

# **JUSTICE LAW AND ORDER SUB PROGRAMME (JLOS)**

## **ANNUAL REPORT 2023/24**

**2024**



## LIST OF ABBREVIATIONS

|         |  |
|---------|--|
| ACD     | Anti-Corruption Division                           |
| ADC     | Austrian Development Cooperation                   |
| ADR     | Alternative Dispute Resolution                     |
| AIDS    | Acquired Immune Deficiency Syndrome                |
| ASTU    | Anti-Stock Theft Unit                              |
| BDR     | Birth and Death Registration                       |
| CAO     | Chief Administrative Officer                       |
| CCAS    | Court Case automation system                       |
| CDO     | Community Development Officer                      |
| CFPU    | Child and Family Protection Unit                   |
| CFPOs   | Child and Family Protection Officers               |
| CID     | Criminal Investigations Directorate                |
| DCI     | Directorate of Crime Intelligence                  |
| DCIC    | Directorate of Citizenship and Immigration Control |
| DCSC    | District Community Service Committee               |
| DEI     | Directorate for Ethics and Integrity               |
| DGAL    | Directorate of Government Analytical Laboratory    |
| DLAS    | Directorate of Legal Advisory Services             |
| DNA     | Deoxyribonucleic Acid                              |
| DPC     | District Police Commander                          |
| ODPP    | Office of the Directorate of Public Prosecutions   |
| EAC     | East African Community                             |
| FAL     | Functional Adult Literacy                          |
| GBV     | Gender-Based Violence                              |
| GoU     | Government of Uganda                               |
| HRBA    | Human Rights Based Approach                        |
| ICT     | Information Communication Technology               |
| IEC     | Information Education and Communication            |
| IFMS    | Integrated Financial Management System             |
| IGG     | Inspectorate of Government                         |
| ISO     | Internal Security Organization                     |
| JCU     | Justice Centers Uganda                             |
| JLOS    | Justice Law and Order Sector                       |
| JLOSIC  | Justice, Law and Order Sector Integrity Committee  |
| JSC     | Judicial Service Commission                        |
| J4C     | Justice for Children                               |
| KCCA    | Kampala City Council Authority                     |
| KMP     | Kampala Metropolitan                               |
| LASP    | Legal Aid Service Provider                         |
| LASPNET | Legal Aid Service Providers Network                |

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

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# Foreword



The Justice Law and Order Sub programme (JLOS) presents the Annual Performance Report for the Financial Year 2023/24, the third performance report under the JLOS strategic plan. This year, the report highlights follow-up efforts the JLOS is making towards empowering the people, building trust and upholding rights which is the theme of the of the Sub programme. As per the promise under the strategic plan, there is growing public trust, people centred service delivery and commitment to a human rights-based approach.

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

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

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

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

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

A handwritten signature in black ink, appearing to read 'Norbert Mao', written in a cursive style.

**Hon. Norbert Mao**

**MINISTER OF JUSTICE AND CONSTITUTIONAL AFFAIRS  
CHAIRPERSON JUSTICE LAW AND ORDER SUB PROGRAMME**

## Executive Summary

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

Public trust and satisfaction in the justice system is 69% according to the Justice Needs Survey Report 2024 conducted by the Hague Institute of Innovating Law (HiIL). The report shows an increase in the number of people experiencing legal problems which is reason for concern. However, the good news is that a lot of the problems get resolved. The number of legal problems being resolved has been steadily increasing over the last 8 years. Especially notable, the number of abandoned problems has decreased compared to previous studies, meaning Ugandans are not giving up easily when trying to resolve their problems. Moreover, 69% of these resolutions are considered fair or very fair by people which is higher than in previous years (47% in 2020). Suffice to add is that the number of persons with a legal problem that go to formal justice institutions for redress doubled from 5% in 2020 to 10% in 2023

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

The sub programme invested in the construction of justice centers thus increasing the number of districts with one-stop frontline JLOS service points from 92 to 94 out of the targeted 117 districts. The Construction of the JLOS house launched on 10th June 2022 is now at 75% complete. It is estimated to be completed by the first half of 2025.

According to statistics from Judiciary, the proportion of case backlog cases in 2023/2024 remained at 27% despite the more than 25% growth in cases filed. This was attributed to the increase in cases disposed from 205,967 cases in 2022/2023 to 266,323 cases in 2023/2024 and an increase in the disposal rate of cases from 55% in 2022/2023 to 63% in 2023/2024.

Also, a 73.1% conviction rate was registered due to improved investigations and strong coordination. We estimate that the continued use of correctional approaches in rehabilitation of inmates will lead to a further reduction in recidivism rates to under 13% at the end of the financial year 2023/24.

During the reporting period, pre-trial detainees reduced from 48.5% in June to 47.2%. This is attributed to increased disposal of cases now at 63%. In addition, increased used of

non-custodial punishment such as community service has reduced the inflow of convicted persons into prisons.

The crime rate reduced from 524 in 2022 to 502 in 2023 per 100,000 population according to the UPF Crime Report 2023. This level of performance is attributed to the use of CCTV cameras, deployment of motorized patrols and community policing.

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

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

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

Automation of case management systems continues in many institutions including the Judiciary, Uganda Registration Services Bureau (URSB), Directorate for Citizenship and Immigration Control (DCIC), National Identification and Registration Authority (NIRA), Office of the Director of Public Prosecutions (ODPP), Uganda Police Force and Judiciary. Other key areas of focus are streamlining processes, strengthening records management and reforming civil and business registries.

