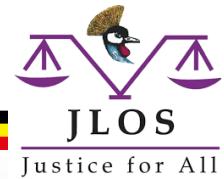




THE JUSTICE LAW AND ORDER SECTOR



# ANNUAL PERFORMANCE REPORT 2020/2021





## **THE JUSTICE LAW AND ORDER SECTOR**

### **ANNUAL PERFORMANCE REPORT**

**2020/21**

**SEPTEMBER 2021**

# FOREWORD

The Justice Law and Order Sector presents the Annual Performance Report for the Financial Year 2020/21, the last Performance Report under the Fourth Sector Development Plan (SDPIV). This year, the report highlights efforts the Sector made towards empowering the people, building trust and upholding rights which was the theme of the SDPIV. As per the promise, there is growing public trust, people centred service delivery and commitment to a human rights based approach within the sector.

JLOS, now in operation for 21 years, is a holistic Government approach to planning and implementation of programmes, whose goal is to promote the rule of law using a sector wide approach. The Sector brings together 18 institutions responsible for administering justice, maintaining law and order and promoting the observance of human rights.

This report tracks the performance of the Sector in implementing SDPIV. The report shows the performance against the SDPIV result targets.

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

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

On behalf of the JLOS leadership, management structures and institutions, we reaffirm our joint commitment to empowering the people, building trust and upholding rights as we transition from the sector wide approach to the programmatic approach under the third National Development Plan.

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Major Gen. (RTD) Kahinda Otafiire  
**MINISTER OF INTERNAL AFFAIRS**

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Kiryowa Kiwanuka  
**ATTORNEY GENERAL**

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## ACRONYMS

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

<b>EU</b>	European Union
<b>FAL</b>	Functional Adult Literacy
<b>FBOs</b>	Faith Based Organisation
<b>GAL</b>	Government Analytical Laboratory
<b>GBV</b>	Gender Based Violence
<b>GIZ</b>	German International Cooperation
<b>GOU</b>	Government of Uganda
<b>HIV</b>	Human Immuno-Deficiency Virus
<b>HRBA</b>	Human Rights Based Approach
<b>ICC</b>	International Criminal Court
<b>ICITAP</b>	International Criminal Investigations Training Assistance Programme
<b>ICT</b>	Information Communication Technology
<b>IDF</b>	International Development Forum
<b>IEC</b>	Information Education and Communication
<b>IFMS</b>	Integrated Financial Management System
<b>IGG</b>	Inspectorate of Government
<b>ILI-ACLE</b>	International Law Institute – African Centre for Legal Excellence
<b>ISO</b>	Internal Security Organisation
<b>JCU</b>	Justice Centres Uganda
<b>JIF</b>	Justice, Law and Order Sector Inspectors Forum
<b>JLOS</b>	Justice Law and Order Sector
<b>JLOSIC</b>	Justice, Law and Order Sector Integrity Committee
<b>JSC</b>	Judicial Service Commission
<b>J4C</b>	Justice for Children
<b>KCCA</b>	Kampala City Council Authority
<b>KMP</b>	Kampala Metropolitan
<b>KIDDP</b>	Karamoja Integrated Disarmament and Development Programme
<b>LABF</b>	Legal Aid Basket Fund
<b>LAC</b>	Legal Aid Clinic
<b>LADASA</b>	Labour Disputes (Arbitration and Settlement) Act
<b>LASP</b>	Legal Aid Service Provider
<b>LASPNET</b>	Legal Aid Service Providers Network
<b>LEAP</b>	Legal Aid Project
<b>LCC</b>	Local Council Court
<b>LCCA</b>	Local Council Courts Act
<b>LCV</b>	Local Council Five
<b>LDC</b>	Law Development Centre
<b>LRA</b>	Lord's Resistance Army
<b>MCA</b>	Magistrates Courts Act
<b>MDAs</b>	Ministries, Agencies and Departments
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIA</b>	Ministry of Internal Affairs
<b>MoU</b>	Memorandum of Understanding
<b>MoFPED</b>	Ministry of Finance, Planning and Economic Development
<b>MoGLSD</b>	Ministry of Gender, Labour and Social Development
<b>MoJCA</b>	Ministry of Justice and Constitutional Affairs

<b>MoHUD</b>	Ministry of Lands, Housing and Urban Development
<b>MoLG</b>	Ministry of Local Government
<b>MoPs</b>	Ministerial Policy Statement
<b>MRA</b>	Mutual Recognition Agreement
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NAP</b>	National Action Plan for Human Rights
<b>NARO</b>	National Agricultural Research Organisation
<b>NEMA</b>	National Environmental Management Authority
<b>DCS</b>	Directorate of Community Service
<b>NFP</b>	National Focal Point (For Light Arms and Small Weapons)
<b>NGOs</b>	Non-Governmental Organisation
<b>NIRA</b>	National Identification and Registration Authority
<b>NORAD</b>	Norwegian Agency for Development Cooperation
<b>NUDIPU</b>	National Union of Disabled Persons of Uganda
<b>NURU</b>	Network of Ugandan Research Users
<b>NUSAf</b>	Northern Uganda Social Action Fund
<b>NTR</b>	Non Tax Revenue
<b>OAG</b>	Office of the Auditor General
<b>OC-CID</b>	Officer in Charge – Criminal Investigations Directorate
<b>ODPP</b>	Office of the Director of Public Prosecutions
<b>OHCHR</b>	Office of the High Commissioner for Human Rights
<b>PDU</b>	Procurement and Disposal Unit
<b>PILAC</b>	Public Interest Law Clinic
<b>PISCES</b>	Personal Identification Secure Comparison Evaluation System
<b>PET</b>	Performance Enhancement Tool
<b>PLA</b>	Platform for Labour Action
<b>PLE</b>	Primary Leaving Examinations
<b>PPC</b>	Probationary Police Constable
<b>PPDA</b>	Public Procurement and Disposal of Assets
<b>PPTA</b>	Prevention and Prohibition of Torture Act
<b>PPU</b>	Policy and Planning Units
<b>PRDP</b>	Peace, Recovery and Development Plan
<b>POMA</b>	Public and Order management Act
<b>PSO</b>	Police Standing Order
<b>PSU</b>	Police Professional Standards Unit
<b>PSSM</b>	Physical Security and Stockpile Management
<b>PSWO</b>	Probation and Social Welfare Officer
<b>PTS</b>	Police Training School
<b>PWD</b>	Persons with Disabilities
<b>QMS</b>	Quality Management System
<b>RBF</b>	Result Based Funding
<b>RCC</b>	Regional Chain-linked Committee
<b>RLP</b>	Refugee Law Project
<b>RSA</b>	Resident State Attorney
<b>RSP</b>	Resident State Prosecutor
<b>RIA</b>	Regulatory Impact Assessment

<b>RTRR</b>	Reporting Tracking Referral and Response
<b>SALW</b>	Small Arms and Light Weapons
<b>SB</b>	Special Branch
<b>SDP</b>	Strategic Development Plan
<b>SGBV</b>	Sexual and Gender Based Violence
<b>SIP</b>	Strategic Investment Plan
<b>SIPIII</b>	Third Strategic Investment Plan
<b>SOC</b>	Scene of Crime
<b>SOCOs</b>	Scene of Crime Officers
<b>SOPs</b>	Standard Operating Procedures
<b>SPCs</b>	Special Police Constables
<b>SPV</b>	Special Purpose Vehicle
<b>STA</b>	Senior Technical Advisor
<b>SWAp</b>	Sector Wide Approach
<b>TAs</b>	Technical Advisors
<b>TAT</b>	Tax Appeals Tribunal
<b>TIA</b>	Trial on Indictments Act
<b>TJ</b>	Transitional Justice
<b>ToT</b>	Training of Trainers
<b>TREP</b>	Taxpayers' Registration Expansion Programme
<b>TWG</b>	Transitional Justice Working Group
<b>UACE</b>	Uganda Advanced Certificate of Education
<b>UCE</b>	Uganda Certificate of Education
<b>UCLF</b>	Uganda Christian Lawyers' Fraternity
<b>UG</b>	Uganda
<b>UGX</b>	Uganda Shillings
<b>UHRC</b>	Uganda Human Rights Commission
<b>UIA</b>	Uganda Investment Authority
<b>ULA</b>	Uganda Land Alliance
<b>ULRC</b>	Uganda Law Reform Commission
<b>ULS</b>	Uganda Law Society
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>UNICEF</b>	United Nations Children's Fund
<b>UPDF</b>	Uganda Peoples' Defence Force
<b>UPF</b>	Uganda Police Force
<b>UPS</b>	Uganda Prisons Service
<b>UN</b>	United Nations
<b>UH OHCHR</b>	United Nations High Commissioner for Human Rights
<b>UPPC</b>	Uganda Printing and Publishing Corporation
<b>URSB</b>	Uganda Registration Services Bureau
<b>URA</b>	Uganda Revenue Authority
<b>UWONET</b>	Uganda Women's Network
<b>UXOs</b>	Un-exploded Ordinances
<b>VAC</b>	Violence Against Children
<b>VHT</b>	Village Health Teams
<b>WHT</b>	Withholding Tax

# EXECUTIVE SUMMARY

The Justice Law and Order Sector (JLOS) Annual Report 2020/21 provides information on the performance of the Sector in the Financial Year (FY) 2020/21. It is the last such report under the Fourth Sector Development Plan (SDPIV). Subsequent performance review reports will be in accordance with the Governance and Security Programme Implementation Plan and the Access to Justice Sub-Programme Strategic Plan.

At impact level, following the implementation of the SDPIV, and in line with the overall goal of promoting the rule of law, the Sector registered an improvement in public trust in JLOS from 49% in 2016 to 62% in 2021 and public satisfaction with JLOS services now stands at 69%. The Sector also maintained the A status of the Uganda Human Rights Commission. Over 78% of the population can now access a frontline JLOS service point within a five Kilometre radius. According to an independent evaluation of the implementation of the SDPIV by M/s. Reev Consult conducted in 2021, Ugandans are now highly aware of the front line JLOS institutions.

Automation of case management in many Sector institutions such as Uganda Registration Services Bureau (URSB), Ministry of Internal Affairs (MoIA) Directorate of Citizenship and Immigration Control (DCIC), National Identification and Registration Authority (NIRA), Office of the Directorate of Public Prosecutions (ODPP) and Judiciary is ongoing. As a result, the level of automation of case management systems increased to 46% from the baseline of 12%.

Following the completion of more justice centres district coverage of the Sector in terms of one stop service points increased from 61.5% in 2017. This translates into a 92.7% achievement of the 2020/21 SDPIV target.

Crime rate reduced from 667 in 2017 to 502 in 2020 for every 100,000, as a result of increased geographical spread of services, adoption of crime prevention measures such as community policing among others. The challenge however was the wave of kidnaps and high-profile murders during the year under review which the Sector must thoroughly investigate to a logical conclusion.

As part of initiatives to strengthen chain-linked initiatives, the Sector has 128 functional District Chain-Linked Committees (DCC) and 17 Regional Chain-Linked Committees (RCCs) across the country. These assist in case backlog reduction, reducing overcrowding in Prisons as well as addressing the demand for fair Justice.

Under reform of business processes the Sector is developing a sector wide integration bus for information sharing, starting with critical institutions such as NIRA and the frontline JLOS service institutions. The process of developing protocols for data sharing is being spearheaded by the Sector Information Integration Committee that is chaired by the Minister of Justice and Constitutional Affairs.

In the DCIC, complete automation of the work permit, visas, special passes and student passes granting process is complete as well as upgrade to a full border management system.

In the ODPP the roll out of PROCAMIS to 54 out of 131 stations countrywide was done and roll out to another 14 stations is underway.

To ensure efficiency and effectiveness in delivery of services, the Sector enhanced supervision, monitoring and evaluation through retooling, capacity building of PPUs and aligning institutional strategic plans to the NDPIII.

The Sector implemented measures to boost rehabilitation of offenders, including juveniles, which led to reduction in the levels of recidivism in the country to 15.1%. Crime prevention strategies and measures

that seek to reduce the risk of crimes occurring, and their potential harmful effects on individuals and society, including fear of crime, were also implemented.

With improving case management systems in JLOS institutions the Judiciary disposed of 156,875 cases in the financial year 2020/21 compared to 130,869 cases during the previous financial year representing a 19.9% improvement in case disposal. As a result of the disposal, the percentage composition of convict prisoners increased from 46.5% in July 2020 to 50.1% in July 2021. In contrast, that of remand prisoners decreased from 53.4% in July 2020 to 49.9% in July 2021.

To speed up court processes and increase the case disposal rate, video conferencing systems were installed in selected High Courts and the Court of Appeal. Installation of the same is also expected in Masindi and Gulu High Courts.

Under reform of business processes the Sector is fast tracking system integration, with technical support from the European Union (EU), to enhance information sharing starting with criminal justice agencies. The process of developing protocols for data sharing is being spearheaded by the Sector Information Integration Committee that is chaired by the Minister of Justice and Constitutional Affairs.

To ensure efficiency and effectiveness in delivery of services, the Sector enhanced supervision, monitoring and evaluation (M&E) through retooling, capacity building of PPUs and rolling out the Sector Strategic Plan for Statistics. The Sector is also managing the transition to programme-based approach under NDP III 2020/21-2024/25. The programme approach introduced by NDP III implies a shift from the Sector Wide Approach (SWAp). Institutions formerly under JLOS now fall under the Governance and Security Programme which brings together Government Agencies responsible for upholding the Rule of law, ensuring Security, maintaining Law and Order, Public Policy Governance, Access to Justice, promoting Human Rights, Accountability, and Transparency. A Programme Implementation Action Plan (PIAP) for the Governance and Security Programme was developed. The Plan embodies Sub Programmes with the view of encouraging synergies among stakeholders to work together to deliver intermediate outcomes and subsequently the Programme outcomes. JLOS institutions fall under the Access to Justice Sub Programme. A Programme Strategic Plan was developed as well as the Access to Justice Sub Programme Strategic Plan that is the successor arrangement for the JLOS under the new planning framework. The JLOS Secretariat has been reconstituted as the Governance and Security Programme Secretariat, and it undertakes coordination of the Programme with an expanded scope.

In line with the Sector strategy to promote justice for children, there is emphasis on use of non-custodial sentences and diversion of child cases. A diversion rate of 72%, which is 88% performance against the 2021 target was recorded, while the number of service points offering child friendly services increased to 72% according to the 2017 Uganda Bureau of Statistics (UBOS) National Governance Peace and Security Survey. The use of non-custodial sentences was emphasised, however given the nature of some cases that cannot be diverted, construction of Moroto and Masindi Remand Homes is ongoing.

Access to legal aid services is vital in accessing justice. The leading JLOS institutions in addressing legal aid services are the Legal Aid Clinic of the Law Development Centre (LDC), Justice Centres Uganda (JCU), a project of JLOS, and the Legal Aid Project of the Uganda Law Society (ULS). The Sector had a 9.5% increase in magisterial areas accessing state funded legal services through the JCU project, LDC Legal Aid Clinic (LAC) and the ULS Legal Aid Project (LAP) supported by GoU and JLOS development partners despite the COVID-19 effects. This represents an overall 22.7 % increase from the base year.

Strengthening the capacity of crime-fighting agencies is essential in the prevention, detection response, investigation, and prosecution of crime. Besides, JLOS is implementing measures to boost the rehabilitation of offenders including juveniles to reduce the levels of recidivism in the country. These, among other interventions, have resulted in an increase in rates of conviction from 60% in 2016 to 75%; a reduction in

the rate of reoffending from 21% to 15.1% while convicts sentenced to community service increased from 45% in 2016 to 68% in the reporting period. This could partly be attributed to the emphasis on the use of non-custodial sentences for certain offences in addressing the control and spread of the global COVID-19 Pandemic. The index of the reliability of policing services remains below the baseline figure given the less than proportionate investment in policing in terms of numbers and equipment.

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

Regarding criminal accountability for armed conflict related crimes, the trial of former Lord's Resistance Army (LRA) Commander Thomas Kwoyelo is on-going. Outreach programmes to prepare witnesses and trace witnesses for the case were conducted by all parties to the case, including the victims' and defense lawyers/counsel for the Kwoyelo case.

JLOS achievements in the observance of human rights and the fight against corruption registered a reduction in the pre-trial remand population in prisons to 49.9% due to enhanced clearance of cases before courts of law and emphasis on non-custodial sentences in managing the spread of the COVID 19 Pandemic, among others. However, the Uganda Human Rights Commission (UHRC) Tribunal did not handle cases during the period because the Commission was not fully constituted.

JLOS has maintained a presence of functional human rights structures and mechanisms at national level and sub-national level, spread around the country for particularly three critical JLOS institutions: UHRC, Uganda Police Force (UPF), and Uganda Prisons Service (UPS). The principal human rights body, the UHRC, has a presence in 10 regional offices around the country, with 12 satellite/field offices. The UPF has maintained presence of functional human rights desks staffed with advocates serving under the UPF, in all 27 police regions.

The UHRC and Judicial Service Commission (JSC) continue to lead citizen awareness processes, as part of their constitutional responsibility to promote civic education. Indeed, during the period UHRC conducted stakeholders meetings in eight regions.

Clearance of corruption cases and complaints through the judicial and quasi-judicial mechanisms increased during the reporting period with the case disposal at the Anti-Corruption Division of the High Court (HC) at 115%. The turn-around time for perusal and prosecution-led investigations by the ODPP improved with 72 cases concluded and the conviction rate at Anti-Corruption Division standing at 80%.

Implementation of newly enacted commercial laws remains a key Sector priority and the JLOS has drafted and gazetted implementing Regulations for 100% of the enacted laws.

The Sector continues to work towards implementing measures to support integration for better communication between the various registries. The level of automation currently stands at 46%. The average time taken to register a business is now 3 hours as a result of automation of the business registry, bringing support service like banking nearer and strengthening coordination.

In the reporting period, MoFPED released a total of UGX. 1,868.46bn which is 93.2% of the UGX. 2,004.98bn revised annual budget. The Covid-19 related budget cuts amounting to UGX.68.94Bn was made on the recurrent budget. The overall absorption of the funds received was 97.9%. Financial performance under the SWAP was relatively poor with 74.8% release by government and 55% by development partners. The Sector fiduciary discipline and absorptions exhibit strong adherence to the Public Finance and Accountability Act.

The Sector must however address the challenges that remain and strengthen adherence to the law and best practices as advised by the Office of the Auditor General (OAG).

Although there were Sector gains registered during the reporting period such as increased case disposal using Information, Communication Technology (ICT), some interventions for instance M&E (Inspection Visits) and capacity building initiatives were not implemented because of COVID-19 restrictions on public gatherings/physical meetings and country-wide travel. There is also need to address the congestion in prisons, slow adoption of technology, highly manual systems, the reversed gains on case backlog and remand populations, and low staff numbers across the Sector institutions. Failure to address staffing has far reaching implications and may further reverse the gains made so far.

Challenges however remain in delayed procurement and procuring and contracting above approved budgets.

The challenges notwithstanding, implementation of the SDP IV and targets therein was largely satisfactory. The Sector however needs to review the areas of under performance and continue to build the capacity of institutions in planning and execution of the plans.

# 1.0 INTRODUCTION

The JLOS Annual Report 2020/21, provides information on the performance of the Sector for the FY2020/21. It is the last such report under SDPIV. The outputs, their indicators and associated targets and actions outlined in the FY2020/21 Sector Budget Framework Paper, Ministerial Policy Statements and the SWAp work plan are used as the framework for the analysis. Outcomes are highlighted and analysed. The report tracks performance against targets set out in the SDPIV results matrix.

The JLOS Annual Report 2020/21 component provides information on the performance of the Sector in the Financial Year 2020/21. This JLOS Annual Report is therefore, a strategic report, tracking performance and results information in the outcome areas of JLOS business. The report provides an opportunity for the Sector, other Government agencies, Development Partners and other stakeholders to assess performance in the implementation of the Sector Development Plan IV. The performance report is about the totality of the JLOS resource envelope which includes the SWAp basket fund, GoU recurrent and development expenditure as well as other multilateral and bilateral project support that the Sector institutions accessed during the FY 2020/21. The performance information in the report is generated from the analysis of the data from institutional submissions. The Sector acknowledges the continued support, commitment and funding provided by the JLOS development partners towards the implementation of SDPIV.

This report is supplementary to the Government Annual Performance Report produced by the Office of the Prime Minister.

The report follows the SDPIV structure and tracks progress against targets set out in the 2020/21 work plan and the SDPIV.

## **The impact of JLOS investments under SDPIV**

Under the SDPIV, in line with the overall goal of promoting the rule of law, the Sector registered an improvement in public trust in JLOS from 49% to 62% and public satisfaction with JLOS services now stands at 69%. The Sector also maintained the A status of the Uganda Human Rights Commission. Over 78% of the population can now access a frontline JLOS service point within a 5 kilometer radius.

According to an independent evaluation of the implementation of the SDPIV by M/s. Reev Consult in 2021, Ugandans are now highly aware of the front line JLOS institutions. According to the report, 96.8% of the respondents were aware of the UPF; 93.5% of NIRA; 83% of UPS; 66.3% of Courts of Judicature (Judiciary) and 57.3% of MoIA-DCIC. However there remains limited awareness of some institutions e.g. only 23.6% of the respondents were aware of the existence of the Ministry of Justice and Constitutional Affairs (MoJCA), ODPP 32.6%; UHRC 44.3% and URSB 42.2%.

Physical access to JLOS service points has generally improved with establishment of service points and regional offices nearer to the people. The improvement is partly attributed to increase in the number of JLOS frontline one-stop service points that have been constructed. The performance against the baseline and progress towards the 2020 targets is shown in the Table1 below.

Table 1 Performance against impact indicators

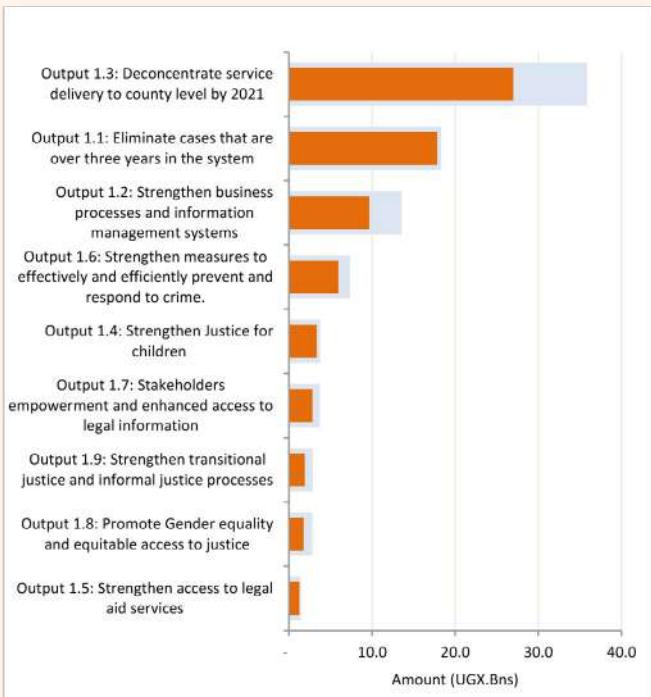
Impact level Indicators		Baseline 2016	Performance 2017/18	Performance 2018/19	2020/21
	1. <i>Public satisfaction with JLOS services</i>	72%	76% <sup>[1]</sup>	76%	69%
	2. <i>Public trust in the Justice system</i>	49%	59% <sup>[2]</sup>	59%	62%
	3. <i>Index of Judicial Independence</i>	3.41	3.42	3.42	3.41
	4. <i>Status of accreditation of UHRC</i>	A	A	A	A

<sup>[1]</sup> Family justice in Uganda 2017-HiiL, based on rating of solutions provided by dispute resolution institutions ie 3.8 on a scale of 1 to 5

<sup>[2]</sup> State of access to justice report 2017- LASPNET

## INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED

Outcome indicators	2016/17	2017/18	2018/19	2019/20	2020/21	
					Target	Actual
% of backlog cases in the system	24.0%	21%	18.0%	17.2%	9.0%	32.1%
% of districts of the targeted 117 with one stop frontline JLOS service points constructed	59.3%	61.5%	67.5%	72.4%	80.0%	74.3%
Crime rate for 100,000		667	612	551	287	502

Funding (millions)	Key Highlights																				
 <table border="1"> <caption>Estimated funding data from chart</caption> <thead> <tr> <th>Output</th> <th>Amount (UGX.Bns)</th> </tr> </thead> <tbody> <tr> <td>Output 1.3: Deconcentrate service delivery to county level by 2021</td> <td>28.0</td> </tr> <tr> <td>Output 1.1: Eliminate cases that are over three years in the system</td> <td>18.0</td> </tr> <tr> <td>Output 1.2: Strengthen business processes and information management systems</td> <td>12.0</td> </tr> <tr> <td>Output 1.6: Strengthen measures to effectively and efficiently prevent and respond to crime.</td> <td>8.0</td> </tr> <tr> <td>Output 1.4: Strengthen Justice for children</td> <td>3.0</td> </tr> <tr> <td>Output 1.7: Stakeholders empowerment and enhanced access to legal information</td> <td>3.0</td> </tr> <tr> <td>Output 1.9: Strengthen transitional justice and informal justice processes</td> <td>2.0</td> </tr> <tr> <td>Output 1.8: Promote Gender equality and equitable access to justice</td> <td>2.0</td> </tr> <tr> <td>Output 1.5: Strengthen access to legal aid services</td> <td>1.0</td> </tr> </tbody> </table>	Output	Amount (UGX.Bns)	Output 1.3: Deconcentrate service delivery to county level by 2021	28.0	Output 1.1: Eliminate cases that are over three years in the system	18.0	Output 1.2: Strengthen business processes and information management systems	12.0	Output 1.6: Strengthen measures to effectively and efficiently prevent and respond to crime.	8.0	Output 1.4: Strengthen Justice for children	3.0	Output 1.7: Stakeholders empowerment and enhanced access to legal information	3.0	Output 1.9: Strengthen transitional justice and informal justice processes	2.0	Output 1.8: Promote Gender equality and equitable access to justice	2.0	Output 1.5: Strengthen access to legal aid services	1.0	<ul style="list-style-type: none"> <li>✓ Case clearance rate of 95%</li> <li>✓ Over 156,000 cases disposed</li> <li>✓ Diversion rate 70%</li> <li>✓ Crime rate declined to 502</li> <li>✓ JLOS complete chain increased to 74.3%</li> <li>✓ CCTV project implemented in Kampala Metropolitan (KMP) and cities</li> <li>✓ Gender and equity rating of JLOS improved to 70% from 64%</li> </ul>
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# OUTCOME ONE:

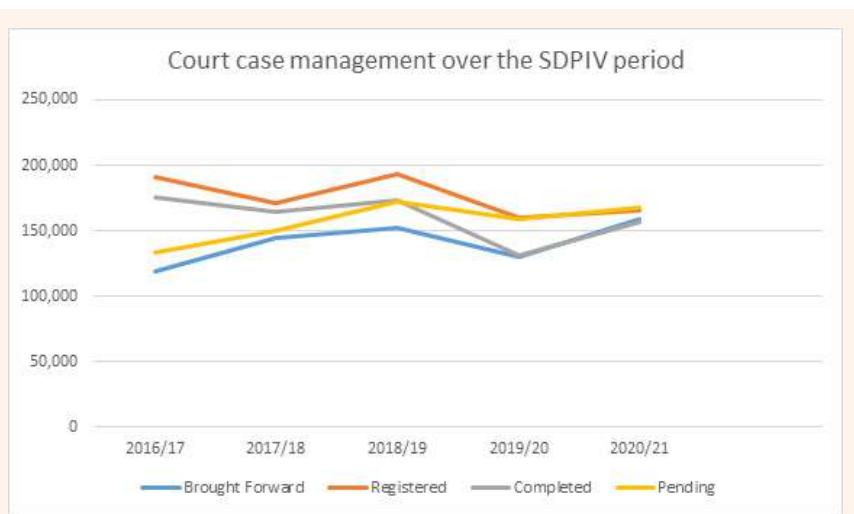
## INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED

Physical access to JLOS service points has generally improved with the establishment of service points and regional offices nearer to the people. The improvement is partly attributed to increase in the number of JLOS frontline one-stop service points that have been constructed. According to a survey conducted by M/s. Reev Consult<sup>1</sup>, 78.4% of Ugandans can access a police station/post within less than five kilometres of their home while 57% access a Grade I Magistrates' Court within five kilometres.

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

The right to speedy trial and delivery of justice is one of the major facets of the general right to a fair hearing. But in Uganda's justice system, case backlog and delays in delivery of justice has been one of the main indictments against the JLOS. A number of initiatives are in place by way of response by different sector institutions to address systemic weaknesses to reduce case backlog. These include addressing day-to-day operational constraints that inhibit access to JLOS services, provision of basic tools of the trade; capacity building of personnel, the necessary operational funds and strengthening customer care.

As a result of the interventions under this Output, the Sector disposed of a total of 801,010 cases compared to the 879,769 new cases registered over the SDPIV period. This reflects a 91.0% average case clearance rate and 52% average disposal rate over the entire SDPIV period.



<sup>1</sup>End term review of SIPIV

Table 2 Case disposal trends over the SDP IV period

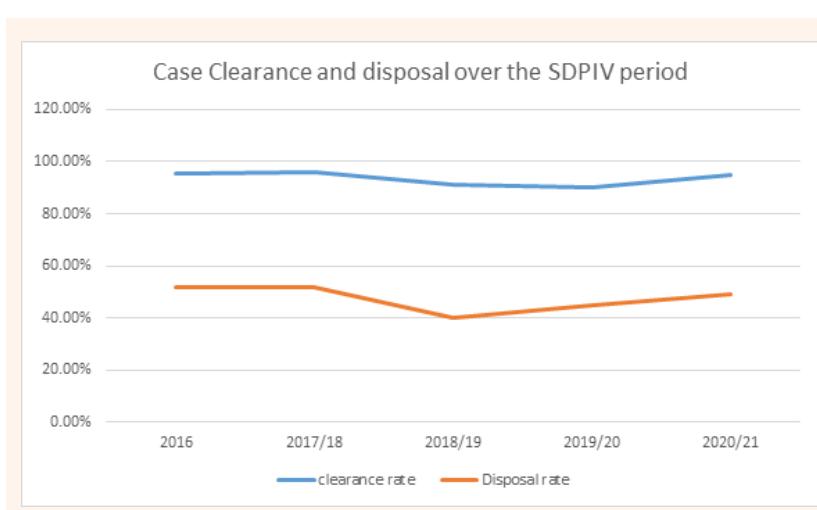
FY	Brought Forward	Registered	Completed	Pending	Disposal Rate (%)	Disposal Rate as a % of Filed Cases
2016/17	118,677	190,679	175,536	133,820	57%	92%
2017/18	143,928	170,940	164,530	150,382	52%	96%
2018/19	151,683	193,260	173,200	171,743	40%	90%
2019/20	129,893	159,543	130,869	158,583	45%	82%
2020/21	158,788	165,347	156,875	167,260	49%	95%
Total		879,769	801,010			

The Judiciary disposed of 156,875 cases in the FY 2020/21 compared to 130,869 cases during the previous FY representing a 19.9% improvement in case disposal. As a result of the disposal, the percentage composition of convict prisoners increased from 46.5% in July 2020 to 50.1% in July 2021. On the contrary, that of remand prisoners decreased from 53.4% in July 2020 to 49.9% in July 2021 from 53.4% in July 2020. However due to the lock down of 42 days from 18<sup>th</sup> June 2021, the trend has been reversed. By the end of July 2021, convicts had reduced to 46.5% while remands had increased to 53.3%

The Judiciary's commitment to eliminate cases that are two years or older was on track for most of the FY but the progress was undermined due to the suspension of sessions and scaling down of Court activities following the COVID-19 pandemic lockdown. This challenge, however, was mitigated by adapting of the Court processes to fit within the COVID-19 health guidelines through increased use of Video Conferencing facilities and other online conferencing technologies.

Table 3 Performance against output1.1 Indicators

Output Performance Indicators	Baseline					Target	Actual
	2016	2017/18	2018/19	2019/20	2020/21		
Case clearance rate	95.2%	96%	91%	90%	98%	95%	
Average length of stay on remand overall	10.5	10.5	10.4	9.5	9	10.8	
Average Time taken (days) to dispose of cases	1,090	810	969	933	450	867	

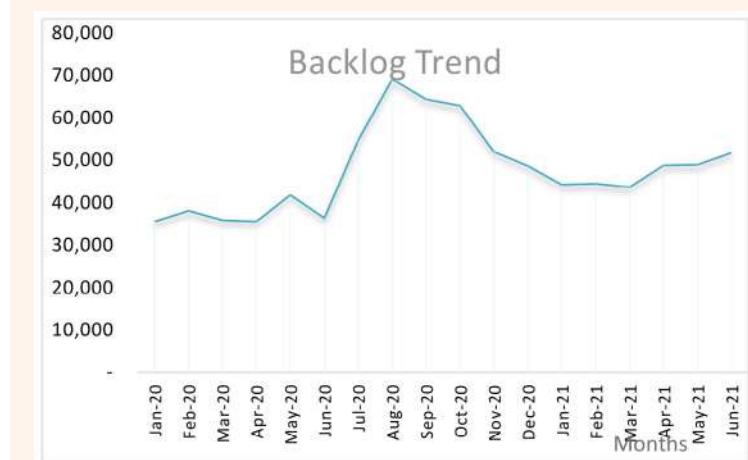
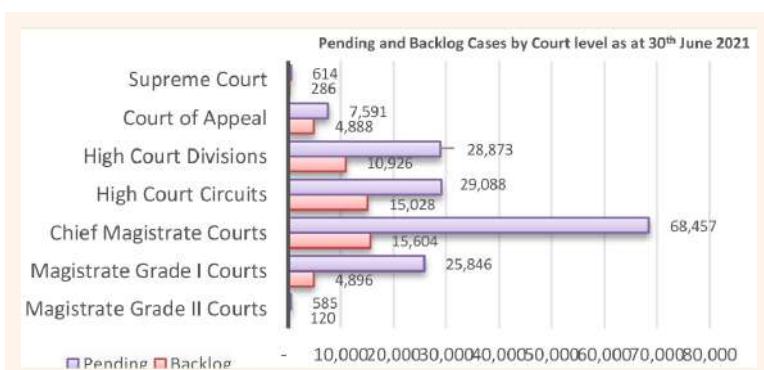


The Sector defines backlog as cases that have been pending in the system for two years and above. The implementation of the case backlog reduction initiatives resulted in the reduction in the average time taken to clear cases by 14% to 867 days in the FY 2020/21 from the baseline of 1,090 days in the FY 2016/17. However, the average time in FY 2018/19 of (1,047 days) was higher than that of the FY 2017/18 of (766 days) due to affirmative action targeting older cases. As the implementation of the case backlog reduction initiative continues, it

is envisaged that the public will enjoy the benefits of faster disposal of cases and matters. The timely disposal of cases contributes to the realisation of the right to speedy and fair hearing which are important quality attributes of the rule of law.

At the end of FY 2020/21, the backlog of the Judiciary stood at 51,748 cases (32% of the total pending (161,054) cases. The High Court (High Court Divisions and Circuits) recorded the highest number of backlog cases of 25,954 cases (44.8% of the 57,961 pending cases) as at the end of the FY2020/21 followed by Chief Magistrates Courts 15,604 cases (22.8% of 68,457 pending cases), Magistrates Grade I Courts 4,896 cases (18.9% of the 25,846 pending cases), Court of Appeal 4,888 cases (9.5% of the 7,591 pending cases), the Supreme Court 286 cases (46.6% of the pending cases), and Grade II Courts 120 cases (20.5% of the pending cases).

The Judiciary experienced a general growth in case backlog over the eighteen (18) months shown in figure above, with the highest growth recorded between June 2020 and December 2020. This peak period can be attributed to the considerable increase in case registration and overall caseload experienced as a residual effect of the COVID-19 pandemic lockdown between the months of March and June 2020. In the months of February to June 2021, it can be observed that whereas there was growth in case backlog, the pace of backlog growth was considerably slower than that experienced between June 2020 and December 2020.



Source: Statistical Reports on Court Performance for the Months of January 2020 - June 2021

Table 4 Progress of implementation of planned activities under Strategic Intervention 1.1

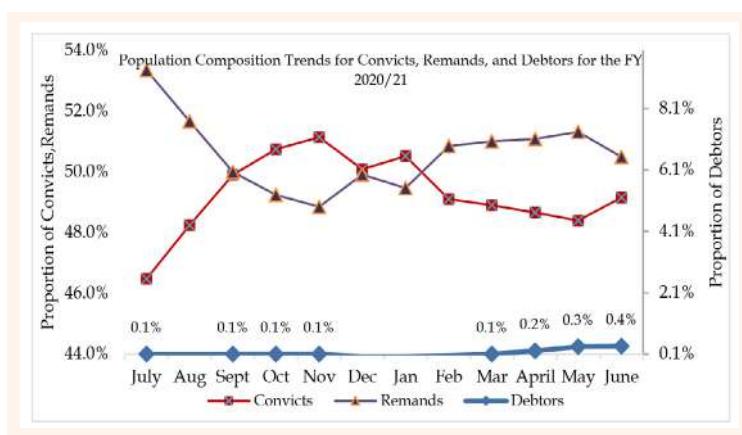
Activity	MDA	Budget	Release	Progress
Analysis of 900 DNA cases	DGAL	882,000,000	600,000,000	<ul style="list-style-type: none"> <li>i) Acquired laboratory reagents for the analysis of 685 DNA cases</li> <li>ii) Acquired laboratory reagents for the analysis of 480 Non-DNA cases;</li> <li>iii) Facilitated experts traveling to courts of law to provide expert witness to 15 court summonses</li> </ul>
Prosecution of cases in Supreme Court sessions	DPP	153,000,000	76,250,000	Prosecuted 19 appeals in 1 Supreme Court session
3,935/28,323 Backlog cases disposed of across all Court levels.	Judiciary	6,526,750,000	3,414,140,000	Disposed of 156,875 cases out of the caseload of 317,929 cases. This accounted for 49% of all cases in the system and an equivalent of 95% of the cases filed in the reporting period.
Dispose 200 backlogged cases	TAT	200,000,000	163,836,800	197 cases disposed of

Activity	MDA	Budget	Release	Progress
Investigation and conclusion of 4,000 case backlog.	UPF	1,600,000,000	909,920,000	<i>Activity is on-going. The activity was delayed by the participation of officers in other national policing activities</i>
Case backlog reduction in Prisons; fuel, vehicle maintenance, linking remand programme, remand prisoner's records management and staff allowances	UPS	1,515,000,000	842,802,513	<p>i) An average of 465 prisoners (20 females) delivered to 264 courts spread country wide – 153 court sessions attended (99 main court session, 45 plea bargaining sessions and 12 Court of Appeal sessions)</p> <p>ii) 256 staff deployed in Courts</p> <p>iii) 22,118 inmates linked to actors in the criminal justice system.</p> <p>iv) Case backlog monitoring was conducted in Eastern, North Eastern, Mid-Eastern, Northern, Mid-Northern, Western, South Eastern, South Western and Kigezi regions</p> <p>v) Sensitisation programmes conducted for 12,000 inmates in 30 prisons specifically in Central region</p> <p>vi. IEC materials for the sensitisation of remand inmates on their right to access to justice were procured and distributed to 50 Prison units</p>
ODPP-CID case management and service delivery coordination meetings	ODPP	120,000,000	120,000,000	<i>Held 2 ODPP- CID top managers national case management and service delivery coordination meetings.</i>
Implementation of the DGAL Case backlog Reduction Strategy	DGAL	478,000,000	446,760,000	<p>i) Acquired personal protective gear for staff namely face masks, gloves, safety shoes and overcoats. Acquired 20 waste disposal bins placed around the main laboratory building</p> <p>ii) Dissemination/training scene of crime officers on guidelines for handling and submission of forensic exhibits was done in Arua district</p> <p>iii) Printed 400 copies of guidelines for handling and submission of forensic exhibits</p> <p>iv) Procured 1 venue for the dissemination/training and submission of forensic exhibits.</p>

Activity	MDA	Budget	Release	Progress
Prosecution of cases at Court of Appeal sessions	ODPP	434,000,000	310,500,000	<i>Prosecuted 160 appeals in 5 Court sessions</i>
Case management systems enhanced	TAT	150,000,000	58,650,000	System development starts
Case backlog reduction; Purchase of vehicles for delivery of Prisoners to Courts	UPS	700,000,000	440,000,000	<p>i) Procurement of 30-seater buses for Nebbi, Kapeeka/Makulubita ongoing at the contract evaluation stage but funds are not yet released</p> <p>ii) The 60-seater bus for Kitanya Prisons was procured however, a balance of 20m was not released</p> <p>iii) Procurement of 5-ton trucks for Moyo and Buhweju is ongoing at the contract evaluation stage but funds are not yet released</p>
Prosecution of cases	ODPP	3,227,000,000	1,660,000,000	<p>i) Prosecuted 1,266 cases in 55 High Court sessions</p> <p>ii) Concluded 1,999 cases through Plea-bargain Court sessions of which 1,029 were concluded in High Court and 970 cases in Magistrate Courts</p> <p>iii) 88,105 witnesses were prepared</p>
Defend 2500/3682 Backlog Civil Cases (Gulu-70, Arua-60, Fortportal-50, Mbale-65, Mbarara-50, Moroto-55 and 2150 Kampala)	MoJCA	1,250,000,000	455,580,000	94 cases were won saving Government UGX 228,578,507,322/= and 32 cases were lost equivalent to UGX 70,647,958,081/=.
Industrial Court holds regional circuits	MoGLSD/IC	660,000,000	520,757,561	<p>i) 4 regional sessions held among them 90 cases were disposed of in central region, Jinja and Fort Portal</p> <p>ii) The panellists were facilitated</p> <p>iii) customised documents, assorted stationery and photocopy procured utilised</p>
Training in Trial advocacy for 40 legal officers	UHRC	3,200,000	3,200,000	The training will not be conducted due to inadequate funds released. UHRC requested for additional funds to execute this activity and is yet to be advised if more funds will be provided or a request for re-allocation is made
Support to District community service committees	MIA/NCSP	300,000,000	300,000,000	50 DCSC funded, 6710 orders issued out of whom 511 are female

Activity	MDA	Budget	Release	Progress
Training of Labour Officers in Conciliation, Mediation and Arbitration of labour complaints and disputes (MoGLSD)	MoGLSD	325,000,000	122,000,000	<i>165 labour Officers trained in conciliation, mediation and Arbitration of labour complaints in Eastern and Western Region</i>
Conduct the annual CID retreat for periodic reflection and learning.	UPF	64,250,000	-	<i>No Release</i>
Training in Cyber-crime and Electronic Evidence for Judicial Officers		63,600,000	63,600,000	<i>Training not conducted. Funds were re-allocated to the training of Judicial officers in Election petitions</i>
Training in Forensic Evidence for High Court Judges	Judiciary	57,780,000	57,780,000	<i>Training not conducted. Funds were re-allocated to training of Judicial officers in Election petitions</i>

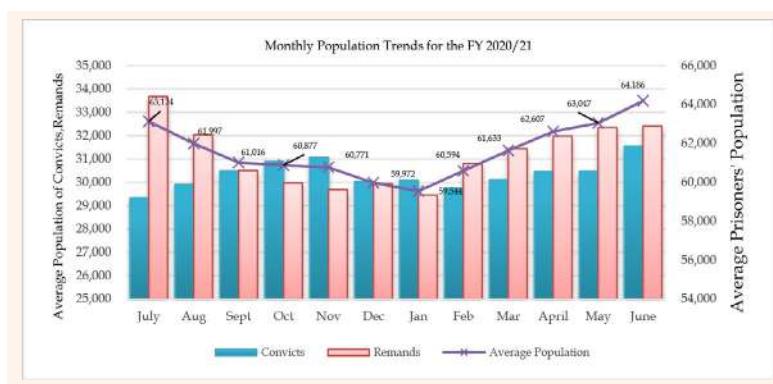
The efforts of case clearance are reflected in the composition trends for convicts, remands, and debtors for the reporting period.



The figure below shows that there has been a general upward and downward trend in the percentage composition of convict prisoners and a general downward and upward trend in the percentage composition of remand prisoners since July 2020. The percentage composition of convict prisoners increased from 46.5% in July 2020 to 51.1% in November 2020 and a reduction to 49.2% has been registered in June 2021. On the contrary, that of remand prisoners decreased from 53.4% in July 2020 to 48.8% in November 2020 and subsequently, an increase has been registered, which has seen the percentage composition increasing to 50.5% in June 2021.

and subsequently, an increase has been registered, which has seen the percentage composition increasing to 50.5% in June 2021.

The figure below shows a general downward trend in the prisoners' population in the first seven months of the FY 2020/2021, from a monthly average of 63,124 prisoners in July 2020 to 59,544 prisoners in January 2021. However, an upward trend was registered, and the population rose to 64,186 in June 2021. In the same period, convicts significantly increased from 29,336 in July 2020 to 31,549 in June 2021 and remands significantly decreased from 33,677 in July 2020 to 29,686 in November 2020. An increase has been registered since then, which has seen the population increasing to 32,409 in June 2021, this is attributed to the continued lock down as a result of the COVID-19 pandemic which affected court operations.



### 1.1.1 Institutional case management enhanced

In the reporting period, the Sector continued with the implementation of the Case Backlog Reduction Strategy along with other efforts and initiatives. As a result, the Courts disposed of 156,875 cases out of the caseload of 317,929 cases in FY 2020/21 despite the countrywide lockdown for June 2021 as a result of COVID-19 pandemic compared to 130,869 cases disposed of the FY 2019/20.

This accounted for 49% of all cases in the system and an equivalent of 95% of the cases filed in the reporting period. This performance could in future increase the number of cases registered as public confidence grows due to faster handling of cases. Table 5 shows the summary of court performance for the FY 2020/21 as shown below.

Table 5: Summary of Court Performance for FY2020/21

Court Level	Brought Forward	Registered	Completed	Pending	Disposal Rate (%)	Disposal Rate as a % of Filed Cases
Supreme Court	507	209	102	614	14%	49%
Court of Appeal/ Constitutional Court	7,242	1,853	1,504	7,591	17%	81%
High Court	60,911	32,400	35,350	57,961	38%	109%
Chief Magistrates' Courts	60,501	93,260	85,304	68,457	55%	91%
Magistrate Grade I Courts	22,769	35,651	32,574	25,846	56%	91%
Magistrate Grade II Courts	652	1,974	2,041	585	78%	103%
Grand Total	152,582	165,347	156,875	61,054	49%	95%

The Courts registered a 5% increase in the Disposal Rate as a percentage of filed cases from 90% in FY2019/20 to 95% Disposal Rate as a % of filed cases in FY2020/21. This overall increase in disposal rate and disposal rate as a % of filed cases can be attributed to the High Courts having embraced ICT to ensure business continuity by conducting special backlog reduction sessions and day-to-day Court hearings amidst the COVID-19 pandemic.

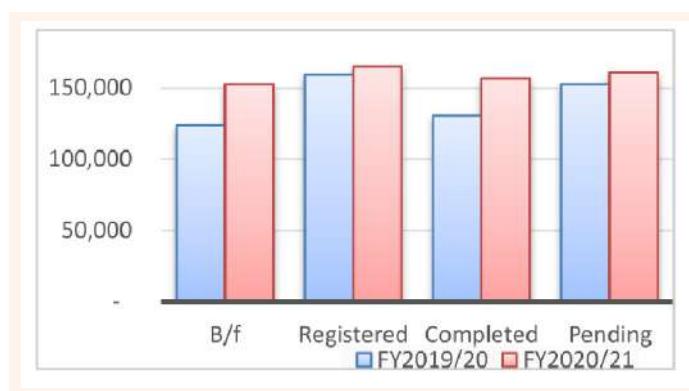


Table 6 Indicator Matrix for Case Backlog in the Court System

Indicators	FY2019/20 Baseline	FY2020/21	
		Target	Actual
Percentage of backlog Cases in the Court System	48%	44%	32.10%
Percentage of backlog at the Supreme Court	48%	45%	46.60%
Percentage of backlog at the Court of Appeal	58%	55%	64.40%
Percentage of backlog at the High Court	47%	44%	44.80%
Percentage of backlog at the Chief Magistrate Courts	40%	37%	22.80%
Percentage of backlog at the Magistrate Grade One Courts	N/A	25%	18.90%

Source: Judiciary Strategic Plan V and Judiciary Data Management Committee

As illustrated in the table above, the Judiciary targeted to reduce the proportion of backlogged cases in the entire Court System from 48% in FY2019/20 to 44% in FY2020/21 but registered 32.1% as the proportion of case backlog as at the end of FY 2020/21. This means that the Judiciary improved its backlog target by 11.9 percentage points. Case backlog in the Judiciary is generally defined as cases that have been pending for two or more years.

The Judiciary conducted several plea bargain sensitization camps in several prisons with the aim of promoting plea bargaining and reducing case backlog. A total of 892 cases were completed as a result of the aforementioned camps conducted by the office of the Principal Judge. It should be noted that due to COVID-19 lockdown, other scheduled plea bargain camps were cancelled. Figure 3 above shows the summary of cases completed through plea bargaining.



The Principal Judge attending a Plea-Bargaining Camp



The Principal Judge, the Director of Public Prosecution and staff of Uganda Prisons Service attending a Plea-Bargaining Camp

In regards to prosecution, the ODPP conducted prosecutions in criminal cases which included 45 appeals in the Supreme Court in 2 sessions; 329 appeals in the Court of Appeal in 10 Sessions; and 79 appeals in the High Court from 4 Circuits. However, performance was affected by the reluctance by the majority of Court of Appeal Justices to appreciate and apply the sentencing framework prescribed/set out by The Constitution (Sentencing Guidelines for Courts of Judicature) (Practice) Directions, 2013, resulting in a significant reduction of sentences on appeal, ODPP having no right of appeal against leniency of sentence; a growing practice of incomplete or missing records on appeal and the Court's tendency to visit the failings on the prosecution. There is need for a coordinated approach to handling this challenge as most accused persons are having sentences so drastically reduced or even being released by the Court of Appeal

The ODPP prosecuted 1,694 criminal cases in 76 High Court criminal sessions while 5,238 cases were concluded through Plea Bargain, including 1,903 cases in the High Court and 3,335 cases in the Magistrates Courts. Committed case files in capital cases were reviewed and 1,426 cases weeded out from the court system in 16 ODPP regions. The ODPP continued to ensure that sanctioning of cases is done in accordance with the prevailing Constitutional 48-hour rule that requires that a suspect be produced in a court of law within 48 hours. This it has done through a key performance indicator that monitors compliance to this constitutional provision. However, some constraints emerge during the observance of that provision that include complexity of some cases, the voluminous nature of some case files, quality of crime investigations, staff strength which naturally affects prosecutor ratio.

Among the high-profile cases handled through plea bargain was the murder case against Mathew Kanyamunu which was successfully concluded through Plea Bargain. The ODPP received several other Plea Bargain offers from accused persons in Corruption and Money Laundering cases.

These offers are mainly attributed to the improvement in the quality of investigations (especially through prosecution-led investigations); coupled with the prosecutors' increased capacity to guide investigations in corruption cases resulting in the assembling of credible and admissible evidence. Hence 8 out of 17 convictions registered during the reporting period resulted from Plea Bargain Agreements. Plea Bargain significantly contributed to the increased conviction rate, timely disposal of court cases and recovery of stolen funds.



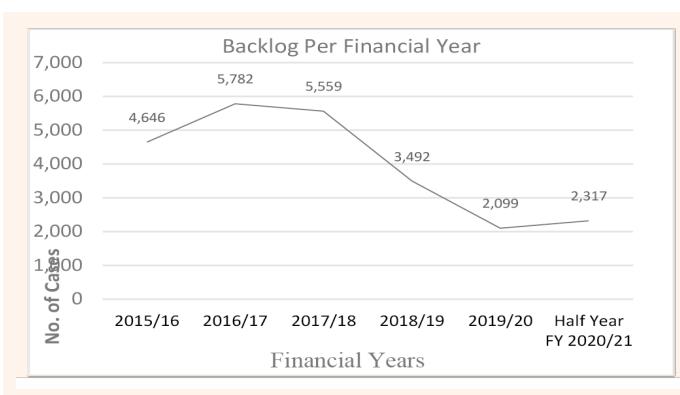
Plea bargain sensitisation in Mbale by the Principal Judge Hon Justice Flavian Nzeija and the DPP Lady Justice Jane F. Abodo together with key stakeholders.

However, plea bargain has a few inconsistencies in procedure and sentencing. The ODPP has as part of its response to this challenge, launched (with support from UNWomen) a Prosecutors' Plea Bargain guidelines with the aim of streamlining procedures and establishing fair and consistent practices within which prosecutors can work to improve the quality of the plea bargain process. Additionally, the guidelines will serve to ensure the plea bargain mechanism is not abused by prosecutors through offers of outrageous sentences and also to ensure victims and community participation.

Clearance of forensic case backlog to enhance DGAL's efficiency and effectiveness continued through implementation of the DGAL Case Backlog Reduction Strategy (CBRS) for the period July 2018 - June 2023. Implementation of the Strategy, which commenced in FY 2018/19, targeted 75% cumulative clearance of backlog as of June 2020 and 100% clearance by June 2021. It is built on the imperative for DGAL to provide timely and quality services that meet the needs of its diverse clientele across the justice system, public health and safety domains.

The case backlog stood at 5,559 cases at the commencement of the implementation of the DGAL Case Backlog Strategy as at July 2018. At the end of FY 2019/2020 backlog cases were 2,099 and currently, backlog stands at 2,317 cases.

The additional cases in the closing stock that increased the case backlog were from the case backlog census carried out in February 2021 and these increased the backlog from 530 cases to 2,317 cases as of July 2021. The 100% clearance of case backlog target as of June 2021 was also affected by a shortfall in the budget for case backlog clearance for the FY 2020/21 which was UGX 5.6 billion and the advent of the COVID-19 pandemic and its related effects on case receipt volumes, staff training, recruitment and maintenance of modern scientific equipment, among others.



There is continuous progress on case backlog reduction at DGAL as some divisions have divided hours during the week in such a way that they work on both incoming new cases and old cases, while other divisions work over the weekend specifically on backlog cases and thus a notable reduction in the average time taken to report cases from 60 days to 30 days.

Table 7 Backlog Trend per Financial Year

Divisions	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Toxicology	2,700	3,360	3,410	2,153	1,376	1,264
Forensic Biology	1,242	1,594	1,617	1,110	569	786
Fire Arms	131	181	120	16	17	16
Questioned Documents	114	116	107	82	45	105
Food And Drugs	300	336	143	7	25	78
Microbiology	109	141	160	124	67	68
Pesticide Residue	50	54	2	0	0	0
Water And Environment	0	0	0	0	0	0
Total	4,646	5,782	5,559	3,492	2,099	2,317

There is an increased inflow of new cases at the laboratory that were not adequately handled due to the disrupted work schedules and work processes brought on by the COVID-19 pandemic. The funds that were meant for the analysis of the backlog cases were not fully disbursed and this was a factor that adversely affected output. With the advent of the COVID-19 pandemic and the 2020 lockdown, the case reporting at the laboratory was affected and led to further accumulation of case backlog. The reasons for the performance on case reporting include committed management effort to improve forensic analysis; good analytical staff capacity and commitment to goal setting and achievement; effect of new, efficient equipment on forensic case backlog; improved funding that ensures the regular and reliable supply of laboratory chemicals and reagents; good collaboration and skills sharing among Divisions and equipment functionality. Nevertheless, there was a 100% response to all court summons received at the Directorate. All the forty-eight (48) court summons that were received were responded to.

One of the key mandates of UPS is to deliver inmates to court. In the reporting period, the UPS delivered a daily average of 465 inmates (20 females) to 264 Courts spread country wide; 156 Court sessions were attended (99 main court sessions, 45 plea bargaining sessions and 12 Court of Appeal sessions); 256 staff were deployed in Courts and were provided with facilitation for refreshments and 07 vehicles were procured for delivery of inmates to Courts. Case backlog performance was monitored in all 16 UPS regions to improve service delivery. Sensitisation programmes for inmates on remand, on basic legal rights were conducted in 30 Prisons and 12,000 inmates benefited.

The Service registered 100% adherence to sentences as passed by courts. Additionally, the Prisons' social workers, through the linking of remand inmates' programmes, linked 22,118 inmates to different actors in the criminal justice system. As a result of all these actions, the remand population reduced to 48.6% from 50.6%. Relatedly, the length of stay on remand for capital offenders increased from 18.0 to 19.1 months and for petty offenders increased from 2.4 months to 3.3 months.

The daily average population of prisoners in custody has been on the upsurge from 32,365 prisoners in FY2011/12 to 61,614 prisoners in FY2020/21 –Annual growth of 7.3% against the 3.0% National Population growth.



*Social worker holding a legal sensitisation session at Luzira Women Prison*

Efforts have been concentrated on reducing the proportion of remands in custody to below half of the population of prisoners. This target was achieved in the FY2018/19, however, a change in the trend has been registered in the FY2020/21 which has seen the remand proportion increasing to 50.6%. This is mainly attributed to the COVID 19 pandemic which has affected the normal activities within the actors of the criminal justice system.

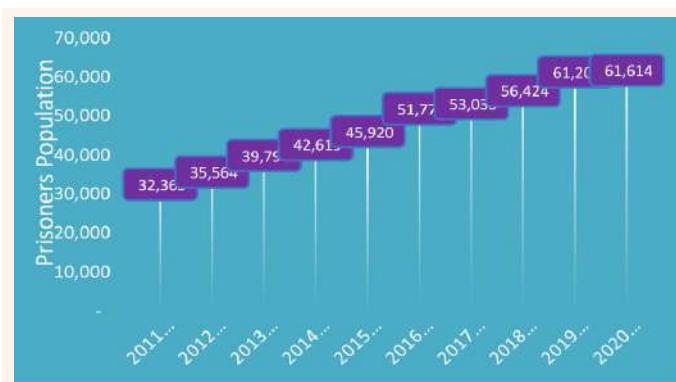


Table 8 Average period spent on remand (months)

Disaggregation category one	Male	Female	Overall
Capital	19.3	16.5	19.2
Petty	3.3	2.7	3.3
Overall	10.9	10.0	10.8

Table 9 Average period spent on remand (months)

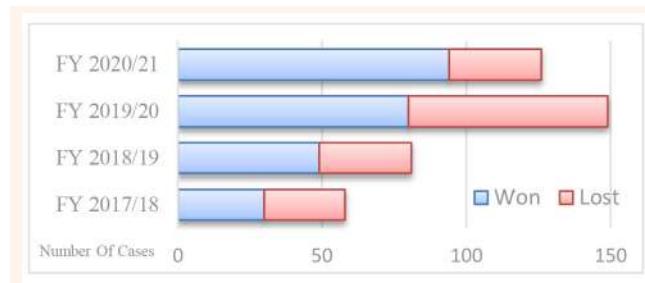
Disaggregation category two	Male	Female	Overall
Pending Ministers Order	151.7	174.3	155.3
Committed to High court	26.2	23.4	26.0
Military courts	21.5	4.4	21.0
Not committed to High court	4.1	3.7	4.1
On hearing in the lower court	3.3	2.7	3.3
Overall	10.9	10.0	10.8

One of the core mandates of the MoJCA is to defend Government in various courts of law and Human Rights tribunals, both locally and internationally. The Ministry has seen increased cooperation of concerned Ministries, Departments and Agencies (MDAs) and increased responses to requests for information to effectively defend Government. However, some MDAs do not comply leading to loss of cases. Most of the cases lost are mainly due to lack of proper instructions from the line MDAs and due to breach of Contracts by Government officials which makes them bad cases as illustrated in the table below.

Table 10 Civil cases concluded from FY 2017/18 to FY 2020/21

Financial Year	Total	Won	Lost
FY 2017/18	58	30	28
FY 2018/19	81	49	32
FY 2019/20	149	80	69
FY 2020/21	126	94	32
Total	665	409	256

MoJCA continues to implement measures to curb escalating court awards. Key among these is the mode of payment of court awards which was decentralized to the respective MDAs. This has seen a reduction in the accumulation of court awards in some agencies.



### 1.1.2 Rules and Procedures that lead to delay in disposal of cases reviewed

To strengthen Sector efforts to fight case backlog, rules and procedures in all JLOS institutions are being reviewed in addition to holding routine stakeholder engagements for all frontline service providers. In the ODPP stakeholder engagement for effective case management was undertaken. The ODPP also held case preparation meetings with different case stakeholders including police, victims and witnesses and participated in 34 inter-agency engagements. This was possible due to the increased use of online engagements, accounting for over 70% of the engagements

### 1.1.3 Chain linked initiative strengthened

The chain-linked initiative remains the pivot on which the Sector operates. It is against this background that the Sector continues to nurture the chain-linked structures at both national and subnational levels. As a result of the funding provided as shown in the table below, 238 DCC meetings were held by the 127 operational DCCs. This translates into about two meetings per DCC. Also, 18 RCC review meetings were held in the JLOS regions. In addition, 26 DCCs held open days in the reporting period.

Table 11 Progress of implementation of planned activities

Activity Description	Institution	Total approved	Disbursement	Progress report
Facilitate chain-linked Committees.	Judiciary	934,800,000	585,000,000	<i>RCC meetings were held in Jinja, Masindi Arua, Gulu, Jinja, Masindi, Mbarara, Mbale, Mpigi, Soroti, Fort Portal, Kabale and Masaka. HC Circuits.</i> <i>60 DCC meetings were held</i>
Facilitation of DCC outreach and open days	Judiciary	1,086,000,000	190,500,000	Open days facilitated but affected by Covid-19
Facilitate JLOS Chain-Linked Advisory Board bi-annual meetings	Sector wide	100,000,000		No funds released

### 1.1.4 Capacity of Staff enhanced

The Sector, well aware of the capacity gaps in institutions programmed and funded the activities detailed in table 12 below to enhance staff capacity despite the 35% staffing gap across the Sector.

In the period under review, several activities were conducted towards enhancing the capacity of staff as summarised in the table 13.

Table 12 Progress of implementation of planned activities

Activity Description	Institution	Total approved	Disbursement	Progress
Industrial Court holds regional circuits	MoGLSD/ IC	660,000,000	520,757,561	2 regional court sessions held in Fort Portal and Jinja and 42 cases were disposed.
Evaluating of JLOS chain linked committees	Sector wide	300,000,000	-	No funds released
Training in Trial advocacy for 40 legal officers	UHRC	3,200,000	3,200,000	The training will not be conducted due to inadequate funds. UHRC requested additional funds to execute this activity and is yet to be advised if more funds will be provided or a request for re-allocation is made
Support to District community service committees	MIA/NCSP	300,000,000	300,000,000	50 DCSC funded, 6,710 orders issued out whom 511 are female
Training of Labour Officers in Conciliation, Mediation and Arbitration of labour complaints and disputes (MGLSD)	MoGLSD/ IC	325,000,000	122,000,000	102 Labour Officers were trained
Conduct the annual CID retreat for periodic reflection and learning.	UPF	64,250,000	0	No funds released
Training in Cyber-crime and Electronic Evidence for Judicial Officers	Judiciary	63,600,000	63,600,000	Training not conducted. Funds were re-allocated to the training of Judicial officers in Election petitions
Capacity building of UHRC staff on election monitoring (early warning mechanism)	UHRC	105,000,000	-	No funds released
Training in Forensic Evidence for High Court Judges	Judiciary	57,780,000	57,780,000	Training not conducted. Funds were re-allocated to the training of Judicial officers in Election petitions
Undertaking background checks of potential candidates for judicial office	JSC	97,540,000	-	No funds released
Train 40 members of PPU in results-based planning, M&E, Data collection, analysis and presentation	Sector wide	160,000,000	-	No funds released

Table 13 Detailed institutional capacity building sessions

Institution	Nature of Capacity Building	N° Trained	Location / Beneficiaries (Region/District)	Outcome
Judiciary	Specialized course on Legal and Court Transcribing	38 court Transcribers (3 M & 35 F)	Judicial Training Institute (JTI)	<i>Yet to be assessed</i>
	Handling election petitions 10 (5F and 5M) Supreme Court Justices and 42 Chief Magistrates (23M and 19F)	52 (28 M and 23 F)	Judicial Training Institute (JTI)	<i>Speedy disposal of election petitions</i>
	Training in Mediation	43 Mediators (33 M & 10 F)	Masindi	<i>Yet to be assessed</i>
UPS	Cadet ASPs training	97 ASPs	Prisons Academy and training school	
	Management training	5 officers	Uganda Management Institute	<i>Completed</i>
	Specialized security training in partnership with Uganda Peoples Defence Forces (UPDF)	230	Kasese	<i>Improved security in prisons</i>
	NCOs course is on-going	297 officers	Prisons Academy and Training School	<i>Ongoing</i>
	Management of COVID-19	150 health workers		
	Leadership training and in Service delivery	21 staff	Kyankwanzi	<i>Completed</i>
DGAL	Refresher training	150 trainers	Prisons Academy and training school	<i>Improved service delivery</i>
	Specialized training in method validation and verification Via webinar	6	Online	<i>Improved quality and chemical verification</i>
ODPP	Extensive training for prosecutors, investigators and judicial officers in the country in handling trafficking In-person cases	237 prosecutors	Head Office and 16 Regions (Kampala, Nakawa, Mukono, Mbale, Mubende, Fort Portal, Mpigi, Kabale, Masaka, Mbarara, Fort Portal, Arua, Gulu, Lira, Soroti and Jinja).	
	Trauma informed care (TIP) or victim centered approaches to TIP		6 ODPP regions of Arua, Gulu, Lira, Soroti, Mbale and Jinja	
	Mutual Legal Assistance (MLA) and Extraditions in the border regions	31 officers	Masaka and Kabale	<i>officers equipped with best practices in handling international cooperation matters as well as MLA and extradition requests</i>

Institution	Nature of Capacity Building	N° Trained	Location / Beneficiaries (Region/District)	Outcome
	Witness protection and victim's empowerment		Masaka, Kabale, Mbarara and Fort portal	
	Hands-on Asset Recovery training for ODPP Prosecutors and Police officers	269 officers regional officers, Deputy Regional Officers and State Attorneys, Regional and CID officers, Magistrates and Immigration officers.	All ODPP 16 regions	<i>Build capacity on importance of Asset Recovery in the fight against crime</i>
	Training on child friendly procedures			<i>i) To improve communication skills of the criminal justice actors with children; ii) To describe and utilize basic information about the nature and characteristics of children and how best to nurture them to healthy physical and emotional growth and development; iii) To specify characteristics of children at different stages of development; iv) To explain and explore the relationship between the behaviour of a child and possible problems in that child's environment and or social relationships.</i>
JSC	Judicial Education programmes  Held nine (9) Capacity Building sessions	(8) Regional engagements with Judicial Officers.	High court circuits Iganga, Soroti, Fort Portal, Lira, Jinja, Moyo, Mbarara, Kasese, Arua, Luwero, Masindi, Mbale, Gulu, Kabale, Masaka, Nakawa and Moroto.	
	Trained in sign language	Four staff		<i>Enhanced and effective communication skills with People with disabilities (PWD)</i>

The Judiciary conducted In-Station coaching sessions in selected courts that are already implementing the Small Claims Procedure (SCP). Although judicial and non-judicial officers in these courts were formally trained by the Judicial Training Institute prior to SCP roll out in their respective courts, SCP performance reports established case and data management gaps that the registry found fit to address through problem-solution focused coaching at the respective courts. The coaching sessions were therefore intended to provide guidance and skill enhancement targeting identified gaps in case management and data/reports generation. Courts where this activity was conducted included Namutumba, Buyende, Kaliro, Alebtong, Nakaseke, Kalisizo, Buhweju, Kakira, Rubirizi, Busembatya and Bugembe Courts.

