



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

## **ANNUAL PERFORMANCE REPORT**

**2010/2011**



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## LIST OF ACRONYMS

AAPAM	Association of African Public Administration and Management
AAV	Action Against Violence
ACHPR	African Commission for Human and Peoples Rights
ACTV	African Centre for the Treatment and Rehabilitation of Torture Victims
ADR	Alternative Dispute Resolution
AIDE	Alliance for Integrated Development and Empowerment
AIDS	Acquired Immune Deficiency Syndrome
APRM	African Peer Review Mechanism
ART	Anti-Retroviral Therapy
ASF	Avocats Sans Frontieres
ASTU	Anti-Stock Theft Unit
CEEWA-UG	Council for the Economic Empowerment for Women of Africa – Uganda Chapter
CFPOs	Child and Family Protection Officers
CFPU	Child and Family Protection Unit
CHOGM	Commonwealth Heads of Government Meeting
CJRP	Commercial Justice Reform Programme
CLOs	Community Liaison Officers
CSOs	Civil Society Organisations
DANIDA	Danish International Development Agency
DCC	District Chain Linked Committees
DPC	District Police Commander
DPP	Directorate of Public Prosecutions
EAC	East African Community
EDF	European Development Fund
EU	European Union
FAPAD	Facilitation for Peace and Development
FHRI	Foundation for Human Rights Initiative
FHRI	Foundation for Human Rights Initiative
FIDA	Uganda Association of Women Lawyers (Federacion Internationale D’Abogados)
GAL	Government Analytical Laboratory
GBV	Gender Based Violence
GOU	Government of Uganda
HIV	Human Immuno-Deficiency Virus
HRBA	Human Rights Based Approach
HURINET	Human Rights Network Uganda
ICC	International Criminal Court
ICITAP	International Criminal Investigations Training Assistance Programme
IEC	Information Education and Communication
IFMS	Integrated Financial Management System
JSC	Judicial Service Commission
JURIA	Justice and Rights Associates
KDLRI	Kawempe Division Legal Rights Initiative
KIDDP	Karamoja Integrated Disarmament and Development Programme
LABF	Legal Aid Basket Fund
LAC	Legal Aid Clinic of Law Development Centre
LAPD	Legal Action for Persons with Disabilities
LAPS	Local Administration Police

LASPNET	Legal Aid Service Providers Network
LASPs	Legal Aid Service Providers
LC	Local Council
LCCA	Local Council Court Act
LDC	Law Development Centre
LEMU	Land and Equity Movement in Uganda
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MJU	Micro Justice Uganda
MoGLSD	Ministry of Gender, Labour and Social Development
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NAADS	National Agricultural Advisory Services
NCSP	National Community Service Programme
NEMA	National Environmental Management Authority
NFP	National Focal Point (For Light Arms and Small Weapons)
NGOs	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
NTR	Non Tax Revenue
NUSAF	Northern Uganda Social Action Fund
OC-CID	Officer in Charge – Criminal Investigations Directorate
OHCHR	Office of the High Commissioner for Human Rights
PAF	Poverty Action Fund
PISCES	Personal Identification Secure Comparison Evaluation System
PLA	Platform for Labour Action
PLE	Primary Leaving Examination
PPC	Probationary Police Constables
PPU	Policy and Planning Units
PTS	Police Training School
RLP	Refugee Law Project
RSA	Resident State Attorney
RSP	Resident State Prosecutor
SB	Special Branch
SPCs	Special Police Constables
SWAp	Sector Wide Approach
TAT	Tax Appeals Tribunal
TB	Tuberculosis
TLAP	Teso Legal Aid Project
ToT	Training of Trainers
UACE	Uganda Advanced Certificate of Education
UCE	Uganda Certificate of Education
UCLF	Uganda Christian Lawyers Fraternity
UGANET	Uganda Network on Law, Ethics and HIV/AIDS
UHRC	Uganda Human Rights Commission
ULS	Uganda Law Society
UN	United Nations
UPDF	Uganda Peoples Defence Force
UPDF	Uganda Peoples Defence Forces
UPF	Uganda Police Force
UPPC	Uganda Printing and Publishing Corporation
UPS	Uganda Prison Services
URSB	Uganda Registration Services Bureau
USAID	United States Agency for International Development
WVU	World Voices Uganda

## 1.0 INTRODUCTION

This Sector Annual Performance Report provides information on the performance of the sector at the end of the Financial Year 2010/11 and provides highlights on impact of sector outputs and outcomes over the SIPII implementation period. The objective of the report is to provide highlights of the sector performance with regard to the set outcome and output targets in the financial year as well as impact of the sector interventions on basic livelihoods of the people of Uganda and the environment for doing business. The report highlights the major successes and the challenges ahead.

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

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

The JLOS annual report is therefore, a strategic report, providing performance and results information in key result areas of JLOS business to enable the sector and development partners as well as other key stakeholders to assess progress and target areas for reorganization or increased investment. The progress report is about the totality of the JLOS resource envelope which includes the SWAp basket funds, GoU recurrent and development expenditure as well as other multilateral and bilateral project

support that the sector institutions accessed during the FY 2010/11

From July 2006, the sector has been implementing the second Sector Strategic Investment Plan (SIPII). The SIPII outlines a result based sector wide programming to increase policy coherence, resource rationalization and service delivery to justice claimants in Uganda. This financial year marks the end of the sector investment plan II as a new strategic plan SIPIII is prepared. It must be noted however that FY2011/12 will be a year of transition in which unimplemented actions in SIPII will be prioritized while issues of quick wins in SIPIII will be fast tracked.

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

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

The report covers all the facets of justice and board aspects in institutional mandates although the sector work plan and reform programme is biased in favour of the four focus areas of criminal, family, land, commercial justice and also includes anti-corruption and transitional justice

**Criminal justice:** Under criminal justice the sector prioritized enhancing institutional response to crime, crime prevention, legislative reform, case backlog reduction program, human resource development, and increasing the geographical spread of key institutions with specific attention to conflict areas. The sector

also took positive steps to address prisoner welfare, promote prisoner rehabilitation and their re-integration into the community after serving their sentences among others.

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

**Family Justice:** Legislative reform, increasing staff strength, restructuring and retooling family justice institutions including the Administrator General's Office, the Family Division of the High Court, the Family and Child Protection Units in the Uganda Police Force among others were the critical areas emphasized under SIPII.

**Land Justice:** in the reporting period the sector registered improvements in land dispute resolution while also engaging with other stakeholders to enhance land administration and registration, strengthening agreed fora especially at the local level, utilizing alternative dispute resolution mechanisms, fostering judicial oversight and supervision and utilizing innovative approaches. Note also that there were interventions in transitional justice and the fight against corruption.

### Highlights of sector performance in the financial year 2010/11

In the reporting period 13 laws were enacted, 4 bills were cleared by Cabinet for tabling in Parliament and , the reporting period also saw

the successful enactment of 38 statutory instruments; 4 Ordinances; and 11 legal notices. The sector also simplified two laws namely, the Local Government Act Cap 243 and the Penal Code Act Cap 120. These reforms have contributed to the improved competitiveness ranking of the country as well as ranking of the country in judicial independence.

The sector in the reporting period undertook the renovation/reconstruction of 10 prison units which increased the prisons holding capacity from 13,670 inmates to 14,421 inmates resulting into a reduction in prison congestion by 12% and a 4.8% reduction in the bucket system in places of detention and reducing occupancy rates from 225% to 213%. With the ongoing construction expected to be completed in December 2011, holding capacity of 1250 inmates will be added and the occupancy rate will reduce to 195%.

In the reporting period 30122 inmates were provided with a set of uniform compared to 7143 inmates in 2009/10 while 3512 prisoners were reintegrated with communities. There was also an increase in the number of inmates enrolled in formal education programmes as well as renovation of prison industries/workshops.

The sector continued to roll out the rights based approach and in the reporting period 172 out 222 prison units now have human rights committee increasing the number to 77.5% from 69.8%. There was also recorded an 85% compliance to the 48% hour rule by the Police compared to 75% the previous financial year for non capital offences. The Uganda Human Rights Commission recorded an increase in disposal rate of complaints and also an increase in human rights compliance.

The sector continued to prioritize interventions that reduce the gap between the people and points of access to JLOs services as well as ensuring that JLOS services are affordable and accessible.. In the period under review Mbale regional laboratory was commissioned, 9 courts constructed, 3 mini JLOS stations (community justice centres) constructed and commissioned, 3 police stations, 7 police barracks were also completed in addition to ongoing construction of a regional mini JLOS office in Karamoja, and police stations in PRDP areas. Construction of border post is also on going as well renovation of old structures. There was also construction of 67 low cost staff houses for the prisons while police barracks have been constructed in Patong, Kiryandongo and Otuke under the community justice centres in addition to other construction in Amolator, Kaberamaido, Oyam, Amuru, Pader, Nakapiripirit to mention a few. A total of, 34 blocks of residential accommodation, 6 Anti-Stock Theft Unit Zonal Offices, in addition to the Police Training School at Kabalye were also constructed,

In terms of disposal of cases in the Courts within the period under review, 102,001 cases were disposed against 110,692 cases filed in the Courts at all levels country wide. This translates into 92% disposal rate of cases filed.

The launch and implementation of the pilot CASE BACKLOG QUICK WINS PROGRAMME has resulted into a drastic reduction of the average length of stay on remand from 27 months in 2009 to 15 months in 2010/11. At the same time the ratio of convicts to remands has increased from 44.5% in 2009/10 to 47% in 2010/11 country wide and in some prisons like Luzira upper- there are now more convicts than remands for the first time in 28years.

The report however shows less than satisfactory performance of the sector in disposal of cases at the court of appeal, although generally there has been a 25% increase in completed cases despite a 21% growth in rate of filing cases. One major development over the reporting period was the adoption of a circuit system by the Court of Appeal, whereby, the Court started holding sessions up country as opposed to the earlier practice where all appeal cases were heard in Kampala.

To address the challenge of staff numbers 14Justices /Judges were appointed and sworn in within the reporting period. Worth reporting also was the amendment of the Judicature Act, as a result the Justices of the Court of Appeal were increased from eight to 15; and Justices of the Supreme Court from seven to 11. The sector is vigorously pursuing the recommendation adopted by the 8<sup>th</sup> Parliament to increase the number of Judges of the High Court from 50 to 82 and also is in the process of rationalizing magisterial areas.

During the reporting period 700 prison warders/wardresses were recruited and are now undergoing training while 5000 police constables and 500 police cadets were recruited by the UPF and are also under going training. This recruitment has boosted the prisoner warder ration to about 1:4 from approximately 1:5 previously and the police population ratio to 1:709 from1:786 in previous financial year. Similar recruitment was undertaken in the offices of the DPP, MOJCA and Immigration.

Through Community Service, 8000 orders were issued to remove petty offenders from prisons and in terms of ADR, 353 cases were concluded compared to a workload of 420 cases.

In the year 2010 police received 262,936 complaints but only 99,676 were criminal in nature. The sector thus recorded a 4% reduction in crime and reduction in crime rate from 336 for every 100,000 to 314 for every 100,000 one of the lowest crime rates in the world compared to countries like USA, UK, Kenya, and South Africa among others.

Notable over this time period was the increase in CID strength and corresponding reduction in workload from 23 cases per detective to 18 cases per detective per year which is still shy of the recommended international standard of 12 cases per detective per year.

The sector acquired new firefighting equipment increasing police capacity to handle fire incidents with 3 new fire stations opened up and 9 old ones revamped. At the same time the police also acquired motor vehicles, public order management equipment, boat and ambulances all addressing safety of person and security of property.

The establishment of Duty Free Shops in both the Uganda Police Force and the Uganda Prisons Service has and continues to improve the welfare of the staff, especially those who want to put up houses for themselves. From the prisons farms, Government was able to save Shs 2.4 billion on feeding prisoners.

The sector also collected Over 48billion shillings in Non Tax Revenue. This collection though very high compared to collections by other sector was however 17% less than collections in the previous financial year. This is attributed to the slowdown in the economy and reduced visitors to Uganda as a result of walk to work protest among other factors.

Under the settlement of statutory obligations, by the end of this Financial Year, a total of Shs 52.9 billion was paid in respect of Court Awards, Uganda Human Rights Commission Awards and Compensation (Exgratia Awards).

Another significant achievement is the increased efficiency in the Immigration Department. The acquisition of a passport now takes 8 working days compared to 30 days previously.

Significant over the reporting period was the improvement in the competitiveness index of the country and the ease of doing business index attributed to the efficiency of the commercial court, strong regulatory framework, conducive policy regime, lower crime rates and investor friendly environment.

The Uganda Police Force has adopted Community Policing as a pro-active approach aimed at prevention and detection of crimes such as terrorism, murders, iron bar attacks and child kidnaps. Every Ugandan is a stakeholder in fighting crime. The heavy investment in community policing as well as road safety resulted into a reduction in crime prevalence, acts of lawlessness and road accidents despite the increased number of vehicles on the roads. The sector however was tainted with the poor handling of the walk to work demonstrations and resultant loss of life that could have been avoided if both the government agencies and organizers of the demonstrations had coordinated their activities.

## 2.0 PHYSICAL PERFORMANCE

### 2.1 PROMOTE RULE OF LAW AND DUE PROCESS

The sector over the past 5 years of SIPII implementation has continued to recognize that the rule of law is an important cornerstone for democracy and good governance. Good governance is one of the critical aspirations of Uganda as entrenched in the Constitution. The sector therefore put emphasis on the respect of laws and defined processes.

Interventions targeted fast tracking the reform and enactment of critical laws and promoting the

enforcement of existing laws with the objective of enhancing improvements in the population's access to laws and the legal system, and the sense of public confidence in the justice system. Emphasis also was placed on access to updated statutes and case precedents by judicial officers, lawyers and the public. The sector further focused attention on reforming existing laws and developing new ones to take cognizance of the changing social economic and political environment.

- 8 critical laws enacted and enforced
- Increased certainty of laws
- Reduced burden of regulation
- Passports issued in 8 days
- Judicial independence index 3.8 out of 6.
- 25% increase in cases disposed by Law Council
- 84% disposal rate of corruption cases.
- 90% conviction rate in anti-corruption Court
- Laws translated
- Improved 7 places in Global Competitiveness Index

#### 2.1.1 Reform and simplification of laws

Given the changing social political and economic environment, many of the laws on the statute book have been found wanting and proposals have been made for their reform. At the same time new businesses, international and regional obligations as well as societal ways of life have created demand for new pieces of legislation. During the SIPII period nearly 40 pieces of legislation sponsored by the sector have been enacted or amended. In the financial year 2010/11, 8 bills sponsored by the sector were enacted and over 50% are in force now. See table 1 and 2 below for the details. In the reporting period the sector attained the set target of having all 6 of the targeted bills enacted as well as having new bills tabled before parliament. The sector drafted and published 19 Acts and 13 bills. The reporting period also saw the successful enactment of 38 statutory instruments 4 ordinances and 11 legal notices, thus recording an average performance of 102% compared to the set indicator targets. Despite this performance, 4 critical bills that were under consideration by committees of the 8<sup>th</sup> Parliament lapsed and have to be fast tracked and re-tabled in the 9<sup>th</sup> Parliament. Significant performance was further noted in the consolidation (revision and publication) of laws, bringing the statute book up to date and ensuring that all laws enacted from 2001 to 2007 are all consolidated into annualized volumes for ease of reference by users both judicial and non-judicial. In addition, translation of the constitution and Local Council Courts Act laws into 4 local languages i.e. Langi, Acholi, Ateso and Akarimojong was undertaken to facilitate ordinary citizens who may not comprehend English appreciate provisions and application of these laws.

The sector fast tracked the implementation of enacted laws by developing implementing regulations within the reporting period. Implementing regulations for commercial laws earlier enacted were finalized.

Whereas the impact of JLOS sponsored laws still remains untested in several areas, there is evidence that the expansion of jurisdiction for Magistrates has reduced the inflow of civil cases in the High Court and the reform of the Penal Code Act coupled with expansion of the jurisdiction of magistrates has improved the timely hearing of simple defilement cases in the Magistrates Courts.

Impact of some of the laws will take time to be realized and we cannot at this point competently determine with exactitude the impact of most of the laws.

According to the Competitiveness Index for doing business, the climate for doing business is influenced by eleven pillars including the efficacy of the legal regime which falls in the domain of JLOS. Thus Uganda’s ability to do business is inextricably not only influenced by JLOS but other institutions over which JLOS has no control.

That withstanding, over the last three years, Uganda’s competitiveness has been improving because of an improved legal regime for enforcement of contracts and judgments. This is a direct effect of having an effective Commercial Court and a relatively strong Judiciary.

As results of the legal reform effort, the progressive enforcement of existing legislation Uganda has improved by 7 positions in the Global competitiveness index and is now ranked 118 out of 139 countries in the world, according to the Global Competitiveness Report 2010-2011; World Economic Forum. The report shows

that Uganda is ranked 63<sup>rd</sup> out of 139 countries in efficiency of legal framework in settling disputes as well as the efficiency of the legal framework in challenging regulations. The country is also ranked 39<sup>th</sup> in the legal rights index (recording a score of 7 out of 10 over the SIPII period). Note that the legal rights index measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders and thus facilitate lending. Also of particular recognition is the reduced burden of government regulation ie 24<sup>th</sup> out of 139; 94<sup>th</sup> in protection of property rights and 100<sup>th</sup> in intellectual property protection.

Challenges for the sector however, remain with regard to improving reducing the time to start and close business. JLOS is therefore sponsoring the enactment of the Companies Bill, and the Trade Licensing Bill, which will among other things reduce the time for starting and closing down businesses in Uganda. JLOS target is to reduce the stages for starting a business from the current 17 to 10. The Insolvency Act will significantly simplify and reduce the time it takes to close a business. Furthermore, improving the performance of JLOS institutions such as the courts and the Uganda Registration Service Bureau, reduction of corruption and automation of services in Immigrations will further strengthen Uganda’s competitiveness by reducing transaction costs.

According to Black’s Law Dictionary the word to enforce means to give force or effect to law. Enforcement of laws requires two things; firstly to have the law enacted and secondly to have the law brought into force and in some cases to have subsidiary legislation to operationalise some of the provisions of the law. In the case of JLOS sponsored laws most of the laws have been enacted and are in operation and are being used as a basis for claiming rights. Nevertheless, there are some laws which require enactment of subsidiary legislation to operationalise some of their provisions.

Table 1: Performance in Legal Reform

Indicators	2008/09	2009/10	2010/11
Key laws initiated by the sector enacted and enforced	9	16	6
Bills Initiated by the sector tabled in Parliament	12	6	4
Acts processed by FPC		19	19
Bills processed by FPC		22	13
Translation of laws into local languages	2	2	2
Compendia published	1		1
Laws revised	2004		2007

Table 2: Status of law reform efforts

Status	Bill
Bills enacted into law	<ol style="list-style-type: none"> <li>1. The Regulation of Interception of Communication Act 2010;</li> <li>2. Computer Misuse Act 2010;</li> <li>3. Finance Act 2010;</li> <li>4. Value Added Tax Act 2010;</li> <li>5. Supplementary Appropriation Act 2010;</li> <li>6. Appropriation Act 2010;</li> <li>7. Income Tax (Amendment) 2010;</li> <li>8. Electronic Transactions Act 2010;</li> <li>9. Electronic Signatures Act 2010;</li> <li>10. The Parliamentary Pensions (Amendment) Act 2010; and</li> <li>11. The Kampala Capital City Act 2010.</li> <li>12. The Capital Markets Authority (Amendment) Act 2010</li> <li>13. Insolvency Act 2011</li> </ol>
Bills passed for tabling in Parliament	The HIV/AIDS Prevention & Control Bill; The Plant Variety Protection Bill; and The Uganda Bureau of Standards (Amendment) Bill
Bills that Lapsed in the 8 <sup>th</sup> Parliament	The HIV/AIDS Prevention & Control Bill; The Plant Variety Protection Bill; Companies Bill Marriage and Divorce Bill
Bills before Cabinet	Free Zones Bill Investment Code (Amendment) Bill
Completed studies	Review of the Children Act Review of Sale of good and supply of services law
Ongoing studies	Witness protection and compensation of victims of crime Succession Law Administration of Muslim Personal Law Review of trade licensing law Review of Excise Tariff Act

Table 3: Performance report of legal reform

	DESCRIPTION	TARGET/ BUDGET	2010/11 performan ce	% TARGET REACHED	PERFORMANCE RATING
Output	Bills, Acts, Statutory Instruments, Ordinance, By laws published				
Indicators	Number of bills drafted and published	23	22	96%	achieved
Indicators	Key laws initiated by JLOS or processed by sector enacted	12	8	67%	Partly achieved
Output	Reform and simplification of laws				
	No. of bills enacted into law by parliament	9	13	144%	Achieved
Output	Revision of laws				
Indicators	Revised and Published laws (Years)	3	3	100%	achieved
	Number of laws revised and published	2	2	100%	Achieved
Output	Publication and translation of laws				
Indicators	Number of laws translated into local languages	4	4	100%	achieved

### 2.1.3 Due process enforced

Due process is the legal principle that the government must respect all the legal rights that are owned to a person according to the law. Due process holds the government subservient to the law of the land protecting individual persons from the state. The sector continued to champion the fundamental, constitutional guarantee that all legal proceedings will be fair and that one will be given notice of the proceedings and an opportunity to be heard before the government acts to take away one's life, liberty, or property. Whereas it is true that there are challenges of timely delivery of judgments and satisfaction of awards and decree against Government, the Judiciary is progressively addressing delayed judgments by taking on Judges who are guilty of this practice. Courts are now required to inform the Principal Judge on a monthly basis of all the pending judgments. We have as result witnessed a 25% increase in total number of cases concluded and judgments delivered.

The Ministry of Justice and Constitutional Affairs has agreed to prioritize payment of awards made by the Tribunal of the Uganda Human Rights Commission. The challenge though is that the Ministry of Justice and Constitutional Affairs has only been given four billion shillings this financial year out of the two hundred and two billion shillings it requires to settle all the outstanding awards and

compensations including awards from the Uganda Human Rights Commission Tribunal.

The NGO Board though a JLOS institution had remained outside the realm of JLOS. However, this financial year, the sector took a deliberate decision to incorporate the NGO Board in its work plan by supporting it to carry out its mandate. The sector will encourage the Uganda Law Society to take up public interest litigation to bring the NGO Act in line with the Bill of Rights in the Constitution. Other proactive civil society organizations will be encouraged to refer the constitutionality of the NGO Act to Constitutional Court for resolution. In the reporting period the N.G.O board registered 629 NGOs while licenses for 714 N.G.Os were renewed and 60 NGO application cases were queried and renewal of their licenses was stayed and investigations are ongoing. This performance has resulted into an accumulated registration of 3,629 N.G.Os and renewal of licenses for 3,213 N.G.Os over the SIPII period.

Dialogue is ongoing with Ministry of East African Community Affairs towards enabling NGO regulators in fulfilling their roles as partners in the EAC integration process. In terms of quality assurance 100 NGOs were monitored through field visits and interface at the N.G.O Board Secretariat while advisory services and guidance was provided to 500 NGOs operating in the country.

To improve immigration services, an ICT Master Plan was developed; 10 Computers and accessories were procured and Local Area Network is now fully operational at immigration head quarters. Statistical software was designed, and a high volume server installed. This was complimented by the recruitment induction and training of 10 new members of staff.

The Directorate of Citizenship and Immigration Control (DCIC) also carried out information exhibition in Mbale, hosted 10 radio talk shows and 6 TV talk shows. There was deliberate effort at harmonization of registration procedures with sister registration centers, the issuance of 34360 visas, 4523 movement permits issued, maintenance of 32 borders with travellers being cleared within 5 minutes, were some of achievements recorded in the year.

Within the reporting period 24 meetings of the DCIC board were held in which 193 Residence permits were approved and 4380 entry permits, 1790 student passes and 5050 special passes were issued raising collection of about 27billion in NTR. The directorate also produced and issued 60,863 passports within 8days of lodging the application.

#### 2.1.4 Accountability and ethics in JLOS

##### Disciplinary cases

The JSC held 12 disciplinary committee sessions in which 48 cases were handled to conclusion. 88 cases were also investigated and reports filed. The challenge however has been the lack of a fully constituted commission over the past 6 months to handle the cases where investigations have been completed. Whereas there are is no fully constituted Judicial Service Commission, the Commission continues to handle investigation of complaints against Judicial Officers. Investigation of complaints takes the largest portion of the case backlog funds which are allocated to JSC. JSC Commissioners only take a sitting allowance when handling complaints.

Table 4: Performance of JSC

	TARGET/ BUDGET	Performance	% TARGET REACHED	Remarks
<i>No of judicial officers recruited</i>	42	40	95.2	Absence of JSC
<i>No of public complaints cases investigate and concluded</i>	120	88	73.3	Staff attrition
<i>Disciplinary committee meetings</i>	22	12	38	JSC is not constituted
<i>Number of disciplinary cases concluded</i>	120	48	40	JSC is not fully constituted

As part of the pilot program under the draft JLOS anti corruption strategy, 5 anti corruption consultation Barazas were held in Masaka, Kalisizo/Rakai, Luwero, Nakasongola while consultative workshops and meetings were held in Iganga, Jinja, Bugiri, Gulu, Lira and Mbarara

Table 5: Performance of public complaints systems

Institution	completed 2008/09	Completed 2009/10	Completed 2010/11
Law council	115	130	162
UPF	906	1372	1582
JSC	96	48	88
DPP		18,477	

Table 6: Cases disposed of by the Law Council

	BBF	Registered	Total	sittings	Cases heard	target	Cases concluded	Pending
2008/09	520	239	759	37	404	200	115	644
2009/10	644	98	742	52		250	130	612
2010/11	612	128				200	162	578

JLOS institutions such as the Judiciary, have set up Disciplinary Committees to handle cases of errant offices. Disciplinary Committees will be the first point of call of handling indiscipline which has been compromised by the long delays of trying errant staff through the Judicial Service Commission and the Public Service Commission, whose processes are more bureaucratic and overburdened with case backlog.

The Police Professional Standards Unit received 2,026 cases in 2010 and 898 cases were completed, leaving 1,128 cases pending inquiry. In the period January to June 2011, the Unit recorded 1,140 complaints completing, 368 cases while 772 cases are pending.

In 2010 a total of 24 cases as shown below were referred to CID and DPP for criminal prosecution.

Offences Committed	2010
Corruption	14
Extortion	3
Abuse of Office	1
Theft	3
Assault	1
Obstruction	1
Murder	1
Total	24

There has been great improvement in the performance of this unit with the establishment of regional offices in Arua, Mbale, Masaka and Gulu. With constant sensitization, through the media, the impact of the unit has been felt by both the public and the entire police fraternity. This also explains the decline in cases received by PSU because the police officers are aware that PSU is monitoring all aspects of police work.

Table 8: Cases of Human Rights violation reported to Police Professional Standards Unit from July 2007 to June 2011

S/NO	CASE CATEGORY	2007	2008	2009	2010	2011
1	Death of suspects in custody/cells		04	06	07	0
2	Unlawful arrest/ detention, over detention	05	109	171	161	89
3	Assaults/torture	29	107	47	47	38
	TOTAL	34	220	224	215	127

The table indicates the highest numbers of cases of human rights violation that were reported in the year 2009 with (224) cases and the lowest number in 2007 (34) cases. These violations are in the area of-

- Unlawful arrest/unlawful detention and over detention
- Assaults, and
- Death of suspects in custody.

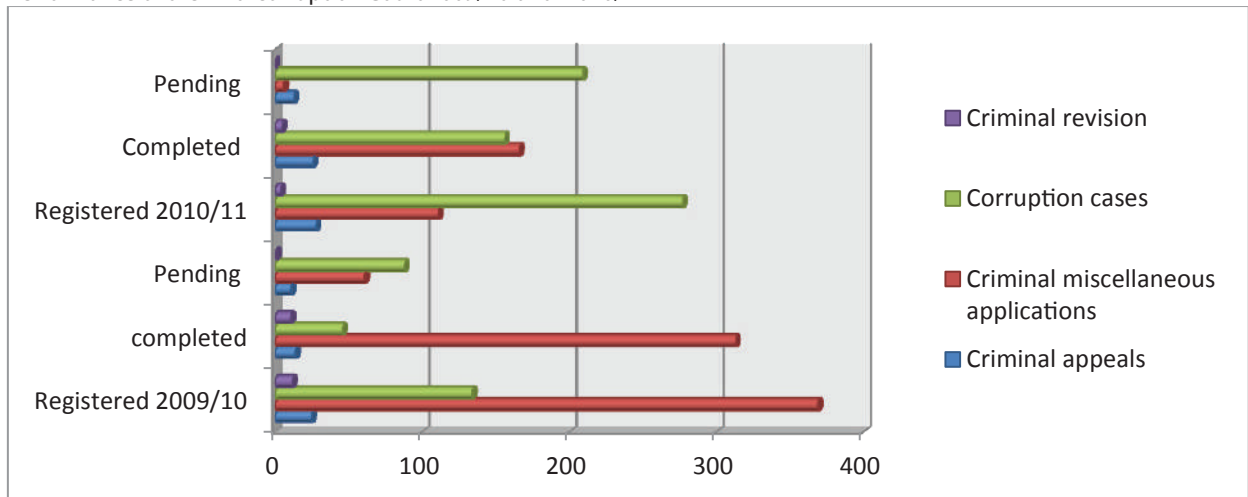
Note that in 2010 a reduction of 4% in reported cases of violations was recorded as a result of increased effort at human rights awareness within the force as well as increased vigilance and roll out of PSU.

**Anti-corruption**

The sector continued to place more effort in the fight against corruption both within and in the nation generally through various avenues. The Anticorruption court has remained vibrant with a high disposal rate of cases at 60.7% of all cases and 84% of the registered cases. Most important is the increased coordination among the JLO agencies in the chain of fighting corruption which has resulted in the maintenance of an over 90% conviction rate. This was possible through the adoption of prosecution led investigation and relatively increased facilitation to the anti corruption agencies.

There were delays in approving the JLOS Anti-Corruption Strategy. That notwithstanding, part of the strategy such as strengthening inspections and quality assurance within the sector; compliance with statutory and constitutional standards; performance management; creation of Disciplinary Committees; Client Charters; strengthening the Anti-Corruption Division and its partner institutions to fight corruption and improving financial management through regular audits, are being implemented to improve integrity in the sector. The complete implementation of the JLOS Anti-Corruption Strategy will of course streamline and mainstream anti-corruption efforts in the sector.

Performance of the Anti-corruption Court 2009/10 and 2010/11



Type of cases	Registered 2009/10	completed	Pending	Registered 2010/11	Completed	Pending
Criminal appeals	25	14	11	28	26	13
Criminal miscellaneous applications	369	313	61	111	166	6
Corruption cases	134	46	88	277	156	209
Criminal revision	12	11	1	4	5	0
<b>TOTAL</b>			161	420	353	228

In the reporting period the sector developed a sector wide anti-corruption strategy that focuses on strengthening detection of corruption, prevention of corruption and punishment for those found culpable. A benchmarking visit to Denmark involving the key agencies in the sector involved in the fight against corruption was undertaken and provided strong building blocks for the JLOS strategy. The JLOS anti-corruption strategy has been approved by the Technical committee and awaits comments from JLOS DPG before it is tabled before higher sector management structures for approval and

implementation. It is important to note that various aspects of the strategy are captured in the SIPIII which will make it easy for future implementation.

### Judicial independence

Over the reporting period and in the past the sector has continued to defend the independence of the judiciary and the judicial process. Courts in Uganda are seen and felt by the political system and society, as the legitimate body for the determination of right, wrong, legal and illegal. The judiciary enjoys 'insularity' in (i) appointment, (ii) security of tenure (including maintenance of appointment during tenure), (iii) protection of salary during tenure, and (iv) the financial and administrative autonomy. Courts have continued to exhibit high degrees of impartiality with Judges basing their decisions on the law and the facts, and not any predilection towards one of the litigants. Furthermore the judiciary is able to make their decisions free from the influences of the executive and legislative branches of government.

An independent Judiciary by no means is required to enjoy de jure independence, as can be seen from the laws and de facto independence that refers to the degree of independence that the courts actually enjoy. The Judiciary in Uganda enjoys de jure independence which is entrenched in Chapter 8 of the Constitution. The Constitution provides for institutional, financial and administrative independence of the Judiciary. Furthermore, judicial officers are insulated against interference from any quarters while discharging their judicial functions and enjoy judicial immunity.

The proposed Administration of Justice Bill, which is before the Judges meeting for review,

will further amplify the provisions of Chapter 8 of the Constitution and entrench the independence of the Judiciary. For example, the Administration of Justice Bill aims at streamlining the administration of justice, operationalizing chapter 8 of the Constitution; delinking administrative staff; improving the efficiency of the courts and improving service delivery in the Judiciary. The Administration of Justice Bill will also clarify and streamline provisions on the financial autonomy of the Judiciary.

The sum total of the Administration of Justice Bill will be a strengthened Judiciary, which enjoys de jure independence and in a great measure, de facto independence which still eludes most Judiciaries in the world, including the Uganda Judiciary.

As a result there is increasing public confidence, improved media relations as well as judicial reticence. Consequently, Uganda continues to enjoy a high ranking with regard to the index of judicial independence in the world and Africa. The country is ranked 70<sup>th</sup> out of 139 countries in the world and 15<sup>th</sup> in Africa with a score of 3.8 out of 6 according to 2011 World Bank Forum report.

It is therefore, important that the sector pays particular attention to encouraging the Executive to respect and enforce court decisions, urgently constitute the Judicial Service Commission, urgently appoint more Judges and Magistrates, to provide adequate resources to the Judiciary and stop interference in the execution of court orders relating to land cases.

On the other hand, the Judiciary should pay keen attention to improving service delivery by adopting performance management, strengthening integrity through a zero tolerance to corruption and being responsive to the needs of its users in addition to reducing delay and congestion of prisons. Ultimately, the Judiciary can only maintain its independence if it is accountable and efficient.

Table 9: Ranking of selected countries in judicial independence

Country	World ranking out of 139 countries
Argentina	123
Kenya	121
Russia	115
Angola	102
Uganda	70
USA	35
Austria	18
United Kingdom	8

## 2.2 HUMAN RIGHTS CULTURE FOSTERED IN JLOS

Justice systems are hinged on human rights principles which are enshrined in International and Regional Treaties, National Constitutions and laws. The role of JLOS institutions is to protect and promote these human rights, including the right to a fair and speedy trial, and the non-derogable right on freedom from torture.

### 2.2.1 Human rights awareness and practice

As part of the strategies to reduce human rights violations the sector has continued to invest and roll

- 77% of prison units with Human rights committees
- Increased human rights awareness
- Reduced human rights violations in most JLOS institutions
- Increased disposal of human rights complaints.
- 5.5% increase in prison holding capacity and reduced occupancy rates to 213% projected to reduce to 195% by December 2011
- 4.8% reduction in use of the Bucket system in places of detention.
- Reduced mortality and morbidity rates in prisons

out the rights based approach. Critical in this endeavor are efforts to improve the conscious levels of JLOS staff in promoting the observance of human rights. Human rights committees have been formed and encouraged in prisons as well as the police force. The roll out of the human rights committees has continued and an additional 11% of the prison units, translating into 77.5% coverage (172 prison units out of 222) compared to 69.8% in 2009 and less than 15% at the start of SIPII. The Human rights committees in the prison undertake human rights education, peer review

and monitoring compliance to human rights standards in the prisons.

The human rights committees meet regularly to discuss conditions and develop responses. Conditions in prisons have notably improved due to a more regular monitoring system and actions taken to improve conditions. Promotion of human rights within the UPF has also been undertaken through regular inspections, morning parades, regular training involving the UHRC. Police have undergone human rights training in an effort to familiarize them with human rights standards and practices



*Police officers attending a human rights training seminar*

As results of increased human rights education by UHRC, an increasing number of Ugandans are now aware of their rights. However more human rights education is required to enable them also appreciate their duties as citizens. In 2010 the UHRC through its outreach programmes directly reached 4512 people through 21 training activities. This was complemented by 101 radio talk shows, 13 television programmes and 1813 radio spot messages. Civil military cooperation centres, district human rights desks, peace clubs and voluntary and action groups were established and or strengthened by the UHRC. The commission further supported and strengthened the capacity of 8 human rights clubs in Kangole

girls and Moroto high school, carried out Kraal outreach in Nakapiripirit, Moroto, Napak, Abim, Kotido and Kabong districts in which 500 kraal occupants were sensitized. The commission further held National civic education for 101RDCs for all districts in Uganda, and also held a 3 day civic education workshop for 50 police officers from the political and electoral offences unit in addition to 2 training workshops on HRBA in Amuria and Katakwi districts. The commission further conducted 3 community sensitization meetings in Karamoja, sensitized 1795 police (former SPCs) in human rights issues, protection from torture, rights of vulnerable persons, police code of conduct, constitutionalism and personal liberty. The UHRC also carried out inspection of 707 places of detention, 51 health centres and also published and launched the 13th annual report.

The commission noted the progress in establishment of human rights committees and increasing levels of human rights consciousness in police and prisons as well as the military. There is substantial adherence to the 48hour rule especially in non-capital offences. According the Uganda police there was 85% compliance to the 48% hour rule by the Police compared to 75% the previous financial year. This was made possible through increased sensitization as well increased coordination through the JLOS district chain linked committees.

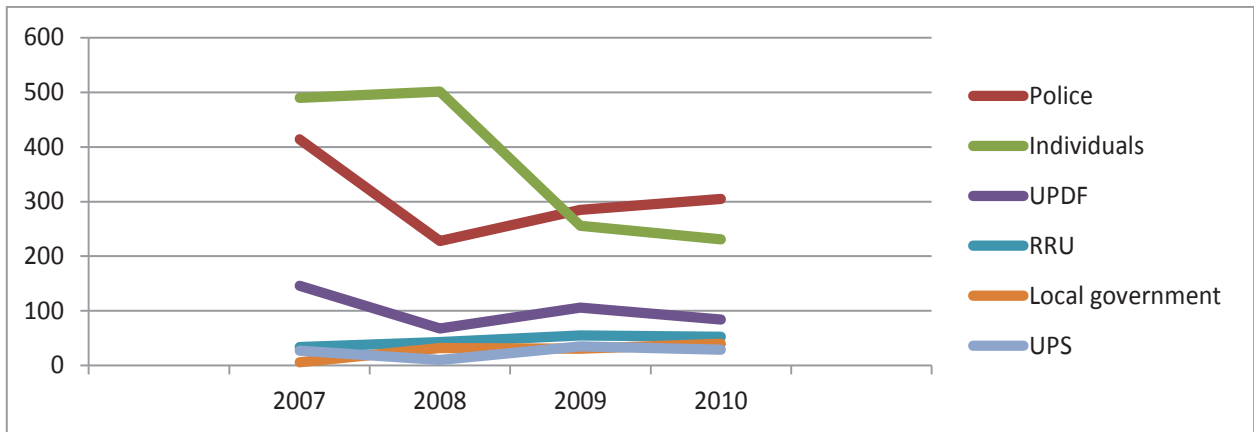
The challenge however remains the lack of medical doctors and other specialists in the districts to carry out post mortems and examine victims of defilement and other serious crimes as well as limited spread of DPP offices to sanction files. This has caused delay and sometimes results in failure by police to adhere and respect the 48hour rule. Occasional cases of mob justice are sometime the reason why options such as granting of police bond where investigations are at infancy are not exploited for the security of some detainees. The sector must deepen community involvement in administration of justice and maintenance of law and ensure flow of information to suspects who fall in this category explaining to them the reasons why they are being detained for long periods.