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

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

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

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

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

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

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

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

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

The dwindling resource envelope and late releases of funds from the Treasury is leading to reversal of the gains made in all major result areas. This is made worse by the operationalization of new districts that brings the total number of districts/Cities now to 146 from 136 in 2022. The expiry of major initiatives such as the Netherlands programme support to JLOS and the EU accountability reform programme as well as the delays in extension of the IDLO Sweden funded community justice programme have created major resource constraints to implementation of the sub programme strategic plan.

## INTRODUCTION

This Justice Law Order Sub-programme Annual Report 2023/24 provides information on the performance of the sub-programme in the FY 2023/24. The objective of the report is to highlight where progress is being made against set targets and actions, and where there are delays. In turn, this is intended to aid the sub-programme and its stakeholders to support the sub-programme in reviewing the performance against the agreed targets for all levels including outcome, intermediate outcomes and output level.

This report is supplementary to the Government Annual Performance Report produced by the Office of the Prime Minister. The outputs, their indicators and associated targets, and actions outlined in FY2023/24 sub-programme work plan and budget are used as the framework for the analysis.

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

This report is, therefore, a strategic report, tracking progress and results information in the outcome areas of the JLOS business to enable the Subprogramme and Development Partners (DPs) as well as other key stakeholders to assess progress and target areas for reorganization or increased investment. The progress report is about the totality of the JLOS resource envelope which includes the SWAP basket funds, GoU recurrent and development expenditure as well as other multilateral and bilateral project support that the sub-programme institutions accessed for the FY 2023/24.

The report follows the JLOS strategic plan structure and tracks progress against targets set out in the 2023/24 work plan and the JLOS Monitoring and evaluation framework.

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

# OUTCOME 1:

## PEOPLE CENTERED SERVICE DELIVERY SYSTEM STRENGTHENED

As implementation approaches the final year of NDP III, the sub program's focus remains on building a systematic approach that addresses the people's justice needs, ensuring public trust and satisfaction in the justice system.

At the heart of the justice system are the people, whose trust and satisfaction are paramount. The subprogramme continues to prioritize the demand side in the planning and change management process. Every effort is being made to ensure that the demand side directs all change efforts. Consequently, public trust in the justice system has remained high compared to the NDPII period, with ongoing efforts to sustain these higher levels, including reducing lead times for service delivery, opening more service points, ensuring consistency in service delivery, and enhancing online services. The subprogramme is also implementing initiatives aimed at supporting a people-centered delivery of justice, law, and order services. This includes deconcentrating service points, investing in case processing and disposal, strengthening functional presence through equipment, furnishing, and transport, fostering confidence in justice delivery institutions through improved customer care desks, promoting equitable justice by mainstreaming gender and equity in planning, budgeting, implementation, and monitoring, as well as public education in the administration of justice.

According to the Justice Needs Survey report 2024, conducted by the Hague Institute of Innovating Law (HiIL), public trust and satisfaction in the justice system stands at 69%. The report indicates an increase in the number of individuals experiencing legal problems, which warrants further investigation. However, there is encouraging news: many of these problems are being resolved. Over the past eight years, the number of legal issues resolved has steadily increased, with a notable decrease in abandoned problems compared to previous studies, indicating that Ugandans are increasingly persistent in resolving their ongoing issues. Furthermore, 69% of these resolutions are viewed as fair or very fair by the public, up from 47% in 2020. According to the survey conducted by HiIL, approximately 95% of Ugandans experienced at least one legal problem in the past year, with many reporting multiple issues. This trend is consistent across different demographic groups and regions. In comparison, 88% of adults reported experiencing at least one legal problem in 2016, while the figure was 84% in 2020.

The resolution rate for legal problems has also improved, rising from 40% in 2016 to 48% in 2020, and now standing at around 55%. Although this increase may partly result from recording more less serious problems, it signals a positive trend in Ugandans' ability to resolve their legal issues. However, it is important to note that 45% of problems remain unresolved, with approximately 29% still ongoing and 16% abandoned.

In terms of prevalence and seriousness, the four most significant problem categories are land issues, family problems, crime, and domestic violence. Neighbor disputes are also common but are generally perceived as less serious. The most frequently encountered problem categories have largely remained consistent over the past eight years.

Targeted investments aimed at strengthening and reforming the business processes of justice, law, and order services have facilitated greater efficiency in case disposal, an increased percentage of districts with one-stop frontline JLOS service points, and improved conviction rates. These developments are a positive sign for the justice sector in Uganda, demonstrating that while many people face legal challenges, they are finding more effective ways to resolve them.

Judiciary statistics reveal that the proportion of backlog cases remained at 27% in December 2023, despite a more than 25% increase in cases filed. This stability is attributed to a rise in cases disposed of, from 205,967 in 2022 to 266,323 in 2023, along with an increase in the case disposal rate from 55% in 2022 to 63% in 2023.

Additionally, a conviction rate of 73.1% was recorded, due to improved investigations and strong coordination. The continued use of correctional approaches in the rehabilitation of inmates has resulted in low levels of recidivism rates at 13% while the crime rate was reduced from 667 for every 100,000 in 2017/18 to 501 for every 100,000. This is partly attributed to the strengthened coordination, enhanced capacity of crime fighting institutions and use of scientific methods and innovations in crime management.

