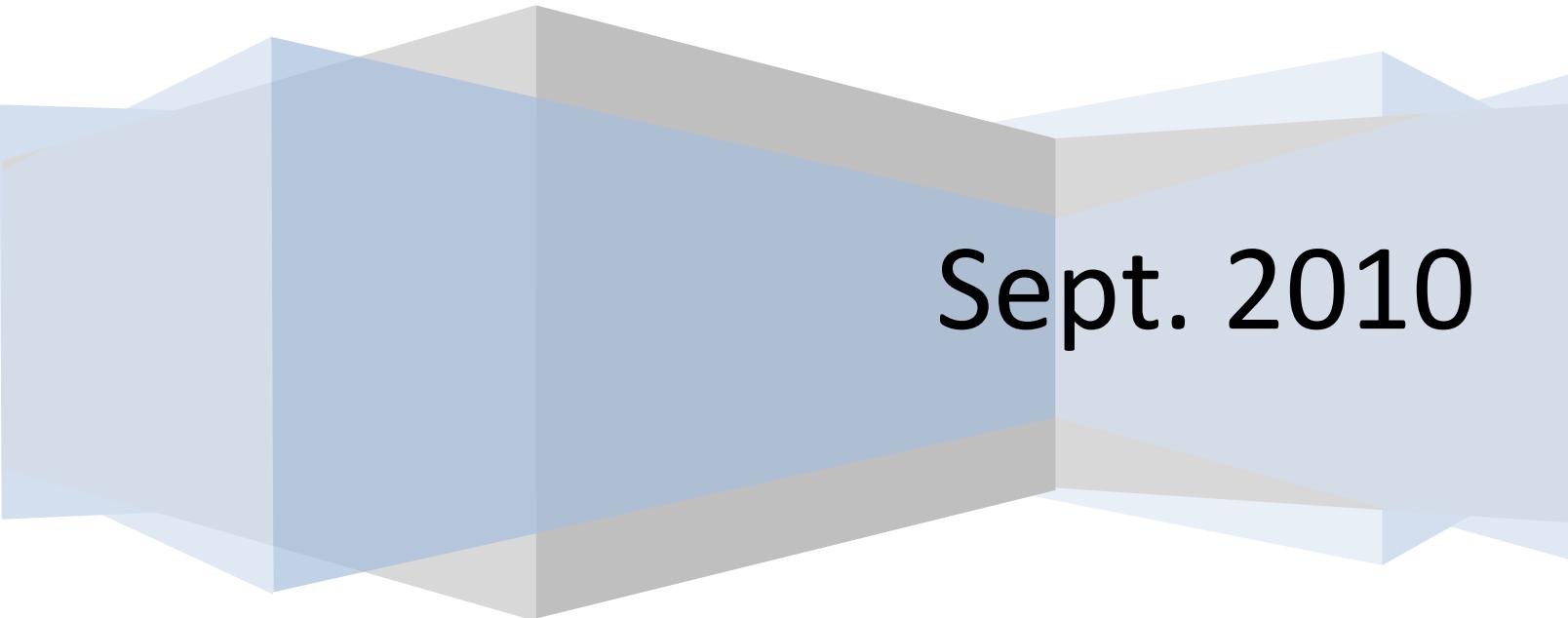


THE JUSTICE LAW AND ORDER SECTOR

ANNUAL PERFORMANCE REPORT

2009/2010

Final



Sept. 2010

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LIST OF ACRONYMS

AAPAM	Association of African Public Administration and Management
ACHPR	African Commission for Human and Peoples Rights
ACTV	African Centre for the Treatment and Rehabilitation of Torture Victims
ADR	Alternative Dispute Resolution
AIDS	Acquired Immune Deficiency Syndrome
APRM	African Peer Review Mechanism
ASTU	Anti-Stock Theft Unit
ART	Anti-Retroviral Therapy
CEEWA-UG	Council for the Economic Empowerment for Women of Africa – Uganda Chapter
CFPU	Child and Family Protection Unit
CFPOs	Child and Family Protection Officers
CHOGM	Commonwealth Heads of Government Meeting
CJRP	Commercial Justice Reform Programme
CLOs	Community Liaison Officers
CSOs	Civil Society Organisations
DANIDA	Danish International Development Agency
DCC	District Coordination Committees/District Chain Linked Committees
DPC	District Police Commander
DPP	Directorate of Public Prosecutions
EAC	East African Community
EDF	European Development Fund
EU	European Union
FIDA	Uganda Association of Women Lawyers (Federacion Internationale D'Abogados)
FHRI	Foundation for Human Rights Initiative

GAL	Government Analytical Laboratory
GBV	Gender Based Violence
GOU	Government of Uganda
HIV	Human Immuno-Deficiency Virus
HRBA	Human Rights Based Approach
HURINET	Human Rights Network Uganda
ICC	International Criminal Court
IEC	Information Education and Communication
ICITAP	International Criminal Investigations Training Assistance Programme
IFMS	Integrated Financial Management System
JSC	Judicial Service Commission
KIDDP	Karamoja Integrated Disarmament and Development Programme
LABF	Legal Aid Basket Fund
LAPS	Local Administration Police
LASPNET	Legal Aid Service Providers Network
LC	Local Council
LCCA	Local Council Court Act
LDC	Law Development Centre
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MoU	Memorandum of Understanding
MoGLSD	Ministry of Gender, Labour and Social Development
MTEF	Medium Term Expenditure Framework
NAADS	National Agricultural Advisory Services
NBA	

NEMA	National Environmental Management Authority
NCSP	National Community Service Programme
NFP	National Focal Point (For Light Arms and Small Weapons)
NGOs	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
NUSAF	Northern Uganda Social Action Fund
NTR	Non Tax Revenue
OC-CID	Officer in Charge – Criminal Investigations Directorate
OHCHR	Office of the High Commissioner for Human Rights
PAF	Poverty Action Fund
PISCES	Personal Identification Secure Comparison Evaluation System
PLE	Primary Leaving Examination
PPC	Probationary Police Constables
PPU	Policy and Planning Units
PTS	Police Training School
RSA	Resident State Attorney
RSP	Resident State Prosecutor
SB	Special Branch
SPCs	Special Police Constables
SWAp	Sector Wide Approach
TAT	Tax Appeals Tribunal
TB	Tuberculosis
ToT	Training of Trainers
UACE	Uganda Advanced Certificate of Education
UCE	Uganda Certificate of Education

UHRC	Uganda Human Rights Commission
ULS	Uganda Law Society
UN	United Nations
UPDF	Uganda Peoples Defence Forces
UPPC	Uganda Printing and Publishing Corporation
UPDF	Uganda Peoples Defence Force
URSB	Uganda Registration Services Bureau
USAID	United States Agency for International Development

1.0 INTRODUCTION

The JLOS annual report responds to the requirement of the partnership principles between the Government of Uganda and JLOS Development Partners which resolved to periodically report on performance and progress of the sector.

This annual report is produced in preparation for the 15th Annual joint JLOS GoU/Donor Review. The annual report 2009/10 seeks to build on the strength of the semiannual report (July-December 2009) as well as the previous annual reports by focusing on the provision of timely and accurate performance data to decision makers. The report builds on quarterly and annual submissions and reports of the sector institutions and is also focused on performance against specified sector output and outcomes. The report focuses on the performance of the 15 sector institutions¹ which constitute the annual planning and budgeting of the sector. This report is also supplementary to the Government annual performance report produced by the Office of the Prime Minister.

JLOS is a sector wide approach adopted by Government bringing together institutions with closely linked mandates of administering justice, maintaining law and order and human rights, to developing a common vision, policy framework, unified objectives and plan over the medium term. It focuses on a holistic approach to improving access to and administration of justice through the sector wide approach to planning, budgeting, programme implementation, monitoring and evaluation.

The JLOS annual report is therefore, a strategic report, providing performance and results information in key result areas of JLOS business to enable the sector and DPG 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 sector institutions accessed during the FY 2009/10

From July 2006, the sector has been implementing the second Sector Strategic Investment Plan (SIPII). The SIPII outlines a result based sector wide programming to increase policy coherence, resource rationalization and service delivery to justice claimants in Uganda.

The report addresses the performance of the sector based on the five Key Result Areas (KRA) to wit: -

- To promote the rule of law and due process;
- To foster a human rights culture across the JLOS institutions;
- To enhance access to justice for all especially the marginalized and the poor;
- To reduce incidence of crime and promote safety of the person and security of property; and
- To enhance JLOS contribution to economic development.

The report places emphasis on the four focus areas of criminal, family, land, commercial justice anti corruption and transitional justice

¹ Ministry Of Justice And Constitutional Affairs; Ministry Of Internal Affairs; The Judiciary

Uganda Prison Service; Uganda Police Force; Directorate Of Public Prosecutions, Judicial Services Commission; The Ministry Of Local Government (Local Council Courts) ; The Ministry Of Gender Labour And Social Development (Probation And Juvenile Justice); The Uganda Law Reform Commission; The Uganda Human Rights Commission; The Law Development Centre; The Tax Appeals Tribunal; The Uganda Law Society; and Centre for Arbitration and Alternative Dispute Resolution (CADER)

Criminal justice: Efforts were placed in enhancing institutional response to crime, crime prevention, legislative reform, case backlog reduction program, human resource development, and increasing the geographical spread of key institutions with specific attention to conflict areas. The sector also took positive steps to address prisoner welfare, promote prisoner rehabilitation and community re-integration among others.

Commercial Justice: With focus towards improved access to commercial justice countrywide through the formal courts, small claims procedure and alternative dispute resolution systems; reform of the regulatory regime, restructuring the business registries, streamlining processes and fostering a customer culture to enhance efficiency and reduce costs of doing business; as well as building capacity for the legal profession to enable effective delivery of services.

Family Justice: Efforts were made towards legislative reform, increasing staff strength, restructuring and retooling family justice institutions including the Administrator General's Office, the Family Division of the High Court, the Family and Child Protection Units in the Uganda Police Force among others.

Land Justice: Focus was put on improving land dispute resolution mechanisms while also engaging with other stakeholders to enhance land administration and registration, strengthening agreed fora especially at the local level, utilizing alternative dispute resolution mechanisms, fostering judicial oversight and supervision and utilizing innovative approaches

2.0 PHYSICAL PERFORMANCE

2.1 PROMOTE RULE OF LAW AND DUE PROCESS

Strengthening the rule of law and due process in Uganda is reflected, *inter alia* in enacting and enforcing key laws, improvements in access to the law as well as public confidence in the justice system. The sector is cognizant of the fact that the public and legal practitioners must be knowledgeable of the laws applicable and the procedures to follow and therefore easy access and availability of laws is important. Promoting the rule of law also requires a high degree of independence of both the Judiciary and the judicial process.

Key outputs tracked under this key result area included a number of laws enacted and simplified, compliance with codes of conduct as well as implementation of efforts to rout corruption from the sector.

2.1.1 Reform and simplification of laws

The sector recorded a 160% performance (16 Acts²) with regard to the enactment and enforcement of laws sponsored by the sector. A total of 22 Bills were drafted; 19 Acts passed; 48 Statutory Instruments published by the end of FY 2009/10³. This performance has resulted into the near elimination the old pending bills with the exception of the Sexual Offences Bill and the Geographical Indications Bill. The sector also registered significant achievement in tabling new bills⁴ sponsored by the sector in Parliament with 7 out of the targeted 8 bills tabled. This was made possible through investments in staff training especially in new and emerging areas of the law, increased stakeholder involvement and coordination, continuous advocacy programmes and coordination with various committees of Parliament especially the Legal and Parliamentary Affairs Committee and the Committee on ICT. Simplification and translation of laws is on course with two laws⁵ simplified and translated into Ateso and Akarimojong, despite delays in consultations and procurement.

- *16 laws sponsored by the sector enacted into law, 7 out of 8 bills tabled in parliament and two laws simplified.*
- *Time to issue passports down to 10days.*
- *Take only 5 minutes to clear through immigration.*
- *Takes 28 days to receive a work permit instead of 3 months.*
- *130 cases against errant lawyers concluded.*
- *DCC renamed JLOS district chain linked committees, and have resident Judge as patron.*
- *Institutional case backlog management committees launched*

² **Bills sponsored by JLOS Enacted:** Partnership Act , Contracts Act, Trademarks Act, Computer Misuse Act, Electronic Signatures Act, Electronic Transactions Act, Domestic Violence Act, International Criminal Court Act, Political Parties And Organizations Amendment Act, Presidential Elections Amendment Act, Parliamentary Elections Amendment Act, The Electoral Commission Amendment Act, The National Youth Council Amendment Act, The National Women Councils Amendment Act, The Local Government Amendment Act, The Whistle Blowers Protection Act

³ Note all Bills, Acts and Statutory Instruments are processed by the sector through the First Parliamentary Counsel of MoJCA.

⁴ **Bills tabled in Parliament:** Companies Bill, Chattel Securities Bill, Industrial Property Bill, Insolvency Bill, Marriage and Divorce Bill and the HIV and AIDS Prevention and Control Bill and Geographical Indications Bill.

⁵ The Local Council Courts Act and the Constitution

Table 1 Performance in Legal Reform

Indicators	2008/09	Target 2009/10	Actual 2009/10	Performance rating %
Key laws initiated by the sector enacted and enforced	9	10	16	160
Bills Initiated by the sector tabled in Parliament	12	8	6	87.5
Acts processed by FPC		20	19	95.0
Bills processed by FPC		30	22	73.3
Translation of laws into local languages	2	4	2	50.0
Compendia published	1			
Laws revised	2004	2007	2007	100

The above performance was made possible by increased investment in advocacy, a campaign spearheaded by the Uganda Law Reform Commission, increased capacity of the FPC in legislative drafting, investment in training of staff in ULRC and MOJCA as well as strong collaborative efforts with Parliament especially the Legal and Parliamentary Affairs committee and the strong sector leadership.

Table 2 status of law reform efforts

Status	Bill
Bills before Cabinet	Free Zones Bill UNBS (amendment) Bill- Counterfeit legislation Investment Code (Amendment) Bill
Completed studies	Review of the Children Act Review of Sale of good and supply of services law
Ongoing studies	Witness protection and compensation of victims of crime Succession Law Administration of Muslim Personal Law Review of trade licensing law Review of Excise Tariff Act

2.1.2 Judicial independence

Promoting the rule of law requires a high degree of independence of the Judiciary, the judicial process the prosecution and the Bar. To achieve this level of independence, the sector prioritized the enactment of the Administration of Justice Bill which is now being processed by the MOJCA- FPC for submission to Parliament. The objective of the Bill is to strengthen the independence of the Judiciary, enhance efficiency, deepen the public participation in the administration of justice, delink all staff from the Ministry of Public Service to enhance their loyalty and efficiency and operationalise the self accounting status of the Judiciary. The sector also supported the Law Society to build its competences to buffer the independence of the Judiciary. As a result an annual event the **Rule of Law Day** was initiated and is to be celebrated every year. In the reporting period it was held on the 8th of October 2009 under the theme "The Rule of Law as a Vehicle for Social and Political Transformation". With support from JLOS development partners, the function was graced with 232 participants who included members of the Uganda Law Society as well as Judges, Registrars, Development Partners, Members of Parliament and the media (166 men and 66 Women).

2.1.3 Due process enforced

The time taken to clear travelers through the Uganda immigration points has tremendously improved from 10 minutes in 2008/09 to less than 5 minutes in 2009/10. There was also a notable reduction in lead time for issuance of passports from 30 working days in 2008/09 to 10 working days in 2009/10. At the same the process for issuance of work permits was streamlined leading to a reduction in lead time from 3 months to 28 days. In the reporting period, 59,200 passports, 120,000 visas, 9,243 passes and

6,374 permits were issued. This was a result of investments in infrastructure, staff training, computerization and enhanced capacity of the gazetted 33 Immigration Border Posts.

Following the approval of the structure of the NGO board secretariat, 482 NGOs were registered, and permits for 580 NGOs were renewed while 2 were deregistered for non compliance with the law. This brings the total number of NGOs registered over the SIPPII period to 3,000 while 2,499 have had their permits renewed over the same time period. The reform effort has enabled the automation and collection of data in the NGO registry to ease retrieval and storage of NGO data files.

In the reporting period 34 Work Permit Committee meetings were held and 8047 entry permits considered. Issuance of multiple entry visas has been reinstated following the enactment of the amended immigration law as well as review and update of immigration policy.

The expansion of the PISCES, which checks unwanted persons from entering the country, enhanced the capacity to undertake surveillance. In the reporting period, 182 aliens were arrested for immigration irregularities during inspection operations that were carried out in various parts of the country.

The sector through the District Chain linked Committees (DCCs) is popularizing the enforcement of performance standards, to ensure that all actors in the administration of justice comply with constitutional time limits and promote tenets of timely, expeditious and efficient administration of justice in investigation, prosecution and adjudication of cases. DCC guidelines have been revised to incorporate the new changes and 2,000 copies printed and distributed to all districts. The sector also established Institutional Case backlog Management Committees (ICMC) to manage the orderly and timely elimination of case backlog through the adoption of minimum performance standards, case management and a zero tolerance to case backlog. Meaning that the sectors will no longer tolerate slow disposal process that has resulted into growing number of pending cases. The committees will ensure that all key players are monitored and blockages in the system flushed out. ICMCs are now operational in the Judiciary, the DPP, UPF, UPS, UHRC, and MIA. ICMC are expected to report regularly to the JLOS Case Backlog Task force through the sector secretariat, and ultimately to the Technical, Steering and Leadership Committee. It is the intention of the sector to turn ICMCs into think tanks and supervisors for the implementation of the case backlog reduction programme.

Birth and death Registration: In terms of registration of births and deaths, 644,533 births, 1,740 deaths, 699 marriages and 46 adoptions were registered against the annual targets of 35,000 births, 2,000 deaths, 500 marriages and 50 adoptions. This performance though above the target in some cases is decimal in light of the numbers that have to register. It is estimated that every year, one million children are born in Uganda, over 14million Ugandans are children and most of these below the age of 5 years. At this rate, the current levels of registration cannot and have not created an impact. The sector must therefore, consider empowering hospitals, other health facilities and religious institutions and perhaps Local Councils to carry out registration and file returns to the Registrar as is done for marriages.

2.1.4 Accountability and ethics in JLOS

Continuous allegations of perceived corruption of JLOS staff taint the image of the sector, derail progress and stalls projects aimed at fostering development. The sector has placed emphasis on improving ethics within JLOS institutions and ensuring ethical conduct of legal practitioners.

The Law Council in the reporting period targeted 50 sittings and 250 cases against errant lawyers. The Law Council held 52 sittings in which 130 cases against errant lawyers were concluded compared to 37 sittings held in 2008/09 in which 404 cases were heard and 115 concluded. One key achievement was

the implementation of the JLOS case backlog quick wins programme in which, 70 non starter case files were closed (weeded out) in a month. Another 406 cases are due to be weeded out if the parties do not respond to summons. It is notable that during the reporting period, 98 new cases were registered and 650 Law firms inspected, 3 legal aid chambers registered and 13 supervised and 190 applications for enrollment on the Roll of Advocates approved.

Table 3 Performance of public complaints systems

Institution	completed 2008/09	Pending 2008/09	Registered 2009/10	Targeted 2009/10	Completed 2009/10	Pending 2009/10
Law council	115	644	98	250	130	612
UPF	906	574	3528		1372	1582
JSC	96	345	127	120	48	522
DPP			18,477	32,000	18,477	

Table 4 Cases disposed of by the Law Council

	BBF	Registered	Total	sittings	Cases heard	target	Cases concluded	Pending
2008/09	520	239	759	37	404	200	115	644
2009/10	644	98	742	52		250	130	612

The Law Council however performed below target because of delays in appointing and inducting new members to the Council. In addition, the Law Council meets only once a week and can only handle few cases at a time. The Law Council is considering sitting more than once in a week to deal with growing case backlog and to eliminate impunity by errant lawyers. In order to reduce and address unethical conduct of some members of the bar, a joint committee comprised of members of the ULS and the Law Council is working on the amendment of the Advocates Act.

In JSC, 48 public complaints against judicial officers were investigated, heard and completed compared to 96 completed last Financial Year. The low level of performance was attributed to the loss of critical staff over the reporting period, the fact that commissioners of JSC are part time and provision that all three members of the disciplinary committee must be present to realize quorum to handle the disciplinary cases. This performance is far below the target by 60% and, at this rate, JSC will take over 6 years to dispose the complaints already registered assuming no new ones are registered.

Table 5 Complaints handled by the Judicial service Commission-2008/09

B/F from 2007/2008	FY 2008/09	Registered 2008/09	Total in reporting period	Referred to Disciplinary Committee	the Handled completion	to Under before the DC	Hearing	Under investigation ⁶
197	244	441	255		96	159		192

The target set therefore, must take into consideration the rate of registration of new cases if any, if meaningful impact is to be achieved. It is also noticeable that at the end of FY 2008/2009 JSC reported having had 159 cases under hearing and 192 under investigation, however statistics from JSC do not make mention of the developments on these cases. The JSC did not perform according to expectation despite receiving all resources that were voted for purposes of disposing disciplinary cases. It continues to perform decimally with a clearance rate 37 % of the registered cases. The sector has therefore decided to support JSC to clear case backlog in the current year as well as urging it to consider using a

⁶ By the Department of Planning, Research and Inspection

session system to clear old cases.. The JSC must also demonstrate its ability to address public complaints in order to encourage the public to report.

The Professional Standards Unit (PSU) of the Uganda Police Force, with strength of 268 staff has been revitalized to handle public complaints against police personnel. In 2009/10, the unit received 3,528 complaints out of which 1,372 complaints were successfully completed; 48 complaints were referred to courts, leaving 1,582 complaints pending. Common complaints included mismanagement of files, misconduct, corruption, unlawful arrest and harassment of suspects as well as abuse of office. UPF must be commended for establishing and strengthening PSU because it is one of the interventions that will improve the image of UPF, if complaints are dealt with expeditiously and feedback given to the public.

The Judiciary has strengthened the Inspectorate Registry with an addition of 2 Inspectors to make it more visible and to promptly respond to public complaints and increase routine and ad hoc inspections throughout the country. Because of the reforms introduced, the Inspectorate of Courts in the reporting period handled 740 complaints against judicial officers (concerning abuse of processes and mishandling of cases) and also carried out 71 routine and ad hoc inspections against the annual target of 1,500 complaints and 80 routine inspections. The Inspectorate of Courts could improve its performance by carrying out comprehensive inspection of courts and improving the capacity of inspectors through training to execute their duties and provision of transport. In addition to strengthening the Inspectorate, the Judiciary leadership must be commended for carrying out top level management inspections by the Chief Justice and Principal Judge in addition to facilitating deputy registrars to supervise the lower courts.

The inspectorate Division of the DPP received and handled 18,777 public complaints following 3-country wide and 78 ad hoc inspections. The Fraud Unit of the DPP completed 4 of the identified 57cases relating to the Global Fund to Fight AIDS TB and Malaria with convictions. Two cases are under hearing, 6 cases were closed for lack of sufficient evidence, 36 cases are under investigation and 9 cases remain pending action. In addition, 46 out of 50 special fraud cases were handled during the reporting period. The directorate also interviewed 1,309,000 out of the targeted 2,200,000 witnesses and provided support towards the development of the whistle blowers protection legislation, which has been enacted into law.

As part of the effort to provide information to the public and ensure accountability of staff, a DPP magazine was published and 6 radio talk shows were held. This forum was also used to enhance stakeholder participation in the administration of justice as well as encourage the public to give evidence as witnesses.

The Anti Corruption Division of the High Court (ACD): The ACD has exhibited promptness in handling of matters before it. The average life span of cases before the ACD is 4 months, with judgments delivered on time with a 90% conviction rate recorded.

Table 6 Performance of the Anti corruption Court 2009/10

Type of cases	Registered 2009/10	completed	Pending
Criminal appeals	25	14	11
Criminal miscellaneous Appeals	369	313	56
Corruption cases	134	20	114
Criminal revision	12	11	1

2.2 HUMAN RIGHTS CULTURE FOSTERED IN JLOS

The sector seeks to ensure a culture of respect and promotion of human rights for offenders, the public and victims of legal and human rights infractions. The sector also recognizes that justice systems are hinged on human rights principles which are enshrined in the Constitution, national laws, international and regional treaties. In the reporting period, the sector focused on reducing the incidence of specific human rights violations as well enhancing public awareness. Notable achievement

- *22.4% increase in prison holding capacity,*
- *23% reduction in mortality rates in places of detention*
- *40% reduction in the bucket system in prisons*
- *Reduced incidences of torture in prisons*
- *Revitalization of human rights committee in 69.8% of prison units*
- *75% compliance to 48hour rule by police.*
- *Commencement of case backlog clearance in UHRC*
- *Increased staff accommodation and welfare as well as fostered cooperation with human rights CSOs.*

over the reporting period included training of prison staff and police officers on their rights and rights of detainees, reduction in prison congestion in hot spot areas such as western Uganda and Gulu by increasing prison holding capacity by 22.4%, reduced mortality and morbidity rates in prisons and other places of detention, increased number of inmates clothed and fed, increased number of staff provided with accommodation for the uniformed staff and JLOS staff in the hard to reach areas, extension of the case backlog clearance programme to UHRC and support to Juvenile justice agencies.

Notable also over the period is the 40% reduction in bucket system in the prisons. 50 prison units have to date totally eliminated the bucket system following rehabilitation of water systems and sewerage lines.

2.2.1 Human rights awareness and practice

Human rights committees are now operational in 155 of the 222 prison units while service delivery standards are enforced in all the 222 prison units and the 11 regional offices.

The Uganda Police Force conducted Human Rights Awareness meetings focusing on the right to protection from torture, in 6 Regions of North West, West, Southern, South East, Kampala Metropolitan and Eastern; involving 450 Middle Level Commanders that included DPCs, OC-CIDs CLOs, CFPU and representatives of Local Governments and CBOs. Four community policing workshops for sub county leaders in Arua, Kamuli, Kabalaga and Manafwa were also undertaken with 400 of the annual targeted 1,100 participants sensitized. The aim was to empower communities with skills and knowledge in promotion of peace and security. Concerted media effort using both print and electronic media focusing on rights awareness continued over the reporting period.

ACTV organized and facilitated a series of workshops as a strategy to advocate for the prevention of torture targeting both the security agents and communities, for example a two days training on Partnership in effective investigation, documentation and treatment/management of torture was held. The target group was Uganda Police, Prisons Officers, SPCs and LCIII defence secretaries. A consultative meeting to discuss the draft, Prohibition and Prevention of Torture Bill 2009 was organized for Policy makers in March 2009 at Imperial Royale Hotel in Kampala. The meeting served as an opportunity to develop an interactive and constructive dialogue between Parliamentarians, Government institutions, Civil Society Organizations, the media and UHRC in the fight against torture.

As a result, the Uganda Police Force currently has 26 stations with juvenile cells. 12 of these stations are in PRDP Districts, 4 are in Kitgum, Iganga, Gulu, Kabale and Central Police Station- Kampala while 10 are being constructed in Karamoja Region with support from Save the Children. The June 2010 Prisoner statistics showed that there was no juvenile detained in an adult prison. MoGLSD together with UPS carried out joint inspections and found no children in adult prisons.

2.2.2 Incidence of specific human rights violations

Notable highlights of sector investments aimed at reducing specific human rights violations include 23% reduction in mortality rates among inpatients, increased TB case detection rate by 65%, increase TB cure rate by 95%, 6% HIV testing and counseling, 213 enrolled on ART, 70% health units without stock outs of septrin and Coartem among others. This was achieved through the recruitment and deployment of 119 health workers who treated 5306 in patients and 137000 out patients in the 222 prison units. There are renewed efforts to screen for TB at the time the inmates are first admitted in the prisons. Currently 80% of the prisoner patients receive essential drugs and all inmates attend HIV awareness programmes. Mortality among inmates admitted as inpatients reduced by 23% i.e. to 4 per 1000 from 17% (5 per 1000) last Financial Year.

Due to mechanization of prison farms the number of working hours for the prisoners has reduced from 8 hours to 7 hours and the target is to reduce to 6 hours within the next financial year.

In terms of clothing 7143 inmates were provided with a new pair of uniforms because of the sector investments in revitalization of prison industries. This is 100% above the targeted 3000 inmates. This investment has made the sector to dress almost all the convicted prisoners now at 45% of the total prison population. The challenge however is that the uniforms cant last long because the budget provided cannot enable the UPS procure durable materials for making uniforms.



Figure 1. New Amolator Police Barracks

Under the PRDP work plan construction of 17 police barracks⁷ is ongoing; however land challenges in Oyam have stalled construction of barracks. Construction of Kisoro police barracks financed under GoU is ongoing. Similarly with support from USAID, 3 police barracks are under construction in Kiryandongo, Patongo and Otupe. The sector has supported the construction of Mayuge and Ibanda barracks. However these



Figure 2 Old Police barracks in Amolator

of

⁷ Amuru, Pader, Amolator, Oyam, Dokolo, Amuria, Kaberamaido, Katakwi, Apac, Lotha, Iriri, Amudat, Moroto, Koboko, , Kabong, Kotido, Abim.

all entitled policemen/women⁸ country wide.

In the Uganda Prison Services, 66% of the entitled officers and men in prisons now have access to basic accommodation as a result of renovation, reconstruction and or construction of staff houses some on a self help basis.

The procurement challenges notwithstanding, the police must demonstrate its readiness to address the challenge of accommodation by expeditiously handling the construction projects. It is important to note that most of the constructions are far behind schedule and the sector must demand detailed explanations for the delays as well as the expected completion periods. The sector must also set timelines for all construction projects.

A duty free welfare scheme for the police was established in the North, West and Southern Uganda, to enable police have access to credit facilities with the aim of improving living conditions of staff and enhancing staff motivation to perform. A similar scheme was also established for Uganda Prison Service.

Reduction in prison congestion

As part of the effort to ensure adherence to a rights based approach to service delivery, 15 prison units were renovated during the reporting period while construction to expand Mbarara (Kakyeka) is near completion. Procurement for construction of Bushenyi prison is also in advanced stages. This construction resulted into a 2.2% increase in prisons' holding capacity. Thus despite the increase in the average prison population by 2.6% from 29,971 in FY 2008/09 to 30,742 in FY 2009/10, the levels of congestion remained the same.



Figure 3 Amolator Prison after renovation

Table 7 Comparison of Average Levels of Congestion in Prisons since 2005

Year	Population	Approved Capacity	Excess	No. of times exceeding Capacity
2010	30,793	13,670	17,073	2.25
2009	29,971	13,373	16,598	2.24
2008	28,337 ⁹	9,636	18,701	2.94
2007	19,149	9,428	9,721	2.0
2005	17,523	8,530	8,993	2.1

⁸ All policemen and women at the rank of Inspector and below are entitled to a house

⁹ 132 of these were debtors

Figure 4 Comparison of Levels of Congestion

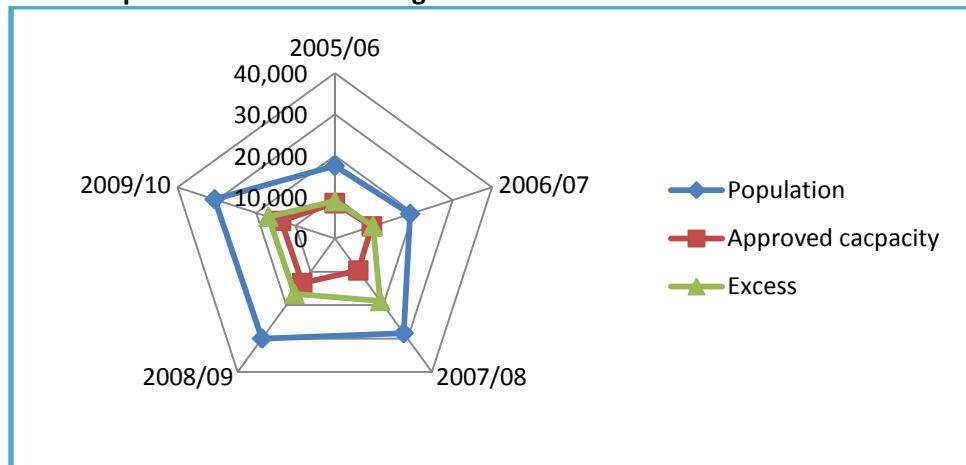


Table 8 Summary of average prisoner population in 2009/2010

Gender	Remands	Convicts	Total	%age
Male	16253	13,111	29364	95.5%
Female	793	475	1268	4 %
Debtors		161	161	0.5%
Total	17046	13747	30793	
%age	55.4%	44.6. %	100	100.00%

Table 9 Comparison average prisoner population 2009/10 with populations as captured by the 2005 and 2007 Prisoner censuses.

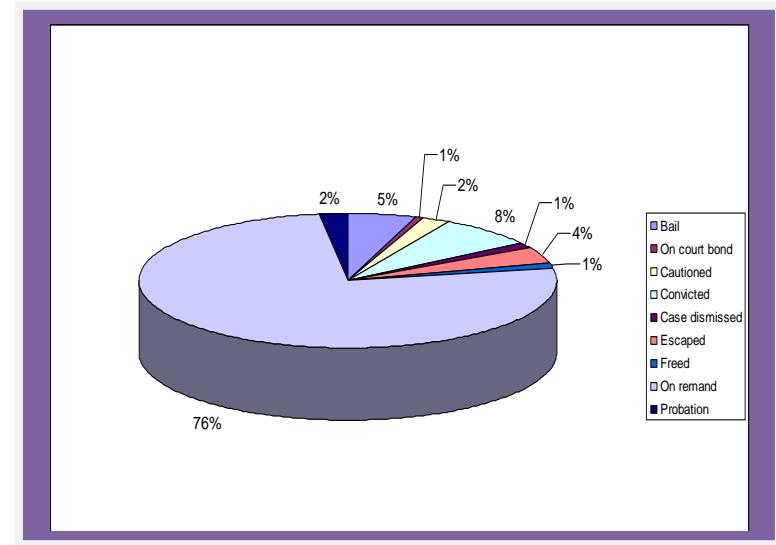
Category	2003		2005		2007		2008/09		Average 2009/10	
	Pop	%	Pop	%	Pop	%	Pop	%	Pop	%
Remand	10,898	62%	11,597	60%	11,215	58.6%	16,373	54.9%	17,046	55.4%
Convicts	6,625	38%	7,724	40%	7,934	41.4%	13448	45.1%	13747	44.6%
Total	17,523	100%	19,321	100%	19,149	100%	29821	100	30793	100

In as far as juvenile Justice is concerned, the sector commissioned Gulu and Arua Remand Homes, currently holding 65 juveniles, to take care of the greater North and West Nile respectively after completing the construction of 3 staff houses in Gulu and dormitories in Arua. It is however, unfortunate to note that the Ministry of Gender Labour and Social Development is not meeting the operational costs of the remand homes, leaving the burden to Gulu District Local Government, which have denied targeted districts the use of the remand homes.

The sector has therefore engaged the MoGLSD to ensure resources are provided to fund the remand home so that it can accommodate children from targeted districts other than Gulu, who are currently not allowed in the remand home. A policy decision was taken by the MoGLSD whereby the ministry will take over the running of all regional remand homes and leave local governments to run district remand homes.

