendations implemented	60%	80%	85%	50%	50%	60%	60.6%
Disposal rate of Human Rights cases	30%	10%	20%	4.2%	12.4%	4.2%	17%
The proportion of remanded prisoners	51.4%	50.6%	52.2%	48.6%	47.3%	48.5%	47.3%

To enhance compliance with the Bill of Rights, the Programme engaged MDAs and ensured that human rights recommendations are acted upon. This has ensured operationalization of human rights mechanisms in MDAs, compliance with regional and international human rights state obligations, mainstreaming human rights normative standards in policies and laws, and compliance with decisions of the UHRC tribunal.

With the average human rights case clearance rate of 63% in the reporting period, the determination of human rights complaints is a critical protection mechanism for the realization of compliance with the Bill of Rights. The UHRC registered a 65% case clearance rate and EOC achieved a 61% for the FY2024/25. The UHRC disposal rate was 17% against the annual target of 4.2% for FY2024/25. Overall, the national human rights institutions received 3,769 complaints, registered 646 complaints, and disposed of a total of 407 complaints. These accountability efforts continue to eliminate impunity, encourage positive behaviour in compliance with the Bill of Rights and ensure that victims are duly compensated for the wrongs suffered.

The vision of the Equal Opportunities Commission as the institutional mechanism charged with promoting equal opportunities and affirmative action in Uganda is contributory to the grand vision of NDPIII, the Governance and Security Program, which anchors the access to Justice sub-program. To that end, the Commission’s focus.

During the period under review entailed the demystification of the Commission and its mandate through intensified delivery of social justice through investigations, pre-tribunal and tribunal sessions in the four regions of the Country, which were set out to pursue issues of marginalization and discrimination by way of direct engagement with the vulnerable and marginalized communities, mobile legal clinics with maximum returns, taking social justice to the doorsteps of the urban, peri-urban and slam dwellers.

In the reporting period, the EOC was preoccupied with public inquiries, which, among others, provided tremendous opportunities for the rights holders in their diversity to interface with their relevant duty bearers. Building or strengthening the capacity of state and non-state actors by way of training for staff and para-legals at higher local government and lower local government levels, with a focus tailored to social justice and inclusive development.

### 3.1 Finalise and Implement the Uganda National Action Plan on Human Rights and SDGs;

The National Action Plan provides a planning and coordination framework for facilitating the effective implementation of the Bill of Rights with a view of deepening a human rights culture in Uganda. In the reporting period, MoJCA planned to finalise the Human National Action Plan. The Uganda Human Rights Commission maintained an 'A' status rating the Global Alliance of National Human Rights Institutions (GANHRI) Statute.

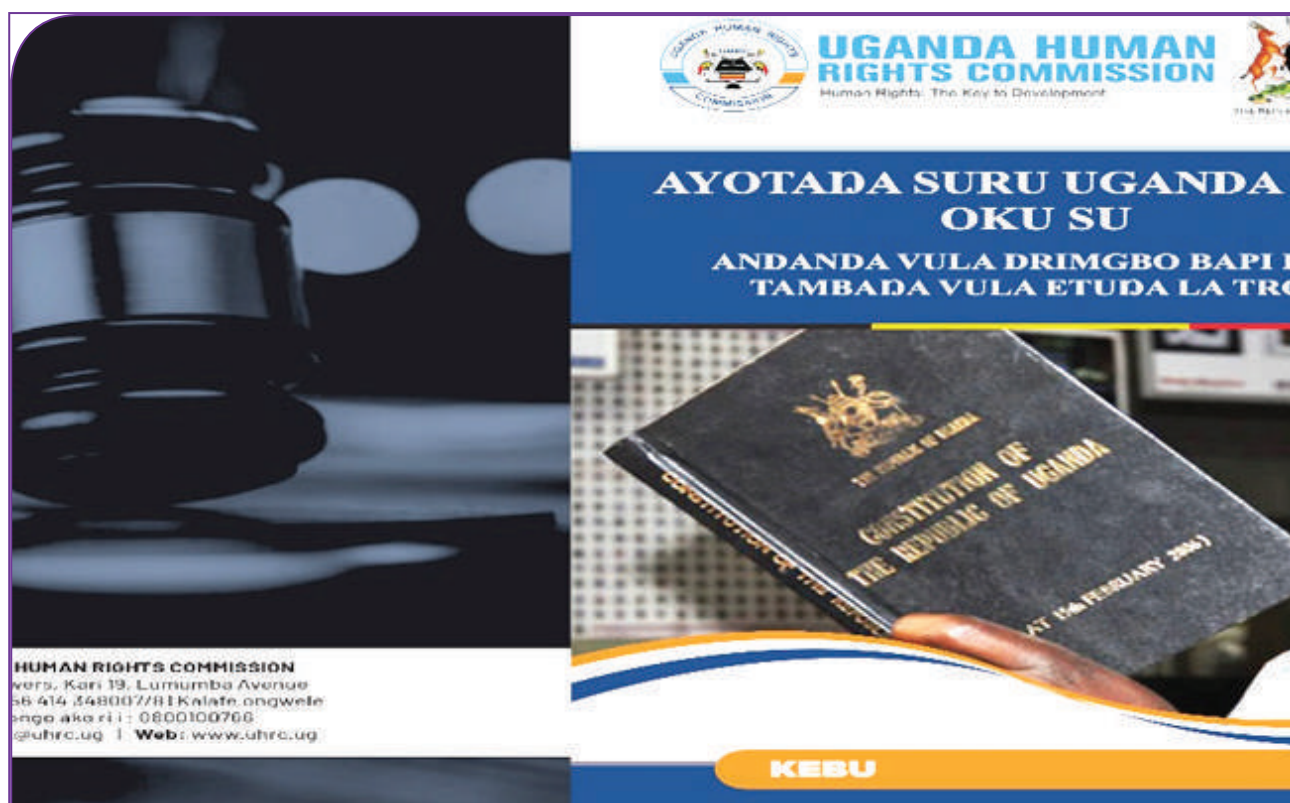
Table 45: Performance against key indicators

Indicators	Baseline	Actual	2021/22	2022/23	2023/24	2023/24	
	FY2017/18	2020/21	Actual	Actual	Actual	Target	Actual
The proportion of citizens reached on the provisions of the Bill of Rights (Per annum).	30	40	41%	20%	25%	60%	5%

#### 3.1.1 Translate and disseminate human rights laws and policies in local languages

The Programme enhanced public awareness on human rights laws and policies with a view of deepening the human rights culture across the country, and promoting democratic governance. The UHRC popularised and created awareness on the provisions of the Constitution of Uganda as part of enhanced delivery of civic education. The UHRC translated chapter 4 of the Constitution of Uganda in 08 local languages of: Kirundi, Lubwisi, Edeb Nyangi, Ndo/Kebutu, Lendu, Aliba, Runyarwanda and Rutuku. A total of 8,831 copies of the Bill of Rights into the languages of Aliba, Runyarwanda, Rutuku, Chope, Langi, Kakwa, Lululi, Lugungu, Kinubi, Rukiga and Runyankore have been printed and disseminated. Additionally, UHRC developed a braille version of the Bill of Rights in English and 10 local languages of Chope, Langi, Kakwa, Lululi, Lugungu, Kinubi, Rukiga, Runyankole, Aliba, and Runyarwanda. It is important to note that the Uganda Human Rights Commission (UHRC) has, to date, translated the Uganda Bill of Rights into 44 local languages spoken across the country.

Particulars	2020/21	2021/22	2022/23	2023/24	2024/25
Copies of translated Bill of Rights (No)					8,831
No. Of languages	4	10	12	10	08



*Sample of some of the translated Chapter four of the Constitution in local languages produced*

Stakeholder engagements to gather ownership and consensus were concluded. The finalization of the National Human Rights Plan was concluded. A stakeholder engagement to gather ownership and consensus was done in February and the launch of the same is expected to be done in June. The National Human Rights Plan was launched.

### **3.1.2 Enhanced access to water, and living conditions in detention facilities improved**

Uganda is a party to a number of international instruments that not only provide for the treatment of detainees but also those that advance and promote the rights of persons in detention. The International Covenant on Civil and Political Rights, the UN Convention Against Torture and Other Cruel, Inhuman Degrading Treatment or Punishment, the United Nations Standard Minimum Rules on Treatment of Prisoners and the Body of Principles for the Protection of All Persons under Any Form of Detention or Imprisonment are some of the international instruments that provide for the protection of the rights of detainees.

At the national level, the 1995 Constitution guarantees respect for human dignity, protection from inhuman treatment, including people in places of detention. The Constitution also protects persons deprived of their personal liberty and the circumstances under which one's personal liberty may be suspended. In the addition to the Constitution, human rights guarantees for detainees are found in other laws such as the Uganda Police Force Act (Cap 303), The Uganda Peoples' Defence Forces Act, 2005 (Cap 307), Uganda Prisons Act (2006), Penal Code Act (Cap121), Trial and Indictments Act (Cap 23), and Children's Act (Cap 59), among others. Some of these laws guarantee the rights of detainees as well as provide for the management, treatment and care of inmates in places of detention.