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

| Indicators                                    | Baseline | Actual  | Actual  | Actual  | 2023/24 |        |
|---|----------|---------|---------|---------|---------|--------|
|   | 2017/18  | 2020/21 | 2021/22 | 2022/23 | Target  | Actual |
| % of backlog cases in the system (%)          | 18       | 18      | 30.1    | 27      | 25      | 27.48  |
| Proportion of selected simplified laws.       | 11.1     |         | 16      | 29      | 33      | 29     |
| Proportion of translated laws.                | 16.7     |         | 9       | 22      | 25      | 25     |
| Laws enacted as a % of those presented        | 65       | 59      |         |         |         | 72     |
| Public satisfaction in the Justice system (%) | 40       | 65      | 69      | 69      | 70      | 69     |
| Conviction rate (%)                           | 61       | 71.9    | 73      | 72      | 72      | 73.1   |
| Rate of recidivism                            | 17.2     | 14.7    | 14.3    | 13.9    | 13.5    | 13.9   |
| Level of public trust in JLOS                 |          | 59%     | 59%     | 69%     | 70%     | 69%    |
| Crime Rate                                    | 667      | 502     | 457     | 524     | 476     | 501    |
| Index of Judicial Independence                |          | 3.46    | TBD     |         |         |        |

## 1.1 Develop appropriate infrastructure to enhance access to justice

JLOS Institutions enhanced access to justice through investment in establishment of permanent infrastructure for justice centers which is crucial for improving access to JLOS service points. During the reporting period, the number of one-stop frontline JLOS service points increased from 76 in 2018/19 to 94, achieving 78% coverage of the targeted 117 districts. However, the total number of districts has since risen to 175, and the creation of 11 new cities has impacted the overall percentage coverage.

Despite the 78% coverage, there has been a decrease in crime, as reflected in the reduced number of reported cases in the Annual Crime Report. The crime rate fell from 524 in 2022 to 501 in 2023, which can be attributed to increased investment in anti-crime infrastructure, the expanded reach of community policing initiatives into more villages, and the capacity building and equipping of officers, among other factors.

Establishing permanent infrastructure for JLOS institutions is essential for enhancing access to justice, particularly for vulnerable individuals across the country. These infrastructural investments include One-Stop JLOS Service points and regional offices for institutions such as UPF, ODPP, MoJCA, MIA, UPS, DCIC, and UHRC, all of which are currently engaged in construction projects.

Among the key projects is the flagship JLOS House in Naguru, which is currently 71% complete and expected to be finished in 2024. This phase will provide purpose-built office accommodation for JLOS institutions, including MoJCA, MIA, UPS, ULRC, JSC, ODPP, UHRC, and TAT.

The subprogram has consistently prioritized enhancing access to justice by constructing one-stop service points in the districts. The number of one-stop service points increased from 92 to 94 during the reporting period, with 130 districts now hosting these frontline service points. A list of these districts is attached in Annex 1.

**Table 2: Performance against Intermediate outcome one indicators**

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

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

The JLOS House project is a key flagship multiyear initiative aimed at improving institutional coordination and the working environment for staff involved in the administration of justice, while also reducing the government's annual expenditure burden of UGX 30

billion on rent. The construction, estimated to cost UGX 256 billion, is being undertaken in three phases. Phase one began in June 2022 and is currently 72% complete, with costs amounting to UGX 95 billion. This phase involves the construction of 12-story twin towers, which include two shared basement levels, three shared story levels, and two towers of eight levels, along with a roof terrace/service level. The total gross area is 28,373 square meters. Currently, the superstructure is complete, and internal and external finishes have commenced. This phase is expected to be completed in the 2024 calendar year and will accommodate several institutions, including the Ministry of Justice and Constitutional Affairs (MoJCA), the Ministry of Internal Affairs (MIA), Uganda Prisons (UPS), the Judicial Service Commission (JSC), the Uganda Human Rights Commission (UHRC), the Uganda Law Reform Commission (ULRC), the Office of the Director of Public Prosecutions (ODPP), and the Tax Appeals Tribunal (TAT), all of which are currently renting space.

The second phase of the JLOS House Project involves the construction of the Police Headquarters Building, a 10-story structure measuring 17,324 square meters, which will consist of one basement and nine suspended levels at a cost of UGX 77.5 billion. Construction for this phase began in October 2023 and is currently at the raft foundation level, with an expected completion date of October 2025.

Phases three and four will include the construction of the High Court and a parking deck, set to commence in 2025 and conclude by the end of 2026, assuming all other factors remain constant. The primary challenge facing the project is inadequate funding for the completion of phase one, with an additional UGX 30 billion needed to finalize it.



Ongoing construction and the artistic impression of the JLOS House

The second phase of the JLOS House Project is the construction of the Police Headquarters Building and was launched in October 2023. This shall be a 10-story building measuring 17,324 square meters comprising one basement and nine suspended levels for UGX 77.5bn. It is expected that the construction of this phase will be completed by October 2025.



Ongoing construction and the artistic impression of the Police Headquarters

**Phase 3** which will include the construction of the High Court and a parking deck will commence in 2025 and conclude at the end of 2026 all other factors remaining constant. However, the project has a funding gap of UGX 30Bn for the completion of the 1<sup>st</sup> phase.

The Kyotera Justice Center was completed. It is envisaged that this will improve access to justice law and order services in Kyotera district.



Kyotera Police Station



Kyotera ODPP



Kyotera Court



Gulu Regional Immigration Offices

Under the EU SUPREME programme, the subprogram undertook the construction of frontline service points in the districts of Madi Okollo, Terego, Moyo, Adjumani, and Lamwo to enhance access to justice for refugees and host communities.