Table 10 Juvenile offenders in the remand homes 2009/10

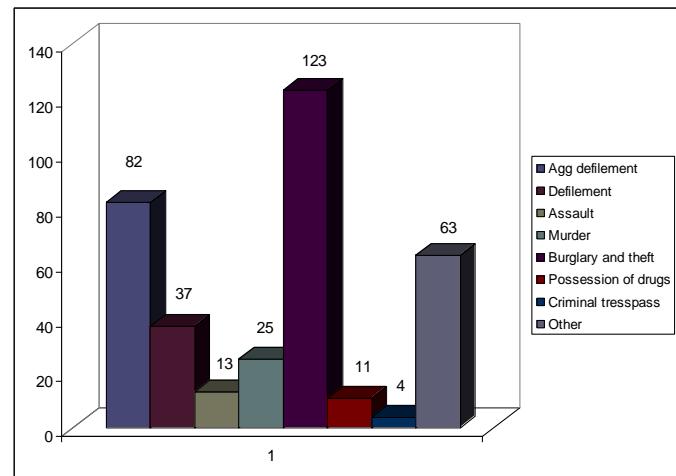
Action	Number	Percentage
Bail	19	5.31
On court bond	2	0.56
Cautioned	8	2.23
Convicted	27	7.54
Case dismissed	5	1.40
Escaped	14	3.91
Freed	4	1.12
On remand	271	75.70
Probation	8	2.23
Total	358	100.00



In the reporting period there were 358 juveniles in the remand homes 27 of them were convicts while 271 are on remand. This means that 7.5% of the juveniles in remand homes were not

expected to be in the remand homes since children whose cases are decided are expected to be transferred to rehabilitation centers. The challenge has been the logistics to transfer these juveniles to the only National Rehabilitation Centre in Kampiringisa. This has however been solved through the provision of transport to the remand homes to enable them transport and transfer those referred to rehabilitation centres. It should be noted that with juveniles, the Sector is able to have suspects separated from those found guilty because the populations of children in conflict with the law is not yet as problematic as the population of adult offenders which has forced UPS to mix suspects on remand with convicts.

Figure 5 Juvenile common offences



Common over the reporting period was the high number of juveniles faced with charges of defilement as well as theft and burglary. It should also be noted that 163 of the juveniles had over stayed on remand prompting some to escape. For example 14 juvenile offenders which are 4% of the children in the remand home escaped during the reporting period. One notable achievement was the reintegration of 4 juveniles with their communities over the reporting period.

Human rights violations: In addressing human rights violations, the Uganda Human Rights Commission in 2009/10 registered 633 cases, compared to 1060 in 2008/09. UHRC completed 64 cases, investigated 77 cases, mediated 19, held 75 circuits, 2 mobile complaints sessions and referred 79 complaints to other institutions. Most of the complaints registered were against the Uganda Police Force (UPF), with the violation of the right to freedom from torture and cruel, inhuman or degrading treatment or punishment being the highest recorded.

<i>Table 11 Performance of the UHRC complaints system</i>		
	2008/09	2009/10
Complaints registered	830	633
Investigated	725	263
Mediated	189	19
Circuit hearings held		77
Complaints referred		79
Concluded	21	64
Award given (Shs)	592million	134million

The UPF was closely followed by private individuals with majority of the complaints registered concerning the right of children to maintenance. Compared to 2008, the UPF, private individuals and the UPDF continue to be the highest number of respondents respectively. There was 111.5% increase in complaints registered against the Rapid Response Unit from 26 in 2008 to 55 in 2009. Complaints against the Uganda Prisons Service reduced by 12.1% from 33 in 2008 to 29 in 2009. This can be attributed to concerted efforts at human rights education and the establishment of human rights desks in 155 of the 222 prison units. There was also a decrease of 2.1% in complaints against Government ministries and departments in 2009 compared to 2008. Other respondents with a decrease of complaints against them were local governments (decrease of 22.5%), individuals (decrease of 15.5%), and private companies (decrease of 54.5%). There was no significant change in the number of complaints lodged against the Judiciary, NGOs and security companies. Of the 64 cases that were decided, 1 matter was withdrawn by the complainants, 35 were dismissed and 11 were decided against the respondents and awards given to the complainants. This shows that more than half of the complaints either lacked evidence or the complainants lost interest. This therefore means that the sector must address the continued delay in disposing the complaints and invest also in civic education. The total amount of awards given was **U Shs. 134, 300,000/=** in 2009, compared to U shs. 592,982,000/= awarded in 2008, mainly for violations of the right to freedom from torture and cruel, inhuman or degrading treatment.

Table 12 Human Rights Complaints pending completion of investigations

	Case load 2008/2009	Backlog 2008/2009	Case load 2009/2010	Backlog 2009/2010
Arua	45	Nil	8	-
Central	267	91	120	117
Gulu	331	234	69	68
Fort Portal	150	53	33	27
Jinja	378	225	30	29
Mbarara	128	69	39	39
Moroto	49	22	12	12
Soroti	181	81	40	39
Others (part heard)			117	117
Total	1,529	775	468	448

The sector aware of the high number of pending cases in the UHRC with over 400 qualifying to be backlog financed the speedy handling of complaints in the UHRC as part of the case backlog quick wins program. As such over 163 complaints were identified as priority and UHRC targeted completing 220 complaints by September 2010.

Given the above performance, and the continued violation of rights of citizens by especially UPF, the sector must invest heavily in human rights training of UPF staff, enhance vigilance of the Professional Standards Unit, penalize staff found guilty of violation of the right against torture (individual responsibility as opposed to vicarious liability), beef up the inspectorate units and address any violations to rights of citizens. Efforts must also be placed on civic education especially by JSC and UHRC on the administration of justice as well timely disposal of complaints of human rights violations as well as the enactment of the anti torture bill.

2.2.3 Foster cooperation with Human rights stakeholders

The sector continued strengthening the consultative and feedback mechanisms with Human Rights CSOs, who monitor and implement sector efforts to protect and promote human rights. The JLOS Thematic Working Groups continued to have representation from human rights CSOs such as HURINET, FIDA, LASPNET, and PAS etc. These CSOs participated in structured JLOS meetings as well as the JLOS Annual Reviews through which they contributed to shaping of sectoral priorities towards addressing challenges in service delivery.

With continued stakeholder collaboration the sector together with non state actors is implementing decongestion strategies in facilities of detention. For example The Uganda Law Society Prison Decongestion programme through its Legal Aid Project with support from NORAD/NBA benefited a total of 1,230 prisoners compared to 1,590 prisoners in 2009.

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

Access to justice is defined in terms of the ability of the public to access the available JLOS institutions and services established by JLOS. The focus of the sector is on enabling the users to physically reach institutions, ensure that the procedural tools and processes benefit the user, as well as building the capacity of the user to appreciate and make informed decisions regarding the institutions. The poor and marginalized groups include women, children and those in conflict-affected

areas, where structural barriers act as deterrents even where JLOS institutions are available. The sector continues to employ proactive strategies aimed at increasing its outreach capacity as well as repackaging services to reach out to its intended users. Key highlights include the increased investments in infrastructure and equipment, taming the growth of case backlog, taming the growth of remand population to 55% of the total prison population, reduction in the average length of stay on remand to 27 months from 30 months and from 3.1 to 3 months for capital and petty offenders respectively. Access to legal

- *47 infrastructural development projects undertaken*
- *14 judges, 23 magistrates, 2200 police constables, 30 state attorneys recruited*
- *Provided basic transport to upcountry stations,*
- *Maintained a police population ratio of 1:786 and warder prisoner ratio of 1:4.5.*
- *Case backlog growth at 8.5%,*
- *Case disposal rate reduced by 4% but number of cases concluded increased by 3%.*
- *An increasing rate of disposal of land and commercial cases recorded.*
- *56% conviction rate by DPP.*
- *Reduced average length of stay on remand to 27 months for capital offenders maintained a 55% remand population despite increase in prison population,*

aid through the state brief scheme as well CSO and the law society, the increased numbers of cases disposed by the court and TAT as well as the increased rate of conclusion of cases is worth noting. Also achieved over the reporting period was the recruitment of the much awaited judicial officers of the high and lower bench, state attorneys and police personnel.

2.3.1 Rationalized physical access and availability of JLOS institutions and Functions

Within the reporting period the sector undertook several physical development projects in the regions in a bid to bridge the gap between the institutions largely based in the major urban areas, and the people, the majority of whom live in the rural areas. Significant investments were made in physical construction of buildings required for service delivery following a mapping exercise focusing on rationalized construction for all JLOS institutions.

Seven Courts¹⁰ were built and or are under construction bringing to 21 the number of courts constructed in the SIP II period and to 50 the number constructed since the inception of the sector wide approach out of the 58 courts that operate from their own buildings.



Figure 6 New Gulu prison built by JLOS

The construction of new prisons as well as renovation of existing ones has served to increase the capacity of the prisons from 8,530 in 2003 to 13,670 in 2009. Six prison units are under reconstruction¹¹ while two units were renovated (Moroto and Kumi) and two others are to be constructed in Bushenyi and Oyam. It is envisaged that when completed this will result into a 25% reduction in the

levels of congestion as well as escape rates in prisons.

The DPP was supported to construct 8 new offices¹² that are at advanced levels of construction, while procurement for construction of offices in Amuru and Dokolo is ongoing. It should be noted that construction of Mpigi and Moyo was supported from the SWAp budget while the other 8 were financed through PRDP. When completed the number of constructed stations will increase from 24 to 34 out of the total of 84 stations country wide. It is important to note that as part of the physical de-concentration exercise the DPP opened up two new stations in Bundibugyo and Kaliro and upgraded Moroto and Adjuman to RSA status.

Under the Uganda Police Force construction of ASTU Headquarters in Katakwi was completed while construction of 11 district police stations financed under PRDP¹³ is ongoing except Amolator which is now complete. At the same time construction of 4 other police stations financed through SWAP¹⁴ and GoU¹⁵ in previous financial years is ongoing but the speed of implementation is very slow due to procurement challenges and in some cases, delays in acquisition of land. Procurement for construction of a model police station at Kajansi is also on going.

Figure 7 Police stations built under PRDP

¹⁰ Butaleja, Ibanda, Otuke, Lira High Court, Kiryanuungi, Patongo and Kaiti in addition to the six constructed in 2008/09

¹¹ Mbarara, Kitalya, Dokolo, Amuria, Paida and Pader

¹² Moyo, Mpigi, Adjumani, Paidha, Kaberamaido, Bukedea, Nakapiripirit Abim

¹³ Amuru, Pader, Oyam, Dokolo, Amuria, Kaberamaido, Amolator, Kaboong, Kotido, Abim, Moroto,

¹⁴ Kira, Nakapiripirit

¹⁵ Bundibugyo, Bushenyi



Construction of 6 ASTU Zonal offices¹⁶ under PRDP is progressing but is behind schedule, while construction in Dokolo, Pader and Moroto has stalled due to contractor inefficiencies. Construction of Masindi and Olilim PTS is on track. The UPF procured 847 uniports for 121 sub county police posts in Acholi, Lango, Teso and Karamoja sub region is ongoing. At the same time tenders for renovation of police barracks in Arua, Gulu, Lira and Atyak to be financed under GoU capital are under evaluation. 15 out of the planned 20 new sub county Police posts¹⁷ were constructed using the hydro foam technology; this represents 75 % of the planned target.

With support from USAID the sector has constructed 4 courts, 4 DPP offices and 3 police stations all with staff accommodation in Pader, Patong, Lira, Otupe and Kiryandongo districts including a High Court at Lira.

Other noticeable developments include the construction of a regional laboratory in Gulu, Arua Remand Home, 3 border posts in Afogi, Mpondwe and Atiak. Procurements for construction of 4 other border posts¹⁸ though delayed are in advanced stages.

The sector commissioned a new regional office for the Ministry of Justice in Arua and procurement for construction of MoJCA regional offices in Karamoja is almost complete.



Figure 8 MOJCA Regional office in Arua

In contrast, the much needed forensic expert services of the Government Analytical Laboratory remain in short supply with efforts to establish them regionally in Gulu and Mbale far behind schedule.



Figure 9 Kaberamaido Court funded by DANIDA

The physical de-concentration of JLOS institutions is a major step in ensuring a return to civilian administration and emphasis and application of the rule of law in areas such as Teso, Karamoja and Acholi. This is seen from the concentration of construction in these regions.

JLOs focus on de-concentration of services has resulted in the reduction of physical distances to JLOS institutions with construction of courts, prison facilities DPP offices Remand homes, Police stations and Police posts, police

¹⁶ Kolir-Bukedea, Chespkunya-Kapchorwa, Morulem-Abim, Amudat-Nakapiripirit, and Bukwo.

¹⁷ (11 in Kitgum- Okidi, Lamwogogo, Ogili-Palabek, Larakaraka, Lagot, Kangole, Akilok, Ngom oromo, Awena, Kalabong, Otika and 4 in Pader- Lapul, Acholi bur, Kalongo, Adilang).

¹⁸ Suam river, Amudat, Lia and Paidha

barracks, border posts and regional offices. The biggest test is whether the developments have resulted into a reduction in the distances between the JLOS services and the people.

The other challenge is the completeness of the chain of justice as well as adequate staffing of the institutions and work ethics of the JLOS staff in some of these areas.

Table 13 Construction projects in JLOS over the years

	Cumulative constructions 2001 to 2008	New constructions 2009/10	Cumulative Since 2001 to date
Courts	43	7	50
DPP	24	12	36
Prisons	24	6	30
Regional offices (MoJCA)	3	1	4
Police stations	24	4	28
Police Barracks	16	5	21
Prison Barracks	17		
Remand Homes	1	1	2
Other Staff houses	-	20	
Border posts	6	3	9
Regional LABs	2		2

Although there appears to be over performance in the area of construction, however most of the construction is ongoing work funded under PRDP and JLOS SWAp in previous financial years.

2.3.2 Transport and other equipment:

The sector is aware of the need to ease mobility of staff to enhance service delivery. Within the period under review the UPF procured 103 vehicles including 41 patrol pickups, 4 Lorries, 2 buses and 48 cars as well as 400 motorcycles. This is in addition to 10 fire tenders and 10 water tanks and 10 ambulances. Under PRDP 13 pickups as well as 60 motorcycles and assorted communication equipment were procured for 7 West Nile and 6 Elgon districts. This investment is expected to enhance police mobility and investigative machinery as well help in policing elections in 2011.



Figure 10 Ms. Sarah Callaghan Chair JLOS DPG at hand over of vehicles to Magistrates in Northern Uganda

For the Uganda Prison Service 2 Lorries to enhance transportation of inmates to Court and food were procured for Lira central prison as well as 2 tractors for Patiko and Namalu prisons. The impact has seen the increase in food production due to opening up of more farm land, as well as reduction in escape rates of prisoners from 4/1000 to 1/1000.



Figure 11 A new fleet of police patrol vehicles

The sector also procured 5 motor vehicles for chief magistrates to ease supervision of magistrates and visitation of locus in quo for land matters. It is expected that improved mobility will also enhance the ability of the Chief Magistrates to monitor and supervise the Local Council Courts.

As part of ensuring that all agencies in the chain of justice are supported the DPP acquired 14 motor vehicles¹⁹ and 36 computers.

A van to transport juvenile offenders to Court and also collect suspects from neighboring districts was procured for Fort Portal Regional Remand Home. The expected impact is reduction in escape rates and the reduction in the distance children walk to court. Other sector institutions facilitated with transport equipment include ULRC, TAT, MoJCA, Immigration and NCSP.

These interventions among others have enhanced access to JLOS institutions and improved efficiency. The distances travelled by the public to access JLOS institutions have also reduced and the work environment has improved as well. Currently there is a Magistrate Grade I in most of the stations as a result of the construction and recruitment but the target is to have a Magistrate Grade I Court and a complete chain of justice as well in all the 145 counties in the country.

2.3.3 Recruitment and training

Recruitment and training of judicial officers, and specialized training for staff in DPP, probation officers, legal officers and state attorneys as well as computerization of prison records and prisoner census were also planned to ensure enhancement of the quality of justice.



Figure 12 HE. President Museveni, the Chief Justice, Deputy Chief Justice and the newly sworn in Justices of the supreme court

¹⁹ 2 of the vehicles were financed under 2008/09 work plan while 5 were financed under the PRDP work plan and others from GoU and SWAp

During the reporting period 3 Supreme Court Justices, one for the Court of Appeal, 10 Judges of the High Court and 23 Magistrates were recruited against the target of 3 Supreme Court Justices and 19 Judges of the High Court. Despite this performance in recruitment, the new judges will merely replace those retiring (7 Judges are due to retire before the end of the calendar year) hence there will be no change in the status quo. Government is also urged to implement a resolution of Parliament increasing the number of High Court judges to 82 and other judicial officers for improved and optimum delivery of judicial services.

With regard to the police force, 2200 PPCs out of the targeted 3000 were recruited and trained in the reporting period. Just like the judiciary this recruitment only served to replace the vacancies created by normal attrition in the force. An ongoing man power audit of the police also shows that this number will not change the current UPF strength. However what is gratifying is that at the start of FY 2010/11, 5000 PPCs and 500 cadets are to be recruited. This cadre will be instrumental in maintaining public order during the 2011 elections.



Figure 13 Police training in public order management

As part of continuous capacity building in UPF, the police trained 172 CID, 200 counter terrorism officers and 80 CFPOs in investigative techniques and counseling. Also trained were 460 middle level managers, 32 trainers of martial instructors, 417 electoral political crime managers, 52 procurement officers, 60 first aiders, 112 basic traffic officers, and 50 SOCOs. Training of 157 CFPU staff out of the annual target of

214 personnel in counseling and handling victims of gender based violence was also undertaken. The UPF is also developing, following a UK/IRE needs assessment mission, a capacity building programme in public order management and community policing.

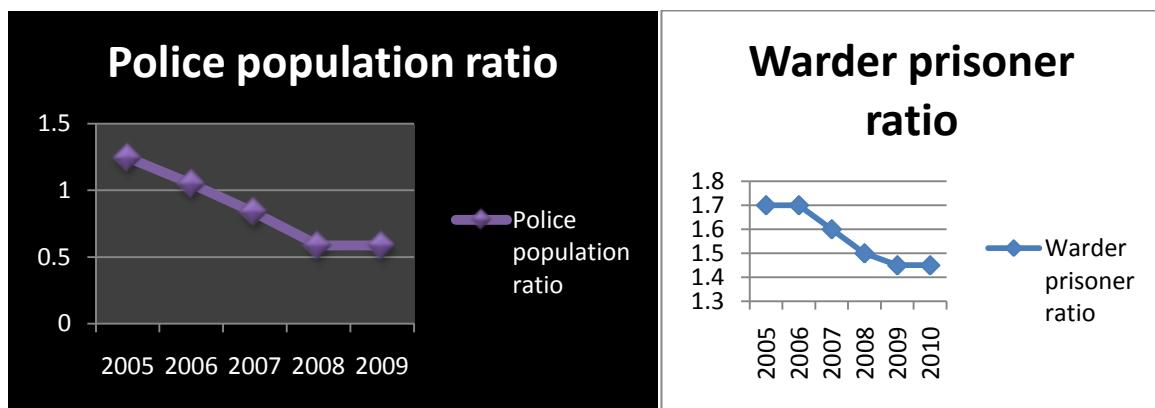
The challenge however is, although this training is very critical in light of the incidences in September 2009 and the also in light of the upcoming election, there is need for clear targets against which performance measurement will be assessed and the sustainability of the proposed programme must also be addressed beyond the DPG intervention.

In Prison, 563 former LAPs were retrained against the target of 500 while 10 senior officers are undertaking management training at Uganda Management Institute.

In DPPs office 30 state attorneys were recruited, and 106 staff attended training within and outside Uganda against a target of 300 staff. This has improved staff efficiency as exemplified by performance with regard to number of files perused as well as the conviction rates.

Table 14 Police population ratio and warder prisoner ratio over time

	2005	2006	2007	2008	2009	2010	International standard
Police	1:1734	1:1450	1:1136	1:786	1:786	1:786	1:500
Prisons	1:7	1:7	1:6	1:5	1:4.5	1:4.5	1:3



In the Ministry of Justice 15 new state attorneys were recruited according to target while 62 state attorneys were trained in customer care, family mediation and arbitration and counseling. This has enhanced their ability to serve the clients better and has contributed to the 31 out of 60 cases won within the reporting period, saving government over 4.5 trillion compared to 4.2 bn in the cases lost. As a result of improved morale and work ethics, 1710 out of 1870 contracts were drafted and reviewed, and 130 out of 302 requests for legal advice responded to on time despite the staffing challenge in most of the directorates.

Three members of staff of GAL are undergoing training at Makerere University in Bio technology and others in Kyambogo University in laboratory Technology and Uganda Management Institute in Human resources management.

2.3.4 Case backlog reduction

Within the year under the review the sector prioritised case backlog reduction and launched a case backlog reduction quick wins programme. Critical for success of the programme was targeting effort and

resources towards the prison congestion hot spots at all levels of court. As a result 4269 backlogged cases were completed within the first 3 months following the launch of the programme in 19 High Court sessions, 3 of the court of Appeal and 2 of the Supreme Court and mediation; while 4878 case files were closed/weeded out i.e. 1542 cases by DPP, 1665 by Court, 71 by law council and 1600 by Administrator



Figure 14 the JLOS Senior Technical Advisor Addresses participants at launch of the case backlog reduction programme

General and 19,000 by the UPF. The sector also targets 39 civil sessions in the first half of 2010/11, while 12 sessions of the High Court were on going at the end of the financial year. Court statistics show an increase in the number of cases completed from 78,000 in 2008/2009 to 81,300 in the FY 2009/10 despite the glaring gaps in the staffing of the bench; this is equivalent to 89% of cases registered over the same time period despite the 4.2% reduction in disposal rate of cases from 40.2% in 2008/09 to 38.9%. It is also noted that growth of backlog increased by 7% from 7.9% in 2008/09 to 8.5% in the reporting period. In terms of performance by focus areas the land and commercial justice area recorded increase in disposal rates while civil and family recorded sharp declines in disposal rates. For example the disposal rate in family declines from 42.7% in 2008/09 to 39.7 % while for civil it declined from 36.3% to 28.4% over the reporting period. There is therefore need for affirmative action to address the causes of decline in disposal rates by these focus areas including staffing and facilitation. It is also worth noting that the session system used in criminal justice should also be rolled out to these focus areas at all levels of Court.

For the first time since its creation the Court of Appeal held a circuit in Gulu thereby reducing the distance between the Court and the litigants.

One should note that case backlog reduction is a function of disposal rates therefore the higher the disposal rate the higher the reduction in case backlog. An increase in the disposal rate of cases will automatically reduce the growth of case backlog and also reduce case backlog itself.

The sector must therefore take cognizance of the need to increase the disposal rate of cases by addressing the causes of low disposal rates such as low staff levels especially in the Chief magistrates' courts, and poor staff performance of the Magistrates' Courts. For example whereas on average a Magistrate Grade I completed 16 cases per month a Chief Magistrate completed 107 cases per month on average. Therefore doubling the performance of the Grade one would result into total elimination of all pending cases at that level.



Figure 15 The Chief Justice and Deputy Premier launching the case backlog reduction quick wins programme March 2010

Table 15 COURT PERFORMANCE OVER THE YEARS

Court	2007/08			2008/09				Pending	2009/10			
	Disposed	Rate	Pending	Filed	Disposed	Disposal ²⁰ rate %	Filed		Annual target	disposed	Disposal rate%	Pending
Supreme Court	53	46.4	61	19	19	23.8	61	90	106	87	73.1	32
Court of Appeal	95	8.4	1814	597	275	11.4	2136	469	544	348	13.9	2141
High Court	8031	21.2	27542	9550	9068	24.4	28024	12468	27594	12908	30.6	29231
Chief Magistrates Court	29957	40.6	61345	49107	42843	38.7	67609	47332	47174	40013	35	76346
Magistrate GI Court	24445	58	13058	22278	21243	60	14093	24,031		21892	57.2	16358
Magistrate GII	8535	61.7	2827	5732	5361	62.6	3198	6839		6126	60.8	3949
Total	71116	42.1	106,647	87,283	78,859	40.6	115071	91,409		81,374	38.9	128057
Backlog growth		17.2			7.9							8.5

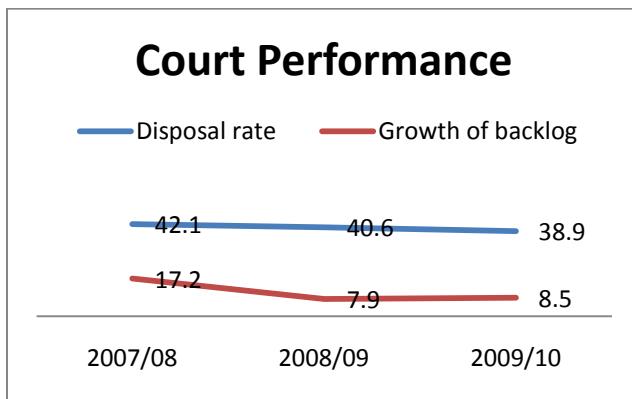
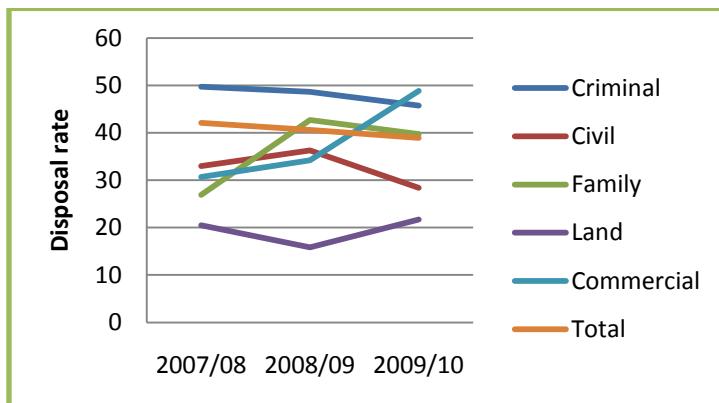


Table 16: Summary of Case Disposal by Focus Area

Focus area	2007/08			2008/09				2009/10			
	Disposed	Rate	Pending	Filed	Disposed	Disposal rate %	Filed	Annual target	disposed	Disposal rate%	Pending
Criminal	49693	49.7	54200	57147	54065	48.6	59607	65000	54525	45.7	63786
Civil	14059	33.0	31315	8611	14527	36.3	19273	17400	15608	28.4	39486
Family	3446	26.9	9885	6905	7185	42.7	7307	8700	6880	39.7	10445
Land	1862	20.5	9715	3940	2162	15.8	4041	2600	3412	21.7	12335
Commercial	924	30.7	1532	1161	920	34.2	1181	1100	949	48.8	2005
Total							91409	94800	81374	38.9	128057

²⁰ Disposal rate is the percentage of cases disposed of the total number of cases i.e. brought forward and the new cases registered in that time period

From the table it is important to note that, other than commercial justice and land justice the disposal rate in other focus areas is on the decline. Of particular interest is the disposal rate of civil cases and family cases. The decline is partly explained by understaffing of these divisions at the high bench and over focus of the lower bench on mostly criminal cases.



Total Case Disposal by Focus Area

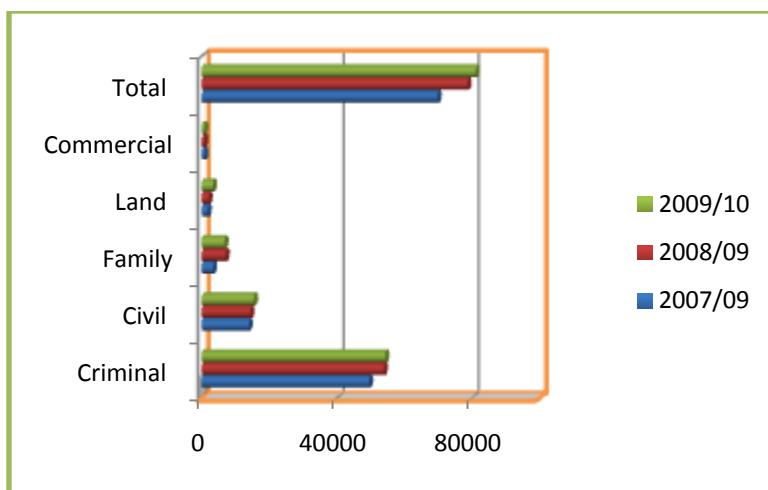


Table 17: Case Disposal by level of Court and focus areas –July 2009 to June 2010

	<i>case category</i>	<i>B/F</i>	<i>Reg</i>	<i>Disp</i>	
1	Supreme Court				
	Criminal	15	53	52	16
	Civil	14	37	35	16
	Subtotal	29	90	87	32
2	Court of Appeal				
	Criminal	1253	304	265	1292
	Civil	767	165	83	849
	Subtotal	2020	469	348	2141
3	High Court				
	Criminal	3838	1825	1478	4185
	Civil	12609	5744	5651	12702
	Family	6825	2529	3494	5860
	Land	4446	1369	1336	4479
	Commercial	1773	1181	949	2005
	Subtotal	29491	12648	12908	29231
4	Chief Magistrates Court				
	Criminal	40492	30890	28365	43017
	Civil	19775	10208	7614	22369
	Family	6825	2529	3494	5860
	Land	5855	2139	1275	6719
	Subtotal	69027	47332	40013	76346
4	Magistrate Grade One Court				
	Criminal	10488	20290	18744	12034
	Civil	2215	2645	1835	3025
	Family	285	664	610	339
	Land	1231	432	703	960
	Subtotal	14219	24031	21892	16358
5	Magistrate Grade II Court				
	Criminal	2619	6261	5638	3242
	Civil	440	458	373	525
	Family	3	19	17	5
	Land	174	101	98	177
	Subtotal	3236	6839	6126	3949

Table 18: Trends in average stay on remand for capital offenders, recidivism, escapes

	2009/10	2008/9	2007/8	2006/7	2005/6
Average stay on remand for capital	27	27	30.3	27	26
Average stay on remand for minor offenders	3.0	3.1	5	13	15
Recidivism rate	28	35	43	44	38
Escape rate	10 per 1000 inmates in custody	12 per 1000 inmates in custody	4 per 1000 inmates in custody	8 per 1000 inmates in custody	12 per 1000 inmates in custody
Recapture rates	45.6%	40%	38	38	35
Mortality rate	4 deaths per 1000 inmates	5 deaths per 1000 inmates	9.6 death per 1000 inmates	4.4 death per 1000 inmates	5 death per 1000 inmates
Number of juveniles in adult prisons	0	0	79		

Table 19: performance of the TAT over the years

	2009/10	2008/2009	FY 2007/8	FY 2006/7
Applications Registered/BBF	314	262	192	178
Value of applications		UGX 150 billion	UGX. 135.82 billion	
Applications disposed of	229	152	114	105
% disposal	73%	58%	59.5%	59%
Pending	90	110	78	73

The performance of the Tax Appeals Tribunal was on target with a 73% disposal rate of cases. This was been made possible through the opening of up country registries in Gulu, Mbale, Mbarara and Arua, the start of circuit system in the disposal of cases, strong investments in civic education and IEC materials, adoption of ADR as well as a vibrant user committee. These innovations have built public confidence n TAT, taken services closer to the people and enabled the demystification of the tribunal processes and procedures.

The DPP registered and sanctioned 62,468 cases. Out of the 42,658 criminal cases concluded over the reporting period 27,350 cases were concluded in court while 15,309 files were closed either due to weak evidence or loss of interest by the complainants. Of the cases concluded 1503 of the accused consented to charge and were accordingly sentenced while out of those that went through full trial, the DPP secured 13,934 convictions. Over the same time period 10,239 cases were dismissed and 1,141 acquittals recorded. There were 2054 committed cases while 80568 cases are under hearing in various courts. The conviction rate²¹ stands at 56% and is attributed to increased use of forensic investigations and scientific evidence, adoption of prosecution led investigation in some of the cases, high level training of investigators and prosecutors, introduction of plea bargaining, community policing and reduction in time taken to process cases. It should be noted that this performance is also as a result of increased coordination, communication and cooperation among the JLOS agencies through the District chain linked Committees. In total the DPP perused 182,000 case files and handled 119,000 cases.

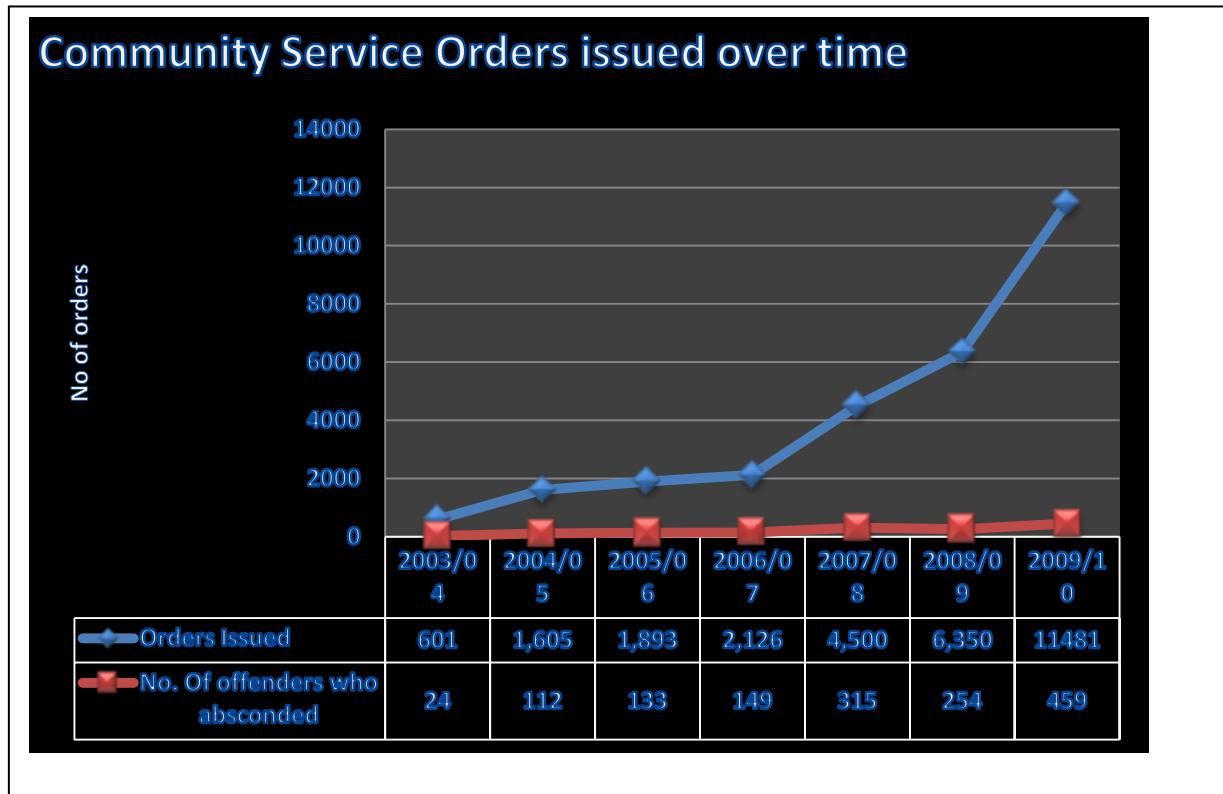
Forensic analysis and investigations remain critical in enhancing the quality of justice. During the reporting period 900 forensic and general scientific cases were disposed of i.e. 68% of these were pending cases. Also within the reporting period 150 cases were analyzed and evidence presented in

²¹ Conviction rate is arrived at by dividing the sum of cases of those who consent to charge and those convicted with the total number of cases concluded less number of case files closed times 100. Note in our case

* 100

courts of law. Experts from GAL continued to attend court to provide scientific evidence with an 89% attendance rate.