The Uganda Human Rights Commission (UHRC) recorded an increase in disposal rate of complaints and also an increase in human rights compliance. In 2010 a total of 530 complaints were conclusively investigated out of a backlog of 973 complaints, i.e. a 54.5% performance which is 10.6% higher than the previous year's performance. In the period under review 797 cases were registered, 1,711 complaints were referred because jurisdiction under the law (e.g labour disputes), 266 heard and concluded either through mediation or tribunal hearings reflecting a 36% increase in disposal rate compared to 2009. Complaints normally referred to other institutions related to access to justice, child protection, torts, criminal matters, land deputes, succession, domestic disputes among others. This was possible because of the roll out of the case backlog reduction quick wins programme to both judicial and quasi-judicial institutions.

**Table 10: Trend of the top complaints registered by UHRC**

Alleged violation (%)	2006	2007	2008	2009	2010
Right from torture, cruel and degrading treatment	21.6	23.6	29.6	31.0	28.3
Denial of child maintenance	25	23.8	22.1	17.1	20.2
Personal liberty	11.5	13.68	16.8	19.4	18.6
Right to life			5.9		5.3
Right to property	14	14.9	9.6	10.4	10
Right to basic education	6.7	6.9	-	4.7	-

The major respondents remain the police including the rapid response unit, military and individuals.



The sector continues to provide an environment for people to ensemble and associate through training of the police, peer review, quick disposal of cases and community policing. Most of those arrested during the walk to work demonstrations have been expeditiously tried and acquitted of the cases through the court system. It is important to appreciate the impact of training police have had in public order management, as seen from the way they have continued to manage public order situations. Police has even procured buses for transporting suspects as opposed to the use of patrol pickups. The challenges remain the lack of a clear legal framework that defines roles and responsibilities of parties in public order management. Government must therefore fast track the enactment of the public order management bill to address the current challenge.



**Buses procured for transporting suspects**

responsibilities of parties in public order management. Government must therefore fast track the enactment of the public order management bill to address the current challenge.

**Table 11: Respondents and complaints registered**

Respondent	2006	2007	2008	2009	2010
Police	250	414	228	285	305
Individuals	1018	490	501	256	231
UPDF	184	146	68	106	84
RRU	25	34	43	55	53
Local government	72	6	32	31	40
UPS	55	27	10	35	29

**Table 1: Performance of the UHRC complaints system**

	2008/09	2009/10	2010/11
Complaints registered	830	633	797
Investigated	725	263	530
Mediated	189	19	172
Complaints referred		79	1711
Concluded	21	64	94
Award given (Shs)	592million	134million	1,125million

**2.2.2 Reduction in incidence of specific human rights violations**



**Amuria prison after renovation**

**Increased prisons carrying capacity**

The sector registered a 5.5% increase in prisons carrying capacity from 13,670 to 14,421 inmates with the renovation and reconstruction of 13 units in Amuria, Kumi, Adjumani, Muinaina, Rukungiri, Gilgil, Kapchorwa, Mutufu, Murchison Bay, Jinja(M), Upper, and Lututuru prisons. Ongoing construction now nearing completion at Kirurhura(2wards ) Bushenyi(2wards ) Paidha(1ward) Dokolo(1ward), Pader(1ward), Oyam, Mbarara(2wards), Patiko and Moroto

2nd phase is estimated to increase carrying capacity by a further 1,250 inmates. This will result into a prison carrying capacity of 15671 inmates and an occupancy level of 195%, if the current prison population is maintained. As at the end of June 2011 occupancy rate in prison had reduced from 225% in 2009 to 213%. As a result of the increase in capacity as well as other sector programs such improved investigations, and quick adjudication a 12 percentage point’s reduction in prison congestion was recorded over the reporting period.

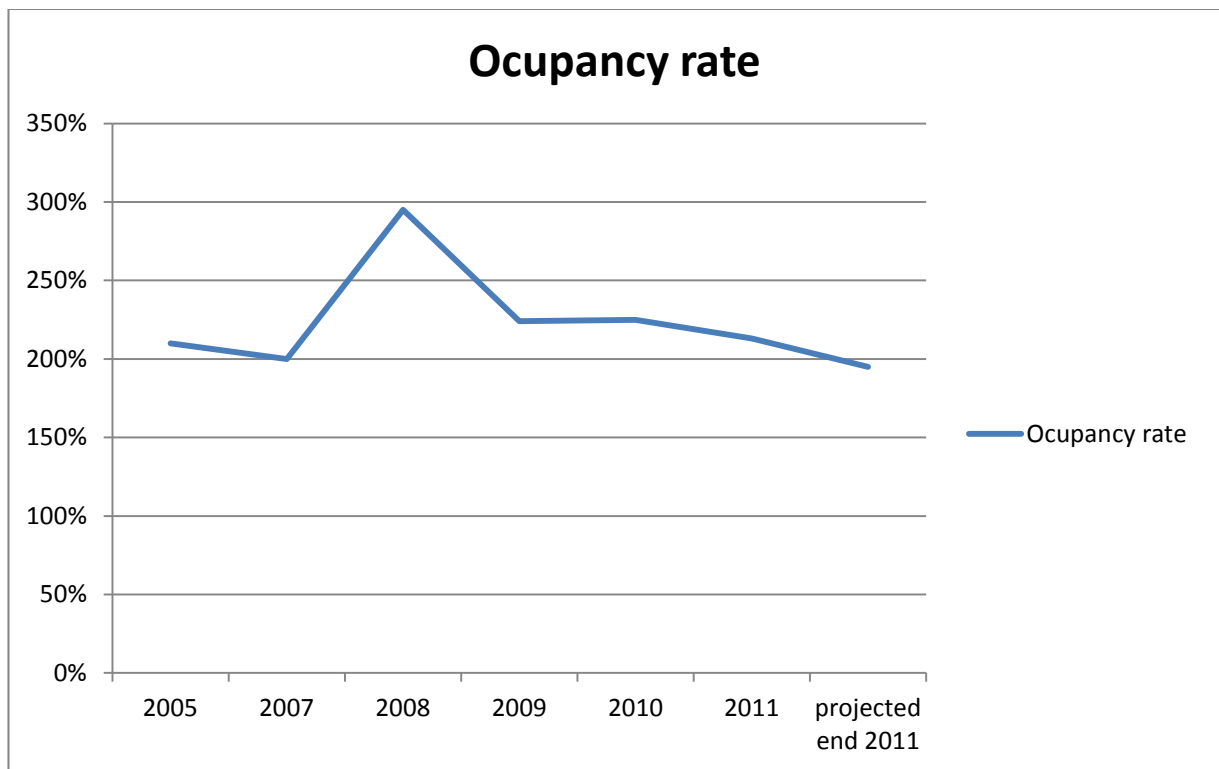


Table 13: Occupancy rates in Uganda prisons over the SIPII period

Year	Average Population	Approved Capacity	Excess	Occupancy Rate
Projected Dec 2011	30649	15671	14978	195%
2011	30,649	14421	16228	213%
2010	30,793	13,670	17073	225%
2009	29971	13,373	16,598	224%
2008	28,337	9,636	18,701	294%
2007	19,149	9,428	9,721	200%
2005	17,523	8,530	8,993	210%

Table 14: Current occupancy rate of prisons in selected countries in the World June 2011

Country	Occupancy rate
Uganda	213%
Kenya	227%
Sudan	255.3%
Tanzania	145.1%
South Africa	134.8%
Netherlands	86.4%
Haiti	335.7%
Zambia	207%
Benin	307.1%
Burundi	243.1%

Source International Centre for Prison Studies ([www.prisonstudies.org](http://www.prisonstudies.org))

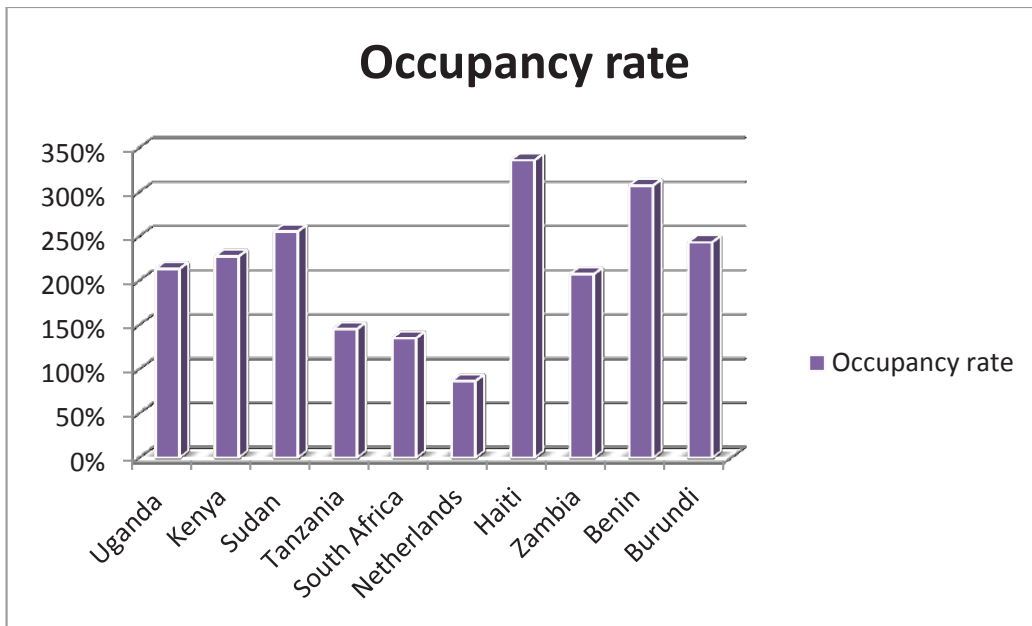


Table15: performance of correctional services

	TARGET/ BUDGET	Performance	% TARGET REACHED/ BUDGET SPENT	Remarks
No. of offenders receiving counseling services	1000	600	60	To improve with increased training of warders
No. of prisoners trained in (agricultural; vocational) skills	1000	2800	280	Achieved
No. of prisoners fed;	32,000	30,962	97	Achieved
Warden: Prisoner Ratio 1:5	1:4	1.4	100	Achieved
No. of prisons constructed <sup>1</sup>	4	8	200	Achieved
No. of prisons rehabilitated <sup>2</sup>	2	13	500	Achieved

### 2.2.2.2 Welfare of inmates,

The sector represented by Uganda prison service continued to respect the right of inmates to food and clothing. In the reporting period all prisoners on average 30,962 inmates were provided with a pair of uniforms compared to 7,143 in the FY 2009/10 and all staff (7015) were provided with uniform making it possible to distinguish inmates from warders. All of the 30,962 inmates were provided with 3 meals per day and most prisons with enhanced diet of vegetables or soya beans or silver fish and clean water.

A reduction in mortality from 2.4 per 1000 to 2 per 1000, was recorded with 4938 admissions and 105,363 outpatients treated, 13% staff with HIV/AIDS were supported, 20% of health facilities are now in formal partnerships with district health authorities. An increase of 18% in HIV counseling and testing conducted and 15% increase in enrollment on ART were achieved reducing morbidity by 10%. Due to

<sup>1</sup> 8 prisons under construction –Bushenyi, Kiruhura, Patiko, Oyam, mbarara under SWAP and, Moroto, Dokolo, Pader under PRDP

<sup>2</sup> Prisons rehabilitated include- Amuria, Adjumani, Rukungiri, Kitalya, Luturu, Bundibugyo, Kumi, Gilgil, Mutufu and Muinana, Kumi, paidha, and Luzira upper

investments in health care, pre entry screening in 24 prison units TB detection rates increased from 30% to 59%. This was possible through improved health facilities like the one above in Gulu prison

One of the challenges to prisoner welfare has been the wide spread use of the bucket system in the prison. Over the SIPII period the sector prioritized the renovation and installation of water borne sanitation systems in the prison units. All the former central government prisons have now completely



**Health Centre II at Gulu Prison**

eliminated the bucket system and efforts to renovate former Local administration prisons continue. The constructions have resulted into a 4.8% reduction in the bucket system in places of detention bringing the cumulative reduction to 44.8% from 40% in 2009/10 and less than 20% in 2006.

It is every prisoner's right to be reintegrated with their communities upon release. In the reporting period 3687 prisoners were reintegrated with their communities.

As a result of increased mechanization and enforcement human rights based approach hours of work, by inmates reduced from 8 to 7, in prison farms, however those who work must be compensated/paid for their labor and clear law providing for regulation of work, type work and remuneration for the work should be enacted.

### **2.2.2.3. Juveniles in adult prisons**

According to the International prisons centre Uganda is one of the few countries in the world without juveniles in the adult prisons.

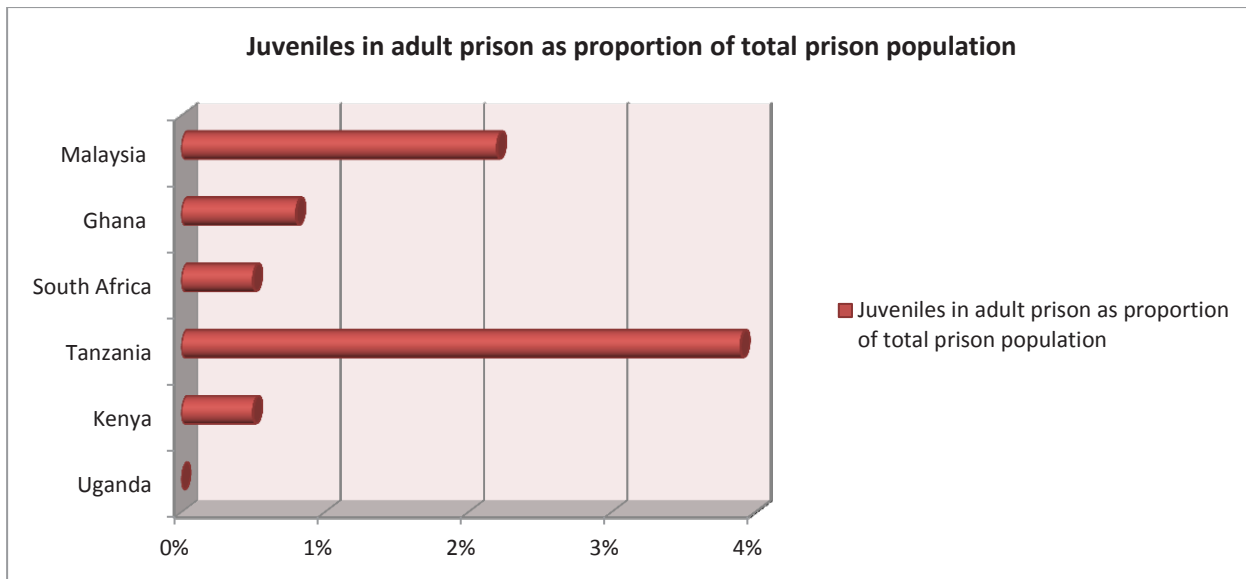


Table 16: Juveniles in adult prisons in selected countries

Country	Juveniles in adult prison as proportion of total prison population
Uganda	0%
Kenya	0.5%
Tanzania	3.9%
South Africa	0.5%
Ghana	0.8%
Malaysia	2.2%

Source: International Centre for Prison Studies 2011

### 2.2.3 Foster cooperation with Human rights stakeholders

The sector has continued to foster cooperation with CSOs involved in the promotion of human rights observance. Out of this cooperation, CSOs conducted 271 prison visits. Out of the visits persons in detention were the greatest beneficiaries. For example ULS legal aid clinic facilitated 126 to get bail, provided advise, counseling on the rights and defence in courts of law to 1339 prisoners and supported the resolution of 183 cases in court ;

CSO also conducted 26 Community sensitization workshops Bushenyi, Ishaka, Kabarole, Kyenjojo, Kamwenge, Kisoro, Kanungu, Ntungamo, Masindi and Kabale. Focusing among others on land rights, dispute settlement, rights of people affected with HIV and AIDS, the law of succession, marriage and Divorce and Domestic Violence Act. Additionally media campaigns were conducted in the above districts.

ULS trained 78 paralegals in Katakwi and Bundibugyo to assist the community with regard to access to justice and human rights

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

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

Access to JLOS services increased several fold over the SIPII period. Unified JLOS services are now available in more districts than was the case in 2005, in spite of the five-fold increase in the total number of districts in the country. In effect, 70% of the Ugandan population that lives in rural areas now traverses shorter distances and access JLOS services in close proximity to each other. A comprehensive mapping of density of JLOS physical presence across the country is now being undertaken following procurement of a consultant.

The above developments are based on the fact that not all people in Uganda have equal access to the justice system. The poor and marginalized group's still bear unreasonable burdens taking the form of physical distance to JLOS institutions, cost of access, language and attitudinal barriers and existence of conflict situations.

To ensure equitable access to justice the sector in the reporting period placed emphasis on addressing the distance between the people and the points of access to JLOS services, increase in the disposal rate of cases in all areas of justice whether civil or criminal, the reduction in case backlog and average length (months) of stay on

- Increased rationalized physical presence of JLOS institutions at District level
- Enhanced JLOS presence and functionality in post conflict areas
- DPP offices-now in 82% of the districts, functionality
- 25% increase in total number of cases disposed
- Nil criminal case backlog in magistrates courts
- Prisoner warder ratio and police population ratio improved.
- Increase in establishment for supreme court and Court of appeal
- Average length of stay on remand reduced to 15 months
- Convicted prisoners increased to 47%

remand for capital offenses, and the remand period for petty offences. Access to legal aid was also prioritized especially targeting those charged with capital offences in both the Chief Magistrate's Courts as well as the Higher Court, Court of Appeal and Supreme Court.

### 2.3.1 Rationalized physical access and availability of JLOS institutions and Functions

In terms of rationalized physical presence the following were achieved-

**Regional Laboratories:** In the period under review Mbale regional laboratory was commissioned, and is now operational. The construction of Gulu laboratory is expected to resume in September and completion is expected in December 2011. Construction of a regional laboratory in Mbarara has started and is expected to be completed in the first half of 2012.

**Courts:** 9 courts were constructed and completed<sup>3</sup> as well as staff houses in Pader, Patongo, Oyam, Kiryandongo and Otuke, while construction of staff houses in Dokolo, Kotido and Amolator, is near completion. Within the year under review 7 out of 8 other courts under construction are near completion<sup>4</sup>. When completed this will bring to 31 the number of courts constructed under SIPII and to 69 the number of courts operating from their own offices out of 144 gazetted stand-alone courts countrywide i.e. excluding magistrate grade II courts that are being phased out. It is important to note that the construction of 6 courts in Nakapiripirit, Budaka, Manafwa, Oyam Aduku and Butaleja was financed by DANIDA.

**MoJCA Regional offices:** Construction of mini JLOS House in Karamoja has commenced while construction of Mbale regional office is expected to start in first quarter of 2011/12. Staff houses were constructed in Gulu and the development has reduced attrition rate of State Attorneys from the station improving service quality to the people of northern Uganda.

**DPP offices:** In terms of physical de-concentration 3 Resident State Prosecutors offices in Moroto, Kanungu and Adjumani were upgraded to Resident State Attorney status. Furthermore 8 field offices were opened in Kaliro, Bundibugyo, Dokolo, Namayingo, Ngora, Butaleja, Kiryandongo and at Law development Center; 4 out of the targeted 12 field offices at the level of Resident State Prosecutor were established in Dokolo, Namayingo, Amuru, Butaleja and Kanungu. This brings to 92 the number of operational DPP offices country wide. By implication the DPP now covers 82% of the districts in Uganda. In terms of construction DPP Mpigi is complete while construction of 8 DPP offices in Moyo, Adjumani, Paidha, Bukedea, Kaberamaido, Nakapiripirit and Abim is due for completion by the end of September 2011. Also construction of Hoima and Kamuli DPP offices and staff quarters in Abim and Nakapiripirit started in the last quarter of 2011/12 while procurement for construction of Dokolo and, Amuru DPP offices and residential house was completed and the contractors are expected to start in August 2011.

**Community Justice Centres:** With support from USAID the sector has constructed 4 courts, 5 DPP offices and 3 police stations all with staff accommodation in Pader, Patong, Lira, Otuke and Kiryandongo districts including a High Court at Lira. The centres were commissioned by the Chief Justice of Uganda and are all fully operational

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<sup>3</sup> Patongo, Kiryandongo, Lira, Amuru, Sironko, Amolator, Otuke, Manafwa and Budaka

<sup>4</sup> Kalangala, Nakapiripirit, Ngora, Butaleja, Aduku, Koboko, Oyam and Amuria.

Below The Deputy Chief Justice seated at the commissioning of Patongo Community Justice Centre, inset is Patong Police station and inside the Court /DPP office



Above: Amanda willet of NUTI hands over the New DPP office in Pader Constructed under Community Justice Centres Project

**Police stations and Barracks:** The UPF is progressing with the construction of offices and staff accomadation in various places. In the reporting period under PRDP 9/22 police barracks (Amolator, Pader, Amuru 2, Nakapiripirit, Katakwi, Abim, Kaabong, Adjumani, and Atiak) were completed as well as 3/12 police stations (Amolator, Atiak and ASTU Head quaters)at the same time ASTU zonal offices in

Elegu, Madiopé, Karenga, Abim, Wialir and Kapelabyong financed under various PRDP programmes were also completed. The UPF is also constructing police stations in Bushenyi, Luwero, and has started the reconstruction of Natete Police station. Other constructions include the construction of police barracks in Kiruhura, Ibanda, Mayuge, and Namutumba as well as those in PRDP and KIDDP regions. Other constructions nearing completion include ASTU zonal offices in Lapono, Orum, and chepskunya. others include police stations in Amuru and Oyam as well as barrack's In Kaberamaido, Moroto, Dokolo, Pader2, Kaabong2, Gulu among others



The Police also procured, delivered and installed 20 hydra foam machines (*as seen in the picture on the left*) for the regions of Central North, North West, Mid East and Mid-Western. So far 5 out of the planned 12 units of residential accommodation in Kiryandongo, Nebbi, Kitgum, Busia, Kumi, are near completion. The machines have thus lowered the cost of construction, especially for the much needed staff accommodation in the force.

As a result there is recorded a 5% reduction in congestion /sharing of residential

accommodation within the force.



*Above staff houses for JLOS staff (Police Judiciary/DPP) in hard to reach areas*

**Border posts:** Construction of Afoji, Mpondwe and Atiak border posts is complete while construction of Suam River, Amudat, Lia and Paidha and Bunagana has commenced albeit with over 2years delay.

It is important to note that the sector institutions are functional and construction is most of the cases finds already functioning institutions.

**Table 17: Constructions over the past 10years**

	Cumulative constructions 2001 to 2008	New constructions 2009/10	New construction 2010/11	Cumulative Since 2001 to date
Courts	43	7	11	61
DPP	24	12	4	40
Prisons	24	6	7	37
Regional offices (MoJCA)	3	1	-	4
Police stations	24	4	19	47
Police Barracks	16	5	34	55
Prison Barracks	17	3	13	
Remand Homes	1	1		2
Other Staff houses	-	20	12	32
Border posts	6	3	5	14
Regional LABs	2		1	3

Despite the progress recorded, the sector is however concerned about the slow pace of implementing construction projects in the UPF and Ministry of Internal Affairs and urgent measures are needed to address this challenge as well as probable future consequences such as cost overruns.

### 2.3.2 Transport and other equipment:

The sector procured 162 police patrol pickups, 34 troop carriers, 3 ambulances and 2,100 motorcycles to improve police mobility, also procured were computers, communications equipment and accessories (LAPN) for Masindi and Buliisa. In addition 10 fire tenders and 10 water tanks were procured as well as other requisite equipment. The police also received a donation of assorted laboratory equipment to be used at the newly opened police forensic laboratory.

For prisons 08 computers; 1 pickup and 6 Lorries and energy saving stoves were procured as per target set. The Lorries now help in transportation of prisoners to court in Rukungiri, Masafu, Bushenyi, Kiruhura, Kasangati, and Bugungu YP). At the same time 4 tractors, 2 maize shellers, 1 trailer and 2 boom sprayers were procured to support food production in Ruimi, Ibuga, Namalu and Isimba prison farms. The prison has also procured industrial tools for Soroti, Mbale, Jinja, Luzira Upper, Murchison Bay and Kampala women, prisons workshops.

To ease border monitoring and supervision, given the porous nature of Uganda's borders 14 motorcycles were procured.



**Vehicles for Chief Magistrates in PRDP areas**

For the judiciary 13 vehicles were procured for Chief Magistrates in addition to 16 station wagons procured for the new Judges and Justices. At the same time 4 min data centres were set up in 4 high court circuits of soroti, Nakawa, Mbarara and Kampala bringing the number of such centres to 9 out of the targeted 13. This has improved data capture and reporting to the extent that by end of the financial year over 95% of courts performance had been captured by the data centre. The next strategy is to automate business

processes in these centres and then roll out the system to the remaining centres.

### 2.3.3 Recruitment and training

To address the challenge of staff numbers a Deputy Chief Justice, Principal Judge and 11 Judges were appointed and sworn in within the reporting period. 9 Chief Magistrates and 25 Magistrates' grade I were also appointed. With this recruitment there is complete quorum at the Court of Appeal; the number of high Court judges now stand at 47 out of 50, there are 42 Chief Magistrates, 130 Magistrates

Grade 1 and 107 Magistrates grade 2.



**New Judges and Registrars with the Chief Justice Hon. B Odoki (seated 2nd left) attending an induction retreat for new judicial officers**

This development is partly responsible for the increased disposal rate of cases which now stands at 92% of registered cases.

With the enactment of the Judicature (amendments) Act 2011, the number of Justices at the Supreme Court will increase to 11 from 7 and Court of Appeal to 15 from 9. This increase will only be realized when the Judicial service commission is

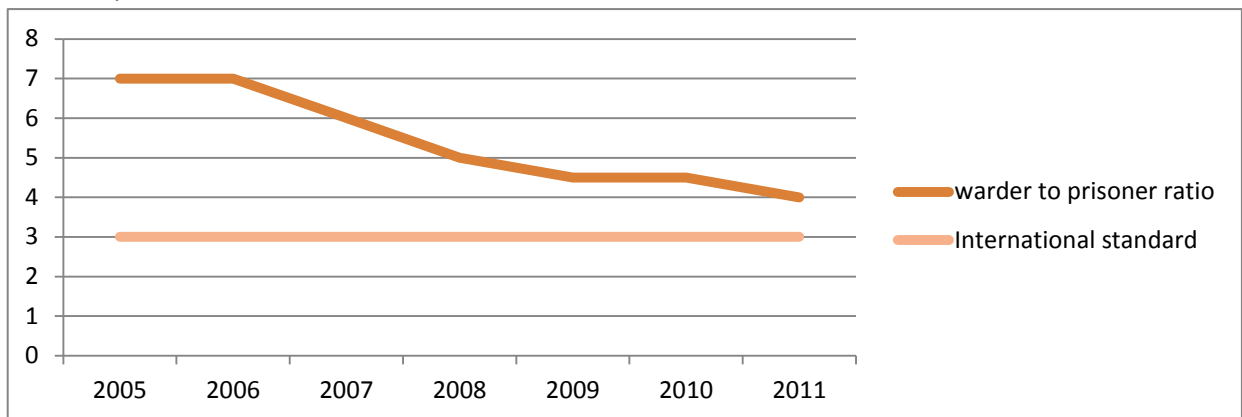
reconstituted. Currently the Supreme Court is one Justice less, following retirement of Justice Okello.

This recruitment momentum must be maintained for greater impact since within the year under review 8 Judges/Justices retired while 5 other are not currently active in the Judiciary. The sector is also to fast

track the implementation of Parliamentary recommendation to increase number of Judges of the High Court to 82 from 51 as well rationalize the creation of magisterial areas taking care of increased caseload.

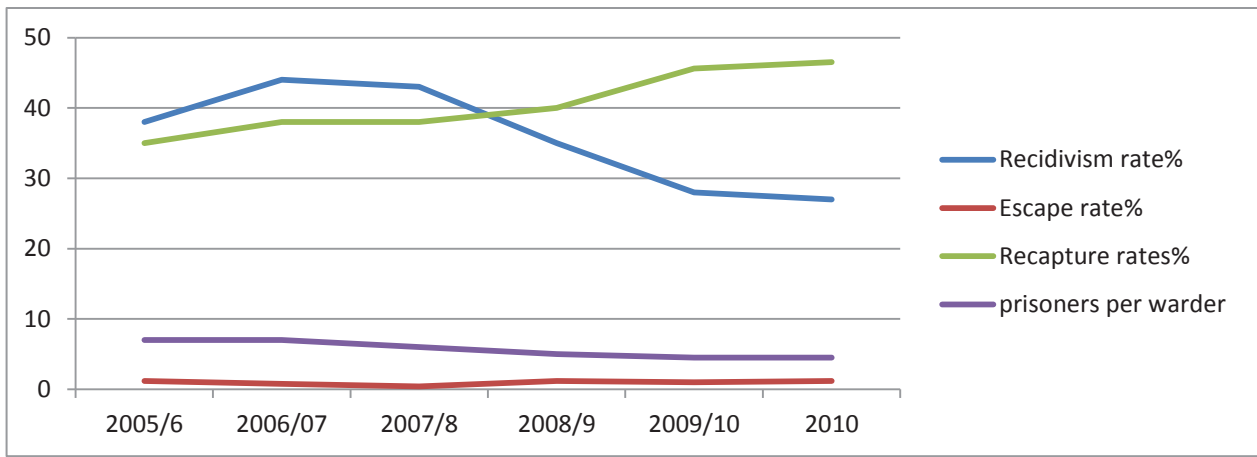
During the period under review, 11 State Attorneys were recruited deployed in various DPP stations, bringing the total number of State Attorneys at various levels in the DPP to 172 out of the an approved structure of 219. (DPP now operates at 78% of the approved structure). It must be noted that the DPP also employs 124 state prosecutors out of 166 State Prosecutors in the approved structure. To enhance professionalism the DPP now wishes to trade off the 42 vacant posts of State Prosecutors for State Attorneys. Farther more the DPP is undertaking the recruitment of an additional 33 State Attorneys which when complete will increase capacity to 93.6% of the approved structure. In the reporting period 32 Prosecutors were trained as well as 118 State Attorneys. This training has helped improve the quality of prosecution as seen from an improved conviction rate recorded by the DPP however the case load per State Attorney remains very high i.e. at 1,052 files per State Attorney per year for perusal and 820 files per year for prosecution at the current filing rate.

Aware of the low warder prison rates, 700 prison warders/wardresses were recruited and are now undergoing training. This recruitment has augmented the warder prisoner ration from 1:5 to 1:4 but is still short of the internationally recommended ratio of 1:3. It must be noted that in some countries the ratio is 1 prisoner to 5 warders.



Year	2005	2006	2007	2008	2009	2010	2011	International standard
<b>Warder to Prisoner ratio</b>	1:7	1:7	1:6	1:5	1:4.5	1:4.5	1:4	1:3

The increased warder prisoner ration has been instrumental in reducing the rate of escape of prisoners as well as the recapture rates. The escape rates stand at 1.2% while recapture rates of those who escape stand at 46.5% one of the highest rates in Africa.



	2010/11	2009/10	2008/9	2007/8	2006/7	
Recidivism rate%	27	28	35	43	44	38
Escape rate%	1.2	1	1.2	0.4	0.8	1.2
Recapture rates%	46.5	45.6	40	38	38	35

For the Uganda Police Force, 5,000 PPCs and 500 Cadets were recruited increasing police strength from 38,168 to 43,668 a police population ratio of 1:709 at the current projected population. The new recruits are about to complete the basic training programme. As a stop gap measure the police also recruited 24,000 election constables who helped in policing elections and have now been demobilized. This was because the police strength was thin and could not provide personnel to cover each of the approximately 24, 000 polling centers. 7,846 police officers were also promoted to various ranks. This has improved command, supervision and boosted morale of the officers and men in the police.



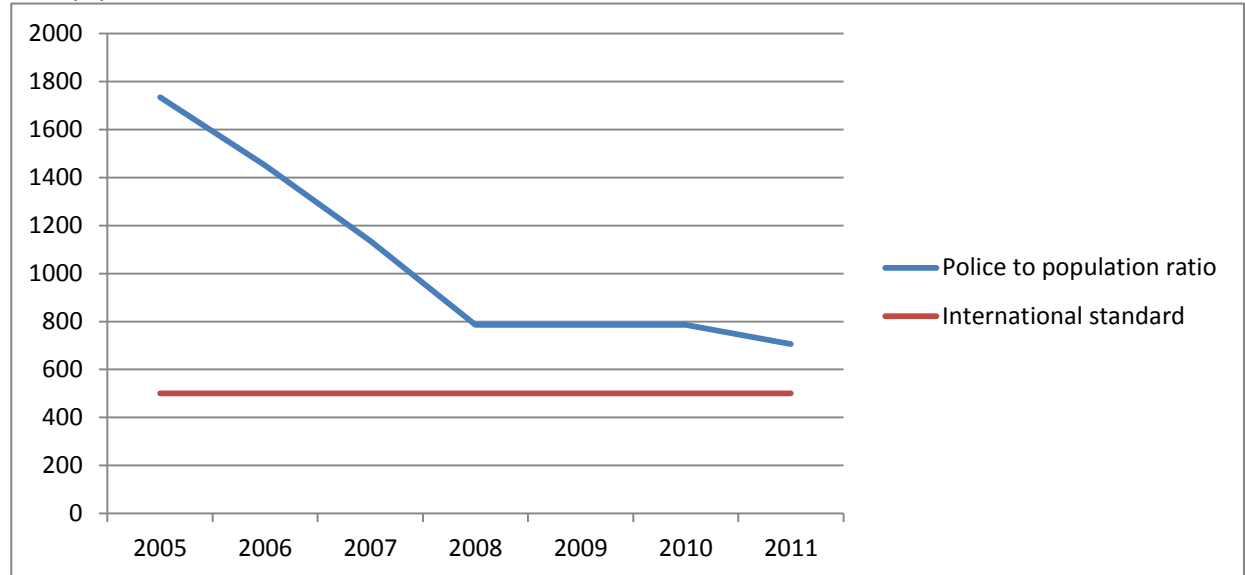
**Minister of Internal Affairs Hon. Eng. H. Onk (in suit) at the pass out of Police Marines 2011**

situations and avoiding loss of life.

To support investigations specialized investigative skills were imparted to 172 CID personnel, while one officer was sent to UK for training in forensic document analysis and ballistics to improve the capacity of the CID in forensic analysis of evidence.

To address the challenge of public order management before during and after elections 11,314 personnel were trained in Public Order Management, 113 in public order command courses, 48 in public order management tactical trainers' course all with the aim of improving the handling of Public order

**Police population ratio**



	2005	2006	2007	2008	2009	2010	2011	International standard
<b>Police Population ratio</b>	1:1734	1:1450	1:1136	1:786	1:786	1:786	1:709	1:500



*Police training in community policing with support from the Irish Police , right are motorcycles to support community policing.*

**2.3.4 Case backlog reduction**

Within the period under review 102,001 cases were disposed against 110,692 cases filed over the same time period in the courts at all levels country wide. This translates into 92.14% disposal rate of cases filed.

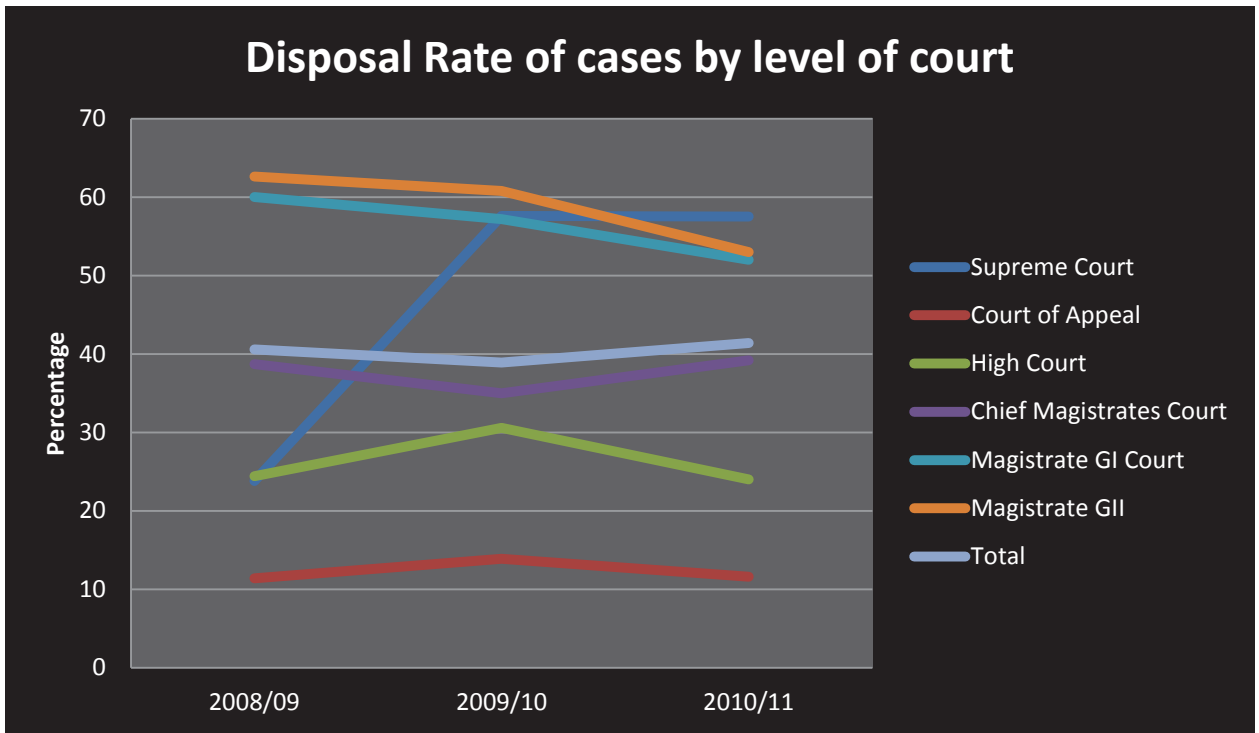
The sector launched and implemented the pilot case backlog quick wins programme which has resulted into drastic reduction in the average length of stay on remand from 27months in 2009 to 15months in the reporting period. At the same time the ratio of convicts to remands has increased from 44.5% to 47% country wide and some prisons like Luzira upper now have more convicts than remands for the first time in 28years. Also as result of the roll out of the quick wins programme to lower courts there has been a complete elimination of criminal cases older than one year in the magistrate’s courts country wide. The definition of criminal case backlog in magistrates’ courts has now changed to mean cases in the system that is a year old.