In Madi Okollo, the construction of the ODPP Office is nearing completion, with a scheduled handover by November 2024. Currently, the remaining tasks include connecting power and water, painting, installing a chain-link fence, and paving the compound. Similarly, the construction of the Adjumani Justice Center is in its final phase and is expected to be completed by the end of the calendar year. This project includes two residences for magistrates, a court hall, and a police building.

In Moyo, the construction of the UHRC field office is currently at beam level, with hopes for completion by the end of December 2024.



Adjumani Police Station



Adjumani Magistrates Court



ODPP Office in Madi Okollo



UHRC field Office in Moyo District

Construction of Moroto Reman



The UPF continued the construction of Sub County Model Police Stations at various locations, including Lwemiyaga, Kawanda, Lwebitakuli, and Bulongo in Sembabule district; Mpumude in Lyantonde district; Kitanda, Bukango, and Bigasa in Bukomansimbi district; Lwabenge in Kalungu district; Mutukula Border in Kyotera district; and Kibanda in Rakai district.

Construction of the National DNA Databank infrastructure has commenced, with excavation works completed to the foundation level. Progress is currently at 5%. The establishment of a Forensic DNA Database is anticipated to support intelligence and crime investigations, thereby strengthening national security and aiding in criminal identification. This initiative will also help eliminate the mass arrests of suspects before evidence is obtained, reducing the costs associated with feeding suspects in prisons. However, progress on the construction has been slow due to insufficient fund releases from the Ministry of Finance, Planning, and Economic Development (MoFPED).





Construction of the DGAL National DNA Databank

| Entity       | Housing Units |
|--------------|---------------|
| UPS          | 582           |
| UPF          | 865           |
| <b>Total</b> | <b>1,447</b>  |



Staff Housing



During the reporting period, a total of 1,447 housing units were constructed for police and prison officers, addressing the housing deficit and improving the quality of life for personnel and their families. Among these, the UPF commissioned 465 staff accommodation units for entitled lower ranks, including 10 units per block in Nakasongola, Sheema, Busolwe, Mitooma, Kanungu, Kakumiro, Katwe-Kabatooro, and Kafunjo. The

UPF also continued construction of two police apartment blocks in Entebbe and Jinja, with each block containing 120 units. Additionally, it completed 70 of the 100 Modular Prefabricated Housing Units at Naguru. District Police Headquarters in Sheema, Lwengo, Kakumiro, Ntoroko, and Bukomansimbi were completed and commissioned, while 95% of the work at Bukwo Police Station was finished. Emergency relief housing efforts included the erection of 5,410 double occupancy uniports.

The subprogram also undertook phased renovations and completed housing units in Mbale, Jinja, Gulu, Soroti, and Entebbe barracks, including the replacement of asbestos. Renovations were completed at Kaberamaido and Nalufenya Health Centre IIs, as well as Gulu Health Centre III. Busunju Health Centre II underwent reroofing, splash apron installation, partitioning, and crack repairs.

Additionally, the UPS constructed 582 staff houses across various units using the in-house capacity of the Prisons Engineering Gang.

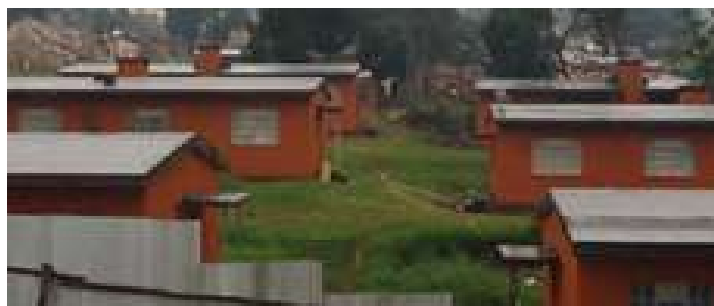
*Housing Blocks-ACTSAC-Nakasongola*

|   |  |
|---|--|
| <p>Construction of 120 apartment blocks in Entebbe barracks</p> <p>Progress: Casting of 2nd-floor slabs in progress.</p>  |  |
| <p>Construction of 120 apartments block in Jinja Barracks</p> <p>Progress: All the 1st floor slabs are cast for the four blocks. Preparing to cast 2nd-floor slabs in progress.</p> |  |

|   |  |
|---|--|
| <p>Installation of 100 modular police housing units in Naguru</p> <p>Progress: All the foundations are cast and the installation of modular housing units is in progress. So far 70 units have been installed.</p>  |    |
| <p>Construction of a storied accommodation block in Kira police barracks. Works involve construction of 24-single bed roomed apartments block.</p> <p>Progress: The overall progress is 95%. Construction of septic tank and landscaping in progress.</p> |    |
| <p>Renovation of housing units in Mbale barracks</p> <p>Progress: 10 2-in-1 houses renovated and completed. They were occupied.</p>   |   |
| <p>Renovation of housing units, including asbestos replacement in Soroti barracks</p> <p>Progress: 15 houses renovated and completed.</p>   |  |
| <p>Phased renovation of housing units in Jinja barracks</p> <p>Progress: 12 houses renovated and completed.</p>   |  |

Phased renovation of housing units in Entebbe barracks

Progress: 16 houses are being renovated, completed, and occupied.