Community service: With regard to alternatives to custodial sentences, 11481 community service



orders were issued country wide, 10777 of the orders were issued to men compared to 704 for the women. This was against the annual target of 6500 Community service Orders. Furthermore given the intensity of supervision, clear identification of placement institutions as well as public sensitization programmes abscondment rate has dropped to 4% compared to 7% in 2007/08. The public now support community service as punishment and appreciate its impact in reducing the rates of recidivism. It is worth noting that 49% of the orders were issued in central region including Kampala, 24.8% in the Eastern region, 11.6% in northern Uganda and 14.7% in western Uganda. This may be attributed to availability of placement institutions, positive attitude of communities as well as knowledge of the various stakeholders in the justice delivery system about community service. One other notable achievement is the embracing of community service by local council courts. For example 17 community service orders were issued by local council courts in Oyam and Nakaseke. Notable also is the high number of community service orders issued in urban and peri-urban districts such as Wakiso, Kampala, Tororo, Mbale, Mbarara among others.

One should note the increase in orders issued in western Uganda which is attributable to concerted efforts at civic education by the National Community service programme and the revised District Community Service Committee meetings. With the increased orders we begin to see a reduction in congestion levels in prison as well as the rates of recidivism. From an efficacy perspective, the orders enabled government save Shs 2.7bn which it would have spent on feeding the inmates in prison. As a

F/Y	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Orders Issued	601	1,605	1,893	2,126	4,500	6,350	11481
Savings to Gov't (m)	146	390	460	516	1,093	1,543	2,700
Savings to placement Institutions (m)	33	88	104	116	246	348	628
No. Of offenders who absconded	24	112	133	149	315	254	459
Default Rate%	4	6.4	7	7	7	4	4

result of community service, savings on expenditures of placement institutions to the tune of shs 348million was realized. There has been a move away from slashing and sweeping to tangible work in the form of brick making, rural road maintenance, pit latrine digging, drainage clearance, tree planting and other visible work at placement centers. Added to the savings government made, the ex-convicts gained special skills.



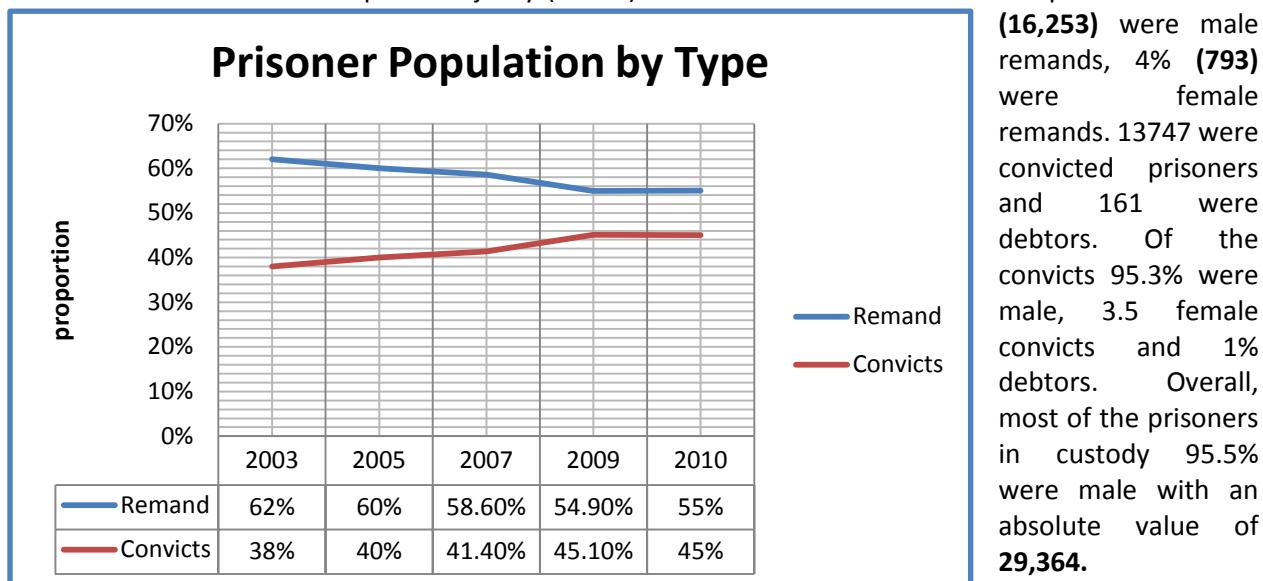
Figure 16 the changing nature of community service, now involves tree planting

Table 20: Performance of the Administrator Generals Department 2009/10

Certificates of no Objection issued	2240
Letters of administration renounced	20
Estates wound up	192
Files weeded out (quick wins programme)	1600
Estates inspected	45
Cases settled through mediation	2000
Total backlogged cases	74354

2.3.5 Reduction in Remand Population

Prisoners on remand made up the majority (55.4%) with an absolute value of **17046** prisoners. 95.5%



Category	2003		2005		2007		2008/09		2009/10	%
	Pop	%	Pop	%	Pop	%	Pop	%		
Remand	10,898	62%	11,597	60%	11,215	58.6%	16,373	54.9%	17,046	55.4%
Convicts	6,625	38%	7,724	40%	7,934	41.4%	13448	45.1%	13747	44.6%
Total	17,523	100%	19,321	100%	19,149	100%	29821		30792	

One should appreciate that, despite the increased number of inmates and the prevalence of high crime rates with over 48,000 new criminal cases taken to Court over the reporting period, the sector maintained a relatively lower remand population although still higher than the international average. This was as a result of the implementation of case backlog reduction programme, use of community service and introduction of plea bargaining using min sessions. It must also be noted that the increase in total number of prisoners by over 10,000 in 2008 was as a result of integration of local and central government prisons. Previously UPS only reported on prisoners in central government prisons.

2.3.6. Developing capacity of Local Council Courts

The sector trained 553 LCCIII secretaries out of the targeted 1200. In bid to develop a data base for the local council courts 79 districts were covered. 2000 copies of training material were produced to facilitate the training of Local Council Courts. The training and other processes have enhanced understanding of secretaries' role in the administration of justice. Similarly as part of the process of enhancing service delivery and ensuring adherence to the letter of the law and best practice, monitoring of the local courts was prioritized. However out of 6300 Local Council Courts at various levels only 1,181 Courts in 18 districts were monitored in the reporting period by MoLG and not the Chief Magistrates as provided for in the law.

It is important to note that the Chief Magistrates who have the responsibility to supervise and guide these courts must enhance their supervisory capabilities and the MoLG should develop guidelines for supervision of Local Council Courts by the Chief Magistrates. When these Courts perform, backlog of

cases in other courts will reduce and speedy delivery of justice and local level participation in the administration of justice is envisaged. Besides the training and supervision the facilitation of these courts should be addressed. Many now charge higher than the recommended filing fees with the explanation that they have to raise enough money to run their operations.

2.3.7 Quality of justice

Concerted civic education efforts are the main vehicle to ensure the public has relative knowledge of the processes in the administration of justice and are thus useful for growing the demand side of justice. Revitalizing legal aid service provision for the poor and indigent therefore remains a priority of the sector in the coming financial year. This is manifested in increased sector investments in civic education, streamlining legal aid service provision, legal training and alternative dispute resolution mechanisms.

Civic education: The JSC continued to spearhead the sector civic education programme. To this end 237, 970 IEC materials including brochures charts and booklets focusing on administration of justice were printed and translated into Luganda out of a targeted 1,000,000 IEC materials. The low volumes printed were due to higher than anticipated production costs at the time of budgeting. In the reporting period 40 radio and 5 TV talk shows were held, 19,255 copies of the citizens hand book were produced and distributed in 152 sub counties while 80 civic education sub county workshops were conducted in 15 districts.²²

Legal aid: In terms of legal aid services, the government continues to be the leading funder of legal aid especially in criminal matters. Over 99% of capital offenders and other persons charged with offences attracting life imprisonment as the maximum penalty received legal aid in the form of state briefs, where the Judiciary on average spends 38 million shillings per month of its operational budget. Other court users outside the state brief system received legal aid from non-state actors and the Legal Aid Project of Uganda Law Society. The Uganda law society under the Legal Aid Project, provided legal aid services, strengthened institutional linkages for the legal aid service providers as well as outreach programmes. In addition the Project has served as a processing and referral platform for the Pro-bono pilot Project of the Uganda Law Society in its Kampala, Gulu and Jinja clinics funded from the joint donor Legal Aid Basket Fund.

In the reporting period the ULS Legal Aid Project reached out to a total of **6,563** clients. Of these, **3,849** were male clients and **2714** were females. In the year 2009/10, **3361** cases were filed in court out of which **249** cases were concluded while 437 cases were successfully resolved through ADR. The Uganda Law Society, with support of LABF is currently implementing the Pro-Bono Pilot project, in conjunction with the Law Council initially in the districts of Kampala, Gulu and Jinja. Advocates were contacted on a regular basis through emails, telephone and actual visits to interest them in enrolling in the Program.

In the first phase 205 deserving Pro-Bono cases were identified and forwarded for handling to the identified Advocates in which 44 cases were handled and completed. In the second phase, **64** new cases were identified and are being handled by 31 new Advocates. To date the scheme has over 300 Advocates that have voluntarily enrolled into the programme.

A programme, to enhance access to justice to persons in conflict with the law funded by LABF/DANIDA and supervised by FHRI i.e. the Paralegal Advisory Services (PAS) is running in eleven sites throughout

²² Kabarole, Mubende, Kyenjojo, Kaliro, Iganga, Kamwenge, Abim, Kotido, Kaabong, Moroto, Nakapiripirit, Kapchorwa, Sironko, Nakasongola and Masindi. Note a Regional workshop was held in Moroto as well as 4 workshops for prisoners in Mbale and Gulu

the country to provide basic legal aid to persons in conflict with the law right from the entry into the justice system at police through the prosecution department, trial process in court and in prison if one is remanded or is serving a sentence. Paralegals and Social Workers ensure that those on the demand side of justice including; the accused persons, victims, complainants, witnesses and sureties understand the process and procedures of accessing justice at different stages in all justice institutions.

PAS also raise awareness on the rights and responsibilities of the justice system [users](#). So far the programme has focussed on sensitising suspects and accused persons on their rights and decongesting police cells and prison units through promotion of access to bond and bail, over the reporting period PAS facilitated 27,490 persons accessed services of PAS of these 6109 inmates were granted bail, 8613 were facilitated to receive bond while 11474 were released to serve community service or to pay a fine or caution and or acquittals.

Table 21 PAS –performance 2009/10

Narrative	Number of cases
Mandatory bail	3448
Mediation/diversion	1294
Court bail	2661
Police bind	8613
Community service orders	2538
Release on payment of fines	217
Other release	8719
Sureties traced	33385

In addition, the sector is in the process of establishing and piloting Justice Centres in Lira and Tororo to provide legal aid to indigent persons in criminal and civil matters as a precursor to the establishment of the office of public defender.

Due to the above initiatives more prisoners on remand are accessing bail through the prison decongestion program while an increasing number of vulnerable groups are accessing legal aid. ULS also reports that the concluded cases as a result of the Pro-Bono Pilot project and other initiatives show an 18% percent increase in progress and or satisfaction with legal aid services. This is because ordinary people are assisted to understand the language and procedures of court and ensures that people not only access justice but are represented as well.

Table 22: Performance of ULS legal aid clinic

	Clients registered	Male	Female	No. receiving legal representation	Cases resolved	ADR
2008/09	6803	3942	2861	3234	233	415
2009/10	6563	3849	2714	3361	249	437

Juvenile diversion: From the LDC legal aid clinic, 120 fit persons, 80 peer leaders and 90 judicial officers were trained under juvenile diversion programme. As a result 260 cases involving 300 children for resettlement in communities were concluded, while 80 cases were handled by fit persons. 120 out of the targeted 380 juvenile offenders in police custody were also handed to referral institutions due to resource constraints. In the reporting period 135 child offenders were diverted by court to referral institutions while 355 out of the targeted 500 were handled and parties reconciled at court and police.

Legal training: The sector also focused on legal training and in the period under review the Law Development Centre trained 1235 students. 600 of these were studying for Post Graduate Diploma in Legal Practice (the bar course), 320 for studying the diploma in law while 315 attended the administrative officers law course. Although there was a recorded improvement in student performance in 2009/10, the high dropout and failure rate remains a challenge. For example out of 600 enrolled in

2008/2009 academic year only 409 completed the course while 243 of these failed the course. Similarly for the diploma in law 125 of the enrolled students dropped out. This could be attributed to poor quality university graduates as well as congestion due to high numbers.

Estates of the deceased: In the area of estates management, 45 out of the targeted 200 estates were inspected, 286 land transfers effected while 2240 certificates of no objection were issued, 20 letters of administration were renounced, 72 estates were wound up while 192 are before the courts of law for winding up. In this review period 2000 cases were handled through family mediation and arbitration as a result of capacity built by training of 5 legal officers in ADR skills to reduce litigation and backlog. The above efforts resulted into a reduction in backlog by 2452 cases. As a strategy the sector through Administrator Generals department continues to place effort on raising public awareness on the processes of administration of estates.

Alternative Dispute Resolution

The Administrator Generals Department trained 5 Legal Officers in Alternative Dispute Resolution at the International Law Institute. The Department was also able to settle 2,000 cases through Arbitration and Mediation, thus contributing to the reduction of case backlog as demonstrated in the **Table 20** above. The disposal of cases through ADR also saved the department from costly litigation.

In the judiciary 6 Judges and 2 Registrars of the Family and Criminal Divisions of the High Court were trained in Case Management at RIPA London for two weeks. Best practices of the Commercial Court were rolled out to extend the use of ADR to Family and criminal Justice. As a result of this development, 22 cases were resolved using ADR in the family division.

Also ADR in action was video recorded for experience sharing purposes. This has enhanced the judicial officer's skills in handling family and criminal matters and in the use of ADR in case management.

A registry for mediation was established by the Judiciary and is housed in the Commercial Court. Though understaffed, it accessed the services of two consultants and managed to complete 168 commercial cases while 66 were undergoing mediation at the time of reporting. This is 40% higher than the 120 cases completed in 2008/09 through mediation.

As part of efforts to enhance the number of mediators the court, proposed to designate advocates as mediators and nine (9) advocates were trained, while a pool of 30 advocates is also available. This is to supplement the work of CADER which is now undergoing restructuring.

The Legal Aid Project of the Uganda Law Society received 2,292 cases for resolution by ADR and was able to resolve 437 of those cases.

Compliance with constitutional requirements: The sector is committed to respect of Constitutional guarantees. For example police has reported a 75% compliance with the 48 hour rule during the reporting period. The failure to fully comply is attributed to among others, the magnitude of some of the cases such as terrorism; absence of judicial officers and irregular court sitting in some districts such as Nakaseke, Kalangala, Rakai Lyantonde Kyenjojo; absence of substantial surety for the accused and the lack of logistics and other requirement to enable quick investigations (**note** all CID district/regional units in the country do not have motor vehicles for visiting of murder scenes).

2.4.0 SAFETY OF PERSON AND SECURITY OF PROPERTY

Having recognized that crime has a profound counterproductive effect on business undertakings, the development of markets and property rights, all of which are inextricably linked to physical security, capacitating JLOS institutions to fight crime and recidivism is essential. Within the period under review the sector laid emphasis on the restoration of civilian law and order in the Northern Uganda and Karamoja through the interventions of JLOS actors. Of particular recognition was

the reduction in crime rates from 400 for every 100,000 to 336 for every

- *Crime rate reduced by 16%, and volume of crime by 13%.*
- *Reduced CID case load to 31 cases from 69*
- *Central Uganda and urban areas report high levels of crime, while eastern Uganda and rural districts experienced lower crime rates*
- *Rates of recidivism reduced to 28%.*
- *106% increase in corruption cases and reduction in*

100,000 ie 16% reduction in the crime rate or incidence of crime. The sector also registered a 13% reduction in volume of crime. The biggest challenge remains the changing nature of crime with re-emergence of terrorism, ritual murders, kidnap, and corruption related offences. The workload per detective also reduced from 69 cases per year in 2008 to 31 cases per year in 2009. This is attributed to increase in the number of CID personnel as well as a reduction in the volume of crime.

The sector also achieved a reduction in rates of recidivism from 35% to 28% over the reporting period. The sector acquired new firefighting equipment and as a result recorded a reduction in fire incidents from 80 in 2008 to 4. There was heavy investment in community policing as well as road safety that resulted into a reduction in road accidents despite the poor road network and increased number of vehicles on the roads.

2.4.1 Enhanced JLOS response to crime

Within the reporting period, the number of reports and complaints made to Police were **282,401**; out of which **103,592** were criminal in nature, compared to **119,072** criminal cases reported in 2008. This reflects a decrease in the volume of crime by **13%**. The rate of crime has been declining since 2007 thanks to the sector's multi pronged approach to crime. This performance is as a result of several measures undertaken to reinforce the capacity of crime fighting agencies such as building the capacity of CID departments, increased training and deployment of police and specialized training for state attorneys and forensic investigators. It is also noticeable that even with the reduction in rate of crime, the volume of crime remains high with over 48,000 cases taken to court, thus the high number of cases registered in court as well as the continued overcrowding in prisons.

There was however an increase in the number of offences against public order in the last two years. Similarly an increase of **106%** in the number of cases of corruption reported and investigated by the Police with an absolute number of 95 was recorded. Given the pervasiveness of corruption, this number of cases is low. Unfortunately, few people, and even victims, of corruption bother to report to Police for action any corruption related offenses

Monthly and Annual crime trends

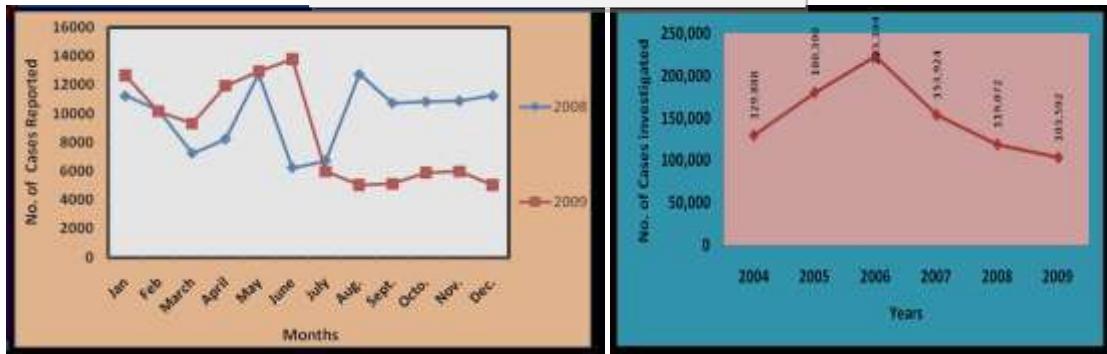
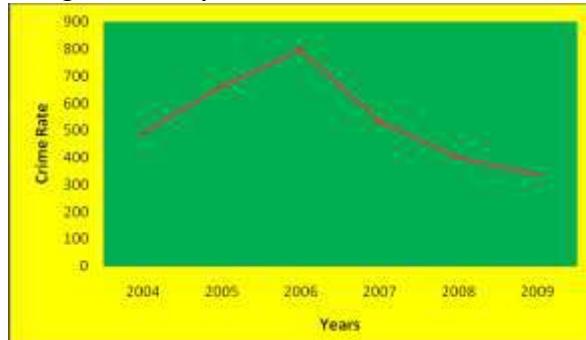


Figure 17 Comparison of Crime rates over time



Year	2004	2005	2006	2007	2008	2009
Crime Rate	491	661	798	532	400	336

Table 23: Reports to Police 2009 and persons taken to court

Complaints and Reports Made to Police	282401	Charged in court	%	Convicted
Non-Criminal Reports (Referred to Civil/ Other Remedy)	178809	Male Adults	42155	87.1
Crimes Reported	103592	Male Juveniles	1801	3.7
Cases Taken to Court	37783	Female Adults	3977	8.2
Convictions	9942	Female Juveniles	444	1
Acquittals	879	Total	48377	12505
Dismissals	4340			
Total concluded cases	15161			
Cases Pending Before Court	22622			

Table 24: Juveniles as Victims of Crime

Crimes	No. of Cases
Child neglect	3,126
Child desertion	754
Abuse & Torture	552
Child Stealing	206
Abortion	72
Child kidnap	49
Infanticide	46
Child trafficking	16

Juveniles as Victims of Crime and accused of crime

The numbers of juveniles as victims of crime stood at 4,821 and involved child related cases where children/juveniles were the direct targets/victims of crime, with the majority of the cases being child neglect, abuse and torture as well as child stealing. 2,245 juveniles were involved in crime, with the highest numbers charged being Defilement (785), Thefts (411), Assaults (305), Breakings (199) and Robberies (113).

It should also be noted that the greatest juvenile offenders as with adult offenders are male.

Table 25: Number of Women Accused of Selected Crimes

Crimes	No. of Cases
Assaults	1738
Thefts	532
Threatening violence	243
Economic crimes	223
Malicious damage	178
Homicides	159
Breakings	93
Drugs related(Narcotics)	61

Women Accused of Crime

There was a very slight reduction in the number of women involved in crime in 2009 ie 3,977 compared to 3,991 in 2008, the greatest number of cases being assault and theft. The assaults and theft are directly related to incidences of domestic violence and lack of access to productive resources.

Table 26: Crime Distribution by Region

Region	2009	2008	Change
Kampala Metropolitan	29,490	28,501	+3%
Eastern	9,049	15,229	-41%
South Western	8,071	12,947	-38%
Central	7,666	12,337	-38%
Northern	7,501	9,833	-24%
South Eastern	7,456	8,739	-15%
Southern	6,018	6,224	-3%
North Western	5,171	6,198	-17%
Western	4,519	6,015	-24%
Mid Eastern	4,447	4,841	-8%
Mid Western	4,068	4,707	-14%
North Eastern	2,559	2,784	-8%
CID Headquarters	1,433	667	+115%
Total	103,592	119,072	-13%

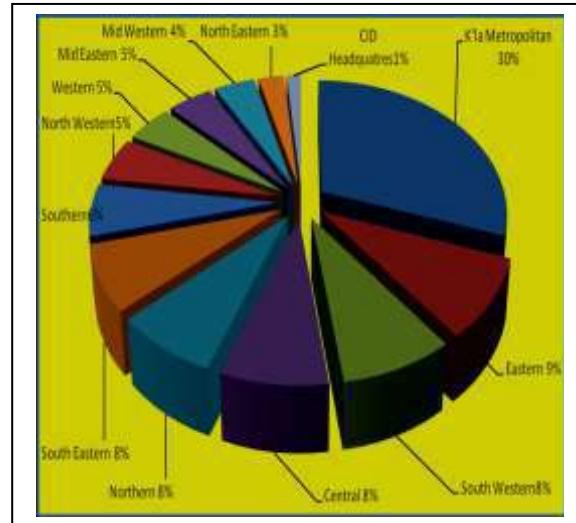


Table 27: CID CASE LOAD

Year	2006/07	2008	2009	2010	International standard
Case load per detective per year	98	69	31	23	12

By the end of 2009 the number of Crime Investigators were 3,273 and 103,592 cases were investigated. This translates into a workload of 31 cases per detective per year. Although the work load has reduced by over 50% it is still 3 times higher than the optimum workload of 12 cases per detective per year. At the current volume of crime 5,360 more detectives are needed by the Police force. Currently there are 4473 CID personnel with an average workload of 23 files, however some officers continue to handle as many as 50 files per year.

All regions save for Kampala Metropolitan and CID headquarters reported a reduction in crime. It is however important to note that the increase in cases reported at CID Headquarters is attributed to the fact that most of the NAADS and Local government corruption related cases and land fraud cases were

registered and investigated from CID Headquarters. The September 2009 riots in Kampala too resulted into an increase in crime in the metropolitan area.

Districts such as Bududa, Budaka, Kapchorwa recorded an over 50% reduction in crime while others such Kampala, Wakiso, Kotido and Mbarara recorded an increase in the rate of crime. This therefore shows that crime is increasing in the urban areas. Similarly districts in eastern²³ Uganda recorded one of the lowest incidences of crime. This is attributable to the vigilance of the ASTU as well as the re-establishment of justice agencies in these areas.

As a result of strengthened prison services and investment in staff training, the rates of escape of prisoners have reduced to 10/1000 while the recapture rates have increased to 46% from 40% in 2009/10

2.4.2 Crime prevention and tackling rates of recidivism

Community Policing programmes of the Police using print and electronic media, as well as door to door community outreach programmes have resulted in awareness of the role of the public in crime prevention as well as regarding issues such as bail, the importance of giving evidence as a witness, court summons etc. within the reporting period. However, the image of the Police as being arbitrary and intimidating in their procedures for arrests and detention still persist. It is probable that the public remain wary of reporting to the Police.

Counseling of offenders, skills development for juvenile offenders, formal education, rehabilitation of prison industries, and recruitment of prison personnel were planned interventions to reduce the rates of recidivism.



Figure 18. IGP on community policing drive in Kiwatule Kampala



Figure 19. the revamped prison industries

In the reporting period the sector was able to offer industrial skills training to 450 offenders out of the targeted 1,000 in the year while 11 prison farms offered agricultural skills training to 2,500 offenders. This was aimed at reducing the rates of recidivism which now stands at 28% compared 30% in the previous year. It is expected that with skills imparted the rates are likely to reduce further.

In the reporting period 3788 offenders were released and reintegrated in communities through offender reintegration programmes out of a target of 7000. The reintegration is meant to enable the Ex-convicts to fit in society, address mob justice and show the community that the person has been rehabilitated and is now a very useful citizen. It is part of the effort to move away from prison to correctional services.

The re-branding of UPS as a correctional facility rather than a punitive one requires that prisoners be equipped with positive attitudes and life skills while incarcerated, to improve the chances of their re-integration into society at the end of their prison term as useful and responsible citizens. However, the capacities of UPS to promote this model are hampered by high prison populations that strain budgets

²³ Moroto, Kaligo, Bukwo, Namutumba, Amuria, and Nakapiripirit

and consume spaces that would otherwise be used for vocational training. Recidivism is also being aggressively addressed by promotion of prisoner rehabilitation through formal education and Functional Adult Literacy (FAL). Within the financial year FAL was running in 30 prison units across the country with primary education enrolment at 790 and secondary 245. In the 2009, 72 inmates were presented for PLE in Arua prison and 25 inmates for UCE in Gulu prison and 26 for UACE. The inmates posted excellent results in PLE, UCE and UACE with 24 out of 26 qualifying for university education. The UPS in collaboration with Universities has enabled inmates who pass UACE and still have time to serve, to enrol for university programmes. Currently 45 inmates are undertaking a one year course in small business management and entrepreneurship run by Makerere University Business School. Makerere University is also ready to run programmes in the prisons. The limiting factor is the facilitation to the lecturers in terms of transport and expenses.



The community policing unit is now 792 staff strong. It carries out public and media sensitization programmes on the law, terrorism, ritual murders, crime prevention, human trafficking, land, drugs and traffic violations. Foot and mobile patrols involving 4000 personnel in urban areas were also intensified.

To ensure containment of cattle rustling motorized foot patrols on the high ways of Karamoja and neighboring areas have continued. There has been an increase in public sensitization programmes on

voluntary disarmament in Karamoja. Efforts have been made to address staff morale through cleaning of the UPF pay roll as well as construction of ASTU Zonal offices and barracks.

As part of crime prevention the sector continues to prioritise the elimination of proliferation of illicit small arms and light weapons. An arms stock taking exercise was conducted in Bukedea, Kumi and Soroti while arm marking was conducted in Kampala Metropolitan area. A total of 3,500 Small Arms and Light weapons (SALW) as well as 270 tons of expired explosives were destroyed in an effort to reduce illicit SALW in the country and more are earmarked for destruction. To build capacity eight officers



Figure 21 DIGP addresses ASTU personnel in Kolar

participated in regional and international conferences and meetings to improve stock pile management while co-ordinating with member countries in reduction of SALW in the region.

2.4.3 Safety of person and security of property

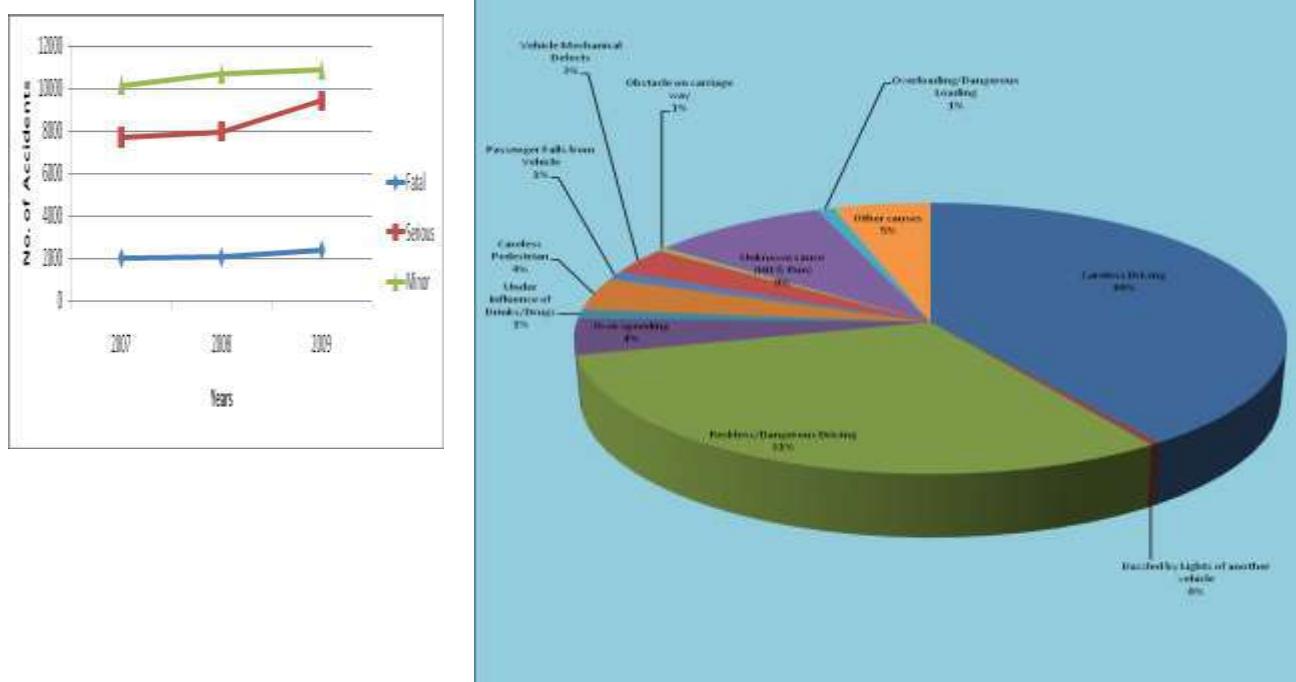
Initiatives to promote safety and security of property have continued to focus largely on building JLOS presence in Northern Uganda and Karamoja to enhance civilian administration of justice, community policing, increased police presence on major high ways as well as investment in firefighting equipment. In the reporting period the sector through the UPF conducted 5 terrorism awareness programmes, responded to one terrorist incident and secured 15 high value terrorist targets with a force of 909 personnel.

In terms of safety on the roads emphasis was placed on recruitment, training and deployment of traffic police personnel as well as high way patrols. 112 traffic officers were trained including 80 drivers. During the period under review, 22,699 road accident were reported out of which 2388 (10.5%) were fatal, 9423 (41.5 %) were serious and 10888 (48%) were minor.

A total of 18,563 persons were involved in road accidents out of which 2,734 (15%) were killed, 13,392 (72 %) were seriously injured and 2,437 (13 %) were slightly injured.

The Accident Severity Index stood at 15 (a measure of the number of persons killed per 100 accidents), while the Accident Fatality Risk, (defined as the number of accidental deaths per 100,000) stood at 9. This means that, out of every 100,000 people, 9 people are killed in accidents

Causes of accidents



Fire department: the number of fires reported especially in schools dropped by 75% from 84 incidents in 2008 to 21 in 2009. Despite the drop the police is currently revitalizing the fire department and is to set up 10 fire stations in Kampala and neighboring districts in addition to large urban centers. This will be achieved through the ongoing procurement of 14 fire tenders and water tanks. However, the water sector must be lobbied to install water hydrants in strategic locations in urban areas to facilitate the fire department.



Figure 22 AIGP Francis Rwego, director of operations, receiving a fire tender procured for Gulu

2.5 ENHANCE JLOS CONTRIBUTION TO ECONOMIC DEVELOPMENT

JLOS institutions strive to contribute to a conducive business environment that enables businesses to compete on the domestic, regional and global scene by ensuring efficient and timely delivery of services and information, quicker settlement of disputes, reviewing and shortening the time and costs of doing business and harmonisation of international and regional agreements with domestic policy, laws and regulations. JLOS also aims at improving service delivery by strengthening capacity of sector institutions and fostering public/private partnerships.

2.5.1 Commercial law reform

A sector advocacy strategy for reform of commercial laws over the reporting period led to the enactment of 7 critical commercial laws as well as the tabling of 4 other laws in Parliament. The sector effort is premised on the realization that a clear regulatory frame work is critical for the promotion of private sector growth and development. The sector must recognize the critical need to have the enacted laws implemented, monitored and evaluated to ensure that they are addressing the problems they were meant to address.

As part of the ongoing effort to ensure that modern commercial laws are enacted various studies have been undertaken and some of the draft Bills being fast tracked include the Sale of Goods and Supply of Services Bill and the Counterfeit Bill which have been pending before the Ministry of Tourism, Trade and Industry and the Free Zones Bill, Capital Markets (Amendment) Bill and Accountants Bill pending before the Ministry of Finance, Planning and Economic Development among others. The Uganda Law Reform Commission is continuing with development of legislation on Trusts, Excise Tariff, Leasing and Trade Licensing and the preparation of a source book on Business laws, however these projects have been ongoing for a long time and the sector has invested heavily in them. The faster the studies are concluded, the faster the sector will realize value for money.

2.5.2 Capacity building for commercial dispute resolution

The commercial court is undergoing continuous capacity building and as a result it still remains the star performer in the judiciary with a disposal rate of 48.8% compared to 38.7 average performance of the judiciary. It is however noted that the performance of the commercial court is not as expected partly due to shortage of staff especially at the high bench.

The small claims procedure is to be launched in three magisterial areas of Mengo, Fort Portal and Mbale. The Small Claims project is a fast track mechanism where commercial and civil claims of not more than Ug. Shs. 10,000,000 are resolved in a speedy manner using simple and cheap means. In order to fast track the establishment of a small claims procedure, a study tour by the judiciary to South Africa was undertaken to enable implementers get firsthand experience on best practices.. The launch is expected immediately after the Rules Committee of the Judiciary finalises the rules of procedure for small claims. There have been ongoing programmes to build synergy and acceptance of the small claims procedure by the Uganda law society members.



In terms of ADR the Judiciary has three in-house mediators on board as well as a database of lawyers ready to serve as mediators when called upon. At the same time to ensure that CADER is fully operational, the sector in conjunction with the Ministry of Public Service has restructured the centre which will soon start full scale operation.

The Tax Appeals Tribunal registered 314 applications, disposed of 229 cases and 90 are pending hearing. This translates into a 73% disposal rate of cases of the registered cases. This performance was made possible by the opened upcountry registries in Northern, Western and Eastern Uganda aimed at taking services nearer to the people as well as the adoption of the circuit system.

2.5.3 Treaty negotiation and harmonization of laws

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

The sector supported the ULRC and MOJCA to attend EAC meetings and the most important result of this engagement was the conclusion of the Protocol Establishing the EAC Common Market. The Protocol resulted into the launch of EAC Common Market an arrangement that promotes free movement of goods and labor across the member states. This is expected to enhance market of Ugandan products and labor as well as the competitiveness of the region as a large trading block. The common market has expanded the market and consumer base opening the great lakes region for business. Several private sector companies benefited from the removal of tariffs and non tariff barriers and the cost of doing business is expected to be lower because taxes especially VAT and Import duty generally comprised a significant portion of costs. The common market has also heightened competition which will ultimately benefit consumers as companies are now forced to offer value to consumers to stay ahead. The common market also now enables free movement of labour.