Other interventions conducted towards enhancing the capacity of the institutions included a capacity building symposium on the Administration of Judiciary Act of 2020 as well as the recruitment of 1,810 Recruit Prison's Warders and Wardresses which is still ongoing.

However, in some institutions, the number of trainings conducted was limited because of the restrictions on gatherings/physical meetings due to COVID-19 and changes necessitated by the covid pandemic SOPs. In the Judiciary, the planned training in SCP was not conducted because the funds were instead used for training in handling election petitions. Similarly, the training in Planning, Monitoring and Evaluation was not conducted because of restrictions on gatherings due to COVID-19.



Special Counsel, Tyler Dunman attached to the ODPP training ODPP staff and stakeholders in Soroti



The UPF trained 11,000 in-service personnel through refresher and specialized training in various disciplines for skills improvement. The UPF also operationalized a Police Senior Command and Staff College at Bwebajja where officers undertake Command, Masters and PhD programmes. This has greatly cut the cost on training abroad.

The UPF developed 6 policy documents - Gender Policy, Human Rights Policy, Health policy, Transport policy, Anti-corruption Strategy and Client Charter to support policing. These policy documents are to help in gender mainstreaming, fighting corruption, observance of Human Rights, provision of health services, management of fleet and building partnerships with the community. UPF also trained 50 female officers in transformational leadership as deliberate affirmative action. This has resulted in the strategic positioning of female police officers as Commandants (2), RPCs (01), DPCs (19), HoDs (05) among others.



Training of UPF female officers

The Sector through DCIC, trained 25 Immigration Staff in Refugee Law. This was aimed at strengthening staff knowledge and awareness on forced migration and legal frameworks on the protection of refugees and asylum seekers, rights and obligations of refugees and asylum seekers, understanding human trafficking in the context of forced migration, and peaceful coexistence between refugees and host communities.

Additionally, 26 Immigration Officers received training on data collection, processing and dissemination using the PISCES system. The training, organised by Uganda Bureau of Statistics and held at the Immigration Training Academy Nakasongola, aimed at establishing an efficient and user-responsive system that would meet the growing demands for immigration statistics



*A section of Immigration Staff undergoing Refugee Law Training at Golf Course Hotel Kampala*



*The Commissioner for Immigration and the Director Socio Economic Statistics at the training of Immigration Staff at the Immigration Training Academy Nakasongola*

Professionalism and management accountability in UPS was enhanced through management training of five (5) officers at the Uganda Management Institute (UMI). Further, to enhance the capacity of the UPS staff, 11 officers were trained and completed a leadership course at NALI, 230 officers completed a specialized training course and 21 staff completed leadership training in Kyankwanzi. Additionally, 1,753 recruit Warders and Wardresses were passed out after completion of a 9 months training in basic prisons management. Training of 2,039 Recruit Warders and Wardresses, 97 CASPs, and 297 officers on NCOs course was still ongoing at the Prisons Academy and Training School. A total of 150 health workers were trained in management of COVID-19.

The Office of the DPP sensitised and undertook a one-day training for all State Attorneys on Asset Recovery which is new to most prosecutors. The objectives of the training were to sensitize the officers on the importance of Asset Recovery in the fight against crime; equip the officers with knowledge and skills in handling Asset Recovery cases and enhance coordination, cooperation and communication within ODPP and with other stakeholders in the investigation and prosecution of these offences in order to improve case outcomes.

The LDC has a core mandate of building the capacity of legal practitioners in Uganda. In the reporting period, LDC Lira Regional Campus was fully operationalized. Regarding, the Bar Course training, a total of 2,273 students were admitted in the FY 2020/21. Of these, 1,259 students were admitted in the Kampala campus but because of COVID restrictions, classes commenced in October, 2021. A total of 674 students were admitted in the Mbarara campus and 340 students in the Lira campus started online classes on January 2021; and physical classes in March 2021.

Additionally, 565 students were admitted for the Diploma in Law in phases. One hundred (100) students were admitted for the Diploma in Human Rights and 376 Administrative Law Officers were trained. Out of these 168 students completed the Course in February 2021 and their results have been released. Examinations for students of Academic Year 2019/2020 were marked. Results were released and a Virtual Graduation Ceremony was held on 11th June 2021. To enhance training the procurement process for reference materials was finalised. 100 Lecturers were trained in pedagogical skills. Library records were digitized and automated.

The ODPP maintains relationships with other stakeholders, who continued to provide training opportunities for its prosecutors. There has always been a pursuit to enhance the capacity of staff. In the period under

review, ODPP officers in the respective areas underwent training courses in different areas. These included the following :

Nature of Training	Trainees
Extensive training for prosecutors, investigators and judicial officers in the country in handling Trafficking In Persons cases	237 prosecutors from Head Office and 16 Regions (Kampala, Nakawa, Mukono, Mbale, Mubende, Fort Portal, Mpigi, Kabale, Masaka, Mbarara, Fort Portal, Arua, Gulu, Lira, Soroti and Jinja)
Identification and charging of Trafficking in Persons (TIP) cases/victims and proper charging of TIP under the Prevention of Trafficking in Persons Act 2009 (PTIP Act)	6 ODPP regions (Arua, Gulu, Lira, Soroti, Mbale and Jinja)
Homicide training refresher course at Kibuli training school	
Training on Witness protection and victim's empowerment	Four regions of Masaka, Mbarara, Kabale and Fort portal
Hands-on Asset Recovery training	269 officers (ODPP Prosecutors and Police officers) in all ODPP 16 regions

Some of the capacity-building programmes were not implemented partly due to limited staffing numbers, limitations in holding physical activities because of the COVID-19 restrictions, lack of clear training calendars and plans in Sector institutions and sometimes long procurement processes and red tape. There is, therefore, a need for a clear Sector capacity-building strategy, training plan and clear training schedules at institutional level.

**Staff Recruitment:** The Judicial Service Commission rendered advice to the Appointing Authority and appointed Judicial Officers to fill the vacant positions in the Judiciary as follows;

The Commission posthumously confirmed one (1) Judicial Officer, granted leave of absence from the Judiciary to one (1) officer and handled a request for study leave with pay for one Judicial Officer. The Commission nominated two (2) members of the public to the Judiciary Council and held meetings in the preparation for the transition of staff of the Judiciary from the Public Service Commission to the Judiciary Service.

The UPS also recruited 1,753 Recruit Warders and Wardresses who were passed out after completion of a 9 months training in basic prisons management. Additionally, the recruitment of 200 Cadet Assistant Superintendents of Prisons (CASPs) is ongoing. However, Staff to prisoner ratio was maintained at 1:7. The ideal is 1:3. This is attributed to the high prisoner population.

Position	Number
Justice of the Supreme Court	1
Justices of the Court of Appeal	2
Judge of the High Court	6
Registrars	8
Deputy Registrars	11
Assistant Registrars	5
Chief Magistrates	15
Senior Magistrate Grade I	1
Principal Magistrate Grade II	1
Acting Chief Magistrates	15

Similarly, the UPF recruited 10,000 personnel which increased the Force strength to 52,775 personnel. This improved the police to population ratio from 1:941 to 1:812. This is however still far from the UN recommended ratio of 1:500.

The Ministry of Internal Affairs (MoIA) recruited staff in a phased manner. During the period under review, three Community Service Officers were recruited and received a two-week orientation. The training was both theoretical and practical, blended with hands-on field experience. The trainees were also placed at various courts of Kampala Extra region under the supervision of Senior Officers of Central and Kampala Extra, before posting them to Rukungiri, Koboko and Moroto districts.

The Ministry of Justice and Constitutional Affairs appointed two (2) Directors, six (6) Assistant Commissioners, four (4) Principal State Attorneys, 28 Senior State Attorneys and two (2) State Attorneys. This brings the total number of staff in the legal profession (Attorneys) to 123. There is therefore need to recruit additional Attorneys to reduce on the workload because the current numbers are not sufficient to cover all districts.



Table 13 staffing levels in JLOS Institutions

Institution	Approved Posts	Filled Posts	% Filled	%Gap
ODPP	1,488	601	40%	60%
UPF	66,388	43,942	66.2%	33.8%
Judiciary	4,686	1,746	37.3%	62.7%
NIRA	857	247	28.8%	71.2%
DCIC	690	639	92.6%	07.4%
UHRC	426	121	28.4%	71.6%
MoJCA	442	319	72.2%	26.4%
MIA	270	109	40.4%	59.6%
URSB	158	154	97.5%	02.5%
ULS	130	114	87.7%	12.3%
JSC	115	90	78.2%	21.8%
LDC	102	99	97.1%	02.9%
ULRC	79	60	75.9%	24.1%
DGAL	124	66	53.2%	46.8%
Total	<b>73,508</b>	<b>47,615</b>	<b>64.8%</b>	<b>35.2%</b>

## STRATEGIC INTERVENTION 1.2 STRENGTHEN BUSINESS PROCESSES AND INFORMATION MANAGEMENT SYSTEMS

During the reporting period and generally in the course of implementing the 4<sup>th</sup> Strategic Development Plan, e-Justice and digital transformation were key Sector priorities, demonstrated through business process reform, automation of business processes, provision of e-services, systems integration and development of digital governance structures.

As a result, the level of automation of business processes has now increased from 12% at the start of the SDPIV in 2016 to 46% in 2020/21 (a nearly 300% increase). This has been made possible through the roll out of the Prosecution Case Management Information System (PROCAMIS) in the ODPP; the adoption of virtual courts through video conferencing services in the Courts and Prison facilities; e-immigration and e-passport services (DCIC); Crime Records Management System; Criminal Automated Biometric Information System; Surveillance (CCTV) Camera system (UPF); Electronic Court Case Management System (Judiciary); Prisoner Management Information System (UPS); Digital Business registries and Chattels registry (URSB); National ID Register (NIRA) and a number of other digital solutions deployed in various JLOS institutions.

The table below provides a snapshot of the currently deployed information systems in various front-line JLOS institutions.

Table 14 Digital solutions currently deployed in JLOS institutions

JLOS INSTITUTION	INFORMATION SYSTEM
Ministry of Justice and Constitutional Affairs	<ul style="list-style-type: none"> <li>✓ Civil Suits Case Management System (CSCMS)</li> <li>✓ Administration of Estates Management System (Office of the Administrator General)</li> <li>✓ Bill Tracking System (First Parliamentary Counsel)</li> <li>✓ Law Council Management Information System</li> </ul>
Judiciary	<ul style="list-style-type: none"> <li>✓ Court Case Administration System (CCAS)</li> <li>✓ Electronic Court Case Management Information System (EC-CMIS)</li> <li>✓ Court Recording and Transcription System</li> <li>✓ Judiciary Data Management System (JDMS)</li> <li>✓ Audio-Visual Link (video conferencing)</li> </ul>
Ministry of Internal Affairs (Directorate of Citizenship and Immigration control)	<ul style="list-style-type: none"> <li>✓ e-Immigration Service (E-Visa / Permit application system)</li> <li>✓ E-Passport Service (Online Passport Application System)</li> <li>✓ Personal Identification Secure Comparison and Evaluation System (PISCES)</li> <li>✓ Electronic Document Management Systems (NGO Bureau, DCIC)</li> <li>✓ Laboratory Information Management System (LIMS)</li> <li>✓ Migration Information and Data Analysis System (MIDAS)</li> </ul>
Office of the Director of Public Prosecutions	<ul style="list-style-type: none"> <li>✓ Prosecution Case Management Information System (PROCAMIS)</li> </ul>
Uganda Police Force (UPF)	<ul style="list-style-type: none"> <li>✓ Crime Records Management System (CRMS)</li> <li>✓ Criminal Automated Biometric Information System (CABIS)</li> <li>✓ CCTV Camera System (surveillance)</li> <li>✓ Electronic Criminal Records Office (in development)</li> <li>✓ Express Penalty Scheme (Traffic Police)</li> <li>✓ Certificate of Good Conduct</li> <li>✓ Police Human Resource Management System</li> <li>✓ Logistics Management System</li> <li>✓ Fleet Management System</li> </ul>
Uganda Prisons Services (UPS)	<ul style="list-style-type: none"> <li>✓ Prisoners Management Information System (PMIS)</li> </ul>
Uganda Registration Services Bureau (URSB)	<ul style="list-style-type: none"> <li>✓ Business Registration Information Systems (business name registration, annual returns filing, company registration, name search, name reservation)</li> <li>✓ National Marriages Registration System (annual / marriage returns)</li> <li>✓ Security Interest in Movable Property System (SIMPRS)</li> <li>✓ Industrial Property Information System (trademark search, trademark property registration)</li> <li>✓ Electronic Document Management System</li> <li>✓ Queue Management System</li> <li>✓ e-Licensing Portal</li> <li>✓ URSB Call Centre</li> </ul>
National Identification Registration Authority (NIRA)	<ul style="list-style-type: none"> <li>✓ National Identification Register (citizen register, alien register, birth register, death register)</li> <li>✓ Mobile Vital Records Statistics (MVRS)</li> <li>✓ Adoption Register</li> <li>✓ NIRA Call Centre</li> </ul>

JLOS INSTITUTION	INFORMATION SYSTEM
Uganda Human Rights Commission (UHRC)	✓ Human Rights Information System (HURIS)
Judicial Service Commission (JSC)	✓ Judicial Complaints Management System
Ministry of Gender, Labor and Social Development (MOGLSD)	✓ Remand Home Management Information System ✓ Orphans and Vulnerable Children Management Information System ✓ Uganda Child Help-line ✓ National Gender-based Violence Database
Law Development Centre	✓ Student Management System

**Source: JLOS E-Justice Strategy (2021 - 2026)**

The Judiciary Video Conferencing (VC) service currently installed in various courts across the country, allows for testimony and hearings to be carried out at distance, without having to transfer prisoners and detainees to court. In the FY 2020/21, a video Conferencing facility has been fully installed at Masaka Court and Masaka Prison with support from UNDP, further demonstrating the value technology adds to access to justice processes especially in view of the COVID-19 pandemic. Virtual courts were also deployed at the Commercial Court and 04 high court circuits in Mbarara, Arua, Masindi and Masaka High Court.

Currently, video conferencing facilities are deployed in the following prison facilities across the country: Upper Maximum prison; Kitalya mini max prison; Kampala Remand prison; Murchison Bay prison; Kigo Main prison; Kigo women prison; Luzira women prison; Masaka Main prison; Jinja Main prison; Mbale Main prison; Gulu Main prison. Additionally, video conferencing equipment has been procured for Mbarara and Arua main prisons and currently awaits installation. Procurements for installation of video conferencing facilities in Soroti Main, Lira Main and Kaweerri prison are being spear headed by the Judiciary with support from UNDP.

The Video Conferencing (VC) service allows for testimony and hearings to be carried out at a distance, without having to transfer prisoners and detainees to court. It also enables any person who has an interest in court proceedings to be involved in a hearing from a remote location. Inmates are able to provide evidence via a video link to the court and interact with judicial officials and other officers of court remotely. As a result, operational costs for transportation of inmates from Prison to Court are envisaged to reduce significantly.

Going forward, to further improve uptake of video conferencing technologies in judicial processes, it is critical to have the required IT infrastructure (hardware, electricity and internet connectivity) in place as well as continuous capacity building of technical staff in courts and prisons. Further, there is need for sensitization of the inmates to adopt to the use of virtual courts.

Online services are now available for a number of JLOS institutions. These include business registration and search (URSB), passport, work permit and visa applications (DCIC)<sup>2</sup>, electronic delivery of judgments (Judiciary), application for certificate of good conduct (UPF); document tracking and verification relating to the national ID (NIRA), among others. Online access to services in JLOS institutions empowers citizens and breaks barriers associated with physical access to justice which has been recently exacerbated by the COVID-19 pandemic.

PROCAMIS was rolled out to 15 additional ODPP stations across the country and the Judiciary has developed an Electronic Court Case Management Information System (ECCMIS) to replace the existing Court Case Administration System (CCAS) that is currently operational in all courts of record (Supreme Court, Court of Appeal, all High Courts Divisions and Circuits and 37 out of 82 Chief Magistrates' Courts). ECCMIS is a

<sup>2</sup>The integrated ICT-enabled service delivery platform at DCIC provides notable services such as border management; passport application; work permit issuance; visa applications et cetera now available online

fully-featured system which automates and tracks all aspects of a case life cycle from initial filing through disposition and appeal to each individual party for any case type. The system has been developed to automate 131 of the 161 Business processes (System Modules) in the current phase that have so far been tested and await actual piloting in selected courts.

The development of the Prisoner Management Information system (PMIS) in the Uganda Prisons Service was completed with all the sixteen (16) modules fully developed. With the User Acceptance Testing (UAT) complete, piloting of the system (data entry and migration) is ongoing at Upper, Murchison Bay and Luzira Women prisons. Procurement for a power inverter system for the data centre was completed and installed.

On the whole, JLOS institutions are steadily and continuously adopting technology in the automation of business processes, strengthening data capture and data processing mechanisms for decision making. This continues to position the Sector as a key enabler of socio-economic transformation in Uganda driven by integration of digital technologies in access to justice service delivery with significant investment in case management information systems resulting in the level of automation improving from 12% in 2016 to 46% in 2020/21.

With the recent commissioning of ECCMIS and its scheduled Phase 1 roll out in 2021/22, it is expected that the level of automation of business processes will significantly increase (toward the target of 60% in 2021/22) driving value across the entire chain of justice beyond the courts.

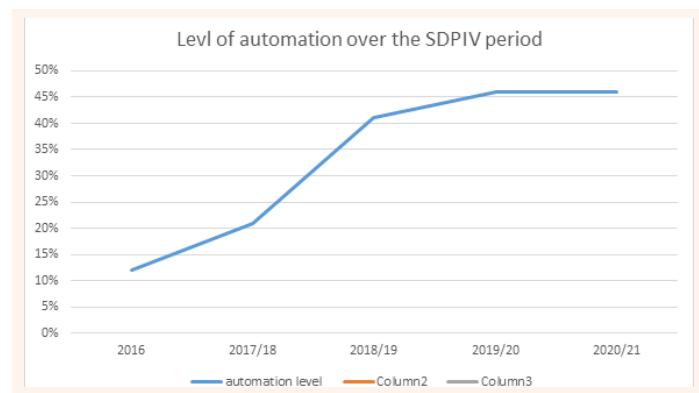


Table 15 Performance against indicators

Performance Indicators	Baseline 2016	2017/18	2018/19	2019/20	Target 2021	Performance
Level of automation of case management systems	12%	21%	41%	46%	60%	46%
Proportion of JLOS Institutions with a functional M&E System	44%	67%	83%	83%	100%	100%

Table 16 Summary of status of automation in JLOS institutions (2020/21)

Institution	Automated Information System	Level of Automation
Judiciary	Electronic Court Case Management System (ECCMIS)	Developed and tested 131 of the total 161 Business processes (System Modules). System ready for roll out (Phase 1) in 18 Court Stations (the Supreme Court, the Court of Appeal/ Constitution Court, the seven (7) High Court Divisions, one (1) High Court at the Circuit, five (5) Chief Magistrates Court and three (3) Magistrates Grade 1 Court)
	Court Case Administration System (CCAS)	SC, CoA, 100% High Courts, 37 of 82 CM Courts
	Court recording and transcription	SC, CoA, 100% High Courts, 10 CM Courts
	Video Conferencing	Buganda Road Court; Commercial Division and four High Court circuits (Mbarara, Arua, Masindi and Masaka High Court).
ODPP	PROCAMIS	34 of 131 Offices with PROCAMIS
UPF	Crime Records Management System (CRMS)	16 of 18 Divisions in KMP

Institution	Automated Information System	Level of Automation
LDC	Student Management System	AIMS (in Kampala and Mbarara)
	Legal Aid Management System	Not developed
UPS	Prisoner Information Management System (PMIS)	All 16 modules are fully developed. Deployed at Headquarters, Upper Prison Luzira, Kigo, Murchison Bay and Luzira Women prisons  Video conferencing facilities: Upper Maximum prison; Kitalya mini max prison; Kampala remand prison; Murchison Bay prison; Kigo Main prison; Kigo women prison; Luzira women prison; Masaka Main prison; Jinja Main prison; Mbale Main prison; Gulu Main prison
MOJCA	Bill tracking System	The Bill Tracking Module of the Integrated Web based system developed and deployed at the First Parliamentary Counsel (FPC)

**Impact of the COVID Pandemic:** The Sector underscores digitalization/e-justice as critical to Uganda's efforts to achieve its development aspirations as enshrined in both Uganda's Vision 2040 and the 3<sup>rd</sup> National Development Plan (NDP III), which seek to mainstream Information, Communication and Technology (ICT) in all aspects of the country's development. In adapting to the impact of the COVID-19 pandemic, the Sector instituted targeted interventions and guidelines for service delivery using ICT aimed at reducing case backlog and improving efficiency, transparency and accountability.

The Sector embraced the use of audio-visual conferencing facilities for the conduct of court hearings and online records management. As a result, the Sector registered far-reaching benefits in case disposal; saving the time court users spend on the road to file and receive court documents; creating a more transparent system that eliminates incidences of opportunistic corruption and reducing the logistical burden of transferring prisoners to and from court. The benefits of the audio-visual conferencing facilities notwithstanding, there is an imperative need to roll out the facilities to all courts around the country. This will ensure that court users are able to access the services of court-based technological approaches irrespective of their location.

The Sector's Electronic Court Case Management Information System (ECCMIS) will also ease the filing of matters and all documents and reduce the need for physical contact in the court registries. Relatedly,, the Sector enhanced the conduct of its business processes through ICT by initiating electronic transactions of key services related to business registration, intellectual property, civil registration and insolvency.

The COVID-19 pandemic also demonstrated the need for JLOS institutions to continue to work together for the realisation of justice for all. Although there were Sector gains registered during the reporting period such as increased case disposal using ICT, some interventions, for instance M&E (Inspection Visits) and capacity building initiatives, were not implemented because of COVID-19 restrictions on public gatherings and physical meetings. There is also need to address the congestion in prisons, slow adoption of technology, accessibility and affordability of internet services, highly manual systems, the reversed gains on case backlog, reduction of pre-trial detainees, low staff numbers and capacity across the Sector institutions. Failure to address staffing has far-reaching implications and may reverse the gains made so far.

### 1.2.1 Business processes reformed

The reform of business processes is an ongoing effort aimed at ensuring that Sector business processes are effective, efficient and accessible at reasonable costs. The current processes are largely out of date and manual. The table below summarizes the activities funded and the progress recorded.

Table 17 Progress of implementation of planned activities

Activity Description	MDA	Approved	Disbursement	Progress
Strategic Planning, Monitoring and Evaluation and Development of the Operationalization Plan for Regional laboratories to methodologically guide the development of the regional laboratories	DGAL	149,000,000	120,000,000	<i>i) Monitoring and Evaluation activity carried out in Gulu, Mbale and Mbarara regional forensic laboratories to collect data for the preparation of the FY 2021/22 budget ii) Operationalization Plan for Regional laboratories to methodologically guide the development of the regional laboratories was developed;</i>  <i>iii) 500 copies of DGAL SDP FY 2020/21- 2024/25 were printed</i>
ICT infrastructure and roll out of PROCAMIS to 15 field offices	ODPP	935,000,000	715,000,000	<i>15 new sites under procurement</i>
Purchase of 12 motorcycles for process serving 7 for Regional Offices and 5 for Hqtrs)	MoJCA/ FA	60,000,000	46,000,000	<i>Funds released inadequate</i>
Develop an Integrated MoJ-CA Web based system with a Civil Case module, Bill Tracking module, Contract management module, Law Council Module and Estates management module	MoJCA/ FA	580,000,000	475,260,000	<i>The server was installed with EDRMS software. A test run was conducted pending training of users</i>  <i>The Bill Tracking Module of the Integrated Web based system was developed</i>
Training of HoDs on the newly Developed Integrated MoJCA Web based system with a Civil Case module, Bill Tracking module, Contract management module, Law Council Module and Estates management module		20,025,000	20,025,000	

The development and testing of the ECCMIS is now complete and is expected to be rolled out in the FY 2021/22. In addition, network infrastructure was upgraded for the High Court and Chief Magistrates Courts in Jinja, Mbale and Soroti as well as the Land and Commercial Divisions of the High Court. Also, Local/ Wide Area Networks (LAN/WAN) were installed for Mitooma and Kitgum Chief Magistrates' Courts. A total of 100 Desktop computers and (4) laptops were procured. To speed up Court processes and increase case disposal rate, a contract for a Video Conferencing System was signed for Masindi High Court and its installation is ongoing.

The e-immigration system was upgraded which provided for automation of old manual citizenship records from the year 1962 to 2020. This created a platform for creation of a reliable database for citizenship acquired through registration. So far 3,500 electronic records of citizenship granted have been secured. The upgrade of the e-immigration system also introduced and operationalised Visa on arrival solution for effective management of incoming visitors.

A Call Centre was also established at immigration headquarters to facilitate the improved exchange of communication between clients and Immigration. Although it is yet to be commissioned, this is expected to provide real-time interchange of information for better migration management. A total of 61,225 physical passport files were digitized and electronically archived. The cumulative number of files so far digitized are

1,705,000 files comprised of 320,000 immigration files and 1,385,000 passport files. Total files digitized constitute 32.8% of the total 5.2 million physical files.

A total of 175,700 citizens (68,891 males, 106,809 females) were issued Passports, of which 174,765 (99.5%) were Ordinary Passports, 699 (0.4%) were Diplomatic and 236 (0.1%) were Service Passports.



*The King of Buganda enrolling for biometric e-passport*

## 1.2.2 Records management and storage automated

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

Table 18 Progress of implementation of planned activities

Activity Description	MDA	Approved	Disbursement	Progress
Developing and creating a database for all Judicial and non-judicial officers	JSC	100,000,000	100,000,000	<i>The Procurement process for the service provider for the development of the database is on-going</i>
Catalogue Case records for 8 Chief Magistrates' Courts.	Judiciary	728,000,000	364,000,000	<i>Procurement for the consultancy concluded</i>
Roll out case management system to 30 stations	MIA/ NCSP	100,000,000	50,000,000	<i>40 filing cabinets procured</i>
Procurement of fire proof filing cabinets	TAT	12,500,000	12,500,000	<i>Procured</i>
Dissemination of the records management manual	UHRC	6,000,000	-	<i>no funds released</i>
Retool the Records Center (Laptops, Mobile Shelves, Acid free boxes	MoJCA/FA	98,000,000	27,000,000	<i>2 laptops were procured; Acid free boxes were procured</i>
Enhance the capacity of Non-Governmental Organizations (NGOs) Bureau to manage records. (Desktop Computers, Archive boxes, Movable shelves)	MIA/NGO	113,547,500	113,547,500	<i>10 desktops procured; 584 boxes procured; 10 movable shelves procured</i>
Designing, Developing and Implementing a Labour Claim and Inspection Management Information System for MGLSD	MoGLSD/ IC	950,000,000	95,680,000	<i>System developed and deployed</i>
Conservation and preservation of irreplaceable reference materials (Appeal Cases, Kings bench, Queen's bench)	MoJCA/ DLAS	25,000,000	25,000,000	<i>Vital library law books were repaired and rebounded</i>

Activity Description	MDA	Approved	Disbursement	Progress
Train 200 KMP CID personnel on Crime Records Management Information System (CRMIS) where the system has been deployed.	UPF	20,100,000	20,100,000	Undertaken in October 2021
Transform personnel filing system to track placements and manpower attrition, Phase Two of the Human Resource Management System. (Phase One was funded in FY 2018/19)	UPF	120,200,000	25,600,000	
Roll out and training Users on the newly developed Electronic Document Management System (EDMS) to improve records management	MoJCA/FA	76,000,000	76,000,000	On going
Procure 33 computers to facilitate the roll out of the CRMIS in the 18 Divisions, 3 Regions, KMP and CID Headquarters.	UPF	132,000,000	88,000,000	Procured

The Judiciary designed and developed the Electronic Court Case Management Information System (ECCMIS). ECCMIS is an IT based system that automates the entire process of a Court case life cycle right from filing (e-filing) to archival (e-archival). A phased approach for implementation of ECCMIS was adopted and the 1<sup>st</sup> Phase will cover a total of eighteen (18) Court Stations that include; the Supreme Court, the Court of Appeal/Constitution Court, the seven (7) High Court Divisions, one (1) High Court at the Circuit, five (5) Chief Magistrates Court and three (3) Magistrates Grade 1 Court.



Training Session for the ECCMIS Systems Administrators

ECCMIS software design, development and User Acceptance Testing (UAT) was completed and User Acceptance Tests (UAT) carried out with the different stake holders both internal (Justices, Judges, Registrars, Magistrates, Court Clerks, Data Entry Clerks, Records Officers, Processor Servers, Systems Administrators, Mediators) and external (Office of the Director of Public Prosecution, Inspectorate of Government, Law Firms – KTA Advocates, Kanduho Advocates, LASPNET, Justice Centres Uganda). The Judiciary strengthened the capacity of selected Judiciary Staff from the ECCMIS Phase 1 Court Stations with a view of creating a pool of ECCMIS Trainers that would internally carryout continuous training of other staff of the Judiciary.

The ECCMIS was expected to be commissioned at the end of the FY2020/2021. However, with the scheduled training of the End-Users in June 2021, this was interrupted by the COVID-19 Lockdown for 42 days. This, therefore, called for a rescheduling of the end-user training that must be carried out before the Commissioning of the ECCMIS.

### Video Conferencing System

In a bid to embrace online hearing of cases, the Judiciary installed video conferencing facilities in Commercial Division and four High Courts including Mbarara, Arua, Masindi and Masaka High Court. Through the video conferencing system, court cases can be handled remotely with Court and parties submitting online. The video conferencing system has been very vital in the handling of cases during this period of COVID-19 pandemic enabling the observance and enforcement of social distancing. With the video conferencing system, the Judiciary will enhance its capacity to handle cases online hence reducing on case backlog.



Court of Appeal Session in Masaka High Court using the Installed Video Conferencing System

With support from the Netherlands and United Nations Development Programme (UNDP), a video conferencing facilities were set up in 04 courts including High Court, connecting the Court and prisons.

**Digital Court Recording and Transcription:** To speed up the effort of case hearing and production of the Court transcripts, the Judiciary rolled out five (5) sets of Digital Court Recording and Transcription Systems in the High Court, Land and Civil Divisions.



Sample of a Digital Court Recording and Transcription Set installed in the Lands Division

**ICT Infrastructure:** The National Information Technology Authority – Uganda (NITA-U) supported the Judiciary's digital transformation through the provision of Internet Services by extending the National Backbone/E-Government Infrastructure (NBI/EGI) to twenty-four (24) Courts. Of these courts, seven (7) are High Courts namely; Gulu, Lira, Arua, Fort Portal, Mubende, Mpigi and Family Division. The other seventeen (17) are Magistrates Courts of; Koboko, Katakwi, Masindi, Kasese, Mbarara, Masindi, Adjumani, Bushenyi, Busia, Hoima, Kiryandongo, Ibanda, Mityana, Kyenjojo, Nakasongola, Kumi and Rubirizi.

The Judiciary further extended its Local and Wide Area Network (LAN/WAN) infrastructure to four (4) Court Stations (Bugembe, Kakira, Mitooma and Kitgum) and upgraded seventeen (17) LAN/WANs in the (Supreme Court and Court of Appeal/Constitutional Court; High Courts of Kampala, Mpigi, Jinja, Mbale, Soroti, Arua, and the High Court Divisions of Lands, Criminal, Commercial and the Chief Magistrates Courts of Mpigi, Jinja, Mbale, Soroti, Arua and Nakawa).

To improve on record keeping and retrieval at the URSB Registries, the newly developed Electronic Document Management System (EDMS) was deployed, and staff/users identified, who will be trained on responsibility and rights access before it is rolled out. Documents in six Registries are to be scanned and uploaded on the EDMS after user training.

The LDC procurement and deployment of its human resource information system is ongoing and 30 staff were trained on the LDC information systems. To further equip the centre, 30 computers, 10 laptops and 5 printers were procured and 20 network access points were installed. Teleconferencing equipment was procured (extra parts). Extension of the CCTV Surveillance System at LDC main campus and Mbarara was completed. The LDC Website is also being redesigned.

### 1.2.3 Information Management Systems of institutions integrated

Systems integration is a key component of the JLOS e-Justice Strategy <sup>4</sup>. The Access to justice Systems Integration Project is underpinned on three (3) key focus areas: business process review and mapping of

<sup>3</sup> Theme of the e-Justice Strategy: "Toward a people-centered, digitally-enabled and integrated access to justice service delivery system"

criminal and civil justice processes; development of an enterprise information architecture and integration framework to facilitate data exchange; and interoperability of mission-critical information systems in frontline access to justice institutions to share data via the Government of Uganda integration platform (UgHub)<sup>5</sup> .

With support from the European Union (EU) through the Justice and Accountability Reform (JAR) programme, technical consultancies have been engaged to carry out a business process review and mapping exercise<sup>6</sup> ; and to develop an Enterprise Information Architecture<sup>5</sup> for access to justice institutions. Final deliverables from these engagements are expected before the end of the FY 2021/22.

The Sector also finalised development of an e-Justice Strategy that provides strategic direction and a roadmap for leveraging technologies in service delivery through the elimination of digital silos (systems integration), streamlining processes, enabling joint workflow between JLOS institutions and promoting digital innovation to improve public satisfaction, deepen institutional trust and ensure transparency and accountability.

As JLOS embarks on the path to systems integration, success stories currently stand out – particularly at the Directorate of Citizenship and Immigration Control (DCIC) and Uganda Registration Services Bureau.

During the implementation of the SDP IV, DCIC made great strides in the integration of the passport office with the National ID Database (NIRA) and Uganda Revenue Authority (online payment gateway) which has streamlined the passport application process and is largely credited with a record setting turn-around time of 2-3 days for issuance of a passport.

The shift to the “e-passport” by DCIC in 2019 set the stage for re-engineering of business processes and integration of passport systems with other government agencies - notably NIRA and URA. The improved turnaround time frames for passport issuance at the DCIC is a clear demonstration that business process reform and systems integration are a potential game changer.

URSB on the other hand has integrated its business registries with several MDAs that require business registration data through Application Programming Interfaces (APIs).

Integration is as a key focus of the JLOS e-Justice and digital transformation by providing mechanisms for information/data sharing and collaboration across the chain of justice. The JLOS Integrated Information Systems Committee (JIISC) established by the Chief Justice in 2017 is taking the lead on the Sector integration agenda. Going forward, there is need to establish an enabling environment for integration through development of standards and protocols that facilitate data sharing and collaboration across JLOS institutions.

Table 19 Progress of implementation of planned activities

Activity	MDA	Budget	Release	Progress
Equip Justice Centers Uganda in Masaka, Jinja, Fort Portal, Kisoro, Rukungiri & Mbarara.	Judiciary	40,000,000	40,000,000	4 laptops procured (1 Masaka, 1 Jinja, 1 Fort Portal, 1 National co-ordination center
Roll out of Offender Database in 30 stations	MIA/NCSP	105,000,000	100,000,000	20 computers desktop procured

<sup>4</sup>“Ughub” is a GoU integration platform that will enable government Offices to share data seamlessly in a rational, secure and efficient manner

<sup>5</sup>Identification of critical problem areas for improvement, integration, and rethink some aspects to make improvements in readiness for integrations as well gaps in automation or limitation in current systems to support the delivery of these case management business processes

<sup>6</sup>Development of a JLOS Information Systems Integration Framework embedded on a broader Enterprise Information Architecture (EIA) for JLOS, including recommendations of cost-effective solutions, models, approaches and protocols that facilitate both automation of business processes and exchange of data

Conduct a comprehensive study and analysis of the Sector information environment	Sector wide	26,000,000	22,000,000	Needs assessment study conducted
Provide network infrastructure, Computers, Court recording and Transcription System & CCTV Cameras.	Judiciary	2,020,000,000	1,145,000,000	<i>The Contract was signed on the 2/12/2020 for Masindi High Court. 100 Desktop Computers have been procured.</i>
Upgrade ICT equipment within LDC Kampala and Mbarara campuses	LDC	424,000,000	40,000,000	
Install LAN/WAN in 20 Courts Stations of Mitoma, Kiboga, Kiruhura, Koboko, Oyam, Pader, Sironko, Amudat, Adjumani, Nakapiripiti, Nakaseke, Amuria, Rubirizi, Isingiro, Patongo, Lamwo, Paidha, Kyenjojo, Ngora & Ibanda	Judiciary	640,000,000	160,000,000	<i>LAN installed in 5 courts</i>
Develop a sector-wide integration strategy and detailed Plan of Action (POA) for the integration of information systems in the Justice, Law and Order Sector	Sector wide	100,000,000	100,000,000	<i>E-Justice Strategy developed</i>
Development of technical requirements and standards/protocols for the implementation of systems integration	Sector wide	60,000,000	0	<i>No funds released</i>

The UPS undertook technical support for an internal communication system including maintenance of network infrastructure (WAN & LAN), Active Directory Domain Services, mail server, intranet and backup server, provided data recovery environment for internal communication systems established; infrastructure setup for Human Resource management information system servers completed; mirroring of human resource management information system servers at Prisons Headquarters with those acquired at the data centre is on-going. Additionally, compliance to standards of ICT projects is ensured through quarterly monitoring and technical supervision. Procurement of 50 IP cameras to upgrade monitoring systems in selected prisons was completed and installed; requirements gathering, site and market surveys was also done.

UPS also completed procurement of 25 computers, 35 smart UPS and 25 multi-functional printers for various users at Prisons Headquarters, firewall license; security certificates; windows license and anti-virus for 300 users.

Security of the prisons was enhanced by maintaining security monitoring systems in the 9 Prisons units and 100% maintenance of assorted security equipment.

The LDC procured a human resource information system intended to further strengthen the record-keeping of human resource-related information. Also, 30 staff were trained on the LDC information systems. 30 desktop computers and 10 laptops were procured to support data entry and other operational aspects of the system. The extension of CCTV Surveillance System at LDC main campus and Mbarara was completed. This was intended to further enhance security at the centre.

## 1.2.4 Supervision and M&E systems enhanced

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

Table 20 Progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Develop a notification system for Illegal stay	DCIC	440,000,000	125,000,000	
Development of a system to link with the judiciary performance management tool for tracking judicial performance, work ethics and integrity	JSC	100,000,000	100,000,000	<i>The Procurement process for the service provider to develop the system is on-going</i>
Strategic Planning, Monitoring and Evaluation	NIRA	30,000,000	30,000,000	<i>The activity was undertaken and operationalization of the M &amp; E framework was done in 114 Districts. The tools were tested and a detailed report is being compiled by the Six Groups that were involved in the Exercise. Recommendations were made to the Top Management of the Authority for adoption.</i>
Enhance supervision and monitoring of MIA aligned and allied institutions by Top management	MIA/FA	57,100,000	57,100,000	<i>Supervision and monitoring carried out in the Northern, Western, Central and Eastern Regions of MIA allied institutions</i>
Preparation and production of the MPS and Sector Budget Framework Paper	MoJCA/PPU	178,500,000	144,750,000	<i>The Sectoral Ministerial Policy Statement was printed, submitted to Parliament for debate and approval.</i>  <i>The Ministry's Budget Framework Paper was printed, submitted to Parliament for debate and approval.</i>
Training of Policy and Planning Unit Staff in Budget Planning and Forecasting	MoJCA/PPU	83,904,000	35,000,000	<i>Trainings were affected by restrictions imposed on travel abroad as a result of the covid-19 pandemic</i>
Enhance quality assurance and ensure value for money of SWAP fund	MoJCA/FA	80,000,000	50,000,000	<i>Quarterly Monitoring was undertaken</i>

Activity	Institution	Budget	Release	Progress
Monitoring implementation of JLOS funded activities by the Hon. Ministers	MoJCA/FA	386,200,000	386,200,000	<i>Monitoring implementation of key JLOS funded activities was undertaken by the Hon. Minister of Justice Constitutional Affairs.</i>
Monitoring and evaluation of the implementation of capital development works and JLOS/SWAP workplan	DPP	240,000,000	220,000,000	<i>Quarterly Monitoring was undertaken</i>
Conduct court inspections and follow up actions to track the performance of courts	JSC	207,165,000	104,630,344	<i>Court inspections and follow up actions were conducted in 09 High courts, 17 Magisterial areas, 8 Chief Magistrate courts and 20 Magistrate courts to track performance of the court.</i>
Enhance district monitoring and supervision programmes	MIA/NCSP	180,000,000	180,000,000	<i>10 motorcycles procured</i>
PPU support to M&E, data collection and report writing	Sector wide	1,120,000,000	560,000,000	<i>PPUs facilitated to conduct M&amp;E, data collection and report writing</i>
Retooling and equipping of inmates' records and training	UPS	80,000,000	80,000,000	<i>12 computers were procured for management of prisoner records at prisons and regional offices</i>
Quarterly Joint Monitoring	Sector wide	300,000,000	120,000,000	<i>Undertaken in Central region (Sembabule, Gomba and Mukono Targeting the ongoing constructions)</i>
Establish a centralized statistics unit	UPF	108,500,000	108,000,000	<i>The marine data collection tools for marine incidents and statistics have been drafted with help of a consultant. Activity was delayed by the procurement processes.</i>  <i>It was not possible to handle more data collection tools due to limited funding.</i>
Hold Annual and Semi Annual JLOS Review	Sector wide	380,000,000	80,000,000	<i>Annual review held</i>
Production of the Annual Crime Report.	UPF	30,000,000	10,000,000	<i>Annual Crime Report Produced.</i>

Activity	Institution	Budget	Release	Progress
Conduct inspection visits to marriage registration duty bearers in Kampala Metropolitan and 4 regions	URSB	55,380,000	55,380,000	<i>2 face to face engagements with duty bearers have been held</i>  <i>COVID-19 restrictions on movement affected the implementation of this activity</i>
Enhance capacity of the Bureau to undertake compliance inspections	MIA/NGO	120,000,000	60,000,000	<i>10 motorcycles procured</i>
JLOS Inspectors Forum	Sector wide	122,000,000	84,000,000	
Quarterly sensitization meetings on security management with managers and directors of Private Security Organisations (PSOs).	UPF	34,300,000	-	<i>No funds released</i>
Build capacity of District NGO Monitoring Committees (DNMCs) and Subcounty NGO Monitoring Committees (SNMCs)	MIA/NGO	80,000,000	80,000,000	<i>Built capacity of 9 District NGO Monitoring Committees.</i>
Preparation and dissemination of SWAP Workplan and the Fifth Sector Development Plan SDP V	Sector wide	395,000,000	185,000,000	<i>Programme PIAP concluded. Draft Programme strategic plan developed</i>
Quarterly Monitoring and Evaluation of JLOS supported activities	MoJCA/PPU	405,320,000	405,320,000	<i>Quarterly monitoring undertaken to all the 6 Regional Offices. Part of the monitoring was to establish the workload of Regional Offices and come up with a guide to allocate resources based on the load</i>
Preparation and dissemination of Institutional Strategic Development Plans (SDPs)	Sector wide	460,000,000	0	<i>No funds released</i>

JLOS Secretariat and JAR TA held a reflection dialogue for institutional PPUs in August 2020 aimed at building the PPU's capacity in monitoring the Sector's performance, quality and timely reporting, lesson learning and sharing experiences. A training needs assessment was undertaken before and after the reflection dialogue. To further supplement this and plan for targeted capacity building for institutional PPUs, a Training Needs Assessment (TNA) was conducted in March 2021 and a report was finalized. A capacity building programme for Institutional PPUs will be developed with support of the EU JAR TA.

The process of procuring a consultancy for the development of a link to the Judiciary performance management tool for tracking judicial performance, work ethics and integrity is ongoing at the bidding stage. This is aimed at improving judicial performance and tracking absenteeism among Judicial Officers and staff of the Judiciary.

In a bid to enhance supervision of the courts, the Commission under the Directorate of Complaints Investigation and Disciplinary Affairs (CIDA) conducted court inspections in 9 High Court Circuits<sup>7</sup>, 17

<sup>7</sup>Including Mubende, Lira, Mukono, Kabale, Mbale, Mbarara, Gulu, Masaka and Soroti

Magisterial areas<sup>8</sup> , 8 Chief Magistrate courts<sup>9</sup> , 20 Magistrate courts<sup>10</sup> and the Supreme Court.

During the court inspections, the JSC highlighted the issues that affect the administration of Justice including some courts being housed in Sub- County buildings e.g. Kagango court, and others renting in premises not suitable for court operations. Furthermore, accommodation for Judiciary staff in hard-to-reach areas was still a challenge coupled with lack of transport for Judicial Officers. For example, Magistrates Grade 1 in Abim and Nakapiripirit do not have vehicles yet the places are hard to reach.

Secondly, the low staffing for both Judicial and support staff in many of the courts affects service delivery. Many courts do not have Judicial Officers which affects their operations<sup>11</sup> . There were no resident Magistrates in Kotido, Nabilatuk, Amudat, Napak, Karenga and Kaabong districts. The Chief Magistrate of Lira caretakes 2 other areas of Dokolo and Alebtong. This is affecting access to justice in terms of litigants' failure to follow up cases due to transport costs. The situation is worsened by lack of internet services in some stations hence hindering access to the CCAS system.

The Office of the DPP does not have staff deployed in many places where there are courts. There is a need for DPP staff in all districts because their absence directly hampers the work of court e.g. there is need for a State Attorney in Pakwach owing to the fact that files have to be taken to Nebbi for sanctioning.

In the same regard, the Inspectorate of Courts conducted 50 countrywide inspections during the reporting period in accordance with the Inspectorate checklist. In addition, 214 investigations based on complaints and the Inspectorate's own motion were conducted in the period under review. Furthermore, four Disciplinary Committee meetings were conducted in this period.

Table 21 Institutional Monitoring and Evaluation Visits

Institution	M&E Activity and Location	Comments
Judiciary	A multi-disciplinary team conducted quarterly M&E field visits across the country.	Identified staffing gaps especially for Data Entry Clerks who are crucial in the management of data as well as Office Attendants to man the information desks. Besides, there is a need of establishing fully stocked information desks country-wide where Court users can easily access information. Also Identified a challenge of lack of transport for locus in-quo visits which delays the conclusion of land matters.
DGAL	Monitoring and evaluation	A needs assessment regarding the scientific equipment needed in each of the laboratories was done in Mbale, Mbarara and Gulu laboratories
MoJCA	Conduct M&E visits to 6 Regional Offices.	PPU conducted quarterly monitoring of JLOS supported activities. The monitoring led to establishment of the workload and development of a formular based on workload. It also indicated the need to create Soroti as a Regional Office to deconcentrate Mbale which was handling 36 Districts. One other key issue arising out of monitoring is the urgency to address the issue of process serving at Regional Offices; which at times is done on public means; besides having limited staffing.
NIRA	Operationalized the M&E framework in 114 Districts	The tools were tested and a detailed report was compiled by the Six Groups that were involved in the Exercise.

<sup>8</sup> Including Mubende (Kassanda, Kiganda and Kasambya Magistrates Courts), Jinja (Lugazi, Njeru courts), Lira (Lira CM, Apac, Aduku, Patong GI), Mukono (Mukono CM, Goma, Kayunga, Kangujumira, and Nakifuma Magistrate Courts), Mbale (Mbale CM, Sironko, Bubulo, Budaka and Bulambuli, Magistrate Courts), and Gulu (Gulu CM, Nwoya and Amuru Magistrates Court)

<sup>9</sup> Namely Ibanda, Kiruhura, Kazo, Kasese, Kabale, Mbarara, Masaka and Soroti

<sup>10</sup> Namely Sanga, Bwera, Kisoro, Moroto, Nakapiripirit, Kotido, Isingiro, Kiboga, Wakiso, Kakiri, Nansana, Adjumani, Moyo, Hoima, Kagadi, Wobulenzi, Nakasongola, Amolatar, Kumi, Busia

<sup>11</sup> eg. Maracha Court

Institution	M&E Activity and Location	Comments
MIA	Procure 25 motorcycles	NGO Bureau handed over 10 motorcycles to District NGO Monitoring committees <sup>12</sup> to enhance capacity to execute their mandate of monitoring and inspection of NGOs. 15 motorcycles will be for supporting regional/district monitoring of CS offenders
URSB	Conduct field visits to places of worship and train duty bearers on the National Marriage Registration System in 20 districts <sup>13</sup> .	Field visits undertaken to ensure that different duty bearers are using national marriage registration system to proper use and also to get feedback for improvement.

From the M&E activity NIRA, compiled lessons learnt including the need for continuous engagement with stakeholders and duty bearers to beef up teams and support birth and death notification at health facilities. Granting of access to the Mobile Vital Records System ensures timely events are recorded, reduces the heavy repetitive workload teams go through just to notify one event, and also ensures that these notifications are registered. Continuous supervisory visits to health facilities, support and training health facilities produce quality vital records. The need to take advantage of the health facilities under the Result Based Funding (RBF) programme to scale up birth and death notifications; and continuous and timely supplies of materials i.e. toner, notification books help reduce a gap of births that occur and are not notified.<sup>1112</sup>

It was therefore observed that there was an urgent need to create operational centres in municipalities including Kira, Entebbe, Makindye Ssabagabo, and towns such as Kasangati Town Council and Kyengera Town Council to reduce congestion at the District Office and take services closer to the people. Secondly, the connectivity of the districts to the headquarters is key to the success of civil registration services in the Country. Transportation and provision of fuel to Districts would lead to scale-up of the civil registration services in the Country. The management should institutionalize bottom-up planning and budgeting to address issues in the district, follow up of the RBF indicators on Birth and Death Registration to create incentives in the Health Facilities hence scaling up the registration for the events and work closely with the Director of Health Services in KCCA to leverage on the existing initiatives worked out by the two Agencies.

The DCIC developed a Regulatory Impact Assessment (RIA) for the National Migration Policy. This was developed by an Inter-Ministerial Technical Working Group. The draft National Migration Policy is being reviewed before submission to Cabinet for approval.

All Sector institutions developed the Budget Framework Paper FY 2021/22 in line with the Programme Implementation Action Plan (PIAP) and the NDP III. Some completed the development of their 5 Year Strategic Plan.

Monitoring and evaluation of 4 development projects under UPS was conducted; institutional annual performance review for FY2019/20 was conducted and performance targets set for all heads of departments and Regional Prisons Commanders for FY2020/21 were developed. Further, the UPS SDP V was developed aligned to the NDP Plan III and the Governance and Security Programme Implementation Action Plan (PIAP). Equally, the monitoring and evaluation framework and plan for the Strategic Investment Plan V was developed to facilitate implementation of the plan.

The Sector also supported the ULRC to undertake the development of its strategic plan, to refocus the Commission as it moves towards executing its constitutional mandate and aligning to the NDP III and other existing national policy frameworks. During the reporting period, a consultant was procured to lead the process. Consultations were undertaken and a comprehensive plan was developed, internally validated and approved by the Commission in May 2021. A published Strategic Plan is expected in the first quarter of the FY2022/23.

<sup>12</sup>Including Soroti, Moroto, Nebbi, Ntungamo, Kumi, Kabale, Kitgum, Kapchorwa, Rukungiri and Kabarole

<sup>13</sup>Mpigi, Butambala, Gomba, Kamuli, Kaliro, Iganga, Kyangwaali, Hoima, Kikuube, Masindi, Kiryandongo, Nakasongola, Luwero, Nakaseke, Ssembabule, Masaka, Kalungu, Wakiso, Mubende and Kassanda

## 1.2.5 Innovations developed and implemented

To facilitate contact with the public during interactions involving the management of criminal cases amidst COVID-19 restrictions, the ODPP adopted the use of technology as a means to ensuring business continuity. However, this was affected by limitations in computerization and internet access.

**JLOS-SEMA Project:** The Justice, Law and Order Sector on 8<sup>th</sup> December 2020 engaged Stichting SEMA Limited to implement a customer feedback assessment programme at JLOS service points across the country. The objective of this programme is to strengthen monitoring and evaluation systems and improve customer relationship management at Forty (40) service points in five (05) JLOS institutions (Police, Judiciary, URSB, DCIC and NIR).

- The following progress has been registered so far with implementation of the SEMA-JLOS Project:
- The project has so far been rolled out to over 40 JLOS service points in four (4) regions across the country: Central (Kampala, Entebbe, Mukono), Eastern (Jinja), Western (Mbarara, and Northern (Gulu).
- Carried out 40 sensitization trainings; deployed 40 feedback devices; collected qualitative data at 40 JLOS service points; delivered 100 feedback reports; delivered 01 trend report; and developed an online data dashboard.
- Development of a communication strategy to guide how we disseminate information and engage with stakeholders related to the project.
- Presentation to the Uganda Police Force on the SEMA-JLOS project at a retreat of District Police Commanders (DPCs) on the 19th of August 2021. The presentation was aimed at sensitizing the DPC's about the JLOS project, how the SEMA system works, the importance of feedback, and the reforms that had been made since 2018 when SEMA started collecting feedback at various Police stations across the country.

Table 22 Progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Conduct Verbal Autopsy (VA) as a tool for Registration of Community Deaths thus improving production of Vital Statistics that meets the information needs of Planners.	NIRA	129,000,000	129,000,000	NIRA in consultation with the UBOS is piloting in Adjumani District
Support to implementation of innovations and initiatives	Judiciary	328,800,000	93,600,000	Reviewed Court of Appeal Rules; Executions and Bailiffs Rules amendment; Practice Direction on establishment of the infrastructure and environment Divisions; Enhancement of pecuniary Jurisdiction of Magistrates; Re-Organisation of Magisterial areas; Amicus Curiae; Bail Guidelines; Court fees; Rules on Vexatious Litigations and State Brief and Child friendly Procedures.
Enhancing Labour Disputes Settlement (MGLSD - Department of Labour, Industrial Relations and Productivity)	MoGLSD/ IC	325,000,000	78,000,000	90 union leaders trained on offering Labour complaints and dispute record management at Ridar and Esella Hotel

Activity	Institution	Budget	Release	Progress
Digitize the Police Form One (PF1) and roll out to KMP to ensure standard generation and quality of crime statistics.	UPF	245,000,000	195,000,000	Activity is ongoing. A technical team was composed to undertake the assignment. The activity was delayed by the participation of officers in other national policing activities

The Sector facilitated NIRA to continue piloting/conduct an assessment study, Pre-Test and Verbal Autopsy (VA) as a tool for Registration of Community Deaths thus improving the production of Vital Statistics. Linking of VA results into the Civil Registration records shall boost the provision of accurate vital statistics that can be used amongst others to guide public health policies. NIRA in consultation with the UBOS is piloting in Adjumani District and the activity is to be finalized. The key activities undertaken include mapping and syncing VA within the existing community death notification and registration process including quality assurance mechanisms for VA; Mapping VA results into the existing CRVSIT infrastructure; purchase Mobile Handsets for usage in the data collection; train Data Collectors in the selected pilot district on data collection; and undertaking data collection in the Adjumani district.

As a way to kick start the operationalization of a functional national-wide Geographical Indications Registry in Uganda, URSB together with the other parties of the National Working Group that are comprised of multi-sectoral stakeholders held a consultative meeting on popularizing the Geographical Indications in Uganda.

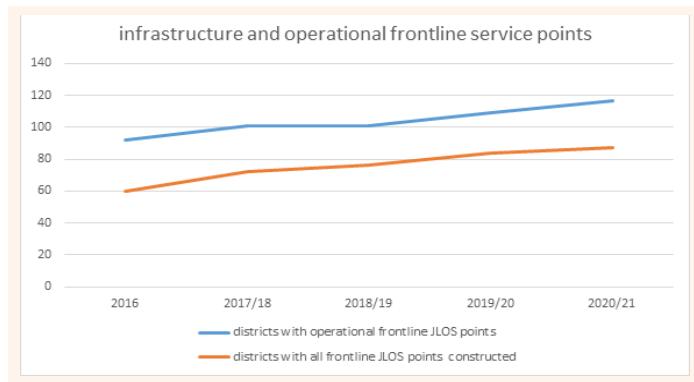
### STRATEGIC INTERVENTION 1.3 DECONCENTRATE SERVICE DELIVERY TO COUNTY LEVEL BY 2021

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

**Table 23 performance against indicators**

Performance Indicators	Baseline 2016	2017/18	2018/19	2019/20	2020/21
No. of JLOS frontline one-stop service points constructed	60	72	76	84	87
No of districts with all frontline JLOS service points opened	92	101	101	109	117

The Sector over the SDPIV period constructed 27 new front line one-stop service points resulting in a 45% increase in the number of districts covered from 60 in 2016 to 87 in 2021. Functional presence of all front line JLOS service points increased from 92 districts in 2016 to 117 districts.



### 1.3.1 Functional JLOS infrastructure and services established country wide

Table 24 Progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Operationalization of Gulu Regional forensic laboratory	DGAL	300,000,000	150,000,000	<i>Delivery and installation of laboratory furniture for Gulu Regional Laboratory; Delivery and installation of 2PCR systems in the DNA Laboratory at a contract price of 141,559,880 UGX</i>  <i>Activity was not undertaken</i>
Construction of 1 RSA office premises in Sironko	DPP	550,000,000	470,000,000	<i>Construction at finishing level</i>
Completion of construction of Gulu regional office block	UHRC	350,000,000	350,000,000	<i>The construction of physical works for UHRC Gulu block was completed save for some environmental and social Management interventions (solar system, external water-borne toilet, visitors tent, fire extinguishers, parking space etc)</i>
Completion of Fortportal regional centre	MoJCA FA	500,000,000	500,000,000	<i>There were design changes that led to variations and at the end of the Financial Year, progress of works is at 95%. The building is scheduled to be complete by end of November 2021.</i>
Congestion Management; Construction of Ntungamo Prison	UPS	500,000,000	300,000,000	<i>Procurement process of all materials at contract award stage. The works are going to be implemented by force on account mechanism; inadequate release of funds is likely to delay implementation of the project</i>
Retooling of Regional Offices and Head Office	URSB	35,000,000	35,000,000	<i>Retention fees fully paid</i>
Construction and renovation of border posts	DCIC	140,000,000	140,000,000	<i>Kamwezi border renovated and paved and Construction of Kizinga Border post completed</i>
Establishment and operationalisation of the LDC Lira Campus	LDC	415,600,000	-	
Complete Bududa and Omoro Police Stations.	UPF	173,574,000	173,574,000	<i>Completed</i>
Procure and equip Courts with furniture.	Judiciary	140,000,000	70,000,000	<i>Procured and delivered</i>
Kyenjojo prison retention	UPS	74,761,187	74,761,187	<i>Retention fees fully paid</i>
Sheema prison retention	UPS	74,761,187	74,761,187	<i>Retention fees fully paid</i>
Completion of Nwoya prison	UPS	141,977,989	1,977,989	<i>Completed construction of Nwoya Prison</i>
Nwoya Prison retention	UPS	77,421,524	77,421,524	<i>Retention fees fully paid</i>

Activity	Institution	Budget	Release	Progress
Completion of Mutufu Prison	UPS	110,000,000	110,000,000	<i>Completed construction of Mutufu Prison; at retention stage</i>
Equipping the Geographical Indications Registry	URSB	66,000,000	66,000,000	<i>Bids invite went out and its due 15th.03.2021. After which contracts will be awarded</i>
Operationalisation of Kitanya Mini-max prison	UPS	669,800,000	342,500,000	<i>Work Kitchen boiler is completed has been supplied installed and working. Procurement process for others is at award stage</i>
Commemoration of the Law Development Centre at 50	LDC	34,820,000	-	<i>No release</i>
Variations in the construction of perimeter wall and tarmacking of parking areas	LDC	900,000,000	600,000,000	<i>Perimeter wall completed and tarmacking is 90% complete</i>

The MoJCA continued to improve access to its services and the conditions of its infrastructure by ensuring availability of buildings, and other facilities through the construction of regional offices and ensuring availability of basic services such as electricity, water, and communication facilities in each service point. Completion of Fort Portal Regional Office will now be in November 2021 following design changes and COVID-19 Pandemic that caused implementation challenges.

Prison congestion levels decreased from 322.1% to 301.9% due to the completion of a new Prison at Mutufu, a female ward at Masaka (W) and operationalization of Sheema and Kyenjojo Prisons. The carrying capacity of Prisons is now 19,866 this is partly attributed to the completion of construction of a new prison at Mutufu.

The UPS secured a daily average of 61,293 prisoners. All inmates in custody were provided with three meals per day and a daily average of 61,293 Prisoners were dressed with at least a pair of uniform. The escape rate stood at 5.8/1000 daily average population against an annual target of 5.3/1000 daily average population, this was due to a mass escape of Prisoners in Moroto. Security in the prisons was enhanced by training and maintaining 21 dogs under the Prisons canine unit.

UPS commenced the phased construction of the staff clinic which is currently at roofing stage with trusses already fixed. Construction of four prisoners' wards at Rukungiri Prisons is on-going; the procurement process for the materials for the construction of Ntungamo Prison is at contract award stage and this construction will be implemented through force on account mechanism. UPS has completed chain link fencing of Kotido, Amita and Moroto prisons and solar lighting systems were installed at Amita, Kotido and Kaabong to improve security. Procurement of assorted security equipment to enhance security of prisons was at the contract award stage and construction of a new prisons at Mutufu and expansion of Masaka prison was completed.

Construction of 531 staff housing units at Sheema, Mutufu, Nwoya, Kyenjojo and other prisons is on-going. (Completed – 74 units, foundation - 62 units, roofed -58 units, Ring Beam - 78 units, window level – 30 units, plastering - 198 units and painting - 31units) and Procurement of 20 acres at Kyenjojo (15 acres) and Sheema (5 acres) is on-going – pending Solicitor General's approval.



MoJCA Fort Portal Regional office

These actions led to increase in the holding capacity from 19,886 to 19,986 prisoners and decrease in the levels of congestion from 322.1% to 321.1% despite the increase in prisoner population by 0.5% (from 63,851 June 2020 to 64,186 June 2021). However, the escape rate increased from 5.9/1,000 prisoners to 7.7 per 1,000 prisoners this was due to the Moroto mass escape incident.

URSB opened up a new office in Masaka city in March, 2021 which serves the greater Masaka Region covering 9 districts<sup>14</sup> . Currently, URSB in addition to the Masaka office has four Regional Offices in Arua, Gulu, Mbarara and Mbale; three Branch Offices in Kampala that is at UIA, Nakivubo and Posta Uganda; and 43 service centres in different Municipalities countrywide. These give URSB a total of 50 functional services points across the country giving the Bureau near to nation-wide coverage. This has not only increased access to business registration services through One Stop Shops across the country but also enhanced collaboration among government institutions for purposes of expanding business registration and tax collection country-wide in a more coordinated, harmonized and cost-effective manner.

DCIC completed the reconstruction and reconfiguration of Mbarara and Mbale Regional Passport Offices for decentralised e-passport biometric enrolment. Refurbishing of other regional passport offices of Gulu and Mbale was ongoing and was expected to be operational in May 2021. Remodelling works of the Entry and Exit counters at Entebbe Airport (to protect staff against the CoVID-19 Pandemic) was completed.