Additionally, UPF completed renovation works for CID registry and the SGBV building as below;



CID registry



SGBV Building

**Table 3: Progress of other JLOS construction projects**

| Institution | District   | Category               | Progress/Status   |
|-------------|--|------------------------|---|
| UPF         | Kyotera  | Justice Center         | completed   |
| UPF         | Madi-Okollo, Terego & Lamwo                            | Police Posts           | Finishes level pending allocation of some funds for completion. To be completed before end of calendar year 2024.       |
| Judiciary   | Kibaale, Alebtong, Maracha, Adjumani & Karenga         | Offices                |   |
| UPS         | Lwabenge, Maiha, Bamunanika, Ntungamo, and Ntwetwe     | Prisoners' Ward        | Ward was completed and already in use   |
| UPS         | Lamwo  | Female Prisoners' Ward | The project was practically completed. It was undergoing a defect period waiting for final certification and occupation |
| ODPP        | Kyegegwa, Kibuku Budaka, Bulambuli, Sironko & Butaleja | Justice Center         | completed   |

| Institution | District          | Category                                      | Progress/Status   |
|-------------|-------------------|---|---|
|             | Madi-Okollo       | Offices                                       | completed   |
| MoJCA       | Soroti            | Justice Center                                | Construction is at Foundation Level. The delay was due to land wrangles which have since been resolved  |
| DCIC        | Gulu              | Regional Office                               | The Construction of Gulu Immigration Regional office is at 90% level of completion.   |
| UHRC        | Moyo              | Regional Office                               | Construction of Moyo regional office at beam level  |
| DGAL        | Wandegeya-Kampala | National DNA Databank Infrastructure Building | Construction of the National DNA Databank infrastructure commenced with excavation works completed (foundation level). Inadequate funds and release of funds have stagnated the construction.   |
| MoGLSD      | Moroto            | Regional Remand Home                          | Administration block, boys' & girls' dormitories, kitchen & dining, sickbay, 2staff houses, guard house have all been roofed. Girls' dormitory has been plastered Wiring and shutters not yet done Girls' dormitory already plastered Pit latrine excavated and slabbed, currently at roofing level |

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

In line with enhancing and strengthening functional presence, various procurements were planned and undertaken. The Ministry of Justice and Constitutional Affairs (MoJCA) procured eight sets of teleconferencing equipment, 125 laptops, and 70 racks for registry records storage, supported by UNDP. As a result, every State Attorney now has a laptop, significantly improving service delivery. Additionally, the Ministry procured 10 all-in-one computers.

Additionally, the Directorate of Government Analytical Laboratory (DGAL) provided services through its Regional Forensic Laboratories in Mbale, Mbarara, Gulu, and Moroto, achieving the following: laboratory case management and disposal improved with the analysis of 116 new cases; laboratory and office processes and systems were streamlined through the development and approval of 20 Standard Operating Procedures (SOPs); and the work environment and safety of six staff members in the regional laboratories were enhanced. Other procurements are summarized in the table below.

**Table 4: Procurements of Equipment, Furniture and Transport**

| Institution | Equipment Planned  | Status  | Source of funding |
|-------------|--|---|-------------------|
| UPF         | Heavy duty photocopier.  | Procured and delivered.                             | SWAP              |
|             | 05 Desktop Computers.  | Procured and delivered.                             | SWAP              |
|             | Office furniture for SGBV offices and CID Registry   | Procured and delivered.                             | SWAP              |
|             | 01 Double Cabin Pickup.  | Procured and delivered.                             | EU SUPREME        |
|             | 05 Motorcycles   | Procured and delivered.                             | EU SUPREME        |
| UPS         | 07 Desktop Computers and accessories.  | Procured and delivered.                             | EU SUPREME        |
|             | 01 Double Cabin Pickup.  | Procured and delivered.                             | EU SUPREME        |
|             | 02 Motorcycles   | Procured and delivered.                             | EU SUPREME        |
| Judiciary   | 01 Double Cabin Pickup.  | Procured and delivered.                             | EU SUPREME        |
| ODPP        | 01 Double Cabin Pickup.  | Procured and delivered.                             | EU SUPREME        |
| JCU         | 01 Double Cabin Pickup.  | Procured and delivered.                             | EU SUPREME        |
| URSB        | 04 Laptops & 14 Chairs   | Procurement at bidding and contracting respectively | SWAP              |
| DGAL        | 01 Double Cabin Pickup.  | Procured and delivered                              | SWAP              |
| JCU         | One (1) Heavy duty photocopier, one (1) Printer, two (2) Scanners, five (5) Laptops to support disciplinary and investigation functions. | procured  |                   |



Figure 1 Police Double cabin pick-up and Motorcycles procured and delivered at UPF Headquarters.

### 1.1.3 Customer Care & Information desks strengthened at JLOS service points

To enhance service delivery and foster confidence in justice delivery institutions, a focus on customer care is critical. The sub-program aims to increase access to public education in the administration of justice through various initiatives, including rolling out information desks, providing user guides, holding periodic service user dialogues, organizing JLOS Open Days and awareness weeks, and offering civic education on the maintenance of law and order.



Group discussion about the Client Charter with the Rwenzori Region Police officers

The DCIC Call Center extended services to both nationals and non-nationals seeking assistance related to the services offered by the Directorate of Citizenship and Immigration Control. During this period, a total of 21,540 emails and 3,150 social media queries were addressed, and 35,155 calls were answered. The center's social media presence grew significantly, achieving over 105,000 impressions and followers across its platforms. The Call Center now plays a vital role in ensuring equitable access to the services offered.

The UPS trained 50 staff members in customer care and established an additional 50 customer care desks, aimed at improving the department's perception and facilitating access to services for clients in a professional manner.