Over the years, the sub-program has strived to ensure the living conditions in detention facilities are prioritised to ensure compliance with human rights standards. Indeed, a significant improvement has been registered in the Prisons as highlighted by UHRC reports, which undertake regular inspections of

these facilities. Currently, the focus is on improving the living conditions in the detention facilities of police. The living conditions in detention facilities have progressively improved as a result of sustained capacity building of the officers in charge, mainstreaming international human rights standards in operational instruments and increased legal action against persons and individuals found in violation. The correctional and rehabilitation services undertaken by the UPS correspond with the UN Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules) and the Economic Social Cultural Economic Rights (ESCRs). With a recidivism rate of 13.4%, the effectiveness of the corrections service can be inversely rated at 86.9%.

### Monitoring of living conditions

Monitoring detention conditions, therefore, forms an integral part of the system for protecting persons who are deprived of their liberty. As such, in line with the Uganda Human Rights Commission's constitutional mandate under Article 52(1)(b), monitored 1120 detention facilities, including 690 police stations, 162 police posts, 252 prison facilities, 10 remand homes and 07 military detention facilities and assessed the conditions of suspects and inmates as shown below.

**Table 46: Places of detention inspected by UHRC in FY 2024/25**

Regional office	Police station	Police Post	Prisons	Remand home	Military detention	Total
Central	62	18	27	2	0	109
Arua	60	11	18	1	1	91
Fort Portal	61	25	12	1	0	99
Gulu	79	4	24	1	0	108
Hoima	49	24	17	1	0	91
Lira	66	2	19	0	0	87
Kabale	61	16	21	1	0	83
Masaka	50	4	24	0	0	78
Mbarara	37	5	6	0	0	48
Moroto	41	18	10	0	3	72
Soroti	51	12	14	1	1	79
Jinja	41	17	19	0	0	77
Head Office	32	21	41	2	2	98
Total	690	161	252	10	7	1120

During its inspections, the UHRC noted that progress had been made in some areas including;

Registration and records management, well-kept records that contain information required for effective protection of detainees' rights contribute to the efficient management of places of detention. Official registration in places of detention is also an important element in guaranteeing transparency and protection of those detained. Out of the 1120 places of detention the UHRC inspected, the UHRC established that the majority of the facilities had registers which were regularly used and updated, save for a few isolated cases, mainly in Police posts, where the registers were not updated. The registers inspected included: lock-up registers, station diaries, admission registers, release registers, property register, transfer of detainees' registers, gate registers, exhibits registers, medical registers, as well as medical treatment records.

Separation of categories of detainees, Human rights standards require that different categories of prisoners are kept in separate places of detention, taking into account their sex, age, criminal record and reasons for detention. As a matter of law, women should be separated from men, minors from adults, and untried detainees from convicted detainees. Migrants detained in connection with their migrant status should also be separated from convicted persons and held in conditions as far removed from a prison regime as possible. Persons imprisoned for debt and other civil prisoners should be kept separate from persons

detained for criminal offences. The primary purpose of separation is to ensure the protection and safety of persons deprived of liberty, and for optimal management of prisons. During inspection, UHRC observed most of the detention facilities considered separation of female from male cells, juveniles detained in designated places and special considerations made for mothers incarcerated with their children.

Access to adequate food, Prisoners should be provided with sufficient, nutritious, and culturally appropriate food to maintain their health and dignity. Rule 22 of the United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules) provides that prisoners must be provided with food that is 'adequate in quality, quantity, and nutritional value to maintain health and strength'. The food should be culturally-appropriate, and where possible, it should meet prisoners' religious or dietary needs. Prisoners should be given enough time to have their meals and be served in an environment that promotes health and well-being. The UHRC noted that progress was registered in the inmates' access to food, in terms of frequency, quality and quantity. In most of the detention facilities, inmates had at least two meals a day, consisting of porridge for breakfast and lunch/ supper comprising food such as cassava, posho or sweet potatoes and beans. At most prison farms, the meals for inmates were supplemented by green vegetables, potatoes, and cassava, depending on what the inmates themselves grew. Provision of adequate food is key to maintaining the health and strength of detainees, especially those with HIV/AIDS, the sick, breastfeeding mothers, juveniles and infants.



*UHRC Staff engaging inmates and Prison's officers at Jinja Remand Prison in Jinja district*



*UHRC inspection team during the legal education at Kampirigisa Rehabilitation Centre*

Overcrowding, UHRC noted that prison overcrowding remained a challenge, with some prisons housing twice or up to three times their designed capacities, with the male inmates most affected. It is a requirement that detention accommodation should provide adequate cubic content of air, floor space, lighting, heating and ventilation. However, this is not always attained. The UHRC noted that while UPS has an accommodation capacity of 21,257 prisoners, it has a population of around 80,076 inmates. The UHRC is concerned that overcrowding greatly impacts on prisoners' health and safety and also increases their risk of being subjected to acts of physical torture by fellow inmates, as well as diseases.

Overcrowding was mainly attributed to the limited size of the cells, the delay by prosecutors to sanction files, as well as the absence of magistrates from duty stations, which affected the judicial process. As such, gaps in the criminal justice chain affect the successful and timely conclusion of investigations and securing convictions. Prisons with the highest number of inmates include Luzira Maximum Security Prison, which was designed for a capacity of 1,700 inmates, but often houses close to 8,000 inmates. The UHRC found that all the prisons within Luzira, including Luzira Upper Prison, Murchison Bay Prison, Kampala Remand Prison, and Luzira Women's Prison, were overcrowded. Other overcrowded prisons included Kitalya Maximum Security Prison, Nakapiripirit, Moroto, Namalu and Amita Prisons, among others.

Pre-trial detention, Pre-trial detainees are persons awaiting trial or the finalization of their trial, who have not been convicted of the charges against them. They are legally presumed innocent, which is a criminal justice system principle based on the rule of law and individual liberty. International standards require

that pre-trial detention should only be used if there are reasonable grounds to believe that the person concerned has been involved in the commission of the alleged offence, and there is a demonstrable risk that the person concerned will abscond, interfere with the course of justice, or commit a serious offence. International standards also mandate the widest possible use of alternatives to pre-trial detention.

**Table 47: Prison Population as of 30th June 2025**

Category	Gender		Total	(% )
	Male	Female		
Convicts	39,309	1,852	41,161	51.0%
Remands	36,207	1,855	38,062	48.0%
Debtors	480	173	581	1.0%
Total	75,924	3,880	79,804	100.0%
Percentage	95.1	4.9%	100.0%	
Holding capacity			22,419	
Occupancy			356.0%	

The UHRC noted that pre-trial detainees or inmates on remand remained very high and significantly contributed to prison overcrowding, as inmates have to wait for years before their cases are concluded. Prolonged pre-trial detention was attributed to a number of factors, including disruptions of court sessions during the COVID-19 pandemic, arrests and detention before conclusion of investigations, delays in sanctioning files, and irregular court sessions, among others. The Constitution of Uganda under Article 28 guarantees that in the determination of civil rights and obligations or any criminal charge, a person shall be entitled to a fair, speedy and public hearing before an independent and impartial court or tribunal established by law. The provision underscores the principles of due process and justice and the presumption of innocence, which is a cornerstone of justice, implying that pre-trial detention should only be used as a last resort. Unjustified or prolonged detention undermines this presumption and violates the rights of the accused.

Old and dilapidated buildings, UHRC found several detention facilities with old, derelict, run down and dilapidated buildings or facilities. The Police Stations included Warr, Bweyale, Kigorobya, Kambuga, Kyashambya, Kamwezi, Rukiga, Muhanga, Kyanamira, Kitumba, Mwanjari, Kyashambya, Nyakishenyi, Buyanja, Aboke, Alito, Kathile, Karenga, Rubabo, Ikumbya, Bukanga, Busiro, Buikwe, Busunju, Buvuma, Buwama, Kajjansi, Kassanda, Kayabwe, Kibalinga, Kiboga, Kiganda, Kitoro, Kyenda, Lwamata, Mpigi, Mubende, Ngogwe, and Nyenga Police Stations. Kampingirisa National Rehabilitation Centre was also found dilapidated, especially the boys' dormitories. The dilapidated Police posts included Imara, Karungu, Diima, Kitutu, Runga, Bulyango, Kirima, Ayara, Adwoki, Aler, Sidok, Ggolo, Goma, Kachanga, Lukoma, Magyo, Myanzi, Njeru, Senyi, Butoloogo and Kirongo among others.

Prisons found with old and dilapidated buildings among others included Mpigi Prison, Kiboga Prison, Kaweeri Prison, Magyo Prison, Ngogwe Prison, Buikwe Prison, Nyenga Prison, Giligili Prison, Paidha Prison, Rukungiri Prison, Nyarushanje Prison, Kanungu Prison, Kihihi Prison, Mparo Prison, Ndorwa Prison, and Ndorwa Women's Prison, among others. Most of these dilapidated buildings are poorly ventilated, and have inadequate sewage systems, posing a threat to life.



*A mud-made staff accommodation structure police at Rukiga Central police.*

The inspections undertaken have progressively improved human rights conditions in detention places. The UHRC routinely discussed areas of strength and improvement in respect to human rights observance and held focused engagements to disseminate detailed findings from the monitoring and inspection of the facilities. During the reporting period, 13 regional stakeholder meetings for Officers in charge of the respective facilities and these entered formal commitments to implement corrective measures aimed at enhancing the promotion and protection of human rights within their institutions. A total of 340 participants (203 males and 137 females) were engaged.