Table 18: Summary of Case Disposal by level of court

Court	2008/09			2009/10			2010/11					
	Filed	Disposed	Disposal rate %	Pending	Filed	disposed	Disposal rate%	BBF	registered	disposed	pending	Disposal rate of cases
Supreme Court	19	19	23.8	61	90	87	57.6	54	73	73	54	57.5
Court of Appeal	597	275	11.4	2136	469	348	13.9	2319	887	372	2834	11.6
High Court	9550	9068	24.4	28024	12468	12908	30.6	35384	11887	11319	35962	24
Chief Magistrates Court	49107	42843	38.7	67609	47332	40013	35	85022	60910	57265	88667	39.2
Magistrate GI Court	22278	21243	60	14093	24,031	21892	57.2	18906	25661	23152	21415	52
Magistrate GII	5732	5361	62.6	3198	6839	6126	60.8	7317	11264	9820	8761	53
<b>Total</b>	<b>87,283</b>	<b>78,859</b>	<b>40.6</b>	<b>115071</b>	<b>91,409</b>	<b>81374</b>	<b>38.9</b>	<b>149002</b>	<b>110692</b>	<b>102001</b>	<b>157693</b>	<b>44.7</b>
<b>Growth of pending cases</b>		<b>7.9</b>				<b>8.5</b>						<b>4.3</b>

Table 19: Summary of Case Disposal by Focus Area

Focus area	2008/09			2009/10			2010/11				
	Filed	Disposed	Disposal rate %	Filed	disposed	Disposal rate%	BBF	Filed	disposed	Disposal rate%	Pending
Criminal	57147	54065	48.6	59607	54525	45.7	70,811	60,986	60649	46	71,148
Anti corruption								161	420	353	228
Civil	8611	14527	36.3	19273	15608	28.4	45,666	21,489	16875	25.1	50,277
Family	6905	7185	42.7	7307	6880	39.7	13,012	21,693	18637	53.7	16,068
Land	3940	2162	15.8	4041	3412	21.7	5,969	1947	4308	54.4	3,608
Commercial	1161	920	34.2	1181	949	48.8	2,823	1,332	1179	28.3	2976
<b>Total</b>	<b>77764</b>	<b>78859</b>	<b>177.6</b>	<b>91409</b>	<b>81374</b>	<b>38.9</b>	<b>149002</b>	<b>110692</b>	<b>102001</b>	<b>44.7</b>	<b>157,693</b>



with the above disposal rates there is increasing effort at all levels of court in the disposal of cases. In the year under review on average a grade II magistrate disposes 92 cases per year, magistrate grade I, 165 cases per year, Chief magistrates 1,396 cases per year and Judges at High Court 276 cases per year. This is against an average case load of 127 cases for Supreme Court Judges, 3206 for Court of Appeal, 1153 for each High Court Judge, 3559 for each Chief Magistrate, 343 for Magistrate grade I and 174 for Magistrate grade II. Please note that although there are 47 appointed High Court Judges 5 of these are not currently active in the Judiciary.

It is noticeable that the number of cases filed continues to grow at about 21% per annum, but the courts have upped the game by matching this rate of filling with 25% growth in absolute number of cases completed. One should also note that the judiciary still operates at less than optimum with 5 out of 47 Judges serving outside the judiciary and over 8 senior Judges leaving the bench through retirement within the same financial year. One interesting development over the year under review in addition to quick wins programme was the holding of upcountry sessions for the Court of Appeal in Gulu, Mbarara and Mbale for the first time since its creation. This development reduced the burden of witnesses and litigants travelling long distances to Kampala.



**Hon. Justice L Mukasa,( in robs)in a case backlog quick wins session**

By level of Court we notice the high performance of the Supreme Court, and the lower Courts. However the Court of Appeal remains the challenge. It is therefore important that the sector is supported to increase the number of Justices at this level so that parallel sessions can be conducted at the same time.

Performance by focus areas shows a high performance in terms of disposal of criminal, land and family cases while the performance of commercial and civil justice remain below the average disposal rate of about 44% of all cases in the system. One should note that the increase in cases registered by over 21% has had a negative effect on the total disposal rate despite the increase in total number of cases disposed at all levels of court.

Noticeable also are effort to dispose cases involving juveniles. For example out of 2728 capital cases 350 were completed by Chief Magistrates Courts compared to 225 new cases filed. However Grade 1 Magistrates did not make enough effort to complete cases involving juvenile with only 11% of cases filed completed leaving 405 cases pending.

As part of the case backlog quick wins the Uganda police undertook self-assessment and audit. The focus of this exercise was to rid the police of all cases considered unmeritorious. Un-meritorious cases were defined as cases that were reported before the end of 2009 in which the-

- complainants had lost interest or opted to settle their cases out of police or court leaving the Police files open;
- Police case files were still open though the investigations had not established any evidence;
- accused person were not known or identified and;
- accused persons jumped police bond or court bail but Police case files remained open.

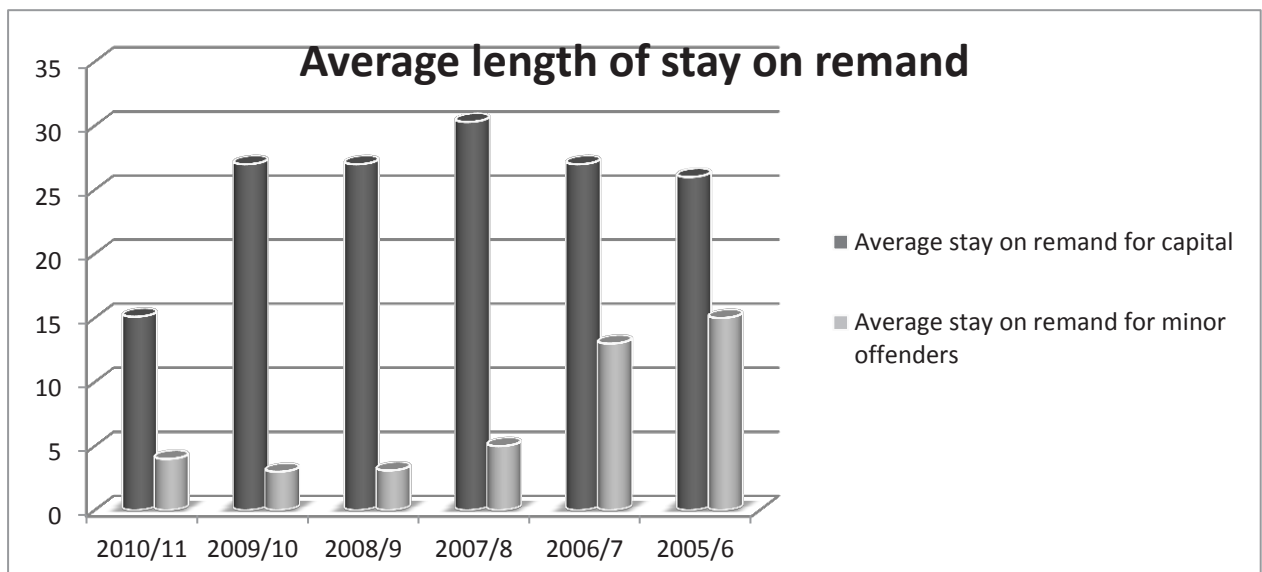
As a result of the initiatives the following achievements were realized;

- 1) 59,276 different criminal cases were weeded out;
- 2) 16,552 criminal cases were closed;

- 3) 15,707 cases were committed to the high court; and  
 4) 123 cases were concluded in Court with 52 convictions and 71 acquittals and dismissals.

### 2.3.5 Reduction in Remand Population

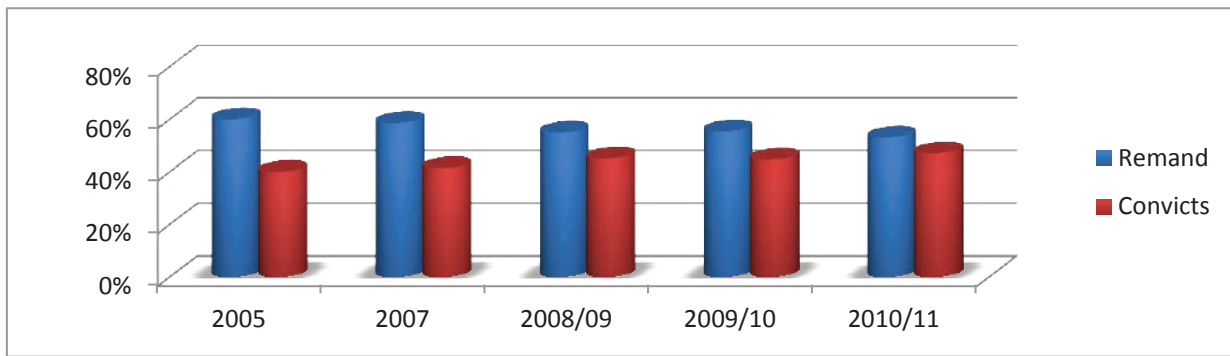
As a result of the various strategies adopted by the sector, the sector has registered a reduction in pre trial detainees over the SIPII period from 62% in 2005 to about 53% in the reporting period i.e. a 14% reduction over the SIPII period. Although Prisoners on remand are proportionately higher than the convicted prisoners, (52.7% compared to 46.7%), it is important to note that the ratio of convicts to remands is increasing over time. This performance is progressively reducing the number of pre trial detainees and Uganda is now catching up with other countries in the region such as Kenya and Rwanda and performing better than some other countries in the region with very high proportion of pre trial detainees, such as Mali (88%) Nigeria (69%), Burundi 62% to mention but a few.



	2010/11	2009/10	2008/9	2007/8	2006/7	2005/6
Average stay on remand for capital	15.1	27	27	30.3	27	26
Average stay on remand for minor offenders	4	3.0	3.1	5	13	15
Number of juveniles in adult prisons	0	0	0	79		

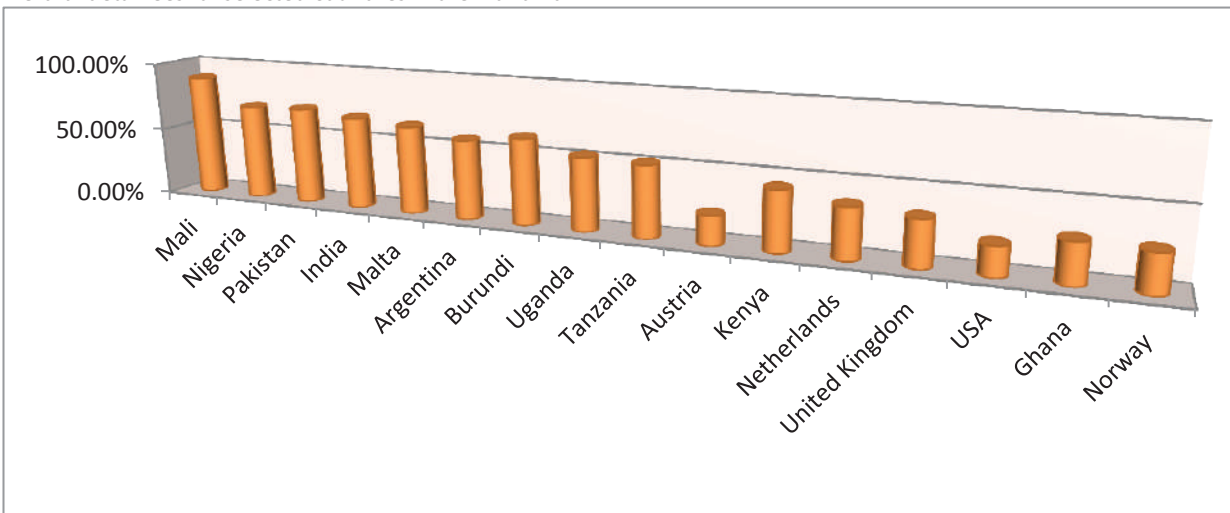
Table20 Summary of average prisoner population in 2009/10-2010/11

Gender	2009/10				2010/11			
	Remands	Convicts	Total	%age	Remands	Convicts	Total	%age
Male	16253	13,111	29364	95.5%	16519	13653	29247	95.8%
Female	793	475	1268	4 %	726	507	1233	4.2%
Debtors		161	161	0.5%		169	169	0.05%
Total	17046	13747	30793		16320	14329	30649	
%age	55.4%	44.6. %	100	100.00%	53.24%	46.75%	100%	



Category	2005		2007		2008/09		2009/10		2010/11	
Remand	11597	60%	11215	59%	16373	55%	17046	55%	16320	53%
Convicts	7724	40%	7934	41%	13448	45%	13747	45%	14329	47%
Total	19321	100%	19149	100%	29821		30792		30649	

Pre-trial detainees for selected countries in the world 2011



Mali	88.7%
Nigeria	69.2%
Pakistan	70.7%
India	67%
Malta	64%
Argentina	57.6%
Burundi	62.6%
Uganda	53%
Tanzania	51.7%
Austria	21.2%
Kenya	43.3%
Netherlands	36.3%
United Kingdom	33.2%
USA	20.8%
Ghana	28.6%
Norway	27.2%

Source: International Centre for Prison Studies 2011

**Community service**

Through Community Service, 8000 orders were issued to remove petty offenders from prisons and identification of offenders conducted in 42 districts. The orders were also issued in Court sessions at all levels of the Judiciary country wide. The NCSP also visited 28 prisons and identified 1,423 eligible offenders thereby reducing the number of petty offenders in prison. It also worth noting that 26 orders were issued by Local Council Court III in Nakaseke (Kasamba LC1, Ngoma A&B, Katooke LC1) Mitooma, Rubirizi, Nsiika, Sheema, Kiryandongo, Anaka, Otuke, Lwengo, Bukomansimbi, Buikwe, Kalungu, Namyingo and Serere districts. To strengthen supervision of offenders 600 supervisors were trained in offender counseling, while brick making and tree planting kits for 10 districts were procured to provide more meaningful work for those sentenced to community service. The bricks produced have contributed to construction of schools, police posts and health centres and the trees have fostered environmental conservation in 08 districts with over 2400 pine trees planted in the reporting period alone.

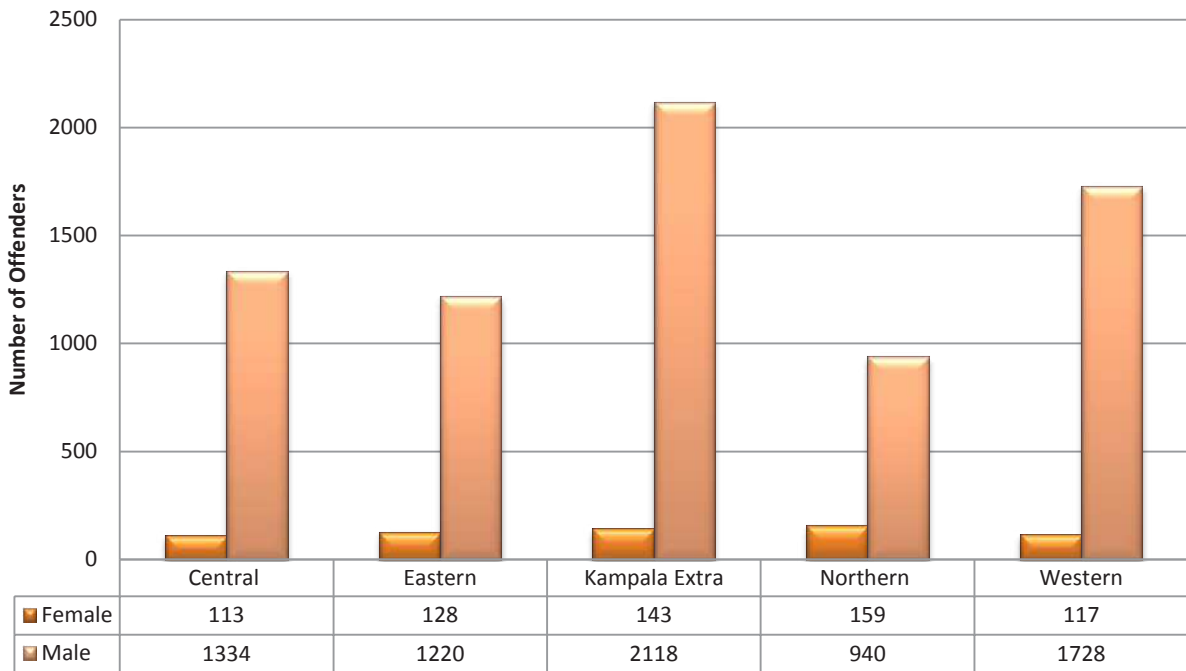
The projects have also contributed to skills development with a cumulative total of 20 rehabilitative projects set up in 20 districts, benefiting 2,315 offenders who have gained skills in brick making and nursery bed preparation to reduce chances of recidivism

Performance report on Community Service

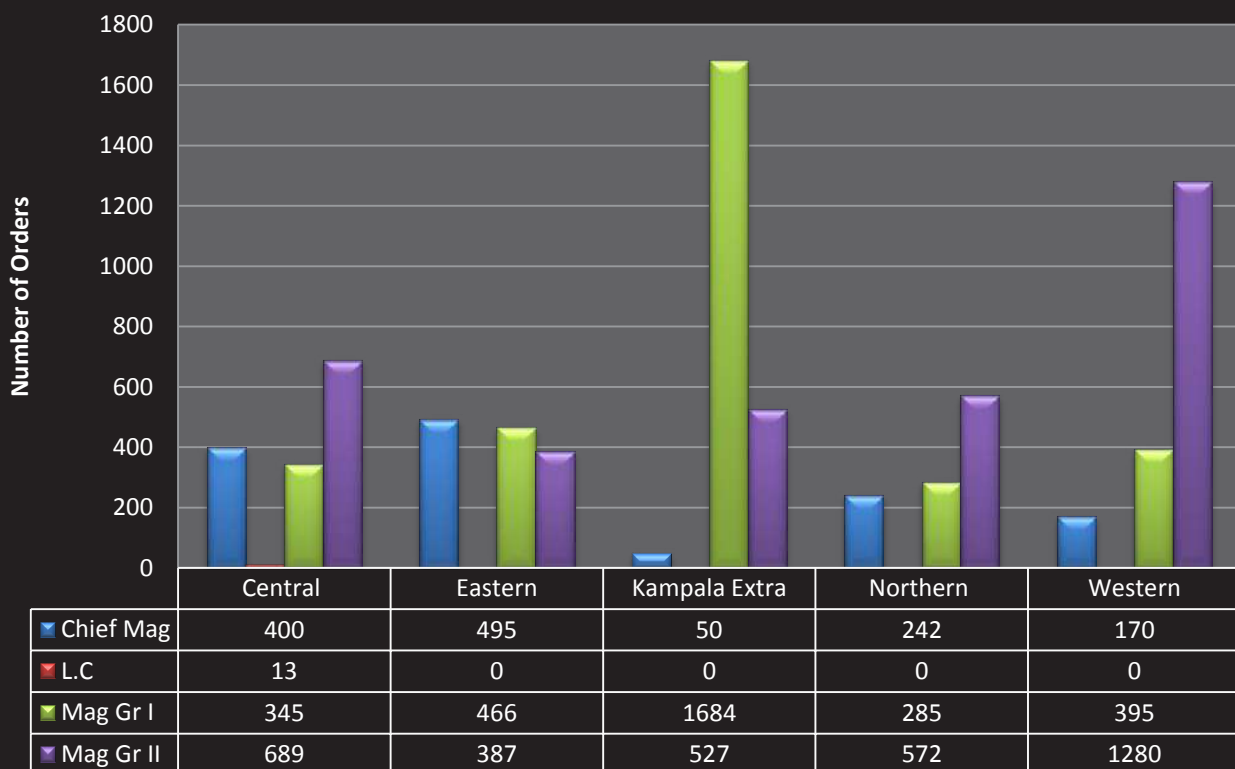


	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Orders Issued	601	1,605	1,893	2,126	4,500	6,350	11481	8000
No. of offenders who absconded	24	112	133	149	315	254	459	214

A Graph showing Number of Offenders by Sex in each Region for FY 2010/2011



A Graph showing Number of Orders by Court Type in Each Region

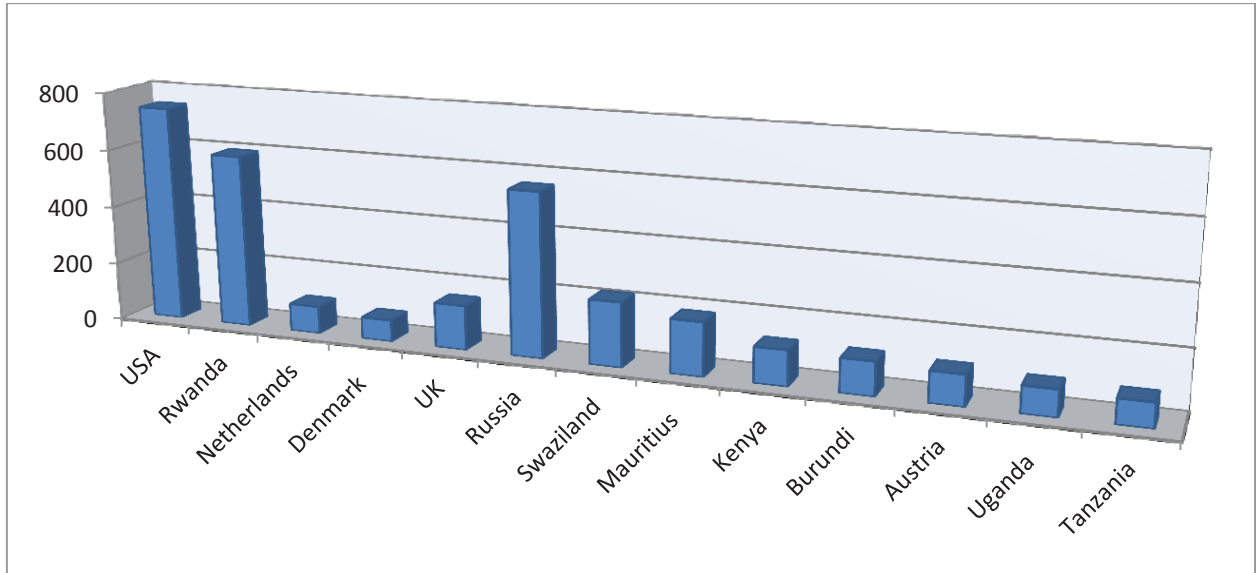


It must be noted that there was a 30% reduction in number of orders issued in the reporting period. This is partly attributed to the electioneering period which made it challenging to supervise orders; the

reduction in crime rates by 18% as reported by the Uganda police force as well as the use of other alternative sentences such as caution, fines, apology etc employed by the courts.

One should also note that even with this performance Uganda is one of the countries in the world with a low prison population rate per 100,000 of the national population compared to countries such as USA, Rwanda, Kenya, and Russia among other countries as seen in the figure below.

**Prison population rates per 100,000 of the national population**



USA	743
Rwanda	595
Netherlands	94
Denmark	74
UK	152
Russia	559
Swaziland	219
Mauritius	182
Kenya	120
Burundi	114
Austria	104
Uganda	89
Tanzania	82

Source International Centre for Prison Studies 2011

### 2.3.6. Developing capacity of Local Council Courts

To develop capacity of Local Council Courts a multi-pronged approach involving orienting Local Council Court III, secretaries on issues of planning, budgeting and generally taking records of the Court proceedings at that level as well as record keeping was employed. Training was conducted in 31 districts namely; Gulu, Lira, Apac, Kitgum, Rukungiri, Bushenyi, Masindi, Arua, Moroto, Kamuli, Kabale, Kibaale, Isingiro, Nakaseke, Hoima, Kapchorwa, Oyam, Soroti, Kiboga, Kisoro, Kotido, Kumi, Moyo, Mpigi, Mubende, Nebbi, Adjumani, Yumbe, Kanungu, Kalangala and Serere. Altogether 876 Local Council

Courts' officials were trained during the reporting period. It has not been possible to build capacity of LCII and LCI because we deemed their existence questionable since no elections have been conducted for the officials in these courts.

Following a data gathering exercises supported by the sector it was established that all the Sub-counties, Town Councils and Divisions have established the LCIII Courts.

All these Courts were found functional. However, it was established that some of the LCIII Courts were operating as Courts of 1<sup>st</sup> instance due to less trust placed in the LCI and II, a practice that has been warned against. It was then emphasized to them that they are an appellate Court which should receive appeals from LCII Courts and where they were approached for the 1<sup>st</sup> time, they were encouraged to refer them to the lower levels.

All LCIII Courts visited keep their records in the office of the Sub-county Chief who is also the secretary to the court and charged with that functionality.

It was established that, the LCIII having received the training only receive appeal cases, save for a few individuals due to lack of trust placed in the lower courts preferred to report to level three as the first court of instance. However, this they discouraged by referring them back to the lower levels. The structures receive 8-12 cases per month and dispose off 2-3 within the same period.

In terms of cases transferred to the Chief Magistrates for further guidance or appeal, this was still wanting due to political interference. However, it was established that on average 1-2 cases were appealed to the Chief Magistrate's Court per month.

The practice of courts charging high fees remains in some areas due to the poor supervision by chief magistrates, who lack the guidelines for supervision as well as facilitation to do so.

Conflict of interest between court officials and executives exists in areas where some Sub-county executives in some Courts tend to handle cases contrary to the law. The Local Council Chairpersons have been encouraged to desist from the practice and leave the Court matters to the Court officials whom they respectively appointed. One big challenge is that most district leaders have not exhibited support to the Local Council Courts as required in terms of planning and budgeting. However, the Chief Administrative Officers have been directed by the Ministry of Local Government, to nominate an officer to coordinate Local Council Court activities in their respective districts. The coordinators will also be part of the DCCs.

Delay to conduct elections for LCI and LCII executives has affected capacity building efforts and renders LCCIII ineffective in some cases at the same time the Government must address the issue of remuneration of the Local Council Courts officials. Record keeping remains a challenge and limited knowledge of procedure. At the same time issues of children, land disputes and community service, need to be harmonized even though they are covered under the Local Council Courts Act.

### 2.3.7. Administration of Estates of the Deceased

The office of the Administrator General is now undergoing computerization to facilitate records storage and retrieval. The administrator general was able in the reporting period to attend to all clients, opening up 3787 new files, inspect 101 estates and obtain 18 letters of administration of estates and wind up 205 estates. To quicken the process of winding up the department is currently in negotiation with the Judiciary to harmonize procedure and enhance performance. In the reporting period the department granted 2546 certificates of no objection and issued 363 land transfers. It also successfully mediated 920 cases on behalf of estates

Table 21: Performance of the Administrator Generals Department

	TARGET/ BUDGET	ACTUAL/	% TARGET REACHED/	PERFORMANCE RATING
Certificates of no Objection issued	2200	2546	115.8%	achieved
Estates wound up	200	28	14%	Not achieved as a result of complex procedures and delayed harmonisation
Cases settled through mediation	1000	920	92%	achieved

The sector also prioritized other innovative approaches in the administration of justice including mediation and arbitration in which 920 cases were concluded.

### 2.3.8 Quality of justice

#### Civic education

The sector procured a vehicle to facilitate sector wide Civic Education procured and in the reporting period 39 radio talk shows and 5 TV Talk shows were held in Kampala, Masaka, Mbarara, Kabale, Hoima, Gulu, Nebbi, Arua, Lira, Soroti, Mbale, Tororo, Jinja, Mityana, Mubende, Fortportal, Kamwenge, at the same time 40 sub-county (5 sub counties in each district involving 100 people each) workshops were held in each of the districts of Kasese, Bundibugyo, Bukedea, Ngora, Kibale, Buliisa, Kisoro and Ibanda. The civic education campaign was also carried out through 4 prison workshops held in Katojo, Mubuku, Masindi and Hoima.

The citizen hand book was translated into Luganda and is ready for printing while 1,300 copies of the English version were printed and disseminated. The increase in civic education is partly responsible for the increase in the number of cases registered at court as increase in the knowledge base of the citizenry on the administration of justice has increased. Other civic education programmes were conducted by CSOs, UHRC, and the Uganda police through the community policing programme among others.

#### Legal aid

##### The state provision through state brief

The sector continued to finance access to legal aid through the state brief system and has augmented provisions under case backlog quick wins programme to attract quality legal representation. To address

currently challenges in legal aid provision the sector is currently fast tracking the development of a National Legal Aid Policy.

The sector has published and disseminated over 10,000 copies of the unrepresented litigants manual to help those without legal representation easily file their cases and is in the final stages of designing a legal aid policy which will address issues such as scope of legal aid, access, eligibility, management, standards and financing of legal aid provision for poor and indigent persons.

### **The Justice Centres Uganda (JCU)**

This is an initiative of the sector to pilot state provision of legal aid with support from development partners, have been successful in creating awareness and understanding of legal and human rights in the communities as is evidenced by 73 awareness campaigns and 24 radio awareness sessions. They



**JCU providing psycho socio support**

have also provided legal and human rights advice and psychosocial support to hard to reach communities through 47 mini mobile clinics and toll free telephone lines. At the same time 2000 booklets on succession law in various dialects were published and distributed to the communities. Legal aid service providers in Lira and Tororo districts were mapped out thus bridging partnerships, developing networks and resource sharing between the JCU and

many CSOs

As part of Enhancing Dispute Resolution within communities 1039 people have sought legal assistance from the 3 Justice Centres; 790 have met the MMT; 13 have been successfully defended in court and 96 disputes have been settled through mediation,

The centres have also promoted observance and protection of Human Rights for communities in Lango and Bukedi sub regions who are increasingly claiming their rights through the Justice Centres. JCU being a one stop shop and actually delivering as it should, more partners such as the Chief Magistrate's Court in Tororo have provided feedback to the JCU on the usefulness of the JCU to the Community, evidenced by constant referrals by their worships of court users for help by the JCU

There is registered an increase in acceptance of the JCU demonstrated by the increased referral of cases to JCU by partners, invitation to partner events and the positive reaction from the public during radio talk shows and other awareness campaign events. The JCU is a member of the GBV/Child Protection Working Group and the DCC in Lira and Tororo.

However networking efforts with power actors and law enforcement officers like the police have yielded slow results. At the same time Clients withhold important information which sometimes is detrimental to their case, this is compounded by unnecessary court adjournments, loss of court or police files, which frustrate case management and faster conclusion.

**Uganda Law Society -Legal Aid Project:** Under the Legal Aid Project, legal aid activities have continued to be conducted during the reporting period, and these have mainly been provision of legal services; networking and strengthening of institutional linkages; legal outreach and awareness campaigns; as well as prison outreach. In addition the Project has served as a processing and referral platform for the Pro-bono pilot Project of the Uganda Law Society in its Kampala, Gulu and Jinja clinics (This Pro-Bono programme is not supported by the financial contribution of the JLOS Sector to ULS but from funding received from DANIDA Legal Aid Basket Fund to the Legal Aid Project). In the year under review the Project reached out to a total of 7082 clients. Of these, 4154 were male clients and 2919 were females. We had targeted at least 3000 indigent people receiving legal representation in the courts of law with at least 492 cases being resolved. For the year under review, 3623 cases were filed in court out of which 492 cases were concluded. It was also projected to handle at least 500 cases through ADR methods, and we had 2237 cases received in office with 359 cases successfully resolved through ADR.

More prisoners on remand are accessing bail through the prison decongestion program.

An increase in vulnerable groups accessing legal aid has been registered.

The concluded cases as a result of the Pro-Bono Pilot project shows a 30% percent increase in progress and/or satisfaction with legal aid services

**The Paralegal Advisory Services:** This programme is now operational in 8 districts helped 2476 inmates access bail, 3421 access community service and 3976 get released from places of detention. The programme gave basic legal advice to 24496 clients over the reporting period.

Table 22: Cases handled by PAS

	Sensitisation seminars	Tracing sureties	Bail	Community service	Fines	Others release
Luzira	651	3890	452	1355	45	803
Arua	368	3887	205	360	23	567
Gulu	450	3008	250	370	08	700
Mbarara	397	2913	664	688	15	632
Jinja	336	1200	137	250	46	506
Bushenyi	277	1554	147	48	12	385
Lira	348	1245	102	350	34	256
Kitgum	550	4148	519	143	10	127
	2827	21841	2476	3421	193	3976

Table 23: Performance of ULS legal aid clinic

	Clients registered	Male	Female	No. receiving legal representation	Cases resolved	ADR
2008/09	6803	3942	2861	3234	233	415
2009/10	6563	3849	2714	3361	249	437
2010/11				2871	423	359

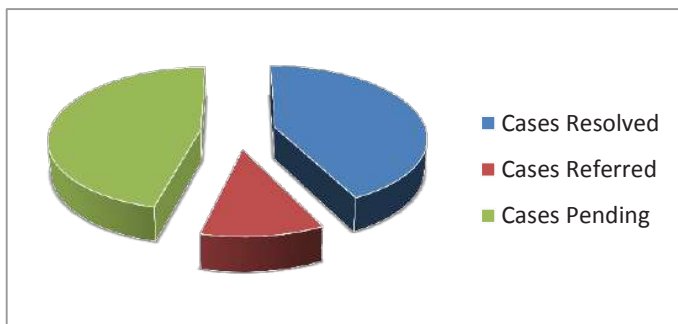
**LASPNET**

To complement government efforts to provide legal aid are non state legal aid service providers organized under the Legal Aid Service Providers Network (LASPNET) . LAPSNET is a national organisation with a membership of over 30 civil society organisations that provide legal aid to the indigent and marginalised in Uganda. In an effort to contribute the services offered by the sector, civil society organisations have endeavoured to offer legal aid services to several indigent and vulnerable women, men and children nationally. In the reporting period Legal Aid Service Providers (LASPs) handled matters such as trespass to property, theft, robbery, defilement, domestic violence, land disputes, succession, labour disputes, breach of contracts, to mention but a few while those involved in protection of children’s rights mostly provided support through diversion, mediation, resettlement, referrals, and litigation in case of disputes concerning maintenance, desertion, custody, and parentage. This has contributed to the key result area of enhancing access to justice by the poor, vulnerable, and marginalized persons.

LASPs have collaborated to provide criminal public defence to indigent persons and in the reporting period out of 18899 cases registered 8,053 cases were resolved 2,125 referred while 8,721 are pending.

**Table 24: Legal aid services provision by members of LASPNET**

Period	Cases Registered	Cases Resolved	Cases Referred	Cases Pending
July 2010 - December 2010 <sup>5</sup>	11,457	7,226	1,971	<b>2,260</b>
January 2010 - June 2011 <sup>6</sup>	7,442	827	154	<b>6,461</b>
	<b>18,899</b>	<b>8,053</b>	<b>2,125</b>	<b>8,721</b>



Legal Aid Service Providers also carried out legal counselling and education, community sensitization sessions, legal awareness campaigns on various human rights issues, training of duty bearers on their roles in enhancing access to justice, as well as research and advocacy on human rights issues such as the law on presumption of innocence, pre-trial detention, etc.

Members of LAPSNET offer affordable legal services compared to advocates in private practice; employ salaried staff/advocates who usually ensure continuity and availability of services; reach out to communities in remote areas through mobile clinics; speak with a collective voice on issues that advance the legal aid agenda; link the clients to other service providers through referral systems;

<sup>5</sup> Extracted from reports submitted by: AAV, AIDE, ASF, FAPAD, FHRI, JURIA, KDLRI, LAC, LAPD, LEMU, MJU, RLP, TLAP, UCLF, UGANET, and WVU

<sup>6</sup> Extracted from reports submitted by: AAV, ARELIMOK, ASF, FHRI, JURIA, KDLRI, MJU, PLA, and TLAP

support victims in the court process to access justice; offer internship programmes and clerkship placements for students; as well as provide a monitoring role for Government services delivery.

However, LASPs mainly operate donor-funded programmes which are time-bound, theme-based and sometimes have geographical limitations. These criteria, alongside other tests of eligibility, reduce accessibility to and dependability on the legal aid services provided by non-state actors.

It is often difficult to assess the impact of these services because of lack of a proper monitoring and accountability mechanism. Many of the legal aid service providers are located in urban or town centres with inadequate resources to conduct community outreach.

The studies done by a number of LASPs indicate the need to train paralegals and Local Council officials in communities who can help in client referrals or at least equip them with skills to offer first hand information to the needy persons at the grassroots level. These basic forms of legal services are especially critical in empowering the communities in order to abate the escalation of simple matters into complex disputes.

### Juvenile justice:

The MoGLSD resettled 174 juveniles after Court releases 15% of these were female and 85% male juveniles. The sector also supported de-concentration of remand homes as well as reduction in case backlog. A special high court session for juvenile offenders is scheduled for the first quart of 2011/12. 17 juvenile benefited from the other sessions organized under the quick wins programme.

To support delivery of juveniles to courts, a van was procured for Gulu Remand Home. While in bid to improve the living conditions of the children in the remand homes, 25 decker beds were procured for Fort Portal Remand Home and at the same time 140 mattresses and blankets were provided for Naguru, Fort Portal, and Mbale Remand Homes. Sanitation was also addressed at Naguru reception centre in



Juvenile cells at Hoima Police station

addition to, renovation of a kitchen, provision of beds and beddings and T.V sets for all the remand homes. Another significant development over the SIPIII period is the construction of Juvenile Holding Cells at various police stations in the country such as the one in Hoima below to facilitate the separation of juveniles from adults at police stations.

The sector also invested in the induction of Probation Officers from Eastern Region and Remand Home Staff.

One of the significant developments in line with the sector focus on juvenile justice in the reporting period was the release of 12 former juveniles from the prison who had overstayed in prison pending Minister's orders.