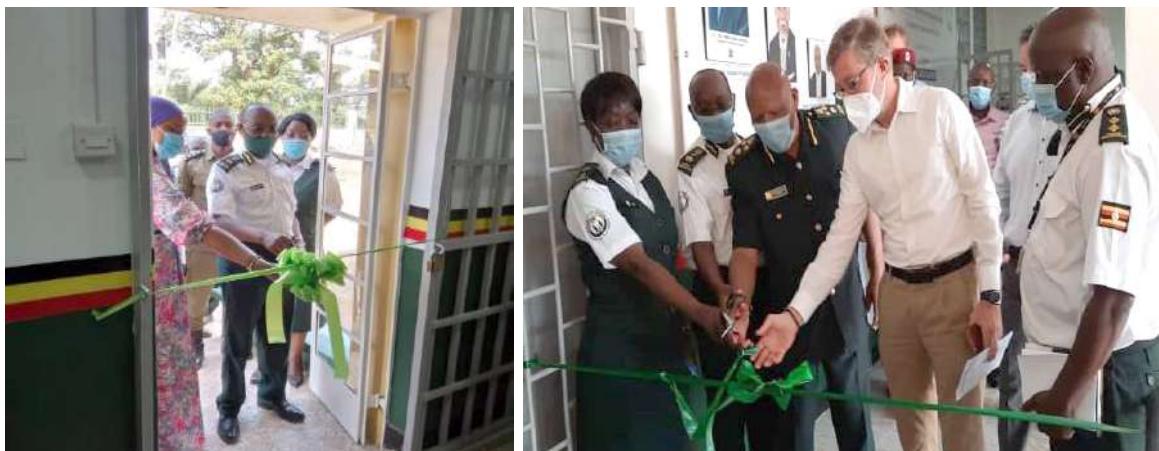


Figure: Commissioning of the e-passport in Mbale and Mbarara Regional Offices respectively

The refurbishment of Gulu Regional Passport Office is ongoing. Deployment of the e-passport system is expected to be completed by September 2021. To ease congestion at the Immigration Headquarters, a new Passport Delivery Centre was opened up at Kyambogo, Kampala. The renovation of Kizinga Border Post (in Kabale district at Uganda's Border with Rwanda) was completed, for improved delivery of immigration services. A marine vessel was also procured to facilitate marine border surveillance to enforce compliance with immigration laws

At the Law Development Centre main campus the first phase of construction of the multi-storied building and renovation of the auditorium, firm rooms and the main building was undertaken. The Students' Car Park was tarmacked and construction of perimeter wall was completed. LDC also procured 200 desks and 200 tables for students and equipped the Kampala and Mbarara Campus legal aid clinics.

### 1.3.2 Complete chain of front line JLOS services at the County level

Under this strategic intervention, the construction of JLOS one-stop service points in Buhweju, Buliisa, Sheema, Kole, Sembabule and Kyotera are nearing completion. Other constructions near completion include Butambala, Mayuge and Kamwenge Chief Magistrates' courts. The Sector has also started construction of Mukono High Court, as well as Kyegegwa and Kibaale Justice Centres, while procurement for construction of Maracha and Namayingo Justice Centres and Rukungiri and Mpigi High Court buildings commenced.

<sup>14</sup>Masaka, Lwengo, Ssembabule, Rakai, Kalungu, Bukomansimbi, Kalangala, Kyotera and Lyantonde

Table 25 Progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Outstanding obligations towards construction of Buhweju Justice Centre	Judiciary	900,000,000	900,000,000	<i>Construction is at finishing level</i>
Outstanding obligations towards of Nakaseke Justice Centre	Judiciary	600,000,000	600,000,000	<i>The construction was completed and the building handed over.</i>
Outstanding obligations towards of Sembabule Justice Centre	Judiciary	700,000,000	740,000,000	<i>The construction of the Justice centre was completed and handed over in October 2021</i>
Completion of Sheema Justice Centre	Judiciary	500,000,000	500,000,000	<i>Payment was made to the contractor. Justice centre is at finishing level .</i>
Completion of Rubirizi Justice Centre	Judiciary	300,000,000	150,000,000	<i>The construction was completed and the building handed over.</i>
Retention of Mitooma Justice Centre	Judiciary	150,000,000	150,000,000	<i>Payment was made to the contractor.</i>
Supervision of construction of Justice centres (Mini JLOS)	Sector wide	200,000,000	81,300,000	<i>Supervision of on-going constructions undertaken. Progress of construction is satisfactory, although liquidity challenges by the contractors due to delays in payments of certificates submitted has impacted the speed of completion of projects e.g., Fort Portal regional office, Sembabule justice centre etc. Construction of Kyegegwa delayed to start due to procurement delays.</i>
Completion of Justice centres of Serere and Kyotera.	UPF	430,713,100	412,713,212	<i>Serere completed and Kyotera is at finishing level</i>
Production and distribution of Civil Registration materials	URSB	151,700,000	151,700,000	<i>National Marriages Registration System (NMRS) Marriage certificate booklets for districts &amp; Marriage Registers, Marriage Notice Books and customary marriage register was awarded and waiting for invoicing. Invite for bids for customary marriage certificates *(form B and Form F) was sent out and is due 09/03/2021</i>

Activity	Institution	Budget	Release	Progress
Support to the Construction of JLOS House	Sector wide	25,000,000,000	12,864,470,378	<i>Procurement of consultant to undertake the review of designs and bills of quantities was concluded . The review was undertaken and procurement of the contractor is on going.</i>
High court Mpigi and Rukungiri	Judiciary	2,500,000,000	-	
Construction of Maracha Justice Centre	Judiciary	1,700,000,000	700,000,000	<i>Construction started</i>
Construction of Namayingo Justice Centre	Judiciary	1,700,000,000	700,000,000	<i>Construction started</i>
Mulanda police station	UPF	500,000,000	500,000,000	<i>Construction works on-going at finishing level.</i>
Construction of Bunyangabo Justice Centre	UPF	1,700,000,000	300,000,000	<i>Construction commenced</i>

With support from the GoU and JLOS, the Judiciary has been able to construct and maintain some of its buildings. Notably, the UGX 63.9 billion GoU funded construction project of the Supreme Court and Court of Appeal buildings in Kampala, whose works have advanced. By the end of the reporting period, the Supreme Court structure had reached the roofing level while that of the Court of Appeal had reached the fifth floor. These works are on schedule notwithstanding the delays caused by the COVID-19 pandemic and its restrictions. It is expected that construction works will be completed by April 2022. The completion of this project will reduce the expenditure on rent by over UGX. 6 billion, in addition to offering decent and tailor-made accommodation to the Justices and the staff of the Courts.



*His Excellency (HE) Gen. Yoweri Kaguta T Museveni, The President of Uganda and The Judiciary Top Management after laying the foundation stone for the construction of the Supreme Court and Court of Appeal Buildings on the 5th February 2021*



*Ongoing construction of Supreme Court and Court of Appeal buildings*

The Judiciary currently has additional ongoing construction projects which are at various stages. They include Mukono High Court which is at roofing level, Justice Centres at Kole, Sembabule, Sheema and Buhweju, Chief Magistrates' courts of; Butambala, Kamwenge and Mayuge which are at finishing stages. Construction works for Justice Centres are expected to commence soon at Kibaale, Maracha and Namayingo districts. The contract for construction of Mpigi High Court was awarded but works did not commence because of lack of funding. Construction of Buyende Court is still under the defects liability period before a final account is made.



*Administration Building at Kamwenge Chief Magistrates' Court in finishing stages*



*Front elevation of Mayuge Chief Magistrates' Court*



*Administration Building and Court Hall at Butambala Court*



In support of the Judiciary, ODPP established a new field office in Nansana. ODPP has continued to establish service points countrywide. Construction of RSA offices in Kisoro, Kibuku and Bulambuli were initiated. Performance in this regard was affected by the COVID-19 lockdown and delays in securing suitable land.

The Sector through UPF constructed 24 new District Police headquarters bringing the number of own police buildings to 69 across the country over the SDPIV period.



*Sironko District Police Headquarters*



*Kween Police Station*

To improve accommodation for Police officers, UPF constructed 480 staff housing units (420 in Naguru and 60 in various parts of the country)



UPF Staff housing units at Naguru

The UPF constructed three new vehicle maintenance centres at Namanve, Soroti and Mbarara and an aircraft maintenance hangar in Jinja to reduce the cost of bringing all vehicles for repair at the central workshop on Old Port Bell Road. UPF also increased its fleet from 9,226 to 11,132. The fleet currently comprises of 1,412 general purpose vehicles, 211 specialized vehicles, 19 construction equipment, 9,436 motor cycles, 53 marine vessels and 4 aircraft.



The Sector established its own garment factory to cut the cost of acquiring uniforms for the personnel and promote Buy Uganda Build Uganda (BUBU) as directed by H.E the President. Officers are now being provided with at least two pairs of uniforms and plans are under way to provide suits to the non-uniform personnel.



Police medical facilities have been expanded from 70 to 94. This supported and facilitated the management of COVID 19 through provision of Personal Protective Equipment (PPEs), establishment of an isolation centre at Nsamba and 83% of staff were vaccinated with 1st dose of the vaccine. Police lost 8 personnel out of the 246 that tested positive for COVID 19.

In terms of staff welfare, UPF fully established the Police Exodus SACCO with 37,000 membership and with over UGX 9.2bn in savings. UPF also provided construction materials to 9,000 officers tax free prices through the duty-free scheme which operates in 12 regional branches. UPF benefited from Government programmes such as NAADS and Operation Wealth Creation, to establish family projects for police spouses to improve family income through growing vegetables and goat and chicken rearing.

To further improve the protection of life and property, the UPF enhanced the coverage of fire and rescue services which currently stands at 30 (22% of the 135 districts). This enabled response to incidents of fire in KMP and Municipalities but poor physical planning in slum areas and upcountry is still a big challenge. They responded to 5,655 fire incidents and conducted 1,455 emergency rescue operations in which 561 lives were saved and property worth billions was protected.

UPF also expanded coverage of the marine police unit from 18 establishments to 30 on L. Victoria, L. Kyoga, L. Albert and L. George. This resulted into saving of 1,061 lives.

The road accident fatality rate consistently reduced from 12 to 8.44 persons killed for every 100,000. This is owed to sensitization and enforcement of traffic regulations especially during lockdown and implementation of the EPS. The capacity of the Police Air Wing was enhanced with three helicopters and a fixed-wing aircraft for emergency rescue, air surveillance and medical evacuations.



URSB put in place the measures at all registration centres to protect staff and clients against the spread of COVID-19 and continuously reviewed internal policies following the Guidelines from the MoH and H.E the President of the Republic of Uganda. All staff were provided with protective gear (masks, gloves) and infrared thermometers were used at entrance points. The number of staff who interact directly with the clients was reduced and as a result, some services are now transacted electronically. Hence the enhanced utilization of online platforms for both staff and clients.

## STRATEGIC INTERVENTION 1.4 STRENGTHEN JUSTICE FOR CHILDREN

The Sector with support from UNICEF and the Netherlands implemented the Justice for Children (J4C) Programme and has continuously worked towards mainstreaming juvenile justice in the delivery of JLOS Services. The J4C Coordinators continued to strengthen coordination of JLOS stakeholders in addressing and handling of not only children's cases but also responding to child justice issues whenever they are in contact or conflict with the law. There is updated statistical data on juvenile cases across institutions making it easy to track registration, disposal and measure performance. Generally, the Sector institutions have continued to enforce child friendly practices taking into consideration the best interest of the child.

Table 26 Justice for children performance indicators

Performance Indicators	Baseline 2016	2017/18	2018/19	2019/20	Target 2020/21	2020/21
No. of children diverted from the formal criminal justice system (non-capital)	75%	76.3%	76.2%	75.1%	80%	72
The proportion of JLOS service points offering child-friendly services	52%	60%	72%	72%	86%	86%
Birth registration rate	30%	69% <sup>1</sup>		TBD	65%	

### 1.4.1 Child-friendly services enhanced

Table 27 Progress of implementation of planned activities<sup>15</sup>

Activity Description	Institution	Approved	Disbursement	Progress report
Purchase of Anatomic dolls to aid prosecution of child-related cases	DPP	27,400,000	27,000,000	Dolls procured
Equip lactating mothers and Child playrooms at the Family Division	Judiciary	18,800,000	18,800,000	Television set, Assorted toys Furniture procured
Re-tooling two waiting rooms at 3rd & 2nd floor at Georgian House and creation of child-friendly space for clients of Administrator General	MoJCA/ Administrator General	276,928,000	39,728,000	The second floor of the Administrator General's Office was partitioned successfully and the waiting room was retooled with chairs to provide a conducive waiting room.
Purchase of Child Witness kits to support the prosecution of child-related cases	DPP	139,000,000	90,000,000	Kits procured (how many)
Re-tooling waiting rooms at the Regional Offices (Arua, Gulu, Fort portal, Mbale, Mbarara and Moroto)	MoJCA/FA	140,000,000	116,413,177	Procured the furniture that included 03 desks, 06 book shelves, 15 chairs, 10 benches, 02 sofa sets, 07 filing cabinets, 01 coffee table, 01 fire proof cabinet, 02 metallic shelves, 03 stainless ladders and 01 book case.

<sup>15</sup>Unicef Situation of Children Report 2016

Activity Description	Institution	Approved	Disbursement	Progress report
Design and establish child friendly rooms	ODPP	200,000,000	130,000,000	2 Child-friendly rooms were established at Kabale Regional Office and Mukono
Attendance of both lower and higher courts	MoGLSD/ Juv	772,000,000	607,000,000	<ul style="list-style-type: none"> <li>i) 3,800 Juveniles attended both higher and lower court in the 7 Remand Homes</li> <li>ii) 36 lawyers facilitated quarterly to represent juveniles in the courts of law both in higher court and lower court in all the 7 functional Remand Home.</li> <li>iii) 2000 Social Inquiry Reports prepared for the Juveniles to access justice in courts of law by the District Probation and Welfare Officers.</li> <li>iv) 1,950 Juveniles resettled by the District Probation and Welfare Officers in their respective districts/villages in addition to resettlements done at KNRC and Reception Centre</li> </ul>
Equip Remand Home with TVs, Play materials for juveniles and Uniforms	MoGLSD/ Juv	97,400,000	97,400,000	<ul style="list-style-type: none"> <li>i) 8 TV set procured and distributed to the 7 Remand Homes and 1 National Rehabilitation Centre</li> <li>ii) Assorted play materials for 7 Remand Homes and Rehabilitation Centre Procured and distributed</li> <li>iii) 1,500 uniforms both for boys and girls Juveniles Procured</li> </ul>

ODPP continued with the establishment of child-friendly waiting and interview rooms. The aim is to enable child victims to freely open up and provide their evidence in a relaxed environment. Child-friendly rooms at Kabale regional office and Mukono are complete.

In addition, the ODPP has continued to explore the use of probation and social welfare officers to secure victim impact assessment reports during trials.



Kabale ODPP Child friendly room

Births Certificates issued	
Refugee Settlement	Number
Bidi Bidi	8,134
Imvepi	3,123
Palorinya	3,775
Palabek	1,314
Rhino	6,158
Kyangwali	4,035
<b>Total</b>	<b>26,539</b>

The Sector through NIRA facilitated child protection through issuance of Birth Certificates to 112,000 children aged less than five years across six refugee settlements and host communities of Kyangwali, Rwanwanja, Lobule, Rhino Camp, Ayilo and Pagirinya. Birth Registration in the Refugee Settlements is ongoing. Due to the Nation-wide lockdown and COVID-19 the activity was halted temporarily but this is planned to resume.

To strengthen child-friendly services, the Administrator General refurbished the waiting rooms and children's toys, beds and mats were also procured to enable the creation of a child-friendly space.

The waiting rooms at the Regional Offices (Arua, Gulu, Fort Portal, Mbale, Mbarara and Moroto) were not re-tooled due to inadequate funds.

#### 1.4.2 Capacity for duty bearers and institutions in child justice enhanced

Table 28 Progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Skills enhancement training for prosecutors in handling Children and SGBV cases	DPP	100,000,000	32,604,240	ODPP to provide update
Training of Probation Officers, District Probation Officer	MoGLSD/Juv	576,000,000	576,000,000	<ul style="list-style-type: none"> <li>i)615, District Probation and Welfare Officers and Probation Officers trained on case management and court procedures from the Remand Home;</li> <li>ii)The Probation Officers were facilitated; Assorted stationery;</li> <li>iii)Technical Officers from Justice Institutions; (MGLD, JLOS, DPP and UPF) were facilitated to conduct the training;</li> <li>iv)2600 documents procured in regard to Justice for Children</li> </ul>
Establish a Filing System for the Legal Aid Clinic	LDC	115,000,000	10,000,000	LDC procured services of a consultant to develop an electronic filing system for the Legal Aid Clinic tailored to capture and monitor cases registered through a legal aid app.
Purchase of Compendium of laws for Remand Homes and District Probation & Welfare Officers	MoGLSD/Juv	125,000,000	63,000,000	252 copies of the Compendium of Laws on Children procured and distributed to SPWOs
Printing of Birth Notification Records	NIRA	350,000,000	350,000,000	The procurement of the Birth notification records was concluded and supplies made to the Institution
Training of 50 CFPOs in counselling and guidance of victims of family conflicts.	UPF	26,350,000	26,350,000	Activity was completed. 50 CFPOs from Kampala, Masaka, Mityana, Lira, Jinja, Lugazi, Ibanda, Isingiro, Bugweri, Luweero, Mpigi, Busia, Tororo and Mbarara were trained in counselling and guidance
Training of Probation of Officers on RHMIS	MoGLSD/Juv	104,000,000	104,000,000	200 District Probation officers trained the various Remand Homes

Activity	Institution	Budget	Release	Progress
Sensitize unit commanders and supervisors on the children diversion guidelines in 4 policing regions of North Kyoga, Bukedi, Kiira and Busoga East.	UPF	128,600,000	97,001,000	Unit commanders in the districts of Lira, Dokolo, Pallisa, Butaleja, Jinja, Buwenge, Namutumba & Mayuge were sensitized on children diversion guidelines. A total of 251 officers participated of which 75 were female officers.
Train 100 CID officers on investigation of SGBV and Child related cases.	UPF	56,000,000	26,000,000	The training was conducted and so far, a total of 60 officers were trained.
Procure 5 motorcycles for CFPU for the districts of Otuoke, Kaabong, Amudat, Amuria and Bugweri.	UPF	50,000,000	25,000,000	3 motorcycles procured
Conduct an assessment on child centers to establish country coverage and identify capacity needs.	UPF	61,720,000	41,600,000	Phase 1 of the Activity has been undertaken in 13 Districts so far and the Child Reception Centres have been assessed to establish coverage, status and capacity needs.

The ODPP held several training sessions in the management of dispensation of child justice. In partnership with Freedom House, the ODPP held a training session for Judicial Officers, Prosecutors, and Police Investigators on key skills for communicating with and prosecuting children's cases.

The ODPP held several stakeholder collaborations and engagements. ODPP collaborates with several external partners especially in building the capacity of prosecutors in handling SGBV and children-related cases. The following are some of the partners: Ministry of Gender, Labour and Social Development, Ministry of Health, Ministry of Justice and Constitutional Affairs, The Judiciary, Uganda Police Force, UNFPA, UNICEF, Centre for Domestic Violence Prevention (CEDOVIP) and Children at Risk Action Network (CRANE). Due to time constraints in the disposal of cases, the ODPP adopted mechanisms for fast-tracking children-related cases at all levels of the justice chain. It perused and took prosecutorial decisions as well as sanctioned a total of 4,074 files, registered and perused 2,289 case files was concluded within the stipulated timelines.

The ODPP prosecuted cases in two criminal juvenile sessions during the lockdown and concluded 20 cases in the first session. Five cases were concluded in the reconciliation of parties, four resulted in convictions, six in acquittals, three were adjourned to the next session, and one case was discharged where the accused was found to be below the age of criminal responsibility. Performance by the Prosecution was affected by the trial judge's preference for promoting reconciliation as opposed to recording proper pleas even where the offender was pleading guilty to the charges. In the second session, ODPP handled 33 cases, secured 20 convictions, had 7 acquittals, 4 dismissals, and 2 were deferred to the next session. The session covered Sexual Gender-Based Violence cases, Homicide cases as well as Aggravated Robbery cases within Kampala and Jinja Districts.



A session on communication with children with hearing impairment

The handling of the sessions at Naguru Remand Home was intended to minimize the spread of COVID-19 and save costs of transportation of juvenile offenders to and from court as well as other stakeholders in the session such as the witnesses, judicial officers, prosecutors and other court users. As a result of the success of the sessions at the Remand Home, UNICEF supported the furnishing of a court room at Naguru Remand Home to be used by the Judicial officer during court sessions.

The training was aimed at improving their skills in interviewing child victims of crimes and other child

witnesses, especially traumatized children because communicating with them is a big problem, to have successful prosecutions. In addition, it also aimed at improving the prosecutors' and investigating officers' professional interaction with child witnesses and other children in contact with the law from a point of view of understanding who children are; what general characteristics they have, and other helpful information to improve their interaction for best case outcomes.



*Trial advocacy practicum, an illustration using anatomical dolls*

The ODPP conducted training on child-friendly procedures with the objectives of improving communication skills of the criminal justice actors with children of different ages. The training covered basic information about the nature and characteristics of children and how best to nurture them to healthy physical and emotional growth and development; characteristics of children at different stages of development; the relationship between the behaviour of a child and possible problems in that child's environment and or social relationships. The training equipped participants with management skills, factors that predispose children involvement in crime and sexual exploitation; how trauma affects

children; communication challenges of traumatized children; interviewing traumatized children and getting them to testify in court; handling children coached to lie/hide the truth interviewing children with disabilities; languages of children; trial advocacy issues handling evidence in court; raising a stallion and not a gelding; management and leadership; handling hostile witnesses; and transformational leadership and management.

Subsequent training was held for prosecutors who had not participated in the earlier training and they were joined by police from the Child and Family Protection Unit (CFPU). The participants trained so far have found this training enriching in as far as it builds the skills of prosecutors to meaningfully engage with children who come into contact with the law (victims and witnesses) and those in conflict with the law (juvenile offenders). They attested to the fact that this training was very fruitful in as far as engaging the child witnesses and victims is concerned.

Regarding awareness creation, ODPP printed 3,000 brochures, 800 posters and produced four pull-up banners as well as two pairs of tear-drop banners as information tools. The materials have details of the role and rights of victims in police and court, the court processes, and how to access justice. The IEC materials were distributed to 15 service points including Mukono regional Office, Tororo District Office, Soroti region covering the Karamoja region, Katwe Police Station, Makindye Police Station, Kabalagala Police Station, Kisugu Health Center III, Nsambya Sharing Hall, City Hall Buganda Road Court and office of the RSA, Mbarara Region, Hoima Office of the Resident State Attorney (RSA) and the refugee settlement. More than 800 IEC Materials were distributed at police, court, ODPP district offices and sub-county and district notice boards.

**Regional Support Supervision and Monitoring visits of the J4C Programme Sites:** As a way of improving programme performance, support supervision by staff from the JLOS Secretariat was conducted in the regions of Soroti, Jinja, Gulu, Masindi, Fort Portal and Arua with the Regional Coordinators to enhance progress and point out issues that need to be addressed by the Justice for Children Steering Committee as well as those that require attention of the JLOS Chain-linked Advisory Board. The visits enabled the JLOS Staff



*JLOS secretariat staff with the Assistant DPP, Masindi Region- Ms. Florence Akello and the In charge- Ihunga Remand Home (Masindi) during the support supervision visits to Northern Uganda*

interface with the implementers of the J4C programme, including Judges, to appreciate the strengths and challenges but also, inspect the facilities and advise on the interventions and way forward. As a result, the exercise exposed the team to challenges affecting the programme as well as best practices like trials taking place in the Remand Homes. The team observed that children were being detained over the legal timeframe at Police. This was attributed to several factors including, the issue of Covid-19 certificate required before a child is admitted into the remand home. In addition, there are challenges in tracing parents or reliable relatives/guardians to stand surety for the children. This slowed down efforts to realise justice for children in conflict with the law.

#### **J4C Steering Committee Monitoring and Advocacy to**

**Naguru Remand Home:** The J4C Steering Committee conducted a monitoring and inspection visit to Naguru Remand Home. The purpose of the visit was to enable the team assess the impact of COVID- 19 on remand homes and how best the facilities can be supported in managing the same. The team interacted with management staff with a focus on identifying how best the remand home was prepared to handle the COVID-19 Pandemic. Members established that the home had a Covid-19 task force in place and with measures strictly observed including an isolation centre in place for the newly admitted children; limited visits to the home; provision of masks for children attending court and with limited interaction with parents and other court users; Washing facilities were in place within the home and sanitizers are in use. At the time of the visit, the home had not registered any Covid-19 case. As a way forward, it was agreed that the Sector formally engages with the Ministry of Health to ensure that every time a child is identified, he or she is tested free of charge. It was noted that there is a need for a joint complementary training on Diversion Concept with the respective institutions as well as the need to pay special attention to the psycho-social support for children in regard to Violence against Children.



*J4C Steering Committee Monitoring visit to Naguru Remand Home*

#### **1.4.3 Disposal of child related cases fast-tracked at all levels of the justice chain**

The Sector seeks to enhance access to justice through legal counselling and advice, legal representation, coaching of the indigent and vulnerable clients

Table 29 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Special Sessions for Child related cases- CM	Judiciary	281,250,000	140,625,000	13 cases disposed of and other sessions are on-going
Special Sessions for child related cases - G1	Judiciary	130,000,000	65,000,000	13 cases disposed of and other sessions are on-going
High Court - Special Sessions for child related cases (Target 400)	Judiciary	200,000,000	100,000,000	28 cases disposed of 40 cases cause listed in Fort Portal HC Circuit. 28 out of 40 cases concluded in Fort Portal Circuit. Sessions for 150 cause-listed cases are on-going in High Courts of Kabale, Masaka, Mbale and Jinja.

Activity	Institution	Budget	Release	Progress
Provide holistic Legal Aid Service to 1500 children in conflict with the law using lawyers and social workers	LDC	311,800,000	151,375,000	LAC through consorted efforts of social workers and the legal assistants were able to provide legal aid and social counseling services to 1982 child offenders, 1,683 boys and 299 girls.
Implement J4C Programme	Sector wide	288,000,000	144,000,000	Six coordinators retained to support the implementation of the J4C programme at regional levels. The coordinators are based at High Court circuits in Masaka, Fort Portal, Mbarara, Kabale, Masindi and Jinja
Support investigations of 5,000 Sexual Gender Based Violence crimes.	UPF	250,000,000	200,000,000	Investigated 4,000 cases of SGBV
Support investigations of 2,000 juvenile related offences.	UPF	100,000,000	50,000,000	A total of 1,000 cases were investigated involving children in conflict with the law.
Prosecution of children related cases at various court levels (i.e. Chief magistrate court and High court)	ODPP	160,000,000	120,149,760	2 sessions were held in Jinja and Kampala Naguru remand home, and 14 sessions were held in the High Courts of Kotido, Luwero, Kapchorwa, Gulu, Arua, Jinja, Iganga, Bundibugyo, Kiryandongo, Kiboga and the Chief Magistrates courts seating at Tororo, Amuria, Nakapiripirit, and Apac.
laptops for duty bearers	ODPP	140,000,000	110,000,000	Laptops procured
Facilitation of officers to prosecute child related cases at High court	ODPP	160,000,000	70,000,000	Prosecutors facilitated

At the end of the period under review, the total number of children admitted in all the seven remand homes were 336 comprising 322 boys and 14 girls. Masindi (Ihungu) remand home admitted 13 male children being the lowest number of children. Kabale remand home also reported a low number of children remanded - 21 children, out of which 20 were boys and 1 was a girl. All remand homes had more boys admitted than girls. Generally, the period registered low numbers. This was attributed to the directive by MoGLSD that required children to present a COVID-19 test certificate prior to their admission into the respective homes and the practice of diverting children charged with minor offences.

**Diversion:** In the period under review, the Sector, under the Justice for Children programme registered 3,585 divertible child related cases in the system between July 2020 and June 2021 out of which 2,587 cases were diverted from the formal judicial proceedings while a total number of 998 cases went through the formal justice system hence a diversion rate of 72%. The percentage of juvenile cases diverted decreased from 75.1% in 2019/2020 to 72% and this was attributed to the number of divertible cases going through the system which was a result of poor conceptualization of Diversion by the Police Officers as well as reluctance by the Local Councillors who continuously forwarded petty cases to the police even where the juveniles are first time offenders. The decline was also due to the fact that previously, cases divertible in nature were

being diverted across institutions including at Police CFPU, Police CID, ODPP, Court and Probation whereas in the period under review, diverted cases are only from Police, leaving out cases from other institutions. The COVID-19 pandemic measures restricted movements of actors including the programme coordinators, whose physical presence is key in some cases. This also affected the rate of diversion as they could not effectively engage with the Police.

For diversion to be fully realized,

- i. There is need for training of the Police Officers on the Guidelines to enhance utilization that will help the police realize a 100% diversion rate. Generally, there is need for a joint complementary training on Diversion Concept with the respective institutions.
- ii. There is also need to widely disseminate the Children Diversion Guidelines for Police Officers.
- iii. Given that children cases are diverted at different levels and institutions for example by the Uganda Police, Probation, and ODPP and at Court, there is a need for Diversion Guidelines for these institutions to be developed in a bid to realize meaningful diversion.

**Children in Conflict with the law receiving Non- Custodial Sentences:** 1,708 juveniles were sentenced in the reporting period. Of these, 424 received custodial sentences and 1,284 receive non-custodial sentences compared to 2019/2020 where 708 received custodial and 1,520 received non- custodial sentences hence totalling to 2,228 sentences. The period registered a significant decrease in the number of non- custodial sentences in comparison to the previous year and this was attributed to the fact that much as the J4C Programme Coordinators have continued to engage the actors with emphasis on diversion, case disposal entirely lies with the judicial officers and it is their discretion to make orders accordingly.

**Resettlement of children in their respective communities:** A total of 1,434 juveniles were resettled across the J4C programme sites between July 2020 and June 2021. Of these, 894 were male and 540 were female. There was a decrease in the total number of children resettled in their respective communities from 1,922 in 2019/2020. The decline was partly attributed to the restricted movements of the various key actors resulting from the Covid-19 pandemic measures that limited effective engagements. The juveniles resettled comprised of abandoned children, lost and found children and children at risk of violation. The UPF's CFPU registered the highest number of children.

**Special High Court Juvenile Criminal Sessions:** As a way of reducing backlog and following an engagement by JLOS Secretariat with the Judiciary, MoGLSD and with support from UNICEF with a view to hold special sessions for juveniles at remand homes, special juvenile criminal sessions were held in Naguru Remand Home. Other programme sites including, Gulu, Arua and Mbale also held sessions at the remand home whereby child friendly practices were strictly adhered to as was envisaged by the informal nature of the sessions. The sessions ensured expeditious handling of children cases. According to the High Court Juvenile sessions held between the months of July 2020 and February 2021, 76 juvenile cases were expeditiously handled at Naguru Remand Home alone. The sessions provided and accorded a child friendly setting as against the general 'intimidating court room' setting which gave children confidence to freely express themselves. As such, there is a proposal to gazette a court at Naguru Remand Home and this is hoped to inform interventions to have designated rooms at all remand homes.

Regarding perusal and sanctioning of files for prosecution, a total of 4,074 files were registered and perusal of 2,289 case files was concluded within the stipulated timelines.

Challenges with sanctioning and prosecution of cases were identified and include, in some files, reluctance of the complainants in coming to testify in court due to lack of transport. In some of the files, the evidence on medical forms (PF3) did not reflect the testimony of the complainants or victims. For instance, the testimony would suggest a violent and repeated sexual assault but the medical form would reflect no injuries sustained and, or no penetration either. Some of the witnesses had relocated and could not be found.

Fourteen SGBV case sessions were held in the High Courts of Kotido, Luwero, Kapchorwa, Gulu, Arua, Jinja, Iganga, Bundibugyo, Kiryandongo, Kiboga and the Chief Magistrates courts sitting at Tororo, Amuria, Nakapiripirit, and Apac. The session in Kiryandongo was not completed as the trial judge was involved in a road traffic accident. Overall, out of 724 cases, 651 cases were concluded with 439 convictions thus a

67.4% conviction rate. This is an improvement from the second phase where a conviction rate of 60.1% was registered

Table 30 results from each court

Station	Convicted	Dis-missed	Recon-ciled	Acquit-ted	Adj	Nolle	Previ-ously com-pleted	Pending comple-tion	Re-ferred	Abated	Total
Arua	30	6	-	-	11	3	-	-	-	-	50
Bundibugyo	31	-	-	1	7	-	-	-	-	1	40
Gulu	22	19	-	3	5	1	-	-	-	1	51
Iganga	36	6		2				5		1	50
Jinja	31	9	-	5	-	-	-	6	-	-	51
Kapchorwa	14	3	-	5	-	9	-	-	-	-	31
Kiryandongo	18	10	-	3	-	1	1	13	-	4	50
Luweero	33	4	-	-	4	9	-	-	-	-	50
Kotido	38	12	-	-	6	15	5	-	1	6	83
Amuria	56	29	-	1	-	-	-	-	-	-	86
Kiboga	32	12	-	2	2	1	-	-	-	2	51
Nakapiripirit	17	17	-	-	14	-	-	-	-	-	36
Tororo	38	-	1	5	-	-	-	-	-	-	45
Apac	43	2	2	3	-	-	-	-	-	-	50

Challenges registered include the fact that the session was handled in the midst of the COVID-19 pandemic and lockdown and this was done after budget approvals with no extra funds to provide for PPEs for the prosecutors. This was a big challenge where the officers were exposed to possible infection yet work needed to be done. Furthermore: cause listing of cases that had previously been concluded; conducting proceedings from prison due to the COVID-19 protective measures. For example, in Amuria Court, sessions were held at Amuria, Soroti and Kumi this meant the movement of prosecutors to where the court is which was inconveniencing and costly. The COVID 19 measures also affected performance since court was not working at full capacity due to extra precautions (SOPs and other rules). In Kotido, the session was held in Moroto Government Prison, which was a COVID-19 treatment centre for prisons. This placed the participants of the session at a higher risk of contracting the disease. The session was held during the lockdown and public transport was not operating, hence, raising transport rates for the witnesses.

The ULS conducted seven sensitization of juveniles at the remand homes including Naguru, Masindi (Ihunga), Gulu, Fort Portal, Central Police Station Jinja and Buikwe Probation and Welfare department. A total of 260 juveniles (224 male and 36 female) were taken through their legal and human rights and the criminal court processes. The sessions covered the common aspects of the criminal justice system – procedure upon arrest, police bond, bail, plea taking, trial process, plea bargain, issues of reconciliation in criminal matters, behaviour change, remorsefulness, respect, etc.

In Kampala, a High Court session was organized at Naguru by ULS LAC during which guardians and parents were sensitized on their rights and duties to combat juvenile delinquency.

The LAC team undertook outreaches at the Remand Homes at Naguru and Kabarole (Fort Portal) and interacted with children on remand leading to tracing and location of 44 parents of child offenders in the districts of Kagadi, Wakiso, Kampala, Bugiri, Buikwe, Lugazi, Serere, Masindi, Kabarole, Kiryandongo, Mbale, Gulu, Mbarara and Bushenyi. The parents and guardians were traced and mobilized to attend the court and stand surety for their children to get bail.

ULS successfully participated in the Legal Aid Services Providers Network organized innovations conference (LAICON) held in Kampala whose winners are determined by the Hague institute for innovating Law (HiIL). LAICON



Counselling of the children in conflict with the law diverted

seeks to recognize and celebrate innovative practices in the provision of legal aid services to indigent and vulnerable persons. LAC innovation of using megaphones to trace parents and relatives of children in conflict with the law and abandoned or lost children for purposes of resettlement was awarded as the third-best innovation at the conference. This was a move in the right direction LAC.

During the reporting period, the clinic planned to provide legal aid and social counselling services to 1500 children in conflict with the law in the districts of Kampala, Mbarara, Kabarole, Masindi, Adjumani and Lira and in eleven (11) Courts where LAC has a presence. LAC, through concerted efforts of social workers and the legal assistants were able to provide legal aid and social counselling services to 1,982 child offenders, 1,683 boys and 299 girls as follows:

*Legal aid services for children in conflict with the law:* 669 children in conflict with the law in Kampala, Jinja, Iganga, Masindi, Mbarara, Kabarole, Adjumani, and Lira were provided with Legal and counselling services. 546 were boys and 114 girls. Details of the cases as per location are illustrated in the table below:

Table 31 Legal Representation for juveniles

	Male	Female	Comp	Pending	Failed	Total
Kampala	190	54	199	45	0	244
Masindi	131	18	124	25	0	149
Kabarole	111	34	144	01	0	145
Adjumani	32	03	21	14	0	35
Mbarara	10	0	08	02	0	10
Lira	08	0	06	02	0	08
Jinja	02	0	02	0	0	02
Iganga	05	0	05	0	0	05
Reconciliators	02	03	04	01	0	05
Bar Course Interns	55	2	22	35	-	57
Total	546	114	535	125	0	660

It is important to note that the rate of boy child offenders remains higher than that of girls. This calls for interventions targeting the welfare of the boy child.

*Diversion of child offenders by social workers and legal assistants:* The social workers and the legal assistants interfaced and handled 1,088 child offenders from the formal justice system to the communities in five districts<sup>2</sup> and at the various police stations. Of these, 908 were boys and 180 girls. A total of 938 cases were successfully diverted while 150 cases were still ongoing with the child offenders reporting to police on bond.

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

*Preparation of juvenile offenders for High Court Session:* The Social Workers and Bar Course Interns during the reporting period prepared 234 juveniles at the Remand Home of Naguru for Court Sessions. Juveniles were educated on how to handle themselves while in court. As a result of these preparations, 58 Juveniles were released during the High Court Session conducted at Naguru Remand Home in March 2021

Table 32 juveniles counselled and prepared for Court Sessions

Station and Court	Boys	Girls	Completed	Ongoing	Total
Naguru Remand Home	234	00	234	00	234
Total	229	05	234	00	234

<sup>16</sup>Kampala, Adjumani, Masindi, Kabarole, and Mbarara, Iganga and Jinja



Above is Mr. Collins Gonahasa a Social Worker conducting a counselling session for a juvenile Offender and his parent at Naguru Remand Home

*Tracing for Parents of juveniles:* The LAC team also made Police Outreaches and remand home outreaches at Naguru and Kabarole remand homes and interacted with children on remand leading to tracing and location of 228 parents of child offenders in the districts of Kagadi, Wakiso, Kampala, Bugiri, Buikwe, Lugazi, Serere, Masindi, Kabarole, Kiryandongo, Mbale, Gulu, Mbarara, Bushenyi were traced and mobilized to attend the court and stand surety for their children to get bail.



Left: LAC Social Worker at the home of a mother to a juvenile at the remand home in Seliyanbi Kamengo, Mpigi district and Right: LAC Social Worker Butalaga village, Bugiri, Jinja district at a home of a juvenile at Naguru remand home after tracing and linking the juvenile with his family.

#### 1.4.4 Rehabilitation and Remand homes established at regional level

Table 33 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Construction of Gulu Remand Home		900,000,000	400,000,000	Funds reallocated to the completion of Moroto remand home as land ownership issues are sorted in Gulu

Construction of Gulu remand home was put on hold due to land challenges, and the funds were reallocated to the completion of the third phase of Moroto remand home. The construction of Masindi remand home is at finishing level and is expected to be completed by November 2021.

## STRATEGIC INTERVENTION 1.5 STRENGTHEN ACCESS TO LEGAL AID SERVICES

The Sector recognises the provision of state-funded legal aid services especially to the poor and marginalised persons as a necessary adjunct of access to justice and the rule of law. The leading JLOS institutions in addressing legal aid services are the Legal Aid Clinic of the Law Development Centre, the Legal Aid Project of the Uganda Law Society and Justice Centres Uganda (JCU) which is a project of the Sector, housed by the Judiciary. The Sector had a 9.5% increase in magisterial areas accessing state-funded legal aid services through the JCU project, LDC-LAC and the ULS- Legal Aid Project, supported by the GoU and JLOS development partners despite the COVID-19 effects. This represents an overall 22.7 % increase from the base year.

Table 34 performance against indicators

Performance indicator	Baseline 2016	2018/19	2019/20	Target 2020/21	2020/21
Proportion of magisterial areas accessing state-funded aid legal services	26%	39.02%	39.02%	50%	48.7%

To strengthen access to legal aid in the reporting period the activities detailed in the table below were programmed and implemented by the lead institutions.

### 1.5.1 State brief scheme and pro-bono services enhanced

The key activities included the provision of free legal services to the poor, vulnerable and marginalized persons identified through a means and merit test to bridge the gap between the supply and demand sides of justice while at the same time empowering individuals and communities to claim their rights and demand for policy and social change. Psycho-social support is also provided and awareness creation on legal aid is promoted.

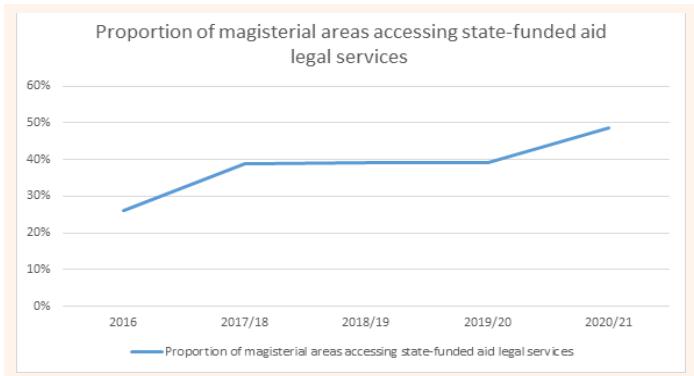


Table 35 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
State brief scheme and probono services for JCU	Judiciary	128,850,000	114,607,661	40 radio shows held, 20 spot messages aired, IEC materials distributed to 8,194(5,263M, 2931F) persons and development of the documentaries is still in progress
Provision of Legal aid services to 8,000 poor and vulnerable persons	LDC	232,100,000	153,975,000	LAC handled a total of 12,426 cases 9715 male and 2711 female.
Implement the Clinical Legal Education Programme for 200 Bar Course Students	LDC	181,600,000	153,975,000	186 students 102 male and 84 female were maintained on the Clinical Legal Education  The students handled a total of 3,175 cases at Court, Police and Walk in clients. 2,870 of the clients handled were male and 305 female.

Activity	Institution	Budget	Release	Progress
Support to 6 Legal Aid Project Clinics (Kampala, Jinja, Masindi, Gulu, Kabarole and Kabale)	ULS	72,000,000	72,000,000	<i>6 legal aid clinics supported</i>
Integration of the Pro-bono and Duty Counsel Scheme to provide effective legal Aid	ULS	24,000,000	24,000,000	<i>Duty counsel deployed at the KCCA Court and Wandegeya Police station</i>
Legal Representation of Children in Courts of Law: General and Special Mini Sessions and Empowerment Sessions	ULS	36,500,000	36,500,000	<i>Represent in court and sepecial sessions</i>
Popularization of the developed PULIDA WO App	ULS	40,000,000	40,000,000	<i>PULIDA WO" app for self-help popularisedthrough radio talk shows and IEC materials</i>

Under the LDC Legal Aid Clinic (LAC), 18,739 persons, 14,028 male, 4,635 female and 76 companies were reached out to and impacted. The number reached includes Bar Course Students, fit persons, children in conflict with the law, prisoners, indigent accused persons and litigants and community members seeking access to justice. LAC impacted the above categories of persons through Alternative Dispute Resolution mechanisms such as reconciliation, mediation and diversion, legal services including legal aid, coaching for self-representation, police and prisons outreaches, services of our community structures-fit persons and social services to children in conflict with the law and their parents to participate in the dispensation of justice. A total of 1,949 cases were mediated, 1,103 cases were handled through reconciliation, 2,967 juvenile offenders were diverted, counselled and prepared for Court sessions and 8,248 clients including 660 children in conflict with the law received legal aid services from LAC, 3,574 persons were reached through outreaches geared toward legal awareness at Police Stations, Prisons and in the communities.

LDC-LAC was able to interact with the High Court, Chief Magistrates and Magistrates Courts in 10 districts<sup>17</sup> and the corresponding police stations and posts, ODPP and Probation and Social Welfare officers. In addition, LAC conducted Clinical Legal Education outreach programmes for 146 students 76 male and 70 female were maintained on the Clinical Legal Education Programme at Kampala and Mbarara Campus.

A total of 856 cases (783 male, 73 female) were registered against a target of 552 under the state brief scheme from which a total of 1,033 (977 male, 56 female) court appearances were made. JCU was able to successfully conclude 1,520 (1,430 male, 90 female) matters out of which 1,030 (950 male, 80 female) were concluded through Plea-Bargaining, representing 68% of the cases concluded through plea bargains. Plea bargain is an arrangement between the prosecutor and defendant whereby the defendant pleads guilty to a lesser charge in exchange for a more lenient sentence or an agreement to drop other charges.

As part of its mandate, JCU ensured that it offered end-to-end meaningful support to accused persons over the entire trial process chain. JCU conducted a total of 1,367 outreach sessions benefitting a total of 58,440 people. 11% of the total people reached were reached out to by the community-based volunteers. JCU however fell short of its targets when it came to outreaches to communities, Persons With Disabilities (PWDs), women, the number of clients reached before sessions and suspects at police. This was mainly attributed to the outbreak of COVID-19 pandemic and the subsequent government measures such as the ban on gatherings of people. Notably, during the period, 240 people registered cases with JCU and 908 suspects were granted bond due to JCU's interventions.

To create awareness on legal aid services, the Sector through the Judiciary/JCU held *Barazas* as an avenue for the community members to meet different actors from the JLOS fraternity and interact with them on

<sup>17</sup>High Courts of Masindi, Mbarara, Kabarole, Jinja and Chief Magistrates Courts and Magistrates of Nabweru, Buganda Road, Nakawa, Makindye, Lira, Iganga, Waksio, Matugga, Adjumani, Kira, Kasangati, Napeete-Rubaga

matters that have been affecting the community. During the reporting period, a total of 10 barazas were organised by JCU in Kikuube, Buikwe, Wakiso districts reaching a total of 2,489 (1,339 male 1,150 female) people against a target of 1,600. Similarly, 176 (126 male, 50 female) JLOS stakeholders participated in the Barazas. As a result of the Barazas held, 179 (94 male, 85 female) were provided with legal advice while 111 (49 male, 62 female) people registered cases at the Barazas.

School outreaches were also held in all JCU areas of operation, following the reopening of the schools for the candidate classes, to have a more enlightened youth group that will be equipped to prevent crime while at the same time sensitizing their communities about the need to fight crime. JCU conducted a total of 32 school outreaches reaching out to a total of 1,742 (753 male, 989 female) students, Additionally, 31 (18 male, 13 female) student leaders were reached out to in July 2020.

As part of gender mainstreaming, JCU conducted 225 targeted outreaches on legal aid for women groups where 5,075 women, against a set target of 3,168, were reached. To note is that 660 men attended these women outreaches. As a result, a total of 45 (8male, 37female) people registered cases after the outreach sessions. Relatedly, JCU held more 38 outreaches for women and girls where 1,060 women and girls were reached out to against a target of 2,880 - additionally, 236 men attended these outreaches. A total of 17 (9 male, 8 female) people registered cases with JCU, following the outreaches.

JCU conducted 47 outreach sessions for PWDs, reaching out to 951 (615 male, 336 female) PWDs against a target of 1,140. The PWDs were sensitized about their rights as well as other rights that accrue to all Ugandans. A total of 16 (7 male, 9 female) cases were registered by the PWDs after the outreach.

A total of 371 police outreaches were conducted during the reporting period reaching a total of 10,464 (9,326 male, 1,138 female) against a set target of 16,041. From the outreaches, it was observed that a total of 135 (118 male, 17 female) children were in custody and 930 (831 male, 99 female) suspects had overstayed in police cells beyond the 48 hours. As a result, JCU advocates helped 908 (756 male, 152 female) suspects get police bond.

The Prison Decongestion Programme (PDP) is one of the innovations in the Sector whose mandate is to ensure that the number of prisoners in prisons are reduced through the use of alternative/non-custodial sentences. JCU's focus here is on the lodgers, juveniles detained with adults, people that have overstayed their mandatory period on remand, as well as petty offenders. JCU was able to register 1,558 (1,506 male, 52 female) for the Prison Decongestion Programme. The majority of the cases identified were theft at 28% and defilement at 20%. As a result of this initiative, JCU was able to secure the release of 2,347 (2,126 male, 221 female).

During the reporting period JCU conducted a total of 163 prison outreaches in the following Prisons: Nsangi, Luzira Women, Kitalya Min Max, Kigo prisons and Kasangati prison, reaching out to a total of 12,070 (11,512 male, 558 female) prisoners against a set target of 10,965. The prisoners were sensitized about their pre-trial rights, and given basic information on court processes. Some of the prisoners also benefitted from the services of JCU counsel who represented them under the State brief scheme and prison decongestion programme.

As a result of the sensitization campaigns conducted, people in need of legal aid services were registered during the outreaches or contacted JCU by walking into its offices to register their complaints. During the reporting period, JCU organized 58 while you wait sessions reaching out to 2,862 (1,599 male, 1,263 female) people who benefited from this initiative. The clients were taken through the services JCU offers, land rights, administration of estates, children's rights, court processes, bail and bond as well as mediations. JCU is yet to assess the real impact.

The ULS undertook a populization drive of the developed “*PULIDA WO*” app for self-help through radio talk shows and IEC materials. Three radio talk shows were held, one on *Radio One* and two on *Akaboozi Kubili* to create awareness amongst the public of the “*Pulida wo*” app and how they can fully utilize it to benefit from the legal services provided. The service provider for the flyers and t-shirts has been engaged, the procurement is ongoing.

## 1.5.2 Legal Aid Service Providers (LASPs) coordinated and regulated

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

The Law Council is also mandated to inspect all chambers of law firms and LASPs country-wide to ensure that chambers of advocates and LASPs are decent and well stocked with law books before Certificates of Approval can be issued. During the reporting period, the Law Council inspected 1,293 Law Firms out of which 1,168 were approved and issued with certificates, representing 89% of the law firms inspected.

Financial Year	Inspected	Approved	% Approved
2017/18	1,087	950	87%
2018/19	1,168	1,149	98%
2019/20	1,089	991	91%
2020/21	1,194	1,293	89%

During the period under review, the Law Council planned to handle and conclude 50 complaints through ADR. To this effect, 50 files were identified by the Disciplinary Committee and assigned to mediators. This activity had been deferred because there was an ongoing disciplinary session and the Law Council is awaiting submission of the list of qualified mediators from Uganda Law Society (ULS). The mediation exercise is ongoing; however, it was slowed down when the Department registered 5 cases of Covid 19 and was subsequently put on hold due to the lockdown. *At the end of the financial year, the disciplinary committee of the Law Council concluded 82 out of 120 targeted disciplinary cases against lawyers in 34 sittings.* This gives a performance of 68% but at the same time leaves a backlog of 928 cases against lawyers. Without admitting new cases and maintaining the target of 120 cases, we need over 7.7 years to clear the backlog. There is therefore need to scale up cases handled through Alternative Dispute Resolution and increase the number of sittings of the Committee and the staffing at the Law Council.

Table 36 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Inspection of Universities offering law programs country wide	MoJCA/LC	140,040,000	110,040,000	<i>Nine (9) Universities teaching law were inspected. remaining 5 universities had been scheduled for the end of May 2021 but was interrupted due to COVID restrictions on movement</i>
Inspection of Legal Aid providers Country wide	MoJCA/LC	42,760,000	42,760,000	<i>Supervised and inspected 99 LASPs; 92 approved</i>

Category	2017/18	2018/19	2019/20	2020/21
No of cases concluded	68	196	67	77
No of Committee Sittings	38	52	28	34
Universities inspected	9	5	0	9
LAPS Inspected	53	51	26	68

In addition, Law Council supervised and inspected 99 Legal Aid Service Providers out of which 92 were approved and 7 were not approved.

Nine (9) Universities teaching law were inspected. Inspection of the remaining 5 universities had been scheduled for the end of May to June 2021. However, this was interrupted as a result of restrictions on movement of persons as well as the temporary closure of learning institutions as a result of Covid 19 Pandemic. The activity is to be concluded when universities are re-opened. Lastly, 318 applicants for eligibility were cleared for enrolment.

### 1.5.3 Laws promoting legal aid proposed for enactment

Guidelines for State Briefs were developed by the Judiciary Rules Committee to guide the implementation of the State Brief Scheme under the current legal aid regime as provided by the Constitution. The guidelines were approved and are due for gazetting.

### 1.5.4 Self-represented litigants support systems improved

In the reporting period, 226 (230 male, 36 female) people were helped under self-representation by JCU from which 57 (25 male, 32 female) were successfully concluded. The self-representation initiative is still struggling due to fear by most of the litigants to appear, alone, before a judicial officer. JCU will continue building its clients' capacity to appear alone as a way of handling the many cases it receives.

Table 37 Progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Six months training in Sign language for Legal Officers to effectively communicate with PWDs	JSC	11,250,000	11,250,000	<i>Commission trained four staff in sign language.</i>
Client Court Representation – JCU	Judiciary	227,520,000	120,360,000	<i>JCU filed a total of 305 (41M, 264F) cases, made a total of 916 (625M, 291F) court appearances, won 96 (43M, 53F) cases and lost 9(5M, 4F) cases</i>
Empower 1000 clients through Coaching for Self-Representation by Legal Officers and Students	LDC	40,200,000	0	<i>No release</i>
Disposing of cases by the Industrial Court (This is done quarterly)	MoGLSD/IC	322,100,000	132,123,000	<i>- 92 cases disposed of - Assorted stationery procured -Customised documents procured</i>

To further enhance its services, the LDC established of a filing system for the Legal Aid Clinic and a legal aid app. The services of a consultant were procured to develop an electronic filing system for the LAC tailored to capture and monitor cases registered through a legal aid app. The filing system is intended to introduce an electronic and thematic manual filing system, and avail educative legal information to users of the justice system about the service of LAC. The system will also avail legal information in various languages of Uganda and introduce a linkage between the filing and information system. The electronic filing system will increase accountability and transparency within LAC operations through automated supervision and follow-up of cases handled. The process was completed with an ICT manual that will be used as a reference point by staff and students to manage the filing system. The filing system was complemented by filing equipment composed of twenty (20) filing cabinets. The cabinets were distributed to Kampala six (6), Mbarara, Lira, Masindi, Kabarole and Adjumani. The filing cabinets will assist LAC organize and secure clients' and students' files and introduce order in the management of information.

Concerning civil litigation, JCU advocates filed 380 new cases in different courts across the country, made 1,193 court appearances, won 149 cases, lost 10 cases and successfully executed 137. For criminal litigation, JCU advocates registered 2,414 cases, made 2,009 court appearances and 3,867 people benefited from this initiative of which 38% of them were as a result of plea bargain. A total of UGX 433,589,135 was recovered on behalf of the clients as a result of clients resolving their disputes through mediation and litigation.

LAC planned to provide legal aid services to 8,000 indigent persons. Services envisaged included legal advice and counselling, coaching for self-representation and prisons and remand home outreaches. Twelve Bar Course students were facilitated to provide legal aid services to indigent, vulnerable and marginalized persons. A total of 499 (442 male and 57 female) cases were handled by Bar Course students. Of the cases handled 59 were land matters, 15 labour disputes, 53 family matters, 22 succession matters, 350 criminal matters as illustrated below:

Table 38 performance of legal aid clinic of the LDC

No	Activities	Male	Female	Complete	Pending	Total
Police						
1.	Legal Advice	65	-	65	-	65
2.	Legal Representation	33	2	35	-	35
3.	Coaching for Self-Representation	31	4	35	-	35
4.	Reconciliation	3	4	7	-	7
Sub Total		132	10	135	-	142
Court						
1.	Legal Representation	122	9	93	38	131
2.	Coaching for Self-Representation	7	1	8	-	8
3.	Reconciliation	7	1	8	-	8
Sub Total		136	11	47	-	293
Walk-in Clients						
1.	Legal Advice	38	18	56	-	56
2.	Legal Representation	4	6	-	-	10
3.	Drafting	18	9	27	-	27
4.	Mediation	15	-	-	-	15
5.	Referral	-	-	-	-	-
Sub Total		75	33	86	-	213
Plea Bargain						
		99	3	102	-	102
Sub Total		99	3	102	-	102
Grand Total		442	59	404	38	499

*Prisons outreaches:* - twenty prisons outreaches were conducted during the period and 189 prisoners were sensitized about plea bargain leading to the scheduling of plea bargain sessions and disposal of their cases with the Chief Magistrate Courts of Nabweru, Makindye and Buganda Road and the Magistrates Courts of Kasangati, LDC and Nateete-Rubaga. Also 31 prisoners were supported with legal representation through fast-tracking of their cases leading to a conclusion of 220 cases (198 males and 22 females).



LAC sensitizing inmates, Right: Advocate officers counseling prisoners on remand at Kitalya prison.

Table 39 Prison outreaches

Station	Total of cases	Men	Women	Ongoing	Completed
Kitalya	85	85	00	31	54
Murchison Bay	31	31	00	00	31
Kampala Remand	12	12	00	00	12
Isimba Prison	17	17	00	00	17
Kigo	09	00	09	00	09
Luzira women	13	00	13	00	13
Fort Portal Main Prison	17	17	00	00	17
Mbarara Main Prison	36	36	00	00	36
Grand total	220	198	22	31	189

### 1.5.5 Enhance access to justice through mediation and reconciliation

Under this intervention, the focus is on strengthening access to justice using alternatives to litigation and strengthening reconciliation among parties. The LDC legal aid clinic, JCU and the ULS Legal Aid Project take the lead in the implementation of activities under this intervention.

Table 40 Progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Conduct ADR mechanisms -JCU	Judiciary/ JCU	30,750,000	60,750,000	<i>The community-based volunteers (CBVs) registered 504 of the 1,204 total registered mediation cases thus indicating that 42% of the total registered cases were registered by CBVs. Additionally, CBVs held 503 mediation sessions</i>
Conduct mediation and reconciliation in 14 courts (Lira, LDC Court, Iganga, Jinja, Nateete Rubaga, Kira, Kasangati, Nakawa, Luzira, Matugga, Nabweru, Wakiso, Mukono, Makindye.)	LDC	190,500,000	144,575,000	<i>The reconciliators and mediators handled a total of 2,346 cases for both mediations and reconciliations. 840 cases 601 male and 267 female were handled through reconciliation. The numbers of cases handled through mediation were higher than those reconciled at 1476 cases, 912 male and 519 female and 44 of a company's nature.</i>
Facilitate dispute resolution amongst NGOs.	MIA/NGO	41,600,000	41,600,000	<i>Facilitate dispute resolution amongst NGOs.</i>
Enhance the capacity of fit persons and community leaders on use of restorative justice, ADR and legal aid service	LDC	164,400,000	72,502,552	<i>The reconciliatory and mediators handled a total of 2,119 cases for both mediation and reconciliations. 786 of these parties were females and 1,333 were males. 1,101 of these were for mediation and 1,018 were for reconciliation. fit persons handled a total of 739 cases of child offenders.; 139 of whom were girls.</i>
Handle and conclude 50 complaints through ADR	MoJCA/LC	47,800,000	47,800,000	<i>45 cases were mediated and out of these, 36 were concluded (reached an agreement). The other 9 cases will now be scheduled for disciplinary committee hearing.</i>

LAC implemented reconciliation and mediation in 19 courts around the country as detailed in table 46 below. Thirteen (13) reconciliators and mediators were facilitated to undertake court-annexed mediation and reconciliation in courts. The reconciliators and mediators handled a total of 2,119 cases for both mediation and reconciliation. 786 of these parties were females and 1,333 were males. 1,101 of these were for mediation and 1,018 were for reconciliation.

Table 41 Performance for ADR interventions

District	Diversion at the Community level	Diversions from the formal justice system	Total
Kampala	78	98	176
Kabarole	70	67	137
Mbarara	55	20	75
Jinja	67	19	86
Iganga	49	07	56
Adjumani	122	51	173
Masindi	20	16	36
Grand total	461	278	739

As part of strengthening the capacity of fit persons and community leaders on the use of restorative justice ADR and legal aid service, the revival of the Fit Persons programme was prioritised. LAC was able to facilitate 316 Fit Persons in Iganga, Jinja, Masindi, Mbarara, Kabarole, Adjumani and Kampala who diverted 370 child offenders from the formal justice system at the community level. The Fit Persons handled a total of 739 cases of child offenders, 139 of whom were girls.

Table 42 Diversion of juvenile cases

Total cases registered per court	Cases handled by Officers	Civil	Criminal	Successful cases	Pending cases	Failed	Women	Men	Total
Jinja	116	89	27	72	18	26	61	55	116
Wakiso	151	111	40	78	25	48	63	88	151
Nateete/Rubaga	81	00	81	35	25	21	10	71	81
Iganga	191	119	72	102	42	47	69	122	191
Makindye	111	62	49	42	33	36	23	88	111
Kasangati	146	89	57	77	28	41	38	108	146
Matugga	114	69	45	64	21	29	35	79	114
Nabweru	120	70	50	54	31	35	41	79	120
Kabarole	159	90	69	65	35	59	64	95	159
Kira	143	71	72	65	45	33	48	95	143
Nakawa	122	51	71	66	27	29	44	78	122
LDC court	165	72	93	84	38	44	73	93	165
Masindi	138	65	73	45	40	53	77	61	138
Mbarara	106	44	62	36	33	37	46	60	106
Adjumani	79	27	52	42	21	16	25	54	79
Mukono	73	38	35	31	26	16	32	41	73
Lira	71	22	49	25	23	23	30	41	71
Bulisa	16	7	8	10	5	00	4	11	16
Bushenyi	17	5	12	8	5	4	3	14	17
Total	2,119	1,101	1,017	1,001	521	597	786	1,333	2,119

Senior members of staff provided support supervision to the diversion programme in Adjumani, Kabarole, Masindi, Mbarara, Kampala, Iganga and Jinja. Challenges identified included cases in all the courts where LAC represents clients who were affected by the lockdown. It was costly to trace parents of child offenders to support the diversion programme and to attend court. In some cases, LAC failed to trace the parents which defeated bail/bond arrangements in child-related cases. Many parents were reluctant to respond to calls to attend court sessions involving their children. Some parents refused to take back the children after the formal judicial process.

Mediation continued to be the most effective mode of dispute resolution. A total of 2,174 (682 male, 1,492 female) mediation cases were registered against a set target of 3,568. From the registered mediation cases, 1,908 (761 male, 1,147 female) mediation sessions were held, with 1,262 (473 male, 789 female) cases being successfully concluded. JCU continued to follow up on the successful mediation and because of the follow up 227 (91 male, 136 female) In addition, JCU registered a combined 2,455 mediation cases for both courts annexed and office/locus mediations holding 1,922 mediation sessions, successfully concluding 1,403 of them and implementing 238 MOUs.

The courts continued to tap into JCU's expertise and referred a total of 281 (165 male, 116 female) cases for court-annexed mediation. It should be highlighted that court-annexed mediations continue to face a hurdle with many lawyers still reluctant to settle matters outside court. Despite this fact, JCU was able to successfully conclude 141 (57 male, 84 female) disputes and consent judgments were entered.

*Provision of Legal Aid Services to poor and vulnerable persons:* During the reporting period, LAC handled a total of 12,426 cases of which 2,711 were for females and 9715 were male. A total of 3,175 cases, (2,870 male and 305 female) were handled by Bar Course Students, while 9,251 cases (6,845 male and 2,154 female) were handled by LAC Advocates..

In the LDC-LAC stations, 9,251 cases were handled through legal aid, counselling, court representation and outreaches. 1,172 were land matters, 158 labour disputes, 946 family disputes, 495 Succession matters, and 2,906 were criminal matters. 3,574 cases were handled through outreaches to various prisons, police stations and the community. 6,845 were male and 2,154 were female.

**Legal advice and counselling:**

These formed the bulk of cases handled. A total of 1,405 cases, 906 male and 490 female received legal advice and counselling. All cases were completed within the reporting period.

Legal advice and counselling						
Clinic	M	F	Company	Total	Completed	
Kampala	227	142	00	369	369	
Masindi	146	81	03	230	230	
Kabarole	30	28	0	58	58	
Adjumani	193	41	04	238	238	
Mbarara	36	23	00	59	59	
Lira	31	03	00	34	34	
Reconciliators	243	172	03	418	418	
Total	906	490	10	1,406	1,406	

**Coaching for self-representation**

Clinic	M	F	Completed	abandoned	Total
Kampala	392	209	601	0	601
Masindi	78	30	108	0	108
Kabarole	6	3	09	0	09
Adjumani	67	40	107	0	107
Mbarara	29	16	45	0	45
Lira	11	04	10	0	15
Reconciliators	464	178	604	12	644
Total	1,047	480	1,484	12	1,529

Coaching for self-representation was second in terms of the number of cases handled. In a total of 1,529 cases 1,047 male and 480 female were handled through coaching for self-representation. On follow up 1,484 cases were complete, 33 were still ongoing and 12 had been abandoned.

Cases handled through Alternative Dispute Resolution (ADR) mechanisms took the third position in terms of cases handled. A total of 872 cases were resolved through ADR mechanisms namely, mediation, reconciliation and plea bargain. 391 cases 203 male and 186 female were resolved through mediation, 39 cases 26 male and 13 female were handled through reconciliation while 442 cases, 399 male and 43 female were handled through plea bargaining.

Alternative Dispute Resolution (ADR)							
	Plea Bargain	M	F	Completed	Ongoing	abandoned	Total
Kampala	13	0		13	0	0	13
Masindi	51	09		60	0	0	60
Kabarole	50	0		50	0	0	50
Adjumani	24	03		27	0	0	27
Mbarara	31	06		34	0	03	37
Lira	65	03		68	0	0	68
Reconciliators	165	22		171	0	16	187
Total	399	43		423	00	19	442

*Police, remand homes and prison outreaches by the Clinics and Reconciliators:* Given the current times where there has been an increase in the commission of crime as a result of disobeying the SOPs put in place by the President to curb the spread of COVID 19, dispensation of justice has been hindered. To reach out amidst the difficult times, the Clinic intensified its police, prisons and remand home outreaches. These were geared towards offering on spot legal services to the inmates and increasing legal awareness. This has also increased stakeholder engagement and networking. Below is a table of statistics reflecting the number of detainees that were reached. 3,354 detainees were reached during the reporting period, 3,007 were male and 347 were female.