*Participants during dissemination meetings on the findings from monitoring and inspection of detention facilities in Soroti and Lira regional offices.*



*Participants for high level stakeholders meeting for dissemination of findings from the UHRC inspection of detention facilities.*

### ***Sanitation facilities in places of detention***

The UPS eliminated the bucket system in 17 prisons including Yumbe, Kakoro, Masafu, Imanyiro, Kigandalo, Kityerera, Lwengo, Kasaali, Odina, Loro, Otuke, Kole, Amolator, Bisso, Kaabong, Kassanda, and Kakumiro. Out of the 269 prisons across the country, the bucket system is now only in 43 prisons units, representing 16.0% of the total prisons. Construction of water-borne toilets is still ongoing in different stations, including Aloi-Ongom, Arocha, Aber, Ssembabule among others. UPF has reduced the use of the bucket system to 18% at the main stations.

### ***Accommodation for prisons and police officers***

The Uganda Prisons Service housing project is expected to increase the proportion of staff properly housed to 50.2%. The UPS is constructing 864 staff houses, which are at different levels. Of these units, 288 are completed as follows: (Mpigi -8, Kitalya minimax – 70, Masaka Ssaza -10, Ngogwe-10, Sentema-10, Fort portal-10, Maiha -10, Jinja (M) -10, Kijjumba-20, Ragem-20, Luzira complex - 110); Plastering – 50 (Luzira); Roofed – 304 (Masaka-10, Muinaina 10, Hoima 10, Erute 10, Sanga 5, Kibaale 10, Magala 10, Ibuga 10,

Mukungwe 5, Lukaya 10, Kitalya Farm 10, Bigasa 10, Mityana 10, Kauga -10, Kagadi – 10, Nkozi – 12, Kaweeri-10, Kaliro 1 – 10, Kigandalo 10, Kiboga – 10, Nakisunga 10, Moroto – 10, Kyazanga – 10, Mitooma – 10, Ngoma -10, Nebbi 10, Kakumiro 12, Kakiika 10, Kaiti 10, Kagoma 10, Kabonera 10, Mukungwe 10, Luzira complex - 10); Roofing: 80 (Kabira – 10, Kasangati -10, Buwambo -10, Nyenga -10, Bulaula -10, Kigo -10, Nyabuhikye -10, Maiha -10); Beam level – 60 (Luzira complex); Foundation:12 (Kihihi – 1, Nakasongola – 1, Kapeeka – 10, Luzira complex – 60).

Over the NDP III period, 4,341 units have been constructed. In the reporting period, 2,570, housing unit projects were handled; of these projects, 554 were completed, while 2,016 are ongoing. These projects will improve the quality of life of personnel, hence improving their efficiency and effectiveness at work.

**Table 48: Number of Housing Units Constructed**

FY	UPF	UPS	Total
2020/21		1,862	74
2021/22		270	270
2022/23		519	670
2023/24	865	582	1479
2024/25	784	288	1,126
Total	2065	3,521	4341

### Accommodation of detainees

To increase the prisons holding capacity and reduce congestion, the service is constructing six (6) prisoners wards of 100 prisoners' capacity each at Amita (2), Isimba (2) and Ruimi (2), and 24 prisoners' wards of 75 prisoners each at Mukungwe, Loro, Maiha, Ntwetwe, Yumbe, Isingiro, Amolatar (W), Ngogwe, Bubulo, Nakasongola, Biiso, Masaka (W), Luzira (W), Lukaya, Awei, Isingiro, Kigandalo, Ruimi, Isimba, Amita, Aber, Rukooki, Sembabule, Arocha, Maiha ongoing at various levels. Construction of 14 female prisoners' wards is also ongoing at Buwama, Kasaali, Lwengo, Kabula, Ikulwe, Kaliro, Buvuma, Ntenjeru, Kakumiro, Kassanda, Hoima, Kiryandongo, Masafu, Rukungiri.



### Health Facilities for Police and Prisons

In FY 2024/25, the Police Health Centers attended to 610,474 (F: 370,291) patients of whom 56,120 (F: 33,954) were Police officers, 80,344 (F: 43,099) were family members to Police officers and 476,482 (M: 180,791; F: 295,691) were from the community.

Police Health Centres offer several services, including General medical, laboratory, maternal & child health, HIV/TB & malaria, Dental care, eye care, physiotherapy, palliative & psychosocial support, emergency medical response, preventive services and medico-legal. In addition, UPF procured assorted medical equipment (including 01 ambulance) and distributed it to the 98 Police HCs, received medicines and other

medical items from NMS and equipped 03 ambulances with lifesaving kits. The Force initiated the process of establishing a 300-bed Police General Hospital in the FY 2020/21 and the project concept was uploaded on the IBP. So far, the Development committee has approved the project profile and UPF awaits approval of the pre-investment phase and, consequently investment phase to start implementation of the project.

Uganda Prisons Service completed the construction of the staff clinic at Luzira complex, aimed at strengthening the staff patient referral system. The prison's health system managed 823,765 outpatients (651,848 males and 171,917 females), and 9,998 inpatients and treated them for various illnesses and ailments. These include 7,828 newly admitted prisoners (1,128 females) who were diagnosed with various forms of mental disorders and offered professional psychiatric services. 8,655 patients (1,074 females) were identified with Low Body Mass Index on admission and provided with nutritional services.

In the reporting period, UPS promoted the health of 715 (276 females) staff and 9,198 prisoners (1,585 females) living with HIV/AIDS through supporting them with nutritional supplementation and drugs for opportunistic infections. These include 1,883 (1,541 males and 342 females) new HIV positive clients who were enrolled into care and 33 pregnant and breastfeeding mothers who were identified as HIV positive and enrolled on ARVs for the Elimination of Mother-To-Child Transmission program (EMTCT). Further, 71,910 prisoners (5,572 females and 66,338 males) were tested for HIV and assessed for TB on admission to prison. As a result, TB case detection rate for prisoners at entry medical screening is at 60% (864/1,436) while the TB cure rate is 86% (801/928).

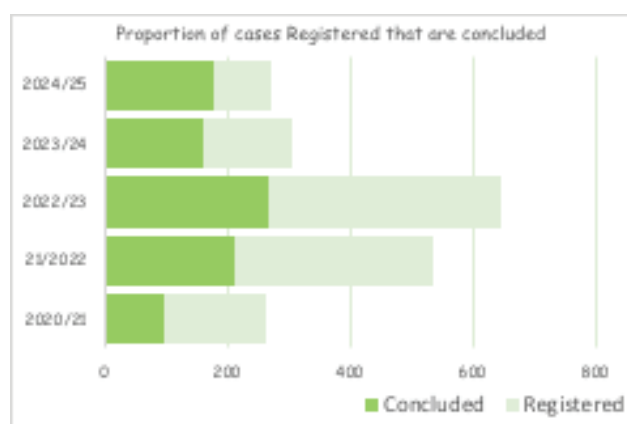
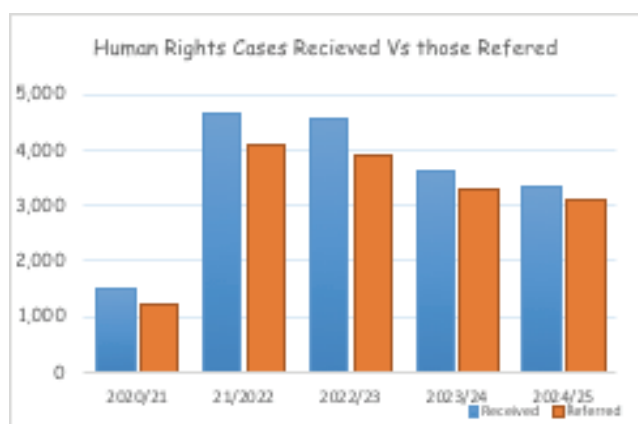
### **Duty Free Services**

UPS operates the Duty-Free Shop with 17 regional and sub-regional stores and has benefited 2,992 beneficiaries since its inception in 2011. These shops provide and distribute duty-free materials to enable staff to construct their own decent homes. In the FY2024/25, UPS, through its Duty-free shop, procured and distributed building materials to 510 staff. Out of these, 73 staff members benefited for the first time. The UPS also operates the Prisons SACCO, whose membership increased from 12,860 staff in FY2023/24 to 13,570 in FY2024/25. Over the NDP III period, the Prisons SACCO has increased its membership from 10,283 to 13,570. Loan Portfolio from shs.6.2bn to shs 9.8bn, Asset Portfolio from shs.7.5bn to shs 11.7bn, share portfolio from shs.4.39bn to shs 7.5bn, while savings portfolio increased from shs.1.35bn to shs 1.5bn. The UPS further established two poultry projects for staff spouses at Jinja (M) and Masaka (M) with 130 beneficiaries and 156 beneficiaries, respectively.

UPF operates the Duty-Free Scheme with regional branches/stores in 12 regions of Kira, Elgon, East Kyoga, Aswa, North Kyoga, West Nile, Rwenzori West, Greater Bushenyi, Greater Masaka, Albertine, Rwizi and Kigezi. In FY2024/25, the scheme has benefited 2,147 staff with building materials at duty-free prices. Since its inception, the scheme has empowered Police officers to build decent homes and acquire basic household items for the betterment of their immediate families. The Police Exodus SACCO closed the last financial year with a membership of 43,001 members, with 13 liaison offices and a head office in Kampala. In the period under review, Exodus SACCO supported 8,527 personnel to access affordable credit for essentials like agriculture, housing, education, business, or emergencies at competitive rates (at 13% p.a), reducing reliance on money lenders and loan sharks. The SACCO maintained a healthy and solid financial footing with a share capital of UGX 18.78 billion, representing members' commitment and equity strength and a loan portfolio of UGX 68.69 billion.