The LDC Diversion program was developed as a strategy to help children in conflict with the law to be rehabilitated without going through the formal justice system. The diversion program has been carried out in the districts of Iganga, Kampala and Wakiso and 980 juveniles have been diverted in those districts. This program has reduced the pressure on the local government to invest in the remand homes and easy settlement of children in communities.

The Clinic is also undertaking a reconciliation program as a strategy to reduce on the case back log in courts, reconciliation program is carried out in five courts of Kampala and these include Makindye, Nabweru, Matugga, KCC, and Kansangati. As a result of reconciliation, 676 cases have been diverted at court and 388 at police. This has indeed contributed to the reduction of the case backlog in the justice system. A total of 180 JLOS stakeholders were trained in reconciliation. Reconciliation Rules have been printed and gazetted and this will improve on the easy application of this strategy by the stakeholders. However this strategy should be implemented in other courts both in Kampala and in other districts of Uganda to have a greater impact.

A total of 240 local councils were sensitized in selected zones of Kampala, Wakiso, Jinja, Iganga, and Entebbe to embrace the juvenile diversion programme and also support the juvenile offender rehabilitation and reintegration programme.

The LDC also handled 211 cases of child neglect and family disagreement in which 120 cases were resolved. In terms of reconciliation out of 989 cases, 370 parties were reconciled at Court and 388 at police.

### **Legal training**

The sector also focused on legal training and in the period under review the Law Development Centre trained 320 Bar Course students with significant reduction in failure rate. The centre in the reporting period also adopted the use of entrance examinations coordinated by the Law Council. This aimed at addressing the high failure rates.

In the reporting period over 170 students passed compared to fewer than 30 the previous financial year.

***Grandaunts attend Graduation Day at LDC***



## 2.4 SAFETY OF PERSON AND SECURITY OF PROPERTY

Having recognized that crime has a profound counterproductive effect on business undertakings, the development of markets and property rights, all of which are inextricably linked to physical security, capacitating JLOS institutions to fight crime and recidivism is essential.

Within the period under review the sector laid emphasis on the enhancing the restoration of civilian rule in the Northern Uganda and Karamoja through the interventions of JLOS actors.



The assessment of the sector's performance on reducing crime is measured through incidence (the ratio of crime to the population), the rate of recidivism (re-offending) and the ratio of police to the general population as a measure of the state's response to this challenge.

Table performance in enhancing safety and security.

	Description	TARGET/ BUDGET	ACTUAL/ BUDGET	% TARGET REACHED/ BUDGET	PERFORMA NCE RATING	EXPLANATION FOR STATUS
<b>VF Output</b>	<b>Uganda Prisons Service-JLOS</b>					
<b>Indicators</b>	Prisoners per warder ratio	1:4	1.4	100%	<b>achieved</b>	As a result of recruitment of 700 warders
	Ratio of convicts to remand prisoners	45/55	47/53	104%	<b>Achieved</b>	Attributed to case backlog quick wins programme and increased disposal of cases
<b>Output</b>	<b>Area Based Policing Services</b>					
<b>Indicators</b>	Number of police personnel deployed	43,668	43668	100	<b>achieved</b>	5000 probationary police constables and 500 cadets recruited
	CID case Load	23	18	120	<b>Achieved</b>	Increased CID strength and training
	Crime rate	330	314	108	<b>Achieved</b>	Increased police strength and crime prevention strategies employed

### 2.4.1 Enhanced JLOS response to crime

The sector has enhanced the capacity of crime fighting agencies, to fight crime through physical de-concentration of services, training, recruitment and provision of equipment. The police is now more equipped to respond to crime and has the numbers to fully police the country. There are now police posts in 1700 sub counties and in the urban area every ward has police outposts. As a result many more people are running to the police to report even civil disputes. This is the reason why many reports are made but the significant number is actually civil matters. Also the heavy investment in community

made but the significant number is actually civil matters. Also the heavy investment in community policing as well as road safety has contributed to the reduction in crime prevalence, acts of lawlessness and road accidents despite the increased number of vehicles on the roads.

In 2010 the Crime rate reduced by 4% from 103,592 criminal cases investigated in the year 2009 to 99,676 cases investigated. In total Police recorded **262,936** cases in the mentioned year of 2010 out of which **163,260** were civil in nature and complainants were advised to seek civil remedies. This downward trend in the crime rate is a consistent pattern since 2006 when the crime rate peaked from 2004.

At the estimated growth rate of **3.4%**, the population of Uganda the current crime rate for every 100,000 people is 314 or 3.14 per 1,000 people compare to 336 in 2009 and 798 in 2007.

At the start of the year about 12,000 cases were reported county wide. This rose steeply to over 14000 between May and June then fell drastically to 6000 in July and this has been the trend for the rest of the period till December.

Generally reported crime has been dropping since 2005. Kampala Metropolitan Still tops the list of location with high crime incidences. This is followed by South Eastern Region, and Eastern. The region with least reported crime are, North East (Moroto, Nakapiripirit, Amudat) Central North –(Kotido-Abim and Kabong). Highest crimes were registered in Katwe, Jinja District and CPS Kampala.

Theft tops the list of reported crimes, followed by assaults, and economic crimes like obtaining money by false pretences.

The numbers of homicides investigated In 2010 decreased by 34% from 2,669 to 1,761 cases while death by shooting reduced by 15%. Also death by domestic violence reduced by 3.6% however cases of mob justice increased by 7.5% from 332 cases reported in 2009 to 357 cases. This is partly attributed to lengthy justice dispensation contrary to punishment awarding in African context which is instant thereby causing discontent among the public.

Incidents of suspected ritual murders decreased from **29** cases in 2009 to **14** cases in 2010 involving 9 juveniles and 5 adults. There were **02** cases of attempted murder for witchcraft rituals in 2010 as compared to **01** case registered in 2009. Some other criminal incidents related to human sacrifice included being in possession of human body parts and digging of graves to remove body parts for witchcraft rituals (**03**).

In the year under review, there were two (02) incidences of terrorism registered in the country.

On 11th July 2010 as Ugandans were watching the 2010 football world cup final in various places, terrorists carried out attacks at two (**02**) different locations at Kyaddondo Rugby Club Lugogo and Ethiopian Village Restaurant in Kabalagala in which seventy eight (78) people died and eighty nine (89) injured. There was also an unsuccessful terrorist attempt in Makindye Division in Kampala

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Various cases of corruption were investigated with the greatest incidences of corruption noted in;

- The Local Governments (Districts, Municipalities and Town Councils); including fraudulent award of contracts for provision of services or goods; Shoddy construction works especially in Primary Schools and Health Centres. others included
- Procurements under the Common Wealth Heads of Government Meeting (CHOGM) which was held November – December 2007.
- The NAADS (National Agricultural Advisory Services) a government rural based program meant to improve rural household incomes.

Estimated recoveries from public sector corruption cases involving NAADS total 1.142 billion

**Table 26: Summary of Public sector corruption cases investigated during the year 2010**

NAADS Probe	55
Local Governments	124
CHOGM	25
Committee on commission and state Enterprises	06
Committee on Local Government	16
Other Cases	67
<b>Total</b>	<b>293</b>

### Sexual offences

Defilement was the leading Sex Related Crime reported in the country with a total of 7,564 cases investigated in the year 2010 compared to 7,360 cases in 2009, thus an increase of 2.7%. A total of 3,401 suspects were arrested and taken to Court. 709 cases of rape were investigated compared to 619 cases in 2009 hence an increase by 14.5%. A total of 252 suspects of rape were arrested and charged in Court. Other sex related offences investigated included 274 cases of indecent assault, 12 cases of Incest and 86 cases of unnatural offences compared to 550 cases of indecent assault, 54 cases of incest and 72 cases of unnatural offences investigated in 2009.

The Police Forensic Sciences building is complete, and is being fully equipped. The immediate impact of this development will be felt in the efficient and fast resolution of cases under investigation, and, eventually, in successful prosecutions in Court.

To arrest the worrying trend of uncompleted investigations, the police commissioned a Case Backlog and Investigation monitoring Secretariat, under the office of the IGP, to regularly monitor the progress of all cases reported for investigation.

There was heavy investment in community policing as well as road safety that resulted into a reduction in crime prevalence, acts of lawlessness and road accidents despite the increased number of vehicles on the roads. The investments included transport equipment, staff recruitment, community sensitization programmes and the recruitment of crime preventers as well as beefing up the canine units.

The UPF expanded the canine unit (formerly dog section) from 12 to 27 districts with 53 dogs. The unit also acquired 16 explosive detection sniffer dogs to strengthen investigation and prevention measures of suspected bombs and terror activities. This rapid expansion was possible with collaboration from the

District Local Leadership of Kira division, Kayunga, Ibanda, Bushenyi, Ntungamo, Busia and Kisoro who donated dog kennels because dogs are a critical force multiplier in fighting crime. In 2010 out of the 1,159 cases reported to the Canine unit, 860 persons were arrested and prosecuted and 277 assorted exhibits recovered.

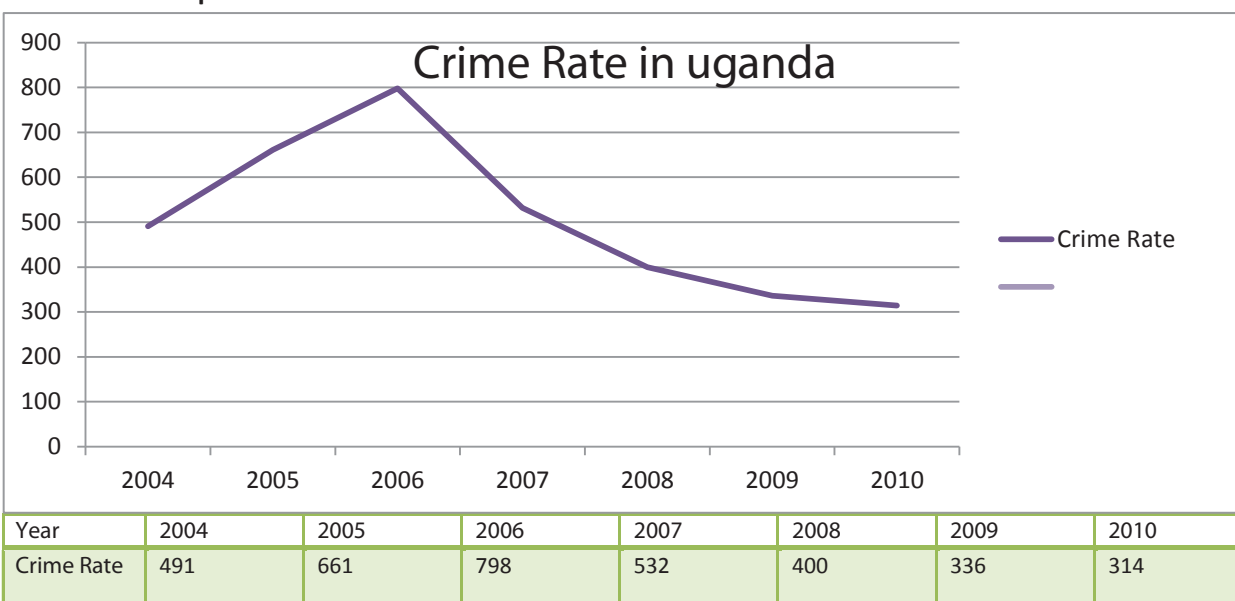
Crime trend over the years 2004-2010



Table 27: Summary of crime statistics

	2010	2009
Complaints and Reports Made to Police	262,936	282,401
Non-Criminal Reports (Referred to Civil/ Other Remedy)	163,260	178,809
Crimes Reported	99,917	103,592
Cases Under Investigation	70,394	65,809
Cases Taken to Court	29,282	37,783
Cases with Convictions	5,440	9,942
Acquittals	180	879
Dismissals	1,290	4340
Cases Pending Before Court	22,372	22,622

**Crime Rate Comparisons**



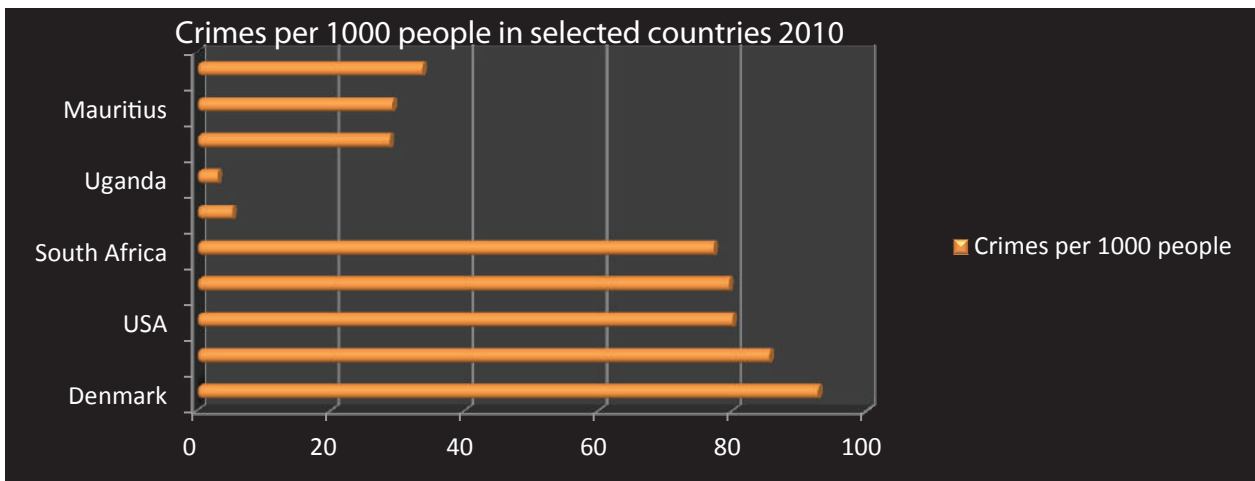
There was a decrease of **6.5%** in the crime rate in the year 2010, and a comparison over the SIPII implementation period show that crime rates picked in 2006, and have been declining progressively, as a result of efforts employed to combat crime and increased vigilance of both police and communities. The result is that Uganda is among the countries in the world with the lowest crime rates ie below 5 crimes for every 1000 people in population.

**Table 28: Crimes committed in Uganda overtime**

CRIME	CASES INVESTIGATED		CASES TAKEN TO COURT	
	2010	2009	2010	2009
Terrorism	3	12	2	9
Treason	2	7		4
Corruption	293	95	8	36
Homicides	1761	2669	437	880
Economic Crimes	10988	11127	1736	2654
Defilement/Rape and Other Sex Related Crime	8645	8646	4012	4940
Breakings	8685	9703	3116	3467
Robbery	6025	7519	1038	1427
Narcotics/Drugs	871	2034	296	1607
Child Related Offences	4781	4821	452	963
Assaults	22983	17118	6444	7649
Thefts	23429	27589	7301	7012
Electoral offences	672	203	74	112
Other Crimes in General	10419	11050	4210	6390
Other Laws	361	999	156	639
<b>TOTAL</b>	<b>99917</b>	<b>103592</b>	<b>29282</b>	<b>37783</b>

**Table29: Value of property lost in and recovered**

	2010	2009	
<b>Value of property lost (Shs)</b>	128,584,001,170	167,082,041,735	
<b>Value of property recovered (Shs)</b>	24,970,388,535	15,165,815,707	



	Crimes per 1000 people
Denmark	92.8
United Kingdom	85.5
USA	80
Netherlands	79.5
South Africa	77.2
Zambia	5.3
Uganda	3.14
Zimbabwe	28.8
Mauritius	29.2
World weighted average	33.7

Child Related Offences: A total of 4,781 Child related cases where children/juveniles were the direct targets/victims of crime, were investigated in 2010 and below are the number of juveniles affected for selected crimes.

Table 30: Juveniles affected by crime

Offence	Number of child victims
Child neglect	9,293
Child desertion	1,732
Abuse & Torture	1,315
Child Stealing	301
Abortion	23
Infanticide	46

Juveniles as Accused / Suspects in Crime: In 2010 a total of 1,861 Juveniles were involved in crime, with the highest numbers charged as follows:

Table 31: Juveniles as accused/suspects in different categories of Crime

Offence	No Charged
Defilement	466
Thefts	268
Assaults	163
Breakings	147
Robberies	62

**Women Accused of Crime:** The number of women involved in crime in 2010 was **2,395** compared to **3,977** in 2009 hence giving **39%** decrease. The table below show number of women charged with selected crimes in 2011

**Table 32: women accused of various crimes in 2010**

Crime	Number charged
Assaults	1,050
Thefts	321
Threatening violence	149
Economic crimes	109
Malicious damage	127
Homicides	55
Breakings	87
Drugs related(Narcotics)	13

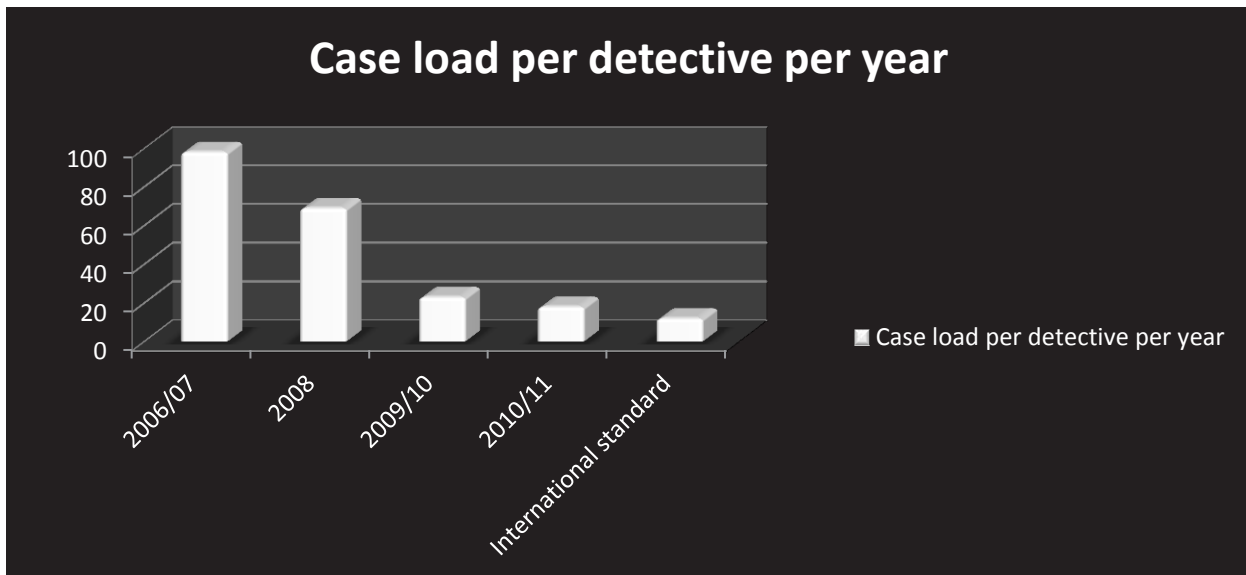
In terms of prosecution services the sector has continued to register marked improvements with the adoption of prosecution led investigations. In the period under review the DPP perused 181,000 files and prosecuted 141,049 cases, with a 49.5% conviction rate of the cases concluded. The Directorate, conducted 1,903,856 pre-trial interviews for preparation of witnesses, handled 159 fraud cases, 25 new prosecution led investigations, 38 special investigations, 30 cases of international nature and new crime trends, 22 extradition proceedings 30 Transnational cases . DPP/CID coordination meeting were also intensified.

It is important to note that 3.3% of the cases were prosecuted in the high court, and over 96% in Magistrate's Court with 4,431 cases committed to the High Court.

**Table 33 Performance of Prosecution Services**

Indicator	TARGET/ BUDGET	ACTUAL/	% TARGET REACHED/	Remark
No. of criminal cases prosecuted	145,180	141049	97	Achieved
No. of criminal cases registered & perused	210,000	181,000	86	Achieved
No. of prosecution led investigations	70	25	36	Limited funding for investigations as well as training, coupled with resistance to change.
No. Trans-national criminal cases handled	50	30	60	Increased police and immigration vigilance
Conviction rate (%)	55	49.5	90	Achieved
Case load	373	611	56	Caused by delays in recruitment of state attorneys

In the first half of the financial year 81,958 cases were reported and investigated, however the disaggregation of which of these is actually criminal will be detailed in the annual crime statistics that will be released by Uganda Police Force in the second half of the financial year.



Year	2006/07	2008	2009/10	2010/11	International standard
Case load per detective per year	98	69	23	18	12

In terms of building the capacity of the CID, the sector recorded an increase in CID strength 4,473 and corresponding reduction in workload from 23 cases per detective to 18 cases. The sector also trained 140 crime intelligence officers in addition to advanced training in forensic analysis for one officer. The sector conducted specialized training for CID, CFPOs and Middle level managers who helped manage to police riots and civil disobedience in Kampala and neighboring districts.

With regard to extension of amnesty to former rebels, in the period under review 25 reporters were demobilized, resettled in their communities and given psychosocial support. Family tracings were held in Gulu, Kitgum and training needs of 1,809 beneficiaries (reporters & victims/survivors) were identified in the 4 DRTs-Gulu, Kitgum, Arua and Mbale. At the same time 716 beneficiaries were trained in agricultural management skills to enhance productivity for effective reintegration in the communities in Arua, Gulu and Kitgum DRTs in 7 sub counties they were also provided with , seeds, fruit seedlings, tools and startup capital.

**2.4.2 Crime prevention and tackling rates of recidivism**

To address recidivism focus was placed on prisoner rehabilitation programmes including formal education programs. The details will be provided in the annual report. In order to address the challenge of recidivism the sector has invested substantial effort and resources in the rehabilitation of offenders through skills development and formal education programmes. The reporting period recorded an increase in the number of inmates enrolled under formal education programmes as well as renovation of prison industries and workshops.



**Learning carpentry skills as part of rehabilitation programmes in Uganda Prisons, Rukungiri**

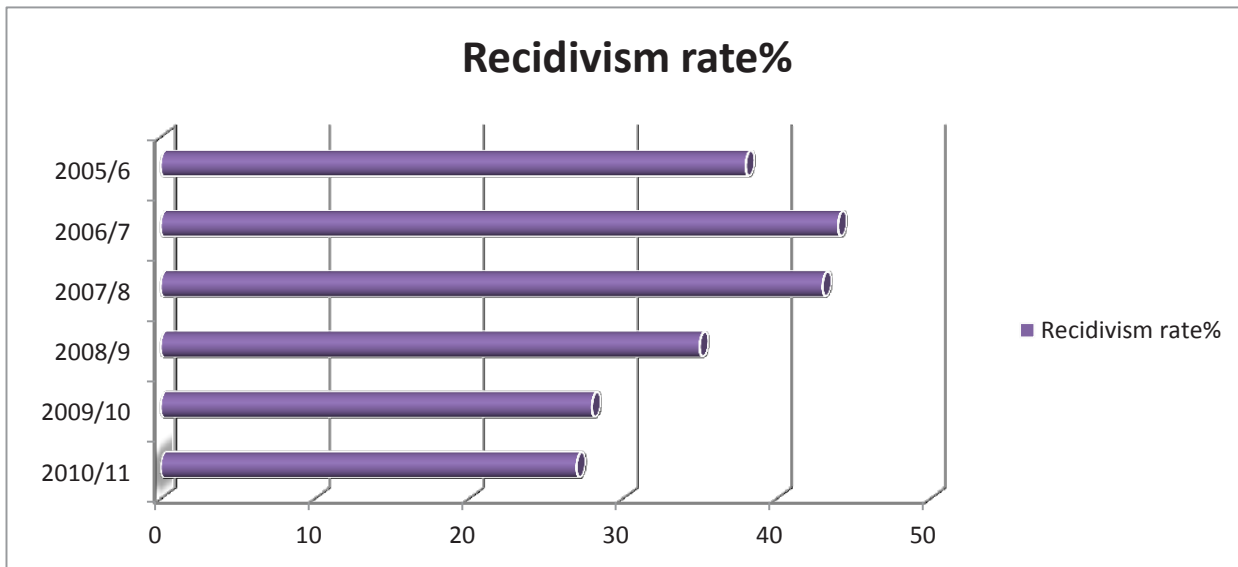
Over 1,600 offenders trained in agricultural and industrial skills; 140 inmates given psychosocial support and counseling; produced 1600MT of maize, 1,500 heads of animals looked after, 100 acres planted with trees. This was against an annual target of 3,500 offenders trained in agricultural and industrial skills; psychosocial support and counseling; Farm production from 4600 acres (food worth shs.6.9bn), management of 1,500 heads of cattle, and 300 acres planted with trees.

Also 13583 inmates were counseled, 6780 enrolled for sport and recreation, 7722 provided with spiritual guidance, 596 enrolled for Functional Adult Literacy, 1393 for vocational training, 1340 in formal education and 62 former inmates were followed up as an after case service. Uganda Prisons Service has vocational training as one of the key activities aimed at preparing inmates for reintegration into society as law-abiding citizens. Vocational skills training is currently taking place in at least 33 stations while formal education is conducted in 8 prison units

**Table 34: Formal education enrolment by inmates in prisons 2010/11**

S/N	STATION	PRIMARY	SECONDARY	UNIVERSITY
	<b>ENROLMENT PER LEVEL</b>			
01	Upper	546	347	41
02	Murchison Bay	-	-	-
03	Namalu	45	-	-
04	Luzira Women Prison	25	-	-
05	Arua	-	-	-
06	Gulu	37	-	-
07	Jinja Main	-	-	-
08	Kigo	120	-	-
	<b>TOTAL</b>	904	347	41

The result of the prisoner rehabilitation programmes is now seen in the continued reduction in the rates of recidivism as seen from the figure below.



### 2.4.3 Initiatives to promote Safety of person and security of property

Initiatives to promote safety and security of property have continued to focus largely on building JLOS presence in Northern Uganda and Karamoja to enhance civilian administration of justice, community policing, increased police presence on major high ways as well as investment in firefighting equipment.



**Public order management gear, has helped to reduce use of lethal weapons in managing public order situations**

During the year under review, **40** incidents of cattle rustling were registered in 2010 as compared to **50** incidents reported in 2009. UPDF in 2010 recovered **21,190** cattle that were stolen. ASTU also recovered **1,347** head of cattle out of **2,125** heads of cattle stolen. Goats/Sheep recovered were **239** out of **278** stolen in the year under review

The sector acquired new firefighting equipment increasing police capacity to handle fire incidents with 9 new fire stations opened up. At the same time the police also acquired motor vehicles, riot gear and ambulances all addressing safety of person and security of property.

In 2010, a total of **669** incidents of fires were reported, compared to **1,853** incidents of fires reported in 2009 giving a **63%** decrease. However death by fire increased to **76** in 2010 as compared to **54** deaths 2009.



***Firefighting equipment and police patrol vehicles enhancing police response to crime and fire incidents***

Against the backdrop of an increase in human and vehicle population, the year under review saw a reduction in the total number of accidents. The fatality rate per 10,000 vehicle population fell from 71.4 in 2007 to 46.5 in 2010. The accident death rate per 100,000 people however increased slightly from 9.1 in 2007 to 9.3 in 2010.

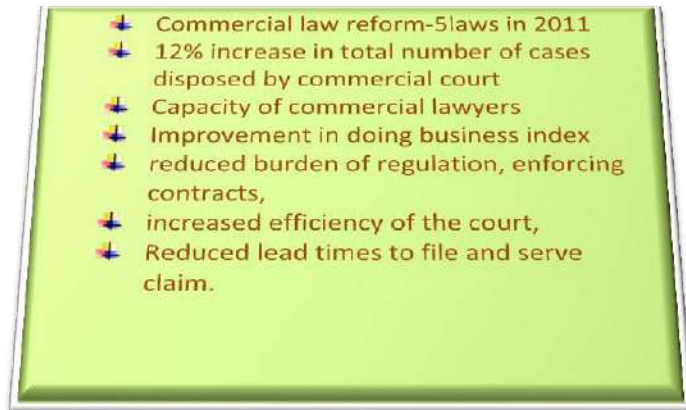
Overall, there was a 1.5% reduction in the total number of accidents, from **22,699** in 2009 to **22,461** in 2010. This was largely attributed to the number of minor accidents which dropped from **10,888** cases in 2009 to **9,975** in 2010. Please note that the police provides calendar year statistics as opposed to financial year statistics.

## 2.5 ENHANCE JLOS CONTRIBUTION TO ECONOMIC DEVELOPMENT

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

### 2.5.1 Commercial law reform

The Sector undertook to ensure implementation of enacted commercial laws through the adoption of implementing regulations. Within the reporting period the Ministry of Justice and Constitutional Affairs(FPC), Uganda



Law Reform Commission and the line ministries have drafted for adoption regulations:

- Draft regulation for the Hire Purchase Act was prepared and are before the Ministry of Tourism, Trade and Industry for adoption.
- The Uganda Law Reform Commission (ULRC) together with the PSFU under it Private Sector Competitiveness Programme (PSCPII) prepared regulations for the Partnership s Act.
- Draft regulations on Trademarks were also prepared and submitted to the Ministry of Justice for adoption.
- The Ministry of Information and Communication Technology is now being supported to prepare regulations for the full implementation of the Electronic transactions Act, the Electronic Signatures Act and the Computer Misuse Act.

Once these regulations are adopted, Uganda will have a modern legal regime for hire purchase, partnerships and trademarks among other laws

The Sector also continued to advocate for the enactment of completed bills, particularly the Companies and Insolvency Bills to complete the reforms of the laws governing business associations.

As a result the Insolvency Bill was enacted; however the Companies' bill lapsed and must be re-tabled in Parliament by MoJCA. Other commercial laws enacted over the reporting period include-

1. Computer Misuse Act 2010;
2. Electronic Transactions Act 2010;
3. Electronic Signatures Act 2010;

#### 4. The Capital Markets Authority (Amendment) Act 2010

As a result of a strong regulatory regime contributed to by the reform and enactment of new laws, there exists a robust bankruptcy system that acts as filter ensuring the survival of economically efficient companies and reallocating the resources of inefficient ones. A slight improvement was recorded in the enforcement of contracts following the enactment of the Contract Act, enabling the country move from 116<sup>th</sup> position to 113<sup>th</sup> position in the World Bank Doing Business Survey 2011. The developments have significantly improved the environment for new investment at all levels including Small and Medium Enterprises by making it easier to start and close a business. In the area of access to credit, the Sector through the ULRC is also working on legislation on Financial Leasing to support the enactment of the leasing law. This will facilitate businesses to acquire appropriate and essential equipment and machinery to improve their operations. Advocacy will also continue until the Chattels Securities bill is enacted within the same cluster with a view to ensuring an overall improvement for investors at all levels to access to credit.

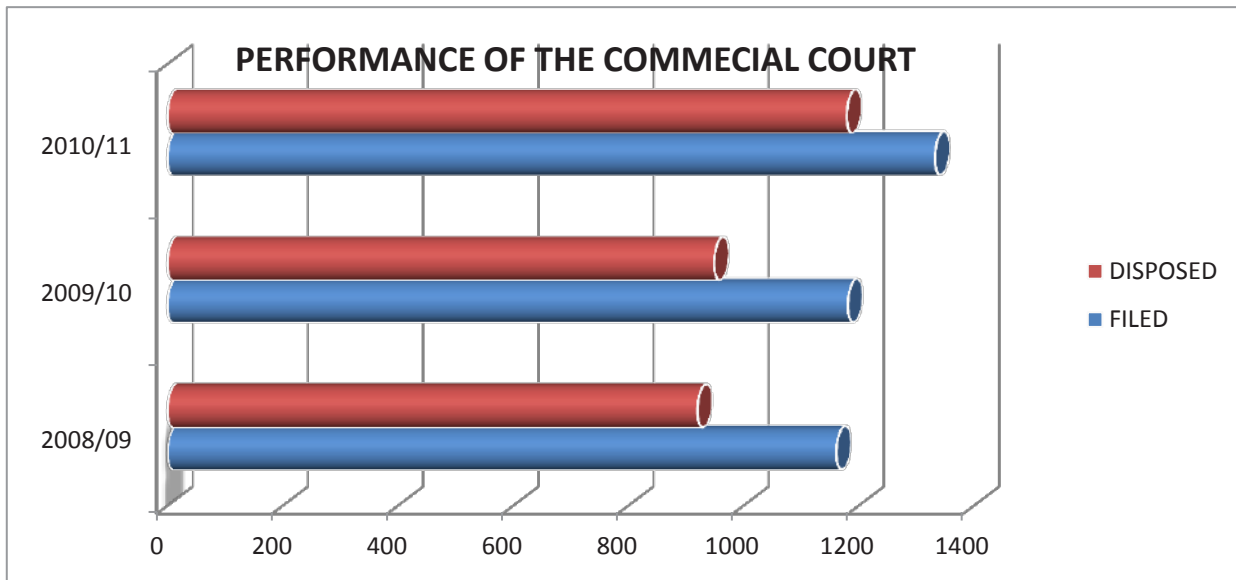
Uganda however has to improve by the reducing the number of procedures for starting a business from the current 18 to less than 10. Similar reviews are required in dealing with construction permits, registering property, protecting investors, trading across borders and closing a business. Currently Ugandan entrepreneurs carry out 18 procedures in 25 days on average to officially launch a business compared to the sub-Saharan African average of 8.9 procedures in 45.2 days for the same purpose. Uganda is also faulted for making it difficult to start a business by increasing trade license fees, where on average an entrepreneur spend about 700,000shs to obtain a trading license, reserve a name at URSB and obtain the 5 necessary incorporation forms and the three tax registration forms among other requirements.

#### 2.5.2 Capacity Building for Commercial Dispute Resolution

The Sector, through the Commercial Court has continued to spearhead the use of innovative approaches and techniques for ensuring expeditious disposal of disputes. In the reporting period the number of cases registered increased by 12.7% and the total number of cases disposed correspondingly increased by 24.7%. The increase in cases filed negatively affected the total disposal rate of commercial disputed which dropped from 38.7% in 2009/10 to 28.8% in 2010/2011. However the total number of cases disposed increased from 949 in 2009/10 to 1179 in 2010/11. It must be noted that there were staff movements with the division, and the new Judges may have taken a while to adjust since some are newly appointed Judges. As part of the strategy to improve efficiency the Commercial Court Users Committee has been strengthened.

At impact level the reforms initiated by the sector over the SIPII implementation period are partly the reason why Uganda's position in the ease of doing business ranking improved by seven places from 129<sup>th</sup> to 122<sup>nd</sup> out of 183 economies. Over the reporting period Uganda recorded remarkable progress in the area of getting credit for business moving from 109<sup>th</sup> position in 2009 to 46<sup>th</sup> position in 2011. This was possible as a result of the creation of a credit reference bureau as demanded by the commercial court users committee. The efficiency of the Ugandan court system has reduced the time it takes to file and serve a claim according to the World Bank doing business survey 2011. Highly scored also was in the area of closing business through insolvency proceedings.

Uganda is now ranked 56<sup>th</sup> in this category compared to South Africa 74<sup>th</sup>, Kenya 85<sup>th</sup>, Tanzania 113<sup>th</sup>, Malawi 126<sup>th</sup> and Rwanda 183<sup>rd</sup>.



Financial Year	FILED	DISPOSED
2008/09	1161	920
2009/10	1181	949
2010/11	1332	1179

In addition to the regular court hearings, the Court has made use of mediation as a **mandatory part of commercial case disposal. To facilitate this process, the Court has** engaged 2 in-house mediators in addition to the Registrar Mediation. The Court has also partnered with the Uganda Law Society and has secured the services of at least 9 Advocates to provide additional support to the Mediation programme. This provides the much needed additional resource to handle mediation. A Code of Conduct has also been prepared to provide for a standard of conduct by mediators. With this boost, the Division was able to mediate 347 of the 476 registered cases, thus registering an over 72% disposal rate. Of the completed cases cases 31.9% were settled, 39.7% failed mediation, 28.4.2% were frustrated by parties. Currently , 25.8% of the filed cases are under mediation while 20.5% are pending mediation.

The sector still faces challenges specifically from the Advocates who still harbour negative sentiments towards mediation<sup>7</sup>. To address the challenges, the Head of the Division has issued directives on the handling of Advocates in mediation. It has also been suggested that the rule against costs in mediation be re-considered to address the negative attitude of lawyers.

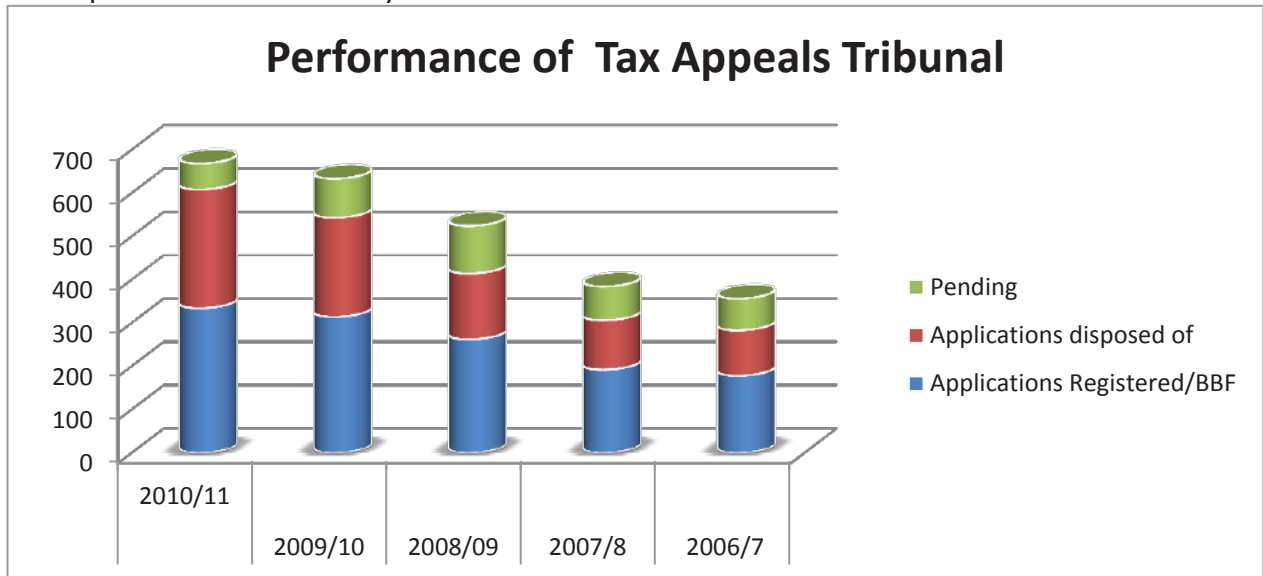
In addition to the mediation programme, the Sector through the Judiciary has finalised the preparations for the launch of the Small Claims Procedure. This will provide a fast-track mechanism for civil/commercial claims of not more than Shs.10,000,000/=. The procedure is to be piloted in Mbarara, Arua, Fort Portal and Mengo Court in Kampala. The Rules Committee has prepared for adoption the appropriate Rules for the Small Claims Procedure.