Furthermore, the UPF developed a communications strategy with input from key stakeholders, which is now pending approval by management. Additionally, the UPF client charter has been reviewed to include service delivery standards that outline the minimum acceptable criteria for delivering policing services. This revised client charter has been disseminated across various police units and 17 police regions, helping both officers and the public understand their expectations. It is anticipated that these efforts will improve customer care and service delivery.

The DGAL Reception was remodeled to create a more efficient and productive workspace for both clients and staff and three (03) reception staff were trained on customer care and reception management to improve service delivery.

#### **1.1.4 Chain-linked Initiatives implemented**



Effective communication, coordination, and collaboration are essential for fostering service delivery within the criminal justice chain. This entails increased coordination among stakeholders, including the police, ODPP, ULS, LACs, MoGSLD, prisons, remand homes, and the judiciary. Coordination meetings are held quarterly for each high court circuit, along with pre-session meetings before the start of every session. Additionally, community service officers were engaged to identify placement areas and supervise individuals convicted and sentenced to community service for petty offenses, a practice implemented in magistrate courts.

In the spirit of the 3 Cs—Coordination, Collaboration, and Cooperation—within criminal justice institutions, the Justice for Children Programme provided technical support to regional and district coordination structures involving stakeholders from the criminal justice system, including the Uganda Police Force, Uganda Prison Service, Office of the Director of Public Prosecutions, Legal Aid Service Providers, MoGSLD, Probation and Social Welfare Officers, Remand Homes officials, the Judiciary, and non-state actors during the reporting period of 2023/24.

Regional coordinators revitalized and enhanced the functionality of these coordination structures to ensure timely responses to administration, with a focus on prioritizing justice for children among criminal justice users. Newly operationalized High Court circuit stakeholders were given particular priority.

As a result, 26 Regional Chain-linked Committee meetings were convened, preceded by inspections of adult and children's facilities across the justice chain. Additionally, regional stakeholders conducted four outreach programs.



Similarly, 79 District Coordination Committee (DCC) meetings were held, along with 68 outreach programs, 52 inspections, and 78 subcommittees. The Justice for Children Regional Coordinators used these platforms to enhance timely responses to children’s issues concerning case disposal, adherence to the 24-hour rule, advocacy for pro bono services for child offenders to decongest the criminal justice system, and promotion of zero tolerance for petty offenders. These platforms were instrumental in strengthening the role of probation and social welfare officers in supporting children in contact with the law. Below is a table summarizing the activities in various regions.

J4C Coordinator for Kabale region explaining the level of application of child-friendly practices to the Principal Judge during the court open day on 14-11-2023

**Table 5: RCCs and DCCs convened in the reporting period**

| <b>RCC</b> |                 |   |                   |                    |
|------------|-----------------|---|-------------------|--------------------|
|            | <b>Meetings</b> | <b>Case Management Sub-Committee meetings</b> | <b>Outreaches</b> | <b>Inspections</b> |
| Mbale      | 2               | -   | -                 | 2                  |
| Lira       |                 |   | 1                 |                    |
| Gulu       | 2               | -   | -                 | 1                  |
| Mpigi      | 8               |   |                   |                    |
| Kitgum     | 1               |   | 1                 |                    |
| Masaka     | 4               | -   | -                 | 3                  |
| Moroto     | 1               |   |                   |                    |
| Mbarara    | 2               |   |                   | 1                  |
| Soroti     | 1               |   |                   |                    |

| <b>RCC</b>         |           |           |           |           |
|--------------------|-----------|-----------|-----------|-----------|
| Kyotera            | 1         |           |           |           |
| Arua               | 2         | -         | -         | 1         |
| Moyo               | 1         |           |           |           |
| Kabale             | 1         |           | 1         | 1         |
| Fort Portal        |           |           | 1         | 1         |
| <b>Sub-Total</b>   | <b>26</b> | <b>-</b>  | <b>4</b>  | <b>10</b> |
|                    |           |           |           |           |
| <b>DCC</b>         |           |           |           |           |
| Kampala            | 3         | 0         |           |           |
| Mbale              | 3         | 4         |           |           |
| Gulu               | 4         | 0         | 1         | 6         |
| Kabale             | 7         |           |           | 3         |
| Rukungiri          | 1         |           |           |           |
| Jinja              | 7         | 4         |           | 7         |
| Moroto             | 1         | 2         |           | 3         |
| Mpigi              | 5         | 18        |           | 3         |
| Masaka             | 4         | 15        | 8         | 8         |
| Kyotera            | 2         |           | 2         |           |
| Kitgum             | 5         | 11        | 2         | 4         |
| Soroti             | 7         | 18        | 53        | 9         |
| Masindi            | 5         |           | 1         | 4         |
| Hoima              | 1         |           |           |           |
| Fort Portal        | 4         | 6         |           |           |
| Lira               | 3         |           | 1         | 1         |
| Arua               | 8         |           |           | 1         |
| Moyo               | 8         |           |           | 3         |
| Tororo             | 1         |           |           |           |
| <b>Sub - Total</b> | <b>79</b> | <b>78</b> | <b>68</b> | <b>52</b> |

## 1.2 Promote equitable access to justice

One key element in enabling access to justice is access to legal advice and representation through legal aid, which is central to the equality requirement and the overarching objective of the 2030 Agenda: to leave no one behind. Through various interventions, the subprogram prioritized the provision of legal aid services, particularly for vulnerable groups, through strengthening justice for children, family justice, gender equality, stakeholder

empowerment, and enhanced access to legal information. The sub-program aims to improve access to justice through legal counseling and advice, legal representation, and coaching for indigent and vulnerable clients.