### **3.1.3 Fast-track disposal of human rights complaints**

To enhance access to justice, human rights and equity complaints are disposed of through various mechanisms, including investigations, mediation, tribunals and arbitration. In a bid to increase access to justice for victims of human rights violations, UHRC received 3,357 cases (2,043 M, 1,314F) out of which 273 cases (172M, 101F) that met the UHRC human rights admissibility criteria were registered. The cases



**Table 493: Cases received and handled by UHRC and EOC**

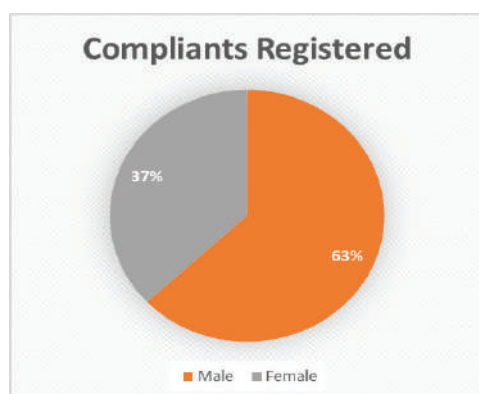
Complaints	2020/21		21/2022		2022/23		2023/24		2024/25	
	UHRC	EOC	UHRC	EOC	UHRC	EOC	UHRC	EOC	UHRC	EOC
Received	1,483		4,632		4540		3601		3,357	412
Referred	1,220		4,096		3895		3295		3,084	39
Registered	263		536		645		306		273	373
Concluded	99		214		267		159		178	229
Clearance rate	38%		40%		41%		52%		65%	61%

A total of 3,084 cases (1,866M, 1,218F) were provided with legal advice or referred to institutions that are best suited to handle their cases, as shown in table 1 below.

**Table 50: Cases received, registered and referred per UHRC regional offices.**

Regional office	Received			Registered			Referred		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Arua	165	61	226	8	5	13	157	56	213
Central	209	102	311	25	8	33	183	95	278
Fort portal	205	78	283	4	0	4	201	78	279
Gulu	276	305	581	19	28	47	258	276	534
Mbarara	245	169	414	49	11	60	194	160	354
Masaka	108	89	197	10	6	16	98	83	181
Lira	110	71	181	9	6	15	102	64	166
Moroto	82	59	141	7	10	17	74	50	124
Soroti	213	112	325	17	15	32	193	100	293
Kabale	109	80	189	22	2	24	87	78	165
Jinja	150	64	214	0	3	3	150	61	211
Hoima	171	124	295	2	7	9	169	117	286
Total	2,043	1,314	3,357	172	101	273	1,866	1,218	3,084

From the table above, it was noted that the male complainants (63%) were more than the female (37%) complainants. This can be attributed to the fact that the common violations are right to personal liberty and deprivation of freedom from torture or cruel, inhumane, or degrading treatment, of which males are prone to being victims. The majority of females report maintenance cases, which in most cases are mediated.



A total of 412 complaints were received by the Equal Opportunities Commission. The complaints covered various issues, with the highest number related to discrimination in employment (115 cases), followed by land rights (89 cases), family rights (76 cases), disability-related complaints (68 cases), and economic rights (64 cases). Out of these, 123 complaints were actively investigated through a combination of on-site investigations, desk reviews, and phone calls.

**Table 51: Nature of Cases received by EOC**

Sn	Nature of Cases	No of cases
1	Discrimination in employment	115
2	Land rights	89
3	Family rights	76
4	Disability-related complaints	68
5	Economic rights	64
	Total	412

**Table 52: Nature of human rights violations registered at the UHRC regional offices in NDPIII period**

Nature of violations	2020/21	2021/22	2022/23	2023/24	2024/25
Torture, cruel, inhumane and degrading treatment	291	281	223	89	87
Personal liberty	136	185	232	48	109
Child Maintenance	41	72	111	79	66
Right to life	37	38	22	14	19
Right to personal security	31	23	21	8	11
Right to own property	21	38	22	9	16
Total	557				308

The alleged violation of freedom from torture ranked highest for three years (FY2020/21-291; FY 2021/2022-281 and FY 2023/24-89). This was followed by complaints involving the alleged violation of the deprivation of personal liberty for two years (FY 2020/21-136; FY 2021/22-185). For the financial years 2022/23 and 2024/2025, violation of deprivation of personal liberty was the highest, with 232 and 109 cases registered, respectively.

**Table 53: Trend of the top five respondents**

Respondent	2020/21	2021/22	2022/23	2023/24	2024/25
UPF	239	319	319	80	130
Individuals	86	154	163	94	77
UPDF	150	91	103	18	38
UPS	10	13	11	12	8
UWA	11	9	12	3	9
Total					

The table above shows that the highest number of complaints registered by UHRC were against the Uganda Police Force (UPF) for four financial years under the NDPIII period. For the FY 2023/24, UHRC registered 94 complaints against private individuals. In FY 2020/21, 2021/2022 and 2022/23, there were high complaints registered against the Uganda Peoples Defence Force compared to the last two financial years of 2023/24 and 2024/25.

**Table 54: Complaints concluded through tribunal and ADR**

Financial Year	UHRC		EOC		Annual Total
	Tribunal	ADR	Tribunal	ADR	
FY 2020/21	0		317		
FY 2021/22	50		384		
FY 2022/23	143		356		
FY 2023/24	152		395		
FY 2024/25	116		268		407
NDP III Total					

During the reporting period, the Uganda Human Rights Commission (UHRC) enhanced access to justice by investigating a total of 865 complaints of human rights violations. Of these, 389 cases were fully investigated, while 476 were partially investigated across various regional offices. These efforts contributed to increased accountability, responsiveness to human rights concerns, and improved protection and promotion of citizens' rights.

**Table 55: Shows cases investigated by UHRC regional offices**

Regional office	Fully Investigated	Partially Investigated	Total
Arua	10	6	16
Central	55	127	182
Fort portal	18	5	23
Gulu	19	30	49
Hoima	32	20	52
Jinja	23	16	39
Kabale	45	44	89
Lira	16	7	23
Mbarara	59	84	143
Moroto	52	59	111
Masaka	15	32	47
Soroti	45	46	91
Total	389	476	865

The Commission is mandated under Article 53(1)(a) of the Constitution of the republic of Uganda to issue summons or other orders requiring the attendance of any person before the Commission tribunal and the production of any document or record relevant to any investigations by the Commission. During the reporting period, UHRC conducted tribunal sessions in which 116 cases were disposed of and 541 adjourned for further hearing.



Hon. Member Tusime Denise, together with Aber Vanessa Peace and Musema Miraj engaging the area Chairperson about the History of Katerera Town Council market.



Chairperson and members of the Commission presiding over Tribunal Hearing Sessions in Fort Portal and Hoima regional offices.

Mediations: The commission conducted mediations for cases of child maintenance, which rendered a quick response/remedy to human rights violations, especially for children’s rights.

**Table 56: Cases mediated by UHRC**

Regional Offices	No of cases mediated
Gulu	25
Masaka	7
Mbarara	3
Moroto	4
Soroti	6
Hoima	8

Regional Offices	No of cases mediated
Arua	4
Central	2
Kabale	2
Lira	1
Total	62

### **Meeting with MDAs on the payment of the UHRC tribunal awards**

The Uganda Human Rights Commission (UHRC) convened a one-day engagement meeting with representatives from Ministries, Departments, and Agencies (MDAs) to follow up on the status of payments of Tribunal awards and address related concerns. The meeting was attended by a total of 67 (20 male and 47 female) participants drawn from the Ministry of Justice and Constitutional Affairs (MOJCA), Uganda Police Force, Uganda Peoples Defense Forces (UPDF), Uganda Prisons Service (UPS), Uganda Wildlife Authority (UWA), National Forestry Authority (NFA) and Kampala Capital City Authority (KCCA). As a result, MDAs provided updates on the status of Tribunal award payments, revealing both progress and outstanding obligations. Challenges such as budgetary limitations, procedural delays, and inadequate awareness among officials were identified as major obstacles. Furthermore, MDAs are committed to prioritizing Tribunal award payments in future budgets and enhancing coordination with the Commission. The UHRC recommended establishing a joint technical committee to monitor implementation and streamline processes. It was also agreed that regular follow-up meetings would be conducted, and a comprehensive status report would be shared with relevant authorities to support timely action.



*The Chairperson UHRC, members of the Commission, staff and participants from the different MDAs in a group photo during the meeting*

### **3.1.4 Public Awareness on Human Rights Standards and Citizens' Responsibilities Increased**

Civic awareness is an essential step in empowering the populace to foster a human rights culture in Uganda. Building knowledge-based public consciousness of human rights standards and citizens' responsibilities is thus essential in deepening social accountability. This can be achieved through enhancing information dissemination on rights. The Sub-programme undertook various interventions to entrench human rights norms, standards and responsibilities through multi-pronged approaches. Internally, human rights institutions have incrementally implemented efforts on mainstreaming HRBA within the public service system while externally empowering the civic public on human rights norms, standards, and corresponding responsibilities.