<sup>7</sup> 93 cases failed to take off during mediation due to absence of lawyers and their clients and the Court continues to report late coming or non-appearance by Advocates or Advocates appearing without their clients.

The Sector is working with other Sectors towards the complete restructuring of CADER. This is expected to be completed in time for CADER to commence full operations in the areas of Arbitration and Conciliation.

Following the admission of the TAX appeals tribunal to the sector reform framework, good practices from the judiciary have been passed on to the tribunal. The tribunal has opened new registries in Mbale, Gulu and Arua as part of the de-concentration programme.

Table 18: performance of the TAT over the years



	Half year 2010/11	2009/10	2008/2009	FY 2007/8	FY 2006/7
<b>Applications Registered/BBF</b>	334	314	262	192	178
<b>Value of applications bns</b>	200	170	150	135.82	
<b>Applications disposed of</b>	274	229	152	114	105
<b>% disposal</b>	76	73	58	59.5	59
<b>Pending</b>	60	90	110	78	73

The performance of the Tax Appeals Tribunal in the reporting period is below average and it is unlikely to meet the target. It is however important to note that in the reporting period the tribunal was able to conclude more cases than was registered but with an average projected disposal rate of 54%

### 2.5.3 Treaty negotiation and harmonization of laws

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

The sector supported the ULRC and MOJCA to attend EAC meetings and the most important result of this engagement was the conclusion of the Protocol Establishing the EAC Common Market.

## 2.5.4 Training of commercial lawyers

Structured collaborative strategy between Commercial Court and ULS continued through the Commercial Court Users Committee. The commercial court specially trained 50 lawyers in ADR, and has since, on recommendation from ULS registered 9 lawyers to work as court assigned mediators.

The sector has continued to register an increase in the number of practicing lawyers trained in handling commercial disputes over the SIPII period. In the year under review **20** workshops/training programs were held regionally (**13** of these in collaboration with JLOS) with **2,760** lawyers trained in various commercial and access to justice areas.

**Table 35: training of commercial lawyers**

Training activity	Number trained
1. Ethics and the attorney	31
2. Pro bono workshop	400
3. Executing Effective Corporate Due Diligence	30
4. Trail advocacy	25
5. Professional Indemnity	300
6. War Crimes	25
7. Regulatory and Legal Changes in the Horizon	41
8. Climate Change and Policy	65
9. Practice Management training	123
10. ASF Torture Workshop	35
11. Understanding Trial Work	71
12. Taxation	59

## 2.5.5 Commercial and Civil Registries

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

The Uganda Registration Service Bureau is now autonomous and this status has greatly improved service delivery. Mass registration of births has been piloted in 6 Sub-counties, and so far 140,817 people were registered in the 6 sub-counties however their Birth Certificates will be issued by the computerized system. In the same period the bureau registered an additional 32001 Births, 2877 deaths, 3996 marriages and 23 adoptions against an annual target of 40,000 Births; 2,000 Deaths; 600 Marriages; 50 Adoptions. This means that the sector is on course to realize the set targets in this area. At the same time 5553 business names, 12994 companies, 1712 debentures, 19313 documents were registered against a target 7,000 Companies; 15,000 Documents; 5,000 Business names; 500 Debentures, while 31364 trademarks, 99 Copyrights, 1505 Patents, 6 Utility models 64 industrial designs were also registered against an annual target 10 of Patents, 1,500 trademark applications, 1000 Trademarks. This was in addition to the, 40 assignments and processing the liquidation of 6 companies. Other notable milestones include the reduction in lead times for conducting searches to fewer than 30 minutes, registration of documents within less than 24 hours and registration of companies also done within a day. The bureau is currently understudying the possibility of providing service on line.

Table36: performance of business registries

	Description	TARGET/ BUDGET	ACTUAL/ BUDGET	% TARGET REACHED/ BUDGET	PERFORMANCE RATING
An efficient registry	Births registered	40000	172818		May be achieved
	Deaths registered	2000	2877		Achieved
	Marriages	600	3996		achieved
	Business names	5000	5553		achieved
	Companies	7000	12994		achieved
	Debentures	500	1712		achieved
	Documents	15000	19313		achieved
	Trade marks	1000	31364		achieve
	Copy rights	20	99		achieved
	Patents	10	1505		achieve
	Industrial designs	5	64		achieve
	Companies liquidated	25	6		Not achieved

### 2.5.6 Efficiency gains and NTR

The sector is not only a consumer but a producer of revenue. In terms of non tax revenue generation the sector continues to be the leading collector in government. The amount of NTR collected over the reporting period 48billion compared to 58billion revenue collected over the same time period last financial year. This level of performance is as a result of the general slowdown of the economy, reduced inflows of tourist due to fear of terrorism as well as civil strife in the wake of the walk to work demonstrations among other reasons.

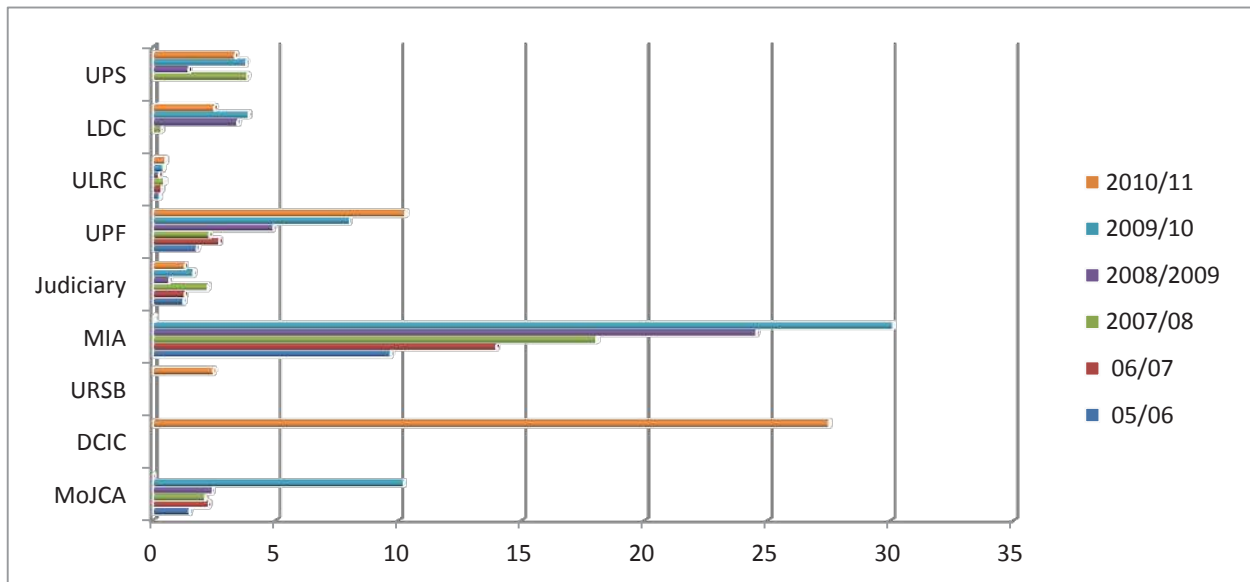


Table 37: NTR collections

Institution	FY 05/06 billions	FY 06/07 billions	2007/08 billions	2008/2009 billions	2009/10 billions	2010/11 Billion
Ministry of Justice and Constitutional Affairs	1.503	2.267	2.127	2.421	10.2	0.644.
Directorate of Immigration						27.5
URSB						2.479
Ministry of Internal Affairs	9.687	13.978	18.039	24.545	30.1	0.093
Judiciary	1.264	1.307	2.238	0.667	1.658	1.309
Uganda Police Force	1.852	2,736	2.303	4.900	8.0	10.27
Uganda Law Reform Commission	0.282	0.346	0.460	0.255	0.425	0.5
Law Development Centre			0.346	3.460	3.9	2.514
Uganda Prison Services			3.843	1.464	3.8	3.35
<b>Total</b>	<b>14.657</b>	<b>21,045</b>	<b>25.519</b>	<b>38.712</b>	<b>58.083</b>	<b>48.015</b>

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

JLOS received off-budget support from (Netherlands, Ireland and Austria) JLOS Development Partners under the GoU Peace, Recovery and Development Plan (PRDP) for the North following the return of peace to the former LRA-conflict affected areas.

In the period under review 5 Courts out of 6 courts supported are complete. This is also the same status with staff houses in Oyam and Dokolo. Contractor inefficiency has however delayed the completion of Apala staff quarters and Amuria Mini JLOS house.

For the DPP out of the 9 projects funded 8 are nearly complete and there is a proposal to take action on the contractor for Bukedea DPP offices who is moving slowly.

In the Uganda Prison Services 7 out 9 prison units are completed while 2 are expected to be completed by the end of the first quarter 2011/12. Construction of staff houses has been completed and renovation of staff quarters in Moroto is moving on schedule.

The Gulu regional laboratory is delayed while construction of staff houses in Gulu was completed and a construction of a mini JLOS in Moroto has started. Construction of the 5 border posts have started and approaching window level and all transport equipment procured.

Construction is the Uganda Police force under PRDP has moved at a very slow pace with only 2 out 12 police stations are completed (Amolator, and ASTU Headquarters) and a another two nearing completion. Out of 22 police barracks financed only 8 are complete (Amolator, Pader, Amuru 2, Nakapiripirit, Katakwi, Abim, Kaabong, Adjumani) while most of the ASTU zonal offices except in Elegu, Madiope, Karenga, Abim, Wialir and Kapelabyong financed under various PRDP programmes are complete. Other constructions nearing completion include ASTU zonal offices in Lapono, Orum, and chepskunya. It woth noting that the following constructions are at advanced levels of completion police

stations in Amuru and Oyam and police barrack's in Kaberamaido, Moroto, Dokolo, Pader2, and Kaabong2.

Various challenges have been noted over time including poor preparation of Bills of quantities, lack of supervision capacity, bureaucracy, and delay to clear certificates, slow procurement processes and contractor inefficiency. It should be noted that most of the projects that are nearing completion are those financed under the 2008/09 PRDP support. This partly attributed to the learning curve and the sector is now ready for takeoff.

As a result the sector has established an infrastructure committee, to fast track the implementation of new and stalled projects.

The sector must as a matter of urgency strengthen site supervision, enhance monitoring and address internal management weaknesses in institutions undertaking construction.

The use of consultants to supervise construction projects is now being encouraged as well as strengthening estates departments and procurements units. see annex 2 for detailed report on the status of each project.



**New Moroto prisons barracks (left) and old barracks (right)**



**Police barracks in Moroto under construction and barracks in Katakwi**



**Moroto Police station under construction and Amuru Police station at Finishing Level**



**JLOS staff Flats in Gulu**



**Moroto Prisons**

## 2.7 PROGRAMME MANAGEMENT

AS part of the strategies to achieve the sector out comes and to coordinate the sector reform programme the management of the implementation of the sector is pivotal. The sector secretariat is now relatively thin following the departure of the technical advisor criminal justice and the financial management specialist. The two positions were advertised and recruitment is in advanced stages. The various sector management committees are vibrant and have been busy throughout the reporting period directing the reform program as well as providing the necessary backstopping to ensure that the sector creates an impact in the realization of Government aspirations and goals. Special recognition goes to the JLOS development partners who provide both sector budget support as well as direct project support. Special mention goes to the Government of Netherlands, Ireland, Norway, Sweden, Germany, Austria, Denmark, United Kingdom, USA and Germany as well as the European Union, UNICEF, UN Women, UNDP, other UN agencies, USAID, DFID among others.

The sector also wishes to recognize the DANIDA HUGGO programme for the support to sector programme management which included payments for short term consultancies as well as remunerations of the financial management specialist and the technical advisor monitoring and evaluation up to December 2010.

### 2.7.1 The 4<sup>th</sup> National JLOS forum and open day (December 2<sup>nd</sup> -5<sup>th</sup> 2010)

The sector held the 4<sup>th</sup> National JLOS forum in Mbale. The forum the first of its kind up country focused addressing the sectors preparedness in ensuring a free and fair election. The forum was preceded by an open day held in Mbale in which all JLOS institutions supported by DCCs in the region interacted with the public.



Participants at the 5th Annual JLOS Forum held in Mbale

One of the outcomes of the forum was the largely peaceful elections held in 2011 despite isolated incidences of violence in Budadiri. Also the sector was more than ready to deal with disputes that arose and a team of judicial officers was set up to expeditiously handle election disputes. Within a period of three months after elections over 100 election petitions filed were heard and a high disposal rate has been recorded. See annex 4 for the Key resolutions of the forum .



Above: participants at the 2<sup>nd</sup> JLOS open day and 5<sup>th</sup> National JLOS Forum



### 2.7.2 The 15<sup>th</sup> JLOS Annual Review

The sector within the period under review hosted the 15<sup>th</sup> annual JLOS review in which it showcased its performance over the FY 2009/10. A Performance report which can be accessed from the sector website [www.jlos.go.ug](http://www.jlos.go.ug) was presented. The sector also agreed on a number of undertakings that are presented in chapter 4 of this report.

Below: *The chief Justice and Deputy Chief Justice (Centre) at the opening of the 15<sup>th</sup> JLOS annual review*



### 2.7.3 The Third Sector Investment Plan (SIP III)

The sector is currently developing the third sector investment plan. A new results frame work has been proposed and various processes are underway to fast track the completion of the SIP III before the start of the budgeting process for 2012/13. A consultation draft of the SIP III has been developed and it is expected that the final product will be launched in the second quarter of 2011/12.

The process of developing the SIP III is largely in-house but the sector procured short term consultants to facilitate the sector.

The SIP III has three outcomes viz-

- Strengthened policy and legal framework;
- Enhanced access to JLOS services; and
- Human right and accountability promoted and observed.



*SIP III Taskforce members brain storming at the development of the SIP III results framework*

#### **2.7.4 JLOS Coordination at district level**

Aware of the critical role of JLOS committees at district level, the sector made releases of up to 700 million to facilitate DCC operations in 80 districts country wide. The funds were used to finance public sensitization programmes, enhance monitoring and inspections as well as enhance coordination, cooperation and communication among the JLOS agencies. An interesting development during the year was the 120% increase in the number of DCCs holding open days to explain to the public the various JLOS services and processes.



*Above DCC regional evaluation workshop and SIP III consultations for Eastern Uganda at Mbale Resort Hotel*

As part of the SIPII arrangements regional evaluation workshops were conducted in Gulu, Mbale Kampala and Mbarara bringing together representatives of DCCs from the North, East Central and Western Uganda. The meetings evaluated DCC performance over the year in review and found great improvement generally. It was realized that DCCs were strong where leadership was strong and weak where leaders were weak. Secondly there was effort to bring on board key stakeholder, and solve local problems. Persistent challenges such as missing files, witness apathy and limited community involvement were progressively being addressed through community mobilization efforts using JLOS open days, radio talk shows, community meetings, public rallies among others. However many DCCs still expect solutions from the centre and sometimes lack initiative and drive.

It was also noted that the roles of the working groups were not very clear especially the divide between civil and other aspects such as land, family and commercial justice. The review resolved that the working groups had to be restructured to only two, with one handling civil and the other criminal justice.

### 2.7.5 Joint Monitoring and evaluation

The sector undertook monitoring of sector institutions in the hard to reach areas for western Uganda.



Joint JLOS DPG Monitoring team in with heads of JLOS institutions and Local Government Administration in Kanungu

Special attention was given to the operations of sector institutions in Bundibugyo, Kisoro, Kanungu, Rukungiri, Ntungamo and Kaabale.

As a result of the exercise, critical operational bottlenecks of these areas have been taken into consideration when designing the 2011/12 JLOS work plan. It is gratifying to the sector that when the plan is implemented there shall be a complete chain of justice with all the requisite infrastructure and personnel in these areas.

A follow up PRDP monitoring was scheduled to be undertaken in July 2011.

### 2.7.6 Audit

#### 2.7.6.1 Value for Money Audit:

A final report from the Auditor General was issued, and many of the recommendations in the report are informing policy in the short term.

#### 2.7.6.2 Audit of JLOS SWAP Development Fund

The Auditor General appointed PKF to audit the accounts of the JLOS SWAP Development Fund for FY 2007/08 and FY 2008/09. The audit was finalized by the auditors and the audit opinions for both years were unqualified; meaning that the financial statements gave a true reflection of the state of affairs of the books of accounts of the sector. The report however pointed out that the sector and its institutions had to ensure full implementation of previous audit recommendations, set standards for monitoring and evaluation, fasten processing of payments, brand all JLOS construction and avoid borrowing from JLOS project accounts.

The audit status of the JLOS SWAP Development Fund is now up to date and the annual audit for FY 2009/10 was undertaken by the Office of the Auditor General and a final opinion is awaited. The audit for FY 2010/11 is expected to commence in the first quarter of 2011/12.

### 2.7.7 Gender Audit:

With support from the UN Women the sector undertook a gender audit of the sector processes institutions and operations. The audit aimed at the assessing the status of sector institutions with regard to gender mainstreaming. The recommendations from the audit have been used to inform the SIPIII development as well as target setting.



*Above members of the various JLOS management structures attending a Gender Audit workshop at Golf Course hotel May 2011*

### 2.7.8 Other ongoing activities

#### Mapping of JLOS Presence

The sector has procured consultancy services to undertake a mapping of JLOS presence using GIS technology. The exercise expected to be completed in the second quarter of 2011/12 will provide basic planning data and provide information on presence and gaps existing. It will also be used in evaluating the strategy of rationalized physical presence of JLOS institutions and services.

#### Design of a JLOS integrated management information system

Having realized the challenge of data capture, and retrieval as well as inability of the sector to provide critical Information for decisions making, the sector has undertaken a systems study of its management information system. A report has been issued and design of an executive MIS is underway. A follow up study focusing on the sector business processes and how they can be automated is to be undertaken soon.

## 2.8 TRANSITIONAL JUSTICE

Transitional Justice is a full range of processes and mechanisms associated with societies attempt to come to terms with a legacy of large – scale past abuses, in order to ensure accountability, serve justice and achieve reconciliation<sup>8</sup>. Transitional Justice consists of both judicial and non-judicial processes and mechanisms including prosecution initiatives, truth seeking, reparations programmes, institutional reform or an appropriate combination thereof.

Each transitional justice programme is unique and implemented in a specific societal context, often marked by broken institutions, exhausted resources, diminished security, and a distressed and divided population. The careful consideration of the particular transitional justice needs of a country may include assessing factors such as the root causes of the underlying conflict, involving related violations of all rights, including civil, political, economic, social and cultural rights, the identification of patterns of discrimination and vulnerable groups, such as minorities, women, and children, and the condition of the country's justice and security sectors. To enhance the sustainability and relevance of transitional justice processes, these should be carried out, where feasible, by local and national actors. In this regard, international assistance has to concentrate on development of national capacity to initiate and lead the process.<sup>9</sup>

In fulfillment of its mandate/commitment at the 15<sup>th</sup> Annual Government of Uganda – Development Partner Review, The sector under took national consultations on the use of traditional justice and truth telling mechanisms in the Promotion of accountability and Reconciliation.

In preparation for the national consultations; pre-visits were conducted in 8 sub regions of the country. The first phase of the pre-visits took place from 6<sup>th</sup> – 12<sup>th</sup> December 2010, covering Acholi, Lango, Teso and West Nile sub regions. The second phase commenced on 11<sup>th</sup> – 17<sup>th</sup> April 2011 covering Karamoja/Kapchorwa, Bugisu/Busoga/Bugwere, Buganda and Bunyoro/Toro/Ankole Sub regions. These pre visits were intended to notify district authorities about the forth coming study, identify districts to be visited, identify potential sites, participants and respondents for the consultations, identify Civil society Organizations to participate in the study, and make appointments for the main study.

The national consultations on traditional Justice and truth telling took place from the 10<sup>th</sup> may to 8<sup>th</sup> June 2011 in 8 Sub Regions of the country covering over 40 districts in - Buganda, Teso, Bugisu/Bugwere/Busoga, Karamoja/Kapchorwa, Acholi, Ankole/Toro/Bunyoro, Lango and West Nile, Regional validation workshops were conducted in all the 8 Sub regions, and a national validation workshop will be conducted where findings of the report will be presented to partners as well as respondents during the study as well as presentation of policy proposals.

Over 1800 respondents were interviewed. The purpose of the study was -

- Examine the practicalities, applicability and admissibility of the use of traditional methods of dispute resolution and truth telling in the facilitation of reconciliation, accountability, peace and justice to find lasting solutions for dealing with war atrocities committed in different parts of the country.
- Make proposal for a policy framework for the implementation of accountability and reconciliation, establish the various aspects of regulatory framework, and establish the substantive laws that will be used during the process.

### Formal Criminal Prosecutions

<sup>8</sup> S/2004/616, Report of the Secretary General on the Rule of Law and Transitional Justice in Conflict and Post

<sup>9</sup> [http://www.unrol.org/article.aspx?article\\_id=29](http://www.unrol.org/article.aspx?article_id=29)

As part of the Sector, commitment to transitional justice the sector provides support to the International Crimes Division (ICD) through technical assistance, coordination and funding through the Development partners and Government of Uganda.

The sector secured about UGX 400m for the operations of the International Crimes Division in preparation for its first trial. The funds were allocated to outreach, court customization, photocopier, scanner, video/screening equipment, speakers, computer sets, court recording equipments, vehicle, training of interpreters and subscribers.

The sector has also allocated funds in FY 11/12 UGX 500m to institutions like UPF, MIA/GAL, DPP, UPS, Judiciary (ICD), and the Secretariat that will be used among others for formal prosecutions.

The International Crimes Division heard its first war crime case on 11 July 2011 in Gulu. It marked a historical event in the Ugandan judiciary with the trial of a former LRA (Lord's Resistance Army) commander, Colonel Thomas Kwoyello who was captured by the UPDF (Uganda People's Defence Forces) in 2009 in the Democratic Republic of Congo. However, the LRA is said to be currently based in the Central African Republic.

The trial was preceded by meetings with stakeholders and lawyers chaired by the Principal Judge; Justice Yorokamu Bawiine. The Judges of the International Crimes Division; Justice Dan Akiiki Kiiza, Justice Elizabeth Ibanda Nahamyia and Justice Alfonse Chigamoy Owiny Dollo constituted the panel of Judges during the trial.

Over 100 stakeholders filled the court room; these included journalists both national and international, international organizations, the United Nations, NGO's, community based organizations, political leaders including members of parliament and district officials, members of the armed forces including police, prisons and the army.

The Indictment against Mr.Kwoyello was amended from 12 to 53 counts to include the offence of willful killing, taking of hostages, extensive destruction of property, causing serious injury to body, murder, kidnap with intent to murder, attempted murder and Robbery.

### **Outreach for transitional justice**

Outreach is central to the success of any transitional justice process. This is to ensure ownership and participation by the affected communities as well as empowerment to demand for redress. As part of a comprehensive plan for transitional justice, the sector developed an outreach strategy for transitional justice that is yet to be finalized and launched. The sector has established an outreach task force that consists to ULRC, MoJCA, Amnesty Commission, UPF, UPS, JSC, UHRC, ICD, DPP, ULS and the secretariat as a coordinator.

For purposes of outreach, the sector identifies its key partners as the affected communities especially, women, children, youth and other vulnerable persons, Civil society organizations, the media, the international community, traditional leaders/institutions, legal fraternity and academics. .

As part of its outreach activities, JLOS organized an Outreach Strategy meeting with Civil Society Organizations in Gulu on 29 June 2011. The Result of this meeting was the drafting of an M.O.U to be signed between with CSO and JLOS for purposes of Outreach on Transitional Justice. In this regard, JLOS will Source Bridge funding for CSO outreach on transitional Justice. JLOS engagement with CSO is

premised on the fact that they constitute an important partner in efforts to protect human rights and bring victims to justice since they are closer to the affected communities.

The JLOS Work plan and Budget FY 2011/12 has provided funding for transitional justice outreach to the secretariat and institutions like the DPP, UPF, UPS, Judiciary, and MIA/GAL.

### **Witness Protection and support**

Witness protection and support is not clear in the administration of justice system in Uganda. What exists does not yet measure up to the protection needs of victims and witnesses considering the complexity and gravity of crimes committed contemporarily. Uganda lacks policy or law on witness protection; however, developments are being made by the Law Reform Commission toward the development of a law on the protection of witnesses and compensation of victims. It is still in offering.

Support is also being realized from international stakeholders to assist the sector come up with witness protection guidelines in the interim as well as assessments concerning the protection and psychosocial needs of witnesses.

JLOS, JSI and the UNOHCHR facilitated a Judicial Workshop on Witness protection on 1-3 August 2011 in Gulu District. The workshop drew over 80 participants from JLOS institutions like the Judiciary, prosecution, defense lawyers, Court registrars, police investigators, Civil Society organizations, media and District officials like the Resident District Commissioner, Local Council V and Speaker.

Sector will continue to support capacity enhancement in this area of witness protection and support.

### **Capacity building**

The sector realizes that for effective and quality implementation of transitional justice activities, there is critical need for capacity enhancement of actors. In this regard, the sector has facilitated, coordinated and supported various institutions to build capacity of sector institutions. On 19 March 2010, The Austrian Development Agency and the Government of Uganda entered into a memorandum of understanding in support of an integrated Transitional Justice System of the justice law and order sector with specific regard to training on investigation and prosecution of war crimes. The International Institute for criminal investigations (IICI) based in the Hague was identified by the Sector as a key partner in executing the agreement to provide technical assistance through the training of investigators, prosecutors, JLOS actors, civil Society actors and defense counsel. The following were some of the trainings undertaken by the Sector.

- Training for JLOS actors in international criminal law investigations; it covered practice aspects on investigation of international crimes, handling child soldiers, sexual and gender based crimes as well as the foundations of international criminal law. It was held in Kampala, Entebbe August 2010
- Training for Civil Society and defence counsel in international Criminal Law; topics included the foundation of international criminal law and humanitarian law, trial skills for a defense lawyer as well as investigation of international crimes and handling child soldiers and vulnerable persons. It was held in Kampala – Entebbe, August 2010
- Training for Court of Appeal and Supreme Court Judges on international criminal law and practice; Institute for International Criminal Investigations (IICI) partnered with International Criminal Law Services (ICLS) and the Public International Law and Policy Group (PILPG) it took place on 20-21 June 2011 at the Protea Hotel Kampala
- Training on interview skills for vulnerable witnesses. Conducted from 15 – 17<sup>th</sup> August for investigators and prosecutors

- Training of interpreters. Training of Court interpreters was conducted from 20 – 31<sup>st</sup> June 2011, 29 for court clerks from Arua, Gulu, Kitgum, Pader, Lira, Soroti, and Kampala were trained on interpretation skills in war crimes cases. The Refugee Law Project supported by DANIDA conducted the training.

#### **Technical Advisors**

In order to ensure a comprehensive transitional justice process in Uganda, the Sector through the Support of DANIDA has recruited two technical Advisors. A national advisor for transitional justice has been recruited.. She took office on 1 April 2011 and the international advisor has also been recruited and is expected to take office on 1 September 2011.

Implementation of transitional justice mechanisms in Uganda is picking up steadily. For a country that has been distraught by conflict this is a positive move towards accountability, peace, justice and reconciliation. Challenged however, with a lot of international attention as well as national anxiety for results, it is imperative that the sector is given maximum support in the process. The sector envisages opportunities ahead as there is evident support from the affected communities and stake holders to move the process forward. It should be thus be noted that transitional justice mechanisms apply by context and critical that context specific mechanisms are applied so as to ensure justice, accountability, reconciliation and peace.

## **3.0 CROSS CUTTING ISSUES**

### **Gender and Equity**

The Promotion of Gender equity and mainstreaming is a priority area for the sector. In April – May 2011 the Sector commissioned a Gender Audit, conducted with the support of the UN women as part of the Women's Access to justice Project; a number of recommendations were suggested ranging from short term, midterm and long term while taking into account the resource implications. The audit covered four major sections and these include;

1. Gender issues in the context of JLOS and mainstreaming of gender equality in strategic objectives, policies, programming and budgets.
2. Mainstreaming of gender in the implementation of programmes and activities, existing gender expertise, competence and efforts at capacity building in JLOS and choice of partners.
3. Information and knowledge management systems and instruments in use in the JLOS and gender equality policy as reflected in its products and public image.
4. Decision making on gender mainstreaming in JLOS, staffing and human resources and organizational culture.

The Audit generally found good practices in relation to all the above which ranged from the existence of gender responsive policy and plans, law reform and enactment, attempts to collect, analyze and disseminate sex disaggregated data, and formal and informal processes to ensure women's representation at all levels. Some gaps were identified for example the imbalances in representation of women and men, as well as stereotypes related to gender roles.

It is pertinent for the sector realistically to consider all recommendations and strategize on how these can be achieved. It is also pertinent to note that gender issues need careful consideration and constant lobbying and advocacy as it has a lot to do with attitudinal change in people's mindset. The Concept also needs to be demystified from its usual attribution to women and advanced to a notable human cause.

The sector is optimistic that given the necessary support and constant capacity building of institutions, gender issues will be comfortably accommodated in the sector.

It should however be noted that the sector has made a number of achievements and continues to plan in relation to addressing gender issues for example;

The UPF has continued with recruitment of female officers at 34% and maintained promotion of female officers at 20%. Gender sensitivity is observed in the event of considering transfers and placement to duty stations; giving preference to lawfully married officers.

The DPP continues to place emphasis on mainstreaming gender and equity issues, with regards to clients handled, and staff in the Directorate. Gender mainstreaming and equity within the Directorate is constrained by inadequate resources; these relate to nondiscrimination of men, women and vulnerable groups.

This is depicted in crime statistics and reports on services delivered. Further concern relates to Human resource management practices especially in terms of equal opportunities pertaining staff recruitment & orientation, training & development.

However, the principle of non-discrimination is reflected in the prosecution of criminal cases, public awareness programmes and witness interviews.

The Directorate will thus continue to employ a balanced approach to deliver prosecution services across the country by opening and equipping new offices in all districts and subsequently in all counties

The Uganda Prisons Service,

Under the non-discrimination component of Gender equity and mainstreaming; Prisoners with HIV/AIDS, female, juveniles, foreigners, mentally impaired,, civil debtors, the aged, disabled, and prisoners facing death penalty are accorded preferential treatment without discrimination. In every District, at least one staff must be female.

#### **HIV/AIDS**

In prisons, HIV/AIDS is one of the leading causes of morbidity and mortality. It is closely associated with Tuberculosis (proportion of TB mortality 46.3% to HIV prevalence among TB patients is 64.7%). Opportunistic infections are major causes of death in prisons among HIV patients. Less than 30% of the staff and prisoners have had voluntary counseling and testing (VCT) and many who need access to ARVs have not received them. Approximately UGX.170million has been earmarked for feeding the sick and 41% of this going to HIV/AIDS infected inmates, in addition compulsory growing of soya beans has been undertaken on all prison farms and this has been integrated in the feeding menu.

The DPP has adopted and is implementing the Uganda Public Service HIV/AIDS Policy that was developed on principles of non-discrimination, equality, confidentiality, care and support to mitigate the impact of HIV/AIDS and promote decent work in the face of the epidemic. The Directorate has continued to distribute condoms to staff; train peer counselors to participate in sensitizing staff on HIV/AIDS activities such as guidance and psychosocial support; implement, coordinate and monitor prevention, care and mitigation activities including availability of drugs.

The Uganda police is sensitizing personnel on HIV/AIDS prevention especially using the ABC+ strategy, including medical male circumcision, Prevention of mother to child transmission (PMTCT) and post exposure prophylaxis (PEP) in all the 18 regions. Recruitment and training of 72 medical staff on HIV pediatric handling is planned and has started to install and maintain condom dispensers in all units while the HIV/AIDS work place policy was finalized and launched.

### Environment

Environmental protection and preservation is key for not only the eco system, but also the administration of justice. As much as this is critical, some challenges are posed to the environment since as;



*Chair JLOS DPG and other Members of the joint JLOS DPG/Gou M&E team after planting a tree at the new Oyam Police station*

Wood fuel is the main source of energy in preparation of prisoners' food-222prisons with an annual average consumption of firewood for cooking prisoner's food estimated at 28,356 cubic meters of wood, this means that Prisons Department alone depletes 135 hectare of trees annually.

However, since FY 2001/2002, the management of UPS has made deliberate efforts to plant trees for firewood with over100acres so far planted at the same time energy saving stoves have been constructed in 40% of prisons to reduce on firewood demand.

Further, In order to address environmental concerns, the DPP established a section designated to handle environmental cases. The Directorate has participated in drafting proposals for legislation of environmental laws. Staffs have been trained on environmental issues; Plans are underway to build capacity of prosecution of environmental cases, work hand in hand with NEMA and other justice agencies to enforce environmental laws.

The Uganda police is targeting planting 20,000 trees at the police stations, barracks and "empty" police land and conduct 18 sensitization seminars in the 18 regions on environment and waste management.

## 4.0 PROGRESS AGAINST UNDERTAKINGS OF THE 15<sup>TH</sup> JOINT GOVERNMENT OF UGANDA AND DEVELOPMENT PARTNERS ANNUAL REVIEW

In the year under review the Justice Law and Order Sector with the Development Partners agreed on seven undertakings for implementation in the year including:-

- Ensuring 50% of JLOS sponsored laws enacted during SIP II implemented
- JLOS M&E Framework Implemented
- Prison congestion Reduced by 20% by June 2011
- JLOS anti-corruption strategy implemented
- A draft costed policy framework on transitional justice
- Audit recommendations arising out of the JLOS 2008/2009 audit report and the Vfm report implemented by June 2011
- Mapping of JLOS presence (structures and staffing) nationally2011

Overall 80% of the undertakings were achieved as a result of complete and partial implementation of the undertakings. It must also be noted that the some of the assumptions made during the time of agreeing the undertaking did not hold e.g. on prions congestion. A detailed progress on each of the undertakings is annexed to this report as annex 1.

## 5.0 FINANCIAL PERFORMANCE

The overall sector budget in 2010/11 was 550 billion which is about 4% of the national budget. However, it is important to note that overall, the sector nominal budget grew by 21.2% compared to the provision in 2009/10. The sector has also recorded performances with regard to releases against the approved budget. This performance is also reflected at institutional level however, some institutions such as MOJCA performed above the sector average due to receipt of supplementary funding to cater for court awards and compensations.

### 5.1 JLOS MTEF Wage Ceilings growth

	A	B	C	D	F	G	H
Institution	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Growth
MOJCA	1,300	3,230	3,230	3,360	3,189	3,189	145.3%
MoIA	2,250	2,250	2,250	2,620	1,053	1,295	-53.2%
Judiciary	10,060	12,550	14,090	14,190	13,746	15,316	36.6%
UPF	50,110	63,510	80,410	94,030	122,730	122,833	144.9%
UPS	14,040	19,600	19,600	20,540	23,460	25,779	67.1%
DPP	2,570	3,010	3,400	3,570	4,129	4,129	60.7%
ULRC	380	560	560	560	649	649	70.8%
JSC	500	550	550	570	492	652	-1.6%
UHRC	1,430	1,830	1,880	1,880	1,796	2,145	25.6%
DCIC						1,857	
<b>Total</b>	<b>82,640</b>	<b>107,090</b>	<b>125,970</b>	<b>141,320</b>	<b>171,244</b>	<b>175,987</b>	<b>107.2%</b>
<b>JLOS Annual Increase</b>		<b>29.6%</b>	<b>17.6%</b>	<b>12.2%</b>	<b>21.2%</b>	<b>2.8%</b>	

In terms of the wage, budget the sector ceiling increased by 21.2% with major increases going to the Uganda Police Force at 44% to cater of the increased recruitment as well as temporal election constables.

Although there appears 47% decrease in the wage provision for Ministry of Internal Affairs, this was not an actual reduction but due to the fact that the Directorate of Immigration and Citizen Control was devolved from the Ministry of Internal Affairs and is now a separate vote.