**Support to Bar Course Students in LAC offices to provide legal aid services:** the LDC Legal Aid Clinics in Kampala, Adjumani, Mbarara, Bushenyi, Namayingo, Buliisa, Kagadi, Serere and Amuru handled a total of 3,175 (2,870 male and 305 female) cases at Court, Police and Walk-in clients. It is important to note that the students have adapted to use of cheap and quick strategies of resolving disputes including the use of Alternative Dispute Resolutions (ADR). A total of 944 cases were handled through ADR, 194 cases, (143 male and 51 female) were handled through reconciliation, 82 cases (63 male and 19 female) through mediation and 668, (630 male and 38 female) through plea bargain. The students also provided legal aid services to 57 child offenders (55 boys and 2 girls). 476 cases were land matters, 116 labour disputes, 473 family matters, 159 succession matters, 1,951 criminal matters.

Criminal cases formed the bulk of the cases handled at 1,951 cases followed by Land Disputes at 476 cases. This is a pointer that members of the community have critical justice needs in the criminal justice sphere. It is also important to note that the number of women seeking legal services is quite low. There is need to enquire about the challenges experienced by women in accessing justice.

**Development of twelve (12) video clips for Clinical Legal Education:** LDC procured a consultant to facilitate the development of 12 Clinical Legal Education communicative and educative video recordings to facilitate training of Bar Course Students enrolled for the Clinical Legal Education program. Topics include interviewing clients, counselling and legal advice to clients, interviewing witnesses, interviewing children, funnel questioning, reconciliation, mediation, diversion, Coaching for self-representation, Access to justice referral pathway and stakeholder engagement and networking. The videos will strategically position LAC to disseminate Clinical Legal Education including classroom sessions, demonstrations, role plays, demonstrative videos, handling of clients and students' practice.

**Mediation and Reconciliation:** During the reporting period, LAC implemented reconciliation and mediation and Fourteen (14) reconciliators/ mediators were facilitated to undertake court-annexed mediation and reconciliation in 14 courts of LDC, Nateete-Rubaga, Wakiso, Nakawa, Kira, Kasangati, Lira, Iganga, Matugga, Jinja, Mukono, Kajjansi, Luzira, Makindye. The reconciliators and mediators handled a total of 2,346 cases for both mediations and reconciliations. In 840 cases, 601 male and 267 female were

handled through reconciliation. The numbers of cases handled through mediation were higher than those reconciled at 1,476 cases, 912 male and 519 female and 44 of a company's nature.

LDC facilitated 180 fit persons in Masindi, Mbarara, Kabarole, Adjumani and Kampala to divert child offenders at the community level and from the formal justice system. Fit persons handled a total of 1,645 juvenile offenders 1,119 boys and 529 girls from both the formal justice system and informal justice system. 1,415 cases were successfully diverted, 206 children were still under the support of fit persons while 24 cases failed and were referred to the formal justice system.



Senior Legal Officer LAC, addressing Fit Persons upon delivering their quarterly facilitation

	M	F	Completed	Ongoing	Failed	Total
Counseling	609	326	884	51	-	1,870
Mediation	360	136	375	97	24	992
Follow up	104	49	95	58	-	306
Referral	46	15	61	-	-	122
Total	1,119	526	1,415	206	24	3,290

Statistics for Fit Persons July 2020– June 2021

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

Strengthening the capacity of crime-fighting agencies is essential in the prevention, detection, response, investigation and prosecution of crime. JLOS implemented measures to boost the rehabilitation of offenders including juveniles to reduce the levels of recidivism in the country. These among other interventions have resulted in an increase in rates of conviction from 60% in 2016 to 75%, in 2020/21 and a reduction in the rate of reoffending from 21% to 15.1%, while convicts sentenced to community service increased from 45% in 2016 to 68% in the reporting period. The index of the reliability of policing services remains below the baseline figure given the less than proportionate investment in policing in terms of numbers, infrastructure and equipment.

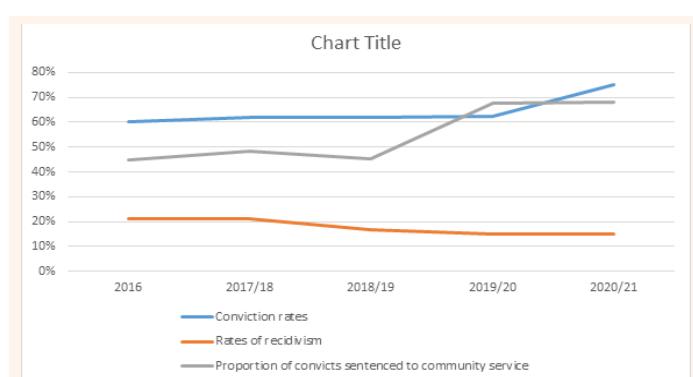


Table 43 Performance against indicators

Performance indicator	Baseline 2016	2017/18	2018/19	2019/20	2021	Target 2021
<i>Reliability of policing services (index)</i>	4.0	3.8	3.84	3.8	3.8	4.4
<i>Conviction rates</i>	60.1%	62%	61.9%	62.6%	75%	65%
<i>Rates of recidivism</i>	21%		16.8%	15.1%	15.1%	17%
<i>Proportion of convicts sentenced to community service</i>	45%	48.5%	45.4%	67.5%	68%	55%

### 1.6.1 Crime fighting agencies strengthened

To strengthen crime-fighting agencies, the Sector funded the procurement of digital radio communication equipment for 15 prisons, completed rehabilitation of CID the training school, social reintegration of offenders' witness support, private security compliance and training in fire rescue.

Table 44 Progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Procurement of digital radio communication for 15 Prisons	UPS	1,316,166,999	582,674,450	<i>HF Digital Radio Communication System for 3 Prison units (Bushenyi, Kigo Main, Mubuku) Procured and installed; Portable VHF DMR units with Battery chargers, antennas and belt clips, and spare batteries were procured and installed; HF Repeater + Mast procured and installed; Micro Link/ Mast procured and installed; HF Repeater procured and installed</i>  <i>Smart PTT enterprise repeater Licenses procured and installed; DP480 le procured and installed; DP440 le procured and installed</i>
Establish 100 sub-county police station call response centres.	UPF	166,500,000	46,500,000	<i>Solar panels of 100 watts, Solar Regulators of 30A and Solar batteries of 100AH were procured and installed, 27 fixed phones installed</i>
Completion of renovation of CID training school Kibuli	UPF	323,023,450	82,951,366	<i>Civil works on-going, progress is at 65%.</i>
Expand the CEWERU Mechanism by establishing and training District Peace Committees in 6 districts of Pallisa, Kamuli, Buikwe, Kaliro, Isingiro and Busia	MIA/NFP	90,000,000	90,000,000	<i>Established and trained peace committees in the districts of Kaliro, Kamuli, Busia, Isingiro, and Buikwe.</i>
Train 25 forensic and CID officers in cyber-crimes investigations.	UPF	14,000,000	14,000,000	<i>Training delayed due to covid 19 pandemic</i>

Activity	Institution	Budget	Release	Progress
Induct 100 traffic personnel to improve capacity in the enforcement of traffic laws and regulations.	UPF	141,780,500	0	<i>No release</i>
Integration of E-Systems in the situation rooms	DCIC	200,000,000		
Procure 5 computers and accessories for the new cities of Arua, Gulu, Mbarara, Fortportal and Jinja.	UPF	45,000,000	45,000,000	<i>Procured % computers and accessories pending delivery to Arua, Gulu, Mbarara, Fort Portal and Jinja cities to support area commanders in automating policing processes</i>
Social reintegration and offender rehabilitation	MIA/NCSP	275,000,000	107,680,346	<i>1563 home visits made; 35 bicycles purchased; 281 PSPS supported; 642 reconciliatory meetings held</i>
Offender empowerment projects	MIA/NCSP	200,000,000	50,000,000	<i>project tools purchased for 21 projects and distributed</i>
Strengthen UPF to monitor PSO compliance	UPF	240,000,000	120,000,000	<i>A total of 263 private security companies have been inspected</i>
Enhance public awareness education on Small Arms & Light Weapons in Kasese, Kiboga, Kyankwanzi, Isingiro, Moyo, Buvuma island, Nebbi, Kalangala and Kampala Metropolitan	MIA/NFP	275,000,000	150,000,000	Conducted three sensitization workshops in the districts of Nebbi, Kiboga and Kasese. procured and distributed 210 umbrellas , 200 T-shirts under IEC
Provide support for witness summons for high court and chief magistrate courts.	UPF	240,000,000	119,337,268	<i>On-going</i>
Induct 27 officers into fire prevention and rescue services.	UPF	56,000,000	56,000,000	<i>Training for 27 officers of which 04 were female officers has been completed.</i>

## Crime Prevention and Investigations Management

In the reporting period, the UPF registered a Crime rate of 502 per 100,000 population. A total of 42,885 cases, of the 215,287 reported criminal cases, were investigated. This reduced crime rate can be attributed

to several crime prevention interventions undertaken by the UPF.



Among these is the revamped 999-patrol system in all the 18 divisions of KMP and now expanding to the new cities. The UPF also performed 4,628 canine trackings leading to arrests of 3,325 suspects [2,732 adult males, 369 adult females, 296 juveniles (200M; 96F)] of whom 1,166 persons were taken to court securing 455 convictions having recovered 1,654 exhibits.



Furthermore, phase I of the National CCTV project was completed. This covered installation of 3,101 CCTV cameras in the Kampala Metropolitan Area, the establishment of a National Command and Control Centre at Naguru and monitoring centre at 18 police divisions. The CCTV system has so far aided the investigation of 903 cases. Implementation of Phase II covered 29 municipalities, highways and major towns and was at 96% implementation by the end of the reporting period.

The UPF established an ICT Research and Innovation Centre at Kikandwa for the in-house development of applications to support modern-day law enforcement. The ICT Research and Innovation centre will be a hub of ICT innovations for security agencies.

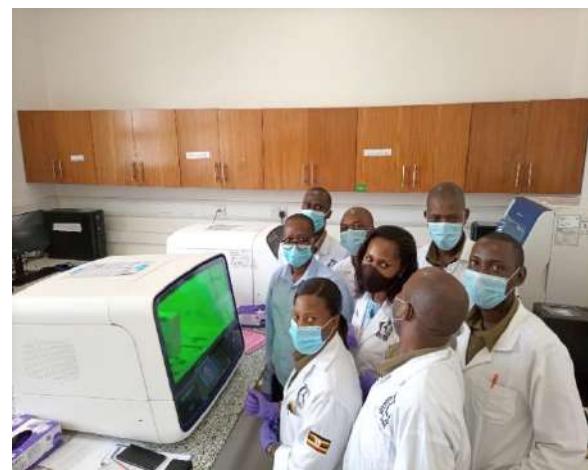


All software will be developed in-house by police personnel, from the centre and then systems deployed. The Innovation Centre houses the main control units of the system which include crime monitoring centre, emergency centre 999/112, data analysis, data centre and traffic monitoring center. It is equipped with computers in the four laboratories to facilitate electronic learning for police officers.



UPF equipped the Forensic Lab with DNA analysers, CABIS and deployed Scene of Crime Officers (SOCOs) in all districts except 3, and procured 9 vehicles and 70 motorcycles to facilitate efficiency, timely response to crime and reach to communities. This has reduced the time taken to analyze and provide scientific evidence in court.

The UPF established an electronic register (database) of all firearms in Uganda and fingerprinted 98% of the firearms for the UPF, 99% for Prisons, 90% for Private Security Organizations (PSOs), and 48% for licensed private individuals. Arrangements are being made to cover the UPDF and Uganda Wildlife Association. In addition, the UPF implemented community policing approaches based on the L.C. system to promote citizens' participation in ensuring their security.



In terms of equipping, the UPF increased its fleet from 9,226 to 11,132. Of these the general purpose vehicles are 1,412, specialized vehicles (211), construction equipment (19), motor cycles (9,436), 53 marine vessels, and 4 aircraft.



Social re-integration activities are aimed at preparing offenders to peacefully and responsibly re-enter and settle in their respective communities. Social reintegration activities carried out in the reporting period include offender counselling, home visits, victim support, reconciliatory meetings, identification of peer support persons and community sensitization. The summary performance of social reintegration activities is presented below.

Table 45 Social reintegration activities for F/Y 2020/2021

Region	Counselling		Home visit		Reconciliatory Meetings	
	Target	Actual	Target	Actual	Target	Actual
North	1,512	942	232	108	144	79
West	1,512	856	308	125	174	59
Kla Extra	2,052	2220	196	166	126	58
Central	1,944	1523	408	325	178	132
East	1,512	1334	324	287	152	82
West Nile	756	677	194	112	130	70
Rwenzori	756	491	178	152	132	50
Busoga	756	1067	160	288	164	112
Total	10,800	9,110	2,000	1,563	1,200	642

**Source:** Directorate of Community Service Database

**Offender Counselling:** Counselling remains a key component of social reintegration to enable offenders develop their action plans and road maps towards their rehabilitation. The Directorate of Community Service was able to offer counselling to 9,110 offenders during the period under review.

**Home Visits:** Home visits provide offenders psycho-social support and an opportunity for the program to interact with the family to seek their support in offender compliance with community service order and the reintegration process. In the period under review, a total of 1563 Home visits were conducted across regions.

**Reconciliatory meetings:** Reconciliation is one of the major objectives of Community Service to promote peaceful co-existence between the offenders, victims and communities. Local leaders and family members were involved as a way of facilitating the reconciliation process. A total of 642 reconciliatory meetings were facilitated.



L-SCSO after a reconciliatory meeting between an offender and the father in Fort Portal. R- A reconciliatory meeting in Butenga, Masaka.

**Peer Support:** Peer support persons are ex- community service offenders who have excelled during and after their sentence. During the period under review, the Directorate identified and utilized a total of 281 Peer Support Persons who contributed to community service offender compliance with the orders and development of a positive attitude to life.

**Offender empowerment Projects:** The Directorate continued to empower offenders through the various skills-building projects. During the reporting period, a total of 760 offenders were placed at various tree nursery projects sites and were able to raise 297,301seedlings in addition to acquiring skills in nursery bed setting and management.

In addition, the brick-making project in Mubende was revived during the reporting period and a total of 12,000 bricks were made and are to be used to construct Staff quarters at Kawere Prison. Plans are underway to make more bricks for Kiyuni Primary School.



The Community Service Officer,Mubende inspecting the Brick making project. R- Seedling distribution in Iganga.

To prevent the proliferation of illicit Small Arms and Light Weapons (SALWs), MoIA through National Focal Point on Small Arms and Light Weapons (NFP/SALW) carried out physical inspections and verification of the Police Armouries in the districts of Kampala Metropolitan Police (KMP), Mukono and Buikwe districts. The units inspected were 17 in KMP<sup>18</sup> , 3 in Mukono<sup>19</sup> and 4 in Buikwe<sup>20</sup> . A total of 159 firearms and piles of ammunition were recovered and backloaded to Naguru classified stores pending disposal and destruction.

During the period of reporting, 56 Armoury officers (55 males and 1 female) benefited from the training in Physical Security and Stockpile Management Practices. The officers trained include Police and Prisons Armoury officers from the two sub-regions of Rwenzori and Kigezi. The training exposed the officers to the Best Practice Guidelines for effective management and control of small arms and light weapons as stipulated in the Nairobi Protocol. Topics covered included: marking; tracing; destruction of obsolete firearms and ammunition; record keeping and physical security of stockpiles both internal and external security. Additionally, the training provided a forum for the officers to share their experiences at work, identifying the armoury needs and priorities for effective management and control of SALW.

In a bid to strengthen measures for effective response to incidences of the proliferation of illicit small arms in communities, stakeholder workshops were conducted in the two districts of Kisoro and Kikuube for 50 key stakeholders (39 males: 11 females) comprised of; District Security Officers, Political Leaders/ Councillors, Religious Leaders, representatives of Special interest groups for Women, Youth, PWD, Elderly, Cultural Leaders and NGO actors. The purpose of conducting workshops was to engage the different stakeholders who are key in addressing issues related to curbing the proliferation of illicit small arms and light weapons in their communities.

A total of 123 Private Security Organizations (PSOs) were inspected for compliance in 21 policing regions across the country. In addition, training workshops for specific private security organizations on the management of firearms were held to ensure firearms control. In addition, 96 Private Security Organizations were inspected covering PSO Head offices, armouries, PSO's office branches and contact offices, to ensure compliance to standard operating procedures and training workshops on management of firearms were also held to ensure firearms control.

*Environment and Wildlife Crimes:* In fulfilment of its objectives, ODPP effectively handled environmental crime related matters, promoted environmental conservation and preservation and advised and prosecuted wildlife related matters that arise within the ODPP as well as those handled by delegated prosecution agencies such as National Environment Management Authority (NEMA), National Forestry Authority (NFA), Uganda Wildlife Authority (UWA), Uganda National Bureau of Standards (UNBS) and National Resource Conservation Network (NRCN) among others.

In line with the above, the ODPP participated in collaborations with the environment, and wildlife coordinating bodies in activities against environment and wildlife crime. These collaborations included meetings with government institutions and Non-governmental bodies such as the Ministry of Tourism, Wildlife and Antiquities, Ministry of Agriculture, Animal Industry and Fisheries, the Judiciary, UWA, NEMA, NFA, Financial Intelligence Authority (FIA), URA (CUSTOMS Department), Directorate of Immigration and Citizenship Control, Civil Aviation Authority (CAA) and Space For Giants (SFG), Wildlife Conservation Society (WCS), TRAFFIC, Lusaka Agreement Taskforce (LATF), NRCN, ECOPEACE Initiative and the United Nations Office on Drugs and Crime (UNODC) among others.

As a result, the National Wildlife Crime Coordination Task Force (NWCCTF) was formed and launched. The Taskforce held two quarterly meetings which has enabled ODPP to coordinate with other environment and wildlife bodies and streamline the reporting mechanisms and case management. More so, an MoU was signed between SFG and ODPP to train prosecutors in wildlife crime-related matters as well equip the ODPP with logistical items such as computers and motor vehicles.

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<sup>18</sup>CPS Kampala, Old Kampala, Katwe, Kabalagala, Kajansi, Lubowa, Nateete, Kisubi, Entebbe, Makerere University, Kasangati, Matugga, Nansana, Kakiri, Kawempe, Jinja and Kira Road

<sup>19</sup> Kira Police, Naggalama, Mukono Police station

<sup>20</sup>Kayunga, Njeru, Lugazi and Buikwe Police

Relatedly, Prosecutors from ODPP benefitted from training organised and funded by SFG and UNODC. The other participants included judicial officers, game rangers and wardens, URA Customs staff, UPF officers, UPDF officers and local leaders of the respective areas. This training equipped participants with skills necessary to fight and combat wildlife crime which is a transnational organised crime throughout Uganda, the region and the world at large. This was also important for prosecutors working in stations around national parks to ensure that they are familiar with the nature of offences they constantly deal with.

### 1.6.2 Comprehensive standards for investigation, prosecution, adjudication and correctional services developed and maintained

Under this output the Sector funded the roll-out of community service, offender rehabilitation in prisons, research, strengthening SOCOs through procurement of motorcycles, training of forensic experts, building the capacity of DGAL and use of scientific evidence. Recidivism reduced from 15.1% to 14.6% against the annual target of 14.8%.

Table 46 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Preparation of Social Inquiry Reports	MoIA/ NCSP	117,000,000	114,259,264	<i>19,411 social inquiry reports filled resulting in 4953 orders</i>
5 Task Force Meetings at regional level to Fast Track Witness Protection Legislation	MoJCA/ FPC	69,000,000	55,700,000	<i>Task force meetings were held and guidance from Cabinet Secretariat, the Regulatory Impact Assessment (RIA) report was finalised to accompany the Cabinet Memoranda with principles of the Witness Protection Bill to Cabinet for the proposal.</i>
Pre enactment advocacy Business Names Registration proposals	ULRC	108,500,000	0	<i>No release</i>
Reducing recidivism in Prisons; Offender reintegration programmes	UPS	1,477,800,000	459,923,000	<i>73 social workers were provided with fuel &amp; allowances to conduct reintegration services in 16 regions; 1,112 male and 59 female inmates offered reintegration skills; Provided 128 inmates with reintegration packages; 123 male and 6 female; 327 inmates reintegrated back to their societies; 470 urban inmates provided with urban rehabilitation skills in Soroti and Luzira Murchison Bay Prisons; 120 female and 350 male inmates</i>
Reactivating the use of Community Corrections in Prisons	UPS	60,000,000	60,000,000	<i>Parole guidelines were developed and validated</i>
Print Standard Operating Procedures (SOPs) for CID investigations.	UPF	90,000,000	57,843,826	<i>The UPF standard operating procedures were printed and disseminated (how many)</i>

Activity	Institution	Budget	Release	Progress
Conducting 3 applied/policy Research studies to inform strategic planning and decision making	UPS	325,000,000	220,000,000	<i>Data analysis on the study of the impact of plea bargaining on recidivism and justice delivery is ongoing; Data analysis on the analysis of the needs of special category of offenders (Children incarcerated with their mothers, PWDs) is ongoing; Printing 3 research reports was not conducted, its pending production of the final copy of the study reports</i>

**Social Inquiry Reports:** Social inquiry reports are prepared to enable Judicial Officers to make informed decisions on the issuance of community service orders based on the circumstances of the offence and offender characteristics. In the reporting period, a total of 19,411 social inquiry reports were made against a target of 11,200 reports as presented in table 1 below:

**Community Service Orders Issued:** The Directorate has continued to enhance the quality of community service orders issued through supervision of orders. In the reporting period, 11,969 orders were supervised representing 66.5% out of a target of 18,000 orders for FY 2020/2021. The ultimate goal for the Directorate is to ensure that all community service orders issued are supervised.

Table 47 Community service orders issued in FY2020/2021 by region

Region	Female	Male	Total
Central	130	2420	2550
Eastern	123	1252	1375
Kampala Extra	195	3111	3306
West Nile	90	900	990
Western	106	878	984
Rwenzori	91	395	486
Northern	98	1076	1174
Busoga	84	1020	1104
Total	917	11,052	11,969

**Source: FY 2020/2021: Directorate of Community Service Database**

When a comparison was made across all the eight regions, Kampala Extra registered the highest number of community service orders issued totaling to 3,306 orders (3,111 males and 195 females) representing 28%. This is attributed to the presence of volunteers who ensure that social inquiry reports are availed to Courts for deserving cases. The central region registered 2,550 CSOs (2420 males and 130 females) accounting for 21% of community service orders and this has been attributed to the presence of Community Service Officers in Masaka, Mubende, Hoima, Mpigi, and Luwero, which has led to good stakeholder engagement at all levels. Eastern region emerged third with 1,498 orders (123 females and 1,375 males) this was followed with Northern region with 1,174 orders (1076 males, 98 females), Busoga region, West Nile region, Western region, and Rwenzori registered an average performance, however, due to zoning for all Community Service Staff and wide coverage of many districts, performance is projected to increase in the next FY 2021/2022 as continuous massive stakeholder engagement in their areas of jurisdiction is emphasized. Despite the Covid-19 pandemic and the resulting lockdown, issuance of community orders nevertheless increased as shown in the table below.

**Community Service Orders by Gender:** Data segregation remains one of the principles during reporting. The number of men sentenced to community service remains high with 11,052 orders and females 917 orders as illustrated below. The increasing number of female community service orders though still low calls for diversified intervention that address gender concerns.

To fast-track the Witness Protection Legislation, one task force meeting was held and with guidance from Cabinet Secretariat, the Regulatory Impact Assessment (RIA) report was finalised to accompany the Cabinet Memoranda with principles of the Witness Protection Bill to Cabinet for consideration. Key stakeholders including the ODPP participated in the meeting.

In the absence of a witness protection law, the ODPP continued to enhance case management by empowering victims of crime and protecting witnesses through different mechanisms such as the use of voice distortions, redaction of witnesses' particulars, securing security witness houses, use of pseudonyms and making referrals, among others. In addition, protection measures involved the provision of security, shelter and support services before, during and after trial as well as the application of good investigative and prosecution techniques that would not expose prosecution witnesses to danger. Following the development of a Witness Protection and Victims' Rights and Empowerment Guidelines Booklet, the ODPP continued to disseminate these booklets to all its field offices and all the prosecutors. The guidelines are now in force and serve as reference points for managing victims of crime and protection of prosecution witnesses, in the absence of a witness protection law.

In addition, eight interagency coordination meetings were held in various regions to address witness protection issues and victims' rights in the following regions:

- i) Kampala, Mpigi, Mubende and Luwero Districts. These meetings involved key stakeholders in the protection of victims of crime and witnesses, like police and courts. The stakeholders appreciated that the protection of victims and witnesses against danger or risks is a cornerstone for the success of the criminal justice system and therefore there is need for cooperation amongst all stakeholders involved in the process.
- ii) Held two inter-agency meetings with staff of United Nations Human Rights Office of the High Commissioner (UN OHCHR), Kampala and discussed the conclusion of the ongoing UMOJA project, which is an UN-funded project for ODPP on witness protection.
- iii) ODPP held two meetings with police officers from the Directorate of Crime intelligence on the management of witnesses referred to police for protection. Several useful administrative actions were agreed upon and implemented.
- iv) At the invitation of the Solicitor General, the ODPP participated in a two-day working meeting held at MoJCA to generate the Regulatory Impact Assessment report to guide the process of drafting of the Witness Protection Bill.

In the execution of her mandate, the ODPP is guided by well-developed performance standards during the prosecution of criminal cases that were categorized in the various thematic areas of crime categorization. Here below is an elaboration of the performance against targets during the FY 2020/2021.

*In the category of Gender, Children and Sexual Offences:* 88% Prosecution-led-investigations were concluded in an average of 44 workdays, against the target of 70%. 73% of prosecutorial decisions were made within an average of 15 business days, against the minimum target of 70%. 74% of case files were sanctioned within 2 business days, against the minimum target of 80%. This performance was affected by the complexity of cases and lengthy investigations in some cases.

*In terms of Land crime cases:* 56% of prosecution-led investigations were concluded within 110 business days, against the target of 55%. 62% prosecutorial decisions were made within an average of 44 business days, against the minimum target of 65%. 80% of criminal case files were sanctioned within 2 workdays, against a target of 80%. This performance was affected by complexity in the investigation of land crime

cases, delays in acquiring expert opinions and voluminous nature of land crime case files, and restriction of movement of manpower due to Covid-19 lockdown that affected investigations of cases, lack of and or inadequate funding for the planned activities, lack of some essential legal materials and delayed investigations by the police. In general, a total number of 2,167 land crimes cases were registered, 919 of which were sanctioned for court, others were pending further inquiry while others were closed for lack of evidence. There were 247 convictions and others are still pending in court.

*Prosecution of environment and wildlife criminal cases* was carried out during the period in review and 89 cases were prosecuted by a combined effort of the ODPP and delegated Agencies' prosecutors, particularly at the Standards and Utilities Court at Buganda Road Court. This court responded positively to fight against these kinds of crimes by expeditiously trying and disposing of the cases with an impressive conviction rate of 100%. Of all the 52 cases registered at Buganda Road Court under Wildlife cases, 38 were concluded with 61 accused persons getting convicted and no acquittal was registered. In addition, the several courts with ODPP presence and delegated prosecution bodies such as Uganda Wildlife Authority and National Environment Management Authority also handled similar cases and registered a conviction rate of 90%. 75 cases were newly registered with 131 being males and 7 being females accused persons, 70 resulted in convictions, 3 in acquittals, 3 cases were withdrawn, 5 dismissed and 47 closed and put away while 13 spilled over into 2021. The high percent conviction rate is attributed to capacity-building initiatives, the increased collaboration meetings and engagements with the Judiciary and other stakeholders as explained above already.

To develop and improve Correctional Standards, the UPS conducted various rehabilitation programmes including formal education, vocational education, Functional Adult Literacy programmes, Community Corrections, offender treatment programmes, life skilling training among others in partnership with Non-Governmental institutions and other Civil Society Organizations.

Rehabilitation and reintegration Activities	Inmates involved		
	Males	Females	Total
Formal education programs	2,570	186	2,756
Functional Adult Literacy programs in 103 prisons	3,271	168	3,439
Diploma and Degree courses at Makerere University Business School	80	3	83
Life skills training - anger management, interpersonal skills, self-management & regulation, communication and parenting skills	8,276	513	8,789
Socializing activities - games and sports, music dance and drama/ creative arts	75,743	2,591	78,334
Spiritual and moral rehabilitation services	92,407	928	97,145
Counselling and guidance services	61,401	2,219	63,620
Offender treatment programmes	2436	162	2,598
Vocational training enhanced through procurement of vocational training materials for different workshops in 122 prisons;	20,857	1,139	21,996

These and many other interventions in offender rehabilitation have led to a reduction in the recidivism rate from 17.2% in FY2017/18 to 14.7% in FY2020/21.

Under formal education, 249 candidates sat for national exams in the Prisons for the academic year 2020 i.e. PLE (155), UCE (58) and UACE (36). Eighty-three (83) inmates of whom 3 were females are undertaking Diploma and Degree courses at Makerere University Business School. Vocational training was enhanced through procurement of vocational training materials for different workshops in 122 prisons and 1,071 books have been acquired to establish a libraries. Two libraries in Jinja Main and Upper Prison schools were stocked with law books.

Further, 1,065 inmates were internally assessed in preparation for trade testing in various vocational trades by the Directorate for Industrial Training and East African Polytechnic College, Kyambogo. Seven

hundred and forty nine (749) inmates were trade tested out of an annual target of 800 inmates. This was achieved with support from NGOs. This activity was performed internally due to the closure of education institutions.

## Social reintegration and aftercare

The interventions under social reintegration and aftercare included; conducting reintegration skills trainings, coordination of discharge board meetings and implementing relevant interventions including conducting physical pre-release visits to communities and providing reintegration packages among others. To enhance the acceptance of prisoners upon completion of their sentences and to offer them the necessary support to avoid reoffending, community dialogues were conducted with members of the communities and stakeholders. 2,839 offenders reintegrated back into their respective societies.

Currently, the UPS is in the process of developing a re-entry guide, which will provide useful information to inmates on how they can access help and services when released. The guide will also be useful in enlisting support from other institutions and service providers. A total of 131 stations conducted Discharge Board Meetings to engage inmates left with 3 months to complete their sentences. The engagements informed the interventions to be provided for individual inmates before their release.

Physical visits were conducted to 860 inmates' families and communities. The main aim of the visits was to prepare the offenders' families and communities for the return of their members and to discuss the necessary support that the inmate would need on return. Social actors are involved during the meetings and support the follow-up processes. It also purposed to promote mediation, healing and reconciliation. 182 Restorative Justice Interventions were successfully done. Successfully resettling inmates in communities is key to reducing recidivism.



*A social worker sharing with the grandmother, Aunt and Uncle of the accused person who was due for release on 22 May 2021.*

**Reconciliation Initiatives:** the Social reintegration of offenders focuses on repairing the harm caused by crime. It fosters the Victim-Offender relationships in a process which promotes reconciliation and prevention of further occurrence of crime through revenge. The offender takes responsibility for the crime committed and seeks forgiveness. This is necessary for harmony, peaceful co-existence and successful resettlement.

Social Workers in various stations conducted reintegration trainings for 2,781 inmates. These trainings are intended to equip inmates with skills and information relevant to their successful re-entry into the community. Among the skills imparted are communication, positive living, self-confidence, integrity, civic participation, seeking employment and livelihood/business start-up among others. The trainings also include awareness sessions on key aspects of re-entry in the communities and how inmates can access further assistance.

A total of 236 inmates received packages to empower them to start small businesses and to engage in livelihood activities. The selection of deserving inmates was based on the acquisition of skills while in prison and vulnerability. The beneficiaries have been successfully reintegrated and are able to sustain themselves and their families.

*Inmates at Upper Prison receiving Saloon and Farming packages for their start up on release*



*Inmates at Upper Prison receiving Saloon and Farming packages for their start up on release*



A total of 90 inmate counselors were trained in basic counseling skills, emphasizing dealing with inmates on sex-related offences. A tailor-made training was designed to cater for handling sex offenders so that they can be supported to overcome their problems. The training that lasted for 14 days was conducted in Upper Prison, Kigo Prison, Murchison Bay Prison, Bushenyi Prison, Mbarara Prison and Kitalya Prison Farm.



*Inmates of Kigo Main Prison undergoing Basic counselling training*

The UPS organized dialogue sessions for inmates on sex-related offences in 7 prisons (Upper Prison, Murchison Bay, Kitalya Prison Farm, Nakasongola Prison, Kigo Prison, Mbarara Main Prison and Bushenyi Prison. The aim of the dialogues was to consult the beneficiaries of the SORP programme on their views about the programme and how best it can be handled to suit their needs. During the dialogue sessions, inmates were introduced to new topics that are pertinent to their lives and among the topics were: personal,

family and community values; communication; sexuality; understanding the Laws of Uganda; gender roles and equality; relationships; substance abuse, including drugs and alcohol; anger management and planning for the future, “where am I going and how am I going to get there?”.

Dialogue sessions conducted gave a chance to inmates on sex-related offences to build confidence and trust in the programme. Since then, an increasing number of inmates are requesting to be included in the programme so that they can be supported to re-integrate into the socially accepted path of life during and after incarceration. Officers in charge have embraced the programme and are providing social workers with an enabling environment to conduct the sex offender’s treatment programme in all the stations where the programme is being implemented. The trust built has improved the level of disclosure by inmates who are struggling with the problems of sexual abuse on innocent girls and women. This disclosure is a sign that inmates on sex-related offences are working towards taking responsibility for the crimes they committed and need support to overcome their problems.



Inmates rehearsing in Kigo Main prison

Socialization is a social rehabilitation activity for inmates which involves re-engineering inmates’ beliefs, values and perceptions for them to fit in their new prison environment and also to be able to successfully re-integrate back into society upon completion of their sentence. Music, dance and drama are one of the activities under socialization. Four drama groups were formed in Kigo Prison, Upper Prison, Murchison Bay Prison, and Mbarara Main Prison. Training is ongoing and these groups aim to create awareness against sexual abuse and its impact to the offender, his family, the victim and the entire community through music, dance and drama.

The theme of the drama is “*Men spearheading the provision of a safe environment free from sexual abuse against girls and women in society,*” These groups have come up with different plays, poems and songs that will be used to deliver the much-needed message to all men who may be ignorant of the Laws of Uganda about sexual assaults on girls and women and the price one pays for committing such offences. Musical instruments and costumes have been purchased to make this activity colourful while delivering the most needed messages. Resource persons have been engaged to guide social workers in training inmates in music dance and drama.

**Behavioural Change management:** A behavioral change training was conducted in Murchison Bay Prison which involved 50 inmates under the sex offenders’ programme. The training lasted for 10 days in Murchison Bay’s main hall.



Social worker meeting one of the SORP support groups and taking them through sex, sexuality, Gender and HIV in Bushenyi Main Prison



Inmate of Kigo sharing experience with his support group member during sex, sexuality, gender and HIV training.

The DCIC completed the development of the Uganda Citizenship and Immigration Control (Fees) Regulations 2021 in line with the review of fees for immigration facilities. Operational guidelines for the management of citizenship were developed and approved by the National Citizenship and Immigration Board. A total of 399 immigration suspects were investigated and 141 suspects regularized their stay. Furthermore, 45 immigration suspects were arraigned in court and 41 suspects successfully convicted, while 4 cases are pending in court. To enforce compliance with immigration laws and regulations, 198 illegal immigrants were removed from the country. Of these 63 illegal immigrants were deported while the rest were removed through organized departure.

### 1.6.3 Use of scientific evidence in crime management increased

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

Table 48 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Procure 15 specialised motorcycles for district SOCOs of Namayingo, Buyende, Amur, Kween, Kanungu, Mayuge, Kiryandongo, Ntoroko, Amuria, Luuka, Kyotera, Kalangala, Buvuma, Mubende and Amudat.	UPF	150,000,000	95,000,000	<i>Activity is on-going, procurement process was initiated and motorcycles are to be delivered soon and allocated of number plates.</i>
Train 4 experts in questioned document analysis to enhance quality management.	UPF	200,000,000	140,120,000	<i>A total of 3 officers are undergoing training in forensic questioned documents. 2 officers in India and 1 in the UK. The funds released could not cater for all the 4 as approved.</i>
Roll out the Automated Biometric Information System (ABIS) to capture digital fingerprints of suspects in Kiira (Jinja), Busoga East (Iganga), Rwizi (Mbarara), Albertine (Masindi), West Nile (Arua) regions.	UPF	520,500,000	245,635,699	<i>Activity is on-going, LPO was issued to the supplier and remodelling of ABIS rooms is underway.</i>
Construction of a dry exhibits' storage strong room for main laboratory	DGAL	350,000,000	350,000,000	<i>Completed the construction of dry forensic exhibits store for the main Laboratory and shelter for the cold-room for perishable exhibits</i>
Conduct refresher training for 150 Scene of Crime Officers (SOCOs) on the technological advancements in their field.	UPF	75,000,000	-	<i>No funds released</i>
Procure complete SOCO kits for 50 SOCOs.	UPF	260,000,000	128,000,000	<i>14 SOCO kits procured</i>
Induct 50 officers in basic dog handling and care course.	UPF	54,600,000	54,600,000	<i>The activity will be conducted after PPC pass out in November 2021</i>

Activity	Institution	Budget	Release	Progress
Provide support for medical examination. (SGBV & Post-mortem)	UPF	100,000,000	50,000,000	<i>Activity was undertaken. A total of 1,000 post-mortem examinations were carried out within KMP, Bundibugyo, Tororo, Greater Masaka, Arua, Jinja, Mbale and Kasanda.</i>
Medical examination of SGBV victims.	UPF	100,000,000	50,000,000	<i>Activity was undertaken. A total of 2,000 SGBV victims were examined in the regions of KMP, Greater Masaka, Rwizi, Busoga East, Elgon, Busoga north, Rwenzori west, Westnile, Rwenzori East, Savannah, East Kyoga, North Kyoga, Aswa and Albertine. There is need for more resources to address the backlog of payments.</i>
Procure training aids for forensics.	UPF	105,000,000	52,500,000	<i>Activity is on-going. Procurement process is underway.</i>
Sensitization of the Local Council (LC) and Religious leaders on neighbourhood watch and crime prevention in Elgon, East Koga, Kiira, Wamala, Savannah and Katonga police regions.	UPF	98,820,000	0	<i>Activity was approved but not funded.</i>
Mobilization and sensitization of youths on the dangers of violence, drug abuse and crime in KMP, Greater Masaka, West Nile, Rwizi, Albertine, Kigezi, Aswa and Elgon police regions.	UPF	42,240,000	0	<i>Activity was approved but not funded</i>
Conduct out-reaches in targeted regions of Rwenzori West, Rwenzori East, Sipi, Elgon and Greater Masaka to strengthen the bond between the police and the community.	UPF	27,350,000	0	<i>Activity was approved but not funded</i>
Sensitize the communities of Aswa, Elgon, Rwizi and Rwenzori regions on crime scene preservation as they are usually the first responders.	UPF	210,000,000	0	<i>Activity was approved but not funded</i>

Overall, there was a remarkable improvement in case reporting at DGAL for both new and backlog cases in the Criminalistics and QCV. Criminalistics reported 1,444 cases and QCV 442 cases in the Annual FY 2020/2021. The case reporting trend shows that in the absence of case backlog, DGAL can analyze and report all new cases received. However, with the advent of the COVID-19 pandemic, the lockdown affected the case reporting at the laboratory and further accumulated case backlog.

*Regional Forensic Laboratories:* In the period of focus, the attention of DGAL for the regional laboratories was placed on: supporting the laboratories to carry out forensic analysis and investigations; ensuring the preservation of exhibits collected in the regions for proper storage before analysis; and managing operational expenses of running the regional laboratories. All the four regional laboratories of Gulu, Mbale, Mbarara and Moroto were supported in the preservation and proper storage, collection and transportation of exhibits collected in the respective regions before analysis. From the cases received at the regional labs at their current operational level, it is manifest that once fully operational, the labs will be extremely useful in serving users in the respective regions.



*Response to Crime:* A dry exhibits storage strong room was constructed at the DGAL main laboratory to preserve the exhibits and samples received at the laboratory to facilitate proper forensic analysis of these exhibits. This aids in ensuring proper forensic analysis and investigations are done in a bid to effectively and efficiently prevent and respond to crime.



DGAL acquired assorted scientific equipment for preliminary analysis and DNA amplification at the laboratory which included delivery and installation of 2 PCR systems in the DNA Laboratory. Furniture was acquired and delivered to the Regional Forensic Laboratories in Mbale and Gulu.

*Left: One of the 2 PCR systems in the DNA laboratory*

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

Table 49 performance indicators

Performance Indicators	Baseline 2016	2017/18	2018/19	2019/20	Target 2020/21	2020/21
% of JLOS service points with functional customer relationship management desk	08%	37.7%	37.8%	37.8%	40%	38.2%
Proportion of the public aware of JLOS services	75.3%	86%	88%	TBC	90%	98%

### 1.7.1 Customer Care and Information desks established at JLOS service centre points

The Sector funded, the promotion of customer care and visibility in prisons and the establishment of information desks at points of entry and regional offices of the DCIC. The activities funded are on track. However, funding for the implementation of many activities under this output remain unreleased owing to poor performance against the approved budget.

Table 50 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Establishment of the information desks for Mbarara, Masaka, Jinja, Gulu, Soroti and Arua	Judiciary	85,400,000	80,400,000	<i>Information desks established</i>
Support to customer care and client relations in JLOS institutions	Sector Wide	167,000,000	0	<i>No release</i>
Train 200 front desk officers to promote customer care and good relations with the public in Savannah, Katonga, Wamala and Rwizi police regions	UPF	50,000,000	0	<i>No release</i>
Promoting customer care and visibility in Prisons	UPS	512,000,000	511,050,000	<i>100 staff trained in customer care in 32 Prisons; Established 40 customer care desks in 40 prisons; Promotion/visibility of government programmes was conducted in all 16 regions; 10 publications were made; 3 press supplements were made in the media</i>
Set up information desks at entry points and regional offices to provide information and advice to clients in DCIC	DCIC	47,500,000	47,500,000	<i>Established information desks at 5 Regional Immigration Offices;</i>
Staff capacity building of members of the commission and staff on strategic government communication skills	JSC	59,500,000	0	<i>No release</i>
Train 6 communication officers at the headquarters, 74 front desk officers in customer care in 14 High Court circuits	Judiciary	80,000,000	80,000,000	<i>No update</i>
Development of the online complaints management system	UPF	49,300,000	0	<i>No release</i>
Establishment of a call center with professional staff	JSC	100,000,000	100,000,000	<i>Procurement for the consultancy is ongoing</i>
Support to the Public relations office to profile the work of the commission	JSC	80,000,000	0	<i>No release</i>

### 1.7.2 Periodic service user dialogues, Open days and awareness weeks conducted

Periodic service user dialogues, open days and awareness-raising about the role of and services of the Sector. The non-release of funds owing to poor budget performance has greatly hampered the implementation of activities under this output.

Table 51 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Hold awareness clinics to sensitize the public about the international e-Passport, the Online passport application process in the 3 regional offices	DCIC	108,000,000	48,000,000	<i>466 Customised diaries, 520 A2-Calendars aimed at promoting visibility of DCIC Services</i>
Court User Committees.	Judiciary	96,000,000	96,000,000	<i>Judiciary to provide update</i>
Improve the visibility of Ministry services through use of print media, radio and TV shows	MIA/FA	104,000,000	75,755,085	<i>Improved the visibility of Ministry services through conducting 40 radio talk shows ,12 TV talk shows and 16 media outreaches</i>
Setting up sub-Registries in regional circuits	MoGLSD/ IC	180,000,000	180,000,000	<i>The sub registries were set up in Jinja, Mbale, Soroti, Masaka, Mubende, Gulu and Lira</i>
Open day on Constitutionalism, on 8th October	MoJCA/FA	210,900,000	58,650,000	<i>1000 copies of the constitution procured and distributed to Local governments</i>
Conduct 6 regional NIRA open days in conjunction with other JLOS institutions, JLOS Secretariat aimed at obtaining public views on NIRA services, responding to public concerns and disseminating information on NIRA services	NIRA	95,600,000	95,600,000	<i>Not undertaken due to COVID-19</i>
Hold awareness meetings on existing laws and simplified editions of laws	ULRC	84,300,000	41,032,983	<i>Prepared concept paper for Money Laundering and Co-operative Acts and held preliminary consultations with the Ministry of Trade and Cooperatives in preparation for advocacy. Developed</i>
				<i>Advocacy Materials for the Cooperatives Act</i>
Quarterly retreats with agencies involved in doing of business (KCCA, NSSF, NIRA, MoLG & URA)	URSB	120,000,000	120,000,000	<i>Press and media supplement ran, although the release was inadequate</i>
Press and media supplements (print)	Sector wide	40,000,000	40,000,000	<i>Prepared and published especially following the annual review</i>
Support to Sector customer relationship management program	Sector wide	221,000,000	0	<i>Non release</i>

Activity	Institution	Budget	Release	Progress
Judicial training/engagements about trends on adjudication for Five High Court Circuits (Jinja, Arua, Fort Portal, Masaka and Lira)	JSC	54,780,000	50,780,000	<i>The Commission conducted capacity building in Jinja, Arua, Fort Portal, Masaka and Lira. The capacity building sessions exposed the Judicial Officers to the benefits of the alternative dispute resolution (Mediation and Arbitration) as a key tenet in the economic development. The engagement was attended by 49 judicial officers, 19 of whom were female and 30 male.</i>
Support to JLOS@20 Activities	Sector wide	370,000,000	-	<i>Non release</i>
Media engagements on various JSC initiatives (public complaints, civic education and anti-corruption) in 4 regions	JSC	25,200,000	-	<i>Non release</i>
Court User Committees.	MoGLSD/ IC	8,000,000	8,000,000	<i>Court Users committee meetings one meeting has so far been held. (was this funding for only one committee meeting)</i>
Hold quarterly engagement events between the JPC and media executives	Sector wide	20,000,000	-	
Hold quarterly press briefings	Sector wide	16,000,000	-	
Carry out user committee meetings for Civil registration	URSB	10,000,000	10,000,000	<i>Activity done (how many meetings took place)</i>
Develop media and public relations manual for Sector officers in frontline JLOS institutions	Sector wide	21,000,000	-	<i>No release</i>
Conduct engagements for Informal sector awareness on copyright, patents, utility models and techinnovations	URSB	35,000,000	29,590,000	<i>Partially done</i>
Publication of 03 issues of the JLOS Magazine / Bulletin	Sector wide	38,000,000	-	<i>Non release</i>
Development of radio and television messages for dissemination on media platforms (multimedia material)	Sector wide	90,000,000	-	<i>Non release</i>

The ULRC held awareness meetings on existing laws and simplified editions of laws namely the Anti-Money Laundering (AML) Act and the Co-operative Societies Act. Several provisions were introduced with the enactment of the Cooperative Societies (Amendment) Act, No. 5 of 2020.

*Advocacy on Co-operative Societies Act:* During the reporting period, the sector prepared a concept paper and held preliminary consultations with the Ministry of Trade and Cooperatives in preparation for advocacy. In addition, advocacy Materials for the Cooperatives Act were prepared.

*Advocacy for the Anti-Money Laundering Act, 2013 (as amended in 2017):* During the reporting period, information papers were prepared and one training for duty bearers was carried out to inform and create awareness about the various provisions of the law.

The Judiciary carried out several public awareness initiatives on Court processes and Alternative Dispute Resolution Mechanisms. The Judiciary launched Small Claims Procedure (SCP) at several Magistrate Courts such as Paidha, Nebbi, Moroto, Koboko, Pader and Abim. The launch of the SCP was delivered in form of Court Open days with participants primarily members of the District Chain Linked Committees in compliance with the COVID-19 guidelines. Other than the abovementioned launches, the Judiciary suspended other community awareness field activities due to the COVID-19 pandemic.

Two outreach programs were carried out targeting witnesses under protection in the case of Uganda versus Thomas Kwoyelo before the International Crime Division of the High Court, in the Acholi sub-region and Amuru Districts. Victims and witnesses were briefed on the progress of the case and prepared for court proceedings. During these outreach programs, war crimes witnesses under protection were monitored. According to reports made following these programs, it was noted that the ad-hoc protective measures put in place were working effectively.

The ODPP carried out outreach programs to create public awareness on Asset Recovery, and sensitize the public on the role of the public in Asset Recovery proceedings/proceeds of crime in Jinja, Mbarara, Masaka and Gulu ODPP Regions. The participants in these outreach programs were civic leaders such as the CAOs, Resident District Commissioners (RDCs), DISOs, Town Clerks among others from the districts within the regions. In total 90 people participated in the outreach program.

*JLOS Anti-Corruption Action Forum (JAAF):* The sector held a hybrid physical and virtual dialogue with the theme “*Technological Readiness for Effective Accountability in Pursuit of a National Middle Income Status: A Critical Reflection on JLOS Anti-Corruption Legal Enforcement*”. The objective of organizing the JAAF was to examine the readiness of JLOS anti-corruption agencies’ technical processes in corruption control and explore avenues for innovation and alternatives that are more effective. The Forum demonstrated how technological advancements have increased the sophistication of crime, now invisible to traditional crime management systems. It resolved to enhance institutional strengthening and integration, reforming and completing pipeline anti-corruption legislation, and embrace the required technologies.

*National Anti-Corruption Conference, 2020:* JLOS in collaboration with the Inspectorate of Government (IG), Office of the Auditor General (OAG), Public Procurement and Disposal of Public Assets Authority (PPDA), Directorate of Ethics and Integrity (DEI) and the State House Anti-Corruption Unit, with support from GIZ organized the National Anti-Corruption Conference. The theme of the Conference was “*Promoting Social Accountability through Active Citizenship*.” The conference brought together Heads of Anti-Corruption Agencies, select Government officials, Religious and Faith leaders, Media practitioners, Civil Society Organizations, Development Partners and the public to reflect on the fight against corruption and discuss appropriate interventions.

*Annual Joan Kagezi Memorial Lecture:* Preparations for the 5<sup>th</sup> Annual Joan Kagezi Memorial Lecture commenced, the lecture having been scheduled to take place on 18<sup>th</sup> June 2021. However, due to the escalation of the COVID-19 pandemic and the declaration of a lockdown by the His Excellency the President, the lecture was postponed indefinitely.

URSB participated in an annual marketer’s fireplace 2020 organized by the Uganda Marketers Society (UMS) under the theme: “*Intellectual Property; Compliance, Governance and Marketing*”. It was a live broadcast show on S24 T.V. comprising a high-level panel discussion featuring leading marketing minds in Uganda’s music and marketing industry and around the world to discuss pertinent marketing topics with a strong focus on local application and best practices.

The URSB Chairman, Board of Directors engaged Government Agencies which included; National Planning Authority (NPA), Uganda National Bureau of Standards (UNBS), Uganda Revenue Authority (URA), National Social Security Fund (NSSF), Uganda Investments Authority (UIA), Capital Markets Authority (CMA), Financial Intelligence Authority (FIA), National Identification Registration Authority (NIRA), Uganda Bureau Of Statistics (UBOS), Uganda Development Corporation (UDC), National Information Technology Authority-Uganda (NITA-U), Uganda Free Zones Authority (UFZA), National Bureau for Non-Governmental

Organizations (NGO Bureau), National Water and Sewerage Corporation (NWSC) and Uganda Tourism Board (UTB) and discussed to Post-Covid-19 service delivery strategies and feasible ways of systems integration for enhanced service delivery.

URSB also signed a Memorandum of Understanding with the Muslim Centre for Justice and Law (MCJL) a Ugandan faith-based NGO dedicated to promoting and advancing Justice, Tolerance and Human Rights in Uganda. This was aimed at popularizing the registration of marriages in the Muslim community through running joint campaigns to sensitize and train Muslims about the need to register their marriages. Relatedly, URSB sensitized cultural leaders from Tooro and Busoga regions on registration of customary marriages. As well as sensitized and trained clergy from Archdioceses of Tororo on church licensing and marriage registration. These Archdioceses comprised of the churches in Pallisa, Tororo, Busia, Budaka, Butaleja and Kibuku. As part of the celebration of 2021 Women's Day, URSB conducted an exhibition for women in Business, and a Women Entrepreneurship Club was launched thereafter.

### **1.7.3 Civic education on maintenance of law and order and administration of justice conducted**

Public awareness is critical in enhancing access and participation in justice administration. The JSC held fifty-three (53) radio talk shows in 39 districts<sup>21</sup>. The radio talk shows were about the expanded mandate of the Judicial Service Commission, Domestic Violence, cross-cutting issues of gender and environment, Succession Laws, Marriage Laws, Children and the Law, criminal trial procedures, Prisoner' rights, mandatory bail, plea bargaining and police bond. The radio sensitization held increased on the awareness of the listeners about law and administration of justice. The Mobile sensitization for all and prison inmates' workshops was held in form of radio talk shows to observe the SOPs

The Commission also printed 8000 copies of IEC materials on law and administration of justice, held eight (8) Media engagement meetings with media practitioners in 8 districts including Soroti, Bushenyi, Kitgum, Kalangala, Oyam, Moroto, Nebbi and Gulu. The media were educated about the expanded mandate of the JSC and administration of justice and their role in the education of the public on the Administration of Justice and Rule of Law.

*Transcription of the Constitution into braille format for the visually impaired persons:* To promote public awareness and enhance the usability of the Constitution of the Republic of Uganda and improve access to justice, ULRC, transcribed the Constitution into braille. This was informed by Article 35 of the Constitution that gives persons with disabilities a right to respect and human dignity and imposes a duty on the State and society to take appropriate measures to ensure that they realize their full mental and physical potential. It is envisaged that the braille Constitution will enable visually impaired persons to read and understand the provisions of the Constitution so that they realize their full mental and physical potential. In the reporting period, 325 copies of the braille version of the Constitution were printed.

The ULS believes that sustainable social, political and economic progress can only exist in economies where the rule of law exists. The ULS has thus during the reporting period produced and launched quarterly reports on the state of the rule of law in Uganda. These reports are meant to provide a critical analysis and evaluation of the rule of law events in the country and provide recommendations to state and non-state actors on upholding human rights and the rule of law.

MIA continued its awareness about community service by sensitizing offenders countrywide and identifying eligible offenders for the program (how, what were the criteria used to identify the eligible offenders). In the reporting period, a total of 55,054 offenders were sensitized country wide where 36,064 were males and 18,990 were females. The Directorate continued to carry out publicity campaigns through radio and TV talk shows to raise awareness about the program.

<sup>21</sup>Kasese, Bushenyi, Kibaale, Fort Portal, Mbale, Budaka , Kiboga, Nebbi, Koboko, Kampala, Amuru, Kyegegwa, Kaberamaido, Kotido, Kapchorwa, Soroti, Kumi, Moroto, Nakapiripirit, Katakwi, Kyenjojo, Kamwenge, Ibanda, Kiruhura, Dokolo, Kamuli, Masindi, Tororo, Kalangala, Rukungiri , Masaka, Mbarara, Moroto, Hoima, Kagadi, Mityana, Masindi, Kiryandongo and Nakasongola

Table 52 progress of implementation of planned activities

Activity	Institution	Budget	Release	Remarks
Public Legal Education on land, environmental law (the right to clean and safe environment) in 36 districts (Kalangala, Mubende, Ibanda, Butebo, Manafwa, Pakwach, Hoima, Otuke, Nabilatuk, Kapelabyong, Karenga, Mukono, Buikwe, Nakaseke, etc.)	JSC	275,580,000	110,863,656	<i>The Commission conducted Public Legal Education on land, environmental law in Kamuli, Pallisa &amp; Budaka where a total of 281 participants (194 male and 87 female) were reached.</i>
Publish a Law Development Centre Journal on contemporay legal issues (Human Rights, Land,criminal, Family,Civil & Commercial).	LDC	40,600,000	38,950,948	
Produce and air Radio skits/Jingles	MIA/NCSP	260,000,000	-	<i>Non release</i>
Conduct sensitisation programs to enhance knowledge and information on law rights obligation and duties by users of Administrator General	MoJCA/Admin-Gen	169,000,000	149,000,000	<i>The public was sensitized the public about the work under the Directorate in the media on television and radio talk shows i.e Radio West, TV West, Bokedde TV, Bokedde Radio, Record TV, Record Radio, published and distributed Administrator General's User guides and guide to will writing.</i>
JLOS Publicity, Public relation and ICT services	Sectorwide	320,000,000	0	<i>Non release</i>
Post-enactment advocacy for Cyber laws: (Computer Misuse Act)-	ULRC	88,300,000	0	<i>Non release</i>
Online Law Reporting (operationalisation of the system)	LDC	54,000,000	-	<i>Non release</i>
Conduct regional trainings of Local Councilors in Legislative Drafing, Ordinances and Bye Laws in 5 regions	MoJCA/FPC	261,000,000	166,605,976	<i>Regional trainings of Local Councilors in Legislative Drafting, Ordinances and Bye Laws in 5 regions were not conducted due to restrictions arising out of COVID-19 Pandemic</i>

Activity	Institution	Budget	Release	Remarks
Citizens empowerment on inclusive participation in the electoral process and justice in 15 regions [Live Radio talk shows Kabale, Mbarara, Masaka, Kampala, Jinja, Mbale, Tororo, Soroti, Moroto, Lira, Gulu, Arua, Fort Portal, Masindi, Kapchorwa	JSC	249,000,000	0	<i>Non release</i>
Addressing legal challenges of local governments by giving accurate timely responses to their requests. (All Regional Office)	MoJCA/FA	48,000,000	23,605,000	<i>MOJCA to update</i>
Enhance JLOS visibility	Sectorwide	105,000,000	105,000,000	<i>Publicity programmes including road runs to sensitise the public undertaken</i>
Development, Printing and countrywide dissemination of IEC Materials to enhance civic awareness and participation in the electoral process of the public	JSC	200,000,000	-	<i>Non release</i>
Develop the Ministry's Information, Education and Communication Strategy	MoJCA/FA	50,000,000	50,000,000	<i>It was not possible to conclude this due to COVID-19 that restricted meetings.</i>

The DCS participated in 412 radio talk shows at various FM local radio stations across the country (see table 5 below) and 02 TV talk shows. All the talk shows were obtained through synergies and networking with the UPF and Office of the RDCs.



L- Community service Officer, Nebbi in a Radio talk show with the Police CLO R-The Community Service Officer, Iganga during a Radio Talk show.

A total of 503 community sensitisation meetings were conducted to increase awareness among the public about Community Service as a sentencing option. The public was mainly urged to accept to give a chance to offenders to serve Community Service Orders in their midst and participate in positively changing their lives to become better responsible citizens. The role of identifying placement institutions with beneficial work, providing social inquiry information and monitoring the progress of the orders was also emphasized. The Directorate also conducted sensitization of offenders mainly in prisons, police, and Court cells to enlighten them about Community Service processes and their obligation in executing the Community

Service orders. In the reporting period, a total of 26,510 offenders (24,561 males and 1,949 females) were sensitized country-wide where. The Directorate also procured a total of 12,000 reviewed/redesigned IEC materials to enhance Community Service awareness in the following languages; 2,000 English, 2,000 Luganda, 1,500 Lusoga, 2,000 Runyankore, 1,000 Lumasaba, 1,000 Lugbara, 1,000 N’Karamojong and 1,500 Acholi.

#### 1.7.4 Laws simplified

The Sector, through ULRC, prepared a compendium of electoral-related laws for ease of reference in the adjudication of election-related petitions arising from the 2021 February general elections. The compendium is a compilation of selected laws relating to elections and the electoral process in Uganda. While undertaking this activity, all amendments in the various parent Acts were incorporated and the repealed provisions are omitted. This, therefore, becomes a quick point of reference with up-to-date information to the users.

During the reporting period, the sector was able to consolidate all the relevant laws culminating into a compendium of electoral laws 2020.

Relatedly, the FPC published seven Electoral Laws. In addition, Parliament passed additional amendments to the Parliamentary Elections Act, 2005 and the Local Governments Act, 2020.

To facilitate the adjudication, the Judiciary acquired legal reference materials for 13 courts. This legal reference materials procured included 13 sets of the Laws of Uganda both principal and subsidiary laws, four sets of the East African Court of Appeal Reports, six sets of East African Law Reports and three sets of East African Consolidated Indices.



Table 53 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Print legal reference material for 24 Chief Magistrate Courts.	Judiciary	450,000,000	340,000,000	<i>Legal reference materials procured for 13 out of 24 courts</i>
Printing and publishing 5 Electoral Law Reform Acts	MoJCA/ FPC	210,000,000	50,000,000	<i>The First Parliamentary Counsel (FPC) published 7 Electoral Laws.</i>
Preparation of a compendium of Electoral laws	ULRC	90,000,000	0	<i>Laws Consolidated, and published</i>
Develop a Law Reporting manual to guide stakeholders in Law Reporting (ULS, LDC, Judiciary & Advocates)	LDC	42,000,000	0	<i>Non release</i>

Under the Law Reporting program, the LDC collected judgments from various courts of record; established a blog where lawyers are publishing articles on the relationship between COVID-19 and various legal aspects; updated the Laws of Uganda index; prepared the Election Law Digest volume 1 and volume 2 and was ready for editing by the Editorial Board. Additionally, 2019 High Court Bench (HCB) manuscripts were prepared and 200 copies were printed; revision and publication of *“Criminal law in Uganda”* was undertaken and work on the publication of handbook on refugee rights is ongoing.

Furthermore, the Child Justice handbook was prepared, finalized & printed; the Second edition of the Criminal Law Uganda: Sexual Assaults and Offences Against Morality was revised; Publication of the Refugee rights handbook was still ongoing; ULR for 2016 and 2017 (1000 copies) are being printed while ULR 2018 was ready but only pending proofreading by the Editorial Board.

Uganda Law Reports were scanned and saved in electronic format. The next stage is to categorise them in Subject Matter and index them electronically; HCBs for 2018 Vol.1 (200 copies) were being printed; Manuscripts have been prepared and 150 copies are being printed by the publishers section. Judgments of various Courts of Record have been digested. These include the Supreme Court of Uganda, Court of Appeal, the Constitutional Court and the High Court of Uganda. Case transcripts of important and evolving jurisprudence within Uganda and the East African Community (EAC) have been prepared. Reprinting dilapidated HCBs from 1990-2000 is ongoing (so far 200 copies have been printed).

In terms of research, the LDC undertook research on the Legal Aspects relating to Covid-19 has been rolled out. Different articles in this area have been written and uploaded on the website. Publication of an article by a few selected Bar Course students jointly with the Departmental staff is ongoing.

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

Table 54 Gender and access performance indicators

Performance indicators	Baseline 2016	2017/18	2018/19	2019/20	2020/21
<i>JLOS Gender strategy</i>	Draft	Draft	Approved	Mainstreaming	Implemented
<i>Conviction rates in cases of violence against women and children</i>	50.5%	56.1%	57.1%	60.1%	64%
<i>Proportion of JLOS Institutions with a functional gender desks</i>	22%	66%	66%	100%	100%

### 1.8.1 A common framework for gender mainstreaming in the Sector Implemented

As part of the overall policy framework of zero tolerance to gender violence, discrimination and inequality, the Sector supported the ULRC to develop the Gender Mainstreaming Guidelines that seek to support the implementation of government policies and Sector strategies for enhancing gender and equity concerns. They emphasize the Commission's commitment to fighting gender-related inequality and violence and are designed to help the Commission, its employees and stakeholders to recognize gender disparities and to address these gender issues.

The Guidelines will help to identify and implement the necessary mechanisms to respond to the gender needs, ensuring that policy and decision-making consider the interests of women and men, young and old as well as PWDs without any segregation. The guidelines provide a systematic and streamlined system direction through a set of actions and parameters for prevention, sanctioning as well as monitoring and evaluating progress for effective implementation of gender mainstreaming initiatives in and out of the Commission.

During the reporting period, working group meetings were held hence draft gender mainstreaming guidelines in place awaiting validation and publication by the end of the financial year.

### 1.8.2 Capacity of Sector institutions to mainstream gender enhanced

To mainstream gender, training in gender and equity statistics was undertaken. Tools for the collection of gender-disaggregated data were prepared and await validation by Sector management structures. Institutional M&E focal points were trained in the collection and reporting using gender-disaggregated data in line with the Sector Strategic Plan for Statistics. The Sector is also strengthening collaboration with UBOS to ensure capacity building for the Sector institutions.

Table 55 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Development of an Institutional Gender Policy at DGAL	DGAL	33,000,000	33,000,000	<i>Workshop for the development of the DGAL Gender Policy was undertaken; Completed the development of the DGAL Gender Policy</i>
Training in Gender & Equity Statistics	Judiciary	45,000,000	45,000,000	<i>Training conducted</i>
collection of gender disaggregated data	Judiciary	320,000,000	120,000,000	<i>Quarterly data collection activities conducted and reports submitted</i>
Establish a breast feeding and child care centre for staff and students at LDC	LDC	120,000,000	-	<i>Non release</i>
Training in Gender mainstreaming	MIA/NCSP NCSP	20,000,000	9,000,000	<i>MIA to update</i>
Develop and print gender mainstreaming guidelines	ULRC	40,000,000	40,000,000	<i>Working group meetings held, Draft gender mainstreaming guidelines developed and ready for print</i>
Capacity workshop for UPF top management to appreciate gender and equity concerns.	UPF	36,240,000	33,121,450	<i>The capacity building workshop was conducted for 105 officers of which 30 were female officers. The officers were taken through the status on the implementation of the gender policy and various aspects of gender.</i>
Development of the JSC gender policy	JSC	25,000,000	-	<i>Non release</i>
Training of Staff in managing gender and HIV/AIDS issues	MIA/FA	50,000,000	-	<i>Non release</i>
Training of 5 staff in the Policy and Planning Unit on how to mainstream Gender Equity and Equality in the Ministry	MoJCA/PPU	32,500,000	-	<i>Non release</i>
Simplification and translation of the constitution into braille format for the vulnerable blind and visually impaired persons	ULRC	187,500,000	36,000,000	<i>Ministry staff trained in gender and equity responsive policy development</i>
Train staff in gender and equity responsive policy development	MIA/PPAD	21,200,000	21,200,000	<i>Trained 50 staff in gender and equity responsive policy development</i>

DGAL developed an institutional Gender Policy. The institutional Gender Policy is in line with the National Gender Policy, 2007 whose purpose is to establish a clear framework for identification, implementation and coordination of interventions designed to achieve gender equality and women's empowerment in Uganda.