- *A Small claims procedure to be launched in 3 magisterial areas*
- *48.8% disposal rate of cases in commercial court from 30.7% in 2007/08*
- *73% disposal of tax disputes in tax appeals tribunal from 58% in 2008*
- *More mediators in commercial court compared to only one in 2008.*
- *200 cases concluded through mediation*
- *Time for conducting search in URSB reduced from 3days to under 30minutes*

2.5.4 Training of commercial lawyers

Besides the continuous training for members of the bench there is an effort to enhance the capacity of the bar as well. Within the reporting period the Uganda Law Society organized **17** workshops/training programs held regionally (**11** of these in collaboration with sector). These programmes attracted 2,060 lawyers who were trained in various commercial and access to justice trainings. At the same time structured collaborative strategy between Commercial Court and ULS developed through the Commercial Court Users Committee. To address challenges of ADR a specialized Commercial Court Mediation training for 50 lawyers was conducted over the reporting period.

2.5.5 Commercial Registries

The Uganda Registration Services Bureau is now an autonomous institution with an approved structure and self accounting status. At the same time the business registry is computerized and automation of other major processes is ongoing. The registration of births and deaths has been revitalized and a strong public media sensitization programme is currently on going. Over the reporting period URSB

standardized registration documents, printed posters and procured soft ware to facilitate the automation of its operations

As a result of the reforms undertaken, there is an increase in demand for services, and volume of activity and it now takes under 24 hours to register a company or business name, while conducting search now takes under 30 minutes compared to 3 days previously. This was as a result of automation of the services of URSB.

Within the reporting period 13948 companies, 4700 business names, 13568 documents and 3299debentures, were registered against an annual target of 7,000 companies, 5000 business names, 15000 documents and 500 debentures. 236 patents, 1760 trademark applications, 942 trade mark certificates against 1760 trademark applications, 289 trademark certificate renewals, and, 6 copyrights were registered against a an annual target of 10 patents, 1,000 trade mark applications, and 1500 trade mark certificates and 20 copyrights. This is compared to 8,700 companies, 3,971 business names, 10,350 documents and 1,060 debentures registered in 2008/09.

2.5.6 Efficiency gains and NTR

The prison farms produced 250 tons of maize, 10 tons of beans, 10 tones of soybeans, 90 tones of sunflower. 1200 heads of cattle were rared over the same time period. This production was possible as a result of investments in mechanization of 8 prison farms, 3 tractors were procured for Patiko and Namalu prisons which increased farm production. The procurement of a hammer mill for Adjumani has reduced the food burden in the prison. Besides the production of the food items above, the farms enabled the training of 2500 offenders in vocational skills including farm management. However this output is less than the projected outputs due to adverse weather conditions in Loro, Apac, Ragem and Amita prison farms. This is because of heavy reliance on rain fed agriculture within the prison farms.

As part of efforts to conserve the environment and achieve efficiency 120 acres of pine forest were planted in kitalya, Ibuga and Rwimi against the planned 250 acres in 5 prison farms

In a good number of districts there are special community service tree planting projects which directly impacts on the environment. Tree planting by Community service is evident in Lira, Sembabule, Mubende, Kiboga, Kabongo, Kampala, Jinja, Mbale and Kamuli.

Another efficiency saving is from community service where as a result of the over 11,000 community service orders served, government was able to save shs 2.7 billion that it would have spent on maintaining the prisoners, while shs. 628million was saved by the placement institutions for the man hours of work undertaken by the offenders. Similarly with investment in civil litigation government was able to win some cases that resulted into a saving of over 2bn that would have been paid out of the consolidated fund if government had lost the cases.

In terms of non tax revenue generation the sector continues to be the leading collector in government. The amount of NTR collected over the reporting period increased by 50%. This was possible through revision of fee, enhancing the capacity of the NTR generation institutions and de-concentration of services. The sector as whole was able to collect over 58bn compared to 38bn collected in 2008/2009.

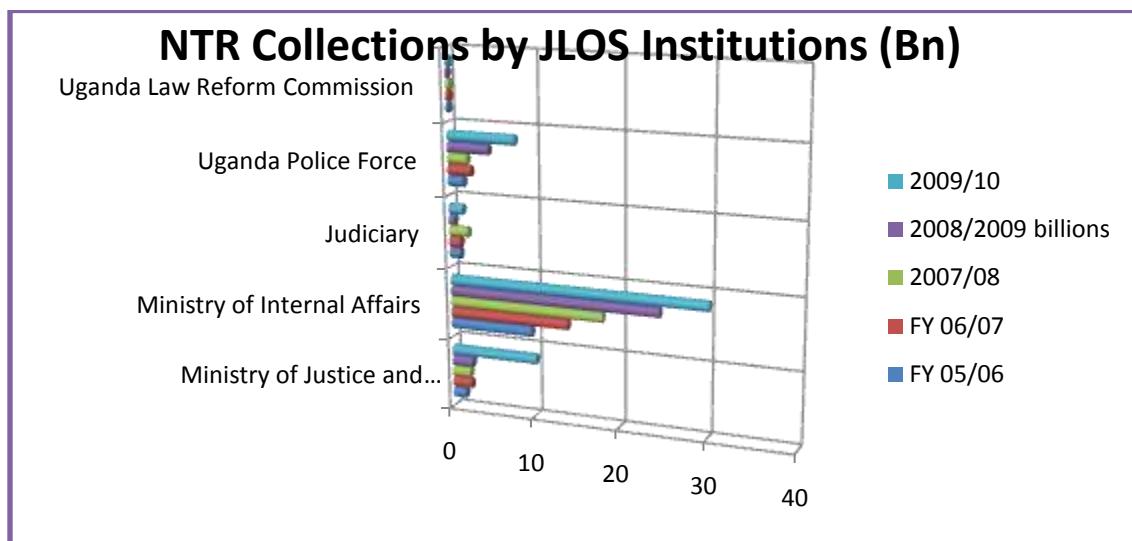


Table 29: NTR collections

Institution	FY 05/06 billions	FY 06/07 billions	2007/08 billions	2008/2009 billions	2009/10 billions
Ministry of Justice and Constitutional Affairs	1.503	2.267	2.127	2.421	10.2
Ministry of Internal Affairs	9.687	13.978	18.039	24.545	30.1
Judiciary	1.264	1.307	2.238	0.667	1.658
Uganda Police Force	1.852	2,736	2.303	4.900	8.0
Uganda Law Reform Commission	0.282	0.346	0.460	0.255	0.425
Law Development Centre			0.346	3.460	3.9
Uganda Prison Services			3.843	1.464	3.8
Total	14.657	21,045	25.519	38.712	58.083

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

JLOS received off-budget support from (Netherlands, Ireland and Austria) JLOS Development Partners under the GoU Peace, Recovery and Development Plan (PRDP) for the North following the return of peace to the former LRA-conflict affected areas. The JLOS intervention under the PRDP framework was geared towards the consolidation of civil authority by enhancing presence of JLOS services in the region. The interventions included construction of office and staff accommodation, provision of furniture, office and transport equipment. Provision of legal reference materials, addressing case backlog reduction (special sessions), civic education, sensitization and awareness creation and monitoring and evaluation. In terms of case backlog reduction 12 special sessions were held in



Figure 23 Arua MoJCA offices constructed under PRDP

which 480 backlogged cases at high court level were cleared, 680 cases in chief magistrates' court and 1240 cases in Grade one magistrate's courts.

Under the intervention 22 police barracks, 12 police stations, 11 ASTU zonal offices are at various stages of construction while uniports were provided for 150 police posts. It is however important to note that though the constructions were delayed the services of the police are accessible in all the areas that were



Figure 24 Amolator Court House

earmarked for construction. 9 DPP offices, 6 courts, 9 prison units one regional laboratory 2 regional MOJCA offices, 5 border posts and 10 blocks of residential accommodation for DPP and judicial officers are also at various stages of construction in the PRDP and KIDDP region. At the same time 9 motorcycles and 10 vehicles were also procured under the programme for the various sector institutions to improve service delivery. It is important to note that Arua Remand home

and the Arua MOJCA regional

offices were commissioned and are now in use. The same is true for Pader police barracks, Amolator Police Barracks and police station as well uniports installed in all except 27 police posts.

Also over the same time period with support from USAID, 3 community justice centres are under construction in Patongo, Kiryandongo and Otuoke. The centers provide staff



Figure 25 Pader Police station

and office accommodation for police, DPP and court. The idea is to have a one stop centre. The project also financed the construction of DPP offices in Pader town as well as staff accommodation for DPP and court.

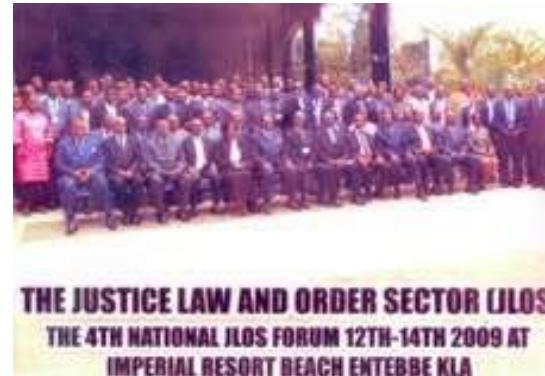
However the sector decries the delayed implementation of some of the projects owing to land challenges in some districts, slow procurement processes and in some cases contractor inefficiencies.

2.7 PROGRAMME MANAGEMENT

AS part of the strategies to achieve the sector outcomes and to coordinate the sector reform programme the management of the implementation of the sector is pivotal. The sector secretariat is now fully constituted as are the various sector management structures. The various sector management committees are vibrant and have been busy throughout the reporting period directing the reform program as well as providing the necessary backstopping to ensure that the sector creates an impact in the realization of government aspirations and goals.

2.6.1 National JLOS forum and open day

The fourth National Justice Forum (NJF) was held from August 12th to 14th, 2009 at the Imperial Resort Beach Hotel, Entebbe. The theme of the forum was "**JLOS contribution to wealth creation; mainstreaming cross-sectoral linkages**". It was honoured by the attendance of The President of Uganda, **H.E President Yoweri Kaguta Museveni**, who officially opened the forum. It was attended by 220 participants including a delegation from Malawi, members of JLOS institutions, key partners and stakeholders. As part of the activities to mark the forum, the sector for the first time held an open day to publicise sector activities, sensitise the public on its activities, processes and address concerns that the public wished to share.



The key resolutions of the Fourth National JLOS Forum were:

Mainstreaming fight against corruption in JLOS

- Fast track the development and implementation of the JLOS anti- corruption strategy
- Address issues of witnesses and victims of crime (protection, support , participation and restitution)
- Develop and implement strategies through which the public will appreciate that justice is not only done but is seen to be done.
- Provide and adhere to specific time lines in the due process of the law and delivery of Justice.

Property rights and wealth creation, a focus on Equity

- Streamline land dispute settlement mechanisms
- Develop and implement mechanisms for addressing challenges of the current land tenure systems

Access to finance for vulnerable groups

- Establish an effective legal framework and system to address the cost of credit and impediments to access investment finance particularly by the vulnerable groups.

Environmental protection and the role of judicial activism in environmental conservation

- Strengthen partnership between JLOS institutions and environmental agencies in protecting the environment (Judicial activism, awareness creation, and training).

Health and wealth; the HIV AIDS challenge

- Entrench cross cutting issues across JLOS institutions (HIV AIDS, gender, environment, property rights in particular for vulnerable and marginalized groups)
- Lobby and expedite the tabling and enactment of the HIV AIDS Prevention Bill and related legislation (Domestic Relations Bill, Administration of Moslem Personal Law Bill, etc)

2.6.2 The 14th JLOS Annual Review

The sector held the 14th annual review during the reporting period with the theme ***JLOS a decade of reform***. During this period the sector was celebrating 10 years of the sector wide approach. Before the review a high level retreat of the joint Leadership/ Steering Committee was held to deliberate on the progress report that also provided key highlights of the 10 years of reform and areas for improvement. During the review the sector progress report for the year was presented and discussed. The sector also discussed the proposed strategy for anti corruption as well as the need to enhance performance measurement and proposals for reform of electoral laws. The review adopted six undertakings to which both Government and Development Partners were committed.

2.6.3 SIP II Midterm Evaluation

The sector undertook an independent evaluation of the second sector strategic investment plan using a consortium of consultants comprising of Ms Centre for Justice Studies and Innovations and Ms the Consulting House. The purpose of the evaluation was to take stock of what had been undertaken in light of the planned activities under the reform programme, identify areas of weakness in the sector operations and management, propose ways to address the weaknesses and take corrective action and also advise on what went wrong. From the evaluation it was concluded that SIP II's potential for impact and agenda for sector reforms is on course. The evaluation also noted that the SIP II has potential to transform the sector significantly and that the pursuit of KRAs is also on course, although the returns vary. A significant finding is that the success of a KRA is not always determined by funding. Funding is a facilitator; the critical success factor is the existing infrastructure for reforms, where such infrastructure is in place, the reform 'returns' are immediate.

It was recorded that SIP II implementation was effective. The evaluation notes that with alterations in design, its assumptions and implementation, the remaining part of SIP II can set the stage for change in the sector through SIP III. The only area whose effectiveness is in question is KRA 5 on JLOS contribution to economic development. In terms of efficiency, the 'price' may have been right, however the existence of 'dead capital' and the under-utilised investments puts to test whether the value in use was always considered. The consultants therefore concluded that to some extent the implementation of the sector reform programme exhibited inefficiencies especially the 'brick and mortar' reforms and in the stabilization reforms. The evaluation also noted that SIP II continues to make sense in the context of its beneficiaries except for the focus areas and KRA 5, it however notes the need to address the distance between the law and the grassroots as well as revisiting the sector structures and possibly create JLOS districts. Finally due to constant re-engineering to meet emerging challenges like transitional justice, and anti-corruption made the SIP II responsive and a manifestation that it has its finger on the sector pulse except at the operational level.



Figure 26 Members of JLOS structures attend the SIP II MTE validation workshop

2.6.5 JLOS Coordination at district level

Aware of the critical role of JLOS committees at district level, the sector made releases of up to shs 700m to facilitate DCC operations in 78 districts country wide. The funds have been used to finance public sensitization programmes, enhance monitoring and inspections as well as enhancing coordination, cooperation and communication among the JLOS agencies. Some DCCs have even held open days to explain to the public the various JLOS services and processes. As part of the process of performance evaluation, 4 regional DCC evaluation workshops were held in Gulu, Mbale, Masaka and Mbarara. The workshops



were used as an avenue to learn, take stock of the key achievements and make proposals for improvement of DCC operations. The evaluation workshops gave the sector an opportunity to take stock of DCC achievements, the challenges faced and proactively chart the way forward for DCC operations. Important decisions were taken, new approaches identified and past weaknesses exposed and addressed. As a result DCC guidelines were revised to take care of the issues that were raised including the need to change the name, ensure that resident judges

Figure 27 DCC annual evaluation workshop in Mbale



Figure 28 DCC evaluation workshop in Mbarara

have a role, provide performance measurement, address structural challenges, ie a committee within a committee etc and to streamline DCC operations. The sector is taking keen interest in visiting DCC and

attending some of their meetings. So far the secretariat has been to Masindi, Kibaale and Moroto, Abim, Bududa, Amolator, Pader, Kitgum, Gulu, Apac, Oyam, Kaberamaido and Kayunga. The secretariat is also teamed up with JSC under the civic education programme to popularize and explain the focus of DCC and its role in the administration of justice and maintenance of law and order.

The DCCs have pointed out various challenges in the administration of justice including, increasing case backlog occasioned by limited staffing especially in DPP and Courts, failure of witnesses to appear in court, missing files, over stay on remand beyond constitutional time limits especially for suspects committed in the High Court for trial; poor time management with some courts opening at midday and closing beyond seven in the evening and the growing number fake sureties or aptly called professional sureties who keep around court and are ready to stand surety for suspects for a fee as well as political interference in adjudication processes especially land cases. In order to address DCC operations and sustainability of DCCs, the link between DCC and chain link was clarified and DCC renamed JLOS District Chain linked Committee, the management structure was revisited by merging the executive committee and plenary but provided for chairperson, co chair and secretary and ensured all other members are committee members, improving communication and providing feedback for example publishing releases in the newspapers, making Resident Judges patrons and demanding that all accountability must be discussed and passed by the committees before submission to the secretariat copied to the resident Judge, providing for biannual forum where resident Judges will interface with DCCs in their circuit. The evaluation workshop also adopted a number of best practices including community sensitization, quarterly Inspections, scheduling meetings in advance, Providing Institutional reports in every meeting and rotating of meeting venues



Figure 29 Participants at the DCC evaluation workshop for central Uganda, Masaka

2.6.6 Audit

2.6.6.1 Value for Money Audit:

The Consultants, COWI Uganda Limited submitted a draft report which was circulated to JLOS Accounting Officers for comments and feedback. Institutional exit meetings were held jointly with the Consultants and the Auditor General to discuss the institutional responses. It is expected that the final report will be submitted by the Auditor General to Parliament.

The report highlighted the need to ensure proper contract enforcement, clear project definition, tender documentation, valuation, and certification and cost control. It also noted that building should always make provision of facilities for the disabled and that institutions needed to ensure adequate provisions for maintenance of buildings.

Improved workmanship, quality control, adequate contract supervision and management, and ensuring prompt payment of contractors, utilization of facilities and comprehensive branding and engraving of assets as well as computerized asset registers were necessary to ensure value for money.

The process of engraving assets throughout the country was completed. Model designs and drawings for JLOS buildings were also discussed and submitted to the sector. A sub-committee consisting of technical officers drawn from different sector institutions was incorporated in finalizing the model designs.

2.6.6.2 Audit of JLOS SWAP Development Fund

The Auditor General appointed PKF to audit the accounts of the JLOS SWAP Development Fund for FY 2007/08 and FY 2008/09. The audit commenced in October 2009 and the audit reports finalized by the auditors and were submitted by the Auditor General to Parliament. The audit status of the JLOS SWAP Development Fund is now up to date and the annual audits from FY 2009/10 will be undertaken by the Office of the Auditor General itself.

The audit opinions for both years were unqualified; meaning that the financial statements gave a true reflection of the state of affairs of the books of accounts of the sector. The report however pointed out that the sector and its institutions had to ensure full implementation of previous audit recommendations, set standards for monitoring and evaluation, fasten processing of payments, brand all JLOS construction and avoid borrowing from JLOS project accounts.

2.6.7 Sector management structures and committees

Leadership committee



The Leadership Committee was very vibrant in the reporting period. It met and gave policy and political guidance on strategic issues in the sector. All members of the committee attended, considered and approved the case backlog quick wins which is part of the process to realize the undertaking to reduce case backlog by 30% by December 2010. The Leadership Committee also considered and approved the sector proposals on the International Criminal Court Bill 2009. The committee was also instrumental in the training and launch of the case backlog quick wins programme as well as the Institutional Case Management Committees,

which are beginning to bear fruit.

Steering committee

The Steering Committee met twice in the reporting period. The committee considered and approved the 2009/2010 JLOS work plan and budget. Together with the Leadership Committee, the Steering Committee approved the case backlog quick wins strategy as well as the proposals for the ICC Bill 2009. The steering committee was also instrumental in launching the case backlog quick wins programme in Mbarara Western Uganda.

Technical committee

The Technical Committee has continued to show commitment and drive the sector reform programme. It among others, considered the budget, organized the first JLOS open day, the 4th National JLOS forum, the Technical and 13th JLOS Review and has provided strategic and technical input to the sector budget and work plan process for FY 2009/10. The committee also considered and approved the JLOS PPU forum, the JLOS M&E report, and the JLOS M&E framework. The committee too played an oversight role in the management of the reform programme and spear-headed the midterm evaluation of SIP II, the development of the legal aid policy, raised the profile of JLOS, and advocated for improvement in the sector MTEF Ceiling and development of the JLOS Anti Corruption Strategy. The committee also monitored the implementation of the work plan and worked out solutions to new and emerging challenges of the sector.

JLOS Development Partners Group

The sector in the year under review enjoyed a cordial working relationship with the Development partners. The development partners were instrumental in the achievements recorded under transitional justice especially in the area of capacity building. They DPG also effectively undertook monitoring of the sector reform programme as well as leading the process of evaluation. A Joint annual JLOS review was successfully concluded as well as an evaluation of DCCs. The DPG in all cases met their commitments. The DPG



Figure 30 members of DPG and JLOS M&E taskforce monitoring construction in Oyam

supported JLOS PRDP work plan, the cases backlog reduction programme, transitional justice and anti corruption through training and study tours. Support was also extended to the development of the national Legal aid policy and the construction of community justice centers in Northern Uganda. Notable from the JLOS DPG was the participatory approach in finding solutions to the emerging challenges of the sector.

It is however of concern that the sector reform priorities have expanded and yet the resource envelope has not expanded to match the new priorities and maintain the momentum of the existing ones. As a sector we recognize that our development partners have increased their budget support to the government but this has not been translated into an increased MTEF ceiling to the sector. This has resulted in emergence of various unfunded priorities and which must be urgently addressed.

Working groups

The Family Justice Working Group met five times during the reporting period and made reports to the Technical Committee during the reporting period, highlighting the issues discussed and providing recommendations for addressing the outstanding issues. The working group among other things considered the need to fast track the implementation of the Domestic Violence Act by drafting and gazetting implementing regulations as well as training and public education for duty bearers and the general public, advocated for more visibility of family justice issues in the work managing to access 7.9% of the SWAp work plan, it also made recommendations to fast track the reform of legislation that impacts the delivery of family justice such as the succession law, Children Act (Amendment) Bill, the Marriage and Divorce Bill among others.

The Land Justice Working Group held discussions and engaged with the Ministry of Lands, Housing and Urban Development on the National Land Policy. It also considered the implementation of the recommendations of the Integrated Study on Land and Family Justice, particularly structures for administration of customary tenure and strengthening of the grass roots land administration and dispute resolution structures such as the Clan Leaders, Local Council Courts, Sub-County Chiefs, and Land Committees and Land Tribunals. The group is now fully constituted with representation from the key stakeholders from both civil society and Government. The Sector was also an active participant in the process of developing the national land policy including participation in the national land conference which considered the 4th draft of the national land policy. This 4th draft takes cognizance of several issues raised by the Sector through the land justice working group on the 3rd draft.

The Criminal justice Working Group met five times during the reporting period and among others discussed and made recommendations to the technical committees and budget working group on how to address acts of torture, protect victims of crime, witnesses; human rights, cases pending Minister's Orders, the plight of Children in the Criminal Justice system as well as the need to strengthen the partnerships between the JLOS and Health sector as a means of addressing medical legal challenges that stand in the way of accessing criminal justice for example in cases of sexual violence. The working group made proposals to track the impact of enacted laws and improve information sharing, tackle the challenge of prison congestion and enhance competencies of prosecutors and investigators.

The Commercial Justice working held 6 meetings which considered the role of the Sector in improving Uganda's ratings in terms of the Doing Business Index. The group was also able to identify key laws that require reform in addition to the earlier prioritized commercial laws. These include the Employment Act and legislation to facilitate access to finance particularly for women and small and medium scale

businesses among others. The Working group had full participation from civil society and private sector. CEEWA and Oxfam represented civil society. It is anticipated that this will enhance the focus on addressing gender and poverty issues. The Private Sector Foundation Uganda (PSFU) and the Competitiveness Investment Climate Strategy (CICS) were also active members of the working group, providing the linkage with the Private Sector and the other Government agencies engaged in enhancing economic development. They also provided a vital link with Government efforts to improve the investment climate within the finance sector, thereby combining efforts towards ensuring economic development.

The Budget Working Group met considered a number of items including; development and approval of the terms of reference for the consultancy for VFM audit and preparation of a comprehensive asset register, preparation of Budget Framework Paper for the sector for FY 2010/11, preparation of the work plan and budget for JLOS SWAP Development Fund the FY 2010/11, review of quarterly allocations and releases to the institutions for the FY 2009/10, consideration of the draft report from COWI on the Value for Money audit and review of JLOS MTEF ceilings and Strategies,

2.7 TRANSITIONAL JUSTICE

Formal Criminal Justice Mechanisms: The sub-committee conducted regional consultations on the International Criminal Court Bill and the War Crimes Division in August, 2009. The consultations were conducted in Mbale, Gulu, Mbarara and Entebbe. Following this a report was prepared and presented to the Plenary which adopted the recommendations of the report with some modifications. The report was presented to the Sector Leadership Committee in February and following its adoption, was forwarded by the Chair of the Leadership Committee to the Attorney General for presentation to Parliament. The ICC Bill was passed on the 9th March 2010 and it has been noted that several of the issues proposed by the Working Group have been reflected in the Act. The Act was assented in March and came into force on the 25th June 2010. The sub-committee is currently working on the Legal Notice and Rules of Procedure and Evidence for the War Crimes Division. The War Crimes Division and the War Crimes Units have now relocated to their new premises in Kololo, and preparations are underway to prepare the premises for the commencement of trials. In the reporting period the War Crimes Units of the DPP and the Uganda Police Force were established with 6 Prosecutors and 12 Investigators respectively.

Truth Telling and National Reconciliation and Traditional Justice Mechanisms: The consultations were included in the overall Transitional Justice work plan as part of the process of developing a comprehensive policy framework for transitional justice. The sub-committees are in the process of finalizing the study tools and conducting the training of the researchers. The consultations are expected to take three to four months and will include key informant interviews, focus group and community dialogues as well as regional and national workshops. The consultations will be carried out nation-wide and for this purpose the country has been divided into eight regions (Central, Western, Eastern, Karamoja, West Nile, Acholi, Lango and Teso). It is anticipated that the output of the consultations will culminate into a draft policy and proposed draft legislation for truth telling and national reconciliation and for the operation of traditional justice processes for purposes of accountability and reconciliation.

Training: Members of the Transitional Justice Working Group carried out a study tour in August and September 2009 to various courts and tribunals in Sierra Leone Bosnia and Herzegovina and The Hague.

The study tour was a useful opportunity to understudy the operations and practices in the area of transitional justice and international criminal law around the world. Training was also conducted in January by the International Committee of the Red Cross on International Humanitarian Law for prosecutors, Investigators and defence counsel. It covered the basic concepts in international humanitarian law, overview of the relevant instruments and principles in the prosecution and defence of offences under the IHL treaties. Furthermore the Institute for International Criminal Investigations on international criminal investigation conducted a ten day training for prosecutors, police and forensic investigators in international criminal law investigations; a five day training for other JLOS actors and a five day training for defence counsel and civil society.

The Directorate of Public Prosecutions, with support from the Public International Law and Policy Group (PILPG) and the prosecution unit of the International Criminal Tribunal for Rwanda, held a 3 day retreat on preparation of indictments to facilitate the prosecution processes.

Recruitment of Technical Advisors: The process to recruit 2 technical advisors for transitional justice is underway. The positions were advertised and a Human Resource firm has been procured to carry out the initial evaluation. The positions are for an international advisor for one year and a national advisor for two years.

The Review Conference of the Rome Statute of the International Criminal Court: The sector represented by the Ministry of Justice and Constitutional Affairs, took the lead in organizing the Review Conference, which was held at Speke Resort Munyonyo from the 31st May to the 11th June 2010. Delegations from the respective States Parties and Observer States were in attendance as well as the Secretary General of the United Nations Ban Ki-Moon, former Secretary General Koffi Anan officials of the ICC and various Ministers and high level officials from the UN and States Parties.

The Review Conference focused on stocktaking the implementation of the Rome Statute especially the impact of the court on victims and affected communities, complementarity, cooperation and peace and justice. The conference also considered the proposed amendments to the statute including the crime of aggression.

The Transitional Justice Working Group continues to engage with its partners in Government as well as civil society both locally and internationally towards the development and implementation of a comprehensive transitional justice framework for Uganda.

2.8 ANTI CORRUPTION

The Anti Corruption Division of the High Court (ACD) formally commenced on 1st July 2008 with the overarching goal of establishing a corruption free Uganda, built on sound good governance principles and practices through the timely and merit based adjudication of corruption cases.

Since commencing operations, the ACD has registered an average conviction rate of 90 %, compared to less than 10% before its establishment. As a result of this performance, the ACD has raised the risk rate of corruption in Uganda resulting in the recovery of USD 1, 000,000 of the Global Fund and UGshs 3 bn from NUSAID and NAADS officials.

Following the establishment of the Anti-Corruption Division (ACD) of the High Court, the sector received off-budget support of Shs. 3.79 billion from DFID, USAID and Gou to support building competencies of staff, rent of office premises, procure office equipment including court recording equipment and vehicles, procure legal reference materials and facilitate court sessions. The anti corruption court now

operates in its own building and is moderately staffed with magistrates and judges to handle corruption related cases. In most of the time the anti corruption agencies are highly coordinated resulting into very high conviction rates for the completed cases. This was possible due to the adoption of prosecution led investigation and fast tracking of the cases to ensure they are expeditiously concluded before suspects tamper with the evidence and or witnesses disappear.

The sector is confident that the ACD and its partner institutions will be critical in addressing corruption related cases arising out of the Auditor General's Report on CHOGM, NAADS and NUSAF.

At the same time a draft JLOS anti corruption strategy is near completion and its implementation plan is under process.

3.0 CROSS CUTTING ISSUES

3.1 Gender mainstreaming in JLOS

Within the reporting period 3 critical gender related legislation were enacted including the Domestic Violence Bill, the Prevention of Trafficking in Persons Bill, and the Prohibition of Female Genital Mutilation Bill. The Uganda Police also set up an anti human sacrifice taskforce to deal with the growing challenge of child murders. Various trainings especially for Police on issues of gender based violence as well as curriculum development to institutionalize GBV training for the Police Force were undertaken during the reporting period.

Over the past years and within the reporting period the sector has recorded various successes in addressing gender concerns notable among others is explicitly making provision in the Employment Act (2006) prohibiting of sexual harassment at work; amendment of the Penal Code Act, , which strengthens the provisions on defilement; amendment of the Magistrates Courts Act to provide for jurisdiction for Chief Magistrates to handle minor defilement, use of judicial activism and public interest litigation to declare discriminatory laws unconstitutional e.g. Constitutional Court rulings on: Adultery, grounds for divorce, succession among others.

However, there is need to address *inter alia* the slow progress in reforming family and marriage laws, gaps in enforcement of existing legislations e.g. gathering medical legal evidence in sexual offences, legal and administrative barriers in registering businesses especially for small and medium enterprises and addressing gender inequalities in transitional justice interventions. As a response, the sector work plan for FY 20010/11 must provide for activities to address these concerns.

3.2 Disability

Within the reporting period the sector focus was on ensuring that JLOS institutions are accessible to persons with physical and visual impairments. All new building designs have a provision for the disabled. Mainstreaming of disability in the law reform effort is another issue that was considered. The sector is taking a lead in researching on disability related issues and implementation of laws and policies on disability.

This access however should extend to availing sign language interpreters to ease the access to JLOS services by people with hearing impairments. In future the sector will address improvement of the teaching environment for students with disabilities especially at the Law Development Centre. This will extend to accessibility, special consideration in examinations, availing Braille services, and interpreters, among others.

3.3. HIV and AIDS

JLOS has registered progress as far as preparation of the HIV and AIDS Prevention and Control Bill, 2009 is concerned. The amendment of the Penal Code Act to specifically provide for HIV infection as an aggravated circumstance in sexual offences is another area in which progress has been registered.

The Ministry of Internal Affairs has developed a workplace policy on HIV /AIDS and all JLOS institutions have an HIV/AIDS focal officer.

Within the Prison service focus was on ensuring that inmate's access care and treatment and those infected were enabled to access ARVs. There also was an effort to ensure the early detection and treatment of TB well aware that TB is an opportunistic infection that may lead to high mortality in HIV infected persons.

3.4 Environmental Protection and conservation

The sector in the reporting period continued with the enforcement of environmental laws, trained judicial officers and prosecutors on handling environmental cases. The Judicature (Environmental Litigation) Rules were drafted to ease access to justice and provide for guidelines for investigation and prosecution of environmental crime. The Uganda Police Force together with NEMA is in the process of creating an environmental police protection unit as part of the sector effort to police protection of the environment.

As major consumer of wood fuel the sector supported the planting of 160 acres of pine trees in 5 prison farms and is rolling out the use of energy saving stoves to reduce dependency on wood fuel. Similarly community service activities geared towards protection of the environment e.g. tree planting have been encouraged.

4.0 PROGRESS AGAINST UNDERTAKINGS OF THE 14TH JOINT GOVERNMENT OF UGANDA AND DEVELOPMENT PARTNERS ANNUAL REVIEW

In the year under review the Justice Law and Order Sector with the Development Partners agreed on six undertakings for implementation in the year. Overall about 70% of the undertakings are on course, however the challenge was that some of the undertakings were stand alone and had no relationship to the sector work plan and hence had no budget provisions. Below is how the sector performed.

Undertaking I: Reduce case backlog by 30% (12,000 backlog cases handled)

The sector agreed to reduce case backlog by 30% by clearing 12,000 cases out of an estimated 40,000 cases. By the time of reporting, the sector had cleared 27,400 against a set target of 12,000 cases. This undertaking was achieved despite the fact that the sector did not implement some of the envisaged strategies such as implementation of performance measures due to lack of funds.

Undertaking II: Implement the JLOS anti corruption strategy

The sector agreed to draft and implements a JLOS anti corruption strategy under the period in review. The sector under the leadership of the Judicial Service Commission developed a draft anti corruption strategy. By the time of reporting the strategy was awaiting fine tuning before a comprehensive work plan is developed and implemented. This undertaking is on course as the sector hopes to finalize the strategy by November 2010.

Undertaking III: Undertake consultations for the development of policy and legal framework for truth telling and national reconciliation processes and traditional justice mechanism

The sector undertook to develop a draft policy on transitional justice to provide for traditional justice, truth telling and other matters related to transitional justice. This undertaking was not implemented due to delays in agreeing on processes and securing funding. However, with support from the Norwegian Government, the sector will start carrying out consultations in October 2010 with a view to having in place a draft policy by June 2011.

Undertaking IV: Conduct study and prepare costing for developing an integrated data management system

The sector undertook to develop and cost an integrated data management system by June 2010. This undertaking could not be implemented because the sector did not provide resources for it. However, the sector has provided resources for its implementation this financial year and the bids for consultancy services have been evaluated and thus a contract committee decision is awaited to finalise the procurement.

Undertaking V: Develop a draft SIP III including an M&E in line with the National Development Plan

The sector undertook to develop a draft third sector investment plan by December 2010. The sector has taken a decision to internally develop SIP III. The draft SIP III will be ready by December 2010. This undertaking is on course.

Undertaking VI: Ensure full implementation of 13th annual review undertakings.

The sector undertook to implement undertakings of the previous year which were not fully implemented at the time of reporting.