## JLOS MTEF Non-Wage Ceilings growth

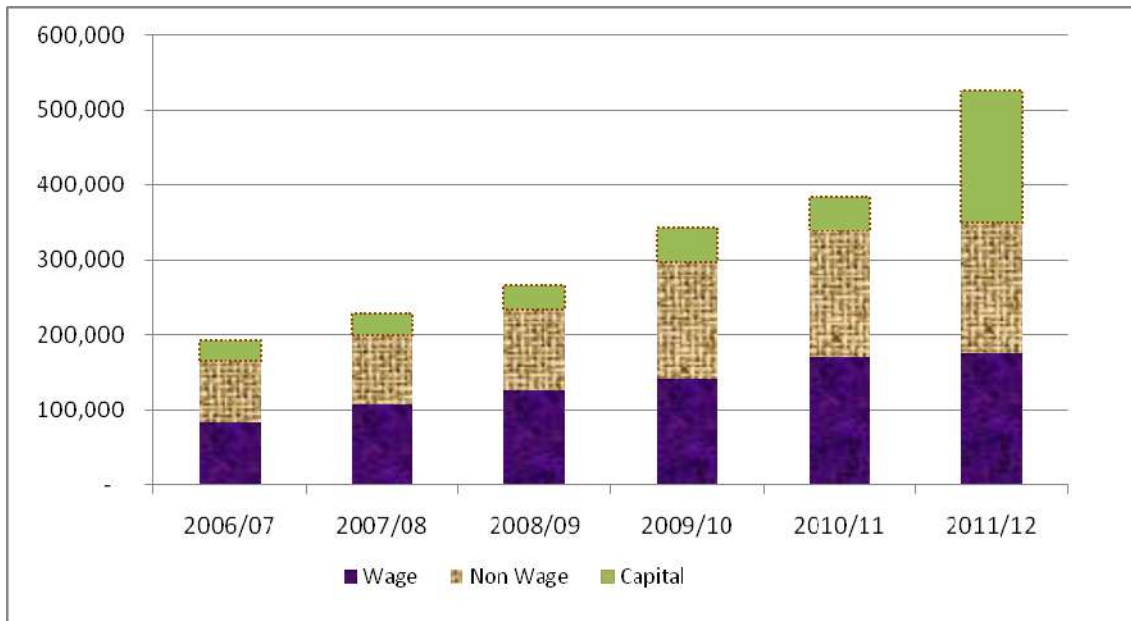
	A	B	C	D	E		F
Institution	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Growth
MoJCA	2,550	4,570	4,570	4,610	2,032	10,514	-20.3%
Court Awards	3,280	3,340	2,610	10,910	5,708		74.0%
MoIA	18,970	9,140	9,140	11,590	7,800	7,201	-58.9%
Judiciary	7,580	7,670	22,760	34,380	40,259	40,139	431.1%
UPF	33,420	42,950	42,950	59,250	68,248	67,909	104.2%
UPS	10,900	18,440	18,440	22,440	29,686	29,116	172.3%
DPP	1,480	1,680	2,610	5,610	5,625	7,590	280.1%
ULRC	1,540	1,590	1,590	2,290	2,287	2,237	48.5%
JSC	930	950	950	950	1,248	1,215	34.2%
LDC	1,180	1,180	1,180	1,180	1,179	1,179	-0.1%
UHRC	1,211	1,310	1,310	2,710	2,982	2,969	146.2%
DCIC					4,325	5,165	
<b>Total</b>	<b>83,041</b>	<b>92,820</b>	<b>108,110</b>	<b>155,920</b>	<b>167,054</b>	<b>175,234</b>	<b>101.2%</b>
<b>JLOS Annual Increase</b>		<b>11.8%</b>	<b>16.5%</b>	<b>44.2%</b>	<b>7.1%</b>	<b>4.9%</b>	

In terms of operational resources the sector provision grew by about 7.1% with major allocations going to UPF, the Judiciary and prisons

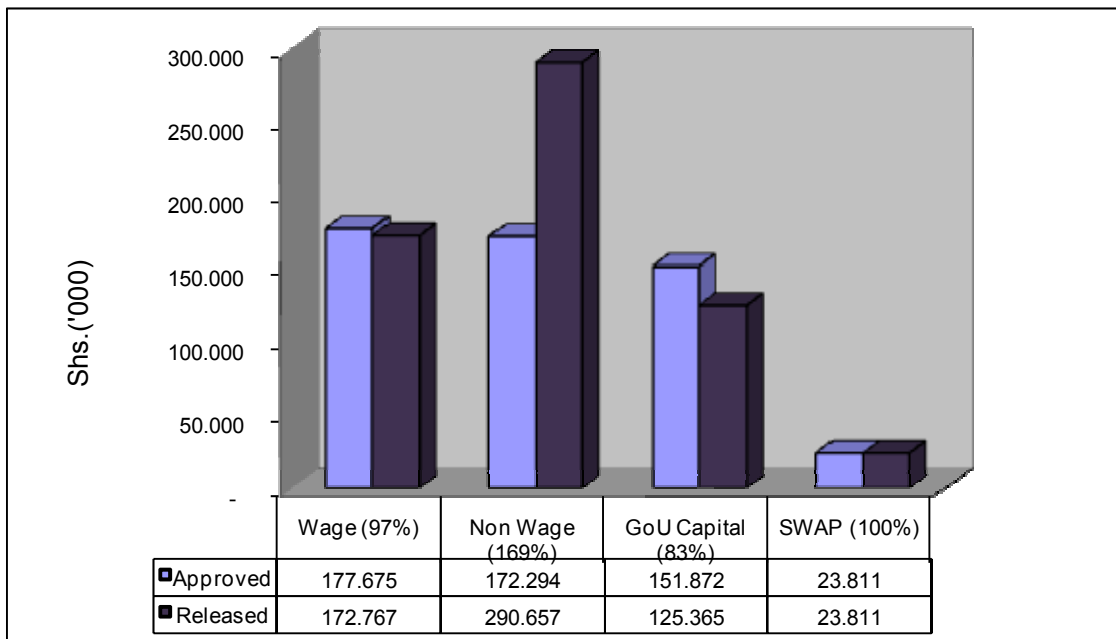
## JLOS MTEF Capital Ceilings growth

	A	B	C	D	E		F
Institution	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Growth
MoIA	270	270	1,260	2,460	2,460	89,763	811.1%
Judiciary	1,890	1,890	1,340	1,340	1,340	7,911	-29.1%
UPF	3,980	5,280	7,880	14,140	14,140	40,954	255.3%
UPS	1,440	1,440	1,440	3,040	3,040	10,502	111.1%
DPP	290	300	300	300	300	698	3.4%
ULRC	100	100	100	100	100	99	0.0%
JSC	50	100	100	100	100	97	100.0%
UHRC	190	200	200	200	200	2,007	5.3%
JLOS SWAP	18,890	19,590	19,570	23,811	23,811	23,744	26.1%
PRDP			0	1,489			0.0%
<b>Total</b>	<b>27,100</b>	<b>29,170</b>	<b>32,190</b>	<b>46,980</b>	<b>45,491</b>	<b>175,775</b>	<b>67.9%</b>
<b>JLOS Annual Increase</b>		<b>7.64%</b>	<b>10.35%</b>	<b>45.95%</b>	<b>-3.17%</b>	<b>286.39%</b>	
<b>JLOS SWAP growth</b>		<b>3.71%</b>	<b>-0.10%</b>	<b>21.67%</b>	<b>0.00%</b>	<b>-0.28%</b>	

The JLOS development fund remained constant despite the increasing cost of service provision and widened scope. It has therefore become challenging to provide the much-needed infrastructure with the growing demand following the increasing rate at which new districts are created.



**JLOS Budget Outturn for FY 2010/11**



**Institutional Financial Performance  
FY 2010/11 (Jul 10 - Jun 11)**

Institution	A	B	C	D	E	F	G	H	I	J	K	L
	Wage			Non Wage			GoU Capital			Total		
	Budget	Release	%	Budget	Release	%	Budget	Release	%	Budget	Release	%
MojCA	3.189	3.156	99.0%	7.740	6.885	89.0%	23.811	23.811	100.0%	34.740	33.852	97.4%
MIA	1.295	1.053	81.3%	7.800	7.266	93.2%	89.763	58.154	64.8%	98.858	66.473	67.2%
Judiciary	15.316	13.746	89.7%	40.259	40.693	101.1%	7.911	3.213	40.6%	63.486	57.652	90.8%
Uganda Prisons Service	122.773	122.73	100.0%	68.248	129.317	189.5%	40.954	55.029	134.4%	231.975	307.076	132.4%
Uganda Police Force	25.719	23.46	91.2%	29.686	30.490	102.7%	10.502	6.666	63.5%	65.907	60.616	92.0%
Directorate of Public Prosecutions	4.129	4.129	100.0%	5.625	5.505	97.9%	0.298		0.0%	10.052	9.634	95.8%
Judicial Service Commission	0.652	0.492	75.5%	1.248	1.248	100.0%	0.297	0.297	100.0%	2.197	2.037	92.7%
Uganda Law Reform Commission	0.649	0.649	100.0%	2.287		0.0%	0.099		0.0%	3.035	0.649	21.4%
Uganda Human Rights Commission	2.145	1.796	83.7%	2.982	2.961	99.3%	2.048	2.006	97.9%	7.175	6.763	94.3%
Law Development Center	0	0	0.0%	1.179		0.0%	0.000	0	0.0%	1.179	0.000	0.0%
National citizenship and immigration	1.808	1.523	84.2%	5.240	4.325	82.5%	0.000	0	0.0%	7.048	5.848	83.0%
<b>Total</b>												

Sector institutions performed at an average of 90% of the approved budget, with police being an outlier performing at 132%. This was as a result of supplementary of 19.5billion capital and 62.5 Billion for non wage to police elections

<b>Institutional Budget Projections</b>				
<b>FY 2011/12 (Jul 11 - Jun 12)</b>				
	<b>A</b>	<b>D</b>	<b>G</b>	<b>J</b>
<b>Institution</b>	<b>Wage</b>	<b>Non Wage</b>	<b>GoU Capital</b>	<b>Total</b>
<b>MoJCA</b>	3.189	10.514	23.744	37.447
<b>MIA</b>	1.295	7.201	89.633	98.129
<b>Judiciary</b>	15.316	40.139	7.911	63.366
<b>UPF</b>	122.833	67.909	40.954	231.696
<b>UPS</b>	25.779	29.116	10.502	65.397
<b>DPP</b>	4.129	7.590	0.698	12.417
<b>JSC</b>	0.652	1.215	0.097	1.964
<b>ULRC</b>	0.649	2.237	0.099	2.985
<b>UHRC</b>	2.145	2.969	2.007	7.121
<b>LDC</b>	0	1.179	0.000	1.179
<b>NCIC</b>	1.857	5.165		7.022
<b>Total</b>	<b>177.844</b>	<b>175.234</b>	<b>175.645</b>	<b>528.723</b>

## 5.2 SWAP ALLOCATIONS FOR FY 2010/2011 AND RELEASES

	2010/11	Q4	Q3	Q2	Q1	Outturn
Ministry of Justice and Constitutional Affairs	1,424,000	463500	293500	367,000	297,000	99.8%
Ministry of Internal Affairs	710,000	189000	160000	180,000	161,000	97.2%
Ministry of Local Government	320,000	108000	65000	77,000	60,000	96.9%
Ministry of Gender, Labour & Social Devt.	370,000	142000	50000	100,000	78,000	100.0%
Judiciary	2,222,000	298000	784000	528,000	482,000	94.1%
Uganda Police Force	1,816,000	434000	527000	377,000	415,000	96.5%
Uganda Prisons Service	2,125,000	335000	760000	590,000	400,000	98.1%
Directorate of Public Prosecutions	900,000	100000	400000	140,000	250,000	98.9%
Uganda Law Reform Commission	979,000	270000	220000	270,000	189,000	96.9%
Judicial Service Commission	680,000	178500	157500	189,000	135,000	97.1%
Uganda Registration Services Bureau	638,000	178000	155000	161,000	124,000	96.9%
Uganda Human Rights Commission	29,680	0	0	29,680	-	100.0%
Law Development Centre	465,000	115000	100000	150,000	100,000	100.0%
Tax Appeals Tribunal	391,000	111000	72000	124,000	74,000	97.4%
Uganda Law Society	100,000	30000	20000	30,000	20,000	100.0%
Programme Management	1,241,000	274112	411168	278,820	276,900	100.0%
Sector-wide activities (JLOS Secretariat)	1,590,000	643535	763059	454,902	342,500	138.6%
District Coordination Committees	800,000	255000	220000	160,000	145,000	97.5%
NCSP	570,000	189461	66500	150,000	154,039	98.2%
Case Backlog	6,439,500	1760787	1585413	1,811,000	1,082,300	96.9%
<b>Total JLOS SWAP Development Allocations</b>	<b>23,810,180</b>	<b>6047895</b>	<b>6810140</b>	<b>6,167,402</b>	<b>4,785,739</b>	<b>100.0%</b>

The outturn of the SWAP fund performed at 100% with all institutions performing above 90% out turn. Sector wide activities performed higher than the institutions beyond allocations in budget because of reallocations to cater for the implementation of the undertakings of the 14<sup>th</sup> review.

### 5.3 JLOS Interventions under the Peace, Recovery and Development Plan for the North (PRDP) with financial support from Netherlands, Ireland and Austria.

Institutional Summary	Budget (Shs000)	Spent at 30th June 2009	Spent Jul'09 – Jun'10	Spent 2010/11	Balance at 30th June 2011
Min. of Justice & Constitutional Affairs	3,090,000	172,389	852,204	973,108	1,092,299
Ministry of Internal Affairs	1,906,000	165,584	271,855	416,041	1,052,520
Min. of Gender, Labour & Social Devt.	400,000	82,051	321,306		-3,358
Judiciary	3,050,000	0	366,210	1,808,152	875,638
Uganda Police Force	2,372,000	0	146,608	722,619	1,502,773
Uganda Prisons Service	2,926,230	0	459,140	1,721,592	745,498
Directorate of Public Prosecutions	2,550,000	0	724,873	863,161	961,966
Uganda Law Reform Commission	400,000	100,000	250,000	50,000	0
Judicial Service Commission	385,500	267,000	118,500	0	0
Uganda Registration Services Bureau	310,000	19,982	213,407	75,000	1,611
Tax Appeals Tribunal	170,000	100,000	61,622	0	8,378
Uganda Human Rights Tribunal	150,000	0	148086	0	1,914
JLOS Secretariat	211,800	0	112895	39,000	59,905
<b>Total</b>	<b>17,921,530</b>	<b>907,006</b>	<b>4,046,707</b>	<b>6,668,673</b>	<b>6,299,144</b>

## 6.0 CHALLENGES

### 6.1 Case Backlog of civil cases:

The sector has made progress in addressing the challenge of case backlog using the case backlog quick wins programme. All criminal case backlog has been eliminated at magisterial level and a only a few exist at High Court level. Other sector institutions like Law Council, DPP, Police, TAT are also progressively addressing the challenge. This resulted into a marked reduction in the average length of stay on remand from 27months in 2009 to 15 months by June 2011. Despite this performance however, there still remain over 10,000 backlogged cases in land family and the wider civil justice. At the same time during the year under review, a 21% increase in new cases filed was recorded and unless handled expeditiously we risk falling back to the pre quick wins situation. The sector must therefore prioritize performance management to ensure that each judicial officer completes an increasing number of case than before. At the same time a roll out of the quick wins programme as full project, recruitment of judicial and other officers and adopting innovative approaches to administration of justice are the other recommendations. The JSC should urgently be reconstituted to enable the recruitment of more Justices of the Supreme Court and Court of Appeal as par the Judicature (Amendments) Act 2011

### 6.2 Congestion in prison and the high remand population:

The sector has made progress in construction and renovation of prisons; however, the population continues to exceed the designated capacity, more so made worse by the relatively high proportion of remand prisoners. The congestion continues to present challenges to efforts aimed at guarding against transmission of communicable diseases such as tuberculosis. Remedies to addressing the big prison population greatly lies in addressing the challenge of the big remand population and greater investment in prevention of crime and non-custodial sentencing. The capacity of investigators should be built so that investigations are made before arrests in order to limit the number of pre- trial detentions. Further, the sector should encourage the grant of bail in deserving cases, speed-up trials and divert suspects on charges of minor offences from prisons. The sector should also expeditiously develop and implement a national legal aid policy so as to avail legal aid to indigent persons at the point of entry into the legal system.

### 6.3 Welfare of police officers and prison warders as well as persons in detention:

Among other welfare concerns, housing requirement for entitled JLOS staff and for staff in hard to reach areas continues to pose a challenge. Many of the prison and police barracks remain in a dilapidated state with poor sewerage systems. They are also not sufficient for staff accommodation. . The JLOS SWAP development budget should be increased to enable construction of staff houses and encourage public- private partnerships.

#### **6.4 Feeding of inmates attending Court**

Both prisons and police do not provide feeding for persons attending Court. Some of these stay at Court for the whole day and only depend on hand outs from relatives and friends. This is an abuse of the rights of the persons in detention. The prison and police budgets should be enhanced to ensure the provision of food to suspects and inmates attending Court. In addition, the sector must incorporate feeding of suspects within session budgets and transport to prisons to bring food to Court. Feeding of prisoners at courts require shs.850million at June prices.

#### **6.5 Staffing shortages:**

Many sector institutions still face the challenge of inadequate staffing. Critical also for the reform programme is the capacity of the institutional policy and planning units, which urgently require strengthening and retooling. It is crucial that Ministry of Public Service expedites restructuring of all government ministries, departments and agencies. The various sector institutions must therefore ensure that the proposed restructuring addresses their staffing challenges. The sector must also lobby to be in the earlier phase in the restructuring process.

#### **6.6 Corruption:**

Despite placing a lot of emphasis on improving and enhancing integrity and fighting corruption within the JLOS as well as the existence of good laws on anti-corruption, reports of the Inspector General of Government, the Afro Barometer (2008/2009 report) and other integrity surveys both local and international, continue to report cases of real and perceived corruption within JLOS institutions and a weak enforcement regime of fighting corruption. Petty corruption is rampant at most service points in JLOS institutions and a large portion of the public claim to have either paid for services or believe that you cannot get a service unless you pay a facilitation fee.

Corruption is a denial of basic fundamental rights and freedoms, as it prevents the poor and marginalized from accessing services and claiming their rights. The sector has formulated an Anti-Corruption Strategy, which requires about UGX 760million to be implemented in the first two years.

### **KEY RECOMMENDATIONS FOR FINANCIAL YEAR 2011/12**

1. Develop and implement a performance management system for the judiciary, that could serve as a pilot for other JLOS institutions
2. Develop and pilot implementation of an effective integrated data management system for the sector to provide much needed information for decision making.
3. Strengthen quality assurance in the sector through strengthening inspectorates, developing common inspection guidelines and implement recommendations of inspectorate units.

### ANNEX 1: PROGRESS AGAINST UNDERTAKINGS OF THE 15TH JOINT GOVERNMENT OF UGANDA AND DEVELOPMENT PARTNERS ANNUAL REVIEW

NO.	KEY OUT PUTS	ACTIVITIES	DATE	Progress	Performance rating
1.	50% of JLOS sponsored laws enacted during SIP II implemented.	1.1 Reviewing the enacted laws to identify what is needed for their implementation. 1.2 Drafting and gazetting regulations and commencement instruments	December 2010 Feb 2011	Eleven laws <sup>10</sup> identified commencement instruments for two laws and regulations for the 9 other laws were prepared awaiting laying before Parliament 7 laws are now fully in force ,ie Trademarks, Hire Purchase, Contract, Trade, Secrets, Capital Market, mortgage Copy Rights) and regulations for E-transactions prepared.	<b>achieved</b>
2	JLOS M&E Framework Implemented	1.3 Sensitisation of stakeholders. 2.1 Undertaking mini survey 2.2 Training of PPU's and M&E officers on results matrix 2.3 Needs assessment of PPU's (skills and tools) 2.4 Complete development and adoption of client charters 2.5 Automating reporting 2.6 Undertaking joint monitoring	Jan – June 2011 January 2011 Jan 2011 Dec 2010 May 2011 March 2011 Dec 2010 and June 2011	On going Contract awarded. Delay was caused by PPDA that ordered for a review of the procurement process. 18 officers from PPU's trained in results management with support from UNICEF 2011. They now fully understand the framework undertaken Funding provided for in 2011/12 work plan Development of an integrated management system on going. Systems study completed Undertaken in April and a follow up of PRDP was to be undertaken in	<b>achieved</b>

<sup>10</sup> Domestic Violence Act; Trade Secrets Act; Hire Purchase Act; Contracts Act; Trade Marks Act; E-transactions; E-signatures; Computer Misuse Act; Capital Markets (Amendments) Act; Partnership Act; Companies Act.

NO.	KEY OUT PUTS	ACTIVITIES	DATE	Progress	Performance rating
		2.7 Sensitizing policy makers in results framework	Feb 2011	July/August 2011 JLOS joint leadership steering committee retreat scheduled for August however, due to the busy schedule (election period) and changes in leadership brought about by the new movement.	75% achievement in light of the interventions
		2.8 Developing and piloting JLOS MIS	May 2011	Study undertaken, design of executive MIS ongoing. Follow up study on business processes ongoing.	
		2.9 Establishing clear outputs and targets in SIP III	Feb 2011	On going, a draft results framework and SIP III with clear results prepared ready for further consultations.	
3	Prison congestion Reduced by 20% by June 2011	3.1 Fast tracking the re/construction of 7 prison units	March 2011	13 prison units renovated and 5 out of 8 prisons constructed increasing carrying capacity by 5.5% and reducing occupancy level by 12% reducing occupancy rates from 225% to 213%. However when all the 8 prisons are complete will result into 30 percentage reduction in congestion by reducing occupancy rate from 225% to 195%. Note prisoners in most of the cases just change status from remands to convicts and the only meaningful way to solve the problem is through crime prevention and increasing carrying capacity	
		3.2 Adopting same day hearing of cases	Feb 2011	All provided for under DCC guidelines and 30% of courts have adopted the practice especially for traffic and petty cases.	
		3.3 Rolling out case backlog quick wins programme to all magisterial areas	Jan 2011	Rolled out to all chief magistrates and magistrates grade 1	
		3.4 Undertaking community	Dec 2010	On going	

NO.	KEY OUT PUTS	ACTIVITIES	DATE	Progress	Performance rating
		policing			
		3.5 Training of investigators and increasing strength of CID	Nov 2010	Done and work load reduced from 23 to 18 files	
		3.6 Issuing community service orders	August 2011	On track with 4208 orders issued	
		3.7 Reviewing process of handling petty offences	Feb 2011	No progress	
<b>4</b>	JLOS anti-corruption strategy implemented	4.1 Seeking approval of the JLOS anti-corruption strategy	Jan 2011	Strategy finalized and approved by technical committee now with DPG for input before approval by other sector management structures. Areas of quick wins already identified and captured in 2011/12 work plan.	<b>Partially achieved</b>
		4.2 Disseminating JLOS ACS	Mar 2011	To be undertaken immediately strategy is adopted	
		4.3 Handling pending complaints against JLOS personnel related to corruption.	Dec 2011	On going	
		4.4 Performance monitoring and naming best and worst performing magistrates	Mar 2011	On going	
		4.5 Undertaking investigations into corruption cases such as CHOGM	Jan 2011	On going	
<b>5.</b>	A draft costed policy framework on transitional justice	5.1 Reviewing and approving study instruments	Dec 2010	Done	
		5.2 Undertaking pre-visits.	Dec 2010	Done	
		5.3 Commence consultations	Jan 2011	completed	
		5.4 Holding Taskforce meetings	Nov 2010	On going	
		5.5 Drafting and costing strategy	March 2011	No yet done	
		5.6 Building consensus	May 2011	On going	
<b>6</b>	Audit recommendations arising out of the JLOS	6.1 Developing an action plan	Dec 2010	developed and discussed at budget working group as well as the technical committee	<b>achieved</b>

NO.	KEY OUT PUTS	ACTIVITIES	DATE	Progress	Performance rating
	2008/2009 audit report and the Vfm report implemented by June 2011	6.2 Establishing an audit committee 6.3 Audit committee meetings 6.4 Fast tracking Audit of 2009/10	Oct 2010 Start Nov 2010 Nov 2010	Done  completed	
7	Mapping of JLOS presence (structures and staffing) nationally	7.1 Undertaking a man power audit 7.2 Computerizing mapping of JLOS presence 7.3 Lobbying to be in the first phase of the proposed restructuring of MIDAs by MoPS.	March 2011 April 2011 Dec 2011	On going Started. Procurement Delayed by PPDA that ordered for a review of the procurement Done and JLOS institutions in schedule II of the programme	Delayed but on course

## ANNEX 2: PROGRESS OF IMPLEMENTATION OF PROJECTS UNDER PRDP OFF BUDGET SUPPORT

Planned Activity	Institution	Cost	Status June 2011
<b>Netherlands component</b>			
complete expansion, furnishing and equipping Kotido Court to accommodate CM court & DPP	Judiciary/DPP	478,171,612	Completed
Provide staff accommodation in Kotido to Judiciary and DPP	Judiciary/DPP	200,000,000	Completed
Completion of phase II reconstruction of Moroto prison	UPS	898,858,544	Two new staff houses finishing stage ward and multipurpose hall roofing stage
Construct JLOS House in Moroto to house MOJCA, UHRC, MIA, URSB	MoJCA	1,498,200,000	Construction has started

Planned Activity	Institution	Cost	Status June 2011
Renovation of district prisons/reception centres/LAPs in Pader	UPS	244,836,930	Finishing stage
Roofing and finishing's of staff quarters in Gulu	UPS	212,605,465	Completed and handed over
completion and furnishing of mini-JLOS in Apala to accommodate Judiciary, DPP and UPF	Judiciary	291,806,893	Roofing
provide accommodation to JLOS staff in Apala (Judiciary and DPP)	Judiciary	150,000,000	Contract terminated To be re advertised
Offices in Abim	DPP	263704300	completed.
Offices in Nakapiripiti	DPP		completed.
Staff accommodation Abim	DPP	200,000,000	Site handed over
Staff accommodation Nakapiripiti			Site handed over Delays in acquiring Land,
Staff quarters Amuru	DPP	100,000,000	Contract awarded Delays in acquiring Land,
Offices Dokolo	DPP	288,422,287	Project was re-advertised now with Contracts committee. Insufficient funds noted
Offices Bukedea	DPP	351,523,429	At finishing level
Offices Kaberamaido	DPP		At finishing level
Staff accommodation for Judiciary - Oyam, Dokolo & Amolatar	Judiciary	318,572,668	Oyam- completed Dokolo-completed Amolatar-finishing s stage
Roofing and finishing of a prison ward - Dokolo	UPS	116,942,550	Roofing stage –contractor to be terminated

Planned Activity	Institution	Cost	Status June 2011
Roofing and finishing's of mini-JLOS in Amuria to accommodate Court and DPP	Judiciary	251,989,845	Contractor terminated –re tendering
Roofing and finishing's of mini-JLOS in Ngora to accommodate court and DPP	Judiciary	202,234,140	Roofed fabricating doors and windows
renovate of district prisons/reception centres/LAPs - Kumi/Amuria	UPS	225,494,189	Completed
Finishing's of renovated staff quarters - Soroti	UPS	61,345,517	Completed
Construction of Lia border post (Arua)	MIA/DCIC	200,000,000	Construction has started
Procure vehicle to strengthen border patrols in Paidha	MIA/DCIC	100,000,000	Procured
Procurement of Vehicle for Ragem/Nebbi for transporting prisoners	UPS	90,000,000	delivered
Renovation of district prisons/reception centres/LAPs (Paidha and Adjumani)	UPS	190,814,931	Completed
Construction of mini-JLOS at Suam River border post (Bukwo) also to accommodate UPF	MIA/DCIC	350,000,000	Construction started
Construction of staff accommodation at Suam River border post	MIA/DCIC	150,000,000	Construction started
Procure motor cycle for Suam	MIA/DCIC	7,000,000	Procured
undertake periodic Monitoring and Evaluation on a bimonthly basis	Secretariat	33,015,000	On going
Moroto Police Barracks	UPF	500,000,000	Finishing stage
Police Barracks at Lorengcora		150,000,000	Roofing stage
Police Post at Matany and Iiriri		72,000,000	Failed to attract bidders. Re-planning
Renovation of regional police head quarters Moroto	UPF	150,000,000	Originally planned to undertaken in house, but now advertised.

Planned Activity	Institution	Cost	Status June 2011
Police barracks at Apac(Aboke), Dokolo (Agwata )and Amolatar	UPF	450,000,000	Contracts signed
Barracks in Adjumani	UPF	150,000,000	Finishing stage
<b>PRDP I</b>			
<b>Police Stations</b>			
Construction of Amolatar Police station	Amolatar	601,002,350	Completed and handed over
Construction of Amuru Police station	Amuru	549,640,782	Nearly Completed ready for handover
Construction of Dokolo Police station	Dokolo	563,465,607	Station roofed and plastered. Contractor died. New contractor undertaking finishing works.
Construction of Oyam Police Station	Oyam	300,726,487	Nearly Completed ready for hand over.
Construction of Pader Police Station	Pader	294,175,291	Contractor abandoned work. Recommended for re-advertising.
Construction of Amuria Police Station	Amuria	301,783,713	Structure roofed, windows and door fixed. Plastering is in progress.
Construction of Kaberamaido Police Station	Kaberamaido	307,487,264	Structure roofed, windows and door fixed and plastering finished, pending painting and external works
<b>Barracks blocks</b>			
Construction of 02No accommodation blocks in Amolatar	UPF	601,002,350	Completed and handed over
Construction of 02No accommodation blocks in Amuru	UPF	549,640,782	Nearly completed ready for handover
Construction of 02No accommodation blocks in Dokolo	UPF	563,465,607	Station roofed and plastered. Contractor died. New contractor has been got to handle finishing works.
Construction of 02No accommodation blocks in Oyam	UPF	300,726,487	Stalled due to land wrangles
Construction of 02No accommodation blocks in Pader	UPF	294,175,291	Completed and handed over.
Construction of 02No accommodation blocks in Katakwi	UPF	301,783,713	Nearly complete
Construction of 02No accommodation blocks in Kaberamaido	UPF	307,487,264	Structure roofed, windows and door fixed and plastering finished, pending painting and external works
<b>ASTU Zonal Offices blocks</b>			
Construction of ASTU Zonal office block in Ngarium	Katakwi	125,000,034	Site handed over to the contractor
Construction of ASTU Zonal office block in Kolir	Bukedea	125,000,034	works at wall plate.

Planned Activity	Institution	Cost	Status June 2011
Construction of ASTU Zonal office block in Wialir	Lira	123,978,478	works completed, pending rectification of snags identified during final site inspection prior to handover
Construction of ASTU Zonal office block in Kapelyabong	Amuria	123,978,478	works completed, pending rectification of snags identified during final site inspection prior to handover
Construction of ASTU Zonal office block in Lapono	Pader	122,949,377	structure roofed. Pending plastering and fixing doors and windows plus painting.
Construction of ASTU zonal office block in Bukwo	Bukwo	121,892,324	structure at wall plate.
Construction of ASTU Zonal office block in Orum	Gulu	122,949,377	structure roofed. Pending plastering and fixing doors and windows plus painting.
Construction of ASTU Headquarters	UPF	235,045,734	structure completed and handed over. Contractor yet to install solar
<b>KIDDP</b>			
<b>Police stations</b>			
Construction of Moroto Police Station	Moroto	339,407,447	Pre fabricated panel wall erected.
Construction of Kotido Police station	Kotido	328,260,400	Structure roofed.
Construction of Kaabong Police station	Kaabong	376,557,061	roofing is in progress
Construction of Abim Police station	Abim	368,305,248	Structure at wall plate.
<b>Police Barracks blocks</b>			
Construction of Nakapiripirit 02No. accommodation blocks	Nakapiripirit	400,438,060	Completed and handed over
Construction of Kaabong accommodation block A	Kaabong	182,343,262	Completed and handed over
Construction of Kaabong accommodation block B	Kaabong	182,343,262	block roofed and closed. Plastering in progress.
Construction of Abim accommodation block A	Abim	182,343,262	Plastering completed. Finishing level
Construction of Abim accommodation block B	Abim	182,343,262	Plastering completed. Finishing level
Construction of Kotido accommodation blocks	Kotido	350,000,000	Contracting stage
<b>ASTU Zonal Office</b>			
Construction of ASTU zonal office block in Chepusikunya	Kapchorwa	159,066,227	Finishing level
Construction of ASTU zonal office block in Amudant	Nakapiripirit	161,246,588	at wall plate
Construction of ASTU zonal office block in Morulem	Abim	154,422,765	structure at ring beam level

Planned Activity	Institution	Cost	Status June 2011
<b>Ollim PTS</b>			
Construction of Administration block	Katakwi	322,805,963	Finishing level
Construction of classroom block 01	Katakwi	180,006,981	Finishing level
Construction of classroom block 02	Katakwi	180,006,981	Foundation level
<b>Ireland Component</b>			
Construction of Mini-JLOS at Amudat border post (Nakapiririt) to accommodate Immigration & Police	MIA/UPF	300,000,000	Construction started
construction of staff accommodation Moroto (MoJCA, DPP, Judiciary)	MoJCA/DPP	400,000,000	Delayed, new plot is to be allocated as the one originally provided was found unsuitable by Moroto town council. mOJCA is following up
take services of Administrator General's services to Karamoja	MoJCA/Admin Gen	50,000,000	completed
Conduct 2 Monitoring and Evaluation visits	Secretariat	50,000,000	On going
<b>Austrian Component</b>			
Construction of Atiak border post at Bibia	MIA	200,000,000	Near completion
procure reagents for analyzing samples	MIA/GAL	20,415,685	procured
1 vehicle for Acholi region	MIA/GAL	70,000,000	procured
Police Barracks in Amuru and Pader	UPF	400,000,000	Amuru Completed, Pader at finishing stage
Offices Amuru	DPP	199,261,287	Delayed due to land challenges- Now at evaluation stage of procurement

## ANNEX 3 JUSTICE LAW AND ORDER SECTOR INSTITUTIONAL PROGRESS REPORTS FY 2010/11

## Uganda Prison Services

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
Key Result Area 2: <b>HUMAN RIGHTS CULTURE FOSTERED ACROSS JLOS INSTITUTIONS</b>	100% (30,962) of inmates dressed in at least 1 new uniform compared to 7,143 in FY 2009/10. 100% provision of staff uniform to make 7,015 staff. Addressed specific human rights right to clothing.	Reduced incidence of Human rights violations through provision of new prisoner's uniforms to 7,000 inmates.	The increase in budget for the uniforms plus use of inmates to tailor the uniforms made us meet the target.	628.3m	628.3m	0	628.3m
	77.5% (172) Human Rights committees revitalized in 222 prison units.	Increased awareness of Human Rights among staff and inmates to reduce incidence of specific human rights through 100% revitalisation of Human Rights committees in 222 units to ensure spread of human rights knowledge.	22.5% deviation from target. There is need to continue sensitizing the staff about the importance of these committees. This is a continuous process.				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	<p>30,962 inmates provided 3 meals per day with enhanced diet vegetables, soya beans, silver fish and clean water. Addressed specific human rights right to food</p>	<p>to feed a daily average of 32,000 inmates with 3 meals a day and enhanced diet. To provide basic necessities like soap, cooking pots, sanitary pads. Construct energy saving</p>	<p>There was an increase in the food budget, which enable us to feed the inmates with enhanced diet. The contract for construction of energy saving stoves was signed</p>	8.364bn	17.920bn	<p>9.556bn most of the funds on food were committed by the end of 2nd quarter though the procurement for construction of stoves is on going</p>	8.364bn
	<p>the training is yet to be done. This was due to lack of funds to carryout that activity.</p>	<p>To equip staff with basic knowledge on human rights and those of detainees to reduce the HR violations. This would be through training 600 staff in Human rights</p>	<p>There were no funds released to facilitate the training.</p>				

Key Result areas	What Changed? Results	What had JIOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	Construction of 35 low cost staff houses at Luzira, 4 blocks started at Kiruhura, Bushenyi ongoing. Status quo since the problem has not been solved	To construct 50 low cost staff houses at Luzira, 20 at Mbarara, 20 at Ruimi prisons, 9 at Bushenyi, 8 at Kiruhura. This will address the issue of staff accommodation in those units.	Procurement process being lengthy the works are not yet completed. Lessons learnt include starting the procurement process even though the funds are not yet available.	350?bn/m?	1.280bn	deviation due to non release of funds	210m
	The average length of stay on remand is 14.8 months i.e 15.1months for capital offenders and 4.4 for petty offenders	Reduce the average length of stay on remand for inmates in custody from 30.3months to 20 months. This to be done through timely delivery of offenders to & from courts of law	With timely production of inmates to court, it aides the justice system.				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	<p>reduced mortality from 2.4 to 2 per 1000, 4138 admissions and 105,363 outpatients treated, 13% staff with HIV/AIDS supported, 20% of health facilities in formal partnerships with district health authorities, 18% HIV counseling &amp; testing of staff conducted, increased enrollment on ART by 15%</p>	<p>Promotion of right to health through provision of Medicare. 4839 admissions and 122,130 outpatients treated</p>	<p>insufficient budget for medical services</p>				
	<p>Improved sanitation in 4 prisons at Luzira complex</p>	<p>eliminate bucket system and improve sanitation in the prisons hence reduction in morbidity</p>	<p>no deviation from plan</p>		220m		0

Key Result areas	What Changed? Results	What had JLOS/agency Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
KEY RESULT AREA 3: <b>ENHANCED ACCESS TO JUSTICE FOR ALL ESPECIALLY THE POOR &amp; MARGINALISED</b>	3,512 prisoners facilitated and reintegrated into the community after release from prison	To enhance justice to marginalized through facilitation after release from prison.	Many inmates are in need for facilitation in terms of transport back home after release but due to shortfalls in funds not all can be helped. There is need to increase funding in this area.	14.96m	30.78m	15.823m	14.96m
	13 units renovated and repaired in Amuria, Kumi, Adjumani, Muinaina Rukungiri, Gilgil, Kapchorwa, Mutufu, Murchison Bay, Jinja(M), Upper, and Lututuru prisons. There were prisoners' wards constructed at Kiruhura(2) Bushenyi(2) Paidha(1) Dokolo(1), Pader(1), Oyam, Mbarara(2), Patiko, Moroto 2nd phase. This increased total holding capacity to 14,421. Congestion as per reporting time 220%	reduce crowding in the prisons by renovating 25 wards and construction of Amuru prison, female wing at Koboko, rehabilitation of Namalu centre, reconstruction of Patiko prison and completion by end of FY 2010/11	some construction work carried forward to this FY because of inadequate funding	190m	2.29bn	1.39bn. The process for procurement should be started much earlier not to wait for funds to be released first.	190m

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	2 wards at Mbarara prison constructed. Part payment for 420 acres to reallocate Kigo prison done. The balance to be effected in FY 2011-12	To increase accommodation through construction of new prison per year. Complete Mbarara prison wards.		140m	3.14bn	140m	140m
	Recruited 700 warders and wardenesses and are currently undergoing training in PTS. Also the recruitment process of 47 cadet ASPs was finalised and training in PTS. Currently the ratio is 1:5. its expected to reduce further after passing out of staff.	Warder prisoner ratio to be reduced from 1:7 to 1:3 through recruiting 500 warders/wardenesses and completion of recruitment process for 30 Cadet ASPs.	its better to have more staff recruited at once than recruiting each year. It cuts down on recruitment and training expenses for other years.	115.3m	550m		434.7m
	7,221 inmates produced for court sessions. This reduced the prisons case backlog & remand population. Rule of Law & Due process promoted-	support to case backlog reduction programme court session at various court levels by delivering prisoners to courts of law	7,221 inmates produced for court sessions. This reduced the prisons case backlog & remand population to 54%. Rule of Law & Due process promoted-	276.9m	655.5m	18.1m	18.1m

Key Result areas	What Changed? Results	What had JIOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	The restructuring exercise is being done. The proposed staffing structure for former LAPs has been submitted to Ministry of Public Service for approval and other activities to ensure smooth integration are still ongoing. This is 30% achievement in integration of Local Administration prisons completed.	100% integration of Local Administration prisons completed.	70% deviation from the plan of integration of Local Administration.	17m	34m		17m
	01 double cabin pickup & 07 lorries for Rukungiri, Masafu, Bushenyi, Kiruhura, kasangati, Bugungu YP & Butiti prisons were procured	Reduced distance to courts. This was to be aided by procuring a double cabin pickup & 07 lorries for Rukungiri, Masafu, Bushenyi, Kiruhura, kasangati, Bugungu YP & Butiti prisons	There is no deviation.	658m	658m	nil	658m

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	50 lines at PHQs, 25 lines at Luzira complex, 55 lines in 167 stations, 11 fax , radio and internet services; 100% settlement of the utility bills, assets management plan developed; 1 switchboard procured & installed	improved communication & effective management of prisons. 50 lines at PHQs, 25 lines at Luzira complex, 55 lines in 167 stations, 11 fax , radio and internet services; 100% settlement of the utility bills, assets management plan developed	50 lines at PHQs, 25 lines at Luzira complex, 55 lines in 167 stations, 11 fax , radio and internet services; 100% settlement of the utility bills, assets management plan developed; 1 switchboard procured & installed	200.1m	200.1m	nil	200.1m
	Reduced remand population from 58% to 54% through continuous production of inmates to various courts.	To reduce remand population to less than 50% of the total population	Remand population still high despite continuous production of inmates to various courts.				
	Reduction by 48.1% i.e. from 6 to 4.4 months by reporting period. Capital offenders is at 15.1months	to reduce average length of stay on remand of capital offenders from 26mths to 18mths and time for petty offenders from 6 to 2 months.	There was 4% deviation from achieving the target. This is because achieving reduction in length of stay on remand involves different stakeholders like courts				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	Procured 15 computers & 05 wireless routers maintained 79 computers, maintained UPS website. Exercise of engraving assets in 48 prison units & is still ongoing	To strengthen record keeping and mechanisms for identification and control of prisoners	Procured 15 computers & 05 wireless routers maintained 79 computers, maintained UPS website. Exercise of engraving assets in 48 prison units & is still ongoing	162m	162m	nil	162m
<b>KEY RESULT AREA 4: INCIDENCE OF CRIME REDUCED AND SAFETY OF PERSON AND SECURITY OF PROPERTY PROMOTED-</b>	Rate of recidivism reduced to 27%. 1,182 offender's rehabilitated through imparting vocational skills like carpentry, metal welding. 48 inmates trade tested and awarded certificates. 2124 inmates on formal and non formal eduxation programmes This in turn promoted rehabilitation of offenders, safety & security of offenders, staff & public	To reduce rate of recidivism to 28%. Training offenders in vocational skills like carpentry, metal welding. Through industrial retooling workshops for training in mates	Rate of recidivism reduced to 27%. The workshops are not yet fully operational because the tools have not yet been procured. However there is some training ongoing	220m	220m	nil	220m

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	There was reduction in escapes from custody. 12 escapes per 1000 held prisoners. It's a 25% achievement	to reduce annual rate of escapes from 20 to 5 per 1000 held prisoners	25% achievement				
	Increase in the rate of recapture. 46.5% up from 40% recaptures	to increase annual rate of recapture from 40 to 80 per 100 escapes	12% achievement			2007	
	fully reintegrated & linked 2,007 of 7000 planned prisoners to the community hence decongesting prisons	to reintegrate & link 7000 prisoners to the community hence decongesting prisons	2,007 were linked of 7000 planned. The budget for full reintegration & linking was inadequate.				