In addition, DGAL constructed a breastfeeding and daycare center to take care of expectant and breastfeeding mothers among staff/clients accessing DGAL services at Mbale Regional Forensic laboratory. As part of the efforts to enhance the capacity of Sector institutions to mainstream gender, the ODPP conducted a Training

of Trainers workshop on the Prosecutors' Handbook on GBV. This focused on; pre-testing the content in the Handbook to ensure that it is user friendly and relevant to the stakeholders, receiving feedback, equipping justice actors with practical skills and knowledge that they would use in training field officers in handling cases of GBV and SGBV, and understanding the roles of each stakeholder involved in handling GBV and SGBV cases among others.

ODPP participated in the JLOS, UNFPA and Judiciary organized 3<sup>rd</sup> phase of SGBV case sessions where 14 sessions were held in the High Courts of Kotido, Luwero, Kapchorwa, Gulu, Arua, Jinja, Iganga, Bundibugyo, Kiryandongo, Kiboga and the Chief Magistrates courts seating at Tororo, Amuria, Nakapiripirit, and Apac. Kiryandongo was unable to complete the session after the trial judge got involved in a road traffic accident. Below are the results from each court.



*Above: Breastfeeding and daycare center constructed at Mbale Regional Forensic Lab*

Station	Convicted	Dis- missed	Recon- ciled	Acquitted	Adj	Nolle	Previous- ly com- pleted	Pending comple- tion	Referred	Abated	Total
Arua	30	6	-	-	11	3	-	-	-	-	50
Bundibugyo	31	-	-	1	7	-	-	-	-	1	40
Gulu	22	19	-	3	5	1	-	-	-	1	51
Iganga	36	6		2				5		1	50
Jinja	31	9	-	5	-	-	-	6	-	-	51
Kapchorwa	14	3	-	5	-	9	-	-	-	-	31
Kiryandongo	18	10	-	3	-	1	1	13	-	4	50
Luweero	33	4	-	-	4	9	-	-	-	-	50
Kotido	38	12	-	-	6	15	5	-	1	6	83
Amuria	56	29	-	1	-	-	-	-	-	-	86
Kiboga	32	12	-	2	2	1	-	-	-	2	51
Nakapiripirit	17	17	-	-	14	-	-	-	-	-	36
Tororo	38	-	1	5	-	-	-	-	-	-	45
Apac	43	2	2	3	-	-	-	-	-	-	50

This is an improvement from the second phase where the conviction rate was 60.1% However, the performance was affected by COVID-19 Pandemic which slowed the session coupled with lack of extra funds to provide the PPEs for the prosecutors placing them and other participants at a high risk of contracting the disease. In some cases, proceedings were conducted from prison due to Covid 19 epidemic. The session was held during lockdown amidst public transport restrictions. This raised transport fares for the witnesses other challenges are highlighted in the table below

Challenges	Recommendation/Remedy
Due to delayed trials most of the victims at the CM Court tend to lose interest. Some have reconciled and no longer interested in the court process while others relocated away from their original homes. This also affected Witness turn up especially in Kiboga, Kyankwanzi and Karamojong districts leading to the dismissal of the cases;	Regional Prisons Commander Mount Moroto prison regularly passes on the list of deceased prisoners to the area Resident State Attorney who will forward the same through the Regional Office at Soroti for onward submission to the office of the Assistant Registrar, High Court Soroti for weed out and update of the court files.

Challenges	Recommendation/Remedy
Accused attendance in court: Most of the accused persons were on bail especially in the magistrates' courts and securing their attendance was financially expensive. Efforts to trace for them were futile given the fact that there was no time to apprehend them.	The ODPP should be directly involved in the cause listing process to avoid cause listing cases that had previously been concluded. SGBV sessions should be held more regularly to avoid the non-attendance of witnesses who are prone to migrating and relocating from one place to the other. This is to ensure timely delivery of justice.
Climatic changes: Heavy rains washed off bridges and roads (mainly Kapelebyong district). This frustrated re-arrests, service of summons and transit generally. Transport also became more expensive and this was an expense on the prosecution that was charged with tracing and summoning witnesses to court;	
Elections: The period of the session coincided with elections. Some authorities were uncooperative when it came to arresting. In some courts, judicial officers had earlier ongoing sessions and thus limited time was allocated to the session. In Kotido, work had to be completed within one week which was not healthy to the teams;	
Interference with witnesses. Most victims were defiled by close relatives and this affected witness turn up where matters had been reconciled back home. The major cause of this is delayed trial of SGBV cases where victims lose morale, are compromised or even threatened and forced to reconcile. Many witnesses particularly from Abim district exhibited profound witness apathy due to fear of testifying in court because of reprisals from relatives of accused persons. In Jinja, there were reports and incidents where prosecution witnesses were being called on phone and threatened not to appear in court to testify. Some of the witnesses themselves reported such interferences by their perpetrators or their relatives and some were reportedly being called by prisons officers to dissuade them from turning up in court to testify. This matter was discussed with the Officers in charge of the Prisons for investigation and further management. Most victims between the age of 14 and 17 years were in child marriages either living with the accused persons or hidden by the accused's relatives thus making it hard to secure victims in Court.	Strengthen witness protection mechanism especially in rural areas where victims share homes or villages with perpetrators of these crimes.
Summoning of witnesses: Some witnesses in the rural areas do not have telephone contacts and this makes it hard to trace them especially where there is change of residence/location. With insufficient witness funds, and more with challenges associated with covid-19 lockdown, it our recommendation that the funds allocated for witnesses be reviewed to cater for trials at Prison facilities that require transporting witnesses to and from prison. In Moroto, 219 prisoners escaped from Moroto government prison. 15 of the escapees had their cases already cause listed for trial. The Court opted to discontinue the cases pending the re-arrest of the accused persons.	Sensitizations about the need to obey court summons and the fact that witnesses are compellable.

Challenges	Recommendation/Remedy
Role of Probation officers: The probation officers in Kotido and Kaabong did not file social inquiry reports and the probation officer in Kaabong was particularly uncooperative since was not present in court during the hearing process involving the juvenile offenders. It was reported that the convicted juvenile offenders were not taken to the rehabilitation centre by the probation office due to lack of funds.	Probation officers should be encouraged to file the social inquiry reports and victim impact assessment reports promptly and not wait when the cases are cause listed for sessions. Magistrates in Kaabong and Abim and the respective Prisons authorities are contacted to always provide the Resident State Attorney Kotido with a list of inmates who are about to clock the mandatory period.
Place of holding sessions: In Kotido the session was moved from Kotido where it was originally scheduled to take place to Moroto district which was over 200kms away. Witnesses from Abim, Kotido, Kaabong and Karenga found it extremely challenging to move to Moroto where the session was being held. Some of them had never moved out of their villages. The transport cost between the above-mentioned districts to Moroto are exorbitant not mentioning accommodation and meals.	Moroto and Kotido Magisterial areas should have their own High Court sessions separately. It is so because it is extremely expensive to move witnesses.
The quality of investigations and evidence: In many cases, they reflect that the medical officers retrieve swabs especially during examinations during investigations however the Investigating officers retrieve them, exhibit them without forwarding them for analysis or sometimes not picking them at all. Investigating officers are reluctant or fail to follow up on the victim's evidence to obtain more Evidence that would offer corroboration and get a stronger case e.g. witnesses to mention the clothes she was wearing, the place where the act occurred but all that is not done by drawing a proper sketch plan.	Witness funds must be given and managed by the prosecution and not the judicial officers simply because it's the prosecution that is in touch with their witnesses

The ODPP in the execution of her mandate is guided by well-developed performance standards during prosecution of criminal cases that have been categorised in the various thematic areas of crimes categorization. In the category of Gender, Children and Sexual Offences: 88% Prosecution-led-investigations were concluded in an average of 44 workdays, against the target of 70%. 73% of prosecutorial decisions were made within an average of 15 business days, against the minimum target of 70%. 74% of case files were sanctioned within 2 business days, against the minimum target of 80%. This performance was affected by the complexity of cases and lengthy investigations in some cases.

Challenges impacting the work of ODPP include poorly investigated especially regarding alibi raised by the accused, proper identification of the accused, and medical examinations/evidence. Even where other witnesses testified that they saw suspected Semen deposits on the victim, such evidence was neglected. The police investigators seemed not to be trained to handle SGBV victims and cases to meet the required standard; the investigations were shallow, lacked depth and reflected a “couldn’t care less” attitude. It is proposed that more joint trainings are undertaken to address these gaps

Medical officials exhibited a need for training on how to fill in the Medical Forms - PF3A and 24A and a lack of appreciation that the reports are to be used as exhibits during trial. This was observed also by the judge who took it upon herself to educate & train the medical personnel (in the witness box) on how to fill the forms and their importance.

It was noted that Police investigations were still lacking especially for young SGBV victims who may not recall the incident or even the identity of the perpetrators at the time of trial. Legal issues surrounding identification and participation which are key ingredients in proving SGBV cases are still a major challenge for investigators; Identification parades aren't being conducted,

DNA analysis are not being done on time hence watering down the evidence of identification and ultimately failing to prove the ingredient of participation and eventual case outcome.

### 1.8.3 Collection and analysis of gender-disaggregated data strengthened

A Sector project on strengthening of data collection mechanisms by reviewing primary data collection tools for all institutions across the criminal justice value chain to streamline the collection of data on Gender-Based Violence (GBV) and other equity variables was undertaken.

Table 56 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Training of UHRC staff in collection and analysis of gender disaggregated data	UHRC	19,500,000	19,500,000	<i>Conducted capacity building training for trainers of trainers (TOTs) in mobile-based data, data collection, management and analysis using Kobo toolbox. 19 (6 male and 13 female) participants who acquired practical skills in data management using kobo toolbox and excel as innovative ways that deliver effectiveness and efficiency of data in real time, for evidence-based decision-making.</i>
Review data collection tools to comply with collection of gender disaggregated data.	UPF	69,150,000	69,150,000	<i>A technical team was instituted to undertake the review of data collection tools.</i>

The Judiciary, with support from JLOS conducted field visits to collect Gender disaggregated data. The data provided key insights towards improving institutional gender responsiveness in respect to planning, budgeting and policy development as well as implementation. It was established that the Court cases where women are seeking justice significantly take a longer process i.e. from filing to disposal, there is, therefore, need for further research to identify the cause of this challenge. Among the Courts visited during this exercise were Luwero, Hoima, Masindi, Buliisa, Ntungamo, Isingiro, Ibanda, Rukungiri, Lira, Aduku, Otupe, Apac, Gulu, Kitgum, Pader, Amuru, Bukedea, Kumi, Soroti, Moroto, Tororo, Butaleja, Malaba, Mukujju, Iganga, Namungalwe, Kaliro, Kaiti, Masaka, Lwamagwa, Lukaya, Rakai, Mbale, Kapchorwa, Budaka, Arua, Moyo, Koboko and Yumbe.

### 1.8.4 Justice needs of vulnerable groups including refugees addressed

UHRC in line with its mandate of monitoring the human rights situation in the country and also monitoring Government compliance with its treaty body obligations carried out the monitoring visits in 10 refugee camps in Kiryandongo, Nyaumanzi, Palabek, Rwamwanja, Kyaka II, Nakivale, Oruchinga, Bidi bidi, Palorinya, Orukinga refugee settlements. UHRC observed that in all settlements there was good security with the presence of police posts. Clean water had also been provided to all the zones in the settlement areas and the road network in Bidibidi was very good and reliable. However, the major challenge was that most children were not going to school. This resulted into high rate of teenage pregnancies. Worse still, the cultural influence among some tribes like the Nuer from South Sudan encourage children to get married at 14 years. UHRC noted that defilement cases contributed to 4 deaths.

To address vulnerable groups, 112,000 refugee children were registered in six refugee settlements and host communities of Kyangwali, Rwamwanja, Lobule, Rhino, Ayilo, Pagirinya. Community meetings on human rights were held with 2,913 (Female 1,298 and 1,582 Male) community members in refugee settlement areas in Gulu, Fortportal, Hoima and Arua. To enhance awareness 3,750 brochures on SGBV were produced and disseminated. Community policing in 11 refugee camps of Isingiro, Kyeggegwaa, Kamwenge, Arua, Madi Okolo, Terego, Koboko, Yumbe, Adjumani, Kiryandongo and Kikuube was undertaken. This involved 931 Refugee Welfare Councils and Local Leaders.

Under UPF, 50 staff were trained in the management of refugees while 320 (30 female and 290 male) refugees on remand were linked to various actors in the criminal justice system. To mitigate the dangers posed by HIV/AIDS, 300 inmate HIV/AIDS counselors were trained in Kitalya, KER, Nakasongola. Also trained were 50 inmate behavioral change management agents, while support was provided to four drama groups in four Prisons that involved 200 inmates. Five out of six funded activities are on track while one is behind schedule.

Table 57 progress of implementation of planned activities

Activity	Institution	Budget	release	Progress
Sensitization of refugee communities in 10 camps (Rhino, Imvepi, Lobule, Kamwenge, Bidi bidi, Kyangwali, Kyaka, Nakivaale, Kiryandongo, Rwamwanja)	JSC	37,000,000	18,500,000	<i>The Commission held sensitizations in 5 refugee settlements of Rwamwanja, Kyaka II, Kyangwali, Kiryadongo and Nakivale. About 500 refugees (300 male and 200 female) were sensitized about refugee law, criminal procedure and other laws about administration of Justice.</i>
Development of sector wide action plan on PWDs	Sector wide	60,000,000	-	<i>No release</i>
Specialised High Court Session Westnile, Acholi, Mbarara, Bunyoro & Central	Judiciary	395,990,000	60,000,000	
Training of refugee leaders on CS implementation in camps	MIA/NCSP NCSP	55,000,000	55,000,000	<i>Trained 70 people at palabek refugees out of whom 15 were female</i>
Facilitate Child Protection through Birth Registration to 50,000 children aged under 5 years across six refugee settlement and host communities	NIRA	578,000,000	372,255,200	<i>112,000 Birth Registration Certificates to children aged less than 5 years across six refugee settlements and host communities of Kyangwali, Rwamwanja, Lobule, Rhino Camp, Ayilo, Pagirinya.</i>
Human rights barazas on SGBV in refugee settlements and IDP camps in Arua, Gulu, Fortportal, Soroti, Hoima and Mbarara regional offices	UHRC	107,000,000	91,000,000	<i>33 community meetings reaching out to 2,913 (Female 1,298 and 1,582 Male) community members in refugee settlement areas in Gulu, Fort Portal, Hoima and Arua. 3750 brochures on SGBV were produced and disseminated in all the 10 regional offices.</i>
Community policing in 10 refugee camps of Isingiro, Arua, Kyeggegwaa, Kamwenge, Hoima, Kiryandongo, Koboko, Yumbe, Adjumani and Lamwo.	UPF	177,200,000	38,600,000	<i>Community policing in the refugee camps of Isingiro, Kyeggegwaa, Kamwenge, Arua, Madi Okolo, Terego, Koboko, Yumbe, Adjumani, Kiryandongo and Kikuube has been done. This included 931 refugee welfare councils and local leaders.</i>
Roll out access to justice for refugees in Prisons	UPS	253,180,000	213,180,000	<i>-50 staff trained in the management of refugees;</i>

Activity	Institution	Budget	release	Progress
				<p>320 remand refugees linked to various actors in the criminal justice system; 30 female and 290 male;</p> <p>-35 welfare Officers were provided with allowances for linking remand refugees to actors in the criminal justice system;</p> <p>-515 remand refugees linked to various actors in the criminal justice system; 65 female and 450 male;</p> <p>-Assorted training materials for training remand refugees in access to justice were developed and distributed to Adjumani, Masafu, Moyo and Kisoro Prisons;</p> <p>-Assorted stationery was procured and distributed to 10 Prisons with refugees to enable social workers to conducted sensitisation of remand refugees on access to justice</p>
Sensitisation of the vulnerable groups (Batwa, Tepeth, Ikee)	JSC	21,180,000	21,180,000	No progress reported
Sex offender rehabilitation	UPS	213,000,000	141,500,000	<p>300 inmate HIV/AIDS counselors trained in Kitalya, KER, Nakasongola; 50 inmate behavioural change management agents; Trained 250 inmates in sex, sexuality, gender and HIV/AIDS</p> <p>Conducted dialogue sessions in 10 prisons; Trained 4 drama groups in 4 Prisons; 200 inmates benefited</p>

Under this output area, UPS sensitized and networked and held dialogue sessions with remand refugees and linked them to the actors in the criminal justice system. Inmates were made aware of the basic legal laws of the country; they were enabled; to raise challenges pertaining to access to justice and court processes; They were enabled to communicate to their relatives and lawyers pertaining their court matters and seek sureties where necessary and helped to access justice and court services including securing bail/court bonds, a total of 50 staff were trained in the management of refugees; 320 (30 female) remand refugees were linked to actors in the criminal justice system.



Sensitisation of remand refugees in Masindi Prison

Assorted training materials for training remand refugees in access to justice were developed and distributed to Adjumani, Masindi, Mbarara, Fort Portal, Masafu, Arua and Kisoro Prisons. Assorted stationery was distributed to 10 Prisons to enable social workers to conduct sensitization and dialogue sessions on access to Justice for refugees.

DCIC trained 26 Immigration Staff in Refugee Law; aimed at strengthening staff knowledge awareness on forced migration and legal frameworks on the protection of refugees and asylum seekers, rights and obligations of refugees and asylum seekers, understanding human trafficking in the context of forced migration, and peaceful coexistence between refugees and host communities.



*Sensitisation of remand refugees in Masindi Prison*

## STRATEGIC INTERVENTION 1.9 STRENGTHEN TRANSITIONAL JUSTICE AND INFORMAL JUSTICE PROCESSES

Table 58 Transitional Justice and Informal Justice performance indicators

Performance indicators	Baseline 2016	2017/18	2018/19	2019/20	2021 Target	Actual
Clearance rate of cases in post conflict 85% areas	85%	95.8%	91%	90.6%	98%	
% of LCC I and II legally constituted	0	100%	100%	!00%	90%	100%
TJ Policy approved	Draft	In cabinet	Approved	Published	Approved	Implementation

The Sector is enhancing access to justice for especially the vulnerable, rural and conflict affected communities through the use of transitional justice (TJ) and informal justice processes. With regards to transitional justice, the Sector hit a milestone in developing a Policy framework for the implementation of a holistic transitional justice process compared to interventions in the past SIP's when the implementing TJ was mainly in the form of criminal prosecutions. Over the years the Sector has progressed in TJ interventions to accommodate recovery, reintegration, rehabilitation, reconciliation, conflict prevention and mitigation initiatives.

On the other hand, TJ interventions highlighted the need for informal justice mechanisms especially among the vulnerable and rural communities. Sector studies therefore confirmed the indispensable need for the inclusion of informal justice in the administration of justice in Uganda, with clear direction on how they potentially link with the formal justice system. the sector is therefore in the processes of drafting informal justice guidelines, a traditional justice manual for Transitional justice, and is supporting local Council Courts.

In as much as Local Council Courts are formal by creature of Statute, they are vital in the informal justice chain because their core interaction is with the rural communities that regard them a key player in the informal spaces.

### 1.9.1: Local Council Courts I&II established and strengthened

For over 10 years, the Ministry of Local Government (MoLG) was not able to train local council courts I and II because of their legal status and that had affected the general performance of the structure of local council courts and administration of justice at that level. Though the structure is fully constituted, it is

lacking in skill, knowledge and capacity to deliver the justice expected of them. To address the challenge, the Ministry in the financial year under review, planned to train local council court members in 32 local governments i.e. districts, Cities and Municipalities.

With support from the sector, MoLG so far realised trainings of local council courts 1 and 11 members in 2 districts and one city i.e. Ntungamo, Kaberamaido and Soroti City. Specifically, Western Division trainings were conducted in 362 villages/cells (LCC 1) and 44 parishes/wards (LCC 11) with a targeted number of members to be trained being 4,400 for this financial year.

Table 59 Tabulated statistics of the trainings conducted

District / Municipality/ City	Number of villages	Number of parishes	Total trained	Men Trained	Women Trained
Ntungamo	148	12	3,845	2,981	864
Kaberamaido	118	19	4,460	3,093	1,367
Soroti City	96	13	1,199	807	392
Total	362	44	9,504	6,881	2,623

Various other activities were implemented in the financial year by sector to enhance access to justice.

Table 60 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Training of Local Council I and II court members	MoLG	121,075,000	119,780,000	<i>A total of 4130 Local council court members trained in three local governments i.e. two districts and one city. Covering 362 villages/cells and 44 parishes/wards from 6 sub counties, 3 town councils and 1 city division courts at both village and parish</i>
Preparing user manuals and guides for LC courts	MoLG	56,000,000	56,000,000	<i>Translated handbooks so far pretested in the 4 local languages of Karimojong, Ateso, Lumasaba and Lugbara</i>
Support to LCCs Desk Officers	MoLG	542,500,000	300,575,000	<i>Contracts awarded for the supply of the 50 computers and 74 filing cabinets</i>
Monitoring the performance of the LCCs and LCCs Desk Officers	MoLG	73,100,000	68,820,000	<i>Contract awarded for the printing of the handbook in English. All local council court members be equipped with the local council courts handbook for purposes of enhancing their knowledge and skill in administering justice at the local level</i>
Printing of LCCs registers and IEC Reference materials on LC Courts	MoLG	1,000,000,000	550,000,000	<i>500 sets of 8 pages per set i.e. 4000 posters of the IEC materials communicating the court process printed and are in place</i>

The training for Local Council Courts I and II to equip local council court members with knowledge and skills on the procedures of handling cases presented before them. Cumulatively, 20 local governments i.e. 15 Districts, 1 city covering one division and 4 Municipalities local council court members at levels 1 and 11 had so far been trained with 56,703 local council court members trained. Of whom 25,239 were women and 30,961 were men.

In the reporting period, 266 villages/cells (LCC I) and 31 parishes/wards (LCC II). As a result, a total of 9,504 (Male 6,881 and Female 2,623) participants from Ntungamo and Kaberamaido districts acquired knowledge on the general structure of LCCs and administration of justice at that level. ***Below are pictures of the trainings conducted***



Training of LCC at Odot catholic church in Kaberamaido District



Training at Adonpi Parish, Global Church, Kaberamaido

**User Manuals and Guidelines for LCC members:** To provide local council court members with information to guide them before and during their sessions, the Sector through ULRC developed the Local Council Courts Handbook in English in the previous FY. However, there was need to further translate the guidelines into 10 local languages. In the reporting period, the translated guidelines for LCCs were pretested. This was done in 10 local languages through stakeholder engagements and working group meetings. The translated handbooks had so far been pretested in the 4 local languages of Karimojong, Ateso, Lumasaba and Lugbara

However, the Commission continued to conduct pre-test exercises, particularly in Karamoja region due to the challenge of different dialects i.e., Napak - Bokora, Moroto-Matheniko, Kotido – Jie, Amudat – Pokot, Nakapiripirit and Nabilatuk – Pian and Karenga and Kaabong – Dodoth. Furthermore, various teams realised on ground was that funds availed were insufficient to facilitate the process hence the assignments are pending conclusion.

**Support to local council courts desk officers:** Meetings were held with the local council courts desk officers to review their performance. The meetings held involved a review of the officers' roles and responsibilities as far as local council courts desk officers are concerned. The findings indicated that the officers have the will and capacity to support the structure but they have been constrained by among others inadequate facilitation in terms of transport, working equipment like computers, storage, the capacity of the court members and political interference.

However, all in all, they pledge to work closely with the structure to ensure that the communities are supported in terms of justice

To equip local council courts desk officers with Computers and filing cabinets for management and storage of local council courts records. This was intended to equip 49% of the local council courts desk officers with computers and filing cabinets. The evaluation process has been completed and a supplier awarded a contract for the supply of the 50 computers and 74 filing cabinets. The process was delayed by the COVID 19 lockdown

**Monitoring the performance of LCC Desk Officers:** Whereas monitoring for this financial year had been planned for 50 local governments, 36 local governments have so far been identified targeting 360 local council courts with a bias in 10 courts in each local government i.e. districts/municipalities

However, findings on ground present numerous issues pertaining the structure and amongst them are;

- i. Poor record-keeping due to lack of working tools such as registers. Most use exercise books that may easily get lost. They also lack filing cabinets where proceedings could be kept;
- ii. Due to inadequate/lack of knowledge and skill, the court members attempt to handle cases outside their jurisdiction hence the need for continuous/refresher trainings;
- iii. Inadequate/lack of reference materials, could to some extent address the high illiteracy levels of the court members. Challenge is that although reference materials are printed, the copies printed are never enough to cover the whole country. The shortage gap is very wide;

- iv. Most of the court members are not aware of the availability of the structure of the LCC desk office at their respective local governments. This is attributed to the fact that the officers lack the capacity to reach out to the structures. Whereas the district may be able to perhaps provide a vehicle or motorcycle for the officer to reach out to the structure, the other challenge that arises is lack of fuel;
- v. Ignorance among the public on the existence of LCCs. There is need for intensified community awareness of the existence of the structure.

*LCC registers and IEC reference materials:* MoLG planned to print LCC registers to facilitate records and information management. The 3000 copies of registers were printed, delivered and are in place. The dissemination and distribution process was yet to be undertaken as this process was interrupted by the lockdown.

*Printing IEC materials on LCC:* These were intended to create awareness among members of the community about local council courts. The procurement process was delayed due to the COVID 19 lockdown, however, a contract has been awarded to the service provider

However, the challenges noted included delayed implementation of some activities majorly due to COVID 19 however implementation was still ongoing at the end of the financial year. Secondly, the structure of local council courts is generally a big structure yet the funding to support the structure are too meagre. Thirdly, there is minimal supervision by the Office of the Chief magistrate as provided by the Local Council Courts Act 2006

Other achievements realised include procurement and distribution of standardised stamps for the LC I and II offices funded by GoU through MoLG. This implied that as the same structure that exercises the judicial function, the local council courts process benefits from the same. It was also recommended by some LCC desk officers that there is need to procure stamps for the Local Council III court, and this she justified it as a means of fighting the corruption tendencies

### **1.9.2: Transitional Justice Mechanisms Strengthened**

To contribute towards strengthening Transitional justice interventions, the ODPP handled the following cases:

- a. *The Thomas Kwoyello Northern Uganda case.* The hearing began in 2010, but was immediately faced with a Constitutional challenge by the accused on his eligibility for amnesty. The petition lasted for 6 years (4 at the Constitutional Court and 2 at the Supreme Court) years; 2010 -2016. From mid 2016- 2018 the case went for pre-trial and confirmation of charges against the accused as required by the rules of procedure and evidence of the ICD. From 2019 -to date the matter has been on trial, and a total of 20 witnesses have been produced before court by prosecution. Being a first war crimes case, there are many challenges that all players have faced, including securing (many have since died or relocated, protecting witnesses, and sustainable funding for a hybrid case following international standards of administering justice, which is not yet well appreciated.)
- b. *The Jamil Mukulu Eastern case.* The hearing of the case began with a mention and is expected to be continued. This case is likely to require substantive resources to be successfully prosecuted. However, it is facing a major challenge of witness protection as many witnesses are living under intense and constant threats.
- c. *Jamil Mukulu western cases.* This case was being handled by prosecution-led investigations which are substantially concluded now with a few mop-up areas remaining to be covered. Currently, the case is for review and perusal in order to evaluate the evidence and identify possible charges.
- d. *Gen. Katumba Wamala attempted murder case.* After investigations, it was indicated that it was linked to ADF operatives. The case is being handled by way of prosecution-led investigations and 8 suspects have been charged in court so far. Investigations were ongoing and were expected to be completed in Q1 of FY 2021/22.

e. *The Mumbere case.* The pre-trial in the case started in Jinja and was adjourned. The pre-trial in the case started in Jinja in Q2 and was continued through Q3 and Q4. The disclosure was concluded and prosecution applied for witness protection to the court in Q4. This had not yet been fixed for hearing as the progress of the case was interrupted by the covid-19 lockdown.<sup>132</sup> of the accused persons were however released on bail and it is anticipated that this will affect the progress of the trial. Suffice to emphasize that the case is quite demanding in terms of resources because it has over 216 accused persons, originated from the Rwenzori region and yet is being prosecuted in Jinja, and involves subjects of the Rwenzururu kingdom. Management will be advised as and when necessary, regarding any requirements.

Worth noting is the continued lack of a witness protection law. The challenge ODPP is presently facing is reliance on private sector service providers to protect some of the key witnesses and victims of crime. For example, under the TIP unit, several witnesses in 10 of the cases under the unit are in protective custody with various NGOs. This is however dangerous as the ODPP has little control over these organizations and this poses a danger to the witnesses.

Table 61 progress of implementation of planned activities

Activity	Institution	Budget	Release	Progress
Undertake prosecution of Transitional justice cases	ODPP	600,000,000	300,000,000	<i>On going</i>
4 Stakeholder engagements on Transitional Policy and Bill	MoJCA/FPC	80,200,000	80,200,000	<i>Task force was formed and with consultations from the Cabinet Secretariat and the First Parliamentary Counsel, a draft Bill was formulated</i>
Development of the Traditional Justice to implement the TJ Policy	ULRC	134,560,000	80,666,965	<i>1. Retreat to develop guidelines of informal justice held</i> <i>2. Engagement to build consensus on guidelines undertaken</i> <i>3. Draft manual prepared</i>
NGO Adjudication Committees facilitated to handle appeals and case backlog	MIA/NGO	31,760,000	24,700,000	<i>Establishment of NGO Adjudication committee members still in process. Funds reallocated to dispute resolution</i>
Preparation of guidelines for the implementation of the informal justice system	ULRC	181,530,000	181,423,035	<i>Draft guidelines prepared Stakeholder engagements conducted through Regional consultative meetings (6/8 workshops carried out).</i>
Monitoring resettlement and reintegration activities in the DRTs	MIA/AC	138,700,000	137,325,000	<i>The resettlement and reintegration activities were supervised and monitored for efficient, effective and timely implementation.</i>
ICD cases; Pre- trial for Mumbere Vs Uganda	Judiciary	2,000,000,000	100,000,000	<i>Pre-trial is ongoing and 132 bail applications have already been completed.</i>
Training of reporters and victims in metal fabrication skills	MIA/AC	8,400,000	8,400,000	<i>Trained 60 reporters and victims in metal fabrication skills in Arua and Gulu DRTs</i>

ULRC has commenced the development of a Manual for traditional justice to implement the Transitional Justice Policy. The Manual will provide operational guidelines for the use of Traditional Justice to ensure uniformity in the application of traditional justice systems for disputes in the context of armed conflict; present a framework that will provide generic principles and guidelines within which the various Traditional Justice systems can operate flexibly within acceptable standards and ensure justice, peace and reconciliation; aid in the reduction of inequalities, discrimination and conformity to human rights standards which sometimes characterize Traditional Justice. In the reporting period, stakeholder

engagements were carried out to bring them up to speed with the task at hand. There is overwhelming support for the development of the manual which is a first incentive to the application of traditional justice in the promotion of accountability and reconciliation.

In the reporting period, the sector developed draft guidelines on the linkages of informal and formal were engaged through regional consultative meetings to build consensus on the content of the guideline. The draft guidelines define the informal justice framework, create linkages between the informal and the formal justice systems, define structures for coordination, and clarify on referral and appeals processes. These guidelines are intended to introduce, direct and strengthen and incorporate of the use of Informal Justice Systems in the administration of Justice in Uganda. Before the guidelines are adopted however, further consultations are going to be held with stake holders most especially on the form the guidelines will take to ensure its smooth application and operation.

Following approval of the National Transitional Justice Policy, the MoIA in collaboration with the MoJCA embarked on activities to disseminate the Policy and fast track legislation on the National Transitional Justice Policy. A Regulatory Impact Assessment, principles for the Transitional Justice Bill, and cabinet memorandum were prepared jointly by the MoIA and MoJCA. Despite the Covid 19 pandemic, activities on the preparation of TJ Bill were largely conducted virtually and await due consideration by Cabinet on presentation.

The challenges for the implementation the TJ Policy are; fast tracking the enactment of the TJ Law, managing the expectations and needs of victims, vis a vis the adoption of the TJ Policy and actual implementation. It may be noted that the TJ Policy was designed as a holistic framework to guide Government interventions in conflict situations therefore the need for MDAs to align interventions on TJ to the Policy and Law.

Amnesty Commission facilitated demobilisation, reintegration, and resettlement of 402 reporters<sup>22</sup> in Gulu, Kitgum, Kayunga, Mayuge and Arua; conducted four (4) dialogues and reconciliatory meetings between reporters and communities; and trained 647 reporters in life skills and peacebuilding including environmental management, tree planting and agriculture. The trained beneficiaries were also provided with improved tree seedlings, fruit seedlings as a start-up kit from the training. All the demobilized reporters were documented and provided with Amnesty certificates.

In addition, the Amnesty Commission made two contacts with Allied Defense Force (ADF) rebels in a bid to convince them to abandon insurgent activities and embrace amnesty as a way of promoting peace, stability and economic development of the country.

The Commission conducted a Monitoring and evaluation study of its activities in the DRTs of Gulu and Kitgum Arua, Kasese, Mbale and Central, and findings indicated that all reintegration activities implemented by the Amnesty Commission revealed particularly that the training of reporters and victims had enabled them to settle peacefully in the communities. However, it was also noted that the beneficiaries needed more financial and physical support and the need for beneficiaries to document success stories to ease the evaluation of the reintegration programs.

To further enhance resettlement and reintegration activities, Amnesty Commission procured and distributed 4 Desktops and 3 Laptop. However, AC needs 12 desktops and 06 laptops to cover all the DRT offices and personnel.

**Dialogue and reconciliation:** Ten (10) dialogue and reconciliation meetings between reporters and the communities were held in the DRTs of Kitgum, Central, Mbale, Kasese, Arua and Gulu.

<sup>22</sup>Reporters refer to individuals associated with rebel groups who renounce and abandon involvement in armed rebellion and apply to the Government of Uganda for amnesty.



*Reporters assemble at Mucwini Sub County for dialogue and reconciliation meeting in Kitgum district.*



*Reporters and selected community leaders attend dialogue and reconciliation meeting in Mucwini Sub county - Kitgum district.*

*Training of reporters and victims in agricultural management skills.* The Sector supported Amnesty Commission through: provision of agricultural training materials for 360 reporters and victims, facilitators 'allowances, venues, meals for participants and allowances including transport refunds; and procurement of 720 hand hoes and 100 spray pumps. The procured items (tools and inputs) were distributed to the beneficiaries from Pakwach TC (Pakwach district), Nyaruvur (Nebbi district) Atyak and Kango (Zombo district), Dranya, Kuluba, Abuku and Midia (Koboko district), Lodonga (Yumbe district) Kijomolo, Oleba and Kululu all in Arua DRT and Mayuge (Central DRT).

*Training of reporters and victims in metal fabrication skills:* With support from the sector, (training material metal sheets, facilitators & venue) the Amnesty Commission through the Gulu and Arua DRTs, trained 18 reporters and victims in metal fabrication skills, where 5 were trained in Olailong, Badege division, Gulu City and 13 beneficiaries were trained in Arua City. All the 18 reporters are now in their various workshops each running his enterprise, sustaining themselves through the skills they acquired from the support from JLOS and the Amnesty commission.

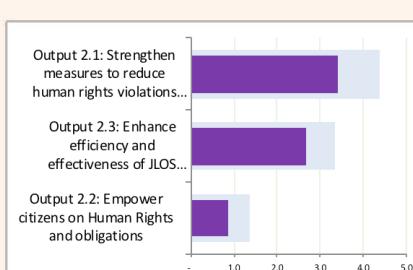
Institutions increasingly become more proactive in the implementation of TJ as the concept of TJ becomes clearer which is a great milestone from the inception of TJ. This however is not without challenges thus calling for more reliable and sustainable modes of financing TJ interventions especially the funding of the implementation of the TJ Policy and law as well as prosecution of TJ cases which has proven to be very costly.

# OUTCOME TWO:

Since 2016/17, the perception index against corruption has improved from 25% in 2016 to 27% in 2020/21. The fight against corruption was strengthened through increased capacity building and enforcement of anti-corruption laws, combined with a heightened focus on asset recovery. According to the Fourth National Integrity Survey Report (NIS-IV), 2019 (UBOS and Inspectorate of Government, 2020) the gains achieved in combating corruption are mainly attributed to investigation and prosecution of corruption officials at 28.2%. This is closely followed by Political will to fight corruption at 22.9%. Asset recovery training, public engagement, legislative development, and enforcement of recovery orders are the highlight of the reporting period.

# OBSERVANCE OF HUMAN RIGHTS AND FIGHT AGAINST CORRUPTION PROMOTED

OBSERVANCE OF HUMAN RIGHTS AND FIGHT AGAINST CORRUPTION PROMOTED						
Outcome Indicator	Baseline 2016	2017/18	2018/19	2019/2020	Target 2021	2020/21
Corruption perception index	0.25	0.26	0.26	0.28	0.30	0.27
Proportion of decisions against JLOS institutions concluded by UHRC	46%	43.9%	68.9%	42.7%	30%	Tribunal constituted 30 <sup>th</sup> Sept 2021
Proportion of remand prisoners	52%	51.4%	47.7%	54.8%	45%	50.6%

Funding (millions)	Key Highlights
 <p>Output 2.1: Strengthen measures to reduce human rights violations...</p> <p>Output 2.3: Enhance efficiency and effectiveness of JLOS...</p> <p>Output 2.2: Empower citizens on Human Rights and obligations</p> <p>Amount UGX Bn</p>	<ul style="list-style-type: none"><li>✓ Average Annual Remand Population 50.6%</li><li>✓ UHRC maintained the 'A' status</li><li>✓ Corruption Perception Index 0.27</li><li>✓ Corruption case clearance rate 115.6%</li><li>✓ 135 Human Rights Desks maintained in local governments across the country</li><li>✓ Zero Tolerance on Corruption Policy and National Anti-Corruption Strategy implemented</li><li>✓ Asset recovery in corruption cases 13%</li></ul>

The ACD is one of the anti-corruption hallmarks of achievement of JLOS over the 20-year period. Established in 2009, the ACD has emerged as a leading mechanism in the fight against corruption in Uganda, and a benchmark for the African region. Established by the Hon. Chief Justice of Uganda through Legal Notice No. 9 of 2009, the ACD has given prominence and effective adjudication for corruption cases. During the SDP IV implementation period, the ACD case clearance rate has increased by a proportion of 30%, from a rating of 89% in 2016/17 to 115.6% in 2020/21. Over the same period, the ACD disposal rate has grown by 15.5%. The ACD case clearance rate increased from 98% in 2019/20, to 115.6% in 2020/21 and posted a high case disposal rate (48.5%) across all High Court Divisions. However, the COVID-19 disruptions negatively affected anti-corruption enforcement which is correlated by 12.6% (32) reduction in the numerical cases disposed by ACD compared to the FY2019/20 period. The adjudication of some cases was constrained by the resultant limitation on physical court attendance, and the absence of a video conferencing link between the ACD and the Prisons. Indeed, Uganda's ranking under the Transparency International's Corruption Perception Index (CPI) score also dropped from 28% to 27%. Uganda's international rank also dropped from 137<sup>th</sup> to 142<sup>nd</sup> of 180 countries assessed. This is largely attributed to the prevailing apathy where the public is complicit in the growing levels of corruption in Uganda. According to the NIS-IV, While only 37% of the respondents would report corruption to responsible institutions, a substantial 32% held the view that there is nothing they can do. Nonetheless, additional strategic efforts to enhance enforcement and build social accountability capacity within the public are set to enhance performance.

Observance of human rights across JLOS has continued to improve over the SDP IV period. This is attributed to increased establishment of human rights structures and mechanisms across different JLOS MDAs at national and sub-national levels, training of JLOS staff in human rights, and application of the standards in the administration of justice. This progression has been complemented by efforts of human rights based CSOs and support from Development Partners.

With a complaints clearance rate of 14.8%, none of the 70 complaints concluded by the UHRC were against JLOS officers. Many of the complaints registered against JLOS officers require determination by the Tribunal. The UHRC Tribunal was not constituted because of lack of a Chairperson of the UHRC. However, in July 2021 H.E. the President appointed Ms. Mariam Wangadya as the new Chairperson of the Commission. She and five members of the Commission were sworn in on 30<sup>th</sup> September 2021 to commence work. The UHRC has nonetheless continued to maintain its ranking of "A" status.

Despite the COVID-19 disruption, the proportion of remand prisoners reduced from 52% in 2016 to an annual average of 50.6% in 2020/21. The lowest levels of 47.7% were reached in FY2018/19 as a result of increased case disposal. However, this was reversed by the COVID-19 Pandemic disruptions. The reduction is attributed to increased coordination and case disposal by the criminal justice chain actors. Innovative approaches to case disposal including implementation of a joint case-backlog reduction strategy, adoption and implementation of plea bargain rules, embracing community service for minor offences, and performance tracking for officers of court. These efforts are being enhanced to maintain a below 50% remand population normal.

In January 2021, Uganda successfully held national elections, a major exercise of civic rights by Ugandans. The Sector, through the UHRC enhanced civic education using the media and dissemination of IEC materials, and this was complemented by the Electoral Commission and CSOs. The national election season was constrained by the COVID-19 pandemic and this limited the extent of physical association and citizen engagement. The UPF played a critical role in demobilising illegal political gatherings and enforcement of COVID-19 prevention SOPs, which resulted in various skirmishes. Overall, the national Election Day was relatively peaceful and during the entire election season, the UHRC registered only 22 human rights complaints. Other avenues of redress such as the UPF and the polling officers were also accessed by the public.

## STRATEGIC INTERVENTION 2.1 STRENGTHEN MEASURES TO REDUCE HUMAN RIGHTS VIOLATIONS BY JLOS INSTITUTIONS

JLOS efforts to reduce human rights violations have broadly registered positive impact over the SDP IV period. The focus was largely on institutionalising human rights mechanisms within JLOS MDAs, building knowledge capacity amongst JLOS officers, enhancing monitoring inspection of key functions and processes, strengthening the legal and policy framework on human rights, and holding all persons involved in human rights violations accountable. Progress was realised during the SDP IV period despite the UHRC not being fully constituted from October 2019 to July 2021.

Table 62 Performance Indicators on Measures to Reduce Human Rights Violations by JLOS Institutions

Performance Indicators	Baseline FY2016/17	FY2017/18	FY2018/19	FY2019/20	Target FY2020/21	FY2020/21
Clearance rate by UHRC	21%	49.5%	21.7%	26%	76%	14.8%
Proportion of decisions against JLOS institutions to total cases concluded by UHRC	46%	43.9%	68.9%	42.7%	33%	0%
Mortality rate per 1000 inmates held	0.75	1	1.19	4.3	5.6	3.8

In 2020/21, case clearance by UHRC was posited at 14.8% against a target of 76%. The UHRC concluded only 70 complaints through mediation because its tribunal was non-functional for the entire year. Currently, the UHRC is fully constituted and all mechanisms are functional. A draft Complaints Backlog Clearance Strategy was developed to deal with the current tribunal case backlog of 1,359 complaints ready for determination. These have been pending the full constitution of the UHRC for approval and implementation.

The mortality rate among prisoners reduced by 11.6% from 4.3/1,000 to 3.8/1000 prisoners. The Prison mortality rate remains far below the JLOS UPS annual benchmark of 5.6/1,000, and also the national benchmark of 7.0/1,000. This is notwithstanding the COVID-19 Pandemic and apparent prison congestion that registered a marginal decline from 322.1% to 321.1%. The living and welfare conditions have improved over the years, with increased holding capacity of 19,986 in 2020/21 up from 14,334 in 2010/11, and availability of medical facilities. For instance, the UPS has special medical and nutritional provisions for managing persons living with HIV/AIDS, and other chronic diseases, including a COVID-19 prevention and management system.

### 2.1.1 Functional JLOS human rights structures in all service points

During the reporting period, only two out of three planned activities under this output received a release as indicated in the table below. These activities strengthened ODPP human rights regional desk offices for Mbarara and Gulu, and also afforded dissemination of Manuals and Guidelines for management of juvenile detainees by DCIC. Other interventions were funded under the various institutional recurrent and development budgets of JLOS MDAs.

Table 63 Progress of implementation of planned activities

Planned activity	Institution	Approved budget	Release	Progress
Hold a workshop with immigration inspectors to disseminate manuals/guidelines for management of juveniles and detainees with minors.	DCIC	104,000,000	50,000,000	<i>Workshop held and guidelines disseminated</i>
Furnish Human rights desks at HQs and regional offices of Arua, Mbarara, Mbale and Gulu	DPP	90,000,000	40,000,000	<i>Two offices furnished (Mbarara and Gulu)</i>
Elimination of soil bucket system. Remodelling 10 police stations with water borne toilets.	UPF	100,000,000	0	<i>No release</i>

JLOS has maintained human rights structures and mechanisms in key institutions, including the UPF's Directorate of Human Rights and Legal Services established in 2015, Human Rights Desks in all 28 police regions, Human Rights Committees in all 259 prison units across the country, and human rights desks in key MDAs including ODPP, and MoJCA. The UPF had posted Legal Officers in sensitive Directorates such as PSU, Traffic, and Logistics. At the sub-national level, MoLG in collaboration with UHRC have maintained support to 135 human rights desks and these are to be expanded with availability of resources. The MoLG desks reduced from 150 in the preceding year because of the local governance re-organization that has involved creation of new administrative units and transfer of key officers. The focus is to cover the 176 Local Government units including 31 Municipalities, 135 Districts, and 10 Cities.

At institutional level, JLOS continued to support its human rights mechanisms and ensure their functionality, and established new ones as well. The focus has largely been in the criminal justice chain where human rights violations were observed and reported by members of the public. This progress is illustrated in the matrix below. The pursuit for greater coverage to all service points continues.

Table 64 JLOS Lead Human Rights Promotion and Enforcement Mechanisms

MDA /Mechanism	2016/17	2020/21
UPF Human Rights and Legal Directorate	Directorate in place and human rights desks in 14 of 27 police regions. No UPF Human Rights Policy.	Directorate in place and human rights desk in all 28 Police regions. Legal officers posted in sensitive Directorates including Traffic, Logistics and PSU. Human Rights Policy Adopted and implemented.
UPS Human Rights Committees	Human Rights Committees in 252 Prison Units	Human Rights Committees in 259 Prison Units.
ODPP Human Rights Desk	Victims' Rights Division Established	Fully fledged human rights desk in place. Regional focal human rights points established.
MoJCA	Human Rights desk in place	Human rights desk in place
MoLG	No human rights desk at LG	135 human rights desks established at LG
UHRC	10 regional human rights offices	10 regional human rights offices

In addition to established mechanisms, the enactment of the Human Rights Enforcement Act 2019 has provided an added platform for the enforcement of human rights before Courts of Law. The Act plugs a gap and gives effect to Article 50(4) of the Constitution by providing for the procedure of enforcing human

rights under chapter four of the Constitution, before the courts of law. This added platform excludes investigations and enforcement proceedings handled by the UHRC and the EOC.

The Commission reviewed the Human Rights Integrated Information System (HURIS) in its efforts to digitise and enhance the efficiency of the complaints management process. The benefits of the automated system to the complaints management process include the following:

- a. All complaints related periodic reports will be generated by the system which improves the quality of the reports
- b. Improved monitoring of management of complaints and timely guidance provided to improve the management of complaint files
- c. Improved tracking of complaints to ensure timeliness in the complaints management process
- d. Improved storage of information on complaint files which will prevent loss of information.

In fulfilment of its constitutional mandate under Article 52 of the Constitution of Uganda, the UHRC received, investigated, mediated and resolved complaints of alleged human rights violations. Despite the COVID 19 Pandemic disruption and limitation on movement, the Commission maintained its open-door policy and also popularized its toll-free lines to enable the public report complaints. Through the toll-free lines, 2,840 complaints were reported.

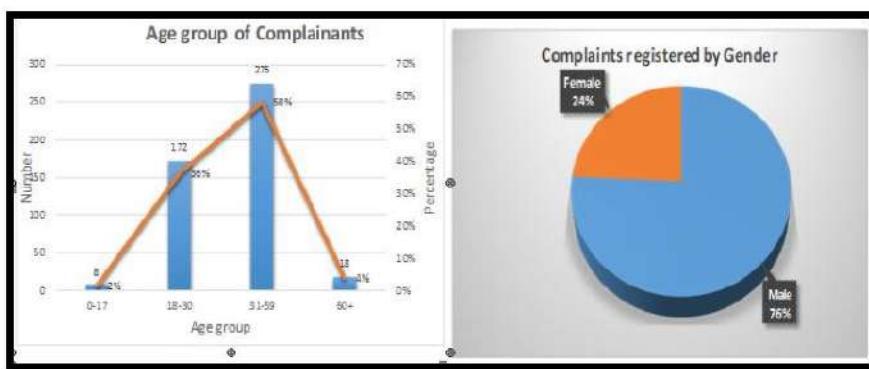
Overall, the UHRC received 2,677 complaints (1,781M, 896F). Of the total number of complaints received, only 17.7% were registered, amounting to 473 (358 Male, 115 Female). A total of 2,204 complaints (1,426 male, 778 female) were referred to other appropriate institutions including UPF, Judiciary, and the Uganda Association of Women Lawyers (FIDA). The number of complaints received by the Commission increased in the reporting period by 5.5%, from 2,538 to 2,677. This was mainly attributed to the increased electoral activity amidst contested enforcement of Presidential directives and guidelines that limited freedom of movement to prevent the spread of COVID-19. In some cases enforcement efforts resulted in skirmishes from which some human rights violations were noted.

Table 65 UHRC cases received, registered and referred

Region	Received			Registered			Referred		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Arua	57	36	93	14	10	24	42	27	69
Central	171	73	244	69	25	94	101	48	149
Gulu	168	79	247	23	12	35	145	67	212
Fort Portal	118	54	172	28	15	43	90	39	129
Hoima	135	70	205	33	4	37	102	66	168
Jinja	401	99	500	19	7	26	383	92	475
Masaka	152	135	287	28	10	38	124	125	249
Mbarara	201	129	330	16	4	20	185	125	310
Moroto	78	58	136	27	7	34	55	47	102
Soroti	300	163	463	101	21	122	199	142	341
Total	1,781	896	2,677	358	115	473	1,426	778	2,204

**Source: UHRC**

The gender trend remains consistent over the SDP IV period, with more men reporting complaints than women. This is largely because of the frequent interaction of men with law enforcement activities that in some cases result in violations. The table above shows that only 24.4% of the registered complaints were lodged by female complainants and 75.6% were reported by male complainants. The figure below illustrates the majority of registered complaints were by the 31 – 59 age group (58%) and only 2% were by children.



The analysis also shows that Soroti regional office registered the highest number with 122 complaints during the period. The high turn up of complaints registered was attributed to increased awareness among the population and increased political activity within the region during the 2020-2021 political campaigns and national period.

Comparatively, over the SDP IV period, the registered complaints dropped by 53.1% from 1,008 in 2016/17 to 473 in 2020/21. During the five-year period, the UHRC has received 15,075 complaints, registered and handled 22.4% (3,373) as part of its mandate to protect human rights. It is apparent that the numbers have been progressively reducing largely because of the increased appreciation of human rights by the public and consequences for violation and abuse. Members of the public are more knowledgeable and able to prevent abuses while at the same time they are fast to report perpetrators. This eliminates a culture of human rights abuse with impunity. The enactment of the Prevention and Prohibition of Torture Act, 2012, and the Human Rights Enforcement Act, 2019, that create personal liability for human rights violations, have also had a major effect on this reduction.

On a year-to-year comparison, the total complaints registered increased slightly to 473 in 2020/21 from 450 2019/20. The increased number of registered complaints is mainly attributed to the extensive human rights sensitization by various JLOS actors and the heightened civic activity during the 2021 general elections. This is notwithstanding the guidelines on COVID-19 that restricted face to face engagement and movements. Over the SDP IV period, the complaints received and registered by the UHRC are illustrated below;

Table 66 Complaints registered by UHRC

Action taken	2016/2017			2017/2018			2018/2019			2019/2020			2020/2021		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Complaints Received	2,709	1,518	4,277	2,223	1,283	3,506	2,648	1,679	4,327	1,567	971	2,538	1,781	896	2,677
Complaints Registered	-	-	1,008	404	152	556	578	288	886	294	156	450	358	115	473

The 473 complaints comprised of 512 alleged human rights violations, including torture, inhuman and degrading treatment being the highest with 274, right to personal liberty with 106, and child maintenance with 40. From the election activity, 22 complaints of alleged human rights violations were registered. Only 70 complaints were concluded during the year through mediation, representing a clearance rate of 14.8%. The focus was on investigations, where 657 complaints were fully investigated to conclusion, and 660 complaints were partially investigated.

The respondents against whom complaints were registered included UPF, UPDF, Local Defence Units (LDU), Internal Security Organization (ISO), and RDCs. Specifically, a total of 221 complaints were registered against UPF, 145 against UPDF, and 76 against individuals. The details are indicated in the table below;

Table 67 Category of Respondents for Human Rights Violations and Abuses

Respondents	ARU	CTR	GRO	FPT	HMA	JJA	MSK	MBR	MRT	SRT	Total
UPF	7	37	15	19	26	20	26	13	11	47	221
UPDF	7	35	6	25	1	4	2	1	13	51	145
Individuals	14	20	4	2	8	3	5	7	8	5	76

Respondents	ARU	CTR	GRO	FPT	HMA	JJA	MSK	MBR	MRT	SRT	Total
LDU		5							6		11
UWA										11	11
UPS	1	2	3		1	1		1			9
Private companies			2		2		1	2			7
CMI		5									5
ISO		4									4
RDC										1	1
KCCA		1									1
UWA			1								1
Refugee camp								1			1
GISO				1							
Total	29	109	31	46	38	28	34	25	38	115	493

Source: UHRC

The 67 table above shows that the highest number of complaints were reported against UPF (221), largely arising from Soroti (47) and Central (37) regional offices. Followed by UPDF (145) and Individuals (76) respectively, with Soroti and the central regional office registering the highest number.

Comparatively, over the SDP IV period, the Sector registered a 63.1% reduction in registered human rights violations against JLOS officers. From a baseline total of 624 violations against JLOS respondents registered in FY2016/17, these tremendously dropped to 230 in FY2020/21. This can be attributed to the continued capacity building of JLOS staff, heightened human rights awareness creation of the public, and increased individual responsibility of preparators. The violations registered against JLOS officers from UPF and UPS during the preceding year comprised 46% of the total registered violations. The table below shows the trends of dominant JLOS respondents for human rights violations.

Table 68 JLOS Respondents for Human Rights Complaints Registered

	2016/17 (Baseline)	2017/18	2018/19	2019/20	2020/21	Variance from Baseline
UPF	580	319	398	202	221	61.9% (-359)
UPS	31	14	37	20	09	70.9% (-22)
MOLG	12	17	0	12	0	100% (-12)
Judiciary	1	0	0	0	0	100% (-1)
JLOS Total	624	350	435	234	230	63.1% (-394)

In the absence of a fully constituted UHRC, the determination of human rights complaints before the UHRC's tribunal could not proceed. As a result, a total of 1,359 cases are pending tribunal hearing. Of these 620 were pending allocation, 362 pending hearing and 377 were partly heard. Complaints resolution through mediation was the only option available. As earlier noted, UHRC registered a complaints clearance rate of 14.8% with only 70 complaints concluded through mediation. The matters handled through mediation related to child maintenance and family matters. This internal limitation compromised the Sector's efforts to achieve some of the performance targets on human rights. The table below illustrates the case load at the UHRC tribunal by close of the reporting period.

Table 69 Caseload at tribunal level

Status of complaints	Number of complaints
Complaints awarded	0
Complaints amicably settled	0
Complaints closed/dismissed	0
Complaints pending allocation	620
Complaints pending hearing	362
Complaints partly heard	377
Tribunal caseload as at 30th June 2021	1,359

Source: UHRC

Enforcement of human rights awards is often a protracted process that is subject to availability of funds for payment of awards. During the reporting period, MoJCA paid out compensation awards amounting to UGX3,520,696,122/= to victims of human rights violations. These are payments for compensation awards ordered by the UHRC Tribunal before the Government of Uganda decentralized the payment of court/tribunal awards and compensation to line MDAs. A tracking mechanism is yet to be established for tracking and collecting information on payment of compensations by the various MDAs on a periodic basis.

Under the criminal justice system, the ODPP was supported to conduct monitoring and capacity building visits in Masaka, Mbarara, Kabale, Arua, Masindi, Jinja, Mukono, and Mbale. The capacity building engagements focused on mainstreaming human rights standards in prosecution and investigations oversight. In addition, this was intended to help regional officers operationalise their human rights focal mandate in support of the ODPP human rights desk.

In addition, the ODPP registered and perused over 15 cases involving human rights violations. The majority of which involve acts of torture, cruel, inhuman and degrading treatment by police officers committed during arrest and detention of suspects. The ODPP also participated in the review of human rights legislation with a purpose of enhancing enforcement. It engaged the Parliament of Uganda as a member of a committee that prepared a report on the implications of the recently enacted Human Rights Enforcement Act 2019. This also considered the implications of the Act on the ODPP in the execution of its functions as provided under Article 120 of the Constitution of the Republic of Uganda. Fears of personal liability due to structural and system limitations in the criminal justice system were echoed.

## 2.1.2 Uganda National Action Plan on Human Rights implemented

The Sector prepared and submitted to the UN the planned State treaty reports. This was submitted to the UN Human Rights Council in October 2021. The schedule for presentation and consideration of the State report to the United Nations Human Rights Council was changed to January 2022 because of the COVID-19 pandemic disruptions. In addition, the State Report in respect to the Convention Against Torture (UNCAT) was also finalized and submitted to the relevant Committee, thereby satisfying the State obligation. By close of the reporting period, the Sector, through the Inter-Ministerial Committee on Human Rights, commenced the preparation of the State report on Economic, Social and Cultural Rights. This is expected to be submitted to Cabinet for approval before close of calendar year 2021.

Table 70 Progress of implementation of planned activities

Planned activity	Institution	Approved budget	Release	Progress
Presentation of the Country Report on Human Rights to the United Nations	MoJCA/DLAS	162,522,000	126,435,580	State report prepared and submitted to UN
Presentation of the Country Report to the Committee on the Convention against Torture to the United Nations	MoJCA/DLAS	162,522,000	0	State report prepared and submitted to UN

Further, in March 2021 the UHRC submitted its independent report to the Committee on the implementation of the Convention on Elimination of Discrimination Against Women (CEDAW) in Uganda. The report comprised of a brief background, an update on Government's compliance with CEDAW recommendations and a section on emerging human rights concerns. The submission was a culmination of the UHRC Annual and Special Reports assessing the human rights situation in the country.

MoJCA finalized the draft National Action Plan (NAP) on Human Rights for consideration by Cabinet Secretariat. Substantially, the implementation of the NAP has nonetheless continued to be mirrored through other human rights instruments such as the Enforcement of the Prevention and Prohibition of Torture Act, the Human Rights Enforcement Act, and the direct implementation of the Bill of Rights under the Constitution of Uganda. The table below presents highlights of progress against the six strategic objectives of the draft NAP.

Table 71 Progress of implementation of NAP objectives

NAP Strategic Objective	Some Interventions implemented and Ongoing
1. To build the capacity of the Government and citizens in the protection and promotion of human rights.	<ol style="list-style-type: none"> <li>1) Policy, legal and institutional framework for human rights progressively strengthened.</li> <li>2) Human resource capacities for duty bearers and rights holders enhanced through training and civic education to protect and promote human rights respectively. For example, JLOS runs annual scholarships for Diploma in human rights at LDC.</li> <li>3) Continuous citizen empowerment through civic education and public mass sensitizations implemented mainly by UHRC, EOC, MoGLSD, and JSC to enable citizens to claim and enjoy their rights.</li> <li>4) Human rights structures (Directorates and Desks) established across many Government MDAs at national, regional and LG to mainstream HRBA.</li> </ol>
2. To enhance equality and non-discrimination for all before and under the law	<ol style="list-style-type: none"> <li>1) Gender and equity mainstreamed and enforced across government, in terms of policy, strategic planning, budgeting, and implementation.</li> <li>2) Specialized institutional mechanism (EOC) is in place and functional. EOC annual gender and equity compliance review for 2019/20 considered 18 Sector BFPs, 17 passed the assessment (50% Minimum), and JLOS scored 70.3%. In FY2020/21, the Governance and Security Programme (including JLOS) ranked 6<sup>th</sup> of 18 Programmes with a score of 68%, against a national average of 65.1%.</li> <li>3) JLOS Strategy on Gender and Equity passed, development and implementation of institutional action plans ongoing.</li> <li>4) HRBA mainstreamed in NDP III and across all Government Programmes.</li> </ol>
3. To guarantee the enjoyment of economic, social and cultural rights	<ol style="list-style-type: none"> <li>1) Social economic, social and cultural rights and HRBA mainstreamed under NDP III and Governance and Security Programme strategy.</li> <li>2) SDGs/2030 UN Agenda 2030 implementation coordination framework mainstreamed across government.</li> <li>3) Annual EOC gender and equity compliance review of BFPs sustained for inclusive budgeting and implementation.</li> <li>4) National Action Plan on business and human rights developed. This was launched on 28<sup>th</sup> October 2021.</li> </ol>
4. To guarantee the enjoyment of civil and political rights and liberties	<ol style="list-style-type: none"> <li>1) Citizens civic empowerment enhanced under National Initiative on Civic Education (NICE), led by UHRC.</li> <li>2) Legal and institutional mechanisms in place for protection and enforcement of civil, political rights and liberties. The UHRC and Judicial mechanisms are in place and functional.</li> </ol>

NAP Strategic Objective	Some Interventions implemented and Ongoing
	<p>3) Human Rights Enforcement Act, 2019 enacted to augment existing avenues for protection and enforcement of rights.</p> <p>4) National general elections successfully held in line with Constitution of the Republic of Uganda, 1995.</p>
<p>5. To address the human rights needs of special groups and those of victims of conflict and disasters</p> <p>6. To uphold Uganda's regional and international human rights obligations</p>	<p>1) PWDs and other special groups such as Albinos benefiting from Government health care, proposed tax relief on targeted consumables.</p> <p>2) JLOS contracted a consultant to develop an Action Plan to Mainstream PWD Rights in Access to Justice Sub-Programme.</p> <p>3) Early warning systems and mechanisms in place, in OPM and UHRC.</p> <p>4) Ministry of Disaster Preparedness and Management and Refugees responsive in addressing emerging disasters through inter-ministerial coordination.</p> <p>5) Transitional justice Policy passed by Government and development of legislation for implementation ongoing.</p> <p>6) Government is implementing strategic reparations programmes and specialized post conflict recovery interventions (Peace, Recovery, and Development Plan [PRDP], Northern Uganda Social Action Fund [NUSAJ]), and compensation by Government through MoJCA ongoing.</p> <p>1) Uganda's human rights treaty obligations domesticated under various national policy, legislation and development plans.</p> <p>2) Outstanding human rights treaty obligations have been centrally documented by MoFA for streamlined domestication.</p> <p>3) Implementation of recommendations from treaty bodies embodied under the NAP for streamlined implementation. Most are being implemented.</p> <p>4) UN human rights treaty reports prepared and submitted (CRC, CAT, ICCPR, CEDAW, CERD). Also, AU report on protocol on Rights and Welfare of a Child submitted. AU reports (AUCHPRs and Maputo Protocol) are being finalized before forwarded to Cabinet for clearance and submission to treaty bodies. UN's ESCR State report prepared and submitted to Cabinet for approval.</p> <p>5) UHRC carries out joint advocacy activities with other human rights partners to raise awareness among stake holders and the general public on selected international, regional and national human rights days.</p>

The NDP III has mainstreamed HRBA and specifically articulated the NAP as a guiding action frame in the implementation of human rights across Government. Provision for non-state actors is explicitly stated for collective action. It is expected that the NAP will be available for specific implementation, monitoring, and reporting in financial year 2021/22 subject to the anticipated Cabinet approval.

Further, JLOS concluded the development of the National Action Plan on Business and Human Rights 2021-2025, under the leadership of MoGLSD. The National Action Plan on Business and Human Rights seeks to promote a harmonious relationship in which both businesses and communities can thrive by providing a comprehensive framework for coordination of multi-sectoral efforts to ensure respect for human rights in business operations. The goal of the Plan is elimination of human rights violations and abuses in business activities by any person or entity. The specific objectives are:

- a. To strengthen institutional capacity, operations and coordination efforts of state and non-state actors for the protection and promotion of human rights in businesses;
- b. To promote human rights compliance and accountability by business actors;

- c. To promote social inclusion and rights of the vulnerable and marginalized individuals and groups in business operations;
- d. To promote meaningful and effective participation and respect for consent by relevant stakeholders in business operations; and
- e. To enhance access to remedy to victims of business-related human rights abuses and violations in business operations.