**1.2.1 Functional legal aid services and probono schemes enhanced**

The sub-program aims to ensure that poor people have enhanced access to justice by fast-tracking the enactment of legal aid-promoting laws, coordinating and regulating Legal Aid Service Providers (LASPs), building the capacity of LASPs to serve the population, and expanding efforts to assist self-represented litigants.

The MoJCA, through the Law Council, is responsible for regulating legal aid service providers. A total of 63 LASPs were inspected, of which 37 were approved, representing 58.7%. Consequently, two advertisements regarding the approved and unapproved legal aid service providers were published in New Vision and Bukedde newspapers on December 29, 2023.

**Table 6: Trend of LAPS meeting service Standards**

| Indicator   | Baseline<br>2020/21 | 2021/22<br>Actual | 2022/23<br>Actual | 2023/24 |        |
|---|---------------------|-------------------|-------------------|---------|--------|
|   | Actual              | Actual            | Actual            | Target  | Actual |
| Percentage of legal aid service providers meeting service standards | 95%                 | 85%               | 50%               | 95%     | 95%    |

In the NDP III period the performance was as follows:

**Law Firms Inspected**

| Financial Year | Inspected    | Approved     | % Approved   |
|----------------|--------------|--------------|--------------|
| FY 2021/22     | 1,451        | 1,235        | 85.1%        |
| FY 2022/23     | 1,710        | 1,519        | 88.8%        |
| FY 2023/24     | 1,538        | 1,335        | 86.8%        |
| <b>Total</b>   | <b>4,699</b> | <b>4,089</b> | <b>87.0%</b> |

The Law Council inspected 1,538 advocate chambers, with 1,412 (91.8%) approved and issued certificates of approval, while six were not approved. Additionally, 76 legal service aid providers were inspected, of which 48 were approved. Twelve institutions accredited to teach law were also inspected, and one advertisement for approved and unapproved law chambers was published, along with two advertisements for approved and unapproved legal aid service providers.

The Law Council is mandated to ensure disciplinary control over errant lawyers, inspect advocate chambers, approve law degree programs at universities, process applications for eligibility for enrollment, and supervise legal aid services. In addition, the Law Council held

29 ordinary disciplinary committee sittings, during which 227 cases were handled, 40 of which were disposed of. The council also convened 13 meetings to consider applications for placement, eligibility, generic names, and other policy matters related to the legal profession. The performance of the Law Council over the last three years is summarized below.

**Table 7: Performance of Law Council**

| Category   | No of cases concluded | No of Committee Sittings | No of Law Chambers inspected | No of Law Teaching Universities inspected | Legal Aid Service Providers Inspected |
|------------|-----------------------|--------------------------|------------------------------|---|---------------------------------------|
| FY 2021/22 |                       |                          | 1,451                        | 10  | 98                                    |
| FY 2022/23 |                       |                          | 1,519                        | 12  | 105                                   |
| FY 2023/24 | 40                    | 29                       | 1,538                        | 12  | 76                                    |

### Functional Legal Aid Clinics established

The provision of legal aid primarily occurs through community sensitizations, which increase legal awareness and provide court representation to reduce case backlogs. These services are offered by various providers, including JCU, the LDC Legal Aid Clinic, ULS, Justice for Children (J4C), ULRC, and other Legal Aid Service Providers (LASPs).

The LDC Legal Aid Clinic (LAC) opened a new office in Jinja, located at the High Court. Two Bar Course interns/legal assistants and one reconciliator were deployed to provide legal aid services and promote alternative dispute resolution (ADR), respectively. This brings the total number of fully operational clinics run by JCU, ULS, and LDC, supported by JLOS, to 43. During the reporting period, these clinics reached out to 83,560 vulnerable individuals and communities, as detailed in the table below.

**Table 8: Vulnerable persons reached by JCU, LDC and ULS**

| Institution | Number of Clinics | Persons supported | Persons reached | Women  | Men    |
|-------------|-------------------|-------------------|-----------------|--------|--------|
| LDC - LAC   | 7                 | 33,554            | 33,554          | 7,070  | 26,484 |
| JCU         | 10                | 6,178             | 47,811          | 28,602 | 25,346 |
| EOC         | 6                 | 1,098             | 2,195           | 1,228  | 968    |
| ULS         |                   |                   |                 |        |        |
| Total       | 23                | 40,830            | 83,560          | 36,900 | 52,798 |

Justice Centres Uganda (JCU) conducting outreaches providing various services to different groups.

**Table 9: Outreaches/awareness campaigns conducted by JCU to various groups of people**

| Awareness Campaign                             | No. of Outreaches | Target | Male   | Female | Total  |
|--|-------------------|--------|--------|--------|--------|
| Baraza   | 23                | 14,400 | 1,453  | 1,067  | 2,520  |
| Community members                              | 116               | 1,590  | 1,602  | 1,967  | 3,569  |
| Distributed IECs                               | N/A               | 11,982 | 1,374  | 1,542  | 2,916  |
| Groups facing multiple forms of discrimination | 5                 | 2,350  | 115    | 121    | 236    |
| Mobile Legal Aid Clinic                        | 26                | 13,050 | 533    | 493    | 1,026  |
| Suspects at police stations                    | 10                | 2,697  | 687    | 50     | 737    |
| Inmates in Prisons                             | 31                | 2,392  | 1,463  | 252    | 1,715  |
| Persons With Disabilities (PWDs)               | 16                | 1,850  | 169    | 210    | 379    |
| School   | 68                | 13,715 | 2,292  | 2,709  | 5,001  |
| While you wait sessions                        | 212               | 16,960 | 1,242  | 1,102  | 2,344  |
| Women  | 127               | 2,806  | 2,513  | 4,613  | 7,126  |
| Women & Girls                                  | 952               | 12,480 | 9,024  | 11,267 | 20,291 |
| Grand Total                                    | 1,586             | 96,272 | 22,467 | 25,393 | 47,860 |