During the period under review, UHRC convened a national early warning conference under the theme "Mitigating Electoral Risks through Timely Action and Collaboration." The event brought together 100 participants (49 male, 51 female) from key sectors including government, civil society, security sector, academia, Electoral Commission, religious leaders and media.



Chairperson UHRC, Members of the Commission, together with stakeholders, during the early warning conference.

The conference focused on identifying potential electoral risks and strengthening collaborative prevention mechanisms ahead of the 2025/2026 General Elections. During the Conference, stakeholders were called upon to utilize the insights gained to promote peaceful, inclusive, and credible elections, while upholding the principles of peace, unity, and national cohesion.

Community sensitization meetings remain an effective and highly appreciated avenue for creating human rights awareness. In the reporting period, UHRC conducted 142 barazas in 88 districts across the country, 22,537 participants (13,035 male and 9,502 female) attended the community meetings and acquired knowledge and skills regarding human rights. Additionally, 527 vulnerable persons attended the community barazas and were sensitized on their human rights.

Table 57: Community Barazas conducted by UHRC in FY 2024/25

Regional office	No of Barazas	Participants			PWDs	Age group				Migrant status/ Refugees
		Total	Male	Female		0-17	18-30	31-59	60+	
Arua	16	2352	1353	999	37	46	789	1306	211	599
Central	17	2541	1542	999	76	337	976	1075	153	0
Fort portal	9	965	545	420	0	47	231	578	109	0
Gulu	15	2687	1611	1076	93	167	938	1333	249	0
Hoima	9	1670	913	757	24	60	593	834	183	0
Kabale	8	1099	498	601	2	38	272	527	262	0
Lira	12	3,072	2,108	964	85	152	1108	1522	290	0
Masaka	10	1483	841	642	22	164	432	709	178	0
Mbarara	4	594	347	247	0	54	161	308	71	0
Moroto	20	3224	1650	1574	74	149	1415	1337	323	0
Soroti	10	1343	739	604	40	19	384	776	164	0
Jinja	12	1507	888	619	74	66	482	800	159	0
<b>Total</b>	<b>142</b>	<b>22,537</b>	<b>13,035</b>	<b>9,502</b>	<b>527</b>	<b>1,299</b>	<b>7,781</b>	<b>11,105</b>	<b>2,352</b>	<b>599</b>



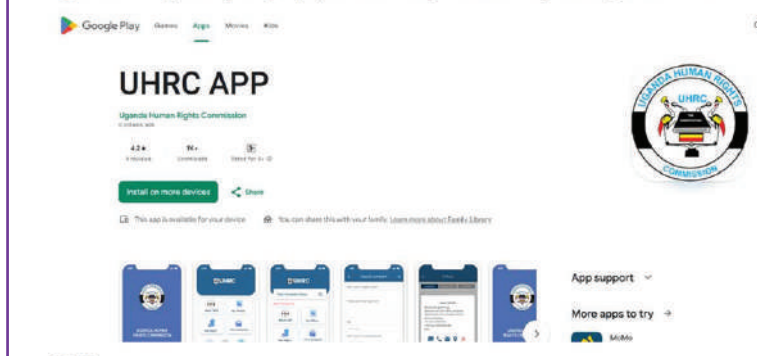
*UHRC conducting a community baraza in Lugore Village, Lugore Parish, Owalo Sub-county in Gulu District.*



*On UHRC conducting a community baraza in Watakau trading centre, Lochoto cell in North Division- Kotido district.*

Further, UHRC developed and launched a mobile application to support the promotion and protection of human rights in Uganda. The application is an innovative addition to the previously used digital channels such as; email, twitter (X), facebook, instagram, and utube. Through the app, members of the public have been able to access instant human rights messages, interact instantly with UHRC staff, ask questions, login complaints of human rights complaints and keep up to date on developments on the area of human rights in the country.

**Figure 26: A snapshot of Google play store showing the number of UHRC App downloads**



A total of 313 people, comprising 99 females, registered accounts on the App and hence, can report or interact with UHRC staff on any issue at any time without the need to go through the process of re-registration. A total of 54 complaints were received through the App. of these, 34 were reported by females. The complaints were in relation to violation of the rights to; freedom from torture, personal liberty, property, child maintenance, cyber bullying, right to life and delay to investigate the case by the police among others.

In addition to the above, to create public awareness on human rights standards and citizens' responsibility, UHRC aired out 1,316 spot messages and conducted 91 radio talk shows on different human rights themes in various radio stations. This attracted 460 (413 male, 47 female) callers who were able to get instant feedback/response in relation to the concept of human rights, legal advice, and updates on files among others. These media programs reminded the populace about the observance of human rights, emphasised the duties and responsibilities of citizens and focused on specific human rights issues. As a result, the listeners were empowered on different human rights themes, including rights of children, sexual gender based violence, right to participate in affairs of the Government, land rights, rights of women etc.

**Table 58: Shows radio talk shows, spot messages and TV talk shows conducted by UHRC**

Regional office	No of radio talk shows	No of callers	Male	Female	Spot Messages	TV talk show
Arua	4	24	23	1	0	0
Central	2	10	10	0	0	0
Jinja	5	15	15	0	0	0
Fort portal	10	35	32	3	1,080	0
Gulu	12	52	47	5	220	0
Hoima	8	53	47	6	0	0
Kabale	7	55	40	15	12	0
Lira	27	127	119	8	4	0
Masaka	5	16	15	1	0	0
Moroto	2	11	11	0	0	0
Soroti	5	30	30	0	0	0
Mbarara	4	32	24	8	0	1
Head Office	0	0	0	0	0	3
Total	91	460	413	47	1,316	4

### 3.2 Integrate HRBA in policies, legislation, plans and programmes

Integration of HRBA in policies, regulations, plans and programs in MDAs is aimed at entrenching human rights normative standards in Uganda's regulatory and standard-setting frameworks. This not only ensures a human rights-driven public service delivery system but also improves the work and living conditions of duty bearers and management of persons in conflict with the Law. This is in line with the implementation standards of the NDP III.

#### 3.2.1 Institutional and staff capacity on HRBA Enhanced

Through targeted training and capacity-building initiatives, institutions of Government are better equipped to integrate HRBA principles into their policies, programmes, and service delivery processes. During the reporting period, a total of 1,451 (male 1,034, female 418) institutional staff were trained on the Human Rights-Based Approach (HRBA), bringing the cumulative number trained under the NDP III period to 5,747 (male 4,345, female 1,402) as illustrated in the table below. This capacity-building effort has contributed to the progressive integration of human rights principles across the justice chain, enhancing awareness, accountability, and responsiveness among duty bearers, and thereby supporting the prevention and reduction of human rights violations.



Member of Commission (Hon. Omara Lameck Apita) and staff members during a radio talk show at Radio Wa 89.8 FM in Lira City

**Table 59: Institutional Staff trained in HRBA by UHRC over the Past Five Financial Years**

Financial Year	Male	Female	Total
2020/2021	461	128	589
2021/2022	900	207	1,107
2022/2023	1,011	271	1,282
2023/2024	939	378	1,317
2024/2025	1,034	418	1,452
Total	4,345	1,402	5,747

Specifically, sensitization of police officers on disciplinary court procedures is an important step towards improving police professionalism, ensuring accountability, and fostering public trust. In the reporting period, UPF conducted sensitization of 326 (104F) officers on the Uganda Police Human Rights policy, hence equipping officers with human rights-based approaches to policing, roles of police in fulfilling human rights obligations, duties of detaining officers, and how to treat vulnerable groups while conducting policing duties involving children, women, and people with disabilities while in detention in 06 regions of KMP, Rwizi, Aswa west, Aswa East and Kiira.

Additionally, police sensitized 31 officers in Ssezibwa Region on anti-torture laws. Sensitized 80 officers in Elgon region (40) and Ssezibwa (40) on professional investigations to avoid unnecessary suits against the government. Sensitized 50 officers on Human Rights Based Policing in KMP region 10 female, 40 male. Sensitized 80 officers in North Kyoga region 28 females and 52 males on disciplinary matters.

The UPF also inspected 54 detention facilities in Aswa East Region (Pader Agago Kitgum and Lamwo) and (in Katonga Region these are: Gomba Kanoni, Maddu, Kabulasoke, Kajumiro, Kifampa, Butambala, Kibibi, Bulu, Kabasanda, Gombe, Mpigi CPS, Kayabwe, Buyiga, Jesa, Kiriri, Buwama and Kamengo, Greater Masaka Region and Rwenzori West Region, swa West Region and North Kyoga Region that is Nwoya Police Station, Kochi Goma Police Station, Ongako Police Station, Gulu Central Police Station, Gulu Rural Police Station, Omoro Police Station, Gulu East Police Station, Gulu West Police Station, Minakulu Police Station, Oyam Police Station and Loro Police Station. In North Kyoga the following stations were inspected Lira Central Police Station and Lira West Police Station to assess Human Rights observance.

Perused and guided 690 files on various disciplinary cases and sentences awarded; Developed a regulation on the procedure of the Police Civilian Disciplinary Court; and Sensitized 72 officers on disciplinary matters in Albertine region. Developed regulations on Police Disciplinary Court Sentencing Regulations.

Further, the UHRC conducted targeted training sessions for Parish Development Model (PDM) Committee members and selected District Local Government officials from the districts of Mpigi, Luwero, Hoima, and Buliisa. The focus of the training was to enhance understanding and implementation of Human Rights-Based Approaches (HRBA) in service delivery, with specific emphasis on the PDM framework. A total of 175 participants attended the training sessions, comprising 115 males and 60 females, including 17 marginalized persons, specifically Persons with Disabilities (PWDs).