The five-year Action Plan prioritizes eight areas of focus which include; Land and Natural Resources; Environment; Labour rights; Revenue transparency, tax exemptions and corruption; Social service delivery by private actors; Consumer protection; Access to remedy; and Women, vulnerable and marginalized groups. The strategies advanced include; Strengthen coordination between the different government agencies working on business and human rights; Resource mobilization to promote efficiency in monitoring and addressing business and human rights related abuses and violations; Capacity building for state and non-state actors on business and human rights; Empower communities especially vulnerable persons to claim their rights; Promoting compliance with human rights observance and Promoting Free Prior Informed Consent (FPIC) for communities in all business operations; and Improve access to legal services to communities affected by business-related human rights violations and abuses.

### 2.1.3 Existing legal and policy frameworks enforced

The Sector's enforcement of existing legal and policy frameworks on human rights is a crosscutting obligation. No specific activities were budgeted and funded under this output during the year. However, with funding from other sources and to ensure enforcement of human rights legal and policy frameworks, the Sector institutions implemented direct and indirect human rights promotion activities. Capacitation for effective enforcement on the part of duty bearers and rights holders is continuously implemented.

Throughout the SDP IV period, JLOS consistently invested in establishment and expansion of coverage of human rights mechanism at national and sub-national level. In addition, there has been progressive human rights staff capacity building for JLOS staff and other Government officials including the security sector institutions. Partnerships with non-state actors such as Human Rights Centre Uganda, LASPNET, and FHRI were harnessed to reap synergies to advocate for voluntary compliance with various human rights legal and policy frameworks on the part of the public.



Group photograph of UHRC staff and participants during the media training at Desert Breeze Hotel in Arua District.

Further, UHRC strengthened partnerships with media practitioners through media trainings where participants were sensitized about the concept of human rights, HRBA to Journalism. A total of 117 participants, (91 males and 26 females) acquired knowledge on the Human Rights Enforcement Act 2019 and HRBA enhanced.

As earlier noted, the UHRC in line with Article 52 of the Constitution of Uganda received a total of 2,677 complaints. Only 473 complaints (358 Male, 115 Female) were registered with a complaints clearance rate of 14.8%. The effectiveness and performance of the UHRC in human rights protection and enforcement of rights under the Constitution of Uganda is expected to tremendously increase, following the full constitution of the UHRC and revival of operations of its tribunal.

**Monitoring National Elections, 2021:** To facilitate human rights-based conduct of national general elections, the UHRC enhanced its civic education and monitoring. During the election season in the reporting period, the UHRC focused on human rights promotion and knowledge empowerment of the public amidst the growing civic activity of the 2021 national elections. Interventions to promote and deepen rights through civic education, and ensure a human rights culture in the private and public spheres were undertaken.

UHRC monitored and observed the 2021 elections that were held in January 2021. UHRC deployed 183 staff to monitor and observe the polling exercise after being accredited by the Electoral Commission. UHRC covered 1,089 polling stations from 97 districts, representing 71% of the total district coverage across the country. Majority of the polling stations observed were within the jurisdiction of the UHRC's Central Region with 197 representing 18% of the total number of polling stations observed. Arua regional office followed with 160 polling stations representing 15%, Hoima and Gulu regional offices representing 13%, Jinja and Moroto regional offices representing 10%, Soroti and Fort Portal regional offices representing 7% and Masaka representing 6%. A detailed report on findings is yet to be launched.



In light of the limitations on physical interactions and mass-meetings required by COVID-19 prevention SOPs, most of the political campaign activity and citizen engagement took place on media platforms. National and local radio stations, television media houses, and social media platforms provided alternative space for engagement. The UHRC noted that some radio stations declined to host some candidates. Examples include Etop, Delta FM, and Kyoga Veritas in Teso sub region. However, no formal complaints were received by the UHRC. The Sector intends to address this as part of the dissemination and implementation of the National Action Plan on Business and Human Rights. Further, it was apparent that some candidates in the election were not willing or in agreement with following COVID-19 SOPs.

UHRC kept its doors open to receive complaints of human rights violations during the electoral processes, and a total of 22 complaints of alleged human rights violations were registered. From the elections monitoring, the UHRC noted a number of human rights violations, and abuses on the part of members of the public, including political candidates. The noted violations include detention beyond 48 hours, loss of lives, alleged deprivation of the right to security of person, torture and loss of property. There were incidents of violent acts of lawlessness by some members of the public and use of excessive force by some errant members of the law enforcement agencies who were deployed to control public activity and stop illegal public gatherings. There were noted incidences where some political leaders, in disregard of Government SOPs, mobilised public crowds that disrupted people's businesses and livelihoods, private and public properties like offices, roads and vehicles were vandalised or destroyed.

### Report on the November 2020 Riots.

The contestation in enforcement of COVID-19 SOPs climaxed on 18<sup>th</sup> November 2020 as public riots spurred by the arrest of one of the Presidential candidates while campaigning in Kiyunga Trading Centre, Luuka District. Public riots and demonstrations occurred in Kampala and other urban centres, resulting in 56 deaths. Security and law enforcement agencies managed to counter the rioters and restored public order. 1,088 suspects were arrested and various charges preferred against them. A total of 286 cases involving riotous situation were registered by the police between 18th and 20th November, 2020. After screening the cases, 198 (69.2%) were taken to court of which 66 (33.3%) secured convictions, 50 cases representing 25.2% were dismissed by court, and 82 (41.4%) are still court going. For the other cases not presented to court, 80 are still under inquiry, while 08 cases were closed and put away by the ODPP. Some of the cases the cases dismissed by court were for want of prosecution as a result of the accused persons jumping bail. Two cases were taken over by the Military where two LDU personnel shot and killed three people in two different incidences namely;

- i. Old Kampala GEF 072/2020, Death by shooting of Walungama Grace and AX 017132 Senoga Hussein by L/Cpl Mugisha Augustine attached to Lugala Detach.

- ii. Wandegeya CRB 530/2020, Death by shooting of Muteesa Ibrahim where LDU AX 017001 Pte Ssali Mustafa allegedly accidentally shot the victim from Wandegeya Police Station who was a suspect in a case of inciting violence vide Wandegeya CRB 533/2020.

In the same vein, during the reporting period, 153 police officers were dismissed and discharged from the UPF because of professional misconduct in breach of Police standards. The sentences and rank of officers disciplined are detailed in table 88(a).

In December 2020, the Inspector General of Police and Chief of Defence Forces traced and paid a compassionate visit to 22 victims of the 18th and 19th November 2020 riots and extended some financial help.

Overall, COVID-19 prevention SOPs were observed during political mobilisation. However, supporters of some political parties mobilised and gathered in large groups, often in disregard of the SOPs. For most cases, the UPF was called in to disperse the crowds and minimise the potential escalation of spreading the COVID-19. In several instances, the enforcement of COVID-19 prevention SOPs resulted in skirmishes that involved collateral damage to property and injury persons, such as journalists and by-standers.

In response to the challenges during the elections, the UHRC carried out increased structured and targeted civic education largely through media campaigns. Strategic engagements were also held with security and law enforcement agencies aimed at strengthening collaboration for the realisation of safe, free, fair and peaceful general elections in 2021.

### **Inspection of detention facilities**

The UHRC as a National Human Rights Institution is mandated to among other functions visit jails, prisons and places of detention or related facilities with a view of assessing and inspecting conditions of inmates and make recommendations. In line with its constitutional mandate, the Commission continued to monitor the human rights situation in the various places of detention and assessed the conditions of suspects and inmates. The inspection of places of detention was also done to assess Government's compliance with national, regional and international human rights standards regarding persons deprived of liberty.

The Commission Inspected a total of 494 places of detention which included 233 police stations, 181 police posts, 74 prisons, 4 remand home and 2 military detention facilities throughout the 10 regional offices. The intent of monitoring the places of detentions was to assess compliance the set standards and conditions of living in detention facilities.

Most of the detention facilities inspected, especially the prisons, had put in place a number of measures to contain the spread of corona virus and as a compliance measure to the MoH and government set SOPs. They thus had hand washing facilities, hand sanitizers, facemasks for staff, temperature gun, ban on visitations, assignment of only specific staff to interact with inmates, holding of court sessions within the prison and ban on hired labour among other measures. It was also noted that before admission, prisoners were taken to isolation and quarantine centres in officially gazetted isolation centres. In Greater Masaka for instance, Ssaza, Rakai and Kalisizo prisons continued to serve as isolation centres. In the Central regional region, Kitalya prison continued to serve as one of the gazetted prisons for suspects.

UHRC noted that hiring of prison labour had been halted as per the official prison guidelines for curbing spread of COVID-19. However, the inmates complained that they were no longer earning which is to their detriment but they were assured that the quarantine is for their own safety. Inmates work in prison *shambas* and clean the prison compounds, fetch water for which no remuneration is given.

The UHRC also noted that the COVID-19 pandemic had negatively affected court operations leading to some cases of over detention on remand in prisons. However, during the UHRC's subsequent monitoring visits, it was observed that the courts had resumed operations at all the districts visited, thus Kiboga, Mukono, Buikwe, Kampala, Kasanda, Mubende, Sembabule, Bukomansimbi, Rakai and Kyotera. For prisons there was use of virtual sessions and 'open courts' where cases were being heard from within the prisons. Kiboga District had even started regular court sessions but with strict adherence to the COVID- 19 SOPs.

Detention facilities require transport means to ensure normal operation, particularly to take suspects and inmates to court as well as responding to other operational requirements. All Prison facilities inspected, for instance in Rakai, Kyotera, Bukomansimbi, and Sembabule, did not have a government transport facility and they simply relied on private means to transport suspects to court. The obtaining situation on the ground was that the Officers in Charge of Prisons were using personal cars as means of transport. This was the case for instance at Lwemiyaga prison in Sembabule.

In comparison to UPS, UPF was fairly facilitated with regard to transport means. Police main stations (at the district level and other stations within the district) had pick-ups and other patrol cars while police outposts had Uganda Police motorcycles. During inspection, UHRC observed that while various police stations had transport means. However, the main stations complained of the inadequate fuel provision, given the fact the areas of coverage were expansive. The biggest challenge noted was lack of fuel facilitation and maintenance costs especially for police outposts that do not receive any operational funding. Currently, the UPF provides an average of UGX 1,500,000 of fuel to each district and an emergency operational fuel fund of UGX 6,000,000 (per region) on a monthly basis.

The UHRC observed that some of the facilities at the police were old and dilapidated. Most of the facilities lacked structures designated as cells and the facilities were not housed in structures designated as police stations/posts for example; Lodiko Police Post, among others. A new ward had been constructed and roofed at Lwemiyaga Prison. In general terms there is still need to improve the infrastructure of the Police and to also adopt the possibility of acquiring land in the near future in a bid to have proper cells for suspects, offices, exhibits stores and accommodation for Officers across the region.

Access to clean water is always relatively guaranteed across the country, depending on location and season. Detention facilities located near or within urban areas always have access to clean water, usually piped. Also during rainy season, some facilities have rain-harvesting facilities, and as such would not experience water shortages during rainy seasons. During the period under review, the following places experienced lack of/unreliable water supply; Madudu Police Post, Myanzi Police Post, Nakasajja Police Post, Kalagi Police Post, Bugungu Young Offenders, Bugungu Government Prison Farm, Nyenga Government Prison, Nakifuma Government Prison, Mbalala Police Station, Kalerwe Police Station, Kasubi Police Post and Bwaise Police Post. In Sembabule, access to water is still a challenge in some parts of the district faced with water shortages and scarcity of clean safe water.

The working conditions of prison staff were noted to have improved, new uniforms were given to staff, salary increment for low-ranking officers was effected in August 2018, and there was improved housing for prison officers. However, it is not the same with some Police Officers who continue to rent out of pocket and to seek shelter in old dilapidated housing structures. Lodiko Police post in Kaabong district, for instance had to be closed because the post had no structure to accommodate the officers. The officers were staying at the Sub County officers, which they had to vacate during the day.

In Karamoja sub region, UHRC noted complaints from police personnel of non-payment of hardship allowance, un-balanced transfers, and non-adherence by police authorities to standing orders that require that 05 years is the maximum period a police officer can stay in a hard to reach area like Karamoja. UHRC also noted lack of adequate and complete uniform sets, often distributed without the rest of the accompaniments like boots, rain jackets and belts.

To address the challenges identified above, UPF established its own garment factory in 2017 to cut cost of acquiring uniforms for the personnel and promote Buy Uganda Build Uganda (BUBU), as directed by H.E the President. Officers are now being provided with at least 2 pairs of uniforms and plans are under way to provide suits to the non-uniform personnel. Officers deployed in hard-to-reach areas are provided with food since do not benefit from hardship allowance. Accommodation facilities are progressively being improved subject to availability of resources. The stock of UPF housing is approximately 10,000 with 6,000 habitable representing a coverage of 13% of the staff entitled to accommodation.

## Regulatory and Compliance

Legal and regulatory compliance is mainly undertaken at institutional level and the Sector has supported this over the SDP IV period. Institutions such as MIA, NGO Bureau, JSC, UPS, UPF and ODPP conduct regular inspections to ensure observance and enforcement of legal frameworks, and in this case with regard to human rights. For instance, MIA conducted compliance checks on police standards and procedures in the Central and Eastern regions.

The NGO Bureau issued 309 new NGO certificates and 687 permits. Capacity building for 49 District NGO Monitoring Committees' (DNMCs) was undertaken in several districts. This is intended to enhance enforcement of NGO legislation and standards to enable compliance by non-state actors.

The Government Security Office contributed to enforcement of existing legal and policy frameworks through inspection activities where 28 blasting and magazine sites were inspected, conducted alert inspections in Entebbe, Mukono, Kampala central business district, and Wakiso during the festive season. It also carried out 38 security assessments (30 in KMP and 08 at proposed industries in the Mbale Industrial Park).

As part of its constitutional mandate, the UHRC has a responsibility of scrutinizing, reviewing and analyzing Bills before Parliament, to ensure that they are in line with human rights standards. In this regard, the UHRC presented to Parliament its position on six Bills that were tabled in the FY 2020/21. These were; The Administration of Parliament (Amendment) Bill, 2019; The National Curriculum Development (Amendment) Bill, 2020; The Employment (Amendment) Bill, 2019; The Human Rights Defenders Protection Bill, 2020; The Patients' Rights and Responsibilities Bill, 2019; The Administrator General's (Amendment) Bill, 2019. The input made by the UHRC brings to the fore human rights-based concerns and ensure parity with human rights standards in promotion of HRBA.

### Enforcement of Prevention of Trafficking in Persons

Combatting Trafficking in Persons (TIP) continues to gain momentum through MIA's Prevention of Trafficking in Persons coordination office, and also the UPF-CID. The UPF Annual Crime Report 2020 notes that there has been a decline in trafficking persons cases over the past three years. In 2020, cases amounted to 214, down from 252 in 2019 and 286 in 2018. During the reporting period, the categories of trafficking cases registered included; 117 cases of human trafficking, 52 cases of attempted human trafficking, 42 cases of aggravated human trafficking, and 3 cases of suspected human trafficking. In the same vein, MIA investigated 45 TIP Cases and supported 284 victims (mainly female) in terms of medical care, temporary welfare and temporary movements for medical and investigation follow-ups.

Similarly, the ODPP started the process of development of a prosecution guide for TIP cases. This is ongoing with support from the Human Trafficking Institute, and guidance of a technical taskforce appointed by the DPP. A draft copy of TIP prosecution guidelines for ODPP was produced and is pending approval by ODPP Top Management.

#### 2.1.4 Staff capacity in human rights-based approach enhanced at the service points

Mainstreaming HRBA among JLOS staff is an ongoing engagement that involves routine training and provision of relevant reference materials. The trainings were conducted for all levels of staff in MDAs tailored along the respective institutional mandates.

Table 72 Progress of implementation of planned activities

Planned activity	Institution	Approved budget	Release	Progress
Training staff in application of human rights based approaches and laws particularly Human Rights Enforcement Act 2019	DPP	240,000,000	45,356,000	<i>Trainings held in Masaka, Mbarara, Kabale, Arua, Masindi, Jinja, Mukono, and Mbale.</i>

Planned activity	Institution	Approved budget	Release	Progress
Train 150 JLOS staff in Diploma in Human Rights	LDC	250,000,000	-	No release
Training of Staff in Human Rights/Correctional Approaches at International Corrections &Prisons Association//CEP	MIA/NCSP	80,000,000	20,000,000	2 staff trained in human rights in Dar-es-salaam
Conduct sensitization meetings for 3,000 police officers on human rights.	UPF	181,000,000	0	No release
Train 100 CID officers in Investigations	LDC	150,000,000	-	No release
Dissemination of the UPF Human Rights Policy in Greater masaka, Busoga East, Busoga North, Kiira, Elgon, Rwizi and Asawa regions.	UPF	56,320,000	37,014,635	Human Rights Policy Disseminated (as above)
Managing and executing the ULS Rule of Law Project initiatives	ULS	8,000,000	8,000,000	Quarerly Rule of Law reports prepared and published (as above)
Train 40 police lawyers on handling/investigation of human rights cases.	UPF	16,000,000	16,000,000	40 ( 15 F) Legal Officers from 9 regions of Kidepo, Busoga North, Savannah, KMP East, North West Nile, Rwenzori East, Rwizi, Greater masaka and sezibwa were trained in handling and investigating human rights cases.
Promoting human rights observance in UPS	UPS	334,000,000	220,000,000	Human rights of staff and offenders promoted through conducting a refresher training of 65 staff in Human rights  4000 copies of the Prisons rules and regulations booklets procured and distributed
Procurement of Prisoners' beddings	UPS	500,000,000	325,000,000	16,250 blankets were procured for inmates

The UHRC conducted human rights education for law enforcement, health workers, and media practitioners as a means of empowering them to respect human rights and freedoms in the performance of their duties. A total of 581 participants (406M, 581F) were sensitized. UHRC further trained 63 security officers (55Male, 8Female) from UPF, UPS and the UPDF from Mityana, Kasanda, and Luwero districts. The participants were acquainted with knowledge on concept of human rights, duties and responsibilities of duty bearers and rights holders in the protection and promotion of human rights and the mandate of the UHRC, Public Order Management Act (POMA), 2013 and its applicability especially in the enforcement of the COVID-19 guidelines and SOPs and the Human Rights Enforcement Act, 2019.

Espousing human rights standards in the MIA involved various staff training, both within the country and abroad. Two staff of Community Service Directorate under MIA attended a course on human rights conducted by Raoul Wallenberg Institute (RWI) in Nairobi/Kenya in association with East African Community. In addition, MIA/DCIC Trained 25 Immigration staff in refugee law, aimed at strengthening staff knowledge and awareness on forced migration and legal frameworks on the protection of refugees and asylum seekers, rights and obligations of refugees and asylum seekers, understanding human trafficking in the context of forced migration, and peaceful coexistence between refugees and host communities.

The ODPP conducted human rights training to mainstream HRBA in ODPP work in the areas of Masaka, Mbarara, Kabale, Arua, Masindi, Jinja, Mukono, and Mbale. This focused on regions targeting officers from the regional offices, Resident State Attorneys, and Resident State Prosecutors, Regional Police commanders, District Police commanders, and CID officers. ODPP officers and selected counterparts in the respective areas underwent training courses. These included:

- a. Extensive training for prosecutors, investigators and judicial officers in the country in handling Trafficking In Persons (TIP) cases. A total of 237 prosecutors were trained. These were from ODPP Head Office and 16 ODPP Regions (Kampala, Nakawa, Mukono, Mbale, Mubende, Fort Portal, Mpigi, Kabale, Masaka, Mbarara, Fort Portal, Arua, Gulu, Lira, Soroti and Jinja).
- b. Identification and charging of TIP cases/victims and proper charging of TIP under the Prevention of Trafficking in Persons Act 2009 (PTIP Act).
- c. Trauma informed care or victim centered approaches to TIP 6 ODPP regions of Arua, Gulu, Lira, Soroti,
- d. Training of Trainers Workshop on the Prosecutors' Handbook on Gender Based Violence Cases held 10th-13th August 2020 at Hotel Africana, Kampala.
- e. Child Psychology Training for Prosecutors held from 16th – 18th September 2020.
- f. Training Workshop on Witness Protection and Victim Empowerment held on 20th October 2020.

This capacity building enhanced their responsiveness towards human rights issues within the criminal justice system and emphasised that application of a human rights-based approach in the execution of their work. This is set to roll over to other regions of the country. Wide coverage by the ODPP and other JLOS mechanisms was curtailed by observance of the COVID-19 control SOPs of Government. Adaptive methods of capacitation are being adopted to sustain the momentum.

In addition, as part of enhancing human rights /HRBA capacity building, the ODPP facilitated at a stakeholder meeting organized by the African Centre for the Treatment and Rehabilitation of Torture Victims (ACTV) on investigations and prosecutions under the Prevention and Prohibition of Torture Act. The training was attended by State Attorneys from around Kampala and Divisional CID officers from Central Police Station Kampala, Jinja Road, Katwe and Kawempe.

In light of the persistent attribution of human rights violations to UPF and UPS officers, human rights training is one way to address this challenge. The UPS conducted human rights refresher training for staff and offenders, benefiting 65 UPS staff. In the same vein, the UPF trained 11,000 in-service personnel through refresher and specialized training in various disciplines for skills improvement. For instance, the UPF trained 50 female officers in transformational leadership as a deliberate affirmative action. This has resulted in strategic positioning of female police officers as Commandants (2), RPCs (01), DPCs (19), HODs (05) among others.



In addition, the conducted human rights training for its legal officers 40 (15 F, 25M) from 9 regions of Kidepo, Busoga North, Savannah, KMP East, North West Nile, Rwenzori East, Rwizi, Greater Masaka and Sezibwa

were trained in handling and investigating human rights cases. The training focused on both imparting human rights standards and HRBA principles, and mainstreaming human rights in policing within their respective police regions.

It should be noted that JLOS has provided scholarships for Diplomas in human rights at the LDC and trained over 400 JLOS officers over the SDP IV period. Most of the beneficiaries are from the UPF and the UPS. This partly accounts for the reduced complaints lodged at the UHRC, against the UPF and UPS for human rights violations. However, because of the COVID-19 disruption and limitations, no scholarships were availed during the reporting period. This important training is planned to resume with a hope to sustain it for the long term.

### 2.1.5 Human Rights case management systems in UPS, UPF and DCIC improved

Human rights case management systems of the UPS, UPF and DCIC continue to be functional and part of the institutional fabric. Over the SDP IV period, JLOS has focused building human rights case management systems by establishing new mechanisms, refining procedures, and training the responsible human resources. The various human rights capacity building interventions have enabled the application of human rights principles in case management and other institutional processes.

Table 73 Progress of implementation of planned activities

Planned activity	Institution	Approved budget	Release	Progress
Dissemination of the UPF Human Rights Policy in Greater Masaka, Busoga East, Busoga North, Kiira, Elgon, Rwizi and Asawa regions.	UPF	56,320,000	37,014,635	<i>Human Rights Policy Disseminated (as above)</i>
Train 40 police lawyers on handling/investigation of human rights cases.	UPF	16,000,000	16,000,000	<i>40 (15 F and 25M) Legal Officers from 9 regions</i>
Promoting human rights observance in UPS	UPS	334,000,000	220,000,000	<i>Human rights refresher training of 65 staff in Human rights. 4000 IEC materials procured and distributed</i>
Procurement of Prisoners' beddings	UPS	500,000,000	325,000,000	<i>16,250 blankets were procured for inmates</i>

The UPS human rights case management involves both internal and external mechanisms. During the reporting period, the UPS did not register any case of human rights violation against its officers for disciplinary action. Visiting justices are external mechanisms that have capacity to receive and or originate human rights concerns. These are relayed to internal authorities for handling. Internally, the UPS has in place human rights committees and desks in all 259 prison units, under the oversight of an Ast. Commissioner for human rights. The Prisons mechanisms continued to oversee human rights observance and handles of complaints of human rights violations from among the prison inmates and prison warders. To strengthen the functionality of UPS human rights case management systems, the UPS conducted human rights refresher trainings for 65 staff and offenders.

The UPF has in place the PSU that conducts investigations and feeds into the Police Court. The Police Court is resourced and supported by the Directorate of Human Rights and Legal Service. At the sub-national level, the Human Rights desks have been expanded from 14 in 2016/17, to all 28 police regions by 2020/21. Periodic human rights training and case handling is undertaken as a collaboration between the PSU and UPF human rights desks regional and the national mechanisms. Functional reference materials such as the UPF Human Rights Policy have been made available to all the stations and regions to facilitate mainstreaming of HRBA in policing and ensure accountability by those found culpable. During the reporting period, the PSU received 2,226 complaints, and investigated 1,341. These were handed over to the Directorate of Human Rights and Legal Services for redress, including hearing under the Police courts

The DCIC case management system has been progressively strengthened under SDP IV. A series of capacity building and adoption of guidelines for investigation and prosecution of cases has enhanced its functionality. In addition, progressive capacity building of staff, on inter-alia human rights standards has deepened the application of HRBA within the DCIC case management system. During the year under review, 40 immigration officers drawn from regional Offices and immigration headquarters participated in a 3-days' workshop at the Immigration Training Academy on investigations, prosecutions and human rights. In addition, 25 Immigration Staff trained in Refugee Law, aimed at strengthening staff knowledge and awareness on forced migration and legal frameworks on the protection of refugees and asylum seekers, rights and obligations of refugees and asylum seekers, understanding human trafficking in the context of forced migration, and peaceful coexistence between refugees and host communities.

To enforce compliance to immigration laws and regulations, before prosecution and repatriation, a total of 192 immigration Suspects (133 males, 59 females) were held in custody and provided with meals and medical care. As a matter of standard, immigration suspects were produced in court within 48 hours as provided for by the law.

## STRATEGIC INTERVENTION 2.2 EMPOWER CITIZENS ON HUMAN RIGHTS AND OBLIGATIONS

Empowering citizens on their human rights, obligations and responsibilities is a Constitutional imperative for Government and a central for deepening the observance of human rights in Uganda. Particularly the UHRC has a constitutional obligation (Article 52(1)(g)) to ensure civic education and human rights promotion among the citizenry. This is complemented by citizen empowerment programmes by the JSC (Article 147(1)(c) of the Constitution of Uganda, 1995), and all other JLOS institutions that interact with the public in service delivery. In terms of delivery, over the SDP IV period there was an enhanced shift from physical to online based citizen empowerment activities driven by largely two factors; the growing embrace of social media platforms, and also the COVID-19 pandemic disruption that fundamentally limited public physical gatherings.

### 2.2.1 Public awareness on human rights standards and citizens' responsibilities Increased

Sustained public awareness on human rights standards and citizen responsibilities has grown from limited human rights mandated institutions of Government, to a broad responsibility involving non-state actors. Under the leadership of UHRC, the sector and its partners were able to develop over 100,000 human rights IEC materials during the reporting period. The Sector has propagated awareness on human rights to millions of Ugandans through diverse media and physical engagements. It is not worthy that over the reporting period, 102 community barazas were held, mobile human rights education promoted using the UHRC civic education van, human rights clubs in schools, and workshops / meetings held for especially leaders in local government and communities. Success in multidimensional approach to building public awareness of human rights is visible, in aspects such as public debates and interactive media talk shows involving human rights issues. Key activities supported under this output are summarised in the table below-

Table 74 progress of implementation of planned activities

Planned Activity	Institution	Approved Budget	Release	Progress
Designing and production of IEC materials with electoral and other human rights messages	UHRC	170,000,000	37,000,000	<i>A total of 16,333 brochures and 17500 copies of flyers on election related information were produced and disseminated. The IEC materials were produced in English and translated into four local</i>

Planned Activity	Institution	Approved Budget	Release	Progress
				<i>languages. The IECs materials created awareness on the electoral processes.</i>
Production and printing of IEC materials	UHRC	60,000,000	60,000,000	<i>The procurement of 6,250 brochures and another 6250 brochures on the rights of older persons and on the rights of detainees is on going.</i>
Equipping the situation room with laptops, cameras, screen, office furniture among others	UHRC	57,500,000	47,500,000	<i>UHRC procured 5 laptops, 5 cameras, 10 voice recorders, 1 executive table, 1 executive chair and 4 low back chairs which enhanced the functionality of the situation room. The situation room acted as a receiving centre for all information during election period.</i>
Empower citizens on peace building and conflict resolution (Capacity building workshops for cultural leaders in Kasese and Bundibugyo-Rwenzori region)	UHRC	17,100,000	17,100,000	<i>Capacity building workshops on Peace Building &amp; Conflict Resolution in Bundibugyo and Kasese Districts held. 65 (50M and 15F) participants.</i>
Compliance checks on Police standards and procedures	MIA/P-Author	180,000,000	50,900,000	<i>Compliance checks on Police standards and procedures carried out in the Central and Eastern, and Western regions</i>
Conducting Human rights awareness using the civic education van in all region offices (road shows)	UHRC	7,300,000	7,300,000	<i>Conducted 20 roadshows by using the civic van in Mubende district. 688 (M-380 F- 308) acquired knowledge on the concept of human rights.</i>
Early warning training and dialogue at National level (security and EC)	UHRC	63,800,000	33,800,000	<i>Not implemented; Funds released in 4th quarter after the elections and activity could not be undertaken as planned</i>
e Passport guidelines and procedure sensitization	DCIC	60,000,000	60,000,000	<i>23 radio talk shows help to sensitise the public</i>
Public legal awareness on legal and human rights, law and obligations through radio talk-shows 16 districts Jinja, Iganga, Bugiri, Moroto, Kotido, Nakapiripirit, Serere, Kumi, Soroti, Mbale, etc.	JSC	76,000,000	-	<i>Non release</i>
Training of Local Defense Units (LDUs) on Human Rights	UHRC	400,000,000	-	<i>No funds released</i>

Planned Activity	Institution	Approved Budget	Release	Progress
Translate the UHRC Complaints handling guide pocket into 4 local languages	UHRC	150,000,000	86,601,904	<i>Translated the UHRC complaints handling guide pocket into three languages. A total of 16,020 copies of the translated UHRC Complaints handling guide pocket book in Luganda, Luo and 4Rs were produced and disseminated</i>
Integration of sign language in weekly press briefs.	UPF	18,000,000	5,000,000	
SGBV Human rights interventions for IDPs and Refugees (Dialogues with key stakeholders)	UHRC	29,000,000	33,600,000	<i>Monitored Kiryandongo, Nyaumamzi, Palabek, Rwamwanja, Kyaka II, Nakivaale, Oruchinga, Bidi bidi and Palorinya refugee settlements to establish their operations, adaption measures and human rights concern arising from the COVID-19 pandemic.</i>

**Workshops and Trainings for Leaders:** Capacity building trainings on human rights standards and HRBA were widely conducted, with a focus on society leaders from various non-organisations and Government leaders across the country. For instance, workshops on Peace Building & Conflict Resolution in Bundibugyo and Kasese Districts held. The training workshops were held in consideration of the Rwenzori's vulnerability to conflict and urgent need to promote peace and human rights in the region. A total of 65 (M50 and 15F) participants including cultural leaders, security agencies, political leaders, civil society organizations, religious leaders and the media attended the trainings.

**Human Rights Education and Communication (IEC) materials:** Over 100,000 IEC materials were produced by the Sector, with a greater focus on civil and political rights, the national elections held in January 2021, and also mainstreaming HRBA in the observance /enforcement of SOPs for the prevention of COVID-19. For instance, the UHRC produced and disseminated to the public 69,099 physical IEC materials in various languages. These IEC materials are now produced and disseminated during meetings and community outreaches, but more online. With the expanded use of online platforms, the Sector found a cheaper and far-reaching platform to share human rights information. The theme focus included sexual gender-based violence, election related information, duties and responsibilities of citizens, early and forced marriages, mob action, rights of older persons, rights of suspects, PPTA, citizen rights and responsibilities in elections, observing human rights during enforcement of COVID-19 SOPs. The IEC materials helped the community members to appreciate various human rights concepts outlined in the respective materials produced and distributed. The duty bearers able to also appreciate HRBA principles and apply them in public service delivery. Building human rights knowledge among the citizenry has a positive correlation with a reduction in human rights violations.

### Community baraza/kraal Meetings

Subject to observance of COVID-19 SOPs, the sector also raised human rights awareness engagements to enhance awareness on human rights standards and citizen responsibilities. Community sensitization meetings continue to serve as an effective and highly appreciated avenue of creating human rights awareness. The UHRC, that leads this initiative carried out 102 community meetings in 33 districts reaching out to 10,831 community members (6,014M, and 4,817F). The disaggregated detail is illustrated in the table below.

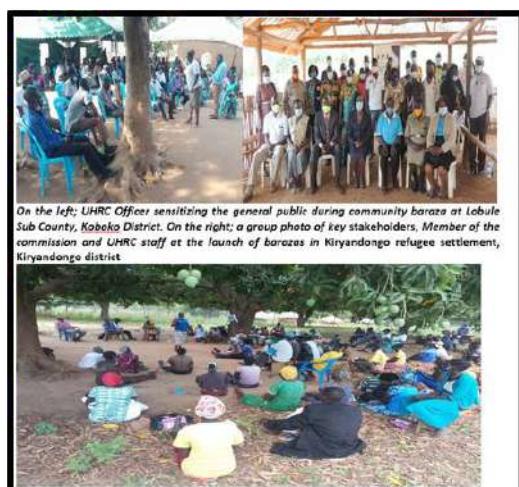


Table 75 Attendance during Baraza and Kraal meetings

Region office	No of baraza	No of participants			Age group				PWDs	Migrant refugees
		Male	Female	Total	0-17	18-30	31-59	60+		
Arua	8	568	242	810	26	295	424	65	16	0
Central	3	349	247	596	114	227	246	9	14	0
Gulu	31	1028	1234	2262	173	830	1074	185	32	159
Fort Portal	16	902	620	1522	138	681	633	70	0	290
Hoima	5	90	213	303	36	138	110	19		293
Jinja	13	929	561	1490	238	407	743	102	36	0
Masaka	9	721	427	1148	101	477	530	40	1	0
Moroto	5	410	562	972	21	315	539	97	0	0
Soroti	13	1017	711	1728	209	581	768	170	17	0
Total	102	6014	4817	10831	1056	3951	5067	757	116	742

During the barazas drama skits (music dance and drama) were employed to organize and simplify the awareness message to public. The skits depicted different human rights issues and participants acquired knowledge and skills on the right to vote, domestic violence, and rights of citizens during elections among others and where to report human rights violations during elections. The Participants acquired knowledge on human rights, duties and responsibilities, UHRC Mandate, Case Management by Police, Land rights, rights of children, and implications of early and forced child marriages among others. M&E impact evaluations by the UHRC revealed that barazas imparted information, knowledge and skills on human rights hence creating change of attitude (behavioural change) and promotion of a culture of respect for human rights.

### Community Voices on Impact of Human Rights Awareness Building

*"I used to be beaten often by my husband, almost three times a week. But ever since the UHRC team came and sensitized the community on dangers of domestic violence and acts of domestic violence being unlawful which we both attended, now each time he wants to start beating or fighting, I remind him that I got contacts of UHRC where I can report his behaviours easily. I no longer experiences acts of domestic violence in form of beatings"- A respondent from Nakapiripirit district, names withheld.*

*"The Police of Palorinya used to demand for money before releasing suspects (police bond was not free) but during the community baraza meeting conducted by UHRC, we were told that police bond is free and hence we stopped giving money to police and they also no longer demand for it". A respondent from Palorinya Sub County in Obongi district.*

### Human Rights and Civic Education on Wheels

The UHRC civic education van continues to serve as a versatile means of promoting human rights in distant communities, trading centres, and along travel paths. Through roadshows in 81 trading centers/villages of Mubende, Rakai, Kyotera, Butebo and Bundibugyo districts. A total of 2,127(1,268M and 859F) were sensitized on different themes which included rights/responsibilities of refugees, land rights, children's rights, rights of suspects and on the mandate, powers and functions of the UHRC, Domestic Violence, causes, effects and possible solutions, UHRC mandate and functions, Concept of human rights, duties and responsibilities, Women rights and domestic violence in perspective, Business and human rights, right to vote and implications of domestic violence.

Region office	Districts	No of villages	No of participants			Age group				PWDs	Migrant refugees
			M	F	Total	0-17	18-30	31-59	60+		
Fort Portal	2	6	264	156	420	83	194	115	28	5	425
Central	1	20	380	308	688	61	137	476	14	12	0
Jinja	1	45	251	190	441	35	269	103	34	0	0
Masaka	2	10	373	205	578	108	230	231	9	1	0
Total	6	81	1268	859	2127	287	830	925	85	18	425

**Human Rights and Peace Clubs:** The outbreak of COVID- 19 across the globe led to a shutdown of education institutions in Uganda. This greatly affected the Commission's engagement with the youth through human rights and peace clubs. However, with the slight easing of the COVID- 19 restrictions enabled candidates to report back to school. The Commission engaged a total of 468 (249 males and 219 females) students in Kasese (Bright Academy SS), Kakumiro (St. Edward Bukumi S.S, St Paul S.S, St.Albert Kakindo S.S ; St Joseph Kasambya S.S, Nalwendo S.S and Uganda Martyrs S.S.S. Others are; Kibaale (St Kiligwaijjo S.S, Notre Dame Act John S.S, Buyanja S.S and Bwamiramira S.S) districts-Daisy. The students acquired knowledge about human rights, children's rights and obligations, GBV and the mandate and functions of the UHRC, right to vote and the electoral processes hence deeper knowledge and appreciation of the principle human rights and responsibilities.

**Human Rights Promotion through electronic Media :** The UHRC conducted 60 radio talk shows on 23radio stations on different human rights themes and areas of focus. In addition, 6,082 spot messages were broadcasted on48radio stations across the country in human rights standards and basic information on where to seek redress. This media messaging complements the other forms of human rights promotion, and collectively this accounts for increased consciousness of human rights among the Ugandan population. During the radio talk shows a total number of 84listeners (63male, 21female) called in and inquired about the various UHRC services, toll-free lines, and legal guidance.



UHRC teams conducting radio talk shows at 88.7 Ateker F.M and Mboggo FM radio stations in Moroto and Mityana District respectively.

Through the media engagements, the public acquired knowledge on the UHRC mandate, legal frameworks, and observance of human rights in the election period. More specialised information was provided in respect to responsibilities of citizens in regards to national elections, the rights and responsibilities of voters and political candidates during electoral process, mental health, rights and responsibilities of different stakeholders in the elections.

This involved a call to shun voter bribery, promote peaceful elections and avoid violence, and information on the redress mechanisms concerning human rights issues. The sector also embraced *infotainment* to promote human rights awareness. Drama series on human rights were produced and used to communicate human rights in context, with a view of relating with the public in a more visualised and practical manner. A total of 243 drama episodes/series were developed and translated in 15 local languages were aired in 10 regional offices. Furthermore, 45drama skits were produced and aired out on Simba FM in Luganda which enlightened the citizenry about peaceful co-existence, tolerance, and respect for human rights.

This human rights empowerment has become more visible in public dialogue and discourse. There is increased depth in discussion of not only democratic governance issues but more specifically human rights concerns. This is the multiplier effect of JLOS efforts, complemented by the various human rights leaning CSOs. In addition, media houses have organically created space and specialised programmes to

discuss human rights concerns and the public participates and engages from a relatively more informed point of view.

### 2.2.2 Information dissemination on HRs enhanced

Information dissemination on human rights is closely linked to the previous output with a major focus on public awareness and development of IEC materials. As earlier noted, the UHRC developed and disseminated over 100,000 IEC materials on human rights. In addition, UHRC commenced the process of procuring 5,340 copies of the translated UHRC Complaints Handling Guide Pocket Book in Luo and Luganda. Equally procurement of 5,340 copies of the translated UHRC complaints handling guide pocketbook in Runyankore, Rukyiga, Runyoro and Rutoro is ongoing. Further, the Commission monitored Kiryandongo, Nyaumamzi, Palabek, Rwamwanja, Kyaka II, Nakivale, Oruchinga, Bidi bidi and Palorinya refugee settlements to establish their operations, adaption measures and human rights concerns arising from the COVID-19 pandemic.

Further, as part of leveraging the increase in use of internet platforms especially among the youth, developed human rights application that is accessible on smart phones. This embodies UHRC's existing systems of human rights education to promote citizens access to instant human rights education and information for the enjoyment of their rights, fulfilment of their duties and responsibilities. The UHRC Human Rights Education APP ensures availability of information for the promotion and protection of human rights a. The APP provides timely, efficient, and effective information services to the citizens of Uganda, eases access to human rights information and has a feedback channel for the improvement of UHRC services. This is in addition to existing efforts to disseminate human rights information to anyone who needs it.

### 2.2.3 Environmental and ESCR (Economic and Socio-Cultural Rights) promoted

Environmental and ESCR rights have moved into the central focus of human rights promotion and enforcement. Multiple interventions to underscore the importance and realisation of ESCR are to be embraced by JLOS in partnership with non-state actors such as the Institute of Social and Economic Rights (ISER). The focus is largely on welfare and descent conditions for targeted persons such as persons living in detention facilities, entitled UPF and UPS officers, and special interest group such as PWDs.

**Welfare and living conditions of detained persons:** The daily average population of prisoners in custody has been on the upsurge from 32,365 prisoners in FY2011/12 to 61,614 prisoners in FY2020/21 – an annual growth of 7.3% against the 3.0% National Population growth. This exerts pressure and further constrains the already limited resources available to the UPS. Efforts to enhance the capacity of the judiciary in terms of increasing appointment of judicial officers and allocation of resources is also expected to progressively enhance case clearance ease the burden on the UPS whose congestion capacity has reached 321.1%.

As part of ensure proper welfare of prion in-mates, the UPS looked after a daily average of 60,540 prisoners; provided them with necessities of life; meals, clothing, beddings, sanitary items and other necessities); provided 2,632 (100%) female prisoners with sanitary towels; looked after 219 babies who are staying with their mothers in Prisons; dressed 10,389 uniformed staff with a pair of uniform; and supported all human rights desks and committees in all 259 stations 3,570 inmates enrolled under the prisoners' earning scheme for economic benefits from paid activity. Further, sentence planning and management was conducted for all convicted Prisoners while a total of 237 convicted prisoners were released on their due date.

In terms of health services, the UPF expanded police medical facilities from 70 to 94. This supported and facilitated the management of COVID-19 through provision of PPEs, establishment of an isolation center at Nsambya, and 83% of staff were vaccinated with 1st dose of the jabs. Police lost 8 personnel out of the 246 that tested positive with COVID-19. Similarly, the UPS commenced the phased construction of the staff clinic which is currently at roofing stage with trusses already fixed. In addition, to minimise opportunistic infections and prevention of possible spread of disease, indoor residual spraying was conducted in 13 Prison units. 90% (30,204/33,561) of the newly admitted prisoners (26,794M, 3,410F) in all prison units were medically examined on admission into the respective Prison units.

The UPS, as all part of society suffered the impact of the COVID- 19 Outbreak. However, the following measures were taken to contain and minimise its spread and negative effects.

- a) Established and is operating 5 COVID -19 treatment centers at Kitalya, Gulu, Jinja, Mbarara and Moroto
- b) A total of 1,119 COVID - 19 cases were diagnosed and successfully treated at the established prisons COVI treatment centers – 1,015 inmates, 79 staff and 25 relatives to staff.
- c) Provided the necessary COVID -19 supplies including protective equipment to facilitate the response and protection of response officers.
- d) Established & managed 83 facilities as detention centers for new prisoners to control the possibility of COVID - 19 contaminations of other prisoners.
- e) Instituted a COVID-19 surveillance system which provided sample collection services even to surrounding districts as health workers got contaminated & went into isolation

Overall, mortality rate among prisoners reduced from 4.3/1,000 to 3.8/1,000 Prisoners against a JLOS-UPS annual benchmark of 2.9/1,000 prisoners. It should be noted that the national mortality benchmark stands at 7.0 per 1000. The reduction in mortality rate is a cumulative indicator of improved prison conditions, notwithstanding the fatal effects of the COVID-19 pandemic world wide.

The Sector continued to support infrastructure development to improve living conditions of detained persons and entitled officers of the UPF and the UPF. The UPF constructed 24 new District Police Headquarters bringing the number in Own police buildings to 69 of country coverage. These come with improved detention facilities of suspects, and a total elimination of soil-bucket system. In the same vein, construction of 4 prisoners' wards at Rukungiri Prisons is on-going site clearing and resource mobilisation is on-going. The procurement process for the materials for the construction of Ntungamo Prison is at contract award stage, and this construction will be implemented through force on account mechanism. UPS completed construction of a new prison at Mutufu, and expansion of Masaka prison. These developments have led to increase in the UPS holding capacity from 19,886 to 19,986 prisoners and decrease in the levels of congestion from 322.1% to 321.1% despite the increase in prisoner population by 0.5% (from 63,851 June 2020 to 64,186 June 2021). However, escape rate increased from 5.9/1,000 prisoners to 7.7 per 1,000 prisoners this was due to the Moroto mass escape incident.

To enhance security, it completed chain link fencing of Kotido, Amita and Moroto prisons. In the same spirit, solar lighting systems were installed at Amita, Kotido and Kaabong to improve security. Procurement of assorted security equipment to enhance security of prisons is on-going – pending Solicitor General's approval.

**Economic support and welfare of entitled UPS and UPF staff:** The UPS staff welfare was improved through completion of construction of the green house project at prison; establishment of a greenhouse project in Gulu prison to support staff spouses is on-going. Other social welfare programs that were conducted during the reporting period include establishment of staff canteens, guidance and counselling and holiday training for staff children in all 16 regions.

Economic concessions and supported is extended by Government to UPF and UPS staff. UPS Staff Duty Free Shop materials were procured and distributed to all regional and sub-regional stores and 159 staff benefited; Operations of the Prisons SACCO were enhanced through increased membership has increased from 9,200 to 10,283 members, Loan Portfolio is shs.6.2bn, Asset Portfolio is shs.7.5bn, share portfolio is shs.4.39bn and savings portfolio of shs.1.35bn. Similarly, the UPF fully established the Police Exodus SACCO with 37,000 membership and with over UGX 9.2bn in savings. The UPF provided construction materials to 9,000 officers at tax free prices through the duty-free scheme that is operating in 12 regional branches. In addition, UPF officers benefited from government programs such as, NAADS and Operation Wealth Creation to establish family projects for police spouses with a view to improve family income. Activities such as growing vegetables, goat and chicken rearing in the various Police barracks were supported.

Accommodation of entitled officers of the UPF and UPS has been progressively improved. During the reporting period, the UPS construction of 531 staff housing units for staff at Sheema, Mutufu, Nwoya, Kyenjojo and other prisons is on-going. (Completed – 74 units, foundation - 62 units, roofed -58 units, Ring Beam - 78 units, window level – 30units, plastering 198 units and painting- 31units). Further, procurement of 20 acres at Kyenjojo (15 acres) and Sheema (5 acres) is on-going – pending Solicitor General’s approval. In addition, the UPF constructed 480 staff housing units (420 in Naguru and 60 in various parts of the country). These are depicted below.

In terms of health, the UPS promoted health of staff and prisoners through supporting 614 (128 females) staff and 1,067 prisoners (157 females) on admission, living with HIV/AIDS with nutritional support and drugs for treating opportunistic infection. In regard to outpatient services, a total of 122,601 (122,034 males and 567 females) new patients were treated of various illnesses and ailments, and 2,003 were afforded in-patient medical treatment.

**Addressing Vulnerability and Mainstreaming rights of PWDs in JLOS:** The Sector continues to apply a dual approach to promotion rights of vulnerable groups. Both framework development for improved services delivery and dialogue to advocate for greater inclusion have been implemented. JLOS contracted a consultant to develop an Action Plan to Mainstream Rights of PWDs in JLOS service delivery process and ensure greater access to justice for PWDs. This is part of the undertakings of deepening the observance of human rights and promoting the rule of law. The Action Plan is intended to operationalize Government’s Policy and legislation on persons with disabilities within the JLOS (Access to Justice Sub-Programme of the Governance and Security Programme). The Action plan will identify areas of redress, necessary adaptations /changes to be made by different JLOS institutions in terms of infrastructure and processes, to accommodate PWD in service delivery. The Action Plan will complement the rules on handling cases of PWDs previous issued by the Rules Committee of the Judiciary.

In addition, specialised training for staff to appreciate sign language communication has been picked up by JLOS institutions that have a direct engagement with the public in service delivery. For instance, during the year, the JSC trained four staff in sign language to enhance their communication skills and effectively communicate with PWDs. The proposed JLOS Action plan on mainstreaming PWD will provide a comprehensive approach on accommodation of rights and interests of PWDs in access and administration of justice.

During the reporting period, the UHRC held a virtual Dialogue with 71 (30M and 41F) participants on the rights of vulnerable persons with a special focus on older persons and PWDs. The Dialogue was attended by various MDAs, CSOs, Disabled Persons Organizations, Older Persons, Persons with Disabilities, a member and officials from Parliament. As a result, practical measures, strategies and ways on how best to promote and protect the rights of older persons and Persons with Disabilities in the context of COVID-9 were developed including ratification of the Protocol to the African Charter on Human and Peoples Rights on the rights of Older Persons, Enactment of the Older Persons Bill among others. The dialogue resolved that the Uganda Communications Commissions should monitor and put stringent measures on the media houses especially the Televisions to always have sign language interpreters in all the programmes, Ratification of the Protocol to the African Charter on Human and Peoples Rights on the rights of PWDs and Older Persons among others. These resolutions will be followed up to ensure that HRBA accommodation of vulnerable members of society.

Refugees are one of the vulnerable groups that were targeted by JLOS. The JSC held sensitizations in five (05) refugee settlements of Rwamwanja, Kyaka II, Kyangwali, Kiryadongo and Nakivale. About 500 refugees (300 male and 200 female) were sensitized about refugee law, criminal procedure and other laws about administration of Justice. The Commission



A cross section of participants attending sensitization at Kyaka II Refugee Settlement by JSC

conducted sensitization of the vulnerable groups (Batwa, Tepeth, Ikee). They were sensitized about their rights, dangers of domestic violence, and the mandate of the Judicial Service Commission.

**Family and Cultural Rights:** The URSB registered a decline in Marriage registration compared to the previous financial year. This is largely attributed to the COVID-19 pandemic disruptions and SOPs that limited social activity and access to URSB registration centres. Marriage registration or formalisation is critical for enforcement of family and cultural rights associated to the marriage. Succession rights and some parental responsibilities are founded on recognised marriages. The decline in marriage registrations is comparatively illustrated below.

In addition, it conducted field visits to places of worship and trained duty bearers on National Marriage Registration System in districts of Mpigi, Butambala, Gomba, Kamuli, Kaliro, Iganga, Kyangwaali, Hoima, Kikuube, Masindi, Kiryandongo, Nakasongola, Luwero, Nakaseke, Ssembabule, Masaka, Kalungu, Wakiso, Mubende and Kassanda. This was done to ensure that different duty bearers are using national marriage registration system to proper use and also to get feedbacks for improvement.

To enhance the reach and uptake of URSB services, it signed a Memorandum of Understanding with the Muslim Centre for Justice and Law (MCJL) a Ugandan faith-based NGO dedicated to promoting and advancing Justice, Tolerance and Human Rights in Uganda. This was aimed at popularizing the registration of marriages in the Muslim community through running joint campaigns to sensitize and train Muslims about the need to register their marriages. Relatedly, URSB sensitized cultural leaders from Tooro and Busoga regions on registration of customary marriages. As well as sensitized and trained clergy from Archdioceses of Tororo on church licensing and marriage registration. These Archdioceses comprised of the churches in Pallisa, Tororo, Busia, Budaka, Butaleja and Kibuku.

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

Since SIP II, when JLOS development and commenced the implementation of a JLOS Anti-Corruption Strategy in 2012, a lot of progress has been realised. Enhanced criminal enforcement against corruption is visible and currently stands out as the most effective of all anti-corruption efforts of Government. According to the Fourth National Integrity Survey Report (NIS-IV), 2019 (UBOS and Inspectorate of Government, 2020) the gains achieved in combating corruption are mainly attributed to investigation and prosecution of corruption officials at 28.2%. This is closely followed by Political will to fight corruption at 22.9%. This is where JLOS has made the most contribution.

JLOS has also continued to participate in processes to develop more effective anti-corruption frameworks while enhancing enforcement of existing anti-corruption laws. Over the SDP IV period, the Zero Tolerance to Corruption Policy, 2018 (ZTC Policy) was passed, and a new National Anti-Corruption Strategy, 2019-2024 adopted by Government. However, at the macro level, the various reforms have not been sufficient to cause a major positive shift in perceived corruption control rating. This confirms that enhanced anti-corruption legal enforcement amidst the prevailing public apathy cannot warrant a transformative national fight against corruption.

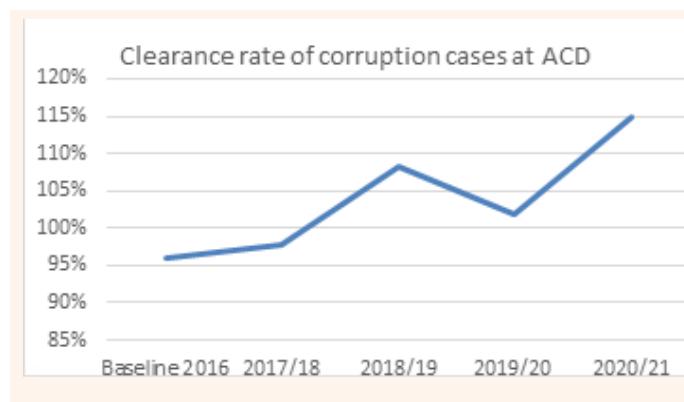
The findings of the Fourth National Integrity Survey Report (NIS-IV), 2019 (UBOS and Inspectorate of Government, 2020) revealed that 76% of respondents were of the view that corruption has increased while 58% had experience corruption in the previous 12 months period. This is corroborated by Uganda's 2020 Transparency International's Corruption Perception Index showing a drop from 0.28 to 0.27. As a result, Uganda's international anti-corruption ranking declined from 137th to 142nd out of 180 countries. Further, the NIS IV revealed that individual efforts to combat corruption ranked very low among respondents, with the highest score of 13% having stood up against forgeries and embezzlement. This prevailing apathy

is complicit to growing levels of corruption in Uganda. While only 37% of the respondents would report corruption to responsible institutions, a substantial 32% held the view that there is nothing they can do. In effect, enhanced legal enforcement with the prevailing public apathy continues to undermine the national fight against corruption. Therefore, there is now a scaling up of JLOS efforts in collaboration with partners across government and non-state actors in the fight against corruption through *inter alia* citizen oriented collective action.

During the reporting period, JLOS anti-corruption performance remained commendable across tracked indicators. This is illustrated below;

Table 76 Output indicators

Performance Indicator	Baseline 2016	2017/18	2018/19	2019/20	Target 2021	2020/21
Clearance rate of corruption cases at ACD	96%	97.7%	108.3%	101.9%	98.7%	115.6%
The clearance rate of complaints against lawyers, police, judicial officers.	75%	97.7%	111%	61.85%	98.9%	97.2%



The JLOS focus in the fight against corruption is three dimensional; prevention, detection and punishment. This is guided by the JLOS Anti-Corruption Strategy and national anti-corruption frameworks. As seen from the graph below, the Sector has maintained an upward trend in the clearance of anti-corruption cases in the system partly due to strengthened anti-corruption affirmative action and coordination among the agencies involved in processing of such cases.

Internal accountability among key JLOS institutions including the UPF, Judiciary, and the ULS has maintained a positive trajectory from the previous financial year. The Sector registered an average of 97.2% clearance of complaints, with the JSC positing 183%, the Law Council registering 68.3%, and the UPF/PSU positing a 40.2% complaints clearance. The UPF received the largest volume of complaints amounting to 2,226. A total of 1,341 were registered and handed over to the Police Court, while 885 remained under inquiry/ The UPF managed to clear 540 complaints during the period. This depicts a 40.2% clearance rate by the UPF Courts. This broad capture of complaints is a reflection of citizens responsiveness to claim for their rights when violated and also the wide spread of UPF internal accountability mechanisms. The PSU is decentralised and there are human rights legal desks in all 28 police regions that capture complaints misconduct and human rights violations.

### 2.3.1 Anti-corruption laws updated and enforced

JLOS participated and supported various legislative reforms for anti-corruption, most of which did not require additional funding. In light of the limited funding, only the dissemination of the NIRA anti-corruption strategy was supported as illustrated below.

Table 77 Progress of implementation of planned activities

Planned activity	Institution	Budget	Release	Progress
Dissemination of the Anti-corruption framework	NIRA	75,880,000	75,880,000	NIRA did not undertake the dissemination during the course of the financial year because of various limitations including the COVID-19 limitations.

NIRA was previously supported to develop an institutional anti-corruption framework, however, dissemination process did not take place during the course of the reporting period, because of the COVID-19 disruptions and limitations on movement. The anti-corruption framework is tailored along JLOS and National Anti-Corruption Strategies.

Through collaborations with the Accountability Sector, the JLOS continued to develop new and followed up the completion of most pending anti-corruption legislation in regard to asset recovery, Amendment of the Anti-Money Laundering Act, Amendment to the Leadership Code Act, development of the Witness Protection Law, and Asset Recovery confiscation rules under section 67A of the Anti-Corruption Act. The update and enforcement processes are segmented and shared among JLOS, the Accountability Sector, and the Legislature. The status and progress on various frameworks are summarised in the table below.

Table 78 Progress on Development and Progress of Anti-Corruption Legislation and Strategy

Legislation / Policy	Purpose	Action	Status
Proceeds of Crime Law	Provide for comprehensive recovery of illicitly acquired wealth and civil options.  Also provide for mutual legal assistance in recovery of proceeds of crime.	Legislative development	RIA completed. Study report complete, and draft principles developed. Awaiting stakeholder review and validation
Witness Protection Law	Provide for mechanisms of State protection of key witnesses at risk in sensitive and grand cases, including corruption cases.	Regulatory Impact Assessment	RIA completed. Extensive consultative process to follow.
Asset Confiscation Rules (Sec 67A - ACA)	Rules to guide confiscation and recovery orders to be applied by asset receivers and managers.	Initiating legislative development	To be considered next financial year.
Leadership Code (Amendment) Act, 2021	Expansion of scope of declaration of income, assets and liabilities to include all public officers, and provide for offences with corresponding penalties, and extend jurisdiction of Leadership Code Tribunal.	Enforcement of law.	Enacted by the Parliament and assented to by H.E. the President.  Enforcement commenced and ongoing.
Zero Tolerance to Corruption Policy, 2018	Implementation of overarching national anti-corruption framework for law enforcement.	Dissemination and implementation.	Introduced to Forum of Permanent Secretaries for enforcement at institutional level.  Integrity Focal Persons for all MDAs appointed.  ZTC Policy Steering Committee put in place to oversee implementation in regard to social accountability.
National Anti-Corruption Strategy, 2019-2024	Articulation of the national strategic priorities and focus, and providing actionable interventions to prevent, detect and	Implementation ongoing.	ZTC Policy Steering Committee put in place to oversee implementation in regard to social accountability.

Legislation / Policy	Purpose	Action	Status
	respond to corruption by all stakeholders		
Regulations under the Anti-Money Laundering Act, 2013	To specifically guide the implementation of the Anti-Money Laundering Act, 2013.	Not commenced yet.	Not commenced yet.
Anti-Money Laundering (Amendment of Second Schedule) Instrument, 2020	Expansion of second schedule to provide for virtual assets and flat currencies.	Enforcement of law.	Issued and gazetted. This is underenforcement. Enforcement of laws.
National Anti-Money Laundering Strategy 2020/21-2024/25	Guide implementation and coordinated enforcement of AMLA.	Implementation	Approved and implementation ongoing.

In bid to improve Uganda's anti-money laundering rating by the FATF, the ODPP working with Accountability Sector institutions finalised the National Anti-Money Laundering Strategy 2020/21-2024/25 to facilitate enforcement of the Anti-Money Laundering Act. The strategy was approved by the Minister of Finance, Planning and Economic Development in December 2020. As a member of the UAML/CFT, the ODPP engaged with the ICRG of the FATF in January 2020, one of the deficiencies that was identified in Uganda's compliance with the FATF Recommendations was the absence of the National Anti-Money Laundering Strategy. Uganda agreed to develop a National Anti-Money Laundering Strategy in an Action Plan that was agreed upon with FATF. The UAML/CFT has since been working on the Strategy, which was finally concluded, approved and is now being implemented.

The enforcement of the anti-corruption legislation is not an exclusive preserve of the JLOS. However, JLOS plays a substantive role especially in anti-corruption law enforcement and adjudication. This has registered a major contribution to the national progress in the fight against corruption. The ODPP performance highlights of corruption prosecution and asset recovery are illustrated in the table below.

### ODPP Anti-Corruption Enforcement Highlights

- 183 cases prosecuted by ODPP, of which 64 cases were concluded.
- ODPP corruption case conviction rate of 80%.
- All 35 persons convicted were barred from holding public offices for 10 years.
- 13% proceeds of crime were recovered against the minimum target of 10%.
- The ODPP secured a Forfeiture Order for Anti-Malarial Drugs worth Shs.28,000,000/. The drugs were eventually handed over to the Kawempe National Referral Hospital on the advice of the PS of Ministry Health.

**Prosecutorial Efficiency in Corruption cases:** The enforcement of the Anti-Corruption Act 2009 is a shared responsibility between the ODPP and the IG. The ODPP directs investigations through *inter alia* prosecution led investigation and also prosecutes sanctioned cases before the anti-corruption court. During the reporting period, the ODPP 56% of prosecution led investigations into corruption & money laundering crimes were concluded within 66 business days against the target of 65%. 82% of Corruption and money laundering cases prosecutorial decisions were made within 55 business days against the target of 75%.

**Prosecutions before the Anti-Corruption Court:** ODPP prosecuted a total of 183 cases, 64 of which were concluded with an overall conviction rate of 80%. Out of the 183 cases that were prosecuted, 14 were in the High Court whose combined value is UGX36,697,523,030/. 35 of the concluded cases were convictions, 8 were acquittals, 1 case was dismissed, and 20 cases were withdrawn. Plea bargain is gaining momentum

with 20 of the 35 convictions arising from plea bargain agreements. UGX384,691,333/= was recovered from the plea bargain negotiations and agreements reached during the year.

To enhance coverage, the ACD decentralised the prosecution of some cases to different High Court circuits. Court sessions were held in High Court Circuits and Magisterial areas, where the offences were committed to expedite their disposal. This is done in cases where either majority or all prosecution witnesses are resident in such upcountry stations. 10 upcountry sessions were held in different magisterial areas including: Lira, Mbarara, Arua, Tororo and Jinja during the FY 2020/21. In all these sessions, prosecutors and drivers were facilitated to travel to the respective upcountry stations to prosecute the scheduled cases. The prosecution performance is graphically illustrated in the table below.

Table 79 Summary of ODPP Prosecution of Corruption and Money Laundering Cases

Case Stage	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
New Cases registered in Court	25	18	4	12	59
No of Hearings handled	116	167	203	183	669
No. of Mentions Handled	91	105	62	40	298
Convictions	08	09	07	11	35
Acquittals	05	01	02	NIL	08
Dismissals	01	NIL	-NIL	NIL	01
Withdrawals	05	06	04	05	20
Conviction Rate	52%	89%	78%	100%	Overall Conviction Rate = 80%

In addition, the ODPP also prosecuted 66 appeals in corruption and money laundering cases before different Appellate Courts. These include the Supreme Court (12 cases), Court of Appeal (31 cases), and High Court (23 cases).

**Recovery of Proceeds of Crime:** Arising from the concluded cases, ODPP secured Compensation Orders in different currencies, amounting to UGX1,067,804,273/=, USD 220,015, Australian Dollars 104,00 and KSHS 7,000=/. 13% of the proceeds of crime were recovered out of orders issued against the minimum target of 10%. This performance under asset recovery is attributed to the use of plea-bargain and flexibility in payments terms allowing for instalments. However, compare to the previous year, there was a decline in performance from 24% posited in 2019/20. The asset recovery performance was negatively affected by COVID-19 limitations especially during lockdown. Other constraints included complexity of cases, lengthy investigations in corruption cases, and delays by other stakeholders involved in the cases where ODPP has no control. The table below provides a summary of asset recovery performance by the ODPP during the reporting period.

Table 80 Recovery of Proceeds of Corruption

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
Value Compensation Orders awarded by Court	SHS.290,807,873 USD 202,015 104,000 Australian Dollars KSHS 7,000	SHS.126,800,000	SHS.351,750,000	SHS.298,446,400	SHS.1,067,804,273 USD 202,015 104,000 Australian Dollars KSHS 7,000
Compensation Amount Recovered	SHS.51,745,333	SHS.195,500,000	SHS.35,000,000	102,446,400/=	SHS.384,691,733

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
Forfeiture Orders	-	-	Anti-Malarial drugs valued at SHS.28,000,000	-	SHS.28,000,000
Fines	SHS.23,300,000	SHS.33,800,000	SHS.34,360,000	SHS.34,800,000	SHS.126,260,000

The ODPP has strategized to enhance its efforts to recover more illicitly acquired assets especially in cases where there are no appeals to the higher courts. The reasons for the low performance include.

- i) Recovery of assets is limited to only after an accused person has been convicted of a criminal offence;
- ii) Stay of execution arising from appeals by the convicts puts on hold asset recovery proceedings. In many cases, convicted persons prefer to exhaust all appellate levels before asset recovery and this usually takes long;
- iii) Delayed investigations arising out of logistical challenges, such as lack of transport and duty facilitation, to carry out investigations pertaining to the identified properties;
- iv) When corruption cases are reported, the emphasis during investigations is to obtain evidence to support the prosecution of the offences alleged to have been committed rather than the proceeds of crime and/or asset tracing;
- v) Post-conviction asset recovery investigations carried out when the assets are already disposed of;
- vi) Complexity of the execution process;
- vii) Redeployment of trained investigators after they have gained knowledge and experience in asset recovery;

Common challenges that negatively impacted performance were the COVID-19 pandemic control measures that limited mobility and enforcement. However, the ODPP staff at ACD were able to remotely work at home and physically report to office on a rotational basis, in observance of the COVID-19 SOPs. At some point proceedings at the ACD were temporarily suspended to minimise the threat of infections. To move forward the ODPP, ACD, and other institutional users of the Court developed adaptive work guidelines in line with the Ministry of Health and Ministry of Public Service guidance. ODPP management increased the number of staff at ACD by 3 Prosecutors to enable rotational working schedules, bringing the total number of prosecutors to 16.