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
KEY RESULT AREA 5: <b>JLOS CONTRIBUTION TO ECONOMIC DEVELOPMENT ENHANCED</b>	contract for procurement of 04 tractors, 2 maize shellers, 1 trailer & 2 boom sprayers signed waiting delivery.	to increase efficiency savings through procurement of farm machinery 04 tractors with accessories for Ruiimi, lbug & Isimba prisons, trailer for lbuga prison, 2 maize shell for Ruiimi , 2 boom sprayers for Ruiimi & Namalu. rehabilitation of offenders promoted and incidence of crime reduced---promote prisons farms productivity & enhance prisons self sufficiency	procurement process was lengthy	1,024m	1,024m	nil	1,024m

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	<p>compliance with government financial regulations in 222 prisonsand within 10 programme areas, reduced fiducious risk and fraud in 222 prisons through carrying out audits</p>	<p>compliance with government financial regulations in 222 prisons, reduced fiducious risk and fraud in 222 prisons</p>	<p>compliance with government financial regulations in 222 prisonsand within 10 programme areas, reduced fiducious risk and fraud in 222 prisons through carrying out audits</p>	470.9m	691.8m	220.9m	470.9m
	<p>Constructions 10 maize cribs at Ibuga, Ruimi, Bufulubi, Isimba, Kitalya and namalu prisons done. Contractor for construction works of the industrial show room procured. Works to begin in FY 2011/12</p>	<p>improved storage and increase NTR through construction of industrial show room at Lugogo, maize cribs at Ibuga, Ruimi, Bufulubi, Isimba, Kitalya and namalu prisons</p>	<p>delayed procurement process for industrial show room</p>	470.9m	691.8m	220.9m	470.9m

Key Result areas	What Changed? Results	What had JLOS/agency Expected to Change? Planned outcome targets	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	2,800 offenders trained in vocational skills in 17 prisons farms; 4700MT-maize expected, management of 1000 heads of cattle, 260 goats, 140 sheep and 2000 birds looked after ; planting of 170 acres of trees (80 colonial eucalyptus); 16 tractors maintained; , 5 prisons land surveyed and titled Dokolo, Ndorwa, Muinaina, Patiko, Kaladima	to train 2000 offenders in agricultural skills in 17 prisons farms; 8100MT-maize, 20MT beans, 20 MT soya beans, 30MT sunflower, 20MT vegetable ( shs 500m); management of 1050 heads of cattle in 5 prisons; planting of 100 acres trees ; 2 prisons land surveyed	there was delay in procurement of inputs and in some station the weather conditions were not favourable.	2,016m	2,291m	money on letters of credit	2,016m

## Judiciary

What has changed	What JLOS/Agency Expected to change (Planned output/outcome)	What had had to change (Planned output/outcome)	Deviations from the plan and lessons learnt	Actual Expenditure (UGX 000)	2010/11 Approved Budget (UGX 000)	Funding Source	Deviations from Budget and lessons learnt	Cumulative Expenditure
<b>KRA 1: Promote Rule of Law and Due Process</b>								
Bailiffs Registry established. The 2 Consultative Meetings/ Monitoring and Evaluation/ field visits conducted.	Develop guidelines; pass Court Bailiffs Bill into law; sensitize bailiffs/brokers; & monitor adherence to guidelines	The process to implement the recommendations of the workshop had been slow		90,000	90,000	JLOS	Implementation of the Bailiffs workshop needs more resources.	90,000
<b>Construction</b>								

What has changed	What JLOS/Agency Expected to change (Planned output/outcome)	Deviations from the plan and lessons learnt	Actual Expenditure (UGX 000)	2010/11 Approved Budget (UGX 000)	Funding Source	Deviations from Budget and lessons learnt	Cumulative Expenditure
At a tendering stage due to inadequate budget	Establish Model Children and Family Court (Makindye CM Court)	Behind schedule due to inadequate budget	0	300,000		Funds are inadequate for the planned tasks.	0
At walling level/ Superstructure	Construct Magistrates Court in Kalangala and Ibanda	Only Kalangala is being constructed. Resources not enough for Ibanda.	250,000	400,000	JLOS	No deviations from the budget so far.	250,000
At tendering stage	Furniture for Kalangala and Ibanda	Long Procurement procedures	0	50,000	JLOS	None	0
Aduku, Manafwa and Nakapiripirit to be completed in September 2011	Construct Courts in; Nakapiripirit, Manafwa, Budaka, Aduku, Oyam and Butaleja Districts	Started last financial year. Generally on schedule			Danida	No deviations from the budget so far.	
Works completed under defects liability	Renovate; Adjumani, Nakawa and Mbale Courts	Erratic release of capital development funds and long procurement procedures.			GOU	No deviations from the budget so far.	
<b>Transport</b>							
Contract for the supply of the motor vehicle was awarded to Ms Toyota	1 vehicle for Policy Planning Unit	Procurement process in progress	40,000	80,000		No deviation to the budget	40,000
5 station wagons were procured for Chief Magistrates of Ibanda, Kiboga, Mityana, Kapchorwa, Mukono	6 vehicles for Chief Magistrates	Five and not six vehicles were procured with the available funds.	350,000	350,000	JLOS	Five and not six vehicles were procured, at an average price of Shs 70m.	350,000

What has changed	What JLOS/Agency Expected to change (Planned output/outcome)	Deviations from the plan and lessons learnt	Actual Expenditure (UGX 000)	2010/11 Approved Budget (UGX 000)	Funding Source	Deviations from Budget and lessons learnt	Cumulative Expenditure
Official vehicles for the Hon. Chief Justice and Hon. Deputy Chief Justice delivered. 5 other vehicles were procured and delivered	Procure Vehicles for Judicial Officers and Administrative staff	Procurement process concluded			GOU	No deviations from the budget so far.	
Maintenance/ Repair of 150 vehicles carried out	Maintain/Repair 173 vehicle fleet	Some vehicles have become old and need to be replaced			GOU	More resources needed to effect replacement of the fleet	
<b>Other Equipment</b>	<b>Other Equipment</b>						
Tender has been awarded, contract signed and letter of credit to be opened with BOU. Contractor is mobilizing equipment and required manpower. Deployment should be complete by end of October.	Court recording equipment for Commercial Court	Procurement process in progress	0	120,000	JLOS	Procurement process in progress	0
Tender has been awarded, contract signed and letter of credit to be opened with BOU. Contractor is mobilizing equipment and required manpower. Deployment should be complete by end of October 2011	Court recording equipment for Supreme Court	Procurement process in progress	0	60,000	JLOS	Procurement process in progress	0
Tender has been awarded, contract signed and letter of credit has been provided for providing firm. Contractor is mobilizing equipment and required manpower. Deployment should be complete by end of October.	Court recording equipment for Court of Appeal	Procurement process in progress	0	30,000	JLOS	Procurement process in progress	0

What has changed	What JLOS/Agency Expected to change (Planned output/outcome)	Deviations from the plan and lessons learnt	Actual Expenditure (UGX 000)	2010/11 Approved Budget (UGX 000)	Funding Source	Deviations from Budget and lessons learnt	Cumulative Expenditure
Tender has been awarded, contract signed and letter of credit has been provided for providing firm. Contractor is mobilizing equipment and required manpower. Deployment should be complete by end of October.	Court recording equipment for High Court and the High Court circuits.	Procurement process in progress			GOU	Procurement process in progress	
<b>Alternative Dispute Resolution(ADR)</b>							
ADR rolled out to the Family Court-25 Advocates, 2 Registrars , a Judge of Family Division and Family Mediators been trained.	Roll out best practices of Commercial Court to all Courts, extend use of ADR in Commercial justice to Criminal, Land and Family	Roll out is yet to cover Criminal and Land Divisions	100,000	100,000	JLOS	More funds required to facilitate roll out	100,000
<b>Court Work and Finance and Administration</b>							
48 Civil Appeals, 25 Criminal Appeals (Total -73 cases). In addition, 53 Civil Applications, 04 Constitutional Applications and 01 References disposed off in the Supreme Court	Handle 31 Civil Appeals, 64 Criminal Appeals, 24 Constitutional Appeals, 27 Civil Applications, 18 Constitutional and 20 References in the Supreme Court.	The complexity of cases led to deviation in performance, especially for criminal Appeals.			GOU	No deviation from the Budget.	

What has changed	What JLOS/Agency Expected to change (Planned output/outcome)	Deviations from the plan and lessons learnt	Actual Expenditure (UGX 000)	2010/11 Approved Budget (UGX 000)	Funding Source	Deviations from Budget and lessons learnt	Cumulative Expenditure
120 Civil cases and 252 Criminal cases disposed off in the Court of Appeal (Total-372 cases)	Handle 60 Civil Appeals, 165 Civil Applications, 16 Election Petitions, 28 Constitutional Petitions Applications, 173 Criminal Appeals, and 184 Criminal Applications in Court of Appeal	Quick Wins Programme targeted criminal cases the reason for which the performance skewed towards criminal case disposal			GOU	No deviation from the Budget.	
2791 Civil suits; 1179 Commercial suits; 2813 Criminal suits; 2778 Family suits; 1405 Land cases; 353 Anti Corruption cases disposed off in High Court. Total 11,319 cases.	Handle 996 Civil Suits, 684 Commercial Suits, 416 Criminal Suits, 1640 Election Petitions, 28 Constitutional Petitions in the High Court Applications, 173 Criminal Appeals, and 184 Criminal Applications in the High Court	Quick Wins Programme helped in the disposal of criminal cases			GOU	No deviation from the Budget.	
13931 Civil Cases; 57559 Criminal cases; 15868 Family cases and 2879 Land cases disposed off in Magistrate Courts. Total- 90,237 cases.	Handle 3,554 Civil cases; 9,436 criminal cases; 556 Family cases and; 450 Land cases in the Magistrate Courts	Quick Wins Programme helped to improve the performance			GOU	No deviation from the Budget.	
80 inspections conducted resulting to over 900 complaints handled to completion;	Conduct 72 inspections and investigate Complaints;	Headquarter/Field inspections were facilitated to handle inspectorate work.			GOU	No deviation from budget.	

What has changed	What JLOS/Agency Expected to change (Planned output/outcome)	Deviations from the plan and lessons learnt	Actual Expenditure (UGX 000)	2010/11 Approved Budget (UGX 000)	Funding Source	Deviations from Budget and lessons learnt	Cumulative Expenditure
Projects and programs of the Judiciary monitored and evaluated routinely.	Routinely monitor and evaluate Projects and Programs of the Judiciary	Activities were carried out according to plan				No deviation from budget.	
<b>Case Backlog Reduction Programme/Quick Wins</b>							
Out of 61 cases cause listed, 19 were completed and 42 cases pending	Hold 2 sessions of the Supreme Court	Sessions conducted	30,000	30,000	JLOS	Sessions ongoing. Report is yet to be produced	30,000
Out of 151 cases cause listed, 144 were completed and 7 cases pending	Hold 3 sessions of the Court of Appeal @ 50 cases	Sessions conducted according to plan	45,000	45,000	JLOS	Sessions successfully conducted. However, funds not enough to pay for state briefs.	45,000
One Session, involving 71 cases was conducted in August in Kampala, of which 68 were completed.	Hold Quick Wins Session involving 71 cases	Session conducted according to plan	45,000	45,000	JLOS/QW	Sessions successfully conducted.	45,000
Sessions were held in Mbarara (79 cases), Mbale (76 cases).	Hold three sessions for the Court of Appeal upcountry ( Mbarara, Mbale and Fort portal)	Sessions for Fort Portal are still pending.	241,000	241,000	GOU	Sessions successfully conducted.	241,000
Court operations including court process serving, registry, management etc, carried out	General court operations and Registry management in Court of Appeal	Court operations and Registry management successfully carried out	252,000	252,000	GOU	Court operations and Registry managed with the available resources.	252,000

What has changed	What JLOS/Agency Expected to change (Planned output/outcome)	Deviations from the plan and lessons learnt	Actual Expenditure (UGX 000)	2010/11 Approved Budget (UGX 000)	Funding Source	Deviations from Budget and lessons learnt	Cumulative Expenditure
Six sessions involving 3200 case were conducted in which 374 were completed	Hold 24 sessions of High Court - Civil Division	Land -Outside Station	162,000	162,000	JLOS	long mandatory processes required in completion of a case for example visiting of loci.	162,000
Out of 1496 cases cause listed, 1039 were completed and 249 adjourned to the next session	Hold 30 sessions of High Court - Criminal Division @ 50 cases per session	Land -Inside Station	90,000	90,000	JLOS	No deviation from the Budget	90,000
Out of 1237 cases cause listed, 1064 were completed and 157 adjourned to the next session	Hold 40 sessions in 38 Chief Magistrates' Courts	The increase in the number of Judges has enabled more sessions to be conducted and thus improved performance Outside Station	1,120,000	1,120,000	JLOS	No deviation from the Budget	1,120,000
Out of 2431 cases cause listed, 1750 were completed and 466 adjourned to the next session	Hold 80 sessions in 66 Grade 1 Courts	Inside Station	220,000	220,000	JLOS	No deviation from the Budget	220,000
Records to be updated	Hold 30 sessions - Magistrates Grade II	Outside Station	100,000	100,000	JLOS	No deviation from the Budget	100,000
392 cases disposed through mediation. 122 cases pending mediation as at 31/6/2011	Hold 80 sessions in 66 Grade 1 Courts	Outside Station	180,000	180,000	JLOS	No deviation from the Budget	180,000
Committee is operational and has sat 4 times	Mediation- Settlement of 90 cases	Inside Station	75,000	75,000	JLOS	No deviation from the Budget	75,000
	Institutional Case Management Committee	Outside Station	12,000	12,000	JLOS	No deviation from the Budget	12,000
		Inside Station	160,000	160,000	JLOS	No deviation from the Budget	160,000
		Activity implemented according to plan	60,000	60,000	JLOS	No deviation from the Budget	60,000
		Activity implemented according to plan	45,000	45,000	JLOS	No deviation from the Budget.	45,000

What has changed	What JLOS/Agency Expected to change (Planned output/outcome)	Deviations from the plan and lessons learnt	Actual Expenditure (UGX 000)	2010/11 Approved Budget (UGX 000)	Funding Source	Deviations from Budget and lessons learnt	Cumulative Expenditure
Out of 1479 cases cause listed, 1232 were completed and 147 cases pending	Hold 30 Criminal Sessions in the High Court	The programme was implemented according to plan.			JLOS/QW	No deviation from the Budget. However, there is a high caseload and still backlog in the system and thus need for more resources.	
Out of 692 cases cause listed, 495 were completed and 497 cases pending	Hold 30 Criminal Sessions in the Chief Magistrate Court	The programme was implemented according to plan.			JLOS/QW	No deviation from the Budget. However, there is a high caseload and still backlog in the system and thus need for more resources.	
Out of 1123 cases cause listed, 756 were completed and 497 cases pending	Hold 60 sessions in the Grade One Magistrate Court	The programme was implemented according to plan.			JLOS/QW	No deviation from the Budget. However, there is a high caseload and still backlog in the system and thus need for more resources.	
<b>Ensure access to updated laws</b>							
User committee meetings (4) were held as and according to the Action plan Budget of January to December 2011	Hold Court Users Committee meetings-Land	meetings not held within slated period due to late release of funds	24,000	24,000	JLOS	more funds will be required to implement strategies agreed upon in the meetings	24,000

What has changed	What JLOS/Agency Expected to change (Planned output/outcome)	Deviations from the plan and lessons learnt	Actual Expenditure (UGX 000)	2010/11 Approved Budget (UGX 000)	Funding Source	Deviations from Budget and lessons learnt	Cumulative Expenditure
User committee meetings (4) were held as and according to the Action plan Budget of January to December 2011	Hold Court Users Committee meetings-Family		24,000	24,000	JLOS	No deviation from Budget	24,000
User committee meetings (4) were held as and according to the Action plan Budget of January to December 2011	Hold Court Users Committee meetings-Commercial		24,000	24,000	JLOS	No deviation from Budget	24,000
<b>5: JLOS Contribution to Economic Development</b>							
<b>Conducive strategies developed and implemented to support competitiveness and wealth creation</b>							
Facilitated Accreditation of 9 Court Accredited mediators. Facilitated monthly meetings for mediators. Facilitated transport & refreshments of interns(2) from Pepperdine University USA. Facilitated preparation of mediation rooms for mediators. Training was conducted.	Commercial Court Mediation Project	Activity implemented according to plan	50,000	50,000	JLOS	Budget not adequate for the Mediation project	50,000
	Strengthen capacity of Judges (up-country courts) in commercial law	Training delayed	100,000	100,000	JLOS	Funding yet to be released	100,000
Small claims rules have been approved and printed. Arrangements to launch Small Claims Procedure in progress	Pilot and roll out the small claims procedure	Launch of Small Claims pilot in progress	100,000	100,000	JLOS	More funds will be required to roll out the Small Claims Procedure to various Courts.	100,000
Vehicle maintenance, Stationery, Office Imprest, Motorbike Maintenance, Generator Stand by and Fuel, Process serving	Support to the Commercial Court ( Process serving, stationery, visiting loci and purchase of small equipment)	Activity implemented according to plan	100,000	100,000	JLOS	No deviation from Budget	100,000

What has changed	What JLOS/Agency Expected to change (Planned output/outcome)	Deviations from the plan and lessons learnt	Actual Expenditure (UGX 000)	2010/11 Approved Budget (UGX 000)	Funding Source	Deviations from Budget and lessons learnt	Cumulative Expenditure
Court sessions, staff allowances, stationery, process server services	Support to the Family Division ( Process serving, visiting stationery, loci and purchase of small equipment)	Activity implemented according to plan	60,000	60,000	JLOS	No deviation from Budget	60,000
Stationery and Office Items, 5 shredder machines purchased. Office operations facilitated.	Support to the Land Division ( Process serving, stationery, visiting loci and purchase of small equipment)	Activity implemented according to plan	60,000	60,000	JLOS	Activities implemented using the available resources	60,000
Carried out inspections in a number of areas and received a total of 514 complaints which needed to be addressed.	Support to the Inspectorate of Courts (Complaints handling, Field Inspections, On-Spot Inspections, Facilitating Sub-Inspectors)	Activity implemented according to plan	100,000	100,000	JLOS	No deviation from Budget	100,000
Four M&E field visits conducted	Supervision/M&E- ongoing activities/Registry of Planning and Development	Activity implemented according to plan	80,000	80,000	JLOS	No deviation from Budget	80,000

## UGANDA POLICE ANNUAL PERFORMANCE REPORT 2010 - 2011

INPUT-OUTPUT LEVEL FORM							
KEY RESULT AREAS	WHAT CHANGED? RESULTS	WHAT HAD JLOS/POLICE EXPECTED TO CHANGE? PLANNED OUTCOME/OUTPUT TARGETS	DEVIATIONS FROM THE PLAN AND LESSONS LEARNT	ACTUAL EXPENDITURE	BUDGET	DEVIATIONS FROM BUDGET AND LESSONS LEARNT	CUMULATIVE EXPENDITURE (
Promote the rule of law and due process	2,955 case backlog were investigated and submitted to DPP for prosecution	Investigate and conclude 3,032 cases	2,955 cases were investigated and submitted to DPP for prosecution	1,250bn	900m	Additional fund was secured from JLOS to support investigation.	1,250m
	7 High court and 10 chief magistrate Court Sessions were concluded	Summon witnesses for 8 High court sessions, 10 chief magistrate courts and 15 grade1 court hearing.	7 high court session concluded. 10 chief magistrate session concluded .15 grade 1 magistrate courts facilitated with witnesses	250m	0	Was a pilot project aimed at reducing case backlog.	250m
	Recruited 5,000 PPCs and 500 Cadets and started training	Increased police strength from 38,168 to 43,668 to attain police: population ratio of 1:709 from the current ratio of 1:1022	100% of the targeted number achieved.	6bn	4bn	Due to Increased policing needs where the recruits were involved, the training may take longer than the 9 months	4bn
	Recruited 24,000 Election Constables for the general elections	Increased visibility and security for the conduct of free and fair elections	This was because the police strength was thin and could not provide personnel to cover each of the approximately 24, 000 polling centers	11.3bn	6bn	Initial recruitment was planned at 18,000 but later more polling stations were gazetted thus the increase in number	11.3bn
	Imparted specialized investigative skills to 172 CID personnel.	Conduct CID specialized training to 200 officers	Only 172 personnel were trained. This was due to constraint on the budget due to increase in food and fuel prices	100m	100m	100m	100m

			Train 2 officers abroad (UK) in Forensic document analysis and ballistics to improve the capacity of the CID in forensic analysis of evidence	Only one sponsored out of the two planned. The fund was inadequate	100m	50m	Foreign exchange fluctuations	50m
	Improved handling of cases in the Justice system under one roof	With support of the US Government, UPF received three(3) Police Stations and 3 blocks of residential accommodation in Patongo (Agago), Otake and Kiryandongo under the Community Justice Centers	100% executed	\$3m	\$3m	\$3m	\$3m	\$3m
	Built capacity of 11,314 personnel in Public Order Management	Improved handling of Public order	100% implemented	3,64bn	3,64bn	3,64bn	3,64bn	GOU/ Support from the British-Ireland Governments
Promote a human rights culture across JLOS institutions	Improved respect and minimised abuse and torture of suspects by Police officers in the East and Western Regions	Sensitized managers on the protection of rights of suspects in police custody.	130 middle level managers, representatives of the local government and CBOs benefited representing 100% target	30m	30m	30m	30m	30m
	Improved motivation of personnel and morale	Promoted 10,039 officers to various ranks	Morale to work among the personnel has improved					no budget attached except adjustment on wages
	Provision of accommodation	improved welfare and reduced number of personnel renting	Tender process for the construction of Kajansi Station (Swapped with Luwero) and Kiruhura barracks are yet to begin	0	kajansi shs 570m, Kiruhura 500m		The site for Kiruhura has been handed to the contractor and there is a plan to use the Kajansi funds on Luwero since Kajansi falls under the PPP	0
	710 officers have benefited from cement and 350 officers from iron sheets.	Open 4 shops in Gulu, Mbale, Mabarara and Hoima under the Duty Free scheme and stock with building materials	Stocked 1 shop at Jinja Road with Iron sheets and Cement. This has provided affordable housing and is improving the welfare of police personnel.	2bn	2bn	2bn	2bn	2bn

Reduce incidence of crime and promote safety of the person and security of property	Improved capacity of police in handling the general elections	Procedured 150 pick up, 34 troop carriers, 3 ambulances and 1,800 motorcycles	90% of the items were procured	32bn payable in a phased manner	32bn	32bn	30bn from GOU and 2bn support from British and Ireland
	Registered 18% reduction of fire incidents. 747 fire incidents were responded to from July 2010 to March 2011 compared to 921 cases handled in the same period last year.	Establish 23 fire stations in all the municipalities and major high ways to enhance quick response to fire incidents and increase safety	Opened 4 new fire stations at Kawempe, Arua, Fortportal and Bweyogerere and equipped the old fire stations with 10 fire tenders and 10 water tankers. Increasing the number from 9 to 13				
	Reduced crime on the water and increased rescue capability of the of the marines unit	Procedured 4 new boat engines and established 3 Marine bases in Kagwara (Serere), Zengembe in (Nakasongola) and Kawogo in (Kayunga)	100% of the targeted number achieved.	120m	120m	120m	120m
	1,159 cases were reported to the Canine unit, 860 persons were arrested and prosecuted and 277 assorted exhibits recovered.	Expanded the canine unit (formerly dog section) from 12 to 27 districts with 53 dogs • The unit also acquired 16 explosive detection sniffer dogs to strengthen investigation and prevention measures of suspected bombs and terror activities.	This rapid expansion was possible with collaboration from the District Local Leaderships of Kira division, Kayunga, Ibanda, Bushenyi, Ntungamo, Busia and Kisoro who donated dog kennels because dogs are a critical force multiplier in fighting crime.	175m	200m	200m	175m Some of the dog kennel were donations from local government leadership
	There was a 0.3% reduction in the total number of traffic accidents, from 15,047 in 2009/10 to 14,999 in 2010/11. This reduction is attributed to the number of fatal road accidents which dropped from 1,858 cases in July 2009-Feb 2010 to 1,699 in July 2010- Feb 2011	Deployment of traffic personnel and high way patrol vehicles on road junctions within KMP and five major high ways of Jinja, Masaka, Gulu, Mbarara and Hoima.	100% of the targeted deployment achieved.				Did not attract budget

	Public more cooperative by giving information on security to avert terrorism.	Conduct sensitization on security for a free and fair elections	Bolstered the campaign by recruiting crime preventers at parishes.	300m	500m	Supplimented media sensitization by recruiting volunteer crime preventers at parish level to enhance coordination and information sharing	300m
	Increased knowledge of personnel on the HIV/AIDS work place policy	Conduct Regional workshops on the HIV/AIDS work place policy in Gulu, Mbale, Hoima and Masaka to reduce stigma	The policy was welcomed and is restoring hope to the personnel	48m	48m	48m	48m
	Gained knowledge and skills in counseling and handling victims of GBV	Built the capacity of CFPUs through training on GBV	57 out of the 60 personnel targeted were trained and deployed	38m	38m	38m	38m
	Speedy intervention of domestic violence related cases	Procure 10 motorcycles for CFPUs	Due to increase in the dollar rate, the amount of funds planned was not adequate. This has delayed the procurement	0	70m	60m is required for top up	0
Enhance JLOS contribution to economic development	Improved NTR revenue collection of shs 10.2bn against shs 8.0bn the previous year	Procure 4 Automated Number plate recognition system to enhance revenue collection	The machines are available but lacked the soft ware to operationalise. Efforts are under way to acquire the soft ware.	0	70m	Procurement for the soft ware is in advance stages	0
PRDP-JLOS	Reduced congestion /sharing of residential accommodation by 5% with the construction of 11 additional accommodation blocks of 5 units each	Constructed additional accommodation blocks of 5 units in Amuru, Adjumani, Pader, Apac, Amuria, Amolatar, Dokolo, Katakwi, Kaberamaido, Moroto and Napak and renovation of moroto regional offices.	Contracts for Amolatar (Namasale) and Dokolo (Agwata) have been re-advised following failure for companies to bid. The renovation of the Regional offices for Moroto has not taken off	2.3bn	2.3bn	The budget for the construction of Iri and Matany posts at 36m@ was small. The money shall be relocated for the completion of one residential block at Lotha.	2.1bn
PRDP-GOU	Improved police responses to emergencies and incidents of crime	Procured 12 pick ups and 51 motorcycles	100% implemented according to plan	1.3bn	1.3bn	1.3bn	0

	Constructed 5 decent residential accommodation using Hydro form technology	Construct 12 units of residential accommodation in Kiryandongo, Nebbi, Apac, Kitgum, Busia, Kumi, Bulisa, Masindi and Moroto to reduce cost and time spent on construction	The number reduced to 6 to allow procurement of 20 Hydro machines to enhance capacity.	624m	624m	624m	624m
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### Ministry of Justice and Constitutional Affairs

Key Result areas	What Changed? <b>Results</b>	What had JLOS/agency Change? <b>Planned outcome/output targets</b>	Deviation from the plan and lessons learnt	Actual Expenditure	Budget	Deviation from Budget and lessons learnt	Cumulative Expenditure (How much has been spent till this point)
	State what changed	State what was expected to change:	Deviation and reasons why Lessons Learnt	What did you spend?	What had you budgeted?	What is the variance, negative or positive? Why the variance? Lessons Learnt	
<b>Rule of Law and Due Process</b>							
	25 Bills; 33 Acts; 66 Statutory Instruments implemented; 23 Legal Notices; and 07 Ordinance drafted and published.	25 Acts Published; 19 Bills drafted and published; 50 Statutory Instruments; 10 Ordinances; 10 Bye Laws published.		62,191	131,559		0.584bn
	Reviewed and drafted 3709 contracts and MOUs and responded to 2914 (80%). Also, 182 requests for Legal advice provided to MDAs. Provided legal	10 (70%) meetings concerning Legal Advice were attended; 90 out of 192 (47%) requests for legal advice responded to; 733 (90%) of the requests for contracts were reviewed and drafted; 87% requests to		84,912	180,492		0.738bn

	<p>guidance on procurement issues both to central government and local governments. Preparation of Memoranda, agreements for execution by the Attorney General, submissions and attending arbitration proceedings.</p>	<p>prepare Cabinet Memos' were Responded to.</p>				
	<p>By the end of FY 2010/2011, 126 cases against the Attorney were concluded and of these, 33 cases were won saving Government Shs. 13,823,437,562 and US \$2.7m. 93 cases worth Shs. 12, 062,493,826/= were lost.</p>	<p>100% cases defended 100% court attendance.</p>	<p>There is need to set aside funds for facilitating government witnesses to attend court. This will increase number of cases won.</p>	<p>0.794bn</p>	<p>0.924bn</p>	<p>0.794bn</p>
	<p>18 letters of administration and 205 Estates wound up.</p>	<p>150 letters of administration; 200 Estates wound up.</p>		<p>0.131bn</p>	<p>0.166bn</p>	<p>0.122bn</p>
<p><b>Access to justice for all especially the marginalized and the poor;</b></p>						
	<p>363 land transfers and 2546 Certificates. of no objection</p>	<p>400 land transfers; 1500 certificates of no objection</p>		<p>0.131bn</p>	<p>0.166bn</p>	<p>0.122bn</p>
	<p>920 family arbitrations and mediations to be handled</p>	<p>1000 family arbitrations and Mediations to be handled.</p>		<p>0.131bn</p>	<p>0.166bn</p>	<p>0.098bn</p>
	<p>161 Cases concluded and 62 Sitings convened</p>	<p>300 cases to be concluded 55 sittings be convened</p>	<p>This was slightly a low performance due to: -Increase in number of complaints yet the disciplinary committee sits once a week; -Lengthy procedures of the committee which</p>	<p>0.114bn</p>	<p>0.170bn</p>	<p>0.133bn</p>

				is created by the Law; -The need for quorum of 3 judges delays matters which can be heard by a single member. Taxation of bills of costs and arbitration can be easily handled by a single member; -Dismissal and withdrawal of complaints; -Hearing of appeals from the decisions of the committee; -Other professional activities such as the International Bar Association and the Law Society interrupt the sittings.	0.114bn	0.170bn	0.133bn
	Inspected 654 advocate chambers; conducted 74 supervisory visits to Legal aid service providers; 08 universities.	700 chambers to be inspected 50 legal aid service providers to be inspected and approved, 13 universities to be inspected.					
	Constructed staff quarters in Gulu and construction contractor for Mini JLOS offices in Karamoja commenced. The construction of staff quarters in Gulu was completed in November 2010.	Construction of Mini JLOS offices in Karamoja.			0.800bn		

## DIRECTORATE OF PUBLIC PROSECUTIONS

Key Result Area	What changed ? Results	Planned Outcome/output Targets	Deviation from Planned and Lessons Learnt	Budget FY 2010/11	Actual Expenditure shs. Billions	Deviation from Budget & Lesson Learnt	Cum expenditure
<b>KRA1: Rule of law and due Process Promoted</b>							
<b>KRA3: Enhanced Access to Justice for all Especially the Poor and Marginalized Groups</b>							
Office Construction in Mpigi is complete while work in 8 offices: Moyo, Adjumani, Paidha, Bukedea, Kaberamaido, Nakapiripirit & Abim have been roofed and are due for completion by the end of September 2011; Construction work has commenced in Hoima and Kamuli offices. Works for construction of Dokolo office, Amuru office and residential house awaits clearance by the Solicitor General while staff house at Abim and Nakapiripirit is at roofing stage. offices in progress;	Construction of Additional 2 offices in Hoima & Kamuli under SWAP Funds. 8 office premises constructed in; Adjumani, Paidha, Amuru, Dokolo, Kaberamaido, Abim Bukedea & Nakapiripirit are funded under PRDP/KIDP II Staff houses constructed in Abim, Nakapiripirit and Amur	Performance ranged from 40-95% completion due to :- -Delay in payment of contractors by the sector. -Construction in Dokolo & Amuru is re-advertised. -Procedural delays in Districts to acquire & register land. -Funds needed for Hiring a clerk-of works at each site & to facilitate supervision per site.	1,588,764,065-400m for 2010/11 and 400m for 2009/10	PRDP/KIDP II 288,359,527- SWAP (2010-11) 248 m/-	-Office construction in Amuru & Dokolo not started.  - Constructors part paid for work completed only.  -Construction of quarters in Abim, & Nakapiripirit commenced but no certificates prepared while work in Amur not started.	937,075,634	
6 field offices were opened in Dokolo, Namayingo, Ngora, Butaleja, Kiryandongo and at Law development Center; State Prosecutor offices upgraded to RSA status was Kanungu.	11 new offices Established	60% achievement. We experiences a budget cut and therefore could not operationalize and upgrade the planned undertakings	336,000,000	150,000,000	There was a shortfall in GOU funding of total shs. 2.35bn. this item was underfunded by 186,000,000	150,000,000	
11 SA's were appointed by the PSC and deployed in various stations. Recruitment of 33 SAs has been advertised by PSC	Recruit & deploy 40 SAs	11 SPs promoted to SA after attainment of higher qualifications. Some staff have left and others promoted therefore the need to raise the total recruitment to 44	40,000,000	40,000,000	No variation	40,000,000	
Procured 4 station wagons, 5	02 vehicles for; Jinja and	100 % achievement	Swap-160,000,000	66,902.4 US	Nil	66,902.4 US Dollars	

Pickups, 3 saloon cars and 8 motorcycles for prosecution led investigations especially in CHOGM, NAADS and for the Anti corruption Division. 2 pickups from SWAP have been deployed in Masindi and Jinja RSA stations. One minibus awaits delivery. vehicles procured	Masindi from SWAP 10 vehicles & 8 Motorcycles from GOU	GOU dev. 120,000,000 GOU supplementary- 770,000,000	Dollars (SWAP) 889,670,000 (GOU)	(SWAP) 889,670,000 (GOU)
15 computer workstations, 10 laptops, 23 printers, 2 photocopiers, 1 Fax machine and other ICT equipments procured	Procure 25 Computers, Photocopiers & fax Machines	Swap-50,000,000 GOU dev. 130,000,000 GOU supplementary- 36,000,000	Swap-50,000,000 GOU dev. 189,998,000	No variation SWAP- 50,000,000 GOU dev-189,998,000
KRA 4: Reduce incidence of crime, promote safety of person & security of property 181,407 case files perused	Peruse 210,000 case Files	86% performance The difference is due to delayed appointment of SA. There is need to recruit more staff & facilitate them better.		
141,049 cases were prosecuted (Detailed break down below)	145,180 cases prosecuted (Detailed break down below)	97% output realized and 50.05% conviction rate		
Supreme Court: 37 appeals were handled	Supreme Court -80	46% achieved i.e. less by 43 cases due to:- Few sessions were organized at Supreme court and Lack of quorum on the bench	5,579,981	4,500,000
Court of Appeal- Constitutional: 277 cases were handled	Court of Appeal - 300 cases	92% achieved against the plan due to outreach program by the Court of Appeal	18,227,937	14,700,000
High Court: 3,394 cases, 207 Appeals, 1096 High court Misc.	High Court - 4,500 Appeals in High Court - 250	83% was achieved since Fewer cases had been cause listed	245,519,155	245,519,155