- The first undertaking to have a legal aid policy and law developed by June 2010 was not fully realized because the consulting firm which was awarded the consultancy delayed to execute the contract. However, with a lot of urging, the consulting firm has now filed the first draft legal aid policy and law. The sector will pronounce itself on the Report in October 2010.
- The second undertaking concerning the International Criminal Court Bill (ICC Bill) was fully achieved with the enactment of the ICC Bill was enacted into law. As a result the Government of Uganda was able to successfully host the ICC review conference. This could not have been possible since one of the conditions that was set by the ICC to allow the country host the conference was domestication of the Rome statute
- The third undertaking to have the Administration of Justice Bill (ADJ) enacted into law was not achieved because the AJB requires constitutional amendments, which are not a government priority for the time being.
- The fourth undertaking to have the Children Amendment Bill passed into law was delayed due to delays to complete consultations. That notwithstanding, the Children Amendment Bill has been forwarded to the Ministry of Gender, Labour and Social Development for presentation to Cabinet and Parliament. The sector expects to have the amendment enacted into law before the end of 2010.
- In the other undertakings, the sector undertook to give the Family and Land Justice components of the sector 10% of the sector budget. Only the Family Justice Component is receiving about 8% of budget. The Land Justice component is receiving only 3% of the budget because of delays in putting in place a policy framework for adjudication of land disputes.
- The value for money audit was completed and the Report is still with the Auditor General.
- The midterm evaluation of SIP II completed. The report has been published and will be shared with all relevant stakeholders.
- Over the reporting period the sector Monitoring and Evaluation framework was developed, considered and approved by all relevant sector management structures. A PPU forum was initiated and the sector has planned to train PPUs on how best to implement the framework and develop institutional level M&E frameworks. The sector is also going to undertake a mini survey to establish baselines for some of the indicators to enable clear setting of targets.

Please see Annex 1 for details.

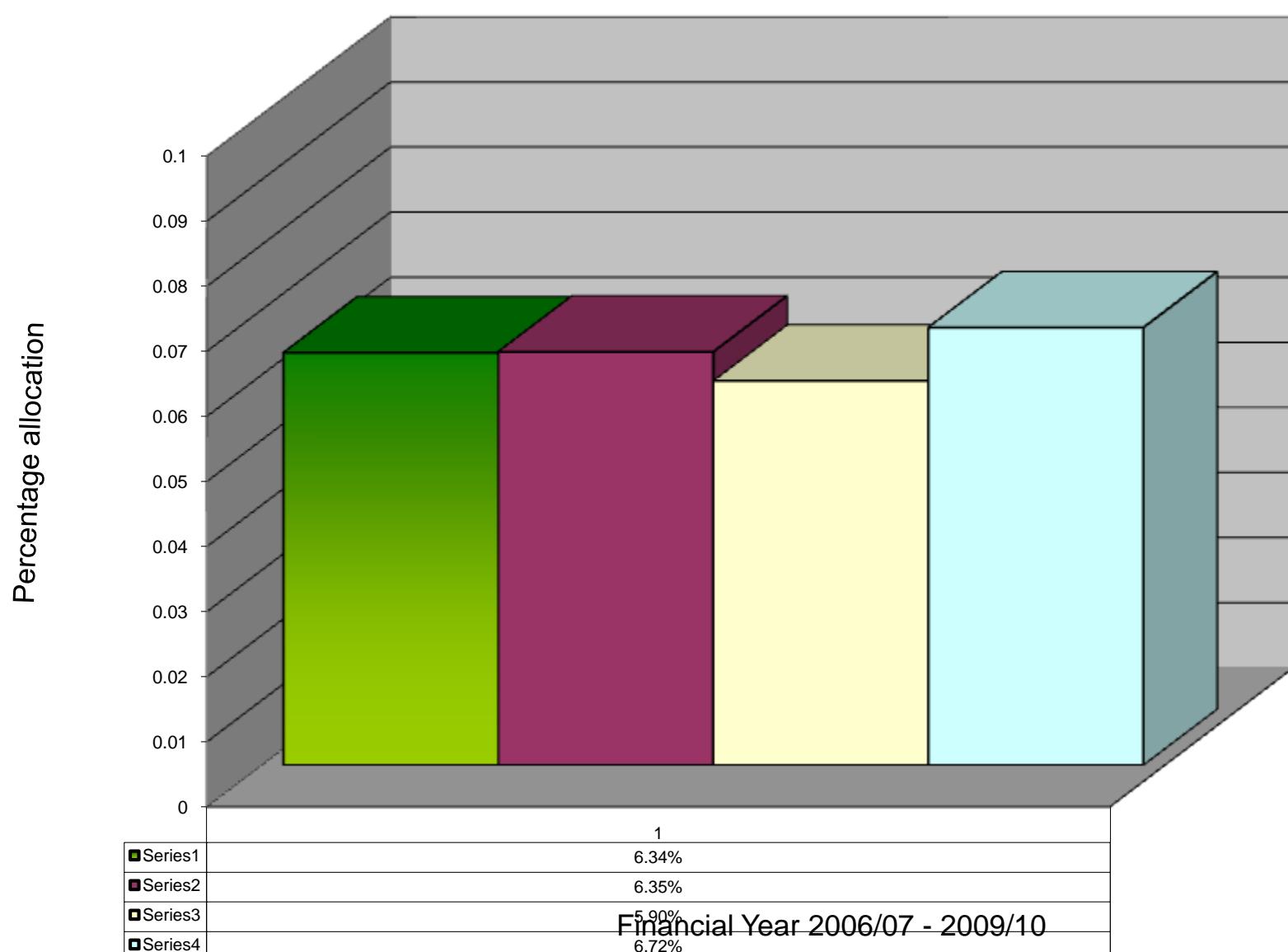
5.0 FINANCIAL PERFORMANCE

5.1 JLOS MTEF Performance in the National Budget (FY 2007/08 to FY 2009/10)

1. Past Overall Budget Performance

- JLOS MTEF ceiling increased by 50.3% from FY 2007/08 (Shs. 229.08 billion) to Shs. 344.22 billion in FY 2009/10
- National budget increased by 50.4% over the same period, from Shs. 3.554 trillion to Shs. 5.346 trillion
- JLOS total share of national resource fluctuated between 6% annually, averaging 6.26% over the period.
- JLOS SWAP Development grew by 21.5% with its share of national budget falling from 0.55% to 0.45%
- Most JLOS institutions showed below average growth, with MoJCA, UPS and JSC showing minimal increase, with no increase for the LDC
- MoJCA Court awards showed an increase of 226.6% arising from a significant increase in FY 2009/10
- Only Judiciary and the DPP showed increases above the sector and the national growth

Institution	A	B	C	D	E	F	G	H	I	J
	FY 2007/08 (Shs'000)			FY 2008/09 (Shs'000)			FY 2009/10 (Shs'000)			Growth
	Recurrent	Capital	Total	Recurrent	Capital	Total	Recurrent	Capital	Total	%
MoJCA	7,800	0	7,800	7,800	0	7,800	7,970	0	7,970	2.2%
Court Awards	3,340	0	3,340	2,610	0	2,610	10,910	0	10,910	226.6%
MoIA	11,390	270	11,660	11,390	1,260	12,650	14,210	2,460	16,670	43.0%
Judiciary	20,220	1,890	22,110	36,850	1,340	38,190	48,570	1,340	49,910	125.7%
UPF	106,460	5,280	111,740	123,360	7,880	131,240	153,280	14,140	167,420	49.8%
UPS	38,040	1,440	39,480	38,040	1,440	39,480	42,980	3,040	46,020	16.6%
DPP	4,690	300	4,990	6,010	300	6,310	9,180	300	9,480	90.0%
ULRC	2,150	100	2,250	2,150	100	2,250	2,850	100	2,950	31.1%
JSC	1,500	100	1,600	1,500	100	1,600	1,520	100	1,620	1.3%
LDC	1,180		1,180	1,180	0	1,180	1,180	0	1,180	0.0%
UHRC	3,140	200	3,340	3,190	200	3,390	4,590	200	4,790	43.4%
JLOS SWAP	0	19,590	19,590	0	19,570	19,570	0	23,811	23,811	21.5%
PRDP	0		0	0	0	0	0	1,489	1,489	
Total	199,910	29,170	229,080	234,080	32,190	266,270	297,240	46,980	344,220	50.3%
Annual Increase				17.1%	10.4%	16.2%	27.0%	45.9%	29.3%	
National Budget			3,553,710			4,509,300		0	5,346,430	50.4%
JLOS Share of National Budget			6.45%			5.90%			6.44%	
JLOS SWAP Share			0.55%			0.43%			0.45%	



2. JLOS Recurrent (Wage and Non Wage) Performance

- Grew by 48.7% over the period, performing slightly below the overall growth
- MoJCA, MIA, UPS, ULRC and JSC showed much below average increases with no growth for growth for the LDC
- MoJCA Court Awards grew by 226.6% following the significant uplift in FY 2009/10
- Only Judiciary and the DPP showed growth above the sector average
- UPF and UHRC budgets grew only slightly below the sector average.

Institution	A	B	C	D	E	F	G	H	I	J
	FY 2007/08			FY 2008/09			FY 2009/10			Growth
	Wage (Shs'000)	N/Wage (Shs'000)	Total (Shs'000)	Wage (Shs'000)	N/Wage (Shs'000)	Total (Shs'000)	Wage (Shs'000)	N/Wage (Shs'000)	Total (Shs'000)	%
MoJCA	3,230	4,570	7,800	3,230	4,570	7,800	3,360	4,610	7,970	2.2%
Court Awards	0	3,340	3,340	0	2,610	2,610	0	10,910	10,910	226.6%
MIA	2,250	9,140	11,390	2,250	9,140	11,390	2,620	11,590	14,210	24.8%
Judiciary	12,550	7,670	20,220	14,090	22,760	36,850	14,190	34,380	48,570	140.2%
UPF	63,510	42,950	106,460	80,410	42,950	123,360	94,030	59,250	153,280	44.0%
UPS	19,600	18,440	38,040	19,600	18,440	38,040	20,540	22,440	42,980	13.0%
DPP	3,010	1,680	4,690	3,400	2,610	6,010	3,570	5,610	9,180	95.7%
ULRC	560	1,590	2,150	560	1,590	2,150	560	2,290	2,850	32.6%
JSC	550	950	1,500	550	950	1,500	570	950	1,520	1.3%
LDC	0	1,180	1,180	0	1,180	1,180	0	1,180	1,180	0.0%
UHRC	1,830	1,310	3,140	1,880	1,310	3,190	1,880	2,710	4,590	46.2%
Total	107,090	92,820	199,910	125,970	108,110	234,080	141,320	155,920	297,240	48.7%
JLOS Annual Increase				17.6%	16.5%	17.1%	12.2%	44.2%	27.0%	

- **Wage**

- Grew by 32% over the period, below the overall budget growth
- Significant growth for UPF over the years for the extra personnel required to establish civilian authority in the PRDP region
- Lower than average growth for MIA, Judiciary and the DPP
- Minimal growth for MoJCA, UPS, JSC and UHRC (need to compare with their establishments for vacancies)
- NO growth at all for ULRC, due to unfilled vacancies

Institution	A	B	C	D
	FY 2007/08 (Shs'000)	FY 2008/09 (Shs'000)	FY 2009/10 (Shs'000)	Growth (%)
MoJCA	3,230	3,230	3,360	4.0%
MoIA	2,250	2,250	2,620	16.4%
Judiciary	12,550	14,090	14,190	13.1%
UPF	63,510	80,410	94,030	48.1%
UPS	19,600	19,600	20,540	4.8%
DPP	3,010	3,400	3,570	18.6%
ULRC	560	560	560	0.0%
JSC	550	550	570	3.6%
UHRC	1,830	1,880	1,880	2.7%
Total	107,090	125,970	141,320	32.0%
Annual Increase		17.6%	12.2%	

- **Non-wage**

- Grew by 68% overall
- Significant growth for Court Awards (FY 2009/10), Judiciary (FY 2008/09), DPP (FY 2009/10) and UHRC (FY 2009/10).
- MIA, UPF, UPS and ULRC showed below average growth
- There was little or no growth for MoJCA, JSC and LDC

Institution	A	B	C	D
	FY 2007/08 (Shs'000)	FY 2008/09 (Shs'000)	FY 2009/10 (Shs'000)	Growth (%)
MoJCA	4,570	4,570	4,610	0.9%
Court Awards	3,340	2,610	10,910	226.6%
MoIA	9,140	9,140	11,590	26.8%
Judiciary	7,670	22,760	34,380	348.2%
UPF	42,950	42,950	59,250	38.0%
UPS	18,440	18,440	22,440	21.7%
DPP	1,680	2,610	5,610	233.9%
ULRC	1,590	1,590	2,290	44.0%

Institution	A FY 2007/08 (Shs'000)	B FY 2008/09 (Shs'000)	C FY 2009/10 (Shs'000)	D Growth (%)
JSC	950	950	950	0.0%
LDC	1,180	1,180	1,180	0.0%
UHRC	1,310	1,310	2,710	106.9%
Total	92,820	108,110	155,920	68.0%
Annual Increase		16.5%	44.2%	

3. Capital Budgets

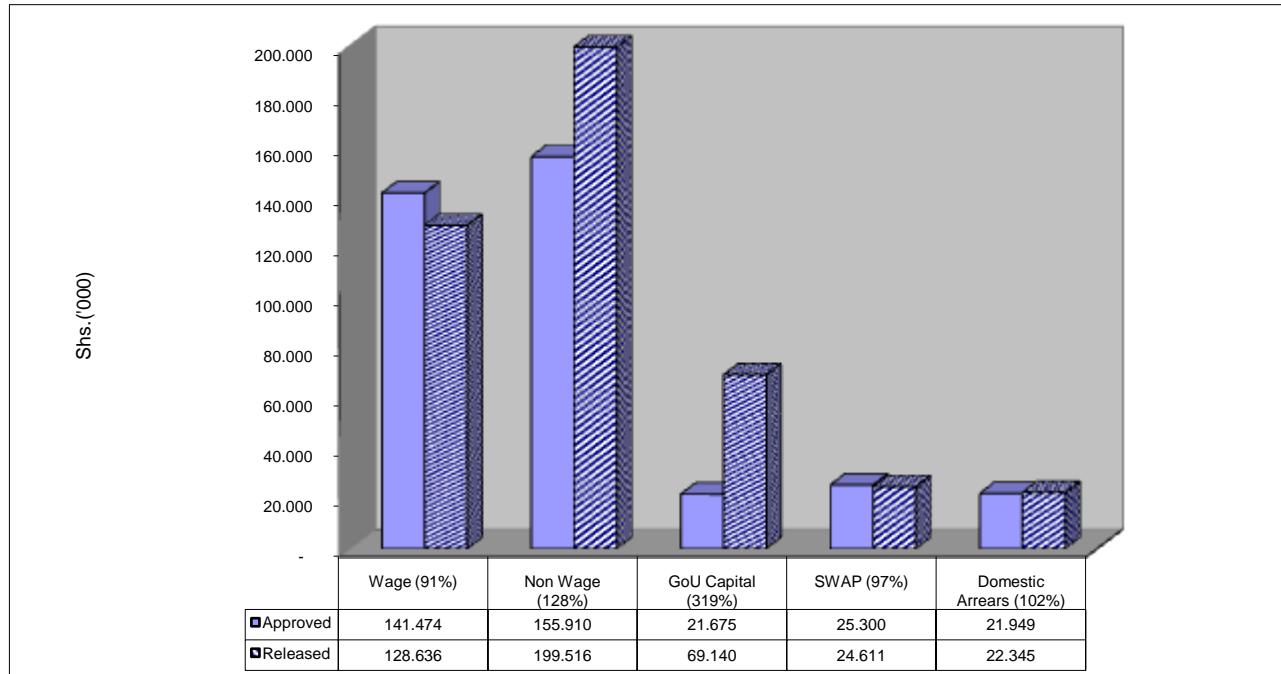
- **GoU Capital**

- Only MIA, Judiciary, UPF and UPS had capital budgets of any significance, with DPP, ULR, JSC and UHRC having nominal provisions.
- MoJCA and LDC have no capital budgets at all
- Total capital budget grew by 61.1% over the period
- MIA showed a significant increase in FY 2008/09 and in FY 2009/10 which distorted the overall growth (reasons??)
- UPF also showed a significant growth in FY 2009/10 arising out of outstanding CHOGM commitments; UPS also had a significant increase
- Judiciary showed a decline of 29.1% while DPP, ULR, JSC and UHRC showed minimal or no growth at all.
- JLOS SWAP grew by only 26.1% over the period

Institution	A	B	C	D
	FY 2007/08	FY 2008/09	FY 2009/10	Growth
MIA	270	1,260	2,460	811.1%
Judiciary	1,890	1,340	1,340	-29.1%
UPF	5,280	7,880	14,140	167.8%
UPS	1,440	1,440	3,040	111.1%
DPP	300	300	300	0.0%
ULRC	100	100	100	0.0%
JSC	100	100	100	0.0%
UHRC	200	200	200	0.0%
JLOS SWAP	19,590	19,570	23,811	21.5%
PRDP		0	1,489	
Total	29,170	32,190	46,980	61.1%
JLOS Annual Increase		10.4%	45.9%	
JLOS SWAP growth		-0.1%	21.7%	21.5%

5.2 Institutional Performance 2009/10

- Total JLOS budget for the year amounted to Shs. 366 billion consisting of Wage Shs. 141.47 billion (38.6%), Non-wage Shs. 155.911 billion (42.6%), GoU Capital including JLOS SWAP Shs. 46.975 billion (12.8%) and Domestic Arrears Shs. 21.949 billion (6.0%).
- Total release for the year amounted to Shs. 444.248 billion, performing at 21% above the budget, with MoJCA, MIA, UPF and UPF performing above 100% arising from supplementary releases.



- Wage releases performed at 91% with MoJCA, Judiciary, DPP, JSC, ULRC and UHRC performing below the sector average, owing to unfilled vacancies
- Non wage performed at 128% owing to supplementary releases for MoJCA (compensation payments) and Shs. 7.2 billion to UPS for feeding prisoners.
- GoU capital performed at 200% arising from supplementary release of Shs. 27 billion to MIA to purchase of equipment for the national security information system
- SWAP Development performed 97% with most institutions except for the DCC's and Programme management performing at 100%
- Domestic arrears performed at 102% owing to a small over performance by MoJCA

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Institution	Wage (Shs, billion)			Non Wage (Shs, billion)			GoU Capital (Shs, billion)			Arrears (Shs, billion)			Total (Shs, billion)		
	Budget	Total Release	(%)	Budget	Total Release	(%)	Budget	Total Release	(%)	Budget	Total Release	(%)	Budget	Total Release	(%)
MoJCA	3.364	2.648	79%	15.521	52.317	337%	25.300	24.611	97%	7.355	7.851	107%	51.540	87.427	170%
MIA	2.623	2.467	94%	11.592	11.425	183%	2.462	29.462	1197%	0.000	0.000	0%	16.677	43.354	260%
Judiciary	14.193	11.566	81%	34.379	34.279	100%	1.341	0.622	46%	0.300	0.250	83%	50.213	46.717	93%
UPF	94.078	87.077	93%	59.248	59.116	100%	14.138	35.338	250%	13.094	13.094	100%	180.558	194.625	108%
UPS	20.581	19.287	94%	22.442	29.666	132%	3.044	3.044	100%	1.100	1.100	100%	47.167	53.097	113%
DPP	3.623	3.144	87%	5.605	5.605	100%	0.298	0.298	100%	0.100	0.050	50%	9.626	9.097	95%
JSC	0.572	0.426	74%	0.948	0.948	100%	0.097	0.097	100%	0.000	0.000	0%	1.617	1.471	91%
ULRC	0.563	0.461	82%	2.287	2.287	100%	0.099	0.099	100%	0.000	0.000	0%	2.949	2.847	97%
LDC	0.000	0.000	0%	1.179	1.179	100%	0.000	0.000	0%	0.000	0.000	0%	1.179	1.179	100%
UHRC	1.877	1.560	83%	2.709	2.694	99%	0.196	0.180	92%	0.000	0.000	0%	4.782	4.434	93%
Total	141.474	128.636	91%	155.910	199.516	128%	46.975	93.751	200%	21.949	22.345	102%	366.308	444.248	121%

SWAP ALLOCATIONS FOR FY 2009/2010 AND RELEASES

The performance for the FY 2009/10 stood at 97.3%, details as below:

Institution	A	B Budget (Shs'000)		C		D	E Release (Shs'000)		F		G (%)
	SWAP	PRDP	Total	SWAP	PRDP	Total	PRDP	Total	PRDP	Total	
MoJCA	1,813,900	0	1,813,900	1,788,900	0	1,788,900	0	1,788,900	0	1,788,900	98.6%
CADER	300,000	0	300,000	75,000	0	75,000	0	75,000	0	75,000	25.0%
URSB	395,000	0	395,000	395,000	0	395,000	0	395,000	0	395,000	100.0%
MIA	1,143,000	0	1,143,000	1,143,000	0	1,143,000	0	1,143,000	0	1,143,000	100.0%
MoLG	375,000	0	375,000	375,000	0	375,000	0	375,000	0	375,000	100.0%
MoGLSD	469,000	0	469,000	469,000	0	469,000	0	469,000	0	469,000	100.0%
Judiciary	4,234,000	795,000	5,029,000	4,234,000	795,000	5,029,000	795,000	5,029,000	795,000	5,029,000	100.0%
UPF	3,165,000	40,000	3,205,000	3,165,000	40,000	3,205,000	40,000	3,205,000	40,000	3,205,000	100.0%
UPS	2,892,000	290,000	3,182,000	2,892,000	290,000	3,182,000	290,000	3,182,000	290,000	3,182,000	100.0%
DPP	1,882,890	299,110	2,182,000	1,882,890	299,110	2,182,000	299,110	2,182,000	299,110	2,182,000	100.0%
ULRC	1,163,000	0	1,163,000	1,163,000	0	1,163,000	0	1,163,000	0	1,163,000	100.0%
JSC	644,000	0	644,000	644,000	0	644,000	0	644,000	0	644,000	100.0%
LDC	650,000	0	650,000	650,000	0	650,000	0	650,000	0	650,000	100.0%

Institution	A	B Budget (Shs'000)	C	D	E Release (Shs'000)	F	G (%)
	SWAP	PRDP	Total	SWAP	PRDP	Total	
TAT	505,000	65,000	570,000	505,000	65,000	570,000	100.0%
DCC	967,220	0	967,220	874,386	0	874,386	90.4%
NCSP	545,000	0	545,000	545,000	0	545,000	100.0%
ULS	72,000	0	72,000	72,000	0	72,000	100.0%
Sector-wide	1,508,000	0	1,508,000	1,261,473	0	1,261,473	83.7%
Secretariat	1,087,060	0	1,087,060	987,310	0	987,310	90.8%
Total	23,811,070	1,489,110	25,300,180	23,121,959	1,489,110	24,611,069	97.3%

Most institutions performed by 100% except for MoJCA, CADER, DCC's, cross cutting sector-wide activities and programme management.

CASE BACKLOG ALLOCATIONS FOR FY 2009/10 and RELEASES

Case back log reduction was allocated 28% of the sector wide development fund and registered an out turn of 97.9%. This was in line with the undertaking to reduce case backlog by 30% and to facilitate implementation of the Case Backlog Quick Wins Programme.

Institution	Budget (Shs'000)	Q1 Release	Q2 Release	Q3 Release	Q4 Release	Total Release	Outturn
MoJCA	667,900	217,205	140,927	159,202	150,566	667,900	100.0%
MIA (GAL)	400,000	100,000	100,000	100,000	100,000	400,000	100.0%
MoGLSD	70,000	17,500	17,500	17,500	17,500	70,000	100.0%
Judiciary	2,543,000	640,250	640,250	640,250	622,250	2,543,000	100.0%
DPP	1,192,000	299,500	299,500	228,750	293,500	1,121,250	94.1%
UPF	915,000	228,750	228,750	222,500	228,750	908,750	99.3%
UPS	887,000	222,500	222,500	299,500	219,500	964,000	108.7%
LDC	200,000	50,000	50,000	50,000	50,000	200,000	100.0%
TAT	120,000	30,000	30,000	30,000	30,000	120,000	100.0%
Programme Management	150,000	0	0	0	0	0	0.0%
Total	7,144,900	1,805,705	1,729,427	1,747,702	1,712,066	6,994,900	97.9%

Case Backlog Quick Wins Programme

The sector undertook steps to implement the new Case Backlog programme under the Quick Wins strategy. The sum of Shs. 5.228 billion was allocated for this activity over 6 months from April to September 2010, funded from the JLOS Q4 funded allocation for FY 2009/10 and Q1 allocation for the next FY 2010/11.

Institution	Supreme Court	Court of Appeal	Criminal Matters	Civil Matters	Weeding Out	ICMC	Training	Publicity	M&E	Total
MoJCA				75,000	40,000	18,000				133,000
MIA/GAL			200,000			3,000				203,000
MoGLSD			35,000			12,000				47,000
Judiciary	30,000	45,000	1,798,000	319,500	54,000	30,000				2,276,500
DPP	10,000	21,000	960,000		30,000	18,000				1,039,000
UPF			480,000		30,000	18,000				528,000
UPS			517,500		12,000					529,500
UHRC				180,000	12,000					192,000
Secretariat							150,000	105,000	25,000	280,000
Total	40,000	66,000	3,990,500	574,500	178,000	99,000	150,000	105,000	25,000	5,228,000

The Quick Wins programme targeted criminal matters in Western Uganda (Mbarara and Masaka) to reduce prisoner congestion and civil matters in Kampala and Jinja areas. The programme was launched by the Chief Justice in Kampala and in Mbarara and training of judicial officers was undertaken in Kampala by the Judicial Studies Institute (JSI). To date, all the required funds have been disbursed to the different institutions to undertake the programme.

5.3 JLOS Interventions under the Peace, Recovery and Development Plan for the North (PRDP)

The sector received off-budget support of Shs. UGX 17.9 billion from the JLOS Development Partners in FY 2008/09 to enhance JLOS presence in the PRDP and KIDDP region, focusing on the following:

1. Strengthening the chain of justice in the region by rationalizing the presence of the different institutions.
2. Co-sharing resources by building regional and mini-JLOS offices to accommodate a number of institutions under the same roof. This will also enhance coordination and service provisions in the region.
3. Provision of staff accommodation for Judiciary, DPP and other staff based in remote and difficult parts of the country
4. Strengthening Family Justice institutions in these regions by provision of registration materials for deaths and births and rolling out the services of the Administrator General.
5. Carrying out civic education on rights, alternative justice systems, national community service programmes

The additional resources were allocated as below:

Institutional Summary	Karamoja (Shs'000)	Acholi (Shs'000)	Lango (Shs'000)	Teso (Shs'000)	West Nile (Shs'000)	Other (Shs'000)	Total (Shs'000)
MojCA	2,020,000	570,000	0	0	500,000	0	3,090,000
MIA	422,000	443,000	52,000	7,000	405,000	577,000	1,906,000
MoGLSD	0	0	0	0	400,000	0	400,000
Judiciary	1,210,000	0	1,070,000	770,000	0	0	3,050,000
UPF	922,000	400,000	450,000	450,000	150,000	0	2,372,000
UPS	1,186,230	700,000	150,000	500,000	390,000	0	2,926,230
DPP	740,000	420,000	420,000	570,000	400,000	0	2,550,000
ULRC	50,000	300,000	0	50,000	0	0	400,000
JSC	178,500	144,500	62,500	0	0	0	385,500
URSB	55,000	134,000	70,000	0	51,000	0	310,000
TAT	0	130,000	0	0	40,000	0	170,000
UHRC	90,000	20,000	0	20,000	20,000	0	150,000
Secretariat	50,000	0	0	0	0	161,800	211,800
Total	6,923,730	3,261,500	2,274,500	2,367,000	2,356,000	738,800	17,921,530
Funding							
Netherlands	5,463,230	895,000	2,274,500	2,367,000	2,356,000	738,800	14,094,530
Ireland	1,410,500	0		0	0	0	1,410,500
Austria	0	2,366,500		0	0	0	2,366,500
UNICEF	50,000	0		0	0	0	50,000
Total	6,923,730	3,261,500	2,274,500	2,367,000	2,356,000	738,800	17,921,530

Only Shs. 4.953 billion had been utilised by the end of the FY 2009/10 (Table 8 below). Most of the activities related to construction of mini-JLOS houses, courts, DPP offices, prisons, border posts and staff quarters in different locations in the regions. Most of these projects were delayed pending acquisition of

land for construction and finalization of plans and technical drawings for the different buildings under the consultancy undertaken by COWI Uganda Limited.

Institutional Summary	Budget (Shs000)	Spent at 30th June 2009	Spent Jul'09 – Jun'10	Balance at 30th June 2010
Min. of Justice & Constitutional Affairs	3,090,000	172,389	852,204	2,065,407
Ministry of Internal Affairs	1,906,000	165,584	271,855	1,468,561
Min. of Gender, Labour & Social Devt.	400,000	82,051	321,306	-3,358
Judiciary	3,050,000	0	366,210	2,683,790
Uganda Police Force	2,372,000	0	146,608	2,225,392
Uganda Prisons Service	2,926,230	0	459,140	2,467,090
Directorate of Public Prosecutions	2,550,000	0	724,873	1,825,127
Uganda Law Reform Commission	400,000	100,000	250,000	50,000
Judicial Service Commission	385,500	267,000	118,500	0
Uganda Registration Services Bureau	310,000	19,982	213,407	76,611
Tax Appeals Tribunal	170,000	100,000	61,622	8,378
Uganda Human Rights Tribunal	150,000	0	148,086	1,914
JLOS Secretariat	211,800	0	112,895	98,905
Total	17,921,530	907,006	4,046,707	12,967,817

Utilization of funding of activities under the above institutions were as follows:

Institutional Summary	Netherlands	Austria	Ireland	Total
Min. of Justice & Constitutional Affairs	556,812	376,402	91,378	1,024,593
Ministry of Internal Affairs	180,882	143,571	112,986	437,439
Min. of Gender, Labour & Social Devt.	403,358	0	0	403,358
Judiciary	366,210	0	0	366,210
Uganda Police Force	0	0	0	0
Uganda Prisons Service	389,983	0	0	389,983
Directorate of Public Prosecutions	839,899	50,739	0	890,638
Uganda Law Reform Commission	100,000	300,000	0	400,000
Judicial Service Commission	82,500	144,500	158,500	385,500
Uganda Registration Services Bureau	124,389	59,000	50,000	233,389
Tax Appeals Tribunal	40,000	121,622	0	161,622
Uganda Human Rights Tribunal	148,086	0	0	148,086
JLOS Secretariat	112,895	0	0	112,895
Total Utilised to Date	3,345,015	1,195,834	412,864	4,953,713
Available Funding	14,094,530	2,366,500	1,410,500	17,871,530
Unutilised balance at 30 June 2010	10,749,515	1,170,666	997,636	12,917,817

Below is the summary of completed activities under each funding component as at 30th June 2010:

Institution	Budget (Shs'000)	Spent to date (Shs'000)	Balance (Shs'000)	Remarks/Details
Netherlands Component				
MoJCA	500,000	555,012	-55,012	Arua JLOS House
MoIA	140,000	135,882	4,118	Vehicles for Lia and Suam
NCSP	45,000	45,000	0	Extension of NCSP in Lango
MoGLSD	400,000	403,358	-3,358	Arua Remand Home completed, second phase under JLOS SWAP
DPP	350,000	336,442	13,558	Vehicles for Abim, Kotido, Amuru, Dokolo and Kaberamaido
ULRC	100,000	100,000	0	Legal reference materials for Karamoja and translation of LCC Act in Ateso
JSC	82,500	82,500	0	IEC materials and Civic education in Lango
URSB	91,000	87,711	3,289	Training of District Focal Persons and provision of registration materials
TAT	40,000	40,000	0	Tax workshop in West Nile
UHRC	150,000	148,086	1,914	Vehicle for Moroto, solar panels for Moroto, Gulu, Soroti and Arua
Secretariat	100,000	84,110	15,890	Vehicle for M&E
Total	1,998,500	2,018,102	-19,602	
Ireland Component				
MIA	70,000	67,986	2,014	Vehicle for Karamoja region
NSCP	45,000	45,000	0	Episodic drama skits, following up orders, posters and brochures
MoJCA	70,000	91,378	(21,378)	Vehicle for Moroto; utilised savings from PRDP1
JSC	158,500	158,500	0	2000 copies of Citizens Handbook on Administration of Justice
URSB	50,000	50,000	0	Facilitate registration of Deaths and Births
Total	393,500	412,864	(19,364)	
Austrian Component				
MoJCA	70,000	91,378	(21,378)	Vehicle for Gulu Regional Office
MIA	70,000	67,986	2,014	Vehicle for Gulu Regional Office
NCSP	45,000	45,000	0	Episodic drama skits, posters and brochures in Luo
ULRC	300,000	300,000	0	1000 sets of Principal Laws and 500 sets of Subsidiary Laws
JSC	144,500	144,500	0	IEC materials and Civic education in Acholi
TAT	130,000	121,622	8,378	Vehicle for Gulu, regional workshop in Acholi; saving on vehicle
URSB	59,000	59,000	0	Computers and registration materials in Kitgum and Pader
Total	818,500	829,486	(10,986)	

Below is the update of different outstanding projects under each component:

Institution	Budget (Shs'000)	Spent to date (Shs'000)	Outstanding (Shs'000)	Remarks/Details
Netherlands Component				
MoJCA	1,500,000	1,800	1,498,200	Moroto JLOS House, consultancy under procurement
MIA	856,000	0	856,000	Lia Paidha and Suam border posts and vehicles
Judiciary	2,840,000	366,210	2,473,789	Construction in Kotido, Apala, Oyam, Dokolo, Amolatar, Amuria and Ngora; contracts signed, work-ongoing
UPF	1,922,000	0	1,922,000	Moroto, Lotha, Iriri, Matany, Apac, Dokolo, Amolatar, Kaberamaido, Amuria, Katakwi & Paidha; Procurement process, at evaluation stage
UPS	2,926,230	389,983	2,536,247	Gulu, Pader, Dokolo, Paidha/Adjumani, Kumi/Amuria, Soroti; Contracts awarded or signed, work on-going
DPP	1,950,000	503,458	1,446,542	Abim, Nakapiripirit, Amuru, Dokolo, Kaberamaido, Bokedea, Adjumani/Paidha; construction contracts signed, work-ongoing
Secretariat	61,800	28,785	33,015	Monitoring and Evaluation, on-going
Total	12,056,030	1,290,236	10,765,795	
Ireland Component				
Judiciary	210,000	0	210,000	Vehicles for Moroto, Abim & Nakapiripirit; procured, not yet paid
MIA	307,000	0	307,000	Amudat border post and radio call facility
MoJCA	450,000	0	450,000	Residential premises In Moroto; land secured, consultancy advertised
Secretariat	50,000	0	50,000	Monitoring and Evaluation, not yet utilised
Total	1,017,000	0	1,017,000	
Austrian Component				
MoJCA	500,000	285,024	214,976	Gulu residential premises, construction on-going
MIA	328,000	30,584	297,416	Atiak border post and 1 vehicle for Acholi region
UPF	400,000	0	400,000	Barracks in Amuru and Pader; procurement at evaluation stage
DPP	250,000	50,739	199,261	Amuru, construction on-going
URSB	70,000	0	70,000	Vehicle for Gulu Regional Office
Total	1,548,000	366,348	1,181,653	

MIA is still engaged in the process of acquiring land to build border posts in the different regions. It is expected that the resources will be fully utilised by the end of the current FY 2010/11. The different MoU's need to be extended to 30th June 2011 to enable the sector complete the on-going construction and finalise procurement of the outstanding building constructions.