*Mr. Kamadi Byonabye - Director RED emphasizing the principles of HRBA to the participants during the presentation on the application of the HRBA to the PDM.*



*Participants of the HRBA sensitisation training pose for a group photo at police headquarters Naguru.*

Notably, District Chief Administrative Officers (CAOs) and PDM District Focal Officers from each of the participating districts actively participated and delivered presentations. These presentations provided district-specific status updates on PDM implementation, highlighted key challenges, and offered recommendations for improvement. As a result, training enhanced Participants knowledge of human rights principles and their practical application within the PDM service delivery model, promoted inclusiveness, district officials committed to incorporating rights-based approaches in their oversight and implementation of PDM activities and district officers made presentations and provided clear insights into the progress, challenges, and areas requiring targeted interventions within the PDM, which will inform UHRC’s ongoing monitoring and advocacy efforts.

The training reinforced the importance of integrating human rights principles such as participation, equality, accountability, and transparency into local governance and development initiatives, particularly within the PDM framework.



*On the left: A group photo of the participants at the capacity building training on PDM in Hoima district; on the right: The CAO Luwero, District PDM Focal Point Officer, UHRC staff pose for a group photo with participants (PWDs) during a PDM training in Luwero district.*



*The staff of UHRC and PDC members during a training on PDM at Luwero*

### 3.2.2 Functional human rights mechanisms established and Strengthened in MDAs and LGs

UPF’s record on observance of Human Rights has been a matter of concern according to reports from several Government organs and other Non-governmental organizations. Most of the concerns relate to failure to follow the law during arrest, illegal detention, the conduct of officers during management of

demonstrations, and overcrowding in detention centres, among others. Whereas the Force acknowledges that some officers violated human rights during the execution of their duties, the individual officers have been personally held liable for the violations.

UPF strengthened compliance with the Uganda Bill of Rights through; supporting human rights trainings and sensitization of officers, remodelling of police detention facilities with waterborne toilets to get rid of the soil bucket system, supported inspection activities to ensure observance of human rights, especially the 48-hour rule, promoted the implementation of anti-corruption strategies and also facilitated quick disposal of human rights and corruption-related complaints.

Additionally, the Force enhanced the capacity of the Directorate of Human Rights and Legal Services (HR&LS) and the Professional Standards Unit (PSU) to promote the observance and adherence to human rights by police officers.

In the last five years, significant improvement was been made through training members of the Force in observance of human rights in addition to providing officers with guidelines for elimination of torture and enforcement of law and order; carrying out regular inspection of facilities to check overstay of suspects in detention and the hygiene conditions in the facilities as well as instituting measures to reduce the use of bucket toilets in detention facilities.

The ODPP held 2 coordination meetings on human rights case management and handled 3 referrals related to human rights violations. The ODPP has established the Human Rights Desk to handle human rights-related cases.

In fulfillment of this mandate, the Commission undertook data collection through its twelve (12) regional offices, with particular attention to the rights of refugees, given the increasing refugee population amid declining donor support among other human rights thematic areas. To ensure that the annual report is comprehensive, objective, and reflective of diverse perspectives, the Commission also convened a consultative meeting, engaging both state and non-state actors on key thematic human rights issues. The annual human rights report is yet to be finalized.

### 3.2.3 Citizens empowered on HRBA and avenues for public participation in JLO enhanced

The UHRC conducts training in the Human Rights-Based Approach (HRBA) for various groups, including civil society organizations (CSOs), district planners, police officers, and media professionals. These trainings aim to promote and protect human rights and are often conducted in partnership with other organizations. The HRBA is a framework that uses principles like non-discrimination, accountability, and participation to achieve sustainable development.

Over the NDP III period, a total of 93,161 officers were trained in Human Rights Based Approach as shown in the table below.

**Table 60: Citizens trained in HRBA by UHRC over the Past Five Financial Years**

Financial Year	Male	Female	Total
2020/2021	7,743	5,804	13,547
2021/2022	11,559	7,866	19,425
2022/2023	11,022	6,188	17,210
2023/2024	11,984	7,006	18,990
2024/2025	14,069	9,920	23,989
Total	56,377	36,784	93,161

During the reporting period, a total of 23,989 individuals (9,920 female) were empowered with knowledge and skills on the Human Rights-Based Approach (HRBA). This contributed to increased awareness and capacity for rights promotion and protection, in line with NDP III objectives of strengthening governance, accountability, and respect for human rights.

Further, during the reporting period, UHRC conducted community dialogues with ethnic minority groups classified as marginalized populations in the districts of Kasese, Bundibugyo, and Kaabong. The dialogues specifically benefited the Bagabu in Kasese, the Batwa in Bundibugyo, and the Ik in Kaabong, which were attended by 434 (236 males and 198 females) participants. As a result, Participants gained a better understanding of their fundamental rights and freedoms, as enshrined in the Constitution and international human rights instruments; ethnic minority groups were given a platform to express their concerns regarding land rights, access to social services, cultural preservation, and political representation (Voicing of Concerns); dialogues facilitated stronger linkages between the UHRC, local leadership, and the communities, fostering trust and cooperation in addressing human rights issues.

To increase knowledge of the rights and obligations of refugees and host communities, Institutions were engaged in community policing and outreach within settlements and host communities. These engagements reflect commitment to ensuring that the voices of marginalized populations are heard and their rights protected, in line with national and international human rights obligations.

As a result, the UPF sensitized a total of 2,844 (Female 1,241 & Male 1,603), this was enhanced by the UPF reviewing, translating and printing 20,313 copies of community policing materials into refugee local languages of Swahili, Arabic, Dinka and Nuer. The UHRC reached a total 2,872 (1,475 were male and 1,397 female) at 28 baraza in 10 refugee settlements, the UPS engaged 128 social workers in sensitization and awareness creation. The JCU has conducted 131 outreach sessions, reaching 7,140 (4,236 M, 2,904 F) and MoIA/DCS conducted 97 Community sensitizations, 66 Radio talk-shows, 2 New paper Articles and participated in 23 community policing programs and 11 Court Open days. This has resulted into increased awareness of rights and obligations of refugees who in most times are not aware of Ugandan laws.



With regards to efforts geared towards strengthening coordination of JLOS actors and duty bearers for improved access to justice and protection of refugees and host communities, the UHRC monitored 07 refugee settlements including Bidibidi, Lobule, Palorinya, Rhino camp, Imvepi, Adjumani and Lamwo refugee settlements. The Secretariat has conducted Five Joint M& E visits in the areas of operation, and has also supported 27 DCC meetings, 19 inspections and 12 JLOS open days.

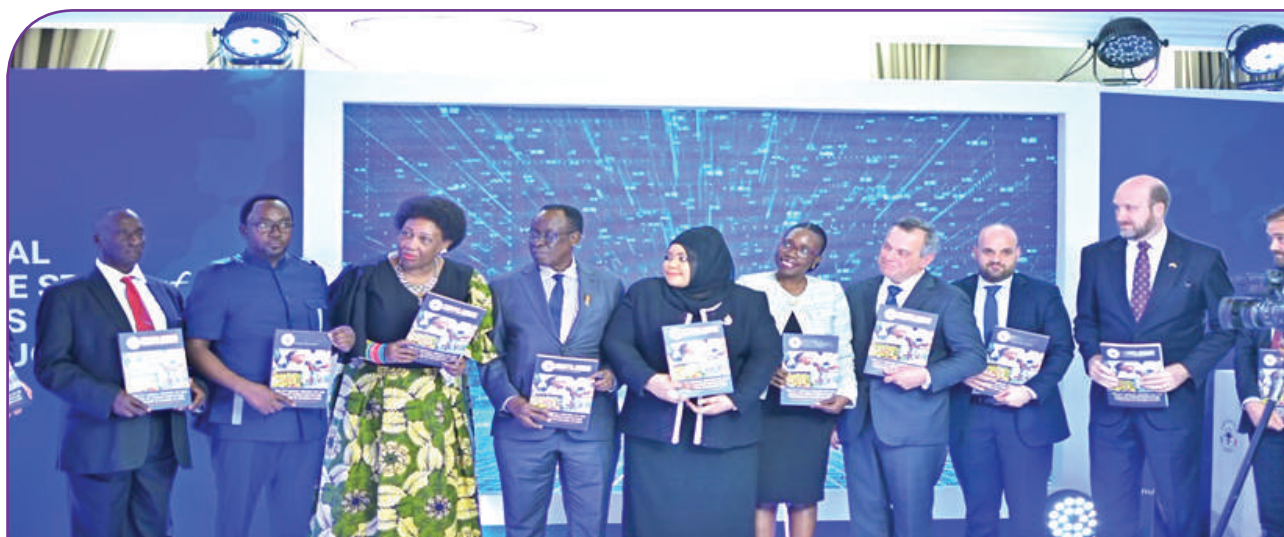
### 3.2.4 Annual state of Gender and Equity report produced and disseminated

In accordance with Article 52(2) of the Commission of the Republic of Uganda, the Uganda Human Rights Commission (UHRC) is mandated to publish periodic reports on its findings and submit annual reports to Parliament on the state of human rights and freedoms in the Country. It is therefore, in fulfilment of this mandate, that the UHRC prepared and presented to the speaker of Parliament its 27<sup>th</sup> Annual report on the state of human rights in 2024. Additionally, UHRC launched its 27<sup>th</sup> Annual Report on the State of Human Rights in Uganda for the year 2024 to general public which was attended by 146 (77 male and 69 female) participants including USA Ambassador H.E William Popp, the EU Duty Ambassadors, Belgium Ambassadors, Civil Society Organizations, representatives from Ministries Departments and Agencies, Members of Parliament, Academia, Judges of the High Court and Students from Makerere University.