**Performance of the ACD Court:** The Anti-Corruption Court Division (ACD) posited a corruption case clearance rate of 115.6% with a disposal rate of 48.5%. In addition, prosecutions at the ACD registered convictions of 80% and 46% for the ODPP and IG respectively. The overall conviction rate for the ACD dropped to 46.6%. The performance of the ACD remained outstanding for a further successive year with the disposal rate of 48.5% which is above the average disposal rate of 37.9% among all the High Court Divisions. The ACD performance is illustrated in the table below for the year under review;

Table 81 The ACD performance

Case category	Brought Forward	Registered	Completed	Pending	Clearance Rate
AC-Criminal Appeals	13	17	20	10	117.6%
AC – Criminal Misc. Applications	9	37	41	5	110.8%
AC – Criminal Offences	223	94	125	192	132.9%
AC-Criminal Revisions	1	7	7	1	100%
AC-Criminal Sessions	19	14	6	27	42.8%
AC-Misc. Causes	-	23	23	-	100%
<b>Total</b>	<b>265</b>	<b>192</b>	<b>222</b>	<b>235</b>	<b>115.6%</b>

Despite the complexity associated with corruption cases, the ACD on average completes annual more cases than those that are filed. For the past five years, the average case clearance at the ACD for the five years running is 101.7% and average case disposal of 46.1%. The excellent performance is matched with a high conviction rate by the ODPP for corruption cases of 80% in the year under review. The ACD performance trends lay out over the past five years is illustrated in the table below.

Table 82 ACD Comparative Case Clearance and Disposal 2016/17 to 2020/21

Annual Period	Cases Filed	Case Load	Cases Completed	Case Clearance	Case Disposal
FY20/21	192	457	222	115.6%	48.5%
FY 19/20	259	525	254	98%	48%
FY18/19	253	530	274	108%	52%
FY17/18	174	426	170	98%	40%
FY16/17	327	589	210	89%	42%

Overall, improved enforcement of anti-corruption laws has been realised over the SDP-IV period 2017-2021. From a case clearance rate of 89% in FY2016/17 to 115.6% in FY2020/21 is a clear demonstration of this. The NIS-IV survey that was conducted by UBOS and the IG lend credence to this in its findings to the effect that; the gains achieved in combating corruption are mainly attributed to investigation and prosecution of corruption officials at 28.2%. This is closely followed by political will to fight corruption at 22.9%.

To enhance enforcement of anti-corruption laws, JLOS supported various knowledge building activities for its staff and members of the public. Training and awareness building advocacy events for the public have been variously undertaken. The ULRC conducted awareness creation and advocacy for the Anti-Money Laundering Act, 2013 (as amended in 2017). This was intended to enhance capacity of the various duty bearers under the Act, that include private entities such as commercial banks and law firms, in dealing with money laundering issues. Specifically, the exercise enhanced knowledge awareness of the Anti-Money Laundering Act among law enforcement officers, has increased compliance with the Act, and created awareness of obligation's accountable persons to realise the full effect of the law. Corresponding IEC materials were prepared and training for duty bearers was carried out.

### 2.3.2 Corruption in JLOS institutions detected and investigated

Detection of corruption in JLOS takes multipronged approaches, involving both administrative and criminal justice efforts. As a given, internal and external audit functions are routinely undertaken and recommendations implemented. In addition, inspections and complaints handling mechanisms are in place to ensure that concerns, are addressed and feedback provided to especially users of JLOS service.

During the year, funds for the planned activities on intelligence gathering and investigation of corruption by UPF and JSC were not released. However, routine interventions based on regular inspections and supervision were implemented to detect and investigate corrupt practices.

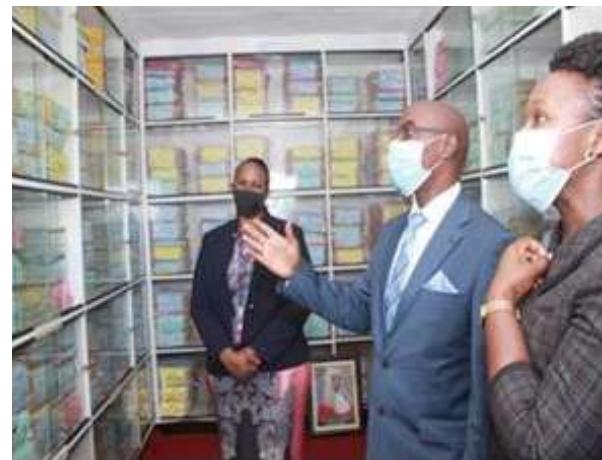
Table 83 Progress on planned activities

Planned activity	Institution	Budget	Release	Progress
Investigation of 975 human right cases and corruption cases against UPF personnel.	UPF	97,500,000	No release	
Pro-active based investigations/ Intelligence -based investigations of corruption cases course (8 officers)	JSC	189,000,000	No release	

The Sector has sustained two major administrative interventions for detection of corruption; conduct of inspections and addressing complaints from members of the public. The Judiciary, through the Inspectorate of Courts (IoC) investigated 438 complaints, inspected 105 Courts out of 144 Courts targeted in accordance

with the Inspectorate checklist. This translates into a 73% target achievement. In addition, arising from the complaints and inspections conducted, eight Judiciary Disciplinary Committee Meetings were held.

To complement the work of the IoC, the Hon. Principal Judge inspected a total of 173 Courts. The purpose of inspections conducted was to help ascertain; (i) the staffing levels at different Courts in the High Court Circuits as well as Court attendance registers and diaries; (ii) the conditions of service and challenges faced in service delivery; (iii) workload at the different Courts vis-à-vis the statistics of cases; (iv) condition of physical infrastructure; and (v) state of record keeping in the Courts. In addition to this, the inspections helped to shed light on; (i) good practices that will help improve service delivery in the Judiciary; (ii) the future plans of the Judiciary that will improve the conditions of delivery of justice; and (iii) providing advice and counsel to the staff against bad vices that hamper service delivery in the Judiciary.



As a result of the inspections and open-door policy to engage with users of services of the Judiciary, the Office of the Principal Judge received 623 complaints and handled 609. This clearance of 97.7% of the complaints received during the period depicts a paradigm shift of zero tolerance for corruption, poor services and demonstrates a leadership that is committed to ensure users of justice services have their needs addressed. The trend of complaints is illustrated below.

Table 84 Summary table showing complaints received and handled by the Office of the Hon. Principal Judge

Month	Number of Complaints received	Number of Complaints Acted upon	Number of Pending Complaints	Percentage Performance	Reason for Pending Complaints
July 2020	43	43	None	100%	N/A
August 2020	61	61	None	100%	N/A
September 2020	59	59	None	100%	N/A
October 2020	52	52	None	100%	N/A
November 2020	64	64	None	100%	N/A
December 2020	39	39	None	100%	N/A
January 2021	53	53	None	100%	N/A
February 2021	60	60	None	100%	N/A
March 2021	57	57	None	100%	N/A
April 2021	55	55	None	100%	N/A
May 2021	37	37	None	100%	N/A
June 2021	42	28	14	66.70%	Still under investigation/ perusal of files
<b>TOTAL</b>	<b>623</b>	<b>609</b>	<b>14</b>	<b>97.70%</b>	<b>2.30%</b>

In many cases, the dissatisfaction with JLOS services, especially regarding the realisation of the fruits of litigation, is tainted by unprofessional bailiffs. The Office of the Chief Registrar (CR) performed quality assurance by inspecting Court Bailiffs' premises and disciplining errant Court Bailiffs. The CR's office handled several administrative complaints arising from Bailiffs' misconduct. A total of 97 complaints were disposed of out of 117 complaints registered against Court Bailiffs. Ensuring professional service delivery to the public entails professionalising the entire chain of justice and holding all players in the chain accountable.

Further, as part of its Constitutional mandate, the JSC under the Directorate of Complaints Investigation and Disciplinary Affairs (CIDA) conducted court inspections in 09 High Courts and 17 Magisterial areas, and the Supreme Court. The aim was to find out the judicial quality of services and the issues that affect timely delivery of justice. The Courts of Law remained functional for most of the year, but with manageable disruptions caused by the COVID-19 pandemic. During the court inspections, the following issues that affect administration of Justice were highlighted.

- (i) Some courts are housed in Sub County buildings. Courts such as Kagango court and Bwera court, are still renting in premises that are not suitable for court operations.
- (ii) Many courts, such as Maracha Court, are not operational in terms of having sitting Judicial Officers.
- (iii) The Chief Magistrate of Lira care takes 2 other areas of Dokolo and Alebtong. This negatively affects access to justice in terms of litigants' failure to follow up cases due to transport costs. In other areas, the judicial officers work on rotation to different courts, and as such is not able to attend a specific court on a daily basis.
- (iv) Low staffing as regards support staff in many of the courts. Doubling in responsibilities in which they are not trained has caused a lot challenges in court. In Koboko, for example, the Court Clerk doubles as the Office Supervisor and Cashier.
- (v) Most Judicial Officers in hard-to-reach areas do not have official transport. For example, Koboko Court has no vehicle for the Magistrate yet he also takes care of the Maracha Court. These makes locus visits difficult and also travel to other courts hard.
- (vi) Lack of a clear transfer policy by the Judiciary. Support staff overstaying in one station has been reported to cause a lot of problems for the Judicial Officers as well as litigants. They become unmanageable, lazy and adamant.
- (vii) It was noted that the ODPP staff are not deployed in many places where there are courts. There is a need for ODPP staff in all districts, because their absence directly hampers the work of court. There is need for a State Attorney in Pakwach owing to the fact that files have to be taken to Nebbi for sanctioning.
- (viii) Accommodation for Judiciary staff in hard-to-reach areas is still a challenge. This exacerbates the working and living conditions of deployed officers.

These challenges were shared with the Judiciary and the ODPP to devise the necessary remedial action.

In addition, the JSC received and evaluated a total of 120 complaints, of which only 53 complaints were registered. 67 of the other complaints received required remedies outside the JSC's mandate and the complainants were referred. These complaints were against seven categories of staff as illustrated in the table below;

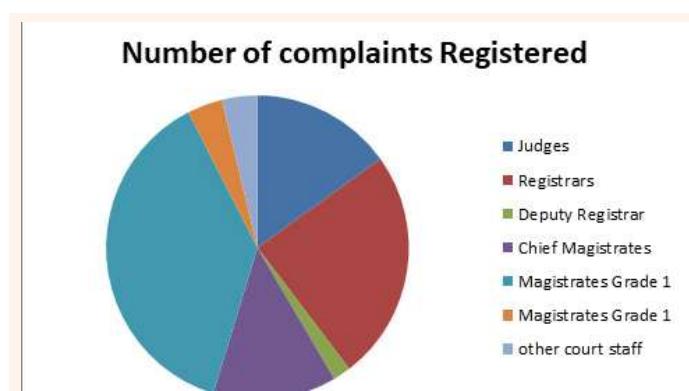


Table 85 Summary of registered Complaints against Judiciary staff for FY2020/21

s/n	Category Complained against	Number of complaints
1	Judges	8
2	Registrars	13
3	Deputy Registrars	1
4	Chief Magistrate	7
5	Magistrates Grade I	20
6	Magistrate Grade II	2
7	Other staff of the Judiciary (Court Staff)	2
	<b>Total</b>	<b>53</b>

The Disciplinary Committee of the JSC registered a 183% complaints clearance rate. It held nine (09) meetings and disposed of 97 complaints in the financial year and the respective actions taken against each of the complaints is illustrated in the table below;

Table 86 Summary of Disciplinary cases handled for FY 2020/21

Action taken	Number of Cases
Severely reprimanded	03
Reprimanded	04
Verbally cautioned	02
Cautioned in writing	02
Recommended for placement training	02
Pending Clearance	07
Reviewed and closed for lack of evidence	77
<b>Total</b>	<b>97</b>

To enhance public awareness on complaints management, the Commission held **08** radio talk shows on anti-corruption and the JSC complaints handling system in the districts of Butaleja, Namutumba, Mubende, Mityana, Kabale, Ntungamo, Kyenjojo and Kibaale. This was to sensitize the public on corruption in the judicial system, forms of judicial corruption, effects of corruption, and strategies to curb corruption in the judicial system all aimed at increasing confidence among the public on the judicial system.

The Disciplinary Committee of the Law Council and the Disciplinary Committee of the JSC handles various complaints during the period that were reported by members of the public. During the year, the Law Council concluded 82 of the 120 targeted complaints reported against advocates in private legal practice. This clearance of 68.3% was a result of 34 disciplinary committee sittings held. Further, as part of quality assurance and ensuring compliance with standards, the Law Council inspected 1,293 law firms, out of which 1,168 were found compliant and issued practice certificates.

The Professional Standards Unit (PSU) of the UPF received 2,226 complaints during the year, and investigated 1,341. These were handed over to the Directorate of Human Rights and Legal Services for redress, including hearing under the Police courts. By close of the financial year, 885 cases were still under inquiry. It is notable that the wide spread distribution of police accountability structures has enhanced public access to seek redress. Of the complaints lodged, 37% of the complaints were reported at PSU headquarters, 27% were reported in Kampala Metropolitan Policing area, and 36% were reported in other policing regions.

Corruption related complaints reported were 98 including; extortion, bribery, and framed up charges. In addition, human rights related complaints were 403 including; over detention beyond the 48 hours, Torture, Assault, and Threatening violence. Disciplinary related complaints reported were 1,725 including; neglect

of duty and other mis-conducts. The police courts disciplinary proceedings heard matters in relation to 540 police officers and those found culpable were ordered to various forms of punishments, ranging from fines to severe reprimand. These are illustrated in the table below.

Table 87 Outcomes of the Disciplinary courts for the different offences

S/N	SENTENCES	NUMBER OF OFFICERS
1	Fined	181
2	Reprimand	165
3	Acquittal	43
4	Communal labour	48
5	Severe reprimand	103
<b>TOTAL</b>		<b>540</b>

Broadly, beyond the public complaints for professional misconduct, over the last 2 years, UPF charged a total of 362 officers in Criminal, Court Martial and disciplinary courts. In the FY 2020/21 alone a total of 193 whose cases were completed were dismissed, discharged or retired in public interest leaving 169 whose cases are still pending in the criminal and Court Martial.

Table 88 (a) sentences to Police officers by the UPF Disciplinary courts

Rank	Dismissal	Discharged	Retired in public interest	Interdicted (case in criminal court)	Interdicted (case in general court martial)
SCP					1
ACP	1				1
SSP					2
SP				1	
ASP	1	1		10	6
IP	1			5	1
AIP		2		5	
SGT& CPL	13	7	6	37	2
PC, PPC &SPC	108	52	1	90	8
<b>TOTAL</b>	<b>124</b>	<b>62</b>	<b>7</b>	<b>148</b>	<b>21</b>

Internal accountability remains critical to eradicate perceived and actual practices of misconduct including corruption. This builds public confidence in accountable institutions that are able reprimand their own cadre.

### 2.3.3 JLOS Anti-Corruption Strategy customized and implemented in all institutions

The Sector planned key interventions to deepen the implementation of the JLOS Anti-Corruption Strategy. However, resource limitations available and disruptions by the COVID-19 pandemic resulted in partial implementation. Nonetheless, substantive ground and progress was registered as illustrated below.

Table 89 progress of implementation of activities

Planned activity	Institution	Budget	Release	Progress
Launch and dissemination of the JSC anti-corruption strategic action plan	JSC	6,000,000	0	
JLOS anti-corruption strategy customised & implemented for the Judiciary	Judiciary	72,500,000	50,061,960	<i>Two consultative meetings held</i>
Train the Ministry staff on ethics, integrity and performance management	MIA, DCIC, DGAL	50,000,000	0	<i>No release</i>

Planned activity	Institution	Budget	Release	Progress
Develop and domesticate the JLOS Anti-Corruption Strategy for the Ministry	MoJCA	90,100,000	0	<i>No release</i>
JLOS annual anti-corruption forum	Sector wide	50,000,000	15,000,000	Held in October 2020
Printing the ULRC anti-corruption strategy	ULRC	7,500,000	7,500,000	
Sensitization on the revised PF18 and client charter in all policing regions	UPF	78,400,000	70,000,000	
Develop Police inspection manual	UPF	25,000,000	0	<i>No release</i>
Train inspection officers to strengthen the inspection function of UPF	UPF	24,000,000	0	<i>No release</i>
Train disciplinary unit, appellate and police court members on procedures and sentencing guidelines	UPF	186,000,000	0	<i>No release</i>
Establish regional Professional Standards Unit offices in North west Nile, Bukedi and Greater Bushenyi.	UPF	45,000,000	30,000,000	<i>Three regional offices established and equipped with furniture and computers</i>
Complete sensitization and dissemination of the UPF Anti-corruption strategy in 14 regions.	UPF	117,200,000	82,200,000	<i>Activity partially implemented</i>

The implementation of the JLOS and National anti-corruption strategies remains relatively on course. By close of the reporting period, eight (8) (Judiciary, ODPP, UPF, DGAL, UHRC, URSB, ULRC, and ULS) of the 18 JLOS institutions had customised and are implementing their respective anti-corruption strategies. Six (6) (MoJCA, MIA, JSC, MoGLSD, NIRA, and UPS) were in the process of finalising their institutional drafts.

According to the JLOS Corruption Risk Assessment Report 2020, prepared by Delloite Uganda Ltd, “marked progress has been made in JLOS anti-corruption efforts since the launch of the JACS in 2012. 65% of the proposed mechanisms are under implementation across the 18 institutions. However, the average effectiveness of anti-corruption mechanisms across all sector institutions stands at 42%”, The assessment noted specific areas of the anti-corruption efforts where JLOS has registered success in implementing the Strategy to include:

- a. The gradual introduction of automated systems to reduce public interaction at URSB, NIRA and DCIC and eliminate the involvement of illicit brokers that take advantage of the public.
- b. Development and dissemination of client charters and performance standards.
- c. Empowerment of the Economic Fraud and Anti-Corruption Division of CID as well as prompt case disposal at the Anti-Corruption Division of the High Court.
- d. Effectiveness of complaint mechanisms to receive reports of misconduct by JLOS officials; and
- e. Increased commitment to zero corruption tolerance by leadership in JLOS institutions that is recognized by their respective staff.

However, other areas were highlighted as weak points across the sector based on how effectively the JLOS institutions were implementing its anti-corruption mechanisms. These include:

- a. Understaffing that affects case handling speeds and encourages the payment of bribes to expedite proceedings;
- b. Inadequate tools and resources to handle complex financial crimes (e.g. cyber-crimes).
- c. Lack of confidence in disciplinary structures and interference in disciplinary proceedings.
- d. Inspection constraints due to manpower shortages and low coverage of automated monitoring systems.

- e. Heavy focus on technical trainings with insufficient attention on character building trainings on aspects such as integrity, morality and other behavioural traits.

The JLOS corruption risk assessment study confirmed that there is progress being made in the anti-corruption efforts in JLOS and a wide range of stakeholders are in acknowledgment of this. The prevention of corruption is the level at which the sector is performing best, relative to the other levels (detection and response). The mechanisms to detect corruption (such as whistleblowing facilities, surprise audits, inspections, automated monitoring, etc) and response to corruption (such as disciplinary measures, naming and shaming, etc) are not achieving the level of effectiveness required to bring about prolonged impact to the anti-corruption efforts in the sector.

Therefore it was recommended that efforts in the coming years should be diverted towards enhancing the detection and response mechanisms without losing focus of prevention. Public confidence in JLOS will also increase when there are more reports of corrupt persons brought to book for their actions as this turns the “Zero Tolerance to Corruption in JLOS” from just a fashionable statement into an action point with demonstrable success. This study was supported by the UNDP and the recommendations are critical in shaping and guiding anti-corruption reforms among the JLOS institutions.

In a bid to promote internal compliance with the existing national and sectoral policy and legal frameworks on anti-corruption, URSB formulated the Bureau’s Anticorruption Strategy aimed at promoting and strengthening the fight against corruption at URSB. URSB also developed and submitted guidelines for streamlining enforcement operations within Kampala Metropolitan area to the IGP for consideration and approval.

The development of NIRA anti-Corruption Action Plan commenced and by close year, it was being reviewed the Consultant to integrate final comments and handover. The NIRA top management Committee nominated members of the Senior Management to conduct the dissemination of the anti-corruption framework before the closure of the financial year 2020/21. However, because of COVID-19 disruptions, this has been differed to the beginning of 2022. The final report will be printed before end of 2021, and commencement will follow thereon.

URSB formulated the Bureau’s Anticorruption Strategy aimed at promoting and strengthening the fight against corruption at URSB. This is tailored to enhancing internal compliance with the existing national and sectoral policy and legal frameworks on anticorruption.

The ODPP finalised and is implementing its internal anti-corruption strategy. The strategy is tailored to the JLOS anti-corruption strategy and the National Anti-Corruption Strategy. Dissemination to regional stations and uptake at all levels is an ongoing undertaking.

The UPF established three regional PSU offices in Greater Bushenyi, Bukedi and North West Nile fully equipped with furniture and computer to enable them combat the behaviours of corrupt police officers in the regions. Furthermore, UPF successfully disseminated and sensitized its officers in 14 regions of Albertine, Aswa, Bukedi North, Greater Bushenyi, Greater Masaka, Katonga, Kidepo, Kiira, Mt.Moroto, North Kyoga, North West Nile, Savannah, Wamala and West Nile on the Anti-corruption strategy that was developed. In addition, the UPF also developed and submitted guidelines for streamlining enforcement operations within Kampala Metropolitan area to the IGP for consideration and approval.

The UPF established three regional Professional Standard Unit (PSU) offices in Greater Bushenyi, Bukedi and North West Nile fully equipped with furniture and computer to enable them combat the behaviours of corrupt police officers in the regions. Furthermore, UPF successfully disseminated and sensitized its officers in 14 regions of Albertine, Aswa, Bukedi North, Greater Bushenyi, Greater Masaka, Katonga, Kidepo, Kiira, Mt. Moroto, North Kyoga, North West Nile, Savannah, Wamala and West Nile on the Anti-corruption strategy that was developed.

The ODPP developed and is implementing an Anti-Corruption Strategy in line with the JLOS and national anti-corruption strategies. The common broad policy being implemented is the national zero tolerance for corruption that requires all actors to combat corruption.

### 2.3.4 Capacity of JLOS anti-corruption agencies enhanced

To enhance the capacity of JLOS anti-corruption agencies and institutions, the Sector focused on staff capacity building and strengthening internal systems. The strategic interventions were undertaken with the ODDP, NIRA, Judiciary, and UPS as elaborated below.

Table 90 Progress of implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Dispose 61 Anti-Corruption backlog cases	Judiciary	305,000,000	175,000,000	<i>10 cases disposed of out of 48 cases cause listed. The performance was below the target because of complexity of the trial procedure as a result of the voluminous documents and difficulty in tracing of witnesses in old cases. (ii) The Covid-19 affected the smooth and quick hearing of cases.</i>
Enhance the capacity for 2 senior Officers in Fraud/Forensic Detection, Investigation & Management through obtaining specialized training in fraud detection, examination, investigation and management.	NIRA	45,200,000	43,770,000	<i>Training undertaken</i>
Conduct Anti-corruption training for 100 PSU staff.	UPF	11,475,000	11,475,000	<i>Activity ongoing</i>
Prosecution led investigation and prosecution of corruption cases	DPP	400,000,000	360,000,000	<i>Activity being undertaken</i>
Conduct outreach programmes on the role of the public in Assets/Proceeds of crime recovery	DPP	100,000,000	150,000,000	<i>Activity being undertaken</i>
Capacity building in asset recovery	DPP	100,000,000	100,000,000	<i>Activity undertaken</i>
Hold coordination workshops for agencies possession of information essential for Assets/Proceeds of crime recovery (i.e., for Post-conviction Prosecution-Led-Investigations)	DPP	100,000,000	100,000,000	<i>A coordination workshop was held.</i>
Facilitation of experts for cover investigations ( including CID officers and investigative journalists)	JSC	20,000,000	10,000,000	<i>A concept note was developed for the terms of reference to conduct of the covert investigations</i>
Conduct court hall sensitizations	JSC	79,000,000	39,000,000	<i>Conducted court hall sensitisation at the courts of Gulu, Kitgum, Amuru, Lamwo, Pader, Oyam, Alebtong, Otupe, Adjumani, Matugga, Kasangati, Kayunga, Makindye, City Hall.</i>

The ODPP conducted a hands-on Asset Recovery training for 269 officers (ODPP Prosecutors and Police officers) in all ODPP 16 regions to:

- a. Sensitize the officers on the importance of Asset Recovery in the fight against crime
- b. Equip the officers with knowledge and skills in handling Asset Recovery cases.
- c. Enhance coordination, cooperation and communication within ODPP and with other stakeholders in the investigations and prosecution of these offences.

Additionally, ODPP conducted two training sessions on MLA and Extraditions in the border regions of Kabale (in October 2020) and Masaka (December 2020). The objectives of the training were

- a) To sensitize officers on handling MLA and extradition requests and other related matters.
- b) To equip officers with best practices in handling international cooperation matters.
- c) To enhance coordination, cooperation and communication within ODPP and with other stakeholders in handling international cooperation matters.

The participants in these trainings were all DPP staff (Regional officers, Deputy Regional Officers and State Attorneys), the Regional and CID officers, Magistrates and Immigration officers. In total, 31 officers attended the training. The trainings were conducted successfully and activity reports were prepared and submitted to DPP. Further, the ODPP carried out a training for state attorneys from the four regions of Masaka, Mbarara, Kabale and Fort portal at Lakeview Resort Hotel, Mbarara on witness protection and victims empowerment.

ODPP maintained working relationships with key national, regional, and international anti-corruption stakeholders, including The Inspectorate of Government (IGG), Justice Law and Order Sector (JLOS), Ministry of Finance, Office of the Prime Minister, Directorate of Ethics and Integrity, FIA, ARINSA, OECD, and GIZ. The engagements with key stakeholders are two-fold, namely: participation in stakeholder-engagements, and participating in training organized by the stakeholders.

The ODPP convened the 2nd JLOS Annual Anti-Corruption Forum (JAAF) under the theme “Technological Readiness for Effective Accountability in Pursuit of a National Middle-Income Status: A Critical Reflection on JLOS Anti-Corruption Legal Enforcement”. The 2nd JAAF aimed focused on enhancing anti-corruption enforcement by leveraging technology as one of the ways of overcoming the challenges and new practices emerging from the COVID-19 pandemic disruptions. The Forum took stock of the enhanced anti-corruption capacity in investigations, prosecutions

and adjudication of corruption matters which has resulted in a significant high conviction rate. Nonetheless, emphasis was laid on building greater capacity in technology based economic crime and anti-corruption enforcement to match the heightened use of online platforms for business and financial transactions, and the automation of the public sector systems. Embracing technological capabilities for anti-corruption was unanimously agreed, not only to cope with the challenges of the pandemic but, to also meet the existing crime challenges and manifestations of white-collar crime.



Heads of JLOS Institutions, Development Partners and Delegates at the Second JLOS Annual Anti-Corruption Forum

The JAAF dialogue comprised of all chain linked anti-corruption actors including UPF/CID, ODPP, Judiciary, IG, DEI, and Development partners – ADC, LASPNET, and ACCU. It was unanimously resolved to:

- (i) Reform anti-corruption policies and legislation that facilitate the use of technologies in anti-corruption enforcement, while preserving human rights such as the right to privacy.

- (ii) Embrace integrated modern hardware and software technologies by applying big data and machine learning to facilitate process efficiency among the criminal justice chain-linked institutions.
- (iii) The technological reforms should be matched with specialised human resource skilling and development of expert anti-corruption investigators, prosecutors and adjudicators.
- (iv) Ensure acquisition and admissibility of evidence from artificial intelligence (AI) sourced from local and international jurisdictions using Mutual Legal Assistance (MLA) procedures.
- (v) Build partnerships and integration of automated systems across the justice sector to promote quick service delivery and curb corruption by eliminating human errors/influences.
- (vi) Take the anti-corruption fight to the people through mass sensitization; on how the automation processes work; empower the public to report corruption in communities by creating safe avenues for whistle blowing.

Overall, the JLOS efforts to implement the national and sector anti-corruption strategies have maintained a positive progression. In addition to the three-pronged approach, the strategic recommendations arising from the UNDP supported JLOS Corruption Risk Assessment study, and the high level JAAF will go a long way in enhancing success.

In similar manner and drawing peer learning while building synergies against corruption, the Sector in collaboration with Accountability Sector institutions[10]and with support from GIZ organized the National Anti-Corruption Conference that was held on 9thDecember 2020. The theme of the Conference was “Promoting Social Accountability through Active Citizenry.” The conference brought together Heads of Anti-Corruption Agencies, select Government officials, Religious and Faith leaders, Media practitioners, Civil Society Organizations, Development Partners and the public to reflect on the fight against corruption and discuss appropriate interventions. Each Anti-Corruption Agency including the ODPP had the opportunity to present its anti-corruption achievements for the past two years. Stakeholders and members of the public had the opportunity to comment on the presentations and pause questions to the Anti-Corruption Agencies, to which feedback was given to them. Therefore, the ODPP and the UPF were able to receive feedback about the fight against corruption, and benefit from peer learning.



# OUTCOME THREE:

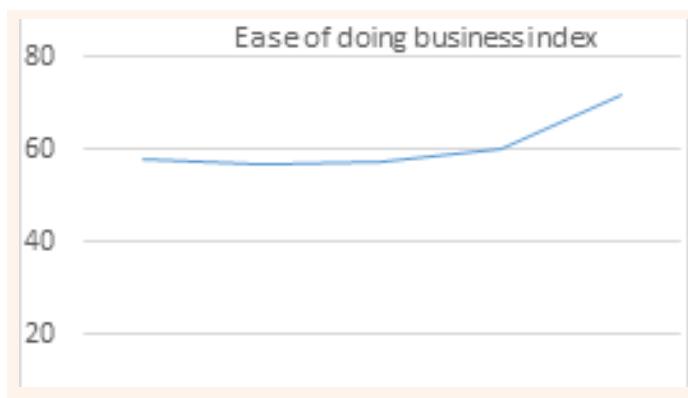
Over the years, the Sector has strengthened the implementation of the strategic interventions towards the provision of an enabling environment for productive activity, investment and competitiveness which enhanced effectiveness and efficiency in the settlement of commercial disputes. According to the World Bank Doing Business Report 2021, Uganda registered an improvement in the index from the baseline of 57.7 in 2016 to 71.4 in 2021 representing a 23.7% growth over the SDP IV period. A year-to-year comparison also shows a 19% growth rate in FY 2020/21 compared to 2019/20. This is notwithstanding the COVID-19 Pandemic disruptions that placed limitations on the normal functioning of the business registries.

## COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS STRENGTHENED

Indicator	Baseline 2016	2017/18	2018/19	2019/20	Target 20/21	2020/21
<i>Ease of doing business index (DTI)</i>	57.7	56.94	57.06	60	63	71.4
<i>Efficiency of the legal framework work in settling disputes (index)</i>	3.8	3.8	3.84	3.84	4.1	3.84

Funding (millions)	Key Highlights
 <p>Output 2.1: Strengthen measures to reduce human rights violations...</p> <p>Output 2.3: Enhance efficiency and effectiveness of JLOS...</p> <p>Output 2.2: Empower citizens on Human Rights and obligations</p> <p>Amount UGX. Bn</p>	<ul style="list-style-type: none"><li>✓ 85% Ugandans issued with IDs</li><li>✓ Ease of doing business index to 71.4</li><li>✓ Index of the efficiency of the legal framework remained at 3.84</li><li>✓ Case clearance rate of land cases 73%</li><li>✓ Case clearance rate of commercial cases 95%</li></ul>

This was made possible because the Sector invested in reform and implementation of commercial laws, deconcentrating, expansion and automation of business and civil registration services to enhance efficiency and ensure geographical reach. The Sector also enhanced and strengthened coordination with other relevant institutions such as URA, LGs, KCCA, municipalities and private sector associations through the Tax Payer Register Expansion Program (TREP). This has also led to increased formalization of informal businesses. Despite these improvements most



civil and business registration service points remain urban based leaving out many rural based businesses. There is also need to simplify the laws and create awareness to support business processes. According to the SIDP IV Final Evaluation Report, overall, *relevant commercial* related laws have been enacted and legal notices processed. These were fully operationalized (100%) and are largely (92%) available on line. This has greatly improved the local environment for doing business.

The index of efficiency of the legal framework in settling disputes has remained above the baseline of 3.8 over the SDPIV period. Year to year comparison registered a 3% increase despite the low staffing numbers in the commercial court. This performance was due to affirmative action for commercial cases, the roll out of the small claims procedure, and depending the use of ADR in commercial dispute resolution. The roll out of the national identification system has created identification certainty minimizing fraudulent transactions. The proportion of eligible Ugandans with NIDs stands at 85% meeting the set target of 85%. This achievement is attributed to continued capacity development of NIRA and Government Policy on roll-out of NIRA services. The SIDP IV final evaluation report recommends fast-tracking automation and system integration of business process for case management across JLOS institutions and scaling up of the “Small Claims Procedure” initiative as a mechanism for addressing commercial disputes.

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

As noted in the SIDP IV final evaluation report, and in the reporting period, the Sector continued to register progress and emphasized reformation, update and enforcement of commercial laws, harmonization and domestication of regional and international laws, automation of business processes, enhancement of case management systems, mediation, small claims procedure and minimizing delays.

All newly enacted commercial legislation during the SDP IV period are operational and all commercial laws enacted are available online. Emphasis was made to ensure that institutional frameworks for their implementation are clearly provided for within the legislation. The 100% achievement in operationalization of newly enacted commercial laws was also possible because of the policy requirement for a certificate of financial implication before the bills are sent to Parliament.

Table 91 Output indicator Matrix

Indicator	Baseline 2016	2017/18	2018/19	2019/20	Target 2021	2020/21
No. of priority laws prepared for enactment developed	No priority list	Priority list approved	Consultations ongoing on priority list.		All on the priority list	
Proportion of newly enacted commercial laws that are operational	65%	78%	90%	92%	95%	100%
Proportion of commercial laws published online	0	20%	100%	100%	60%	100%

Source: JLOS M&E reports

### 3.1.1 Legislation proposed in new and emerging areas of commercial justice and land justice

The MoJCA under its mandate, supports reformation, update and enforcement of commercial laws, harmonization and domestication of regional and international laws. In this regard, the First Parliamentary Counsel (FPC) published; Eleven (11) Acts and four (4) of the 11 JLOS priority bills. These legislations are intended to enhance competitiveness in the business environment. It should be noted that FPC partners with MDAs to support various pieces of legislation that may not be listed as JLOS priority Laws bills but impact on Uganda's competitive and business environment, some of these bills include The Markets Bill, 2021 and The Fisheries and Aquaculture Bill, 2020 that were published by FPC in the reporting period.

The following Acts in new and emerging areas of commercial justice were published were: -

- i. The Sugar Act, 2020.
- ii. The Biofuels Act, 2020.
- iii. The National Payment Systems Act, 2020.
- iv. The Value Added Tax (Amendment) Act, 2020.
- v. The Value Added Tax (Amendment) (No. 2) Act, 2020.
- vi. The Income Tax (Amendment) Act, 2020.
- vii. The Excise Duty (Amendment) Act, 2020.
- viii. The Tax Procedures Code (Amendment) Act, 2020.
- ix. The Tobacco Control (Amendment) Act, 2020.
- x. The Stamp Duty (Amendment) Act, 2020.
- xi. The Labour Disputes (Arbitration and Settlement) (Amendment) Act, 2021.

The priority Bills published include: -

- 1) The Tax Procedures Code (Amendment) Bill, 2021
- 2) The Tax Appeals Tribunal (Amendment) Bill, 2021
- 3) The External Trade (Amendment) Bill, 2021
- 4) The Income Tax (Amendment) Bill, 2021

The FPC also partnered with the Cabinet Secretariat to build capacity of MDAs, however, this the activity was not actualised due to lack of funds. Similarly, FPC could conduct a stakeholder consultative workshop/meeting to finalize the reform of the Law Development Centre Act, CAP. 132 due to non-release of funds. It may be noted that the COVID –19 pandemic had an immense effect on the realisation of activities.

Table 92 progress in implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Publish 10 JLOS Priority Bills cleared by cabinet	MoJCA	270,000,000	20,000,000	11 bills published
Review of the Business Names Registration Act	ULRC	83,000,000	83,000,000	Activity could not be implemented because the same activity was being undertaken by the URSB

A report for amendment of the Business Name Registration Act, 1918 was prepared and submitted it to the First Parliamentary Counsel (FPC) to enable the provision for electronic registration and eliminate discriminatory provisions in respect of region and nationality. It may be noted that such discriminatory provisions are inconsistent with values on non – discrimination in the Constitution, that in effect affect the environment of doing business.

URSB in collaboration with ULRC and MoJCA prepared principles for the Amendment of the Insolvency Act which were submitted to MoJCA. Subsequently, MoJCA advised that the proposed reforms should be presented as commercial Sector law reforms and recommended that the principles for the amendments of the Companies Act and Registration of Business Names Act should be developed and consolidated. At the time of preparing this report MoJCA was consolidating the principles of all the three (3) commercial sector laws. URSB also submitted Cross Border Insolvency Rules before the Rules Committee for approval.

### 3.1.2 Access to commercial laws enhanced

The sector has improved greatly in enhancing access to commercial laws as an incentive to access services by the targeted audiences. Over the SDPIV period effort was made to ensure that commercial laws are accessible physically and online. All enacted commercial laws can now be accessible online. Decisions of the courts of record are regularly updated on the Uganda on line law library (ulli). Access to Commercial laws though still largely remains an elitist and middle to upper class outcome area, however the sector is progressively making it possible through simplification and translation of laws.

Table 93 progress in implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Drafting law digest - published online	TAT	122,000,000	30,000,000	Digest is being produced.

To realize this outcome, the TAT was supported to compile the law digest and publish it online. TAT has been compiling cases decided in the courts of law in a compendium, considering that the last compilation was done between 2008 and 2011. These law reports are used by tax consultants and academicians among others. In the reporting period, TAT prepared the second law report and submitted to the law development center for editing and publishing. The plan is to have two law reports ready this financial year. In addition to this an electronic law report for easy accessibility is under preparation.

### 3.1.3 Rules and procedures in commercial justice simplified

Table 94 progress in implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Procurement of FPC Legislative Drafting text books	MoJCA/ FPC	18,240,000	18,240,000	8 Legislative Drafting text books procured and received by Directorate
Review of the Small Claims Procedure (SCP) rules.	Judiciary	8,700,000	8,700,000	
Design and print Security Interest in Movable Property Registry System (SIMPRS) User guides	URSB	50,000,000	25,000,000	1,100 movable Property Act and 20, 000 copies of SIMPO brochures printed
Develop a Trademarks handbook for clients to simplify Trademarks registration	URSB	25,000,000	23,493,000	URSB journal created

The Small claims Procedure that was operationalised in 2011 has proven to be a success story in the reduction of cases backlog and satisfaction of court users in dispute resolution. However, some challenges still exist including execution of court orders, manipulation of the rules and reopening of cases by judicial review. As such the Judiciary saw the need to review the rules in the reporting period which is on track.

The URSB intends to have an efficient, and robust system for securities and movable properties, in line with the enactment of The Security Interest in Movable Property Act, 2019, as well as its regulations. As a result, 20,000 brochures on SIMPO were printed in the reporting period as well as 1,100 copies of the Act.

The Registrar of Trademarks created the URSB Journal to enable the publication of applications and other trademark-related information. The URSB journal will be published weekly in English and exclusively in electronic format in line with URSB's agenda of digitisation. The journal will be accessible on the URSB Website [www.ursb.go.ug/ursbjournal](http://www.ursb.go.ug/ursbjournal). The URSB journal would provide a statutory gazette option for trademark applications at a subsidized cost. This was anticipated to significantly increase and ensure the completion of applications.

### 3.1.4 Appropriate regional laws harmonized and domesticated

Harmonization and domestication activities were entirely hampered by the COVID-19 pandemic and as such were not implemented. These activities require travel abroad to attend regional cooperation meetings to consider regional and global laws. However there has been notable progress over the years especially in the FY 2019/20 with regards to developing the Cross Border Insolvency Practice Rules, the Ratification of the Marrakesh Treaty, the Ratification of the WIPO Copyright Treaties, and the Ratification of the Swakopmund Protocol.

### 3.1.5 Commercial Laws Enforced

Table 95 progress in implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Printing of Security Interest in Movable Property Regulations for Disposal of Perishable collateral	URSB	10,000,000	10,000,000	Funds were reallocated for upgrading the SIMPO system
Conduct enforcement workshops with Traders, Copyright Users on Copyright and Trademark infringement	URSB	81,600,000	80,800,000	Activity implemented

In order to effect compliance and enforcement, URSB developed and submitted guidelines for streamlining enforcement operations within Kampala Metropolitan area to the Inspector General of Police (IGP) for consideration and approval. The Bureau also carried compliance inspection visits in Mbale and Kasese regions to ascertain whether the laws and standard operating procedures were being adhered to. The enforcement unit carried out operations in Nateete and Nkrumah Road respectively where they apprehended copyright infringers, some selling products with infringed trademarks and others making counterfeit products. The confiscated items are kept at the URSB Head Quarters as the suspects are arraigned before court.

URSB is responsible for protecting copyright and related works and remains grounded on helping artists and other creators get value from their works. In this regard, URSB participated in the Performing artists' conference that took place at Victoria University auditorium under the theme, '*the role of policy in protecting, promoting and preserving local content*'. In addition, URSB participated in the inauguration of the UPRS new board of directors. UPRS is a collective management organization charged with the protection and promotion of the rights of creative artists and performers. The Bureau also trained a total of nine (9) Board of Directors (BOD) members on Corporate Governance.

## STRATEGIC INTERVENTION 3.2: STRENGTHEN BUSINESS REGISTRIES

In line with recommendations of the SIDP IV evaluation report, the Sector continued to implement strategies aimed at enhancing the efficiency of all the business registries and measures to support automation and integration of registries for better communication. Automation was given particular attention as it facilitates customer-oriented service that promote more efficient growth and operation of businesses. The strategies implemented under this strategic intervention include: retooling and equipping registries; records management; staff training and placement; and stakeholder sensitization.

Table 96 performance against indicators

Performance Indicators	Baseline 2016	2017/18	2018/19	2019/20	Target 2020/21	Performance 2020/21
Proportion of eligible Ugandans with a NID	45.2%	64.30%	69%	85%	85%	85%
Time taken to register a business/company	2 days	3 hours	3 hours	3hours	8 hours	3hrs
Level of automation of business registries	45%	45%	45%	50%	75%	50%

In line with the JLOS SDP IV End Evaluation the level of automation remains at 50% and falls short of the target of 75% because automation of business registries has only taken place at a few institutions while operations at others largely remain manual. This continues to affect progress in automation as well as constrain inter-agency communication, collaboration and information sharing. It should be noted that URSB is one of the Sector best case studies in the evolution of service delivery. The institution had soared and continues to set trends for progression in service delivery.

### 3.2.1 Registries reformed and equipped

Table 97 progress in implementation of planned activities

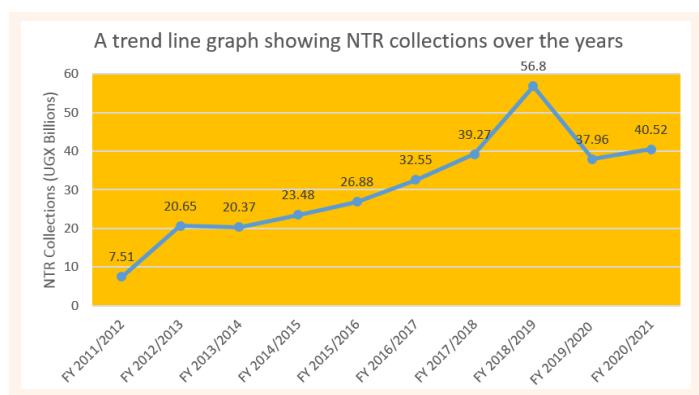
Planned Activity	Institution	Budget	Release	Progress
Install a Call Centre and Intercom for HQ, upgrade of Intercom to Regions, Landline Phones & Supervisor's Handsets	DCIC	542,493,090	527,738,255	The call center was installed at the headquarters and is pending launching and operationalization.
Procure lockable book shelves to secure the vital Library books and Resources	MoJCA/ DLAS	96,000,000	19,375,000	2 trolleys were procured to enhance movement of big volumes books

DCIC established a Call Centre at immigration headquarters to facilitate improved exchange of communication between clients and Immigration. Yet to be commissioned, this is expected to provide real time interchange of information for better migration management.

### Tax Payer Register Expansion Program (TREP)

The TREP is one of the game changers in service delivery in as far as it shows cases the opportunities for intra institutional linkages for service delivery, which was not a norm in the sector wide approach. The URSB with its partners URA, KCCA and MoLG established 43 TREP centers in different Municipalities countrywide. This has increased access to the registration of businesses through One Stop Shops across the country. The goal of TREP is to formalize informal businesses by enhancing collaboration among government institutions for purposes of expanding business registration and tax collection.

In order to achieve this, URSB continues to: i) educate and sensitize the public about the importance of formalizing their businesses through formal registration and payment of taxes and other dues; ii) reduce the time and cost of compliance by simplifying the process for business entities in registering for and conducting business; and iii) harmonize tax administration systems and minimum enforcement of government institutions in the partnership. The improvement in URSB has also seen significant growth in its NTR. The total NTR collection as of End of FY 2020/21 was UGX. 40.52 bn. compared to UGX. 37.96 bn. in FY2019/20. The NTR statistics and growth trend from FY 2011/12 to FY 2020/21 are presented below:



The above graph shows an exponential performance growth trend in NTR collections for the past 10 years. There was a slight increase in NTR collections from 37.96 bn. in FY2019/20 to 40.52 bn. in FY2020/21 amidst the COVID-19 pandemic that greatly impeded Uganda's economy and largely on the micro, small and medium-sized enterprises who are our clients. These enterprises have been worst hit due to lost demand in the market and challenges of accessing clients and factory inputs arising from lockdown, curfew and transport restrictions which were put in place by the Ministry of Health to combat the spread of COVID-19.

**The URSB hosts a Call Centre and social** media platforms to facilitate interaction between the public and the Bureau, to ease access of information about URSB services to the Clients and to facilitate feedback to clients by URSB staff for continued service improvement. It is worth noting that call centres and social media platforms have been popularly used in the COVID –19 Pandemic as a mitigating factor for service delivery.

Category	2017/18	2018/19	2019/20	FY2020/21	Remark
Calls received	21,416	31,480	62,265	160,634	Upward trend
Calls answered	10,955	13,551	14,451	68,362	Upward trend
Calls answered by IVR	9,939	16,985	46,562	90,378	Upward trend
Calls made out	4,623	1,764	2,760	6,780	Upward trend

The Bureau continued to receive customer feedback and made faster responses to client inquiries, through an established toll-free number 0800 100 006 and WhatsApp number 0712 448 448. These tools greatly reduce the costs of communication on the client's side, both in terms of time and money. The Toll-free Line number continued to be operational. The URSB call center is equipped to handle large amounts of customer telephone requests/inquires. The center handles both inbound and outbound communication. This led to a reduction in the number of walk-in clients because inquiries are made online (social media and email) or on phone (voice calls and text messages). As can be seen from the call centre data table above there is generally an upward trend on the number of calls received and answered due to the introduction of online systems. This led to a reduction in the number of walk ins especially during the lockdown that restricted the movement of people. The Call Centre also transformed the image of URSB by offering instant responses to Clients with queries/inquires on registration procedures, the progress of submitted work and also inviting Clients to pick finished work.

### 3.2.2 Business registries automated

Table 98 progress in implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Digitization of client records	DCIC	200,000,000	100,000,000	Digitization of 61,000 passport files completed

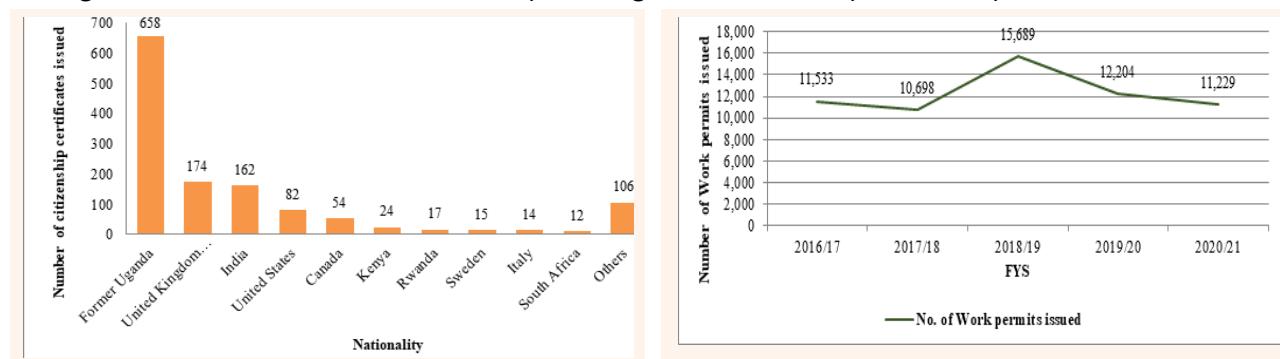
The e-immigration system is an integrated ICT enabled service delivery platform. In the FY 2019/20, the e-immigration system was upgraded to enable application and issuance of passports, visas, work permits for all eligible persons locally and abroad. It also provides for an online citizenship application management system paving way for dual citizenship and thus allowing Ugandans in the diaspora to invest back home. The upgrade of the e-immigration system also introduced and operationalised Visa on arrival solution for effective management of incoming visitors.

Furthermore, the upgrade has provided for automation of the old manual citizenship records from the year 1962 to 2020. In the reporting period 3,500 electronic records of citizenship granted were secured. In addition, a total of 61,225 physical passport files were digitized and electronically archived. The cumulative number of files so far digitized are 1,705,000 files comprised of 320,000 immigration files and 1,385,000 passport files, constituting 32.8% of the total 5.2 million physical files. This has also created a reliable database for citizenship acquired through registration.

Table 99 Citizenship Case handled by age group and category

Age Group	Category					Total	%age by age group
	Naturalization	Registration	Dual citizenship	Re-acquisition	Renunciation		
18-35	18	20	105	1	16	160	12.1%
36-53	10	560	174	0	4	748	56.8%
54-71	6	157	204	0	0	367	27.8%
72-89	0	5	36	0	1	42	3.2%
90+	0	1	0	0	0	1	0.1%
Total	34	743	519	1	21	1,318	

The figure below illustrates the number of persons granted citizenship and work permits.



As a result of strengthened case management systems, DCIC issued 175,700 citizens electronic passports (106,809 females, 68,891 males). Ordinary passports constituted 99.4%. A total of 2,236 citizenship applications were processed, of which 1,318 Citizenship applications were approved and/or granted in the following categories: 344 were due to naturalization, 743 applications by registration, 519 applications for dual citizenship, 01application for reacquisition of Uganda Citizenship and 21 applicants renounced Uganda Citizenship

URSB rolled out weekly Online filing trainings aimed at training clients on online Returns Filing System (ORFS). The general public is trained on how to file resolutions, annual returns, company and business for registration. A total of 86 clients (56 males: 30 females) included; lawyers, accountants and entrepreneurs.

NIRA holds sensitive and important manual birth, death and adoption order records and archives of Uganda that dates from 1900. The records and archives are bulky and require a lot of space to store but also face risks of damage by environmental vagaries, vermin and insects. It has also become very difficult to manage large volumes of records and archives. With the increasing need to integrate Birth, Death and Adoption Registration (BDAR) and National Identification (NID) systems, it has become more important and urgent that the records and archives are digitized to preserve them in their original state and improve management but also facilitate integration. Automation will equally enable NIRA to effectively decentralize all BDAR and NID services to Districts including certification and confirmation of records. The implementation is ongoing.

NIRA undertook other interventions including a review of the NIRA business processes for improved process efficiency and shorter turnaround times. Application and card production is now two weeks, down from the average of three months previously required. Full decentralization of services to the NIRA Division and District Offices for effective service delivery is ongoing. Roll out of system connectivity to the division and district offices to allow for seamless data flow between the NIRA Head Office and district offices; engagement of a courier to transport data and completed cards to and from the NIRA head offices and district and division offices; and establishment of a call centre on the Toll-Free line 0800-211700.

NIRA took initiatives to strengthen capacity to scale up delivery and deaths registration services. The objective is to strengthen institutional capacity for Civil Registration and Vital Statistics (CRVS) and scale-up birth and death registration services. Interventions under this component include development and dissemination of a national CRVS policy, strategy and communication strategy; development of the Birth and Death Registration (BDR) protocols and manuals; and scaling up births and deaths registration across the country including procurement and securing of appropriate infrastructure, materials and systems for BDR.

*Development of the CRVS Strategy:* A local and an international consultant were procured by the World Bank to develop the CRVS Strategy. The consultants finalized all the expected deliverables as i) the final National CRVS Strategy was finalized after series of consultations and verification of the document by key stakeholders including NIRA management and the CRVS Technical Working Group; and the National CRVS situational analysis and report which was submitted to NIRA.

The World Bank committed to finalize the setting and printing of the adopted strategy and ensure the printed copies are disseminated to stakeholders.



Stakeholder Engagement in CRVS Strategy Development Process

*Dissemination of the CRVS Communication Strategy:* The CRVS Communication Strategy which was finalized and approved by the NIRA Board of Directors on 1st February 2021 awaits detailed dissemination. The plans for disseminating the Strategy are underway and are almost complete. The dissemination is being boosted by the recruitment of the ADKAR Change and Communication Specialist as well as hiring of Radio and TV aggregator firms to relay BDR messages across the country. This will increase awareness and create demand for the services. The evaluation for BDR IEC materials (A2 posters, brochures, flyers, tears drops, banners, corex boards and wind spinners) was concluded and draft contracts were before the Solicitor General's office for review and clearance. In the remaining period up to December 2022, the management of NIRA has allocated USD 402,561 to ensure effective communication.

In addition, Mobile Vans procured by the Project have been critical in communicating Birth and Death Registration (BDR) messages in hard-to-reach areas and will be very helpful in disseminating the CRVS communication strategy. With the introduction of the Parish Development Model, effective communication is critical in the success of the BDR Services that have been decentralized at the village level.



NIRA Communications team interacts with pupils of Kortek Primary School in Bukwo District during the Mobile Drive through to mobilize communities for registration. Strategic engagement with schools has ensured high number of Child Registrations.

Since inception, 77 Districts were fully connected and now registration for the BDR activities and NID happen instantly. NITA-U has undertaken countrywide installations to provide internet access to NIRA offices using the installed hardware from the Project. As a result, the District offices are now connected directly to the Headquarters through the national backbone which has boosted both BDR registration and Identification Services. 21 additional sites are supposed to have been concluded by end of December 2021.

### 3.2.3 Staff capacity enhanced in e-registry

To enhance staff capacity in e-registry, URSB conducted a number of trainings these included Electronic Document Management System; Intellectual Property and IPAS for Gulu and Mbarara regional offices; developing and documenting the departmental business processes as well as the implementation of the approved processes by ISO; SIMPO and name reservation.

Customer care training was also undertaken for 70 staff in the directorate of business registration. The staff were taken through the basics of identifying shortfalls to good customer care, customer temperaments and how to fully satisfy customer needs to ensure zero complaints.

DCIC trained 97 Immigration Officers on Immigration Intelligence at the Immigration Training Academy Nakasongola. This was aimed at building capacity of officers in integration of intelligence during day-to-day operations and improve coordination with sister security agencies in delivering migration services.

Table 100 progress in implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Staff training on Cyber Security Training	URSB	80,000,000	80,000,000	Procurement ongoing
Training of all Regional Offices staff on NMRS (National Marriages Registration System) & SIMPO (Electronic Chattels) Online platforms	URSB	31,500,000	31,500,000	Training for staff in the Western region conducted
Capacity building for URSB staff to register Geographical indicators in Uganda	URSB	182,400,000	182,400,000	Partially Done

A total of 26 Immigration Officers received training on data collection, processing and dissemination using the PISCES system. The training, organised by UBoS and held at the Immigration Training Academy Nakasongola, aimed at establishing an efficient and user-responsive system that would meet the growing demands for immigration statistics

Also 11 Immigration Officers were trained at MagaMaga Marine Pier. The training equipped Immigration Officers with maritime skills to reinforce operational capacity on securing maritime border management over Lake Albert to combat irregular entry into the country.



Part of the Immigration Trainees on Intelligence at the Immigration Training Academy



The Immigration Trainees at the Marine during training and at Pass Out Ceremony

### 3.2.4 Stakeholders sensitized on business processes

In line with the workplan and fund received, URSB conducted a business clinic and exhibition in Masaka. The exhibition provided an opportunity to residents and the business community in the greater Masaka area to interact with URSB and other sister Government institutions who exhibited. URSB also conducted business registration clinics in 6 districts of Apac, Kitgum, Aduku, Dokolo, Nwoya and Bweyale. It also participated in virtual USSIA business week in Kampala, Wakiso and Mukono and sensitized the USSIA members on Intellectual Property issues with focus on branding.

Table 101 progress in implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Publicity campaigns on ease of doing business		69,000,000	69,000,000	Activity under implementation
URSB				
Sensitization campaigns on marriage, business registration and Simpo (Electronic chattels)	URSB	386,000,000	238,429,600	Sensitisation was undertaken
Conduct Simpo end user training upcountry in 8 districts	URSB	64,710,000	27,832,080	Funds for the training were transferred to upgrade the SIMPO System
Carry out stakeholder engagements for women in Innovation & Technology on Intellectual Property Rights registration and protection	URSB	17,600,000	17,600,000	
Conduct mobile business registration clinics (16 in Kampala and 15 in the regions of West, East, North & West Nile)	URSB	372,000,000	66,240,000	Undertaken but with limited scope due to the limited funding

URSB also organized a series of sensitization workshops for Money Lenders, Financial Institutions, Microfinance Businesses and other financial services providers regulated by the Uganda Microfinance Regulatory Authority across the country and trained them on SIMPO. The Bureau also trained SACCOs from Hoima Region. All banks, microfinance institutions and SACCOs have since registered with SIMPO to enable them accept movable collateral as security. It is also expected that many more women who lack land as collateral will now be able to use their chattels as security to obtain credit.

The URSB conducted 25 radio and 10 TV talk shows, 25 feature stories in a bid to create public awareness of the services offered. In addition, the Bureau engaged Radio and Television stations through their mediums infomercials, jingles and DJ mentions in diverse languages across the country in a bid to reach wider audiences. The key messages on these stations focused on; benefits of National Intellectual Property Policy, Copyright benefits & CMO regulation, Benefits of Security Interest in Movable Property Registry (SIMPO) to borrowers and lenders, modalities of business registration, how marriages strengthen family matters, URSB's contribution towards.

Furthermore, as part of the implementation strategy for National Intellectual Property Policy (NIPP), URSB conducted a high-level stakeholder training on the NIPP which was aimed at stimulating and nurturing innovation and creativity for the socioeconomic development of the country. Additionally, URSB conducted several virtual trainings on Intellectual Property (IP) training for Makerere University staff and researchers on Patents, industrial designs, Trademarks and Copyrights. The Bureau hosted a webinar on industrial designs under the theme of *enhancing business competitiveness using industrial design protection*. The virtual engagement was attended by 60 participants (47 males and 13 females) who included; legal practitioners, researchers, manufacturers and entrepreneurs.

In addition, to enhance awareness among the public and collect feedback, URSB engaged its customers through interactive virtual activities on Webinar, Facebook, and Twitter; vitalized a YouTube channel that will communicate its services to the public and immortalize its field engagements.

URSB also conducted some engagements for Informal sector awareness on copyright, patents, utility models and tech innovations. URSB conducted a meeting with CEOs of the Copyright Collective Management Organizations to discuss work plans and strategies on how to achieve their set objectives and carried out a National Capacity Building Workshop under the WIPO Transfer of Technology for the Uganda Project. This training focused on equipping participants with skills to carry out patent searches and preparing technology landscape aspects. URSB trained 20 members of Gulu University staff on Intellectual property

with an emphasis on copyrights during their anti-plagiarism sensitization campaign. The Bureau trained lawyers, bankers and Audit firm representatives from Gulu on the online filing of resolutions, annual returns, reservations, and new business registrations.

Relatedly, URSB participated in the Performing artists conference that took place at Victoria University auditorium under the theme, the role of policy in protecting, promoting and preserving local content. URSB is responsible for protecting copyright and related works and remains grounded on helping artists and other creators get value from their works.

Under marriage registration, URSB sensitized clients from; Mbale on its mandate and procedures of filing marriage returns online; *Ker kwaro Acholi* clan leaders from Gulu on customary marriage registration. URSB also sensitized the clergy on marriage registration from Lango and North Dioceses and also trained Chief Administrative Officers from Mbale and Gulu regional offices.

The Bureau held a sensitization engagement with officials from; Ministry of ICT & National Guidance on how ICT can be integrated in the Intellectual Property cycle to promote creativity in the sector, Ministry of Science, Technology & Innovation on the integration of IP in STI sector, Ministry of Energy and Mineral Development on the implementation of the IP policy in the Oil, Gas, Energy and Minerals Sector.

Sensitization of the public on e-passport and other immigration services was carried out through conducting seven radio talk shows and two Television (TV) talk shows and procurement of two sets of national flags, 1,000 diaries and 1,000 Christmas cards.

The Office of Administrator General sensitized the public about the work under the Directorate in the media on television and radio talk shows i.e., Radio West, TV West, Bokedde TV, Bokedde Radio, Record TV, Record Radio, published and distributed Administrator General's User guides and guide to will writing. Furthermore, a complaints committee was established to handle clients' complaints and advise the clients on a suitable action to be undertaken for quick dispute resolution. This has created a centralized system through which complaints are received and responded to on time. The disputes resolved through the complaints committee have reduced on the number of court cases through mediation and out-of-court settlements.

### STRATEGIC INTERVENTION 3.3: STRENGTHEN COMMERCIAL AND LAND DISPUTE RESOLUTION INSTITUTIONS AND PROCESSES

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

#### 3.3.1 Case management systems enhanced

The Sector through the Judiciary and MoJCA improved the enabling environment for investment and economic activity at large. This was realized through quick and effective commercial and Land case disposal which in turn frees up disputed business capital under dispute for investment.

Table 102 progress in implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Design and implement the Law Council Case Management System	MoJCA	165,000,000	165,000,000	Procurement was completed in June and design of the Case Management System was concluded.

Planned Activity	Institution	Budget	Release	Progress
Fast-Track Mortgages and Infrastructural related cases to ease competitiveness in doing business.	Judiciary	1,773,500,000	660,100,000	403 backlog cases disposed of by the High Court Land Division and 196 cases out of 250 cause listed cases were completed by the Commercial Division.
Procure desk phones for 8 Courts handling Small Claim Procedure disputes	Judiciary	16,000,000	16,000,000	8 desk phones procured.

In the period under review, the Commercial Division of the High Court which adjudicates over commercial disputes over UGX. 40,000,000 completed 3,237 Commercial Cases. In the same vein, the Small Claims Programme which is a reform initiative of the Judiciary targeting commercial disputes (supply of goods, debts, or rental disputes) whose value does not exceed Ten Million (10,000,000) Uganda shillings disposed of 3,444 cases.

Table 103 Commercial Court Case Performance for FY 2020/2021

	Brought forward	Registered	Completed	Pending
CC-Arbitration Causes	39	20	6	53
CC-Bankruptcy Petitions	22	6	8	20
CC-Civil Appeals	152	72	53	171
CC-Civil Revisions	18	7	2	23
CC-Civil Suits	3,031	1,190	1,172	3,049
CC-Mediation Cause	368	169	509	28
CC-Company Causes	20	6	11	15
CC-Miscellaneous Appeals	1	8	1	8
CC-Miscellaneous Applications	1,308	1,759	1,208	1,859
CC-Miscellaneous Causes	99	64	52	111
CC-Execution Miscellaneous Application	11	446	87	370
CC-Originating Summons	23	10	11	22
CC-Taxation Applications	17	465	117	365
	5,109	4,222	3,237	6,094

In the period under review, the Judiciary registered a total of 10,436 Land cases of which 9,303 were disposed of representing 89% disposal rate of Land matters. A total of 30,508 cases were brought forward leading to 31,641 cases pending hearing as indicated in the table below.

Table 104 Performance of Land Matters in the Judiciary during the FY2020/21.

Court Level	Brought Forward	Registered	Completed	Pending	Disposal Rate (%)	Disposal Rate as a
High Courts (Divisions and Circuits	18,688	5,357	4,970	19,075	21	93
Chief Magistrates' Courts	9,104	3,961	3,316	9,749	25	84
Magistrates Grade I Courts	2,716	1,118	1,017	2,817	27	91
Total	30,508	10,436	9,303	31,641	73	89

In the reporting period, TAT registered a total of 167 cases. A total of 66 cases disposed through rulings and mediation. Of these, 25 were backlog cases. Therefore the cases that are pending are 101 as of July 2021.

During the period under review the Industrial Court disposed of 269 cases through the regular court sessions. Of these, 62 cases disposed of at the Regional Court circuit held in Jinja and Fort Portal, 177 cases were disposed of through mediation. In addition, two (2) talk shows were conducted on the mandate of the Industrial Court during the regional court circuits in Jinja and Fort Portal. An open day was conducted at the Industrial Court, and 32 labour officers trained on court procedures.