5.6 Support to the Anti-Corruption Division (ACD) of the High Court

Following the establishment of the Anti-Corruption Division (ACD) of the High Court, the sector received off-budget support of Shs. 3.79 billion from DFID, USAID and GoU to support the following activities:

Activity	DFID (Shs'000)	DANIDA (Shs'000)	USAID (Shs'000)	GoU (Shs'000)	Total (Shs'000)
Building staff competencies and capacity (Training)	689,000	162,000	150,000	200,000	1,201,000
Rent of premises, Partitioning & Furnishing	535,000		0	0	535,000
Vehicles	615,000		0	0	615,000
Court Recording Equipment	20,000		0	0	20,000
Computers, Communications & Other Equipment	374,500		200,000	0	574,500
Legal Reference Materials	219,028		0	0	219,028
Facilitating Court Sessions	275,000		0	350,000	625,000
Total	2,727,528	162,000	350,000	550,000	3,789,528

Support from DANIDA and from USAID were provided in kind and were utilised during the year. Funds from GoU were rolled over from the Shs. 1 billion special release made to the sector in June 2009. The funds received from DFID and from GoU were utilised as follows:

Activity	Budget Shs'000	Utilised Shs'000	Balance Shs'000	DFID (Shs'000)	GoU (Shs'000)	Total (Shs'000)
Building staff competencies and capacity (Training)	889,000		889,000	689,000	200,000	889,000
Rent of premises, Partitioning & Furnishing	535,000	276,120	258,880	258,880	0	258,880
Vehicles	615,000		615,000	615,000	0	615,000
Court Recording Equipment	20,000		20,000	20,000	0	20,000
Computers, Communication & Other Equipment	374,500		374,500	374,500	0	374,500
Legal Reference Materials	219,028		219,028	219,028	0	219,028
Facilitating Court Sessions	625,000	625,000	0	0	0	0
Total	3,277,528	901,120	2,376,408	2,176,408	200,000	2,376,408

The procurement processes for the outstanding activities, including training were in process and is expected to be completed by December 2010. The rent had been prepaid for 6 months and the second payment would be due in the 1st quarter of FY 2010/11.

5.7 Support for operationalisation of Transitional Justice Mechanisms

The sector received Shs. 767.7 million from Austrian Development Cooperation for activities under the Transitional Justice Mechanisms following the Juba Peace Talks and the cessation of conflict in northern Uganda. Training facilitated by IILI was organised during the year to take forward interventions under the TJ initiative.

Funds were also made available to the Judiciary War Crimes Division, UPF (CID), UPS, the DPP and GAL for training of investigators, for carrying out investigations and for court hearings which have now commenced

6.0 CHALLENGES

- Congestion in prison and the high remand population:** The sector has made progress in construction and renovation of prisons; however the population continues to exceed the designated capacity, more so made worse by the high proportion of remand prisoners. For example as at 30th June 2010, the total population stood at 31,127 prisoners against the approved holding capacity of 13,670, showing that the prisons held 17,457 prisoners over and above the number of prisoners that they are meant to hold. The South western region registered the most congested prisons for example Kiruhura held 104 prisoners in space meant for 28 prisoners while Bushenyi held 668 prisoners in space meant for 146. The congestion continues to present challenges to efforts aimed at guarding against transmission of communicable diseases such as tuberculosis. Remedies to addressing the big prison population greatly lie in addressing the challenge of the big remand population and greater investment in prevention of crime and non custodial sentencing. The capacity of investigators should be built so that investigations are made before arrests in order to limit the number of pre- trial detentions. Furthermore the sector should encourage the grant of bail in deserving cases, speed-up trials and divert suspects on charges of minor offences from prisons and avail legal aid to indigent persons at the point of entry into the legal system.
- Welfare of police officers and prison warders as well as persons in detention:** Among other welfare concerns, housing requirement for entitled JLOs staff and for staff in hard to reach areas continues to pose a challenge. Many of the prison and police barracks remain in a dilapidated state with poor sewerage systems. They are also insufficient to accommodate the staff. Feeding of inmates attending Court has remained an unaddressed. Both prisons and police do not provide feeding for persons attending Court. Some of these stay at Court for the whole day and only depend on hand outs from relatives and friends. This is an abuse of the rights of the persons in detention. The sector should therefore lobby for an increase in the development budget to enable construction of staff houses and also encourage public private partnerships. The prison and police budgets should be enhanced to ensure the provision of food to suspects and inmates attending Court. In addition the sector must incorporate feeding of suspects within session budgets as well as transport to prisons to bring food to Court
- Weakness of the medical legal linkage:** The medical legal challenges such as the absence of medical –legal policy and guidelines continue to stand in the way of accessing criminal justice. Other medical legal challenges include medical examination for victims and suspects of crime, evidence collection and processing, expert witnesses, handling of criminal lunatics among others. Therefore there is an urgent need for the JLOS and Health Sector to come together and openly discuss these challenges with a view to development of a clear policy that will ease appreciation of the roles and obligations of the actors within the two sectors and also guide the medical legal complimentarily. The sector should also revise the police medical form to capture all relevant details of victims of crime.
- Outdated and gender insensitive family justice laws** such as those that govern domestic relations, administration of estates, registration of births and deaths as well as those that govern children affairs are a hindrance to the full realisation of family justice. Despite concerted efforts at reform of the laws, the slow legislative process caused by resource constraints, increased demand for consultations, resistance to change sometimes as a result of religious beliefs and changing socio economic conditions still stand in the way of realization of the legal reform efforts. Critical as well is the continued understaffing and resourcing of family justice agencies. This calls for lobbying for requisite resources both human and financial to speed up the legislative process, undertake

advocacy to raise appreciation of changes made to the law and bring about positive change of mind set among the family justice stakeholders.

5. **Staffing shortages:** Many sector institutions still face the challenge of inadequate numbers of as well as the quality of the staff. For example 7 Judges are due to retire this year and the status quo will remain despite the recruitment of 10 new Judges of the High Court. This challenge is true for other sector institutions. Critical also for the reform programme is the capacity of the institutional policy and planning units which urgently require strengthening and retooling. The above is further compounded by the inefficiency of the probation service in the country which greatly affects the operations of sector institutions with regard to juvenile justice as well information for community service. The probation officers where they exist are more taken up by welfare functions and are not performing their function as officers of court. Probation Officers hardly present any social inquiry reports to accompany statements from police stations. We take note that the Ministry of Public Service is to undertake a restructuring of all government ministries, departments and agencies. The various sector institutions must therefore ensure that the proposed restructuring addresses most of their man power challenges. The sector must also lobby to be in the first phase in the restructuring process. Sector PPUs in addition to benefiting from the restructuring must be strengthened by the provision of requisite tools as well as staff training.
6. **Corruption:** Despite placing a lot of emphasis on improving and enhancing integrity and fighting corruption within the JLOS as well as the existence of good laws on anti corruption, reports of the Inspector General of Government, the Afro Barometer (2008/2009 report) and other integrity surveys both local and international, continue to report cases of real and perceived corruption within JLOS institutions and a weak enforcement regime of fighting corruption. Petty corruption is rampant at most service points in JLOS institutions and a large portion of the public claim to have either paid for services or believe that you cannot get a service unless you pay a facilitation fee. Corruption is a denial of basic fundamental rights and freedoms, as it prevents the poor and marginalised from accessing services and claiming their rights because they cannot afford to pay the high premium sought by the corrupt. It also leads to misallocation of scarce resources thereby weakening the reforms. The sector must address corruption by enhancing cooperation with the Inspectorate of Government, prioritising the development and implementation of a JLOS anti corruption strategy which focuses on investigation, prosecution, adjudication and punishment of the corrupt. The sector should also support the development of client charters to translate performance management into rights which can be demanded and enforced by the users. Furthermore, the sector must intensify inspection of institutions, open up sector institutions to public scrutiny and have active public relations officers who interface with the public through the print and electronic media. In addition, the sector should promote the establishment of integrity committees in institutions to promote ethics and deal with corruption. Last but not least, the sector has to continue to prioritise the Anti Corruption Division of the High Court and ensure expeditious handling of corruption related cases to raise the risk of corruption.
7. **Rent:** Before the sector acquires a home, many sector institutions operate from rented premises. In the period under review the cost of rent has increased by 25% and taking an equivalent of 30% of the sector development budget. implying a drain on the operation resources of the sector institutions. The sector has with support from Government and Development Partners continue to invest in infrastructure for office accommodation up country as well as the three infrastructural projects being pursued under the ORIO Facility of the Royal Kingdom of the Netherlands.

ANNEX 1: PROGRESS AGAINST UNDERTAKINGS OF THE 14TH JOINT GOVERNMENT OF UGANDA AND DEVELOPMENT PARTNERS ANNUAL REVIEW

No.	Undertaking	Means of verification /indicators	Baseline	Strategies	Target	Progress of implementation June 2010
1.	Reduce case backlog by 30% (12,000 backlog cases handled)	<ul style="list-style-type: none"> 50% increase in rate of disposal of all cases and matters (from 40% to 60%) 	40%	<ul style="list-style-type: none"> Case backlog reduction strategy costed and adopted by the sector by January 2010 Case backlog reduction strategy commenced by January 2010 Process for performance measurement mechanisms in place by August 2010 with the aim of being adopted by December 2010 All JLOS institutions have client charters by August 2010 with the aim of being adopted by December 2010 	31 st December 2010	<p>Case backlog quick wins Programme was launched. 24 sessions completed 4269 backlogged cases completed 23878 case files closed/weeded out 12 Sessions ongoing 164 sessions funded but 338 sessions and 19,000 cases targeted. 200 cases completed through mediation.</p>
2.	Implement the JLOS anti corruption strategy	<ul style="list-style-type: none"> JLOS anticorruption strategy in place Dissemination workshops IEC materials and anti corruption literature 50% improvement in 	Draft	<ul style="list-style-type: none"> Consultations on the JLOS anti corruption strategy undertaken for adoption by the sector structures by June 2010, with the possibility of implementing quick 	December 2010	<p>Draft strategy available. Strategy being fine tuned following capacity building programme in Denmark. Expected to be finalized and adopted by November 2010.</p>

No.	Undertaking	Means of verification /indicators	Baseline	Strategies	Target	Progress of implementation June 2010
		perception rating		wins immediately such as reporting on corruption cases		
3.	Undertake consultations for the development of policy and legal framework for truth telling and national reconciliation processes and traditional justice mechanism	<ul style="list-style-type: none"> Draft policy and legal framework on truth telling and national reconciliation Draft policy and legal framework on traditional justice mechanism 		<ul style="list-style-type: none"> Proposal for consultations developed approved and adopted by March 2010 Study instruments developed and approved by end of April 2010. Consultations commenced by August 2010. 	June 2010	<p>Proposal for consultations developed approved and adopted</p> <p>Study instruments developed and approved</p> <p>Consultations scheduled for October 2010</p>
4.	Conduct study and prepare costing for developing an integrated data management system	Consultants procured Study report System design		<ul style="list-style-type: none"> Systems study and design undertaken by August 2010. Integrated system study recommendations adopted by all JLOS structures by October 2010 Study recommendations inform work plan 2010/2011 	October 2010	Evaluation completed awaiting contracts committee decision

No.	Undertaking	Means of verification /indicators	Baseline	Strategies	Target	Progress of implementation June 2010
5.	Develop a draft SIPIII including an M&E in line with the National Development Plan	Consultants procured Workshop report Draft SIP III	SIP II	<ul style="list-style-type: none"> • Consultancy procured by April 2010 • Draft SIP III developed and consultative processes for approval and adoption commence by September 2010 	December 2010	Activity ongoing and is being undertaken in-house.
6.	Ensure full implementation of 13 th annual review undertakings.	• Legal aid policy developed, costed and adopted	Bid evaluation	<ul style="list-style-type: none"> • Fast track implementation of previous undertakings 	June 2010	1 st Draft from the consultant received
		• Key laws ²⁴ to strengthen reforms in JLOS enacted	Draft bills		December 2010	ICC Bill and whistle blowers Bill enacted . Administration of Justice Bill requires consultations with Ministry of Public Service Children Amendment Bill still with Law Reform Commission.
		• 10% minimum allocation of the JLOS budget to Land and Family Justice • Recommendations of the report of the Integrated Study on Land and Family Justice			June 2010	Progress made especially for family justice. Little progress made in respect of land Justice.

²⁴ Counterfeit Bill, Sale of Goods and Supply of Services Bill, Free Zones Bill, Capital Markets (Amendment) Bill, Administration of Justice Bill, International Criminal Court Bill, Anti Money Laundering Bill, Whistle Blowers Bill, Children (Amendment) Bill and amendment to Firearms Act, regulations under the previously enacted laws.

No.	Undertaking	Means of verification /indicators	Baseline	Strategies	Target	Progress of implementation June 2010
		implemented				
		<ul style="list-style-type: none"> • Value for money audit completed and report disseminated 	Draft report		March 2010	Report to be submitted to Parliament by Auditor General
		<ul style="list-style-type: none"> • Medium Term Evaluation of SIPII completed and approved 	Inception report		April 2010	Final Report Received and validation workshop held.
		<ul style="list-style-type: none"> • JLOS M & E Framework disseminated approved and implemented 	Draft		April 2010	Draft M and E framework approved by both the Technical Committee and Steering Committee.

ANNEX 2 JUSTICE LAW AND ORDER SECTOR INSTITUTIONAL PROGRESS REPORTS FY 2009/10

Judiciary

1 Key Result Areas	2 What Changed? Results	3 What had JLOS/agency Expected to Change? <i>(Planned outcome/output targets)</i>	4 Deviation from the plan and lessons learnt	5 Actual Expenditure	6 Budget/Rec eived	7 Deviation from Budget and lessons learnt (8 Cumulative Expenditure ()
Promote rule of law and Due Process	The Judiciary has set up a Committee, chaired by a Registrar, to handle disciplinary matters regarding operations of Bailiffs. The Bailiffs have also set an Association to regulate operations of its members in the country.	Bailiffs/Court Brokers sensitised and monitored regarding adherence to standards	The planned workshop was not conducted during the financial year but is now 3 rd - 4th September, 2010 at Ridah Hotel Seeta.	None	60,000,000	More funding will be required in the coming financial year to follow up operations of Court Bailiffs	None
	None	20 Principal/Subsidiary law books procured and distributed	Books were not bought during the financial year. The procurement process, however, is on for the same. The delays, however, should be avoided in future.	None	70,000,000	Funding is inadequate to cover the numerous courts country wide.	None
	Brochures on Court Procedures in respect of adoption, guardianship, administration of estates were developed, printed and distributed	Brochures and Posters printed	Delays in printing the final documents should be avoided in future. Posters were, however, not printed.	None	12,000,000	Budget was inadequate. More funding needed for printing and distribution of more copies.	None
Enhance Access to Justice for all, especially the marginalised and poor	None of these courts has been constructed with the earmarked JLOS funds. Butaleja is being constructed with direct support from Danida while Otupe is benefiting from the Northern Uganda Transitional Initiative (NUTI) under USAID. Working environment has been improved and distance for the court users to the Grade I Courts in these two districts has been reduced to less than 30km	Construct 3 Courts in Butaleja, Ibanda, and Otupe.	The funds have been rechanneled for construction of Kalangala District (Grade I) Court which could not be started with the FY 2008/9 allocation due to the inadequacy of the funds.	None	350,000,000	Government should ensure that funds for construction projects are timely released.	None
	Six vehicles procured and distributed to	Six vehicles procured	It is important to facilitate	360,000,000	360,000,000	This has been a timely	360,000,000

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	Magistrates in Moroto, Moyo, Hoima, Nakapiripirit, Abim, and Apala. This has eased the movement of Magistrates while visiting loci and supervising court operations. Magistrates have also attained independent in terms of transport.	for the Chief Magistrates in Moroto, Moyo, Hoima Nakapiripirit, Abim, and Apala.	Magistrates in terms of transport so as to safeguard their independence. The one for Ngara will be delivered by September 2010.		0	support to the Magistrates	
	The process of procuring furniture has been initiated	Furniture procured for 2 courts to be constructed.	The Procurement process a waits completion of the Court.	0	50,000,000	This will provide great relief to both the Court Staff and Users.	0
	None	Transcription digital transacting equipment for Family Division procured from South Africa.	The procument process has been slow. Besides the cost of the equipment is reportedly higher. There is need for more resources to support this initiative.	0	100,000,000	This division should borrow a leaf from the Land Division.	0
	Four computers were procured for the Division. Processing of documents and storage of information improved in the Division	4 computers procured for the Land Division	This has improved the speed of transacting business in the Division	14,000,000	14,000,000	This was a timely support to the division	14,000,000
	Photocopier was procured. Photocopying of documents made easier and faster	Photocopier (heavy duty) procured for the Land Division	This has improved the speed of transacting business in the Division	40,000,000	40,000,000	This was a timely support to the division	40,000,000
	None	Transcription digital transacting equipment procured for the Lands Division	The procument process has been slow. Besides the cost of the equipment is reportedly higher. There is need for more resources to support this initiative.	0	100,000,000	Procurement delays should be avoided	0
	Five sessions involving 147 cases were conducted. 56 were completed, 27 were remitted to the High Court, and 64 are pending hearing while 21 are pending judgment.	Hold 6 sessions of the Supreme Court	The activity was carried out according to the plan. Funding, however, was inadequate	45,000,000	45,000,000	There is need to facilitate more sessions to clear backlog in the system.	45,000,000
	Out of 1,242 civil cases in the system, 211 were completed, 1031 are pending.	Hold 6 sessions of Court of Appeal	The activity was carried out according to the plan.	90,000,000	90,000,000	There is need to facilitate more	90,000,000

1 Key Result Areas	2 What Changed? Results	3 What had JLOS/agency Expected to Change? <i>(Planned outcome/output targets)</i>	4 Deviation from the plan and lessons learnt	5 Actual Expenditure	6 Budget/Received	7 Deviation from Budget and lessons learnt (8 Cumulative Expenditure ()
	Out of 1,575 criminal cases in the system, 307 were completed. 1,359 are pending.		Funding, however, was inadequate			sessions to clear backlog in the system.	
	Fourteen sessions, involving 1,595 cases were planned. Eleven sessions involving 455 cases have been completed. Three more sessions, involving 600 cases are scheduled to be conducted in August-October 2010	Hold 6 sessions of High Court – Land Division	The sessions went up to 14 for the reason that the Judges and the Registrar in the Division are handling the sessions individually.	120,000,000	120,000,000	There is need for more support to help the Division clear backlog in the system.	120,000,000
	The Division by 30th June 2009 had 934 backlog cases. 333 were planned to be handled during the FY 2009/10 but on 323 were actually cause listed, of which only 37 were completed.	Hold 8 sessions – Commercial Division	Backlog in the division is growing at about 28% pa. This is attributed to a number of factors; inadequate staffing/Judges, transfer of some Judges without replacement; and inadequate funding. Backlog can only be cleared if effort is multiplied by 3.118 times.	160,000,000	160,000,000	None	160,000,000
	Four Sessions were planned for a total number of 813 backlog cases. 588 (72%) were cause listed out of which 402 (68%) were completed, 186 cases remained pending. A total of 255 (28%) were not cause listed	Hold 8 sessions of High Court – Civil Division	A total of 186 cases pending from the 1 st -3 rd quarters have been shortlisted to be handled in the 4th quarter.	120,000,000	120,000,000	There is need to facilitate more sessions to clear backlog in the system.	120,000,000
	8 sessions were held. 715 cases were completed. Backlog in the Division reduced by 21% from 3,462 to 2,747.	Hold 8 sessions of High Court – Family Division	The activity was carried out according to the plan. Judgements from the last two sessions, however, are still being written and delivered.	120,000,000	120,000,000	There is need to facilitate more sessions to clear the backlog in the system.	120,000,000
	Planned for 51 sessions involving 2,400 physical files. 43 sessions involving 1,123 files were completed. 2 sessions are on-going, 6 involving 1,277 files are pending.	Hold 60 sessions of High Court – Criminal Division	The activity was carried out according to the plan. Funding, however, was inadequate	855,000,000	855,000,000	There is need to facilitate more sessions to clear the backlog in the system.	855,000,000
	Planned for 24 sessions, involving 1,303 physical files. So far, one (1) session, involving 60 files has been completed. 13	Hold 30 sessions for the Quick wins introduced in May 2010	Funding, was inadequate to cover all the planned sessions			There is need to facilitate more sessions to clear the	

1 Key Result Areas	2 What Changed? Results	3 What had JLOS/agency Expected to Change? (<i>Planned outcome/output targets</i>)	4 Deviation from the plan and lessons learnt	5 Actual Expenditure	6 Budget/Received	7 Deviation from Budget and lessons learnt (8 Cumulative Expenditure ()
	sessions are on-going while 10 are pending.					backlog in the system.	
	Planned for 63 sessions involving 476 physical files. 30 sessions involving 288 files have been completed. 33 sessions are ongoing.	Hold 76 sessions in 38 Chief Magistrates' Courts	Funding, was inadequate to cover all the planned sessions	285,000,000	285,000,000	There is need for more funds to clear the backlog in the system.	285,000,000
	Cause listed 113 sessions involving 936 physical files. 85 sessions involving 576 files were completed. 28 sessions are ongoing.	Hold 132 sessions in 66 Grade I Courts	Funding, was inadequate to cover all the planned sessions	198,000,000	198,000,000	There is need to facilitate more sessions to clear the backlog in the system.	198,000,000
	Planned for 17 Sessions, involving 219 cause listed cases, of which 99 were completed. 8 sessions were adjourned to the next session.	Conduct 50 mini sessions	The activity was carried out according to the plan. Funding, however, was inadequate	250,000,000	250,000,000	There is need to facilitate more sessions' to clear the backlog in the system.	250,000,000
	Since its creation, the ACC has registered 511 cases, of which 325 (64%) have been disposed. 186 are pending.	Cases for the Anti Corruption Division	The ACC was recently created as one of the divisions of the High Court			There is need to facilitate more sessions to clear the backlog in the system.	
	Four monitoring and evaluation trips conducted over the year.	Coordination, monitoring & support towards implementation of sessions in the country	M&E is vital to check on the progress of the activities supported once resources have been disbursed.	300,000,000	300,000,000	The support should be continuous to routinely facilitate this process	300,000,000
	Best practices of Commercial Court, including mediation and ADR have been rolled out to the Criminal Division	Best Practices rolled out to all courts; ADR promoted in the Criminal Division	This has expedited the process of delivery of criminal justice	30,000,000	30,000,000	More support is needed to promote ADR activities in the judicial processes	30,000,000
	Best practices of Commercial Court, including mediation and ADR have been rolled out to the Land Division	Best Practices rolled out to all courts; ADR promoted in the Land Division	This has expedited the process of delivery of land justice	30,000,000	30,000,000	More support is needed to promote ADR activities in the judicial processes	30,000,000
	Best practices of Commercial Court, including mediation and ADR have been rolled out to the Family Division. 22 cases were resolved through ADR. In addition, ADR experiences have been	Best Practices rolled out to all courts; ADR promoted in the Family Division	This has expedited the process of delivery of family justice	30,000,000	30,000,000	Conferencing facilities needed to support ADR activities in the Division	30,000,000

1 Key Result Areas	2 What Changed? Results	3 What had JLOS/agency Expected to Change? (<i>Planned outcome/output targets</i>)	4 Deviation from the plan and lessons learnt	5 Actual Expenditure	6 Budget/Received	7 Deviation from Budget and lessons learnt (8 Cumulative Expenditure ()
	Video recorded for sharing purposes.						
	3 Judges and Registrar were trained in Case Management and ADR techniques in ADR and Land matters in RIPA (UK) from the 19 th June 2010 to 2 nd July 2010.	3 Judges and Registrar trained in Case Management and ADR techniques in ADR and Land matters.	This has enhanced the skills of the Judges and Registrar in handling ADR and case management in land matters	80,000,000	80,000,000	More support is needed to promote ADR activities in the judicial processes	80,000,000
	Five Clerks/Interpreters and Five Secretaries (Transcribers) were trained in Court Recording and Transcribing procedures from 9 th to 13th August 2010 at the Commercial Court	Expert hired from South Africa to train transcribers to use the transcribing equipment facilitated/Land Division	Instead of the Expert from South Africa, a Trainer was engaged from the Parliamentary Commission.	20,000,000	20,000,000	This saved the cost of hiring the expert from South Africa.	20,000,000
	3 Judges and Registrar were trained in Case Management. skills in Family matters at RIPA (UK) from the 28 th June 2010 to 2 nd July 2010	3 Judges and Registrar trained in Case Management and ADR techniques in Family matters.	The training was delayed up to the end of the year. Impact is yet to be realised. Training, however, was not done in ADR due to shortage of funds. This is still necessary.	80,000,000	80,000,000	Budget was inadequate. The focus should now be on ADR as well case management for the new Judges being posted to the division	80,000,000
	3 Judges and Registrar trained on Case Management and ADR techniques in Criminal Matters in RIPA (UK) from 19 th June 2010 to 28 th July 2010.	3 Judges and Registrar trained in Case Management and ADR techniques in Criminal Matters	This has enhanced the skills of the Judges and Registrar in handling Criminal matters and ADR in case management	80,000,000	80,000,000	More support is needed to promote ADR activities in the judicial processes	80,000,000
	None	Expert hired from South Africa to train transcribers to use the transcribing equipment facilitated/Family Division	The training was re-scheduled to take place in August-September 2010.	0	20,000,000	It is being preferred that a local expert be engaged to handle the training.	0
	Four User Committee meetings were conducted.	Court user Committee meetings conducted/Commercial Court		20,000,000	20,000,000	The activity should be supported on annual basis	20,000,000
	Three Court Users Committee meetings were held in September, December 2009	Court user Committee meetings	The fourth has been scheduled to take place	20,000,000	20,000,000	The activity should be supported on annual	20,000,000

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	and May 2010.	conducted/Land Court	immediately after Court Vacation – September 2010			basis	
	Four Court User Committee meetings were held. This has enhanced coordination, communication and cooperation among stakeholders. Time keeping and customer care at the Registry has improved.	Court user Committee meetings conducted/Family Court	It is urgent that Uganda ratifies the Hague Convention on Inter-country adoption. Guardianship Orders are being abused to circumvent the tough laws on adoption	20,000,000	20,000,000	The activity should be supported more regularly-monthly basis	20,000,000
Enhance JLOS contribution to Economic Development	One Judge and two Registrars trained on Mediation Skills at the Pepperdine University (USA) from the 23/6-1/7/2010' Mediation Awareness Seminar targeting 100 Court Users was also conducted at Metropole Hotel in Kampala from the 19 th 020thJuly 2010.	Members of Commercial Court Bar and professional staff trained in Commercial Law and Practice	This has enhanced the capacity of the Judges and Registrar to adjudicate commercial Cases.	100,000,000	100,000,000	The intervention should be supported on annual basis	100,000,000
	Consultant M/S Nox Ntuli from South Africa and John Napier from Pepperdine University were engaged.	Consultancy services for evaluation Commercial Court Mediation Project.	The assignment is being undertaken.	15,000,000	15,000,000		15,000,000
	1,000 of the rules were produced. Amendments are before the Rules Committee	Production of Mediation Rules	The activity was successfully carried out.	10,000,000	10,000,000		10,000,000
	Training manuals were developed at four levels; Manual for Trainers; 1 day Training Manuals; 3 day Training Manuals three; and 5 day Training Manuals stages. Three trainings were also conducted in line with the manuals.	Training Manuals for Commercial Mediation	The activity was successfully carried out.	10,000,000	10,000,000		10,000,000
	The Charter was developed and 1,500 copies printed and distributed.	Commercial Court Mediation Court Users Charter	The activity was successfully carried out.	5,000,000	5,000,000		5,000,000
	Benchmarking study carried out in South Africa and Zambia. Preparations are under way to launch the Small Claims Procedure in Uganda	Small claims procedure rolled out, benchmarking study to SA, develop rules of procedure,	Claims of less than U Shs 10 m will be handled through this court. This will speed up the process of justice.	20,000,000	90,000,000	The Small Claims Procedure should be lauged as soon as possible.	20,000,000

1 Key Result Areas	2 What Changed? Results	3 What had JLOS/agency Expected to Change? <i>(Planned outcome/output targets)</i>	4 Deviation from the plan and lessons learnt	5 Actual Expenditure	6 Budget/Received	7 Deviation from Budget and lessons learnt (8 Cumulative Expenditure ()
		sensitisation, etc					
	The Commercial Division was facilitated to acquire assorted stationery, Library books/reference materials, small office equipment, consumer consumables, Photocopier (under procurement), Silence notices, commercial court brochures, and effectively run the office.	Procurement of general goods and supplies for the Commercial Court.	This was useful support to the Division. It supplemented resources provided to the division from the GoU Vote	100,000,000	100,000,000	The activity should be supported on annual basis	100,000,000
	Carried out over 71 field inspections in the following Magisterial Areas among others; Fort Portal, Mubende, Karamoja, Kalangala, Kibale, Bushenyi, Ibanda, Tororo, Pallisa and Lira Chief Magisterial Areas. Investigated and resolved 740 complaints concerning abuse of process and mishandling of cases. Ant-corruption materials were produced and distributed. Deputy Registrars in the eleven HCC were also facilitated to supervise the lower courts.	Field inspections of all courts carried out, court complaints investigated and resolved, anti-corruption materials produced/disseminated.	This was useful support to the Inspectorate It supplemented resources provided to this division from the GoU Vote	100,000.000	100,000,000	The activity should be supported on annual basis	100,000,000
	Family Division was facilitated to acquire stationery-photocopying paper, pens etc, small office equipment, and computer consumables-toner, flash discs etc and effectively run the office. Two model courts - Gulu and Makindye were also supported. Children's play/waiting room was also supported in the Division.	Family Division supported to handle family matters.	This was useful support to the Division. It supplemented resources provided to this division from the GoU Vote	60,000,000	60,000,000	The activity should be supported on annual basis	60,000,000
	Land Division was facilitated to acquire stationery, small office equipment, and effectively run the office.	Land Division supported to handle land matters.	This was useful support to the Division. It supplemented resources provided to this division from the GoU Vote.	60,000,000	60,000,000	The activity should be supported on annual basis	60,000,000

Directorate of Public Prosecutions

Key Result Area	What Changed? Results	Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure (shs.billion)	Budget FY 2009-10 (shs.billion)	Deviation from Budget and lessons learnt	Cumulative Expenditure
KRA 1	Rule of law and due process promoted						
	20 sets of principal red and 20 sets of blue volumes procured 130 copies of Anti-corruption Act from GoU funding, 8 copies of High Court Monthly Bulletins 200 copies of revised Uganda Constitution	20 sets of Principal and 20 sets of subsidiary laws of Uganda Legal Reference Materials procured	150% (i.e.100% achievement in accordance with the plan and 50% deviation since other copies were procured using GOU funding) There is need for other legal reference materials	0.070	0.070	0	0.070
KRA 3	Enhanced Access to Justice for all Especially the Poor and Marginalized Groups						
	Office Construction in for 8 offices in: Moyo, Mpigi, Adjumani, Pайдha, Kaberamaido, Bukedea, Nakapiripirit Abim is at ring-beam level Procurement of construction services for Dokolo & Amuru offices is in progress No constructions for residential premises has commenced in Abim and Nakapiripirit. However, the process of land registration is on going	Construction of additional 2 office premises in Moyo & Mpigi under SWAP 8 office premises were constructed in; Adjumani, Paidha, Amuru, Dokolo, Kaberamaido, Bukedea, Abim & Nakapiripirit under PRDP/KIDP	50% performance due to :- -Delay in payment of contractors by the sector. -Construction in Dokolo & Amuru to be readvertised -Procedural delays in Districts to register land. -Amuru has not provided land for construction of residential quarters following its division into Nyoya and Amuru districts Funds need to be set aside for purchasing & titling of land meant for office construction, hiring a clerk-of-works & facilitating a government site supervisor.	0.400 0.342 0.174	0.400 0.400 2.000	0 0.58 1.826	0.400 0.342 0.174
-do-	2 offices were opened in Kaliro & Bundibugyo and 2 RSPs offices in Moroto & Adjumani were upgraded to RSA status	11 new offices opened and 19 RSPs offices upgraded to RSA status	9 offices not opened & 19 RSPs not upgraded due to high staff turnover rate caused by poor remuneration & inability of the directorate to sustain running all upcountry offices. There is need to enhance remuneration of staff to sustain all running field offices.	0.270	0.250	0.20 Extra 20million was funded from GoU development basket	0.270
-do-	30 recruited	Recruit & deploy 30 SAs:-	100%	0.030	0.030	0 Extra funding is	0.30

Key Result Area	What Changed? Results	Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure (shs.billion)	Budget FY 2009-10 (shs.billion)	Deviation from Budget and lessons learnt	Cumulative Expenditure
		30 State Attorneys,				required to cater for induction program	
-do-	14 vehicles were procured; 3 vehicles for Masaka, Mbale & PPU from SWAP 5 vehicles from PRDP 3 saloon cars and 2 motorcycles from GOU 1 station wagon from the Ministry of Ethics	03 vehicles for; Masaka, Mbale & PPU from SWAP 5 vehicles from PRDP 3 cars from GoU 2 motorcycles	110% (100% achievement in line with the planned procurement and extra 10% due to the One station wagon donated through the Directorate of Ethics	0.214 0.332 0.120	0.210 0.350 0.120	Excess 0.04 was due to increase in market prices 0.018 0	0.214 0.332 0.120
-do-	39 computers, 1 photocopier, 1 digital camera and 1 fax machine were procured	Procure 40 Computers, Photocopiers & fax machines	100% Camera procured under GOU	0.100 0.055	0.100 (SWAP) 0.055 (GoU)	0	0.100 0.055
KRA 4	Reduce incidence of crime, promote safety of person & security of property						
	182,950 case files perused	Peruse 200,000 case files	91% performance less by 17,050 (9%) case files as planned due to insufficient financial and human resources. Some activities were carried forward to the next financial year due to late receipt of funds. There is need to recruit more staff & facilitate them better.	1.155 2.322	1.192 (SWAP) 2.344 (GOU)	0.040 0.022 The above Balance is committed Funds need to be released in time	1.155 2.322
-do-	119,462 cases were handled (Detailed break down below)	307,032 cases (Detailed break down below)	39% output realized due to:- Insufficient number of judicial, prosecution and investigation officers. There is need to address the issue of number s & turnover of legal officers across JLOS institutions	0.834	1.042	0.238 Activity is ongoing	0.834
-do-	Supreme Court: 58 appeals were handled	Supreme Court - 120	48% achieved i.e less by 62 cases due to:- Few cases cause listed from Supreme court and Lack of quorum on the bench	0.024	0.030	0.006	0.024
-do-	Court of Appeal- Constitutional: 212 cases were handled.	Court of Appeal - 300 cases	71% achieved against the plan since 212 cases were cause listed	0.034	0.042	0.008	0.034

Key Result Area	What Changed? Results	Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure (shs.billion)	Budget FY 2009-10 (shs.billion)	Deviation from Budget and lessons learnt	Cumulative Expenditure
-do-	High Court: 4,304 cases, 321 Appeals, 1,230 Applications Revisions were 24 handled,	High Court - 4,500 Appeals in High Court - 250 High Court Misc. Applications - 1,400 Revisions in High Court – 50	95% was achieved since Fewer cases had been cause listed	0.416	0.520	0.104	0.416
-do-	Magistrate's Courts: 113,267 3784 cases were committed	Magistrate's Court - 134,000 Committals to High Court - 4,000	82% Fewer cases caused listed	0.360	0.450	0.090	0.360
-do-	Anti-Fraud Unit: 46 Special fraud cases handled.	50 special fraud cases	96% Almost all Anti-Corruption court cases cause listed were handled.	0.798	0.847	0.049 Funds committed.	0.798
-do-	57 Global Fund cases were identified for investigations; 4 cases completed, 2 are under hearing, 6 cases closed for lack of sufficient evidence, 36 cases are under various levels of investigations, 9 cases pending investigations	87 Global Fund cases identified, investigate and prosecuted	30 cases could not be handled limited time & financial resources. There is need for extra time & resources to handle the cases.	0.600	0.600	0	0.600
-do-	23 extradition proceedings 39 Transnational cases 17 international meetings & conferences were attended and 1 conference of EAC heads of prosecution was hosted 37 mutual legal assistance requests	30 extradition proceedings 40 Transnational cases 30 international meetings & conferences attended	7 less 1 less 13 less 63 less The above shortages were attributed to few cases the department received during the period under review There is need to put mechanisms for external agencies to contact the DPP's directly.	0.009 0.145 0.009 0.04	0.009 0.145 0.009 0.004	0 0 0 0 Extra funding is needed since transnational cases are very costly.	0.009 0.145 0.009 0.004
	1,309,000 witness pre-trial were interviewed	2,200,000 witness pre-trial interviewed.	Only 60% pre-trial were interviews afforded due to insufficient funds. This fell short by 891,000 pre-trial	0.120	0.150	0.030	0.120

Key Result Area	What Changed? Results	Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure (shs.billion)	Budget FY 2009-10 (shs.billion)	Deviation from Budget and lessons learnt	Cumulative Expenditure
			interviews. There is need to increase staff and facilitation for pre-trial interviews				
	4 DPP/CID coordination meetings held	6 DPP/CID coordination meetings to be held	67% achievement realized. Performance fell short due to many overlapping activities between the two institutions.	0.032	0.032	0	0.032
	6 Radio/TV talk shows and 1 issue of 1,000 copies of the DPP magazine	12 Radio/TV talk shows & 1 issue of 1,000 copies of the DPP magazine	75% achievement registered due to the few officers who were often very busy and funding was insufficient to accomplish the set target.	0.250	0.250	0	0.250
KRA 6	Institutional Strengthening						
	18,447 public complaints were received & handled	32,000 public complaints received & handled	13,553 less public complaints were received There is need to strengthen complaints desk & establish a Trauma Victims Desks	0.023	0.023	0 Special resource envelop needs to be set aside for strengthening complaints desk & establishment of Trauma Victims Desks	0.023
	3 nationwide 78 adhoc inspections were conducted	4 Nationwide & 100 ad-hoc inspection	75 % nationwide inspection & 78% adhoc inspections. Adhoc inspections were limited due to insufficient funds. It is important to set aside funds for quality assurance activities.	0.210	0.210	0	0.210
-do-	Semi-annual performance report, and quarterly M&E reports produced, ministerial policy statement, BFP, annual reports produced	Produce 1 MPS , annual performance assessment, 1 BFP, and quarterly M&E reports	100%	0.120	0.120	0 Extra funding is needed for preparation of relevant documents	0.120
-do-	45 staff attended trainings and study tours abroad 106 staff attended specialist courses 4 Staff are training at Masters	300 Prosecutors trained in the art of trial advocacy & specialized fields.	39% were trained. This as a result of limited funding. There is need to:- set aside a sizeable resource envelop to train staff to meet the new			0.150	

Key Result Area	What Changed? Results	Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure (shs.billion)	Budget FY 2009-10 (shs.billion)	Deviation from Budget and lessons learnt	Cumulative Expenditure
	27 officers attended training abroad 11 Attorneys attended International training tours	- 4 Staff trained at Masters level -10 Staff trained at Diploma level. - 4 trainings on attachment -12 International conferences -2 annual workshops	sophisticated crime trends. Establish a fully flagged training unit fully facilitated with training facilities.				