*Participants during the launch of the Annual report on the state of human rights in Uganda at Sheraton Kampala*

Additionally, a total of 1,984 copies of the 27th Annual State of Human Rights Report and 52 copies of the Braille version were designed, printed, and disseminated to the public to enhance access to information and promote awareness of human rights issues across diverse audiences.



*The chairperson of the UHRC, members of the Commission and participants during the launch of the 27th Annual State of Human Rights Report.*

The 11th Annual Report on the State of Equal Opportunities was produced, launched, and disseminated at Sheraton Hotel under the theme “Fostering Inclusive Growth for Sustainable Development.” A report was presented to the speaker of the Parliament of Uganda and a copy was handed over to the president.

The report investigations revealed significant findings:

Disparities in education and public service in Uganda. Despite Universal Primary Education (UPE) and Universal Secondary Education (USE) initiatives promoting free education, schools charge various fees for necessities, undermining access for vulnerable groups. Additionally, scholarships disproportionately favor affluent regions, leaving areas like Karamoja with minimal access.



Salary disparities in the public sector have led to reduced commitment among teachers, particularly in arts, and supervisory challenges due to imbalances in pay.

Lastly, rural areas, especially Karamoja and West Nile, face terrible energy access issues, with most households relying on harmful energy sources. Addressing these systemic inequities through targeted recommendations is crucial for enhancing educational and economic opportunities.

### 3.3 Strengthen the prevention, detection and elimination of corruption

Upholding transparency, accountability and combating corruption in all its forms and manifestations is pivotal to ensuring efficient and effective delivery of public services and achieving Uganda’s national development undertakings. Through the Governance and Security Programme (GSP), the Government of Uganda is progressively entrenching a culture of accountability and ethical leadership through checks and balances and incentivizing ethical and patriotic leadership.

A trustworthy justice sector is pivotal in the fight against corruption. Corruption is not just an ethical issue but a fundamental challenge that erodes trust, weakens the foundations of society and undermines development. The fight against corruption starts with strong institutions that build accountable systems to serve all citizens equally. The fight against corruption is a national undertaking encompassing both the public and private spheres. At the macro level, Uganda’s Transparency International’s Corruption Perception Index reduced from 0.28 to 0.27. And Uganda’s international ranking from 137<sup>th</sup> to 142<sup>nd</sup> out of 180 countries. There is therefore need for upscaling JLOS efforts in collaboration with partners across government and non-state actors in the fight against corruption.

**Table 61: Outcome Performance Indicators for NDP III Period**

Outcome Indicators	FY2017/18	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	
	Baseline	Actual	Actual	Actual	Actual	Target	Actual
Corruption Perception Index	26%	28%	27%	26%	26%	35%	26%
Clearance rate of corruption cases	98%	115.6%	102.9%	109.92%	115%	122%	111%
IG Conviction rate of Corruption cases	73.5%	79%	35%	47%	52%	80%	27%
ODPP Conviction rate	74%	80%	81%	82%	72%	92%	90%
ACD Conviction rate	57%	60%	58%	64.5%	89%	75%	77%

### 3.3.1 Corruption in JLOS institutions detected, investigated, and combated

Prevention and detection of corruption in Justice Law and Order institutions take various approaches as discussed below. The fight against corruption and deepening accountability is central to Uganda's agenda of entrenching good governance and the rule of law.

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

In the period under review, UPF registered 86 corruption-related complaints against police officers. The complaints registered included; extortion, demanding for a bribe, abuse of office and corrupt practices. 39 cases have been successfully investigated whereas 47 are still under inquiry. All complaints with evidence adduced have led to punishments for officers reported.

Notwithstanding a high perception of corruption, the anti-corruption legal enforcement has continued to present outstanding positive performance in some areas. The ODPP conviction rate of 90% and the ACD case clearance rate of 111% with an overall 77% conviction rate are commendable performance over and above the baseline levels. The ODPP prosecuted 110 corruption-related cases, surpassing the target of 60; this was because of the ongoing capacity building for prosecutors in corruption and money laundering cases.

To strengthen the fight against corruption cases, the Uganda Law Reform Commission commenced the Development of Anti-Corruption Rules 2025. The development of the Anti-Corruption Rules 2025 has progressed through the following key phases:

- a) Formation of the Working Group & Drafting Process- A Working Group was constituted to develop the 1st Draft of the Anti-Corruption Rules 2025. The Working Group comprised representatives from key anti-corruption and governance institutions.
- b) Technical Review by Multi-Agency Working Group The 1st Draft was subjected to a technical review by a Technical Working Group (TWG) consisting of Office of the Auditor General (OAG), Ministry of Justice and Constitutional Affairs (MoJCA), Bank of Uganda (BOU), Financial Intelligence Authority (FIA), Inspectorate of Government (IGG), Directorate of Public Prosecutions (DPP) and Directorate of Ethics and Integrity (DEI). The TWG reviewed and incorporated comments into the draft. The revised draft reflects inputs from these key agencies to ensure legal, financial, and institutional compliance.
- c) Regional Consultations (Ongoing – Partial Completion). Eastern Region Consultations have commenced but are partially completed. Feedback from regional stakeholders is being collected to ensure inclusivity and alignment with local governance structures.
- d) Partial Stakeholder Consultations- Initial stakeholder consultations have been conducted on the developed draft. Key stakeholders from civil society, private sector, and government agencies have provided preliminary feedback.

Currently the first Draft was developed, the Technical Working Group Review was completed and Comments Incorporated. Regional Consultations were ongoing in the Eastern Region while the Stakeholder Consultations were also partially completed. Delays in regional consultations due to logistical and scheduling constraints. Varied stakeholder priorities require further harmonization. Need for wider public participation to enhance legitimacy and effectiveness.

### 3.3.2 Capacity of JLOS anti-corruption agencies and accountability mechanisms enhanced

To enhance the capacity of JLOS anti-corruption agencies and institutions, the sub-programme focused on staff capacity building and strengthening internal systems. The strategic interventions were undertaken with the ODDP, NIRA, Judiciary, and UPS as elaborated below. The sub-programme implemented both criminal justice and administrative-based approaches to combatting corruption. The first line of engagement is the prevention of corruption and this has been harnessed through strengthening institutional management and supervision.

As part of institutional strengthening, the Sub-programme has enhanced automation and streamlined procedures of service delivery across all MDAs. This has enhanced efficiency, credible and reliable information management, and ensured auditable trails for all transactions undertaken. For instance, automation of immigration border services has supported the fight against cross-border crimes including corruption, organised crime and terrorism. This involves biometric enrolment of cross-border travellers which facilitates tracking persons of security interest to the country.

#### *Commemoration of the International Anti-Corruption Day*

On 10<sup>th</sup> December 2024, the ODPP commemorated the International Anti-Corruption Day with other Inter-Agency members and Ugandans at the Speke Resort Convention Centre, Munyonyo. The theme was, “Promoting Effective Participation of the Youth in the War Against Corruption.” The event was organized by the Inter-Agency Forum of which the ODPP is part. His Excellency Gen. Yoweri Kaguta Museveni was the Chief Guest represented by the Rt. Hon. Prime Minister Robinah Nabbanja. Speakers from across the anti-corruption spectrum shared experiences, and insights, reinforcing the importance of a united approach to eliminating corruption, ensuring justice, and building a transparent society for future generations. The Rt. Hon. Speaker of Parliament launched the Youth Campaign Against Corruption at the Event.



The ODPP maintained working relationship with key National, Regional and International Anti-Corruption stakeholders, including: The Uganda Police Force, the State House Anti-Corruption Unit, the State House Health Monitoring Unit, the Inspectorate of Government (IGG), Justice Law and Order Sector (JLOS), Ministry of Finance, Office of the Prime Minister, Directorate of Ethics and Integrity, FIA, IAFARINSA, and UNCAC, and participated in several joint anti-corruption activities. In addition, the ODPP participated in the UNCAC 15<sup>th</sup> Sessions in Vienna Austria, ICRG Meetings, Eastern and Southern Anti-Money Laundering Group (ESAAMLG), Bank of Uganda, Prosecution Guided Investigations Guidelines Trainings and Stakeholder Engagements, and the International Anti-Corruption Day. These engagements were geared towards identifying best practices, challenges and propose approaches for handling corruption cases, money laundering cases and parallel financial investigations.

In November 2024, the ODPP joined other Inter-Agency Forum members to carry out a joint inspection and community engagement in Masaka District to promote integrity and accountability. The initiative brought together key anti-corruption stakeholders including the Inspectorate of Government, State House Anti-Corruption Unit, Health Monitoring Unit and the Leadership Code Tribunal.

### Public awareness campaigns conducted

To build a critical mass of citizen social accountability, the Sub Programme undertook various initiatives to enhance citizen consciousness and awareness of their critical accountability role. These initiatives involved physical interactive outreaches into communities and town-halls, leveraged mass-media platforms including TV, radio, social media and web informatics.