Under the Administration of estates, the Administrator General reduced case backlog and complaints by renouncing most files that were being administered by the Administrator General and taking on new files for administration only as a last resort. As a result, the liability of the Government and the Directorate arising from litigation of cases administered by the Administrator General had reduced. Other various activities undertaken include the following:-

Activity	2017/18	2018/19	2019/20	2020/21
New files for clients	4,371	4,546	3,870	4,736
Estates Inspected	99	99	370	477
Land transfers	119	113	79	52
Certificates of no objection	2,993	1,646	2,096	2,649
Family arbitrations & mediations	1,385	511	719	733
Letters of Administration	10	22	9	13

*New death reports:* The Directorate targeted to open 5,000 new files during financial year 2020/2021 but instead opened 4,736 (95%) of the target. This was mainly because of awareness creation campaigns which have resulted in more clients coming to open files with knowledge of the basic or essential requirements. Also, this activity depends on the client's turn up and deaths.

*Applications for winding up of estates and Renunciation of Letters of Administration:* The Directorate targeted to file 60 applications before courts of law for winding up as well as Renunciations of Letters of Administration but was able to wind up and renounce 59 estates.

*Family Mediation and Arbitration:* To ensure faster disposal of estate cases, the plan was to resolve 1000 succession-related wrangles through family mediations and arbitrations. Instead, 733 were successfully handled the decline was caused by the Covid 19 pandemic.

*Estate Inspections:* A total of 477 estates were inspected against a target of 500 estates. The estates earmarked for inspection included those under the administration of the office and those where intending administrators petitioned the office for a Certificate of No Objection.

*Letters of Administration:* The Administrator General targeted to take over and manage 15 estates during the financial year. However, most beneficiaries preferred to manage their estates, resulting in the Directorate taking out Letters of Administration in respect of only 13 estates.

*Issuance of Certificates of No Objection:* The Administrator General purposed to issue out 2,500 Certificates of No Objection. Instead, 2,649 certificates of No Objection were issued and this is beyond the target.

*Land Transfers:* 52 out of the targeted 100 land transfers were issued. This is usually dependant on the estates that are under the administration of Administrator General.

### 3.3.2 Mediation, Small Claims Procedure and Land Courts Rolled Out

In the reporting period, the Sector continued to prioritize reform initiatives which include mediation, small claims and land courts to enhance fast case disposal and strengthen the capacity of institutions specialized in implementing these initiatives.

Table 105 progress in implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Foster mediation in commercial to ease the way of doing business.	Judiciary	467,000,000	233,520,000	686 Cases disposed of; 13 Mediations failed and 64 were closed; Mediation registers developed, printed and disseminated
Fast Track conclusion of estates recorded in succession registers by the committee 1st phase, 500 estates to be handled	MoJCA	430,000,000	277,719,000	In order to fast track conclusion of estates recorded in succession registers, the succession register Joint working committee commenced its work.
Small Claims Procedure rolled out to all Courts (50 G1s Courts)	Judiciary	485,800,000	183,270,000	Procedure now covers 107 courts

One of the best practices at the Commercial Court is Alternative Dispute Resolution, majorly mediation and arbitration. Mediation is applicable to all civil actions filed in or referred to the Court of Appeal, High Court and any subordinate Court to the High Court. Mediation is very key in addressing case backlog and case disposal at the Commercial Court and other Courts.

During the period under review, the Mediation Registry trained 37 Mediators in Mpigi and 36 in Masindi to improve of the success rates of mediation cases. The Registry also handled monitoring and evaluation in Central and Western Uganda in the areas of Masaka High Court, Mbarara High Court, Magisterial Courts of Ibanda, Ntungamo, Bushenyi, Rukungiri and Kabale in September 2020. Northern and Eastern Uganda in the areas of Arua High Court, Gulu High Court, Magisterial areas of Lira, Soroti, Ngara, Kumi and Kabale in December 2020 to track the performance of court accredited mediators and identify challenges as well as any emerging issues.

In terms of case disposal, the Judiciary completed 4,616 cases through Mediation in the period under review as presented in the table below.

Table 106: Summary of Performance for the Mediation Program for FY2020/21

Court Level	Mediation Category	Brought Forward	Registered	Completed	Pending
Court of Appeal/ Constitutional Court	Civil	70	29	76	23
High Courts ( Circuits and Division)	Commercial	369	169	509	29
	Civil	635	861	504	992
	Family	803	220	466	557
	Land	1,716	1572	2418	870
Chief Magistrate Courts	Civil	488	289	433	344
	Land	70	57	58	69
Magistrate Grade 1 Courts	Civil	2	59	18	43
	Family	1	18	14	5
	Land	234	96	120	210
	<b>Total</b>	<b>4,388</b>	<b>3,370</b>	<b>4,616</b>	<b>3,142</b>

As the table above refers, the Judiciary completed 4,616 cases through Mediation in the period under review. According to the Registrar in charge of Mediation, 3 out of every 10 mediations are successfully concluded, which can be attributed to the revision of the Civil Procedure Rules. The revised Civil Procedure Rules do not subject every Civil Matter to mediation.

However, Mediation in the Judiciary is faced with challenges including nonattendance of parties/litigants

during sessions which led to the closure of cases as a result of non-attendance of parties. Secondly, inadequate facilitation to the Court Accredited mediators especially after the closure of the Rollout project supported by Government. Third, lack of enough furniture in the mediation rooms and mediation registry. The mediation registry has about eight (8) mediation rooms that are used by 10 mediators and some of the rooms are not well furnished. Lastly, it was observed that only a few courts submit mediation monthly case statistics through the Court Case Administration System (CCAS) and the Individual Judicial Officer's submission.

It was therefore recommended that more Mediation sensitization especially to the stakeholders and advocates be carried out for the litigants to understand the beauty of mediation as compared to litigation. Also, refresher causes need to be accorded to Court accredited Mediators in all regions where it has been rolled out. There is also need to provide furniture for the Mediators' rooms and Mediation registry; these include tables, chairs and cabinets respectively.

### ***Small Claims Procedure***

The Judiciary continued to implement the Small Claims Procedure which handles Civil and Commercial disputes whose value does not exceed ten million shillings (UGX. 10,000,000). This helps to unclog capital that would otherwise be locked up in unresolved commercial disputes.

The Courts completed 13,876 claims and demand notices of 17,483 registered and 2,422 brought forward. The 13,876 claims and demand notices compare considerably higher than the 1,309 summary suits of a similar value completed through the ordinary court process. This helped to recover UGX. 11,166,302,130 that would otherwise have been locked up in unresolved commercial disputes.

Table 107: Court Performance for Small Claims Procedure for FY2020/21

Procedural Level	Brought Forward	Registered	Completed	Pending	Reviews	Value Recovered (UGX)
Claims	1,620	4,366	4,054	1,932	38	9,753,326,593
Demand Notices	802	13,117	9,822	4,097		1,412,975,537
Grand Total	2,422	17,483	13,876	6,029		11,166,302,130

*Roll Out of Small Claims Procedure (SCP):* The roll out of SCP to new courts contributes to the Judiciary's efforts to achieve one of the strategic objectives aimed at realizing improved Court processes and case management. The roll out combined sensitization through radio and court open days in which interactive sessions with question-and-answer sessions are organized.

For the period under review, SCP was rolled out to 43 Courts cutting across the Central, Western, West Nile and Karamoja regions bringing the total number of Courts implementing the SCP Programme to 128.

*SCP Performance Review Meeting:* The SCP Registry organizes performance reviews, which provide avenue for peer critique and sharing best practices. They also enable participants to identify possible pitfalls that may clog the initiative, and suggest action points to remedy or avoid the pitfalls. Some of the issues raised were addressed by the Registry. For instance, phones were procured to facilitate the respective court registries to follow up on issued demand notices. Secondly, the SCP Registry designed a template for use in reviews and revisions to ensure uniformity. The Secretary of the Judiciary's Rules Committee was also contacted with a view to table the proposed amendments for consideration by the committee. Honourable Justice Kiryabwire implored the participants to borrow strategies from the backlog committee to expedite the cases including putting in place accelerated case disposal plans.



Hon. Justice Geoffrey Kiryabwire, 2nd right seated with participants during the SCP review meeting.



The Principal Judge, Hon. Justice Flavian Zeijja (blue suit) handing the Resident Magistrate SCP instruments of operation at the SCP launch in Bundibugyo.

**SCP Court Based Coaching Sessions:** The SCP performance reports and Support Supervision reports, established good practices but also identified gaps in case and data management that required to be addressed through problem-solution focused coaching at the respective courts. The coaching sessions were intended to provide guidance and skill enhancement targeting identified gaps. The coaching sessions were conducted in 36 courts for the period under review. The outcome was a reduction in the number of cases for review and revision, evidence that judicial officers appreciated the procedure which in turn enabled court users to have more confidence in the decisions churned out. In addition, there was an improvement in the level of accuracy for submitted case statistics.

**SCP Support Supervision:** For the year under review, 21 courts were offered support supervision services. This activity is intended to follow up on prior agreed action points to meet the defined standards. As a result of this activity, there was improved compliance with standards leading to enhanced efficiency in management of the cases and data. For most of the courts, however, the need to enhance public sensitization using both traditional and non-traditional media was echoed. In addition, many of the courts decried the absence of an operational computerized Court Case Administration System (CCAS).

### 3.3.3 Capacity of Duty Bearers in Commercial and Land Justice Built

In the period under review, the Judiciary carried out coaching sessions for Stations with unsatisfactory results in eleven (11) courts of Namutumba, Buyende, Kaliro, Aleptong, Nakaseke, Kalisizo, Buwheju, Kakira, Rubirizi, Busembatya & Bugembe. As a result, magistrates acquired knowledge and skills on small claims procedure. Coaching sessions help to enhance practical skills and knowledge in SCP Case and Data management for better performance in what are considered as poor performing SCP Courts.

Table 108 progress in implementation of planned activities

Planned Activity	Institution	Budget	Release	Progress
Capacity building of Small Claims Procedure duty bearers	Judiciary	312,000,000	146,000,000	Training sessions conducted

In contribution towards case management systems and land disputes resolution, ODPP focused on several interventions among them including; provision of legal guidance and advice to the police investigators in respect to various land cases reported, rendering the same guidance and legal advice services to members of the public, various Governmental institutions needing them and other stakeholders in the land sector.

On the same front, the ODPP collaborated, partnered, organized and held numerous joint virtual case management meetings and conferencing sessions with police investigators particularly with the Land Protection Police Unit of the Police and consulted with other stakeholders such as officials from the

Ministry of Lands, Administrator General, and Non-Governmental Organizations like Women's Land Rights Movement, Redeem International. ODPP referred some cases, which were purely civil to other Government Institutions for handling.

#### Summary of Trainings undertaken by ODPP

Training	Participants
A joint police investigators and prosecutors in house training with resource persons from, Police, Ministry of Lands	Mpigi Region
Zoom Webinars including: a Regional Wildlife Crime Webinar on Enhancing Capacity of Prosecutors in Combating Wildlife Crime organised by TRAFFIC and The East African Association of Prosecutors	16 Officers
Consultative Workshop on the Development of an Integrated Case Management System for Investigators and Prosecutors	5 Officers
Virtual Workshop on Migration Related and Transnational Organised Crime in Collaboration with IOM-Egypt	13 Officers
The East African Association of Prosecutors Website Launch and Wildlife Crime Webinar organised by TRAFFIC and The East African Association of Wildlife Prosecutors Secretariat	16 Officers
Online Workshop for Ugandan Prosecutors on Mutual Legal Assistance(MLA)	
High-Level Policy Webinar on Environmental Protection During Contracting for Mining and Petroleum Projects in East Africa organised by African Legal Support Facility	1 Officer
The Trade Based Money Laundering Webinar- ARINSA	4 Officers

The trainings equipped participants with skills necessary to fight and combat wildlife crime which is a transnational organised crime throughout Uganda, the region and the world at large. This was also important for prosecutors working in stations around national parks to ensure that they are familiar with the nature of offences they constantly deal with.

## PROGRAMME MANAGEMENT

### MONITORING AND EVALUATION

**Joint M&E:** To enhance efficiency at all levels and political mobilization the Sector organized a joint M&E focusing on case management systems special attention was placed on the Video conferencing facility linking Courts to Luzira and Kitalya prisons as well as the operation of the Anti-corruption court. Also, the Sector together with Netherlands Embassy conducted two joint M&E visits to JLOS institutions in Mukono RCC.



Joint M&E of the construction of Sembabule Justice centre

Other monitoring exercises by the secretariat focused on ongoing constructions in Sheema, Bududa, Mukono, Sembabule etc as well as working visits to Sector institutions.

**The Joint annual review:** Joint annual reviews are an integral part of monitoring and evaluation of the Sector programmes. The Sector held the 25<sup>th</sup> Annual JLOS GoU-Development partners review on 12<sup>th</sup> November 2020 under the theme "Empowering the people, building trust and upholding rights". This

was the 3<sup>rd</sup> annual review under the 4<sup>th</sup> Strategic Development Plan (SDP IV) that was launched in the FY 2016/17. It was a hybrid with some of the stakeholders participating online.



*Stakeholders at the 25th Annual review*

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

The event was graced by the Chief Justice and a host of Sector stakeholders from all arms of government, civil society, private sector, and development partners. The 25<sup>th</sup> edition of the annual review provided the Sector an opportunity to take stock of JLOS performance between July 2019 and June 2020 under the three outcome areas of improved access to justice, observance of human rights and the fight against corruption; and strengthening commercial justice and the environment for competitiveness. Development Partners led by Head of Office of the Austrian development cooperation assessed sector performance as satisfactory.



*Chief Justice Hon. Owiny Dollo (left) and Principle Judge Launching the 2019/20 annual Report*

### **Computerisation of the JLOS M&E framework and**

**development of the JLOS strategic plan for statistics:** The Sector M&E framework which is an integral part of the SDPIV monitoring is undergoing computerisation as part of the Sector Enterprise resource planning tool (ERP). The tool when deployed provides an M&E dashboard and platform to streamline information management at the sector secretariat. It provides a computerised programme management system for planning, accounting, monitoring, and resource tracking among other functionalities. The Sector also developed a Sector strategic plan for statistics to streamline management of statistics in the sector

**SDPIV End Term Evaluation:** This is the last year of implementation of SDPIV and an end term evaluation was undertaken during the reporting period by Ms. Reev Consult. The End Term Evaluation assessed the extent of performance against impact and outcome indicators and made recommendations for future programming. A draft report has been submitted by the Consultant for validation. A final report of the same will be disseminated to respective stakeholders.

**Managing the transition from sector to programme based planning.** The Third National Development Plan (NDPIII) has been premised on the programme approach to planning, budgeting, implementation and performance reporting. The goal is to increase household income and improve the quality of life of

Ugandans and is expected to be achieved through a combined effort of the various state and non-state actors. The programme approach supports better performance and greater accountability by applying a clear logic in planning, budgeting and implementation with a focus on the intended results. Programs are thus groups of outputs – that is, they group together a range of different types of interventions which have a common intended outcome.

The programme approach to planning aims to: (i) focus implementation of the NDPIII programmes on delivery of common results; (ii) strengthen alignment of planning and budgeting frameworks to provide a logical framework for anchoring the Program-Based Budgeting System (PBS); (iii) enhance synergies across Ministries, Agencies and Local Governments (MALGs) and other actors to reduce a ‘silo’ approach to implementation; and, (iv) Provide a coordinated framework for implementation, monitoring and reporting for improving delivery of results. There are currently 18 programmes and JLOS institutions are placed in the **governance and security programme**

The Governance and Security programme brings together 29 Government Agencies responsible for upholding the Rule of law, ensuring Security, maintaining Law and Order, Public Policy Governance, administration of Justice, promoting Human Rights, accountability and transparency. This program contributes to the NDPIII objective five which is; *to strengthen the role of the state in Development*. The programme goal is to *improve adherence to the rule of law and capacity to contain prevailing and emerging security threats*.

The key results to be achieved over the next five years are:

- (i) Peaceful and stable country.
- (ii) Corruption free, transparent and accountable system.
- (iii) Improved Legislative process and Policy Implementation.
- (iv) Increased access to justice
- (v) Free and Fair Democratic process.

Programme objectives:

- i. Strengthen the capacity of security agencies to address emerging security threats;
- ii. Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security;
- iii. Strengthen people centered security, legislation, justice, law, and order service delivery system;
- iv. Reform and strengthen JLOS business processes to facilitate private sector development;
- v. Strengthen transparency, accountability and anti-corruption systems;
- vi. Strengthen citizen participation in democratic processes;
- vii. Strengthen compliance and implementation of the Uganda Bill of Rights; and
- viii. Enhance Refugee protection and Migration Management.

Given the size of the programme, it was agreed that sub programmes are created to represent more disaggregated groupings of interventions within the programme. The sub programmes brings together institutions with closely linked mandates that contribute to achievement of particular results, and direct impacts. The sub programmes were defined according to the value chain of the programme and following the objectives of the programme. This was done to encourage synergies among stakeholders to work together to deliver the intermediate outcomes and subsequently the programme outcomes. The sector



Joint access to Justice leadership and steering committee members

has developed the programme implementation action plan, the programme strategic plan and is now developing the sub programme strategic plans. The sub programmes include access to justice, Democratic processes, security, and accountability.

The current JLOS secretariat was designated the Program Secretariat. It will undertake coordination of the programme. The secretariat roles will include, but not be limited to the following;

- i. Develop for approval of the Programme technical working group an annual Activity Calendar (including a planning and budgeting calendar) for internal use for
- ii. PIAP implementation with Program and institutional targets; and timelines for delivery;
- iii. Coordinate and resource the programme technical working group in the development of performance standards for institutions participating in the Program including planning; implementation; monitoring; reporting; quality assurance and participation in processes;
- iv. Support the process of annual target setting; integration of targets into Program -institutional participation MoUs and assure the quality and sufficiency of the targets to attain and progress the programme results;
- v. Support the programme technical working group and advise on relevance, sufficiency and value for money of proposed activities in the annual Program Plans and the ability of cumulative annual work-plans to deliver the PIAP results;
- vi. Support, supervise and assure the implementation of annual plans, budgeting and integration of institutional plans into Program plans;
- vii. Support the programme technical working group to supervise and monitor the performance of institutions towards set targets;
- viii. Link the reform process on the ground (including the foot soldiers and the demand side); and within institutions with the Program leadership structures;
- ix. Support the Programme Technical working group to access other Program innovations elsewhere to through research and innovations;
- x. Facilitate communication, coordination and cooperation within Program institutions and between Program institutions and other stakeholders;
- xi. Engage in change management advocacy within the Program institutions;
- xii. Provide technical buck stopping to institutions as necessary to attain Program results;
- xiii. Independent verification of institutional performance in compliance with the Program rewards and sanctions mechanisms.

## Land Justice

During the reporting period, the Land Justice Sub-Committee held two virtual meetings and engagements which mainly focused on the following subjects: recommendations from the JLOS stakeholders meeting that discussed issues regarding Succession Registers and Certificates; emerging issues within the context of land justice in-light of the Covid-19 pandemic disruption; land rights violations during the lock down; and recommendations for addressing challenges in the context of access to land justice.

The Sub-Committee generated several recommendations some of which are under implementation, they include: the need to expedite adjudication of land cases and address hindrances to access to land justice such as fraud; Court orders and other documents should have special security features, automation and system integrations are very vital for addressing fraud; police officers need training on execution procedures; undertake a deep dive into the digital justice transformation aspects of land justice; institutions

should embrace digital transformation and e-justice; sensitization of the public on the services offered by Sector institutions and procedures in the context of land justice; need for holistic trainings across Sector institutions handling land disputes on land subjects, dispute resolution processes and document interpretation; continuous sensitization of the public to use mediation to resolve land disputes because of its benefits; strengthen customer care across Sector institutions handling land cases; need for integration of information management systems in the office of the Administrator General, National Identification and Registration Authority and Judiciary in a bid to expedite the process of applying for letters of administration and rid the process of fraud; and facilitate court annexed mediation.

During the period under review the Secretariat participated in the development of the Women Land Rights Agenda for Uganda for 2021-2030 and the draft Action Plan for its implementation. This process was led by the Ministry of Lands, Housing and Urban Development (MoLHUD) with support from the Intergovernmental Authority on Development (IGAD). The Women Land Rights Agenda identified several gaps limiting enjoyment of women land rights in Uganda which include the limited access to land justice by women within the formal and informal justice structures and proposed strategies for addressing the existing gaps. At the time of preparing this report, implementation of the draft Action Plan for the Women Land Rights Agenda had not commenced but the MoLHUD was in the process of communicating to all implementing institutions to approve activities in the draft Action Plan, budget and plan for their implementation.

In addition to the above, the office of the Administrator General/Public Trustee established the Joint Working Committee to handle issues arising from Succession Registers and Certificates. Membership of the Joint Working Committee comprises of representatives from the following institutions: Ministry of Justice and Constitutional Affairs: (Administrator General/Public Trustee; Commissioner, Legal Advisory Services; Commissioner, Civil Litigation; and Commissioner, First Parliamentary Counsel); the Governance and Security Secretariat (Senior Technical Advisor and Resource Person for Land Justice) : Judiciary (Judges from the Family, Land and Civil Divisions) : Ministry of Lands, Housing and Urban Development (MoLHUD): (Commissioner, Land Registration; Commissioner, Surveys and Mapping; and Commissioner, Land Administration and Management); Buganda Land Board and the Academia. The Joint Working Committee held an Inaugural Working Committee meeting on 26th May, 2021 at Kabira Country Club which approved the Terms of Reference and agreed on key action points for the Committee.

### **Family Justice Subcommittee**

During the period under review, the key deliverable for the Family Justice Subcommittee was conclusion of the Family Justice Catalogue (Catalogue). With financial support from the Swedish International Development Agency (SIDA), the Catalogue was developed. Implementation was by JLOS and the Hague Institute for Innovation of Law (HiIL). The JLOS team was led by Mrs Florence Nakachwa-Dollo, Chair of the Access to Justice Civil Working Group while Mr Tim Verheij led the HiIL team. The Family Justice Subcommittee held a series of meetings via online platforms to update the Catalogue. A final successful Working Group meeting was held to present and validate the Catalogue.

Issues addressed in the Catalogue include: recommendations and best practices in communication within the family; conflict resolution within families; communication with children to reach understandings; property and housing arrangements, fair living arrangements, upbringing and education and family maintenance after separation; and measures to increase income after separation. The Catalogue is a timely document because throughout the COVID-19 pandemic some families experienced difficulties which did not necessarily require pure legal interventions but rather social interventions or a combination of both. Socio-legal approaches to family justice will go a long way in ensuring that family justice concerns do not culminate into criminal cases. By the time of preparing this report, the Family Justice Subcommittee was in the process of developing a dissemination plan including online options for wider readership with contacts for legal aid service providers. JLOS remains grateful to SIDA and HiIL for the support towards family justice.

## CRIMINAL JUSTICE ANNUAL REPORT 2020/2021

The criminal justice Working Group continued to hold online engagements on the key issues that affected the criminal justice system during the pandemic. Activities to address case backlog, the 48 hour rule in terms of suspects arrested, juvenile justice case disposal, the safety and human rights of inmates and suspects at different holding facilities and a coordinated approach to case management were key priorities. The action points from the meetings informed key sector SOPs during the period of the pandemic. The technical input into the development of joint SOPs by the criminal justice actors was critical in addressing the previously uncoordinated SOPs which had resulted into uncoordinated responses by the different actors and weakened service delivery. This intervention contributed to improved and coordinated service delivery in terms of management of criminal cases.

The Working Group participated in the high-level ODPP/CID coordination meeting which discussed election preparation by the justice actors. This meeting was key in providing information on electoral offences, gauging the level of preparedness by the two actors and crafting the way forward on how to manage electoral offences. Another coordination meeting was held at Kitalya Min-Max Prison in October to enable the actors appreciate the effects of the covid- 19 pandemic on case management.

Technical support was provided to facilitate multi-institutional participation in JLOS e-justice interventions. Several meetings were coordinated at institutional and cross-institutional level that strengthened appreciation of the different stages of intervention by the different institutions specifically the Crime Records Management System (CRMS), the ECRO, the PROCAMIS, the ECCMIS and PRIMIS. The information gathered has been included in the work of the high-level sector e-justice integration committee led by the Minister of Justice.

Members of the Working Group provided support supervision for key sector activities to ensure a coordinated response. These included the Plea Bargain sessions in prisons, the juvenile sessions held at Naguru Remand home, trainings carried out by Police, DPP, and the Judiciary and several other activities. Issues identified at the trainings have been used to improve planning and implementation of activities during these unprecedented times. The Naguru Remand now has a permanent court with support from UNICEF who provided furniture for the courtroom in terms of conference table and chairs, visitors' chairs and file cabinets.

## HUMAN RIGHTS AND ANTI-CORRUPTION

Over the reporting period, and broadly over the course of the SDP IV implementation period, human rights and anti-corruption registered a relatively positive trajectory especially in terms of technical activity, framework development, enforcement of standards, building partnerships, and conducting critical research. Despite the functional limitations of the UHRC and COVID-19 occasioned disruptions, most of the activity remained on course. The technical resources at the JLOS Secretariat have been central in steering through the period, and ensuring that JLOS remain a lead reform coordinating mechanism.

The Human Rights and Accountability Working Group that brings together over 50 stakeholders could not hold regular meetings because of the Government. The Secretariat retained online meetings with specific MDAs and held a few activity-based interventions such as treaty report preparation. It is expected that with the relaxation of the lockdown, regular meetings shall proceed. Broadly, over the SDP IV period, the Working Group has held over 40 meetings with a focus on deepening the observance of human rights within JLOS, fighting corruption, and enhancing coordination among the MDAs. The Working Group remains a critical platform for interface among MDAs, CSOs, and Development Partners to pursue common JLOS undertaking. However, holding meetings online currently remains limited and resourcing for members' connectivity is not readily available.

Other fora supported include the Human Resource Managers' Forum. Two meetings were held to reflect on progress realised and also the critical contribution of JLOS human resources in achieving the JLOS performance targets. This HRMF leaders' meeting also explored the position of the HRMF in the

implementation of the NDP III and specifically under the Access to Justice Sub-Programme strategy. The development of a strategic paper of key interventions of focus for the HRMF during the NDP III implementation period was commenced.

Inter-Sectoral partnerships and collaborations were enhanced during the course of SDP IV. JLOS was admitted and continues to be a member of the Inter-Agency Forum against corruption that is headed by the Directorate of Ethics and Integrity in the Office of the President (IAF). The JLOS Secretariat participated in quarterly IAF meetings and JLOS contributed to the national agenda against corruption. In addition, the JLOS Secretariat also continued to participate and provide technical support to the Technical Advisory Inter-Ministerial Committee on Human Rights (IMC) that is under the Ministry of Foreign Affairs. The collaboration enabled participatory preparation of the outstanding UN human rights treaty reports including the CEDAW, ICCPR, CAT, CERD, and ESCR. The team was able to develop Human Rights State Report for the third UPR review that is due in January 2022. All these State reports were reviewed and approved by Cabinet. Only the ESCR treaty report is pending Cabinet Approval.

Framework development for human rights and anti-corruption has been a major pre-occupation. Various anti-corruption legislation is being developed with technical support and participation of the JLOS Secretariat. These include; proceeds of crime law, witness protection law, and key strategic plans at intervention and programme levels. At institutional level, direct technical support was provided to the ODPP, ULS, MoGLSD, JSC, and NIRA to finalise their respective institutional anti-corruption plans of action, as part of the implementation of the JLOS Anti-Corruption Strategy. The uptake in developing these anti-corruption frameworks is gradual and requires sustained engagement at technical and leadership levels.

In collaboration with stakeholders in the Accountability Sector, a process of developing a Social Accountability Promotion Strategy commenced and the Strategy is due to be approved by the ZTC Policy implementation Steering Committee. The JLOS Secretariat is also a member of the Integrity Focal Persons Technical Working Group that is aimed at promoting ethics and integrity across all Government MDAs and LGs. The collaborative engagements have enable peer learning and coordinated implementation of reforms in the fights against corruption for common impact.

The transition from the SWAp to the Programme based approach has had a number of processes that require developing new strategic frameworks, providing technical leadership to MDAs in the new programming, while organising new and deepening existing linkages. A Strategy for the Access to Justice Sub-Programme was developed and approved, and a draft Strategy for the Accountability and Anti-Corruption Sub-Programme has been developed. These are products of the technical team at the JLOS Secretariat. The latter draft strategy is pending consultative discussion before approval by the Sub-programme leadership.

The Secretariat has also managed and/or facilitated various consultancies aimed at diagnosing critical challenges and contributing to the reform process for both human rights and anti-corruption. These consultancies include; development of an Access to Justice Sub-Programme Action Plan on mainstreaming rights of PWDs 2021, review and development of a new strategy for District Integrity Promotion Fora (DIPFs) 2021, and conducting the JLOS Corruption Risk Assessment and Vulnerability Mapping 2020. These are critical in informing the reform agenda. The final JLOS Corruption Risk Assessment report was produced and made available to heads of JLOS MDAs and the relevant technical officers for implementation.

Advisory support has been provided to the Chain-linked initiative that is operationally coordinated by the Judiciary. This mechanism is central for ensuring cohesion and coordination among JLOS actors, especially through the public service delivery cycle. With support from the EU/ibf under the JAR programme, JLOS commenced a process of evaluating and adapting the Chain-linked initiative. This however has not progressed beyond the inception phase. A new of consultants is to be engaged to run the assignment to completion.

As a convenor of strategic dialogue, the Secretariat holds various theme based conferences and critical discussions among heads of institutions. The COVID-19 pandemic has limited this, however, during the year, the second JLOS Annual Anti-Corruption Forum was successfully held in October 2021. This collaboration

involved the ODPP and UNDP. With a focus on critical reforms and embracing technology against corruption, leaders build consensus about necessary technological reforms that must be prioritised. This focus was also dictated by challenges presented by the COVID-19 pandemic. Reports for the first and second JAAF conferences were prepared and published; copies have been disseminated to various stakeholders. Plans for convening the JAAF 3 were commenced.

Sustaining partnerships with non-state actors continues for collective action against corruption and promotion of human rights is a key feature of the JLOS coordination. The Secretariat is a member of various advisory committees for theme related project interventions such as human rights promotion by HRCU. Partnerships with both CSOs and Development Partners complement JLOS efforts toward the achievement of the set reform undertakings. It is imperative to note the contribution and support by LASPNET, ACCU, FHRI, HRCU, Penal Reform International (PRI), ISER, and NUDIPU, and Action-Aid. Other collaborations are with Government MDAs outside the JLOS, such as EOC, IG, OAG, PPDA, and DEI. In addition, partnerships for technical support from UHOHCHR, UNDP, GIZ, and JAR/ibf have been critical in sustaining the JLOS performance. During different interventions, these have worked as common teams with the JLOS Secretariat.

Some of the mechanisms supported and technically resourced by the JLOS Secretariat did not register the expected performance. This is largely due to three factors; COVID-19 SOP restrictions, limitation in funding, and change of leadership due to retirement and transfers. Some key leaders have not been replaced, such as the Chairperson of the JLOS Human Rights and Accountability Working Group – Mr. Bisereko Kyomuhendo who retired in February 2021, and JSC Hon. Jotham Tumwesigye who retired and was the Chairperson of the JLOS Integrity Committee. The demise of the late Hajj Medi Kaggwa, the former chairperson of the UHRC also dealt a blow to the normal functioning of the Commission for close to two years. These gaps negatively affected regular engagement and continuity of coordination to achieve planned interventions. The JLOS Inspectors' Forum was not been able to conduct joint field visits because of COVID-19 restrictions and also limited available resources.

### **Transitional Justice Working Group (TJWG).**

In the reporting period the technical sub – committee/taskforce of the TJWG had a series of virtual and physical meetings (eight in total) on the 2<sup>nd</sup> November 2020, 2<sup>nd</sup> December 2020, (virtual), 17th December 2020, 5<sup>th</sup> January 2021, 22<sup>nd</sup> - 24<sup>th</sup> January 2021, 5th March 2021(virtual) and a two-day working meeting in April 2021, all meant to fast track the implementation of the National Transitional Justice Policy (NTJP).

The terms of reference of the technical subcommittee/task of the TJWG is to realize the directives of Cabinet after the approval of the NTJP. These include fast tracking the development of Transitional Justice Law, developing an implementation plan for the NTJP, sensitization and dissemination of the NTJP and providing guidance on the implementing structure of the NTJP.

As a result of these meetings, the subcommittee has completed the Regulatory Impact Assessment (RIA) of the NTJP and principles for the Transitional Justice Law that are now ready for Cabinet consideration.

The subcommittee also organized and successfully participated in national radio outreach sessions on the NTJP in nine regions of the country; Buganda, Rwenzori, Teso, Karamoja, Lango, Acholi, West Nile, Bugisu and, Bunyoro from the 3<sup>rd</sup> to 17 December 2020.

### **E-Justice and Digital Transformation**

During the reporting period (2020/21), the following were the key deliverables arising out of coordination efforts geared toward support to e-Justice and digital transformation in the Sector:

- Supported the creation of the ICT Committee in the Ministry of Justice and Constitutional Affairs whose role is to coordinate ICT initiatives, projects and activities.
- Provided support to the Directorate of Civil Litigation and Attorney General's Chambers in

developing a concept and project proposal for the roll design, development and operationalization of an enterprise civil suits case management information system.

- Worked with the Uganda Police (CID and ICT Directorate) to revitalize efforts in re-aligning the vision of the Criminal Records Management System (CRMS) project in KMP and beyond.
- Worked with the Directorate of Forensics (DFS) in the Uganda Police to kick start efforts in digitizing the criminal records office through a project called “eCRO” (Electronic Criminal Records Information System). ECRO will facilitate automated update and sharing of criminal profiles across JLOS institutions and other government agencies that require these antecedent datasets.
- Developed concepts and proposals for funding of the JLOS integration project by the European Union through the JAR program. As a result, of these efforts, funding of Euros 500,000 was availed to JLOS to support the preliminary phases of the integration process (business process mapping and development of a JLOS systems integration framework / enterprise information architecture)
- Further under JAR, developed concepts for supporting digital innovations in access to justice. A call for proposals has been publicly published. The available fund (Euro 80,000) will set the stage for leveraging innovative technologies in JLOS institutions with focus on legal aid services, citizen engagement and participation, access to information, human rights, gender equity, crime prevention et cetera.
- Coordinated the development of an e-Justice Strategic Plan (2021 – 2026) for the access to justice sub-program that when concluded will provide a strategic and harmonized direction to leveraging of technology in JLOS service points. The strategy will also support planning and e-justice programming at the Governance and Security Program Secretariat
- Supported the development of an innovation culture in JLOS through coordination of the JLOS-HiiL innovating justice project that was focused on leveraging data in decision making, transformative leadership and support to local innovations through a local accelerator program. This accelerator has provided a platform for local innovations in the Ugandan justice space and have also been showcased at international level notably at the Annual “innovating justice” conference in The Hague.
- Worked with the ODPP in provision of technical support to the roll-out of the PROCAMIS project – working with the PROCAMIS Review Committee and the ODPP Digital Innovations Committee established by the DPP. As a result of these efforts, a country-wide roll out strategy for PROCAMIS is being developed.
- Provided technical support to the Judiciary in the development of user requirements for the Electronic Court Case Management Information System (ECCMIS). This system has now been developed and is ready for roll out before the end of 2021.
- Provision of technical support to the JLOS-SEMA project currently being implemented at more than 40 service points in 05 JLOS institutions across the country (Judiciary, Police, URSB, DCIC and NIRA). This project provides data-driven decision support in service delivery through analysis of customer feedback.

## ANNUAL FINANCIAL REPORT 2020/2021

This financial report reflects the budget performance for all Sector institutions for the 1<sup>st</sup> half of the Financial Year 2020/21. The Sector was funded by GoU and development partners to implement the JLOS work plan 2020/21 in particular and the SDPIV in general. The development partners who are funding the implementation of the SDPIV include the European Union, Governments of the Netherlands Austria and Sweden through IDLO. Also, UN agencies including UNICEF, UN Women UNFPA and UNDP provide support to implementation of the work plan. Other development partners including Netherlands, Norway, Denmark, Austria, Ireland, Sweden, and the European Union also funded the Sector through the DGF.

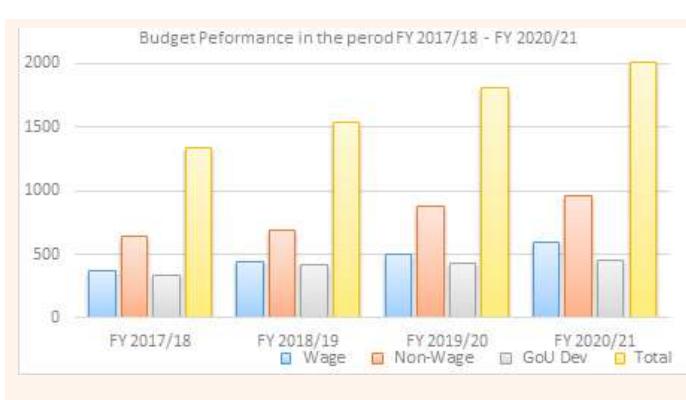
### National budgeting and implementation process

The GoU budget cycle starts in October following issuance of the budget call circular that details government priorities and the Medium-Term Expenditure Framework (MTEF). This is preceded by the Country Portfolio Performance Review between July and August each year. Sector Working Groups and Local governments prepare and submit Sector Budget Framework Papers (BFPs) and collectively the Sector BFPs form the National BFP which has details of budget estimates by each Ministry and institution. The National BFP is presented to Parliament which has the power of appropriation. Once approved each Ministry/Department is allocated a ceiling of the amount to be spent in the financial year. All transactions are drawn against the Single Treasury Account in the Bank of Uganda operated through the Integrated Financial Management System. Once the budget is approved, the Ministry of Finance, Planning and Economic Development issues quarterly cash limits against which each institution can spend in a Quarter from the approved budget.

In the FY 2020/21, the total budget allocation for JLOS was UGX. 1,963.23bn, which was a 17% increase from UGX. 1,812 in FY 2019/20. The revised wage allocation was UGX. 592.28bn compared to UGX. 495.24bn for the previous financial year. The non-wage provision was UGX 1,021.6 bn compared to UGX. 881.31bn for FY 2019/20 while the development budget increased marginally to UGX. 460.25bn from UGX.435.46bn in the same period. The JLOS SWAP Development Fund captured under the MoJCA development Budget was UGX. 74.7bn. However, the sector suffered budget cuts amounting to UGX.68.94Bn arising from the efforts of GoU to combat the second wave of Covid-19.

Table 102 Breakdown of the budget for the SDPV Period (amount in billion)

Financial Year	Wage	Non-Wage	GoU Dev	Total
FY 2020/21	592.08	958.47	454.43	2,004.98
FY 2019/20	495.235	881.31	435.46	1,812.00
FY 2018/19	444.200	684.90	413.61	1,542.71
FY 2017/18	369.240	636.78	331.26	1,337.28



The UPF was allocated 47.7% of the final revised JLOS budget while UPS, Judiciary and MoJCA were allocated 14.5%, 10.8% and 7% respectively. The detailed breakdown by institution is as shown in the table below.

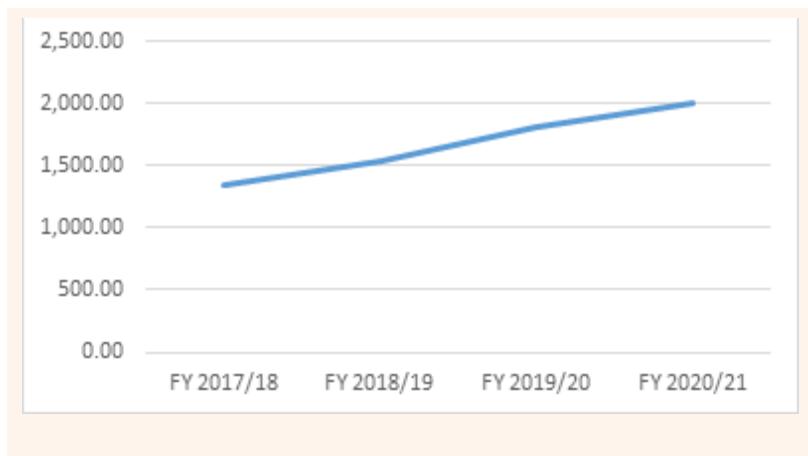


Table 103 Budget allocation to JLOS for FY 2020/21(amount in billion)

Code	Institution	Wage	Non Wage	Development	Total	%share
007	MOJCA	8.82	56.82	74.73	140.37	<b>7.00%</b>
009	MIA	2.30	43.10	7.43	52.83	<b>2.63%</b>
101	Judiciary	58.42	136.31	21.01	215.74	<b>10.76%</b>
105	ULRC	4.07	4.60	0.20	8.87	<b>0.44%</b>
106	UHRC	6.59	12.63	0.05	19.28	<b>0.96%</b>
109	LDC	8.25	15.25	4.47	27.96	<b>1.39%</b>
119	URSB	8.98	17.47	0.41	26.85	<b>1.34%</b>
120	DCIC	4.42	90.22	10.24	104.87	<b>5.23%</b>
133	ODPP	16.88	27.18	8.50	52.57	<b>2.62%</b>
144	UPF	369.69	319.93	267.76	957.38	<b>47.75%</b>
145	UPS	80.81	173.02	37.28	291.11	<b>14.52%</b>
148	JSC	2.68	7.74	0.24	10.66	<b>0.53%</b>
305	DGAL	1.33	8.81	15.94	26.08	<b>1.30%</b>
309	NIRA	18.83	45.41	6.17	70.41	<b>3.51%</b>
	Total	592.08	958.47	454.43	2,004.98	

In the reporting period, MoFPED released a total of UGX. 1,868.46bn which is 93.2% of the UGX. 2,004.98bn revised annual budget. The Covid-19 related budget cuts amounting to UGX.68.94Bn were effected on the recurrent budget. The overall absorption of the funds received was 97.9%.

Table 104 JLOS Budget Performance for FY 2020/2021 (amount in billion)

Code	Institution	Approved Budget	Supple-mentary	Budget adjustments Due to Covid	Final Revised Budget	Released	Spent	% Released	% Spent
007	MoJCA	155.146	1.722	(16.499)	140.369	104.186	100.456	74.22%	96.42%
009	MIA	52.828	-	(0.000)	52.828	51.534	50.818	97.55%	98.61%
101	Judiciary	199.078	20.686	(4.019)	215.744	199.595	192.385	92.51%	96.39%
105	ULRC	7.880	0.991	-	8.870	8.603	7.738	96.98%	89.95%
106	UHRC	19.280	0.376	(0.378)	19.278	18.903	16.566	98.05%	87.64%
109	LDC	28.160	-	-	28.160	24.759	24.449	87.92%	98.75%
119	URSB	26.871	0.011	(0.032)	26.850	23.067	22.735	85.91%	98.56%

Code	Institution	Approved Budget	Supplemen-tary	Budget adjustments Due to Covid	Final Revised Budget	Released	Spent	% Released	% Spent
120	DCIC	104.877	-	(0.003)	104.875	101.794	98.854	97.06%	97.11%
133	ODPP	48.431	4.134	-	52.565	50.243	49.079	95.58%	97.68%
144	UPF	923.603	56.660	(22.885)	957.378	927.634	924.329	96.89%	99.64%
145	UPS	289.885	26.300	(25.080)	291.105	267.913	263.534	92.03%	98.37%
148	JSC	10.658	-	-	10.658	10.658	10.194	100.00%	95.65%
305	DGAL	26.083	-	-	26.083	24.684	15.629	94.63%	63.32%
309	NIRA	70.446	0.011	(0.046)	70.410	54.886	52.482	77.95%	95.62%
	Total	1,963.23	110.89	-68.94	2,004.98	1,868.46	1,829.25	93.18%	97.90%

The released budget included a total supplementary allocation of UGX.110.89bn allocated to UPF (UGX.56.7bn), UPS (UGX.26.3bn), Judiciary (UGX.20.7bn) among others.

**Wage:** Overall, the sector received UGX.592.079bn of the approved wage budget of UGX. 592.280bn resulting to a budget outturn of 100%. The overall absorption of the wage release was at 97.3% of the released funds. No institution received supplementary release for wage.

Table 105 Wage absorption rate 2020/21(amount in billion)

Code	Institution	Approved Budget	Final Revised Budget	Released	Spent	% Released	% Spent
007	MoJCA	8.820	8.820	8.820	7.376	100.0%	83.6%
009	MIA	2.299	2.299	2.299	2.102	100.0%	91.4%
101	Judiciary	58.422	58.422	58.422	54.417	100.0%	93.1%
105	ULRC	4.073	4.073	4.073	3.442	100.0%	84.5%
106	UHRC	6.595	6.595	6.595	5.861	100.0%	88.9%
109	LDC	8.443	8.246	8.246	8.246	97.7%	100.0%
119	URSB	8.980	8.980	8.980	8.905	100.0%	99.2%
120	DCIC	4.417	4.417	4.417	4.056	100.0%	91.8%
133	ODPP	16.882	16.882	16.882	16.032	100.0%	95.0%
144	UPF	369.690	369.690	369.690	366.618	100.0%	99.2%
145	UPS	80.811	80.811	80.811	76.748	100.0%	95.0%
148	JSC	2.675	2.675	2.675	2.442	100.0%	91.3%
305	DGAL	1.334	1.334	1.334	1.200	100.0%	90.0%
309	NIRA	18.835	18.835	18.835	18.821	100.0%	99.9%
	Total	592.275	592.079	592.079	576.265	100.0%	97.3%

Under Non-Wage, JLOS received UGX.853.653bn of the revised budget which represents an outturn of 89.1%. The revised budget includes supplementary release of UGX. 108.2bn for nine institutions including UPF, UPS, Judiciary, ULRC, MoJCA among others. On the other hand, institutions including MoJCA, Judiciary, UPF, UPS among others suffered budget cuts in quarter 4. This was in an effort to mobilise funds to fight against the second wave of the Covid-19 pandemic. The overall expenditure of the released funds stood at 98.3%.

Table 106 Non-Wage absorption rate 2020/21(amount in billion)

Vote Code	Institution	Approved Budget	Supplementary	Budget adjust-ments Due to Covid	Final Revised Budget	Released	Spent	% Re-leased	% Spent
007	MoJCA	71.597	1.722	-16.499	56.820	39.498	37.513	69.5%	95.0%
009	MIA	43.100	0.000	0.000	43.100	43.100	42.581	100.0%	98.8%
101	Judiciary	119.646	20.686	-4.019	136.313	120.164	117.001	88.2%	97.4%
105	ULRC	3.606	0.991	0.000	4.597	4.345	4.112	94.5%	94.6%
106	UHRC	12.634	0.376	-0.378	12.632	12.256	10.653	97.0%	86.9%
109	LDC	15.248	0.000	0.000	15.248	13.662	13.352	89.6%	97.7%
119	URSB	17.487	0.011	-0.032	17.466	13.834	13.579	79.2%	98.2%
120	DCIC	90.220	0.000	-0.003	90.217	89.117	86.659	98.8%	97.2%
133	ODPP	25.694	1.486	0.000	27.179	26.303	26.019	96.8%	98.9%
144	UPF	286.150	56.660	-22.885	319.925	290.181	289.948	90.7%	99.9%
145	UPS	171.798	26.300	-25.080	173.018	152.912	152.596	88.4%	99.8%
148	JSC	7.740	0.000	0.000	7.740	7.740	7.510	100.0%	97.0%
305	DGAL	8.805	0.000	0.000	8.805	8.805	8.385	100.0%	95.2%
309	NIRA	45.444	0.011	-0.046	45.409	31.734	29.464	69.9%	92.8%
Total	Total	919.169	108.242	-68.942	958.469	853.653	839.372	89.1%	98.3%

Note Supplementary budgets were in Q1 and Q2 before the second lockdown.

**Capital Development** - The Sector performance for development was at 93% i.e. received UGX. 422.725bn of the revised budget of UGX.451.783bn. Only ODPP received a supplementary release for capital development. The overall absorption of the wage release was at 97%.

Table 107 development budget absorption rate (amount in billion)

Vote Code	Institution	Approved Budget	Supple-men-tary	Final Re-vised Budget	Released	Spent	% Released	% Spent
007	MoJCA	74.729	0	74.729	55.867	55.567	74.8%	99.5%
009	MIA	7.429	0	7.429	6.134	6.134	82.6%	100.0%
101	Judiciary	21.010	0	21.010	21.010	20.968	100.0%	99.8%
105	ULRC	0.200	0	0.200	0.185	0.185	92.3%	100.0%
106	UHRC	0.052	0	0.052	0.052	0.052	100.0%	99.8%
109	LDC	4.470	0	4.470	2.850	2.850	63.8%	100.0%
119	URSB	0.405	0	0.405	0.253	0.252	62.5%	99.6%
120	DCIC	10.240	0	10.240	8.259	8.140	80.7%	98.6%
133	ODPP	5.855	2.649	8.504	7.057	7.028	83.0%	99.6%
144	UPF	267.763	0	267.763	267.763	267.763	100.0%	100.0%
145	UPS	37.277	0	37.277	34.190	34.190	91.7%	100.0%
148	JSC	0.243	0	0.243	0.243	0.241	100.0%	99.4%
305	DGAL	15.944	0	15.944	14.545	6.044	91.2%	41.6%
309	NIRA	6.167	0	6.167	4.317	4.197	70.0%	97.2%
Total	Total	451.783	2.649	454.433	422.725	413.611	93.0%	97.8%

## Performance against the SWAP development fund

The SWAP Development Budget includes funds appropriated under the SWAP Development Fund, programme support from the JLOS Development Partners, projects and direct funding from donors. The overall approved budget for the period was Ush. 127.6bln, the release in the reporting period was Ush. 40.2. The total budget performance was Ush. 34.6bn from both the release and balances from the previous FY 2019/2020

The total approved JLOS SWAP Development work plan was UGX. 127.6 billion. The funds committed to funding the work plan included UGX.74.7bn from GOU, which includes proportionate funding from EU and Austria as Sector budget support donor. From Government and budget support donors 69.8bn was released in the period under review. Under programme support the sector received 14.1bn from the Netherlands while project support received was 1.6bn from UNFPA, 524 million from UNICEF and 147million from DGF

Table 109 Summary of budget performance against outcomes in the work plan

Out come	Approved Budget	Release	%
Infrastructure and Access to JLOS service Enhance	107,331,854,451	57,822,232,760	53.9
Observation of Human Rights and Fight against corruption promoted	7,299,716,000	3,170,853,874	43.4
Commercial Justice and Competitiveness strengthen	7,296,246,090	3,614,379,411	49.5
Sector wide and Programme management	5,713,899,620	5,214,827,195	91.2
Total	127,641,716,167	69,822,293,240	55

Table 110 Development Partner Support towards the SWAP Work Plan for the FY2020/21

Development partner	Programme	Approved Amount	Disbursement	Disbursement date
Netherlands	Earmarked programme support given direct to the Ministry of Justice and Constitutional Affairs	€6.5Million	14,132,35,581	October 2020
Austria	Budget support to MTEF FY 2017/2018, part of basket to Ministry of Finance Planning and Economic Development	€ 2 million		
EU	Budget support to MTEF FY 2018/20/21, part of basket to Ministry of Finance, Planning and Economic Development	€ 10 million		
UNICEF	Justice for Children given direct to the Ministry of Justice and Constitutional Affairs	524,759,922	524,759,922	September 2020, December 2020, February 2021 and May 2021
UNFP	Sexual Gender Base Violent given direct to the Ministry of Justice and Constitutional Affairs	1,692,753,699	1,692,753,699	July 2020
DGF	Law council for local Government activities given direct to the Ministry of Justice and Constitutional Affairs	147,166,544	147,166,544	September 2020 and January 2021

Table 111 The consolidated statement of Sources and Uses of Funds Statement FY 2020/2021.

Financing	Amount shs
Sector balance from FY 2019/2020	31,424,949,461
JLOS House balance from FY 2019/2020	18,592,439,794
Receipt from GOU and Budget support donors[1]	54,875,618,701
UNDP Rule of law and constitutional democracy	-
Netherlands AWAP WP activities	14,132,305,581
UNICEF Justice for Children (J4C)	524,759,922
DGF Law council	147,166,544
UNFPA – GBSV Cases	1,692,753,699
Total Revenue	121,389,993,702
Expenditure	72,728,526,686
Un spent balance	48,661,467,096
Represented by	
Secretariat and Institution Closing SWAP bank account balances	17,655,221,104
JLOS house closing bank account balance	31,006,245,992
<b>Total Net Cash balance</b>	<b>48,661,467,096</b>

Table 112 Summary of releases to institutions against approved Work Plan FY 2020/2021.

Institutions	Balance B/F 20/20	Changes After the Financial position	DEV Partners	GOU 2020/2021	Available Funds	Expenditure UGX	Closing Bal June 21
Ministry of Justice		92,356,170	281,350,000	3,562,657,424	3,936,363,594	3,773,734,224	162,629,370
JLOS Secretariat (IFMS)	-	0	-	5,310,014,489	5,310,014,489	5,310,014,489	-
Uganda Law Society	207,451,560	6,926,250	34,000,000	180,500,000	428,877,810	218,760,585	210,117,225
Uganda Law Reform Comm.	647,425,326		39,000,000	573,357,959	1,259,783,285	906,027,933	353,755,352
Local Government	624,417,108		621,500,000	507,675,000	1,753,592,108	1,530,091,000	223,501,108
Law Development Centre	85,763,695		383,500,000	1,086,179,000	1,555,442,695	1,555,258,234	184,461
Tax Appeals Tribunal	47,590,546	21	34,000,000	254,986,800	336,577,367	336,294,000	283,367
Directorate of Public Prosecution	6,627,992,214		1,681,575,000	3,934,160,000	12,243,727,214	6,698,675,996	5,545,051,218
Uganda Reg. Serv. Bureau	1,096,779,787		537,455,000	828,676,680	2,462,911,467	2,203,773,233	259,138,234
Ministry of Internal Affairs	-		181,000,000	2,399,016,745	2,580,016,745	2,580,014,745	2,000
Uganda Police Force	3,589,966,208		946,675,000	4,542,638,630	9,079,279,838	6,996,229,141	2,083,050,697
Uganda Prisons Services	2,848,063,582	3	768,090,000	4,612,505,676	8,228,659,261	7,101,123,469	1,127,535,792
Judicial Service Commission	257,547,503		52,500,000	647,704,000	957,751,503	520,724,546	437,026,957
Min. of Gender, Labour & Social Dev't	738,983,909	2,105,000	973,100,000	2,248,710,561	3,962,899,470	3,688,087,062	274,812,408
Judiciary	9,305,035,793		6,984,635,000	8,144,260,000	24,433,930,793	20,246,619,167	4,187,311,626

Institutions	Balance B/F 20/20	Changes After the Financial position	DEV Partners	GOU 2020/2021	Available Funds	Expenditure UGX	Closing Bal June 21
Uganda Human Rights Commission	1,388,674,564	1,955,000	39,000,000	811,601,904	2,241,231,468	1,646,727,637	594,503,831
Nat Citizenship & Immigration Control	375,905,728		34,000,000	1,098,238,255	1,508,143,983	1,258,714,811	249,429,172
NIRA	1,165,073,253	78,195,000	500,000,000	332,505,200	2,075,773,453	632,008,812	1,443,764,641
Directorate of Government Analytical Laboratory	-	0	638,500,000	1,245,760,000	1,884,260,000	1,884,260,000	-
Balance from Institutions	29,006,670,776	181,537,444	14,729,880,000	42,321,148,323	86,239,236,543	69,087,139,084	17,152,097,459
SWAP Devt partners Ac	2,073,333,397	163,407,844	1,767,105,746	0	4,003,846,987	3,500,723,342	503,123,645
JLOS House	18,592,439,794	0	0	12,554,470,37,8	31,146,910,172	140,664,180	31,006,245,992
Grand Total	49,672,443,967	344,945,288	16,496,985,746	54,875,618,701	121,389,993,702	72,728,526,606	48,661,467,096

## The SWAP Financial Management Process

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

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

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

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

### Audit:

The Sector received an unqualified audit report from the Auditor General in the FY 2019/20. The internal audit activities were performed by the in-house internal auditors of the various institutions in line with the requirements of the Government of Uganda Charter for Internal Audit functions.

## **JLOS Procurement Process**

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

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

## Annex 1

Statutory Instruments published were: -

- 1) The Free Zones (Declaration of Metal Testing and Smelting Free Zone) Instrument, 2020.
- 2) The Free Zones (Declaration of Alfil Millers Free Zone) Instrument, 2020.
- 3) The Free Zones (Declaration of Pearl Flowers Free Zone) Instrument, 2020.
- 4) The Free Zones (Declaration of Thyma Herbs Free Zone) Instrument, 2020.
- 5) The Free Zones (Declaration of Kimsam Investment Free Zone) Instrument, 2020.
- 6) The Free Zones (Declaration of Shree Modern Textiles Free Zone) Instrument, 2020.
- 7) The Free Zones (Declaration of Block Chain Technologies Free Zone) Instrument, 2020.
- 8) The Free Zones (Declaration of Aurnish Trading Free Zone) Instrument, 2020.
- 9) The Free Zones (Declaration of Biyinzika Avocado Free Zone) Instrument, 2020.
- 10) The Public Health (Control of Covid-19) (Amendment) Rules, 2020.
- 11) The Political Parties and Organisations (Conduct of Meetings and Elections) Regulations, 2020.
- 12) The Insurance (Fees) Regulations, 2020.
- 13) The Insurance (Mobile Insurance) Regulations, 2020.
- 14) The Insurance (Reinsurance) Regulations, 2020.
- 15) The Insurance (Capital Adequacy and Prudential Requirements) Regulations, 2020.
- 16) The Insurance (Insurance Training College) Regulations, 2020.
- 17) The Insurance (Licensing and Governance) Regulations, 2020.
- 18) The Insurance (Index Contracts) Regulations, 2020.
- 19) The Weights and Measures (Sale and Labelling of Goods) (Amendment) Rules, 2020.
- 20) The Free Zones (Declaration of Lake Victoria Logistics Free Zone) Instrument, 2020.
- 21) The Electricity (Exemption from Holding Licence) (Pamoja Energy Limited) Order, 2020.
- 22) The Land Acquisition (Land comprised in Kibuga Block 7 Plot 39, Land at Mengo, Kampala District) Instrument, 2020.
- 23) The Building Control (Fees) Regulations, 2020.
- 24) The Security Organisations (Terms and Conditions of Service) (Amendment) (No. 2) Regulations, 2020.
- 25) The Expropriated Properties (Disposal Other than by Sale) Order, 2020.
- 26) The Uganda Communications (Fees and Fines) (Amendment) (No. 2) Regulations, 2020.
- 27) The Public Health (Control of COVID - 19) (Amendment No. 2) Rules, 2020.
- 28) The Public Health (Prohibition of Entry into Uganda) (Revocation) Order, 2020.

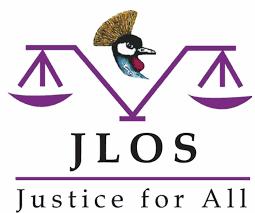
- 29) The Diplomatic Privileges (Extension to Prescribed Organisations) (Amendment) Regulations, 2020
- 30) The Prisons (Amendment) Regulations, 2020.
- 31) The Registration of Persons (Amendment) Regulations, 2020.
- 32) The Public Health (COVID19) (Amendment No. 3) Rules, 2020
- 33) The Anti-Money Laundering (Amendment of Second Schedule) Instrument, 2020.
- 34) The Traffic and Road Safety (Motor Vehicle Inspection) (Amendment) Regulations, 2020.
- 35) The Parliamentary Elections (Amendment of Third Schedule) Instrument, 2020
- 36) The National Environment (Environmental and Social Assessment) Regulations, 2020.
- 37) The National Environment (Standards for Discharge of Effluent into Water or Land) Regulations, 2020.
- 38) The National Environment (Oil Spill Prevention, Preparedness and Response) Regulations, 2020.
- 39) The Uganda Wildlife Conservation Education Centre Act, 2015 (Commencement) Instrument, 2020.
- 40) The Uganda Wildlife Research and Training Institute Act, 2016 (Commencement) Instrument, 2020.
- 41) The Land Acquisition (Mpigi-Kanoni-Sembabule Road) Instrument, 2020.
- 42) The Land Acquisition (Park Junction-Buliisa Road) Instrument, 2020.
- 43) The Land Acquisition (Kamwenge-Fort Portal Road) Instrument, 2020.
- 44) The Land Acquisition (Atiak-Laropi Road) Instrument, 2020.
- 45) The Land Acquisition (Pallisa-Kamonkoli Road) Instrument, 2020.
- 46) The Land Acquisition (Wanseko-Bugungu Road) Instrument, 2020.
- 47) The Land Acquisition (Rukungiri-Kihihi-Ishasha-Kanungu Road) Instrument, 2020.
- 48) The Land Acquisition (Pallisa-Kumi Road) Instrument, 2020.
- 49) The Land Acquisition (Luwero-Butalangu Road) Instrument, 2020.
- 50) The Land Acquisition (Kitala-Gerenge) Instrument, 2020.
- 51) The Land Acquisition (Busega-Mityana Road) Instrument, 2020.
- 52) The Land Acquisition (Kisanja-Park Junction Road) Instrument, 2020.
- 53) The Land Acquisition (Kapchorwa-Suam Road) Instrument, 2020.
- 54) The Land Acquisition (Kampala-Masaka Road) Instrument, 2020.
- 55) The Land Acquisition (Bumbobi-Lwakhakha Road) Instrument, 2020.
- 56) The Land Acquisition (Mukono-Katosi-Kisoga-Nyenga Road) Instrument, 2020.
- 57) The Public Health (COVID19) (Amendment No. 3) Rules, 2020

- 58) The Anti-Money Laundering (Amendment of Second Schedule) Instrument, 2020.
- 59) The Traffic and Road Safety (Motor Vehicle Inspection) (Amendment) Regulations, 2020.
- 60) The Electricity (Isolated Grid Systems) Regulations, 2020.
- 61) The Land Acquisition (Orio Hydro Power Project) Instrument, 2020.
- 62) The Parliamentary Elections (Amendment of Third Schedule) Instrument, 2020.
- 63) The National Environment Act (Commencement of Section 12) (Amendment) Instrument, 2020.
- 64) The Petroleum (Exploration, Development and Production) (Sale of Data) (Amendment) Regulations, 2020.
- 65) The National Environment (Environmental and Social Assessment) Regulations, 2020.
- 66) The National Environment (Standards for Discharge of Effluent into Water or Land) Regulations, 2020.
- 67) The National Environment (Oil Spill Prevention, Preparedness and Response) Regulations, 2020.
- 68) The Electricity (Safety Code) Regulations, 2020.
- 69) The Financial Institutions (Capital Buffers and Leverage Ratio) Regulations, 2020
- 70) The Law Revision (Reprint of the Parliamentary Elections Act, 2005) Order, 2021.
- 71) The Law Revision (Reprint of the Political Parties and Organisations Act, 2005) Order, 2021.
- 72) The Law Revision (Reprint of the Presidential Elections Act, 2005) Order, 2021.
- 73) The National Drug Policy and Authority (Amendment of Schedules) (Amendment) Order, 2021.
- 74) The Electricity Act (Commencement of Part XIII and section 130) Instrument, 2021.
- 75) The Mental Health Act (Commencement) Instrument, 2021.
- 76) The Amnesty Act (Extension of Expiry Period) Instrument, 2021.
- 77) The Electricity (Establishment and Management of the Rural Electrification
- 78) The Electricity (Establishment and Management of the Rural Electrification Fund) Instrument, 2021.
- 79) The Rules of Procedure of the Parliament of Uganda.
- 80) Proclamation by the Speaker of the Parliament of the Republic of Uganda on the Dissolution of the Tenth Parliament of Uganda.
- 81) Proclamation by the President of the Republic of Uganda on the First Sitting of the Eleventh Parliament of the Republic of Uganda.
- 82) The Law Revision (Preparation of Revised Edition of Laws of Uganda) Instrument, 2021.
- 83) Proclamation by the Rt. Honourable Speaker of Parliament on the Presidential Address on the National Budget for the Financial Year 2021/2022.
- 84) Proclamation by the Rt. Honourable Speaker of Parliament on the Presidential Address on the State of the Nation.

**The following Legal Notices published were: -**

1. The Arbitration and Conciliation (Appointment of International Centre for Arbitration and Mediation in Kampala as an Appointing Authority) Notice, 2020.
2. The Universities and Other Tertiary Institutions (Publication of Private Tertiary Institutions issued with Provisional Licence) Notice, 2020.
3. The Universities and Other Tertiary Institutions (Publication of Certificates of Classification and Registration) Notice, 2020.
4. The Universities and Other Tertiary Institutions (Publication of a Private Other Degree Awarding Institution issued with Provisional Licence) Notice, 2020.
5. The Uganda National Bureau of Standards Act (Declaration of Compulsory Standard Specification) Notice, 2020.
6. The National Honours and Awards (Award of National Honours) Notice, 2020.
7. The Uganda National Bureau of Standards (Declaration of Compulsory Standard Specification) (No. 2) Notice, 2020
8. The National Bureau of Standards (Declaration of Compulsory Standard Specifications) (No. 3) Notice, 2020
9. The ISBAT University Charter Notice, 2021.
10. The Commission of Inquiry (Effectiveness and Relevance of the Education Policy to the Achievement of the Education Needs of Users and Goals of Government) Notice, 2021.
11. The Declaration of Public Holiday Notice, 2021
12. The Declaration of Public Holiday (No.2) Notice, 2021.





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