Uganda Law Reform Commission

Key Result Areas	Results	Planned outcome targets	Deviations from the plan and lessons learnt	Actual expenditure	Budget	Deviations from budget and lessons learnt	Cumulative expenditure
KRA 1: Promote rule of law and due process							
1.1 Ensure certainty of laws and predictability of procedures	<ul style="list-style-type: none"> ▪ Taskforce meetings held ▪ Field instruments discussed with T/F ▪ Preliminary visits undertaken ▪ Draft concept paper in place ▪ Fieldwork commenced 	Revised Succession law in place	No deviation- This project was planned to be undertaken in two Financial Years starting FY 2009/10. 75% of the work has been done and completion will be in the FY 2010/11	30,664,053	100,000,000	69,335,947	30,664,053
	ULRC ,working closely with Ministry of Lands, Housing and Urban Development is in advanced stages	Revised Land law in place	The Commission is undertaking this project with MoLHUD because by the time the Commission received funding for this activity, the Ministry was already doing some work on the project. The Commission decided to work jointly with the Ministry to complete the project which is in advanced stages	18,600,000	40,000,000	21,400,000	18,600,000
	Revision of Penal Code Act with Revised Penalties & Fines completed	Reprint of the Penal Code Act with revised penalties and fines	The Commission was able to revise the Penal Code Act but is yet to produce a reprinted version of the same which is planned for the FY	71,683,000	50,000,000	-21,683,000 Over spent by 21 millions because of additional consultations and	71,683,000

Key Result Areas	Results	Planned outcome targets	Deviations from the plan and lessons learnt	Actual expenditure	Budget	Deviations from budget and lessons learnt	Cumulative expenditure
		in place	2010/11			research work that was undertaken	
	Draft Revised volumes of laws 2005-2007 produced	Revised volumes of laws 2005-2007 in place	The exercise was not completed on time because an additional workshop needed to be held. Completion is planned for FY 2010/11	56,013,920	37,000,000	-19,013,920 Overspending of 19 millions was because there were certain instruments that were discovered missing at the last minute and had to be included	56,013,920
	Translated version of the Local Council Courts Act into Luganda produced	Translated version of the Local Council Courts Act into Luganda in place	The exercise was not completed because funds were released late.	40,354,775	50,000,000	9,645,225	40,354,775
	Preparatory work on Sentencing guidelines completed	Sentencing guidelines in place	Exercise is ongoing. To be completed in FY 2010/11	1,573,700	0	1,573,700	1,573,700
	<ul style="list-style-type: none"> ▪ The Domestic Violence Bill was enacted into law ▪ MPs and Judges sensitised on the Domestic Violence 	Enactment of the Domestic Violence Bill into law	No deviation	84,677,730	100,000,000	15,322,270	84,677,730
	Consultative meetings held	Administration of Muslim Personal Law Bill enacted into law	Activity pending policy guidance from the Hon. Attorney General	16,030,000	100,000,000	83,970,000	16,030,000
	Sensitisation workshop held with Legislators	Companies Bill enacted into law	No deviation	31,435,000	40,000,000	8,565,000	31,435,000
	Sensitisation workshop held with Legislators	Insolvency Bill enacted into law	No deviation	69,911,433	60,000,000	-9,911,433 The overspending was due to additional work that was done	69,911,433
	Preparatory work on compendium of land laws undertaken. Draft in place	Publication of compendium of land laws	Publication of the compendium of land laws was not accomplished due to the fact that funds for the activity were released late.	96,681,980	155,000,000	58,318,020	96,681,980

Key Result Areas	Results	Planned outcome targets	Deviations from the plan and lessons learnt	Actual expenditure	Budget	Deviations from budget and lessons learnt	Cumulative expenditure
			Secondly, there are comprehensive amendments to the land law that are still being undertaken and this has slowed down work on the compendium of land laws. The exercise will be completed in the FY 2010/11				
	Preparatory work on compendium of electoral laws undertaken	Preparation of compendium of electoral laws	Preparation of a compendium of electoral laws was not completed because amendments to the electoral laws were passed late by Parliament	13,080,000	0	13,080,000	13,080,000
	Sensitisation of legislators	Trial on Indictment (Amendment) Act	The activity will be conducted in FY 2010/11	4,350,000	0	4,350,000	4,350,000
	Proposals on witness protection developed	Witness Protection	Exercise is ongoing	3,365,000	0	3,365,000	3,365,000
	Regulations on Domestic Violence Act developed	Regulations on Domestic Violence Act in place	No deviation	0	6,000,000	6,000,000	0
	Regulations on the Children Act developed	Regulations on the Children Act in place	No deviation	63,799,110	6,000,000	-57,799,110 Overspending was due to additional work	63,799,110
1.2 Strengthen the capacity of the Commission to undertake law reform and law revision	Two officers trained: one on long term basis and another on short term basis	Long term training of one staff member	No deviation	77,735,730	75,000,000	-2,735,730 Overspending was due to the fact that the Commission had planned to train one person but ended up training two	77,735,730
1.3 Undertake advocacy for quick passage of bills	Sensitisation workshop held with stakeholders	Prevention & Control of HIV/AIDS bill enacted	Stakeholders sensitised	67,427,750	0	67,427,750	67,427,750
	Sensitisation workshop held with stakeholders	Marriage & Divorce Bill enacted into law.	Stakeholders sensitised	49,530,800	100,000,000	50,469,200	49,530,800
	Regulations on the Marriage and Divorce Act developed	Regulations on Marriage and Divorce Act	No deviation	0	6,000,000	6,000,000	0

Key Result Areas	Results	Planned outcome targets	Deviations from the plan and lessons learnt	Actual expenditure	Budget	Deviations from budget and lessons learnt	Cumulative expenditure
		developed					
	Sensitisation of stakeholders undertaken	Stakeholders workshops on key laws held (How Our Laws Are Made)	No deviation	54,875,000	50,000,000	-4,875,000 Over spending was due to additional work	54,875,000
	Procurement process for the motor vehicle is in advanced stages	Purchase of motor vehicle to facilitate advocacy programmes	This exercise was not completed on time because 4 th quarter funds were released late. The process will be completed in the FY 2010/11	0	70,000,000	70,000,000	0
KRA 3: Enhance Quality of Justice							
3.5 Ensure access to updated laws	<ul style="list-style-type: none"> ▪ Preparation of Grey book completed ▪ Preparation of Principal laws completed ▪ Simplification of the constitution undertaken ▪ Distribution of translated laws undertaken ▪ Sensitisation of stakeholders undertaken ▪ Revision of Principal laws undertaken 	Undertake PRDP activities	No deviation	325,323,402	400,000,000	74,676,598	325,323,402
KRA 5: JLOS contribution to economic development							
5.1 Develop and implement strategies to support production, competitiveness & wealth creation	<ul style="list-style-type: none"> ▪ National Task force inaugurated ▪ Retreat on the pertinent issues of the review held ▪ Review report ready 	Consolidated amendments to the Trade Licensing legislation in place	The Commission has not completed this exercise due to the fact that funds for the 4 th quarter were released late. The exercise will be completed in FY 2010/11	15,412,903	60,000,000	44,587,097	15,412,903
	A number of EAC meetings attended by Commission staff	Facilitate EAC integration process into law through	N/A	71,480,300	60,000,000	-11,480,300	71,480,300

Key Result Areas	Results	Planned outcome targets	Deviations from the plan and lessons learnt	Actual expenditure	Budget	Deviations from budget and lessons learnt	Cumulative expenditure
		participation in various EAC meetings					
	Preparation of BFP, MP, work plans and progress reports	JLOS support to PPU for proper functioning	N/A	9,998,500	10,000,000	1,500	9,998,500

Uganda Police Force

KRA	WHAT CHANGED? RESULTS	PLANNED OUTCOME/OUTPUT TARGETS	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	ACTUAL EXPENDITURE	BUDGET	DEVIATIONS FROM BUDGET AND LESSONS LEARNT	CUMULATIVE EXPENDITURE
Promote rule of law and due process							
	103,592 cases were investigated.	Improved investigations and reduced case backlog	Expected to investigate 125,000 cases but only 103,592 were investigated. This represents 4.74% deviation in cases investigated.	915m	915m		915m
	Replacement on wastage (Off strength)	increased police to population ratio from 1:1217 to 1:118 and increase visibility	Only 2,200 PPC were recruited against a target of 3,000. This number only helped to replace on wastage (off strength) and did not affect the anticipated Police to population ratio	3.0bn	1.8bn	The rising cost of food and fuel	3.0bn
	Improved CIID capacity	Reduced CIID case load from 23 to 20. The current CIID strength is 4,473 with a CIID case load per person at 23 for 103,000 cases. Expected to induct 500 personnel to raise CIID strength to 4,973. This would have reduced CIID work load to 20	172 CIID personnel underwent specialized investigative techniques. No recruitment of new personnel into CIID to reduce on case load	100m	100m		100m
	Investigated various complaints made against Police personnel	Promote professionalism and Integrity of personnel	Investigated and concluded 1,372 out of the 3528 (574 pending and 2,954 newly registered) representing 39% disposal rate. With the roll out of complaint desks to 4 regions of South(Masaka), South East(Jinja), North West (Arua) and KMP (CPS) the disposal rate is expected to				

KRA	WHAT CHANGED? RESULTS	PLANNED OUTCOME/OUTPUT TARGETS	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	ACTUAL EXPEND ITURE	BUDGET	DEVIATIONS FROM BUDGET AND LESSONS LEARNT	CUMULATIVE EXPENDITUR E
			improve.				
	Status of Police CIID wing now at roofing level, Dormitory at Kabalye on wall plate and materials mobilised for Natete Police Station	Improved Office space and training conditions.	The construction of CIID wing is slow. The delay was the anticipated change in design. Dormitories at Kabalye is on course. The delay of Natete police station is due to land title which is still with KCC	2.7bn	2.7bn		2.7bn
	Constructed a model police station at Kajjansi	Promote professionalism in police operations	The plan has shifted to Luwero after UPF failed to get land in kajjansi. The planned construction of Luwero in the 2010/11 shall be done in Wakiso.	536m	570m	The contract value	536m
	15 New subcounty Police posts constructed using the Hydro foam technology (11 in Kitgum-Okidi, Lamwogogo, Ogili-Palabek, Larakaraka, Lagot, Kangole, Akilok, Ngom oromo, Awena, Kalabong, Otika and 4 in Pader- Lapul, Acholi bur, Kalongo, Adilang)	Improve Sub county police office accommodation in the North	15 offices out of the planned 20 have been completed. This represents 75 % of the planned target. Hydrofoam technology is faster and cheaper to construct. It can provide decent and comfortable accomodation than the relief uniports				Donation from UNHCR. The cost could not be ascertained
	Started to implement the concept of bringing together players of the Justice systems in one locality in the district of Pader, Patongo, Otuuke and Kiryandongo	Improved provision and access to Justice.	Two of the 4 planned centers are near completion. That will present 50 % of the planned target				Support from USAID. (total police grant is yet to be established)
Promote a human rights culture across JLOS institutions							
	Improved knowledge of the communities on Police operations and the justice systems in Arua, Kamuli, Masaka, Hoima, Busia, Kamwenge, Manafwa, Kabalagala.	Reduced level of ignorance of the public on police operations, crime and the judicial system	Only 400 out of the targeted 1100 participants benefited. There is need to revise the strategy and target communities at Parish level.	150m	150m		150m

KRA	WHAT CHANGED? RESULTS	PLANNED OUTCOME/OUTPUT TARGETS	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	ACTUAL EXPEND ITURE	BUDGET	DEVIATIONS FROM BUDGET AND LESSONS LEARNT	CUMULATIVE EXPENDITUR E
	Improved knowledge of listeners on police operations and crime in both print and electronic media.	Widen the scope of Community Policing through media.	Many listeners responded to the discussions. The strategy is convenient to people even when occupied with daily activities.	60m	60m		60m
	Improved respect and minimized abuse of torture of suspects by Police officers in Southern, South East, North West, and KMP.	sensitized managers on the protection of rights of suspects in police custody.	450 middle level managers, Representatives of the local government, Youth women, PWD and CBOs benefited representing 100% target	60m	60m	60m	60m
	6 new residential accommodation blocks constructed in Koboko, Mayuge and Ibanda districts	provision of decent accommodation and to reduce on number of personnel renting	The process is slow with 5 % of the works so far done	1.043bn	1.043bn	Koboko (510m from 500m), Ibanda (212m from 230m), Mayuge (321m from 230m)	1.043bn
	Consultancy services was procured for the Public Private Partnership (PPP) Project	Study the viability of the PPP Projects for the improvement of accommodation in police	The feasibility study was concluded.	5.2bn	10.0bn	The cost was US\$5m . This might vary due to dollar rate fluctuations.	5.2bn
	Improved sanitation and hygiene in the barracks of Mbale and Masaka.	Rehabilitation of sewerage systems in the barracks	Tenders for Mbale is being evaluated. The balance of funds for the rehabilitation of the two barracks was inadequate.	53m	200m	107m was paid for completion of sewerage rehabilitation works in Moroto and 55m paid for Kira police station	200m
	One duty free shop established at Jinja Road Police former Sports canteen.	Establish duty free shops in the 4 traditional regions to improve welfare of personnel.	Only one shop has been operationalised representing 25% achievement	2.0bn	2.0bn		2.0bn
Reduce incidence of crime and promote safety of the person and security of property							
	Improved police responses to calls and incidents of crime	Procurement of transport for quick response to areas of security threats	152 vehicles (47pick ups, 22 lorries, 10 Fire tenders, 10 water tanker, 1 Turn table ladder for fire fighting, 10 ambulances, 2 buses, 2 mini buses, 48 cars and 400 motorcycles were procured.	35bn	14bn	The capital development budget for police including PRDP was 14bn.	35bn

KRA	WHAT CHANGED? RESULTS	PLANNED OUTCOME/OUTPUT TARGETS	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	ACTUAL EXPEND ITURE	BUDGET	DEVIATIONS FROM BUDGET AND LESSONS LEARNT	CUMULATIVE EXPENDITUR E
						But the figure was revised up wards after realizing the need to procure public order management equipment.	
	Contained riots and civil disobedience in Mukono, Kayunga, Masaka, Mbale, Sembabule,KMP	Provided conducive and secure environment through public order management	Effectively contained the riots in the city and by elections	3.0bn	2.0bn	1.0bn	3.0bn
	Inspected and monitored Private Security organizations and license Individuals to ensure compliance with the PSO.						
	Fire						
	Developed HIV/AIDS workplace policy	Prevention and treatment of HIV/AIDS through supporting personnel affected and infected	Draft policy in place	0	0		Support from SPEAR under funding from USAID
	Reduced the number of wanted criminals through repatriation and border surveillance	Arrest and repatriate wanted International criminals/terrorists	Two criminals for the Rwanda genocide were arrested and handed to ICC in Arusha				
	Gained knowledge and skills in counseling and handling victims of GBV	Built the capacity of CFPUs through training on GBV	All the 80 personnel targeted were trained and deployed to 80 units. This represent 100% of the planned output	50m	50m		50m
	Started deployment of Formed Police Units on UN peacekeeping mission in Darfur	Ensure peace and security in Darfur as per the UN Charter viii	90% of the preparations have been concluded and the bulk of equipment required for deployment has been received	31bn	31bn	1.1bn to support Personnel in the few months of deployment	31bn.
Enhance JLOS contribution to economic development							
	Increased NTR revenue collection	Improved NTR revenue collection	collected shs 8.95bn an increase of % from the shs 4bn collected in the FY 2008/09				

KRA	WHAT CHANGED? RESULTS	PLANNED OUTCOME/OUTPUT TARGETS	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	ACTUAL EXPEND ITURE	BUDGET	DEVIATIONS FROM BUDGET AND LESSONS LEARNT	CUMULATIVE EXPENDITUR E
	Intensified cross border coordination in monitoring non tariff barriers	Ensured trade in the EAC is conducted in a safe and secure environment	100% of the task was accomplished. There is need to continue monitoring barriers on the road that hinder trade within the EAC				
	PRDP-JLOS						
	Started construction of additional accommodation blocks of 8 units in Amuru, Pader, Apac, Dokolo, Amolatar, Amuria, Katakwi and Kaberamaido, iriri and Amudat	Improved welfare and reduced number of personnel renting	Contracts for Amuru, Pader, Adjumani, Amuria, Katakwi and Kaberamaido has been awarded except for Amolatar, Apac and Dokolo which requires re advertisement	Amuru(148m), Pader (166m), Adjumani(149m), Amuria, Katakwi, Kabermaido (463m)	2.3bn	Amuru(148m from 200m), Pader (166m from 200m), Paidha reallocated to Adjumani(149m from 150m), Amuria, Katakwi, Kabermaido combined (463m from 450m).	2.3bn
PRD P- GO U	Procurement of transport for quick response to areas of security threats	Improved police responses to emergencies and incidents of crime	13 vehicles were procured for 7 districts in West Nile and 6 in Elgon region	897m	897m	There was a saving on vehicles of shs 92m which was used to procure a boat for L.Kyoga	897m
	Undertook renovations of the barracks in Arua, Gulu, Lira and Atyak	Improved working environment	Tenders have been awarded	1.725bn	1.725bn		1.725bn
	Operationalized additional 121 sub county police posts in West Nile, Lango, Teso and karamoja	Improved access and delivery of police services	Provided 847 Uniports, 60 motorcycles and various radio communication sets to each of the 121 sub county police posts There is need to adapt the Hydro foam technology for better residential accommodation.	3.315bn	3.315bn		3.315bn
	Built capacity in the knowledge of hydrofoam technology	Begin to phase out the relief residential accommodation(Trained first batch of 102 PPCs	0	0	Training was sponsored by	

KRA	WHAT CHANGED? RESULTS	PLANNED OUTCOME/OUTPUT TARGETS	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	ACTUAL EXPEND ITURE	BUDGET	DEVIATIONS FROM BUDGET AND LESSONS LEARNT	CUMULATIVE EXPENDITUR E
		uniports) using local manpower.					OPM

Ministry of Justice and Constitutional Affairs

K R A	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
KRA 1: Rule of Law and Due Process							
	22 Bills; 19 Acts; 48 Statutory Instruments implemented; 17 Legal Notices; and 02 Ordinance drafted and published.	25 Acts Published; 19 Bills drafted and published; 50 Statutory Instruments; 10 Ordinances; 10 Bye Laws published.	3 Acts were not published; Ordinances and Bye Laws depended on applications received from local gov'ts.	320m	320m		340m
	Meetings 70%; requests for legal advice received 302 & responded to 130; contracts reviewed & drafted 1,870 & responded to 1710; requests to prepare Cabinet Memos' 37 & 34 were responded to.	100% arbitration prepared. 90% of memoranda drafted/reviewed.	The number of contracts drafted/reviewed depends on the applications received. MoJCA lacks enough staff to effectively represent Attorney General in all meetings.	124m	124m		124m
	Won 11 cases saving shs 2.184bn; and lost 25 cases worthy shs 2.855bn.	100% cases defended 100% court attendance.	Cases are lost because line ministries and government agencies do not provide adequate instructions to the Attorney General. Many cases are lost owing to the absence of witnesses.	100m	100m		100m
	Proposals on amendment of Succession Act, Administrator Generals Act, Administration of Estates (small estates) and Estates of Missing Persons Act made to support ULRC for translation.	Carry out an internal study to support the work of the ULRC	The department of Administrator General is on course. The delay is due to consultations being made by ULRC.	30m	30m		30m
KRA 2: Foster human rights culture across all JLOS institutions							
	Pending cases including compensation claims processed.	Support to MoJCA to attend HR Tribunal		60m	60m		60m

K R A	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
KRA3: Access to justice for all especially the marginalized and the poor;							
	Operationalisation of the newly constructed Arua Regional Office. 2 day workshop held for the key stakeholders from Local Governments of West Nile Region.	Sensitization workshop for promotion of good governance as regard public contract management and respect for human rights.	There is need to provide housing for staff at the regional offices. More workshops necessary to sensitise public servants to minimise causing escalation of court awards.				
	15 State Attorneys recruited. Induction to be done in August.	Recruitment of State Attorneys to strengthen Attorney General's Chambers.	None	40m	40m		40m
	Specialized training of lawyers: 3 lawyers for MBA, 2 in legislative drafting in gas & oil extraction, 8 in international mining, oil & gas development & investment contracts	Key legislation developed & drafted: economic and investment issues streamlined, eco-systems, conflicts resolution, oil and gas exploration	None	100m	100m		100m
	Three vehicles procured for the Directorates of FPC, DCL and Administrator General	Provision of transport to court and estates inspection.	Existing fleet of the Ministry is obsolete. More vehicles needed to facilitate operations of the Ministry.	240m	240m	Vehicles were procured toward end of financial year due to late disbursement of funds.	240m
	192 estates wound up under backlog reduction; Inspected 45 estates case 38 letters of administration;	200 letters of administration; 200 Estates wound up.	Although a new pickup was procured for the department, the only other pickup available was involved in an accident and had not yet been replaced.	105m	105m		105m
	286 land transfers; 2240 certificates of no objection	400 land transfers; 1200 Certificates of no objection.	20 letters of administration were renounced reducing backlog by 2452. There was late disbursement of funds.				
	2000 files handled through ADR	1000 family arbitrations and Mediations to be handled.					
	52 Sittings, 130 Cases concluded	50 sittings; 250 cases concluded	Backlog cases had not taken off; Late release of funds (Money is released late which makes it had to convene sittings; and later it's taken back)	86m	86m		86m
	Inspected 650 advocate chambers and issued them with certificates; conducted 13 supervisory visits to Legal aid service providers;	Support to monitoring access to legal services. Inspection of 450 advocates chambers, 13 universities, 20 Legal aid providers'	Increase in the number of lawyers demanding to open up chambers NB: The number of chambers is expected to increase due to demand.	50m	50m		50m

K R A	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
		supervisory visits to.	Therefore, the department needs more cars to be able to inspect these chambers.				
	National Legal Aid Policy Developed	Consultancy on national policy for legal aid service provision					
	Computerization of operations in Administrator Generals office ongoing. Trained 6 staff in data entry.	Records management and computerization to strengthen Administrator General's Department	Four of the trained staff were transferred. There is need for ensuring continuity.	30m	30m		30m
	Procurement of legal reference materials on going. Five legal officers were trained in ADR at ILI. 200 files handled under Arbitration and mediation.	Provision of legal reference materials. Promotion of ADR in case disposal.	The budget for reference materials was insufficient.	10m	10m		10m
	Conducted awareness programs through 1 Radio talk shows and 1 TV talk shows. Formulated and printed a handbook on the operations of the department. into Luo, Runyakitara & Luganda is ongoing.	Increase public awareness about Administrator General's Department	Lengthy procurement process- all service providers identified; awaiting approval by contracts committee. The budget for TV was insufficient.	10m	10m	The budget was insufficient.	10m
	644,533 Births; 1740 Deaths; 699 Marriages; 46 Adoptions.	35,000 Births; 2,000 Deaths; 500 Marriages; 50Adoption	Applications for birth certificates many of them from districts exceeded the target.				
JLOS Contribution to Economic Development;							
	13,948 Companies; 4,700 Business names; 13,568 Documents; 3,299 Debentures.	7,000 Companies; 5,000 Business names; 15,000 Documents ; 500 Debentures	Applications exceeded the target because registrations depend on general economic environment.				
	236 Patents; 1760 Trademark apps; 942 Trademark Certificates and 289 renewed certificates; 6 Copyrights; Nil Industrial designs; 27 Assignments.	10 Patents, 1,000 trademark applications, 1500 Trademark Certificates issued, 20 copy rights, 05 industrial designs.	Numbers depend on the economic investment climate.				
	15 Public Corporations under Liquidation Process; 15 Private; Companies under Liquidation process. Cases under litigation	25 companies; settlement of pending claims and audit of final accounts; resolution of 15 pending court cases	Liquidation of Companies is an ongoing subject to settlement of claims and audit.				

K R A	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome/output targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	in Courts;						
	Assessment and technical support given to 25 districts for registration.	Support to Districts in BDR					
	Automation of the registration of Trademarks continued registers of ARIPO Patents and PCT Patents	Automation of the Registrar Generals operations					
	A total of UGX 2.866bn collected in NTR by URSB.						

Ministry of Internal Affairs

Strategic Objective	What changed? Results	What had JLOS/ agency Expected to change Planned Output/outcome	Deviation from the plan and lessons learnt.	Actual Expenditure	Approved Budget	Source of funding	Deviations from Budget and lessons learnt
KEY RESULT AREA 1: RULE OF LAW AND DUE PROCESS PROMOTED.							
1.1 Ensure certainty of Laws and predictability of procedures	All border points and embassies abroad have received copies of the amended Immigration Act.	Print and distribute amended Immigration Act to all border posts and embassies abroad	100% achievement since the amended act was distributed to all border posts and embassies abroad.	20,000,000	20,000,000	JLOS SWAP	No deviation in the budget.
	Uganda Citizenship Regulations (2009) developed.						
	Finalized the draft NGO Policy, before Cabinet.	Finalize NGO Policy	The policy has not yet been approved by cabinet.	15,000,000	20,000,000	MTEF - MIA	Shs 5M was not released.
	Draft final national policy on SALW developed and submitted for cabinet approval.	Review of law on Small Arms and light weapons (SALW).	The policy has not yet been approved by cabinet and the principles are not yet developed.	4,000,000	5,000,000	MTEF - MIA	Shs 1 M was not released.
	Guidelines in place.	GAL enabling law developed.	The law is not yet in cabinet.			MTEF through Assistance to MIA	
KEY RESULT AREA:2 HUMAN RIGHTS CULTURE FOSTERED ACROSS JLOS INSTITUTIONS							

Strategic Objective	What changed? Results	What had JLOS/ agency Expected to change Planned Output/outcome	Deviation from the plan and lessons learnt.	Actual Expenditure	Approved Budget	Source of funding	Deviations from Budget and lessons learnt
2.1 Human rights awareness and practice enhanced at institutional and sectoral levels.	2492 reporters were demobilized and granted amnesty, resettled and reintegrated.	3000 Ex – Combatants/reporters granted amnesty. Demobilized, resettled and reintegrated in communities as way of promoting peace and security in the country.	-508 reporters below were not demobilized, granted amnesty, resettled and reintegrated in communities as targeted due to inadequate funding.	721,000,000	721,000,000	MTEF - MIA	No deviation in the budget
	-219 reporters were provided with amnesty packages -3000 reporters and host communities were trained in life skills and provided them with tools, inputs and start up capital	Reporters provided with start up package.		760,000,000	760,000,000		No deviation in the budget
	-Reconciliation was undertaken in the 6 DRTs.	Information, counseling and referral services provided.		1,468,000,000	1,180,000,000		Amnesty commission received a supplementary budget of shs 288M thus the deviation in the budget.
	NIL	Number of reporters who absconded.	nil	N/A		N/A	N/A
2.3 Conducive environment for human rights CSOs and the private sector to effectively participate in JLOS fostered.	-482 NGOS were registered. -580 NGOS were renewed. -2 NGOs were deregistered -some of them supervised, monitored and few mediation meetings carried out.	Register/renew, Coordinate NGOs in country. Carry out monitoring visits to selected NGOs country wide. Hold monitoring workshops.	The target of registering 800 NGOs was not achieved. There is a deficit of 228 NGOs registered and 2420 renewals was realized due to limited funding, inadequate human resource, limited publicity and non compliance of some NGOs..	57,000,000 108,000,000	80,000,000 120,000,000	MTEF -MIA	Not all the funds were released for NGO Board which constrained performance.
KEY RESULT AREA 3: ENHANCED ACCESS TO JUSTICE FOR ALL ESPECIALLY THE POOR AND THE MARGINALISED							
3.1 Ensure more rationalized physical access and availability	Plans developed, and approved by Ministry of Work and Transport. Afugi border post construction completed	A number of border post Constructed and finalized	The construction of offices has improved the working environment thus leading to improved service delivery. This in	150,000,000 150,000,000 150,000,000	150,000,000 150,000,000 150,000,000	JLOS SWAP Account	No deviation in the budget.

Strategic Objective	What changed? Results	What had JLOS/ agency Expected to change Planned Output/outcome	Deviation from the plan and lessons learnt.	Actual Expenditure	Approved Budget	Source of funding	Deviations from Budget and lessons learnt
of JLOS institutions and functions ensured.	Mpondwe in progress. Goli at procurement process. Bunagana also still under procurement.		turn has increased the NTR collected.	200,000,000	200,000,000		
	5 staff trained and recruited 2 staff. Three members undergoing training at Makerere university in Bio technology, Kyambogo in laboratory technology to increase the rate of case disposal.	Improve GAL staff capacity to improve service delivery.	More staff needs to be trained and recruited for continued improvement in the quality of results and service delivery.	354,000,000	354,000,000	MTEF – MIA and Case Backlog.	No deviation in the budget.
	Mbale Regional Lab. Completed awaiting commissioning and expected to commence. Gulu regional laboratory is under procurement. Construction of Mbarara is yet to commence since land has been acquired.	No. of fully operational Regional D/GAL Laboratories. This will bring services closer to the people.	This has brought services closer to the people thus increase the rate of case disposal Construction of Mbarara and Gulu regional laboratories expected to be completed in FY 2010/11.			JLOS SWAP Account	
	Procurement commenced, evaluation report awaiting contracts committee	5 M/Cs procured for probation officers stationed- Eased supervision of offenders and attendance of Court to provide social inquiry reports as and when required.	Not yet procured because of the lengthy process due to delays on securing a representative from Min. of Works for technical expertise	35,000,000	35,000,000	JLOS SWAP	No deviation in the budget
	A total of 11,481 offenders sentenced to CS(704 females &10,777 males), mini sessions held countrywide, A saving at national level of 2.7bn made and 628m at local institutional level	Persons eligible for Community Service sentencing identified in 90 districts	3,481 offenders in excess of target. Plea bargaining through mini sessions, inmate sensitization and favorable attitude of magistrates are key in increasing CSO numbers. CS can greatly support efforts to decongest prisons. There is need to	360,000,000	360,000,000	JLOS/ NCSP	No deviation in the budget.