Applications and Revisions in High court and 48 revisions in High court handled	High Court Misc. Applications - 1,400 Revisions in High Court – 50							
Magistrate's Courts: 130,177 cases. 4,431 cases were committed	Magistrate's Court - 144,000 Committals to High Court - 4,000	91% achievement for Magistrates' courts while 11.1% for committals to high court	681,034,000	333,558,851	On going	333,558,851		
Anti-Fraud Unit: 159 Special fraud cases handled	120 special fraud Cases	133% - Almost all Anti-Corruption court cases cause listed were handled. Some cases were split for ease of investigations and prosecutions	694,933,000	433,999,506	On going	433,558,506		
22 extradition proceedings 30 Transnational cases 23 international meetings & conferences were attended 67 mutual legal assistance Requests handled	40 extradition proceedings 50 Transnational cases 15 international meetings & Conferences attended 120 mutual legal assistance Requests	The shortages were attributed to few cases the department received during the period under review There is need to put mechanisms for External agencies to contact the DPP's office directly.	423,075,000	136,399,530	Need for expanded international corporation with other criminal justice agencies and at government level	136,399,530		
1,903,856 pre-trial interviews were conducted for preparation of witnesses .	2,200,000 witness pre-trial interviewed	Only 87 % achievement. Need to encourage witnesses to come up and testify in court	GOU- 210,000,000 Swap- 100,000,000	94,200,000- GOU 65,000,000- SWAP	Activity underfunded	159,200,000		
5 DPP/CID coordination meetings held	6 DPP/CID coordination meetings to be held	83% achievement realized. Some of the issues were handled by the DCC and the institutional case management committee	55,000,000	30,250,000	Insufficient funding from GOU	30,250,000		
1500 cases handles and weeded out of the system	1080 cases handled by the institutional case management committee	The teams were able to move outside Kampala	27,000,000	27,000,000	Nil	27,000,000		
KRA 6: Institutional strengthening 30,839 public complaints were received & handled	37,500 public complaints received & handled	82% achievement realized. 2,200 complaints at headquarters while 28,639 complaints handled in field offices.	64,000,000	25,600,000	There is need to train officers responsible for complaints on customer care.	25,600,000		

<p>4 nationwide 238 ad hoc inspections were conducted</p>	<p>4 Nationwide &amp; 200 ad-hoc inspection</p>	<p>There is need to strengthen complaints desk &amp; establish a Trauma Victims handling mechanism</p>			<p>210,000,000</p>		<p>204,090,000</p>	<p>5,910,000</p>	<p>204,090,000</p>	<p>Additional funds provided</p>	<p>375,835,657</p>
<p>67 staff attended trainings in various specialized skills while 38 officers attended 23 trainings/seminars/conferences outside the country in areas such as terrorism, Cyber crime, Rule of Law, ICC cooperation, Anti- money laundering, Human trafficking, alternate sentencing , anti- fraud and others.</p>	<p>100 Prosecutors trained in the art of trial advocacy &amp; Specialized fields.</p>	<p>105% achievement realized. Trainings conducted within and outside the country. There is need to: - set aside sizeable resources envelop to train staff to meet the new sophisticated crime trends. Establish a fully flagged training unit fully facilitated with training facilities.</p>			<p>150,000,000</p>		<p>375,835,657</p>				<p>375,835,657</p>

## UGANDA LAW REFORM COMMISSION

KRA	ACTIVITIES UNDERTAKEN	PLANNED ACTIVITIES	DEVIATIONS AND LESSONS LEARNT	ACTUAL EXPENDITURE	BUDGET	RELEASE	CUMULATIVE EXPENDITURE
<b>1.1 Certainty of laws &amp; Predictability of Procedure:</b> <i>Research &amp; make proposals to address legal impediments to access to justice</i>	<ul style="list-style-type: none"> <li>Work developed plan</li> <li>Working group identified</li> <li>Concept note developed</li> <li>Desk review commenced</li> </ul>	Review of Money Lenders Act		Nil	40,000,000	40,000,000	Nil
	<ul style="list-style-type: none"> <li>Work developed plan</li> <li>Working group identified</li> <li>Concept note developed</li> <li>Desk review commenced</li> </ul>	Review of Civil procedure rules	No deviation	26,949,000	40,000,000	40,000,000	38,149,000
	<ul style="list-style-type: none"> <li>Data entry completed</li> <li>Data analysis on going</li> </ul>	Review of the laws on Succession	No deviation	27,596,344	100,000,000	90,000,000	99,019,603
	Draft report completed	Study report on 87 laws completed and submitted to Attorney General		1,500,000	15,000,000	Nil	1,500,000
<b>Strengthen the capacity to undertake law reform and law revision</b>	3 officers sent to benchmark best practices in sister law commissions in Australia and Lesotho	Attachment of staff to sister law reform commissions abroad to learn Best Practices	No deviation	17,006,790	90,000,000	90,000,000	51,455,255
<b>1.3 Enhance Due Process:</b> Simplify and translate laws in action	No activity undertaken in FY 2010/11	Penal Code Act revised and simplified		34,982,500	50,000,000	50,000,000	50,197,500
	Translation completed Validation workshops to	Translation of the Constitution into Luganda		27,696,000	50,000,000	Nil	27,696,000



<p><b>3.5 Enhance Quality of Justice:</b> Ensure access to updated laws</p>	<ul style="list-style-type: none"> <li>• Appointed task force for major revision</li> <li>• Desk review on Principal Laws undertaken</li> <li>• Report on selected Volumes of Principal Laws submitted</li> </ul>	<p>Areas of revision identified in the 6<sup>th</sup> edition of the laws of Uganda</p>		<p>61,073,839</p>	<p>24,000,000</p>	<p>24,000,000</p>	<p>61,073,839</p>
	<ul style="list-style-type: none"> <li>• Work plan developed</li> <li>• Working Group identified</li> <li>• Procurement process in progress</li> <li>• Distribution of materials to commence soon</li> </ul>	<p>Development of Community Law Reform Advocacy Materials</p>	<p>No deviation</p>	<p>30,655,000</p>	<p>40,000,000</p>	<p>50,000,000</p>	<p>37,000,000</p>
<p><b>5.1 Conducive strategies developed and implemented to support competitiveness and wealth creation: Undertake research and make proposals on commercial laws</b></p>	<ul style="list-style-type: none"> <li>• Taskforce launched</li> <li>• Taskforce meetings held</li> </ul>	<p>Financial Leasing law enacted</p>		<p>58,390,000</p>	<p>130,000,000</p>	<p>100,000,000</p>	<p>58,390,000</p>
<p><b>5.3 JI:OS contribution to the environment that enables Uganda comply with &amp; take advantage of international agreements:</b> Participate in update and harmonisation of domestic and international treaties</p>	<ul style="list-style-type: none"> <li>• 3 EAC meetings attended</li> <li>• Task Force on harmonization formed</li> <li>• Initial report ready for submission</li> </ul>	<p>Harmonisation and approximation of laws</p>	<p>No deviation</p>	<p>85,928,765</p>	<p>100,000,000</p>	<p>115,000,000</p>	<p>126,072,215</p>
		<p>Organisational Development</p>		<p>49,550,000</p>	<p>Nil</p>	<p>50,000,000</p>	<p>49,550,000</p>

	<ul style="list-style-type: none"> <li>• 1 Workshop held</li> <li>• Consultant hired</li> <li>• Strategic plan submitted to management</li> </ul>	Review of the Commission Strategic Plan		60,969,000	Nil	30,000,000	60,969,000
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TAX APPEALS TRIBUNAL							
Key Result Areas	What Changed (Result)?	What has JLOS / Agency expected to change? Planned outcome & target	Deviation from the plan and lessons learnt	Actual expenditure ('000)	Budget ('000)	Deviation from the budget and lessons learnt	Cummulative Expenditure
Promote Rule of Law and Due Process.	Review, print and disseminate court user guides into four languages i.e. English, Lumasaba, Lugbara and Swahili	Technicalities in the administration of justice reduced and certainty of procedures increased leading to an increase in the number of applications filed.		20,000	20,000	Need to hold public sensitization workshops to popularize the brochures	
	We were able to translate and print 5000 brochures and posters into five local languages i.e. Alur, Luganda, Lumasaba, Lugbara, Acholi.	Increase the certainty of procedures				There is need to have brochures translated and more local languages	
Enhance access to justice for all especially the marginalized and the poor.		Increase in the number of cases registered and concluded.	1 vehicle for Arua regional office	80,000	80,000	Need to hold continuous civic education	
Promote alternative dispute resolution and innovative approaches to enhancing justice.	At this reporting period 334 applications were filed worth Ushs. 200 billion, 279 applications have been disposed of and 60 applications are still pending hearing.	10% reduction in TAT case backlog	Constant adjournments that are sought by the parties Part time nature of the members of the tribunal. In sufficient funds to carry out investigations and sessions upcountry Use of the Civil procedure rules gives rise to a number of technicalities.	120,000	120,000	In future there is need to allocate more funds to provide for more sessions to be held country wide.	

Ensure certainty of laws and predictability of procedures	14 sets of principal and subsidiary laws of Uganda procured	Procurement of 30 sets of principal and subsidiary laws of Uganda to equip personnel with the relevant laws.	There are constant amendments to the various taxing acts that need to be incorporated in the various taxing acts.	35,000	35,000	8 user committee meetings held	Escalating costs for venue, fuel and allowances for members resulted into fewer meetings being held up country.  There is a need to have more user committee meetings at the regional level.	Escalating costs for venue, fuel, repair and maintenance of vehicles and allowances for members resulted into fewer workshops being held.
	8 user committee meetings held.  These have been very useful in fostering better relations between the Tax Appeals Tribunal and key stakeholders	Enhancing good relations with all key stakeholders of the Tribunal.  This has led to a fewer number of the decisions of the Tribunal being appealed against in the High Court.  Furthermore even on appeal fewer decisions of the Tribunal have been overturned.	These have been very useful and have fostered better relations between the Tax Appeals Tribunal and all key stakeholders.	6 user committee meetings held	8 user committee meetings held	2 tax appeals seminars held per region	Escalating costs for venue, fuel, repair and maintenance of vehicles and allowances for members resulted into fewer workshops being held.	
	8 tax education seminars carried out in the central, western, northern and eastern regions of Uganda	Increase awareness of the activities of the Tribunal	There is need to carry out intensive civic education in the areas where the Tribunal has established up country regional registries	4 tax appeals seminars held per region	2 tax appeals seminars held per region			

## UGANDA REGISTRATION SERVICES BUREAU

1. Key Outputs

Department	PLANNED ANNUAL OUTPUT	ACTUAL OUTPUT				TOTAL
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
Business Registry	Companies	3,506	2,812	2,804	3,799	12,994
	Business Names	1,416	795	1,659	1,683	5,553
	Documents	6,203	4,647	3,843	4,620	19,313
	Debentures	673	298	323	418	1,712
Civil registry	Births	11,030	5,844	9,968	5,944	32,001
	Deaths	2,000	1,717	295	340	2,877
	Marriages	500	3,462	151	190	3,996
	Adoptions	52	25	11	12	23
Intellectual Property (Local)	Trademarks	1,500	6	717	321	1,260
	Copyrights	100	4	6	3	22
	Patents	300	0	0	0	0
	Industrial Designs	400	0	0	0	0
Intellectual Property (International)	Trademarks					30,104
	Patents					1,505
	Utility models					6
	Industrial Designs					64
	Copyrights					77

Key result area	Objective	Department affected	Activities	Details/Items	Expected OutPut	Actual Output
1. Rule of Law						
1.1 Amendment of the Acts/policies to create an up-to date, standard and supportive legal and Policy framework for URSB operations	1.1.1 Development of a birth and registration Policy for Uganda	Civil Registration (Family Justice)	Procuring a Consultant National stakeholder Workshop in 8 regions Regional Consultative Workshop in each Sub-region to discuss the draft National public sensitization through workshops and radio talk shows	Hold 1 consultative workshops in each Sub-region to discuss the draft Radio Talk shows in each Sub-region	Updated Legal framework	Consultant procured but later declined to undertake the assignment due to the inadequate funds
	1.1.2 Support finalising the amendment of the birth & deaths registration Act including its dissemination to duty bearers in all districts in Uganda	Civil Registration (Family Justice)	Procure a Consultant Hold Workshops to validate, draft report & inception Reports & distribution of the current Law to the various districts Draft Cabinet Memorandum for approval Legal drafting; 1st parliamentary Council	Hold workshops to discuss draft Bill	New Policy & Legal Framework adopted	The consultant drafted the Amendment Bill but the AG advised that it should be considered after the National Policy on BDR is adopted
1.2. Develop guidelines & Regulations for new Commercial laws; Companies bill, trademarks' Bill	1.2.1 Developing guidelines & Regulations for new Commercial Laws	Intellectual Property Registration (Commercial Justice)	Trademarks' Act	Procure short term consultant to draft the Trademark rules Rules under the new Act 2010		The Trade marks Act regulations were drafted, Consultation of stake-holders concluded and have been presented to the Minister for publication

2. Access to Justice for the poor and Marginalised									
2.1 Registration of Birth and Death throughout the country	2.1.1 Public sensitization on BDR; Posters, pamphlets, community outreach, radio, electronic and Print media	Civil Registration (Family Justice)	Develop & disseminate the messages to be broadcast to the public	TV and Radio Jingles Radio Talk Shows TV adverts	Mass registration for 6 Sub-counties, registered 140,817 people registered in those 6 sub-counties and the Birth Certificates will be issued by the computerised system				
	2.1.2 Printing of registration materials for districts, sub-counties & hospitals	Civil Registration (Family Justice)	Procure service providers to run the adverts	News paper Supplements Accommodation & facilitation of officials	Enhanced Service Delivery	Printed and supplied to 15 districts, held 2 workshops, 10 talk shows on BD registration, trained 30 TOTs, trained 332 Notifiers, 35 Parish chiefs, 24 Sub-county chiefs to implement BDR Mass registration in 3 pilot districts of Kyenjojo, Kiboga and Kaberamaido			
			Procure Service provider	Printing Registration forms for selected districts					
			Printing of Registration materials	Printing Registration Books selected districts					
			Storage & Man-power	Printing Certificates for selected districts					
			Circulate these standard items to hospitals, districts, sub-counties & registration centres	Printing Household Registers for selected districts					
				Printing Declaration forms for selected districts					

2.2 Strengthen URSB capacity to deliver services	2.2.1 Strengthening the capacity of URSB to plan, co-ordinate, supervise, monitor, and provide leadership in BD Registration	Civil Registration (Family Justice)	Infrastructural development Data entry and capture at URSB-BDR	Furnish the Gulu regional Office Hiring short-term entrants/clerks	Enhanced Quality, Quantity, efficiency, effectiveness & reduced Paperwork costs	opened a liaison office in Gulu and equipped it with furniture and 3 computers
		2.2.2 Improved accessibility to BDR Services through use of new technologies and alternative points of birth notification and registration	Civil Registration (Family Justice)	Exploring mobile modes of registration Human resource Development	Piloting the new mobile Technology system in districts Training of Duty bearers in the use of the new mobile phone Technology system of registration	Enhanced Quality, Quantity, efficiency, effectiveness & reduced Paperwork costs
2.2.3 Upgrade of the software for automation of BDR	Civil Registration (Family Justice)	Procurement of Consultant	Testing and approval of software Human Resource Development	Organise a validation workshop National training of duty bearers of various registration points	Enhanced use of Technology in Records management	included in the VRS which uses both mobile phone and Web-based systems, mobile phones for the Hard to reach areas and Hospitals, sub-counties and Town Councils to use the Web based systems
		2.2.4 Monitoring and evolution of the registration process at the districts, sub-counties & hospitals	Civil Registration (Family Justice)	Technical evaluation missions to the Districts	Quality Assurance Collect data country-wide	Enhanced Quality Assurance & effectiveness of program implementation
2.2.5 Printing of user Manuals and posters	Registrar General	Develop public adverts in the print media	Posters, Fliers, Brochures, Manual	Increase awareness of Services to the public	Printed mainly posters	

3. Contribution to Economic Development									
3.1 Computerisation & Automation of records Management	3.1.1 Automation of the Commercial Registries, Companies and Patents Trademarks and	Intellectual Registration (Commercial Justice)	Property (Commercial)	Data entry and digitisation of records	Scanning information and archiving	R e c o r d s management & time taken to provide services reduced. Security records of increased	Increased Band-width of the Internet Service to 1000 kbs, Official Receiver recruited 5 Data entry clerks who have completed records of 4 companies under Liquidation, under IP, staff trained on up-grade of IPAS software by consultant from ARIPO		
		Business Registration			All applications files data entered into computer				
	3.1.2 Procurement of shelves for Commercial Registries	Intellectual Section	Property	Procurement of service provider	House all files in Shelves	Enhanced Security of storage Records	procured Metallic shelves and File folders for better storage capacity for the Companies' Registry		
		Commercial Registry.							
	3.3 From last Financial Year 2009-10 Website & Cabling	Civil Registration		Delivery & Installation of Shelving's	Website development	Improved Interface with National & International users	the Website was operationalised and assessment of NTR, was Automated with URA, implementation of the 2nd PSCP started, the adverts for 10 Data entry clerks and 1 systems Administrator to enhance the Automation of the Business Registry and On-line services		
		Official Receiver	Registrar General	Website Development and Cabling	Tranking??				
	3.3.1 Establish Intra-structure at URSB			Tranking?? of 4th & 6th floor					

## Judicial Service Commission

Planned output/ target	Actual result	Budget	Actual expenditure	Reason for deviation (both in output and budget)
<b>KEY RESULT AREA (KRA): To enhance access to Justice to all especially the marginalised and the poor</b>				
<b>Output 125801 - Recruitment of Judicial Officers</b>	<ul style="list-style-type: none"> <li>Recommended to the President the appointment of the Deputy Chief Justice, Justice of the Court of Appeal, the Principal Judge and the Judge of the High Court.</li> <li>Recruited one Registrar, nine Chief Magistrates, six Senior Principal Magistrates Grade 1, six Principal Magistrates Grade 1, eight Senior Magistrates Grade 1 and five Magistrates Grade 1.</li> </ul>	154,720,000	154,720,000	The term of office of the Commissioners expired in November 2010 therefore no recruitment sessions took place after November.

Planned output/ target	Actual result	Budget	Actual expenditure	Reason for deviation (both in output and budget)
<p><b>Output 125802 – (Public Complaint System)</b></p> <ul style="list-style-type: none"> <li>• 24 Disciplinary Committee sessions held</li> <li>• 24 Investigations conducted</li> <li>• Automated public complaints system installed</li> <li>• 6 court inspection and complaint collection trips carried out</li> </ul>	<ul style="list-style-type: none"> <li>• 5 Disciplinary Committee sessions held</li> <li>• 24 Complaints investigations conducted</li> <li>• Automation of the Public Complaint system was started. The system was pretested. Go-live awaits procurement of computers and scanners.</li> <li>• 5 court inspection and complaint collection trips were carried out</li> </ul>	236,400,000	236,400,000	The term of office the Commissioners expired in November 2010. Since then, no Disciplinary Committee session has been held
<p><b>Output 125806 (Research and Planning for administration of Justice)</b></p> <p>2 surveys on administration of justice carried out</p>	<p>2 surveys, each survey consisting of 3 teams going to different parts of Uganda were carried out</p>	97,673,000	97,673,000	

Planned output/ target	Actual result	Budget	Actual expenditure	Reason for deviation (both in output and budget)
<b>Output 125877 (Purchase of specialized machinery and equipment)</b> 21 suggestion boxes procured and installed	25 suggestion boxes were procured and installed in the newly created districts	15,099,000	15,099,000	
<b>Others</b>				
<b>Output 125805 (Administrative and Human Resource Support)</b> <ul style="list-style-type: none"> <li>• 500 Copies of the Annual Report printed</li> <li>• Client's Charter developed</li> <li>• 10 M&amp;E trips conducted</li> <li>• Admin and Human Resource support provided</li> </ul>	<ul style="list-style-type: none"> <li>• 500 copies of the Annual Report 2009/2010 were printed and disseminated</li> <li>• A draft was produced and awaits approval by the Commission</li> <li>• 11 M&amp;E trips conducted in various regions of Uganda</li> <li>• Admin and Human Resource support provided</li> </ul>	474,787,000	474,787,000	The term of office of the Commissioners expired in December 2010 before the Client's Charter could be approved

Planned output/ target	Actual result	Budget	Actual expenditure	Reason for deviation (both in output and budget)
<b>Output 125875 (Purchase of Motor Vehicles)</b> 2 Station wagons procured	2 station wagons for the Chairperson and Secretary were procured	200,000,000	287,000,000	The extra funds were reallocated from output 125877 (Purchase of specialised machinery and equipment) and Gross tax
<b>Output 125876 (Purchase of Office and ICT Equipment)</b> 3 computers, 1 photocopier, 3 binding machines and 3 printers procured	3 computers, 1 photocopier, 1 binding machine, 5 UPS's and 4 telephone sets procured	29,000,000	29,000,000	
<b>Output 125878 (Purchase of residential furniture and fittings)</b> Curtains for 5 offices, 6 office cabinets, 2 desks, 10 secretarial chairs, 7 swivel chairs, 5 carpets, 6 coat hangers and 10 visitors' chairs procured	4 carpets, 2 executive tables, 2 executive desks, 4 visitors' chairs, 3 coat hangers, 1 side board, 1 executive office chair, 2 office cabinets, 1 secretarial chair and one ordinary chair were procured	52,700,000	19,700,000	The funds were reallocated to the purchase of vehicles for the Chairman and Secretary.
<b>KEY RESULT AREA (KRA): To enhance access to justice to all especially the marginalised and the poor</b>				

Planned output/ target	Actual result	Budget	Actual expenditure	Reason for deviation (both in output and budget)
38 Radio talk shows conducted in Kampala, Tororo, Mbale, Masaka, Mbarara, Kabale, Fort Portal, Kamwenge, Hoima, Nebbi, Arua, Gulu, Lira, Soroti.	39 Radio talk shows conducted – Kampala (2), Masaka (3), Mbarara (3), Kabale (2), Hoima (3), Gulu (3), Nebbi (3), Arua (3), Lira (2), Soroti (3), Mbale (3), Tororo (3), Jinja (2), Mityana Mubende , Fortportal, Kamwenge,	75,000,000	75,000,000	
5 TV Talk Shows	5 TV Talk shows conducted	25,000,000	25,000,000	
5 Sub-county workshops held in each of the districts of Kasese, Bundibugyo, Bukedea, Ngora, Kibale, Buliisa, Kisoro and Ibanda	5 sub-county workshops were held in each of the districts of Kasese, Bundibugyo, Bukedea, Ngora, Kibale, Buliisa, Kisoro and Ibanda	150,000,000	150,000,000	
Workshops to Prison inmates carried out	4 prison workshops were held in Katojo, Mubuku, Masindi and Hoima	40,000,000	40,000,000	
5,000 copies of the Citizens' Handbook printed and disseminated	185 copies of the Luganda version and 1,300 copies of the English version printed and disseminated	60,000,000	60,000,000	The Cost of pre-printing plates for the Luganda version was higher than planned
01 Motor vehicle for civic education procured	01 motor vehicle was procured	80,000,000	80,000,000	

Planned output/ target	Actual result	Budget	Actual expenditure	Reason for deviation (both in output and budget)
<b>KRA: Rule of Law and due process promoted</b>				
10 disciplinary cases disposed of monthly.	45 disciplinary cases concluded with 88 public complaints investigated	50,000,000	50,000,000	The term of office the Commissioners expired in November 2010 therefore no disciplinary committee sessions took place after November.
Anti-corruption Barazas conducted	13 Anti corruption barazas held in Magisterial Areas	100,000,000	80,000,000	
2,500 posters on the JLOS anti-corruption strategy printed and circulated	2,500 anti-corruption fliers were printed and disseminated	100,000,000	100,000,000	
Quick win case back log	Investigations were carried out by 5 teams across	120,000,000	120,000,000	

Planned output/ target	Actual result	Budget	Actual expenditure	Reason for deviation (both in output and budget)
	Uganda. Files are ready for the Disciplinary Committee			
<b>Others</b>				
Strategic Investment Plan III produced	Process of developing the SIP was embarked on and a consultant brought on board	30,000,000	30,000,000	
<b>TOTALS</b>		<b>830,000,000</b>	<b>810,000,000</b>	

<b>Law Development Centre</b>									
Key Result Areas	Planned Activity	Actual Performance	Source of funds	Annual Budget	Release	Actual Expenditure	Remarks		
<b>Promote Rule of Law &amp; Due Process</b>									
Print Magistrate Hand Book, Issue Law Reports & High Court Brighten	2000 Mag Hand book copies printed, Law Reports of 2008 issued & 1000 Vol. 1 & 2 of 2009 printed		JIOS	50,000,000	25,000,000	25,000,000	The demand is big and if done more user will on board		
Printing of Diversion Hand Book	2000 copies printed		JIOS	6,000,000	6,000,000	6,000,000	More are needed to cover stakeholders trained		
Ensure certainty of laws & predictability of procedures									
Training of fit persons, peer leader, court official and other stakeholders in Diversion procedures	A total 280 fit persons trained in Iganga and Kampala and 200 other stakeholders trained to handle juvenile offenders at police & court		JIOS	220,000,000	30,000,000	30,000,000	More fit person were needed but budget cannot accommodate a big number		
Following up of cases handled by fit persons	600 cases handled by fit persons in Iganga and the 6 divisions of kampala, Entebbe & wakisio		JIOS	25,000,000	5,000,000	5,000,000	Lack of transport to fall up all fit persons in each zone		

Sensitization of local council members in Kampala, Mpigi, Wakiso & Iganga	A total 240 local councils sensitized in the selected zones in kampala, wakiso, Jinja, Iganga, and Entebbe	JLOS	50,000,000	10,000,000	10,000,000	10,000,000	More sensitizations needed
Key Result Areas Carry out Continues Legal Education for Bar Course Students	320 Bar Course students trained	JLOS	25,000,000	25,000,000	25,000,000	25,000,000	This is the only practical session for Bar Course Students in a year therefore need for sessions included in LDC Curriculum
Enhance access to justice for all especially for the marginalized & poor							
Handling Walk in clients	120 cases for child neglect and family disagreement solved out of 211 handled.	LDC	10,000,000	1,000,000	1,000,000	1,000,000	These type cases are increasing and more efforts need to put in place to address it
Monitoring of Diversion & Reconciliation activities at police stations and court	All 9 police Stations and 55 police posts monitored	JLOS	30,000,000	15,000,000	15,000,000	15,000,000	need to extend to other stations
Following up records at police stations	9 police stations and 55 police posts visited	JLOS	15,000,000	0	0	0	constant visit to police stations and posts help them to understand the programmes better
Mobilization of fit persons	All fit persons mobilized	JLOS	10,000,000	5,000,000	5,000,000	5,000,000	Transport needed to enable them move from place to place
Vehicle maintenance & Equipment	Vehicle in sound condition	JLOS	10,000,000	2,000,000	2,000,000	2,000,000	maintaining an old vehicle is expensive hence need to replace it.
Conduct Reconciliation at police & court	370 parties reconciled at Court and 388 at police out of 989 cases and led	JLOS	100,000,000	50,000,000	50,000,000	50,000,000	If this method is used in criminal cases, case backlog reduction will be realized
Building of class rooms	5 firm rooms to constructed	JLOS	200,000,000	200,000,000	200,000,000	0	it has not been implemented due delays to procurement process

#### Ministry of Gender Labour and Social Development

Key Result Issues	What was Done	What was Planned	Actual Exp	Budget	Deviation & Lessons Learnt
<b>KRA 1</b>					
Rule of law and due process promoted	Hold discussions with social partners on the Reviewed Children Act by ULRC.	National Workshop to debrief stakeholders on the Reviewed Children Act (3 days).	None	No funds approved	- ULCR submitted draft has a lot of gaps. MGLSD and social partners are doing deep in-put. - JLOS to support the activity in SIP III.
<b>KRA 2</b>					
Human Rights culture fostered across all JLOS institutions.	- Tendered construction of staff houses – Arua Remand Home. - Contractor secured and Contract Agreement approved by Solicitor General.	Phase II construction of Arua Remand Home (staff houses) 2 blocks of semi-detached houses.	None	Approved 250,000,000/=	Funds allocated by JLOS were inadequate for the construction. Best bidder quoted Shs 1,30,675,651/=
<b>KRA 3</b>					

Enhanced access to justice for all especially the poor and marginalized.	- Purchased van for Gulu Remand Home.	One van	95,532,068/=	Approved 90,000,000/=	Toyota Uganda Ltd had inflated quotation to Shs 108,520,000/= until MGLSD verified and consulted for actual price cost. MGLSD paid additional funds of Shs 5,532,068/= (top -up).
	- Purchased 25 deckers for F/Portal Remand Home.	Re tooling of remand home homes.	7,375,000/=	50,000,000/=	
	- Purchased 140 mattresses and blankets for Remand Homes: 1. Naguru Remand Home: 65. 2. Fort Portal Remand Home: 40. 3. Mbale Remand Home: 40.		14,042,000/=		Children's Rights to descent sleeping conditions observed.
	Completed latrine building, renovated kitchen for Naguru Reception Centre	Retooling of Remand Homes	1,970,000/=		Clean environment for children observed by MGLSD
Naguru Reception Centre	- Purchased beds for young children, bed sheets and examination bed.		9,982,000/=		
	Purchased for 4 Remand Homes (Mbale, Naguru, F/portal and Gulu) T.V sets.	Retooling of Remand Homes	9,000,000/=		- Juveniles in Remand Homes exposed to development programmes on TVs.
	Indoor games for juveniles in the 4 Remand Homes named above.		3,266,240/=		- Juveniles stimulated to creative games and thinking.
	Purchased 2 office chairs for JLOS office MGLSD		1,025,000/=		Descent JLOS Coordination Office.
Training of Staff	Inducted Probation Officers from Eastern Region and Remand Home Staff.	2 inductions	28,000,000/=	70,000,000/=	- Reduced escapes and damage of Remand Home property by juveniles. More funds for induction are needed for Officers in other Regions.
<b>KRA 4</b>					
Reduce incidence of crime, promote security of persons and property.	- Fenced poultry house for F/portal Remand Home. - Purchased 400 hybrid chickens.	Rehabilitation programme for juveniles.	15,000,000/= 8,180,000/=		- Funds for activities were C/F from 4 <sup>th</sup> quarter 2009. - Chickens are laying eggs and juveniles learning rearing skills. - Procurement procedures take long to complete (delays).
Case backlog reduction	Resettled juveniles after court releases; - Naguru Remand Home = 81 - Mbale Remand Home = 27 - F/Portal Remand Home = 34	Decongestion of Remand Home	36,000,000/=	80,000,000/=	

Fuel	Supported Remand Home with fuel for the vans to take juveniles to court sessions.	Timely attendance of court sessions by all juveniles in Remand Homes.	- Naguru Remand Home = 7,500,000/= - Fort Portal Remand Home = 4,500,000/= - Mbale Remand Home = 3,000,000/=	12,000,000/=	- JLOS institutions are aware of the Children's Act. - Juveniles live in danger after committing criminal cases (murder, aggravated, defilement were found in adult prisons. - Remand Home Staff Managers discussed way forward to reduce pending juvenile cases especially for High Court. - Advised to list the names and cases for attention of their respective Court Registrars.
	Monitored and inspected Police and Prison cells on juveniles detained in adult Prisons. - South Western Region. - North Region.	Quarterly monitoring of Police and Prison Cells.	9,210,000/=		
	Held Case Backlog Management Committee Meeting		2,700,000/=		

**PROGRESS ON LAWS PRIORITISED BY THE JUSTICE LAW AND ORDER SECTOR**

SUBJECT	Sponsoring Entity	STATUS	IMPLEMENTATION UPDATE	44 Reid & Priest Laws	31 JLOS Prioritized Laws	17 PIRT Prioritized Laws
<b>Arbitration Act</b>	MoJCA	Enacted as the Arbitration and Conciliation Act.	Was further amended in to provide for funding for CADER from the Consolidated Fund.	yes	yes	no
<b>Companies Act</b>	MoJCA	Pending	The Bill was tabled before Parliament in 2009 but lapsed with the end of the term of the 8 <sup>th</sup> Parliament. Steps are underway by the ULRC and MoJCA/FPC to have the Bill re-tabled before Parliament.	yes	yes	yes
<b>Partnership Act</b>	MoJCA	Enacted	Regulations have been developed to implement the law.	Yes	Yes	yes
<b>Cooperatives Societies Act</b>	MoTTI			yes	yes	no
<b>Bankruptcy Act</b>	MoJCA	Enacted	This was passed in the last session of the 8 <sup>th</sup> Parliament. It now provides a single comprehensive law on insolvency, including cross- border insolvency	yes	yes	yes
<b>Rent Restriction Act</b>	MoLHUD					
<b>Chattels Transfers Act</b>	MoTTI		Warehouse Receipt Act was passed into law and is now being implemented.	yes	yes	
<b>Employment Act</b>	MoGLSD	Enacted	The Act and regulations are currently in force.	Yes		

Trade Unions Act	MoGLSD				Yes			
Trade Disputes (Arbitration & Settlement) Act	MoGLSD	Enacted		The Act is currently in force. Implementation of the provisions regarding the operations of the Industrial Court are being handled through cross-sectoral linkages with MoGLSD.	Yes			
Workmen's Compensation Act	MoGLSD	Enacted			Yes			
Auctioneers Act	MojCA			Study on going to regulate the bailiffs and auctioneers.	Yes			
Architects Registration Act	MojCA				Yes			
Engineers Registration Act	MojCA	Amended			Yes			
Advocates Act	MojCA				Yes			
Sale of Goods Act	MoTTI				Yes	Yes		Yes
National Bureau of Standards Act	MoFPED				Yes			
Bills of Exchange Act	MoFPED/BoU	Enacted			Yes			
Financial Institutions Act	MoFPED/BoU	Enacted			Yes			
Patents Act	MojCA	Tabled before Parliament as part of the Industrial Property Bill			Yes	Yes		Yes
Copyrights Act	MojCA (Tabled as a Private Member's bill)	Enacted as the Copyrights and Neighbouring Rights Act.		Regulations have been developed to implement the law and a department of the URSB is responsible for its implementation. Collecting Societies are in place and are already collecting royalties on behalf of artists. Sensitization of artists and users has been carried out.	Yes	Yes		Yes
Trademarks Act	MojCA	Enacted as the Trademarks and Service Marks Act		Regulations have been developed to implement the law. A department of the URSB is dedicated to Trademarks and Service Marks.	Yes	Yes		Yes
Hire Purchase	MoTTI	Enacted		Regulations have been developed to implement this law. <b>Regulations are with the FPC for finalization and publication.</b>	Yes	Yes		Yes
Regulation of World Trade (WTO/COMESA)	MoTTI				Yes			
Air, Land and Water Transport Legislation					Yes			
Technical Standards, health and Safety, anti-dumping regulations & Labeling	MoTTI				Yes			
Insurance Law ( Insurance Act)	MoFPED				Yes			
Consumer Protection Law	MoTTI				Yes			
Land Transfer Act	MoLHUD				Yes			
Registration of Titles Act	MoLHUD				Yes			
Mortgage Act	MoLHUD	Enacted		Regulations were developed to implement the law and are currently in force.	Yes	Yes		Yes
Public Lands Act	MoLHUD				Yes			
Immigration Laws – Passport Act; Alien (Registration & Control) Act	MIA	Enacted			Yes	Yes		Yes

<b>Civil Procedure Laws</b>	MojCA						Yes	
<b>Limitation Act</b>	MojCA						Yes	
<b>Law Reform (Miscellaneous Provisions) Act</b>	MojCA						Yes	
<b>Investment (Amendment) Act</b>	MoFPED						no	Yes
<b>Free Zones Act</b>							No	Yes
<b>E-Transactions Act</b>	MoiCT			Enacted			No	Yes
<b>Digital Signatures Act</b>	MoiCT			Enacted		Regulations are being developed by MoiCT in conjunction with the FPC. The 1 <sup>st</sup> draft has been finalized.	No	Yes
<b>Computer Misuse Act</b>	MoiCT			Enacted		A multi-disciplinary taskforce has been set up to work on the development of regulations to implement this law. This is being done under the guidance of MoiCT.	No	Yes
<b>Contracts Act</b>	MojCA			Enacted		A multi-disciplinary taskforce has been set up to work on the development of regulations to implement this law. This is being done under the guidance of MoiCT.	No	Yes
<b>Geographical Indications Act</b>	MojCA			Enacted	Pending. Lapsed before the 8 <sup>th</sup> Parliament.	Commencement Act was gazetted and is currently in force.	No	Yes
<b>Trade Secrets Act</b>	MojCA			Enacted		Act is currently in force	No	no
<b>Domestic Relations Law</b>	MojCA			Lapsed before Parliament.		Following consultations, the Bill was retabled as two bills – the Marriage and Divorce Bill and the Muslim Personal Law Bill.	No	Yes
<b>Sexual Offences Law</b>	MojCA					The provisions of the bill on Armed Robbery and Defilement were passed as the Penal Code (Amendment) Act in 2006. The remaining provisions of the Sexual Offences bill are still pending enactment.	no	
<b>Trial on Indictments Act</b>	MojCA			Enacted			No	
<b>Magistrates Courts' Act</b>	MojCA			Enacted			No	

**ANNEX 4 KEY RESOLUTIONS OF THE 5<sup>TH</sup> NATIONAL JLOS FORUM 2<sup>ND</sup> -5<sup>TH</sup> DECEMBER 2010**

1. The Code of Conduct for political parties should urgently be tabled before Parliament – **Ministry of Justice and Constitutional Affairs (MoJCA)**.
2. Relevant Sector institutions should put in place mechanisms to ensure that electoral offences are documented, investigated, prosecuted and concluded in a timely and impartial manner – **Uganda Police Force (UPF), Directorate of Public Prosecutions, MoJCA, and the Judiciary**.
3. There must be continuous, sustained and nationwide civic education not just during elections but throughout the electoral cycle. Civic education should be taught early to influence change of attitude and nurture democracy. A structure should be put in place to coordinate civic education delivery by all concerned institutions. A comprehensive civic education curriculum should be developed – **Uganda Human Rights Commission, Judicial Service Commission, UPF, Electoral Commission, Ministry of Education, Civil society**.
4. Community policing should be supported as a best practice and strategy for policing and the public should be empowered to be mindful of personal and collective security.
5. The legal framework needs to expand accountability action in the electoral process beyond the nullifying of elections to include sanctions against confirmed offenders.
6. Officers of key JLOS institutions and lawyers should be trained and re-trained to enhance their skills and empower them further to execute their duties effectively.
7. The Sector should put in place a well coordinated and publicized structured mechanism for reporting election related issues including offences right from the grassroots.
8. A mechanism should be instituted to resolve election disputes fairly and promptly at each stage of the electoral process and not just after the elections - **JLOS institutions, MoJCA, Electoral Commission and the Judiciary**.
9. Explore the option of establishing election dispute tribunals in each constituency for the Electoral Commission to handle grievances, the decisions of which would be subject to judicial review.