In this regard, the ODPP held two anti-corruption initiatives during the reporting period and 18 over the NDP III period. The table below illustrates some of the key anti-corruption public awareness initiatives undertaken during the five-year NDP III period.

Financial Year	2020/21	2021/22	2022/23	2023/24	2024/25	MDA Total
ODPP	8	0	3	5	2	18
JSC	8	42	45	94	53	242

By the end of the FY 2024/25, the ODPP, alongside Inter-Agency Forum members (the Inspectorate of Government and State House Anti-Corruption Unit), conducted a joint inspection and community engagement in Masaka District to promote integrity and accountability, where grievances were addressed, and community members were urged to report corruption while avoiding baseless accusations. The awareness raising and citizen empowerment on accountability and anti-corruption greatly contributed to stronger citizen-led social accountability movements, participation of citizens in anti-corruption and anti-money laundering enforcement, and creation of strong partnerships with government accountability institutions. More accountability-related research and knowledge products have been produced to better inform and guide government policy and action.

# OUTCOME THREE

## ANNUAL FINANCIAL PERFORMANCE FY2024/25

In FY2024/25 the sub programme was allocated a total approved budget of UGX. 1,996.768Bn compared to UGX.1,858.79Bn in FY2023/24. Of this, the wage allocation was UGX.721.589Bn compared to UGX.601.68Bn for FY2023/24; the non-wage provision was reduced to UGX.937.299bn compared to UGX. 989.34bn in the previous period. The GoU development funding UGX.337.880Bn an increase from UGX. 267.78bn in FY 2023/24.

In the reporting period, the sub-program received a total of UGX. 2.303Trillion which is 115.3% of the approved annual budget. The over performance was due to supplementary funds provided to DCIC, UHRC, MoJCANIRA, UPS and UPF. The overall absorption of the funds received was 99.3%. The budget performance by institution is presented in the table below.

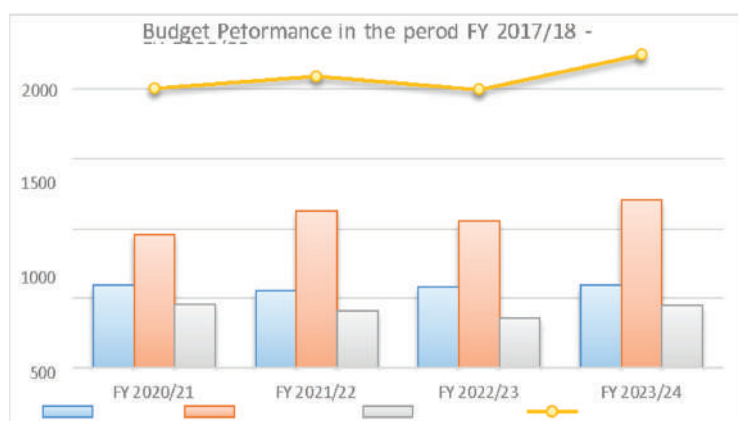
**Table 1: JLOS Annual Budget Performance FY 2024/25 (UGX. Billions)**

MDA	Approved	Released	Spent	% Released	% Spent
DGAL	42.001	42.001	41.197	100.0%	98.1%
DPP	75.523	72.153	71.495	95.5%	99.1%
LDC	31.200	38.251	37.635	122.6%	98.4%
ULRC	16.518	15.473	14.234	93.7%	92.0%
MIA	32.645	51.048	50.527	156.4%	99.0%
MoJCA	139.105	163.396	159.676	117.5%	97.7%
MoLG	0.473	0.473	0.445	100.0%	94.1%
DCIC	143.991	172.931	172.127	120.1%	99.5%
NIRA	191.426	192.646	192.128	100.6%	99.7%
UHRC	20.522	29.571	28.721	144.1%	97.1%
UPF	925.118	1,120.852	1,119.822	121.2%	99.9%
UPS	346.535	370.795	370.793	107.0%	100.0%
URSB	31.711	33.056	28.735	104.2%	86.9%
Total	1,996.768	2,302.647	2,327.148	115.3%	99.3%

Over the NDP III years, the Sub programme saw gradual increase in the annual budget. The budget performance over the last four years is presented in the table below.

**Table 63: Trend of the Budget Allocations (Billions) in NDP III**

FY	Wage	Non-Wage	GoU Dev	Total	% Increase
FY 2024/25	721.589	937.299	337.880	1,996.768	-11.1%
FY 2023/24	594.351	1,204.74	447.732	2,246.82	12.33%
FY 2022/23	581.78	1,054.73	359.11	2,000.21	-4.36%
FY 2021/22	552.329	1,128.42	410.638	2,091.38	4.31%
FY 2020/21	592.08	958.47	454.43	2,004.98	



In terms of wage, the sub program received UGX.754.978bn compared to the budget of UGX.721.589bn approved for the reporting period. This implies the budget performance was 104.6% as a result of wage supplementary budgets received by NIRA, UHRC and UPS. On the otherhand some institutions including LDC, and URSB did not receive 100% of their wage budgets. In terms of expenditure, the overall performance was at 104.6% while the absorption of the release was at 99.3%.

**Table 2: Wage budget Performance and absorption rate for FY2024/25**

MDA	Approved	Released	Spent	% Released	% Spent
DGAL	3.641	3.641	2.912	100.0%	80.0%
DPP	28.229	28.229	27.842	100.0%	98.6%
LDC	10.096	8.768	8.222	86.8%	93.8%
ULRC	3.417	3.417	3.233	100.0%	94.6%
MIA	2.515	2.515	2.514	100.0%	100.0%
MoJCA	16.120	16.120	13.874	100.0%	86.1%
MoLG	0.283	0.283	0.255	100.0%	90.1%
DCIC	5.279	5.279	5.278	100.0%	100.0%
NIRA	19.350	20.110	20.110	103.9%	100.0%
UHRC	9.021	11.021	10.594	122.2%	96.1%
UPF	495.502	505.522	505.507	102.0%	100.0%
UPS	120.413	142.673	142.671	118.5%	100.0%
URSB	7.723	7.400	6.975	95.8%	94.3%
<b>Total</b>	<b>721.589</b>	<b>754.978</b>	<b>749.987</b>	<b>104.6%</b>	<b>99.3%</b>

The Justice Law and Order sub-program institutions received UGX. 1,054.736bn against a revised non-wage budget of UGX.937.299bn. This represents an outturn of 112.5% of the approved budget with some institutions including DCIC, URSB and UHRC receiving non-wage supplementary budgets. The overall expenditure of the released funds stood at 99.5%.

**Table 3: Non Wage absorption rate for FY2024/25**

MDA	Approved	Released	Spent	% Released	% Spent
DGAL	15.626	15.626	15.568	100.0%	99.6%
DPP	31.958	30.188	30.069	94.5%	99.6%
LDC	17.053	25.433	25.373	149.1%	99.8%
ULRC	12.723	11.678	10.703	91.8%	91.7%
MIA	29.440	47.843	47.326	162.5%	98.9%
MoJCA	114.348	114.573	113.133	100.2%	98.7%
MoLG	0.190	0.190	0.190	100.0%	100.0%
DCIC	135.264	162.100	161.394	119.8%	99.6%
NIRA	85.781	86.241	85.725	100.5%	99.4%

MDA	Approved	Released	Spent	% Released	% Spent
UHRC	11.022	15.967	15.586	144.9%	97.6%
UPF	266.355	324.069	324.019	121.7%	100.0%
UPS	194.751	196.751	196.751	101.0%	100.0%
URSB	22.788	24.077	21.318	105.7%	88.5%
Total	937.299	1,054.736	1,047.156	112.5%	99.3%

In the reporting period the sub programme received UGX. 492.934bn against the approved development budget of UGX. 337.880bn which translated to a performance of 145.9%. The overall absorption of the wage release was at 99.5%.

**Table 4: GoU Development budget Performance an absorption for FY2024/25**

MDA	Approved	Released	Spent	% Released	% Spent
DGAL	22.735	22.735	22.718	100.0%	99.9%
DPP	15.337	13.737	13.583	89.6%	98.9%
LDC	4.050	4.050	4.040	100.0%	99.7%
ULRC	0.378	0.378	0.298	100.0%	78.9%
MIA	0.691	0.691	0.687	100.0%	99.4%
MoJCA	8.636	32.702	32.668	378.7%	99.9%
MoLG	-	-	-	-	-
DCIC	3.448	5.552	5.455	161.0%	98.3%
NIRA	86.295	86.295	86.293	100.0%	100.0%
UHRC	0.478	2.582	2.542	540.2%	98.4%
UPF	163.261	291.261	290.295	178.4%	99.7%
UPS	31.371	31.371	31.371	100.0%	100.0%
URSB	1.200	1.580	0.442	131.7%	28.0%
Total	337.880	492.934	490.393	145.9%	99.5%

Under the JLOS SWAp the funds were utilized as below

Outcome	Budget	Release
Outcome 1: Strengthen people centered delivery of justice, law and order services	66,678,890,488	
Outcome 2: Reform and strengthen Justice Law and Order business processes	16,209,424,000	
Outcome 3: Strengthen compliance with the Uganda Bill of Rights	3,821,297,000	
Sectorwide and Programme Management	7,697,133,612	
Total	94,406,745,100	





THE REPUBLIC OF UGANDA

**ACCESS TO JUSTICE  
SUBPROGRAMME (JLOS)**