Strategic Objective	What changed? Results	What had JLOS/ agency Expected to change Planned Output/outcome	Deviation from the plan and lessons learnt.	Actual Expenditure	Approved Budget	Source of funding	Deviations from Budget and lessons learnt
			include the programme in Case backlog since its has now rolled to lower courts				
	10 staff trained in M&E	10 Officers trained in M&E to enhance their skill in monitoring	More staff need to be trained to enhance skills in monitoring	5,000,000	5,000,000	JLOS	No deviation in the budget.
	90 district M&E visits made, 24 M&E visits made by both regions and headquarter to districts , Abscondment rate reduced from 7% to 4%	Increased compliance of offenders to Sentences and reduced rates of abscondment	Increased vigilance and involvement of all stakeholders is necessary - There is need to increase regional programme staff as the geographical coverage is very wide	100,000,000	100,000,000	JLOS	No deviation in the budget
	Procurement process completed awaiting delivery of the 14 motor cycles. Procured 4 motorcycles under PRDP to increase monitoring. Procured 3 motor vehicles for Acholi region {UG 0175G}, Swam River {UG 0174} and Amudat {UG0172G} border posts.	Improved service delivery and monitoring of border points.	Increased monitoring of border lines and stations for illegal aliens and wrong doers.	98,000,000 28,000,000 217,000,000	98,000,000 28,000,000 217,000,000	JLOS SWAP PRDP PRDP	No deviation in the budget.
	Land acquired and construction to begin soon.	Furnished Mbarara laboratory.	Construction is yet to begin since land has been acquired			JLOS SWAP	
	150 cases analyzed and evidenced presented in courts of law.	Case backlog reduced.	Presentation of results in courts of law has enhanced access to justice.			JLOS SWAP	
	900 forensic and general scientific cases were disposed off to various stakeholders.	No. of cases handled and disposed off using forensic technology.	68% of cases disposed off reducing the backlog.			JLOS SWAP	
	89% attendance in Courts of law.	Attendance In Courts of Law to give evidence.	This has enhanced access to justice for all.			MTEF/JLOS	

Strategic Objective	What changed? Results	What had JLOS/ agency Expected to change Planned Output/outcome	Deviation from the plan and lessons learnt.	Actual Expenditure	Approved Budget	Source of funding	Deviations from Budget and lessons learnt
3.5 Quality of Justice delivery enhanced.	-Lead time for issuance of passports was maintained at 10 working days. -Lead time for acquisition of work permits has reduced from 3 months to 28days. -Reduced time for clearing travelers from 10minutes to less than 5 minutes.	Reduce lead time on issuance of immigration facilities.				MTEF/JLOS	
	-59200 passports issued -120000 visas, 9243 passes and 6374 permits issued.					MTEF - MIA	
KEY RESULT AREA 4: INCIDENCE OF CRIME REDUCED AND SAFETY OF PERSONS AND SECURITY OF PROPERTY PROMOTED							
4.1 JLOS response to crime reduced	1. 2 external audits of the QMS undertaken 2. 15 analytical methods developed and validated. 3. D/GAL QMS manual developed. 4. Seven zero divisional quality management system (QMS) manuals developed. 5. One internal audit undertaken.	Compliance with ISO 17025				MTEF- MIA	
	10 Brick making and tree planting Projects established in Mbarara, Rukungiri, Mubende, Nakaseke, Oyam, Adjumani, Abim & Sironko	Skill building for offenders to reduce on recidivism and enhance rehabilitation	Offenders provided with skills.	90,000,000	90,000,000	JLOS	No deviation in the budget
		Sensitization of stakeholders conducted to raise appreciation for the use of Community Service as a sentencing option		60,000,000	60,000,000		No deviation in the budget
	18 Borders monitored and inspected.	10 border points monitored and inspected. 60 staff trained in fraud				MTEF- MIA JLOS	

Strategic Objective	What changed? Results	What had JLOS/ agency Expected to change Planned Output/outcome	Deviation from the plan and lessons learnt.	Actual Expenditure	Approved Budget	Source of funding	Deviations from Budget and lessons learnt
	Training of staff.	detection		50,000,000	50,000,000		
4.4 Safety of the person and security of property enhanced	ID cards registration and production machines procured and 10 nuclear staff trained.	Construction of ID production house , database created and installation of machines	All the approved funds for the activities were not released which affected the achievements registered.	40,000 ,000	51,000,000	MTEF-MIA	Deviation in budget of shs. 11M
	Arms marking and stock take in UWA,UPF, UPS and UPDF Destroyed 270 tons and 3500guns from government possession.	Reduction of illicit small arms. Destruction of 900 tons of EOD.	95% in UPF 5% in UPDF A deficit of 630 tons to be destroyed was registered due to limited funding.	65,000,000	76,000,000	MTEF -MIA	Not all the funds approved were released that is shs. 11M was not released
KEY RESULT AREA 5 : JLOS CONTRIBUTION TO ECONOMIC DEVELOPMENT							
5.2. Non tax revenue	Shs.30.5bn	Contribute to government resource envelope.				MTEF- MIA	

Uganda Prisons Service

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
Key Result Area 2: HUMAN RIGHHTS CULTURE FOSTERED ACROSS JLOS INSTITUTIONS							
	7,143 inmates dressed in new uniforms compared to 4,000 in FY 2008/09. incidence of specific human rights reduced.	to provide new prisoners uniforms to 6,000 inmates.	19% deviation over and above the target. It is cheaper to produce uniforms in house rather than outsourcing. This was made possible restocking of the prisons industries with new fuctional tools to assist in making uniforms	100m	100m	0	100m
	155 of 222 prison units have revitalised Human Rights committees. This is a 70% achievement.	100% revitalisation of Human Rights committees in 222 units	30% deviation from target. This is a continous process				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	Training of 194 of 800 staff in basic Human Rights and detainees rights as compared to 1,082 trianed in FY 2008/09.	to achieve 100% staff awareness of their basic rights & detainees rights. This was to be done through training staff in basic knowledge on their human rights and those of the detainees so as to reduce on the HR violations	only 194 staff were trained under European Union in FY 2009/10. the budget available for training was not enough				
	construct prisoners wards in Mbarara prison. The holding capacity will increase at completion hence reducing congestion.	to construct 3 prisoners' wards, double chain fence, water and sanitation and renovation at Mbarara prison, Bushenyi and Oyam prisons. Accomodation increased	Wards for inmates in Mbarara prison constructed upto plastering awaiting completion. Bushenyi works not yet began. Consultant produced final design and advertisement in news papers due on 27th August 2010. Works expected to start by end September 2010		1bn		
KEY RESULT AREA 3: ENHANCED ACCESS TO JUSTICE FOR ALL ESPECIALLY THE POOR & MARGINALISED							
	563 of 1,700 former LAP staff retrained in prisons work. This has improved profressionalism in prisons and enhanced management accountability---staff recruited and trained	500 LAP staff retrained in Prisons work to enhance professionalism in prisons	retraining of 563 of 1,700 former LAP staff in prisons work. The resources for retraining all 1700 were not enough. However there will be continued retraining of the remaining when the funds are available.	876m	880m	4m	876m
	09 senior staff trained in management. This has enhanced management among senior staff.	Management training of 10 staff at UMI	09 senior staff trained in management.	23.86m	30m		6.14m
	5,324 inmates produced for 30 court sessions. this reduced the prisons case backlog & remand population. Rule of Law & Due process promoted-	support to case backlog reduction programme court session at various court levels by delivering prisoners to courts of law	5,324 inmates produced for 30 court sessions. this reduced the prisons case backlog & remand population. Rule of Law & Due process promoted-	829m	1.073bn	244m	829m
	there was Improved accomodation space. 2-prisons wards at Moroto prisons, 1-female ward at Luzira (W) of holding capacity of 32 inmates, started	to renovate & improve accommodation space for inmates from 9428 to 13,678 by 2010 or reduce occupancy levels	despite constructing more wards the congestion rate has not reduced due to increased crime rate. Overall Congestion as at				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	construction of Kitalya prison, electrical installation in Arua prison, renovation of sewerage line in Fortportal, Soroti prison and Gulu prison	from 205% to 145%.	reporting time was 233%.				
	Former LAP staff numbering was aligned with the central system numbering. The restructuring & training exercise of these staff is still ongoing. This is 30% achievement in integration of Local Administration prisons completed .	100% integration of Local Administration prisons completed by 2010.	70% deviation from the plan of intergration of Local Administration.				
	Recruiting process of 30 Cadet ASPs still ongoing. 50% achievement. The matter is with the Prisons Authority and oral interviews soon to begin.	to reduce Prisoner staff ratio from 1:7 to 1:3 through recruitment of 30 Cadet ASPs	Recruiting process of 30 Cadet ASPs still ongoing. 50% achievement. The matter is with the Prisons Authority and oral interviews soon to begin.				
	50 lines at PHQs, 25 lines at Luzira complex, 55 lines in 167 stations, 11 fax , radio and internet services; 100% settlement of the utility bills, assets management plan developed; 1 switchboard procured & installed	50 lines at PHQs, 25 lines at Luzira complex, 55 lines in 167 stations, 11 fax , radio and internet services; 100% settlement of the utility bills, assets management plan developed	50 lines at PHQs, 25 lines at Luzira complex, 55 lines in 167 stations, 11 fax , radio and internet services; 100% settlement of the utility bills, assets management plan developed; 1 switchboard procured & installed				
	reduced remand population from 58% to 55% through continuous production of inmates to various courts. This is an achievement compared to the previous FY 2008/09	to reduce remand population to less than 50% of the total population	remand population still high despite continous production of inmates to various courts.				
	Reduction by 48.3% i.e. from 6 to 3.1 months by end of year. Capital offenders is at 27months	to reduce average length of stay on remand of capital offenders from 26mths to 18mths and time for petty offenders from 6 to 2 months.	there was 4% deviation from achieving the target. This is because achieving reduction in length of stay on remand involves different stakeholders like courts				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	There was enhanced access to justice for all through transportation to & from courts through procuring of 4 trucks, 1 omni bus, 2 pickup, and 1 wagon station for daily transportation of prisoners to various courts and hospital. partly addressed the issue of prisoners walking long distances to & from courts	to enhance access to justice for all through transportation to & from courts through procuring of 5 lorries, 2 pickups, 1 station wagon and 1 omnibus for daily transportation of prisoners to various courts and hospital	1 truck out of the 5 was not procured. The budget was not enough.	566.962m	570 m	3.038m	566.962m
	Sytems study to computerise prisons records done. This will guide in computerisation of prisons	to purchase of computers, design databases and user training	a study needed to be carried to assess the system needs so as to computerise prisons properly	50m	50m	0	50m
	Number of prisoners in custody established through conducting prisoners census. The findings assisted in management of prisons.	to conduct prisoners census to ascertain the number of inmates	no there was no deviation. The census was successfully conducted	50m	50m	0	50m
KEY RESULT AREA 4: INCIDENCE OF CRIME REDUCED AND SAFETY OF PERSON AND SECURITY OF PROPERTY PROMOTED-							
	Rate of recividism reduced to 28%. 2,500 offenders rehabilitated through imparting vocational skills like carpentry, metal welding. This in turn promoted safety & security of offenders, staff & public	to reduce rate of recividism to 28%. Training offenders in vocational skills like carpentry, metal welding. Through replacing industrial equipment for training inmates	rate of recividism reduced to 28%. through replacing industrial equipment for training inmates	150m	150m	0	150m
	there was reduction in escapes from custody. 10 escapes per 1000 held prisoners. It's a 25% achievement	to reduce annual rate of escapes from 20 to 5 per 1000 held prisoners by 2010.	25% achievement in attaining down from 12 escapes per 1000 in FY 2008/09.				
	increase in the rate of recapture. 46% up from 40% recaptures	to increase annual rate of recapture from 40 to 80 per 100 escapes	12% achievement				
	Replacing of furniture in Kitalya & Bushenyi prisons administration blocks	to replace furniture in Kitalya prison	Replacing of furniture in Kitalya & Bushenyi prisons administration blocks	25m	25m	0	25m
	PPU facilitated to carryout planning activities, monitoring & evaluation of institutional activities	to support PPU to carryout planning activities	Various activities carriedout. Monitoring & evaluation of departmental activities	30m	30m	0	2m
	fully reintegrated & linked 3,768 of 7000 planned prisoners to the community hence	to reintegrate & link 7000 prisoners to the community	3768 were linked of 7000 planned. The budget for full reintegration &	100m	100m	0	100m

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? <u>Planned outcome targets</u>	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure
	decongesting prisons	hence decongesting prisons	linking was inadequate.				
KEY RESULT AREA 5: JLOS CONTRIBUTION TO ECONOMIC DEVELOPMENT ENHANCED							
	1 tractor procured for Patiko prison, received 2 tractors with ploughs for Namalu prison under PRDP. This has improved mechanisation on farms hence increased acreage & expected production	to procure farm machinery tractor with accessories. rehabilitation of offenders promoted and incidence of crime reduced---promote prisons farms productivity & enhance prisons self sufficiency tractor with accessories	there was a positive deviation in the plan. Instead of 1 tractor the department got 2 extra tractors from PRDP	200m	200m	0	200m
	compliance with government financial regulations in 222 prisons and within 10 programme areas, reduced fiduciary risk and fraud in 222 prisons	compliance with government financial regulations in 222 prisons, reduced fiduciary risk and fraud in 222 prisons	compliance with government financial regulations in 222 prisons and within 10 prog areas, reduced fiduciary risk and fraud in 222 prisons				
	1 hammer mill for Adjumani prisons was procured. This enabled production of inmates food	to increase efficiency savings through procuring hammer mill for farm station	1 hammer mill for Adjumani prisons was procured	10m	10m	0	10m
	2500 offenders trained in vocational skills in 8 prisons farms; 250MT-maize, 10MT beans, 10 MT soya beans, 90MT sunflower, management of 1200 heads of cattle in 5 prisons; planting of 40 acres of trees in 2 prisons; soil sampling in 3 prisons, 10 tractors maintained	to train 2000 offenders in agricultural skills in 11 prisons farms; 500MT-maize, 20MT beans, 20 MT soya beans, 30MT sunflower, 20MT vegetable (shs 500m); management of 1050 heads of cattle in 5 prisons; planting of 50 acres of trees in 5 prisons; 2 prisons land surveyed and titled	there was a positive deviation over & above the target. This was due to availability of inputs to train inmates.	713.740m	713.777m	0.368m	713.740m
	2 maize cribs in Namalu and Ibuga constructed. This reduced post harvest losses in these farms.	to reduce post harvest losses through construction of storage facilities. 2 maize crib in Namalu and Ibuga constructed	100% achievement in construction of maize cribs. With availability of storage facilities post harvest losses are reduced.	10m	10m	0	10m

Tax Appeals Tribunal

Key Result Areas	What has changed Results?	What had JLOS / agency expected to change? Planned outcome/ output targets	Deviation from the plan and lessons learnt	Actual expenditure ('000)	Budget ('000)	Deviation from Budget and lessons learnt	Cumulative expenditure
Case backlog reduction	314 applications registered and 229 disposed of and 90 pending hearing. 73% disposal rate of cases 229 cases disposed.	80% disposal rate of cases	Constant adjournments that are sought by the parties. -Use of ADR results in a lot of time taken to realize out of court settlements between the parties. -Appeals on preliminary matters of law are time consuming. -Part time nature of the members of the Tribunal -Insufficient funds to carry out investigations and sessions up country. -We need to address the case of constant adjournments	120,000	120,000	There was an under expenditure in terms of payment of sitting allowances, fuel costs, repair and maintenance costs also contributed to fewer circuits held in the up country registries.	
Ensure certainty of laws and predictability of procedures	14 sets of principal and subsidiary laws of Uganda procured	Procurement of 30 sets of principal and subsidiary laws of Uganda so as to equip personnel with the relevant laws.	There are constant amendments to the various taxing acts that need to be incorporated in the various taxing acts.	35,000	35,000	There is need to establish a resource centre for tax litigation	
	Translation and printing of brochures and posters into local languages	Technicalities to justice reduced		10,000 copies of translated brochures produced.	2,000 copies of translated copies produced.		
Review of the Rules of Procedure for the Tax Appeals Tribunal (Procedure) Rules	2,000 copies of the rules of procedure produced	Technicalities in the administration of justice reduced	Taxpayers have expressed a need to have the rules of procedure simplified and translated to their local languages.				
Enhance due process	Review, printing and dissemination of the court user guides into 4 languages Luo,	Increase the certainty of procedures					

Key Result Areas	What has changed Results?	What had JLOS / agency expected to change? Planned outcome/ output targets	Deviation from the plan and lessons learnt	Actual expenditure ('000)	Budget ('000)	Deviation from Budget and lessons learnt	Cumulative expenditure
	Runyankiole, Luganda and Ateso						
Client's Charter produced	Development and printing of 500 copies of client charters	Increases awareness of the activities of the Tribunal created	Taxpayers have expressed a need to have the court user guides simplified and translated into local languages	300 copies produced	500 copies produced		
Publication of digested tax cases	Publication of 300 copies of 2004 – 2006 tax cases	Provision of legal reference materials to members of the general public	Need to improve on the quality of tax cases.	300 copies produced	300 copies produced		
User committee meetings held	8 user committee meetings held	Enhancing good relations with all key stakeholders of the Tribunal	These have been very useful and have fostered better relations between the Tax Appeals Tribunal and all key stakeholders.	6 user committee meetings held	8 user committee meetings held	Escalating costs for venue, fuel and allowances for members resulted into fewer meetings being held up country.	
Civic Education	8 tax education seminars carries out in the central, western, northern and eastern regions of Uganda	Increase awareness of the activities of the Tribunal	There is need to carry out intensive civic education in the areas where the Tribunal has established up country regional registries	4 tax appeals seminars held per region	2 tax appeals seminars held per region	Escalating costs for venue, fuel, repair and maintenance of vehicles and allowances for members resulted into fewer workshops being held.	
Development of Tax Appeals Tribunal website		Updating of the website to include decided cases	There is a need to facilitate taxpayers file applications on line				

Uganda Law Society

Key Result areas	What Changed?	What had JLOS/agency Expected to Change?	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
KEY RESULT AREA 1: RULE OF LAW AND DUE PROCESS PROMOTED							
1.1 Independence of the Judicial process fostered.	<ul style="list-style-type: none"> Sustained proactive watch on independence of the judicial process. This was as a result of the ULS annual Rule of Law Day that seeks to foster the independence of the Judiciary. This year it was held on the 8th of October 2009 with the theme "The Rule of Law as a Vehicle for Social and Political Transformation" with the support of Konrad Adenauer Stiftung and DANIDA. 232 participants that included Members of the Uganda Law Society as well as judges, registrars, development partners, members of parliament and 	<ul style="list-style-type: none"> Respect for the independence of the judiciary by all arms of government and the public enhanced by 2010. 	<p>There was no deviation from the plan</p> <p>Lessons Learnt</p> <p>There is a need to:-</p> <ul style="list-style-type: none"> Further advocate for the respect for fundamental human rights, civil liberties & freedoms, including the right to demonstrate and or associate, free speech, <u>press freedoms & media rights</u> vis-à-vis responsible enjoyment of rights, liberties & freedoms; Foster other deliberate strategies to curb delays in the administration of justice to buttress the case backlog strategy; Lobby for Government's deliberate effort to ensure the conduct of credible, free and fair electoral processes ahead of the 2011 polls; <p>The Uganda Law Society should take the lead in spearheading initiatives geared at mitigating:</p> <ul style="list-style-type: none"> Lawlessness and the attendant police brutality; Executive excesses and Parliamentary inertia; Low levels of 				

Key Result areas	What Changed?	What had JLOS/agency Expected to Change?	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	the media (166 men and 66 Women)		<p>accountability and transparency in the management of public affairs;</p> <p>Also:</p> <ul style="list-style-type: none"> • There is need for a robust and deliberate executive political will to fight corruption in all sectors through vigorous and strict enforcement of the laws; • Delineation of proposed inter-institutional solutions to address the challenges to Rule of Law in Uganda; • There is need for more networking and strengthening institutional linkages amongst the key stakeholders for promotion of the Rule of Law in Uganda; • More continuous positive engagement with the Executive to ensure practical independence of the other arms of government, such as the Judiciary. • 				
1.2 Accountability and ethics enhanced across JLOS institutions.	•Codes of Conduct developed, disseminated and enforced to enhance staff accountability,	▪ % reduction in index of perceived corruption within JLOS institutions by 2010.	<ul style="list-style-type: none"> • There is need to foster continuous engagement between Government and Civil Society in the fight against corruption as both parties complement each 				

Key Result areas	What Changed?	What had JLOS/agency Expected to Change?	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	promote zero tolerance to corruption.		<p>other's roles such that areas where government has some capacity gaps and needs reinforcing, civil society can support.</p> <ul style="list-style-type: none"> That to influence policy and legal reform, civil society organizations need to be involved right from the drafting of the bill because when it is read in Parliament there is little room for changes to be incorporated. That Government is willing to adopt proposals from civil society if they are well researched and add value. 				

KEY RESULT AREA 2: HUMAN RIGHTS CULTURE FOSTERED ACROSS JLOS INSTITUTIONS

2.1 Incidence of specific human rights violations reduced.	<ul style="list-style-type: none"> Implement decongestion strategies in facilities of detention. 	<ul style="list-style-type: none"> Decongestion strategies implemented in facilities of detention. 	<p>There was no deviation from the plan</p> <p>Through the ULS-LAP prison decongestion programme, prison visits were conducted by the Legal Aid clinics of Luzira, Kabale and Masindi. In the year under review 247 were conducted. Of the prisoners represented in court 48 were granted bail. Over 1230 prisoners were given legal advise and counseling on the rights and defence in courts of law</p>				
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Key Result areas	What Changed?	What had JLOS/agency Expected to Change?	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
2.2 Rationalized physical access and availability of JLOS institutions and functions ensured.	<ul style="list-style-type: none"> ▪ Availability of legal services to the poor and indigent ▪ Phased recruitment and training of legal staff to enhance access to justice for the poor and marginalised 	<p>% of public with access to justice through the JLOS institutions increased by 2010.</p>	<p>There was no deviation from the plan</p> <ul style="list-style-type: none"> • Under the Legal Aid Project, legal aid activities have continued to be conducted during the reporting period, and these have mainly been provision of legal services; networking and strengthening of institutional linkages; Legal outreach and awareness campaigns; as well as prison outreach. In addition the Project has served as a processing and referral platform for the Pro-bono pilot Project of the Uganda Law Society in its Kampala, Gulu and Jinja clinics (This Pro-Bono programme is not supported by the financial contribution of the JLOS Sector to ULS but from funding received from DANIDA Legal Aid Basket Fund to the Legal Aid Project). • In the year under review the Project reached out to a total of 6563 clients. Of these, 3849 were male clients and 2714 were females. We had targeted at least 3000 Indigent people receiving legal representation in the courts of law with at least 400 cases 				

Key Result areas	What Changed?	What had JLOS/agency Expected to Change?	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
			being resolved. For the year under review, 3361 cases were filed in court out of which 249 cases were concluded. It was also projected to handle at least 650 cases through ADR methods, and we had 2292 cases received in office with 437 cases successfully resolved through ADR.				
2.3 Financial bottlenecks hampering access to justice minimized.	<ul style="list-style-type: none"> More prisoners on remand accessing bail through the prison decongestion program. An increase in vulnerable groups accessing legal aid. The concluded cases as a result of the Pro-Bono Pilot project shows an 18% percent increase in progress and/or satisfaction with legal aid services 	Increased % of vulnerable groups in need of legal aid who have access to satisfactory and timely legal aid services by 2010	<p>There was no deviation from the plan</p> <ul style="list-style-type: none"> Innovative pilots (in conjunction with LABF.) The Uganda Law Society, with support of DANIDA LABF is currently implementing the Pro-Bono Pilot project, in conjunction with the Law Council initially in the districts of Kampala, Gulu and Jinja. Advocates were contacted on a regular basis through emails, telephone and actual visits to interest them to enroll into the Program. To this end a total of 135 Advocates joined into the project. In the first phase 205 deserving Pro-Bono cases were identified and forwarded for handling to 				

Key Result areas	What Changed?	What had JLOS/agency Expected to Change?	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
			<p>the identified Advocates and of these cases, 38 cases were handled and completed leaving a total of 164 pending conclusion.</p> <ul style="list-style-type: none"> • In the second phase, a substantive manager pro-bono has been recruited. • Since march 2010 6 cases arising out of the first project period have been concluded , 64 new cases have been identified and sent to 31 new Advocates to handle and therefore in total 41 Cases have been concluded out of 248 cases handled to date since 2008 • To date the scheme has over 300 Advocates that have voluntarily enrolled into the programme 				

KEY RESULT AREA 5: JLOS CONTRIBUTION TO ECONOMIC DEVELOPMENT ENHANCED.

5.1 JLOS contribution to creating an environment that enables Uganda to comply with and take advantage of the regional,	<ul style="list-style-type: none"> ▪%age increase in the number of practicing lawyers trained in handling commercial disputes. ▪17 workshops /training programs 	<ul style="list-style-type: none"> ▪Enactment of laws and procedures that enhance economic development. Increased gender parity in JLOS delivery of services that promote 		UGX 148.72 m	UGX 150m	UGX 1.4m	UGX 148.72
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Key Result areas	What Changed?	What had JLOS/agency Expected to Change?	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
bilateral and international trade agreements strengthened	held regionally (11 of these in collaboration with JLOS) with 2,060 lawyers trained in various commercial and access to justice trainings; Another activity in this period that was not funded by JLOS in this period, but contributed to JLOS activities, brought together JLOS actors, and enhanced the participants capacity in the rule of law and access to justice was the Rule of Law Symposium – 232 participants attended this activity.. Structured collaborative strategy between Commercial Court and ULS developed through the Commercial Court Users Committee and a specialized Commercial Court	economic development.					

Key Result areas	What Changed?	What had JLOS/agency Expected to Change?	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	Mediation training for lawyers that were held in June 2010 (50 lawyers benefited from this training).						

Ministry of Gender Labour and Social Development

Key result area	what changed the results?	Planned outcome/output targets	Deviation from the Plan and lessons learnt	Actual expenditure (shs. millions)	Budget FY 2009/10 (shs.million)	Deviation from budget and lessons learnt	Cumulative Expenditure
KRA 2 Human Rights Culture fostered across all JLOS Institutions							
	2 juvenile dormitories constructed in West Nile Region - Arua district	Reduce incidence of juvenile rights violation		533	795.6	Construction of Remand Home to be done in phases	
KRA 3 Enhance access to justice for all especially the poor and marginalized							
	Purchased one Van for Gulu Remand Home	Facilitated juvenile timely attendance of court sessions	Toyota Uganda Ltd delayed to delivery of Van to MGLSD due to balance of shs 6,000,000/=	96	90	Toyota Prices keep fluctuating each F/Y	
	Purchased office furniture and equipment for remand homes.	Proper storage of office documents in remand homes.	More office furniture and equipment needed for other PWO Offices for proper storage of documents	3	20		
	Broad coverage of child justice implementation	To attend one regional meeting to learn experiences of other countries on child justice implementation	Regional meetings should be at least each/Y	UNICEF direct support.	UNICEF Direct support		

Key result area	what changed the results?	Planned outcome/output targets	Deviation from the Plan and lessons learnt	Actual expenditure (shs. millions)	Budget FY 2009/10 (shs.million)	Deviation from budget and lessons learnt	Cumulative Expenditure
	Trained 2 probation officers at LDC. One remand home staff sent for university degree course in social work	Probation officers trained in law and acquired skills in handling cases	Funds for training were released late after academic year 2009/10 had started. Note: 8 probation officers join LDC Academic year 2010/11-September	Note:15m carried forward for academic year sept 2010/11	21	More training funds for career development needed as more districts are being created.	
	Trained 2 probation officers at LDC. One remand home staff in data collection, record keeping and HIV/AIDS management	To improve skills of PWOs and remand home staff in data collection, record keeping and HIV/AIDS management	70 selected officers were trained for 4 days and taken for field visits to : courts, Kampiringisa NRC, Naguru Reception Center, Naguru Remand Home	41	45	3,910,000 Spent on scholastic materials and accommodation for officers at LDC course	
KRA 4 Reduce incidence of crime. Promote security of persons and property.							
	Constructed one poultry house in F/Portal remand home for chicken rearing (as one of the rehabilitation activities for juveniles)	To develop juvenile skills in small entrepreneurship.		30	50		
		Reduced rate of juvenile recidivism					
	Purchased 25 Decker beds for F/Portal remand home	Improved sleeping conditions of juveniles		7.1			
	Procured 4 TV sets for Remand homes	To expose juveniles to a broad scope of development programs on T.V	Activity is part of the rehabilitation programmes to juveniles in remand homes	9			
	Procured indoor games for juveniles in remand homes	To create cumulative thinking and challenge of juveniles minds		3.5			
Case backlog Reduction	Monitored and inspected Police and prison cells on juvenile detentions	Reduced incidents of detaining juveniles in adult prisons	Covered regions : Eastern, karamoja, southern and districts of Kalangala, Masindi and Gulu on specific cases	14.6			
	Monitored and inspected construction work on juvenile dormitories in Arua district and construction of poultry house for F/Portal Remand home	To promote and guide quality of work and value of money in construction of government facilities		15.1			

Key result area	what changed the results?	Planned outcome/output targets	Deviation from the Plan and lessons learnt	Actual expenditure (shs. millions)	Budget FY 2009/10 (shs.million)	Deviation from budget and lessons learnt	Cumulative Expenditure
Note: Fund C/F 2008/09 due to late release	Purchased 850 Uniforms for juveniles in Remand Homes and Kampiringisa NRC	Rights of juveniles to descent clothing observed by MGLSD	Funds were released few weeks to close of 2008/09 so C/F to FY 2009/10	40	70		
	Resettled juveniles in remand homes after court releases regularly	Decongested juvenile population in remand homes	Number of juveniles resettled, Naguru (54) . Mable(20) F/Portal(35)	30			
	Fuel allocation to remand homes for Juveniles timely courts sessions		Mbale, Naguru, F/Portal Remand Home (with Van to take juveniles to court)	part of 30m above.			

Judicial Service Commission

Strategic Objectives	Results	Planned Outcome/Target	Deviation from the plan	Actual Expenditure	Budget	Deviation from Budget	Cumulative Expenditure
KRA 3: RULE OF LAW	AND DUE PROCESS PROMOTED						
Enhance Accountability and Ethics	48 cases have been completed. 15 pending consideration by the full Commission. 102 cases investigated but pending hearing Disciplinary Committee. Also a total of 38 Districts, 25 Sub-counties & 7 Municipal Councils were visited for collection of complaints, inspections were conducted in 7 magisterial areas.	10 cases completed monthly	Not all the budgeted funds were realized in addition, Principal Legal Officers, who would be involved in these cases were recruited in June 2010.	75,500,000	84,000,000	8,500,000	75,500,000
KRA 3: ENHANCE	ACCESS TO JUSTICE FOR ALL	ESPECIALLY THE	MARGINALIZED				
Ensure more rationalised physical access and availability of institutions and services countrywide	A3 Charts 144,830: Booklets 35,680: Framed charts 100. Total 237,970 copies.	2.4 million copies	Cost for production of the materials increased tremendously	60,000,000	60,000,000		60,000,000
	Draft in 1 local language submitted	2 local languages	Consultancy charges turned out to be higher than anticipated	25,000,000	25,000,000		25,000,000
	40 radio talk show	48 talk shows		60,000,000	60,000,000		60,000,000
	5 TV shows held	24 talk shows	Cost per TV show was grossly under budgeted	25,000,000	25,000,000		25,000,000
	19,255 copies produced	24,000 copies of Citizens' Handbooks		50,000,000	50,000,000		50,000,000
	Citizens' Handbook disseminated	100 sub-counties	The extra sub-counties	30,000,000	30,000,000		30,000,000

Strategic Objectives	Results	Planned Outcome/Target	Deviation from the plan	Actual Expenditure	Budget	Deviation from Budget	Cumulative Expenditure
	and distributed in 152 sub-counties with each sub-county receiving 50 copies.		related to the fact that participants from earlier workshops had not been given books				
Enhance Quality of Justice	80 sub-county workshops were held	120 civic education workshops	Rates for allowances and fuel prices went up during the year leading to reduction in the number of workshops held.	240,000,000	240,000,000		240,000,000
	4 prison inmates' workshops held in Mbale & Gulu prisons.	4 civic education workshops		30,000,000	30,000,000		30,000,000
	3 Chief Magistrates and 3 Assistant Registrars were recruited.	Number of Judicial Officers Recruited.		40,000,000	40,000,000		40,000,000
Support to Planning Unit	1 Laptop, executive desk and other furnishings procured for the PPU			10,000,000	10,000,000		10,000,000

Law Development Centre

Key Result Area	what changed (Result)	Planned outcome & target	Deviation from the plan & lessons learnt	Actual expenditure	Budget	Deviation from budget & lessons learnt	Cumulative expenditure
Promote Rule of Law & Due Process							
	1000 copies' of volume of Uganda Law Reports from 1958-1978 published	1000 copies per year of Uganda Law Reports from 1958 -1978 targeted. To be distributed to judicial officers to provide them with precedents in adjudication	It took long to start the work therefore it would have made in a phased manner. First assemble materials and second phase publish	200m spent	200m budgeted for FY 2009/2010	This activity was not completed well because the funds availed was not enough	200M received & spent
	3 staff trained in Law reporting	Enhanced staff Efficiency and improved skill acquired. Law reports for 2008-2009 worked on. Manual to set standard for all institutions involved in Law reporting worked on.	Targeted 10 staff but only 3 were trained which has led to limited out put among the remaining staff	50m spent	50m budgeted for FY 2009/2010	More funds should be allocated on this activity to train the remaining 7 members of staff to cope up with the work load.	50M received & spent
Enhance access to Justice for all especially the marginalized & the poor							
	Converting 2 class rooms into a court to provide students with practical skills & Reduce case backlog	2 magistrate court targeted and the site have been handled over to the constructor. The materials have been delivered and working is starting any time	Increased networking among JLOS institutions & thus ownership of property	200m spent	200m budgeted for FY 2009/2010	funds for construction should be given to institutions in time i.e. first quarter to them prepare	200m received
Case backlog							
	Fit person trained from Kakiri, Kawempe, Lubanga, Wakiso, Entebbe, Makidye & Nakawa	120 fit persons trained out of 240 targeted to handle child offenders and settle them in their communities.	Few fit persons trained to handle the work as the number of child offender grow day by day. More fit persons need to be trained.	20m spent	20m budgeted for FY 2009/2010	120 not trained as planned due limited resources	20M received and spent

Key Result Area	what changed (Result)	Planned outcome & target	Deviation from the plan & lessons learnt	Actual expenditure	Budget	Deviation from budget & lessons learnt	Cumulative expenditure
	Peer leaders trained from Kakiri, Kawempe, Lubanga, Wakiso, Entebbe, Makidye & Nakawa	80 peer leaders out of 200 targeted were trained in diversion to help in handling child offenders in communities	Child offenders are free with peer and this calls for more number to be trained	10m spent	10m budgeted for FY 2009/2010	120 not trained as planned due limited resources	10M received & spent
	Judicial Officials & Police trained in diversion programme	90 trained out of 210 officers targeted in 2009/2010 in diversion programme	Magistrates are more sensitive to giving diversion orders than before	25m spent	25m budgeted for FY 2009/2010	60 not trained due to limited resources	25M received & spent
	Child offenders diverted by fit persons	260 cases handled by fit persons out of 300 children settlement in the communities.	Child offenders avoid stigmatization. Reintegration into the community is easy using the fit persons	10m spent	10m budgeted for FY 2009/2010	Budget was small compared to the number targeted. Proper planning before implementation	10M received & spent
	Child offenders diverted by peer leaders,	80 Cases handled by peer leaders out of 250 targeted and settled in their communities	Reintegration of child offenders is easier	10m spent	10m budgeted for FY 2009/2010	The target would have been achieved if more resources was allocated	10M received & spent
	Child offenders diverted by police	Only 120 child offenders out 380 targeted from police were sent to referral institutions like faith based organization, serenity centre for alcohol & drug abuse & kyakwanzi inst. to settle them & train them	It was a new innovation to refer offenders to institutions which has created impact especially child offenders who have failed to settle in the community.	10m spent	10m budgeted for FY 2009/2010	This activity need more resources as it is at the centre of diversion of child offenders	10M received & spent

Key Result Area	what changed (Result)	Planned outcome & target	Deviation from the plan & lessons learnt	Actual expenditure	Budget	Deviation from budget & lessons learnt	Cumulative expenditure
	Child offenders diverted by Court	135 out of 300 targeted child offenders were diverted at court & referred to institutions i.e ACPCAN, FOCA, UYDL for physical social & counseling exercise	less time spent and child rehabilitated in short time	15m spent	15m budgeted for FY 2009/2010	More cost has been added on as a budget for visiting referral inst. was not included during the planning	15M received & spent
	Cases reconciled at Court & Police using ADR Processes	355 out of 500 targeted in FY 2009/2010 cases were handled and parties reconciled at Court and Police	ADR is easier, cheaper, quicker and its impact on case backlog is realized in the short time	100m spent	100m budgeted for FY 2009/2010	145 not achieved as very few student were sent to Court & Police for the exercise due to limited resource	100M received & spent
	Bar Course students trained.	600 students targeted and all trained in law, counseling, interviewing & advocacy skills	Multi-skilled lawyer trained in various fields	20m spent from CLE funds from LDC	50m budgeted for FY 2009/2010	There is no official budget which can be communicated as collection of fees depends on the number students per semester.	20M received & spent
	Walk in clients for maintenance & child neglect cases handled.	240 walk in clients were targeted but only 125 were handled and the cases were settled amicably by legal officers at LAC	Out of the cases registered the children are innocently affected and used by conflict parents to fulfill their interest therefore there is need for social counseling	15m spent from CLE funds from LDC	25M for FY 2009/2010	This activity is greatly under funded yet the number of walk in clients increase day by day	15m received & spent