*Mobile Legal Aid Clinics at JCU*

Mobile legal aid clinics are essential for enhancing access to justice, especially in hard-to-reach areas. JCU introduced these clinics to bring legal services closer to vulnerable individuals. During the reporting period, 26 mobile legal aid clinics were conducted, reaching 1,026 participants (533 males and 493 females). Of these, 66 individuals (38 males and 28 females) received legal advice, while 89 people (38 males and 51 females) registered cases at the clinics.



JCU's advocates conducting a Mobile Legal Aid Clinic at Kei Sub County mobile legal aid clinic

The major issues raised included the inability to access clean water, poor drainage, violations of rights by the police, increased cases of gender-based violence, a rise in the number of juveniles in conflict with the law, ignorance regarding the administration of estates, and the disregard for defilement legislation, which has contributed to ongoing early marriages and widow inheritance, often propagated by women fearing dismissal from their clans.

**Police Outreach:** Many vulnerable individuals in police detention are unaware of their rights, resulting in long periods of detention without trial. During the reporting period, JCU aimed to sensitize those in police detention while identifying individuals to support in securing police bonds.



Mengo Centre conducting a Mobile Legal Aid Clinic at the Railway Grounds. This event was hosted by UHRC

In this context, JCU conducted 14 police outreach events, reaching 737 suspects (687 males and 50 females). Participants were informed about their rights and the process for securing police bonds, resulting in 189 suspects (156 males and 33 females) successfully obtaining bonds.

Key issues and observations included concerns about suspects overstaying in police custody, particularly in Kampala. Investigations are often delayed by witness availability, yet the police are reluctant to release some suspects due to concerns they may flee. Additionally, some witnesses fear reprisals for making statements. The conditions in police cells were noted as largely unhygienic, and female detainees lacked access to sanitary towels.

Prison Outreach: Most prisons in Uganda exceed their holding capacity, leading to severe congestion. Additionally, many prisoners are unaware of their rights and have overstayed their detention without trial. To raise awareness among the prison population, JCU conducted 31 outreach events, reaching 1,715 inmates (1,463 males and 252 females) who were sensitized about plea bargaining, bail, and community service orders.

Persons with Disabilities (PWD) Outreach: PWDs are among the most vulnerable beneficiaries of the project, often unaware of their rights and subjected to sexual and gender-based violence (SGBV), as well as being denied their sexual and reproductive rights. During the reporting period, JCU conducted 17 outreach events for PWDs, reaching 456 individuals (223 males and 233 females). These sessions focused on educating them about their rights, including those related to marriage, divorce, and succession laws.



Mengo Centre conducts PWD outreach at Luzira.

The PWDs requested that taxing institutions and agencies take into account their disabilities, as these disadvantage their ability to work and earn. They expressed frustration that the financial support from the government for PWDs does not reach them. Additionally, they raised concerns about the lack of ramps in most public buildings, which affects their mobility.

People Facing Multiple Forms of Discrimination outreaches: JCU also continued to prioritize people facing multiple forms of discrimination with a special focus on people living with HIV conducting 6 outreaches reaching 236 (115 M, 121 F) people. They were sensitized them on the project Gender Based Violence (GBV) and Sexual Reproductive Health Rights (SRHR).

Participants noted that various forms of violence are inflicted on women, especially by family members due to their HIV status. HIV-positive women often face job termination based on their status and experience discrimination in many aspects of life. Widows who are HIV-positive frequently encounter GBV from their deceased husbands' families, who blame them for the men's deaths. The women also found it challenging to prove emotional violence when filing complaints with the police, resulting in a lack of assistance.

Litigation: JCU supports clients escalating cases that have failed at mediation by filing and litigating them in the courts of law. JCU filed 301 (197 M, 104 F) cases from which 33 were applications. JCU advocates made 203 (128 F) court appearances on behalf of the clients, drafting 67 pleadings, winning 85 (39 M, 46 F) cases, losing 47 (30 M, 17 F) and executing 29 (18 M, 11 F) of them through which UGX 2,880,000 and 7 acres of land was recovered on behalf of the clients.

Self-representation: Some cases where JCU was the mediator failed to be executed requiring that they should be escalated to litigation. JCU supports the clients by coaching them to represent themselves in court. During the reporting period, 157 (67 M, 90 F) clients were supported to file matters of whom 11 (7 M, 4 F) had their matters successfully concluded.

**Prison Decongestion Programme (PDP):** During the reporting period, JCU registered 155 (144 M, 11 F) people that included petty offenders, children in adult prisons and joggers under the PDP from which 48 court appearances were made.

A total of 259 (230 M, 29 F) people benefitted from the PDP Programme 61 (60 M, 1 F) of whom were granted community service orders while 74 (69 M, 5 F) were dismissed for want of prosecution and 25 (19 M, 6 F) were given ordinary bail.

Furthermore, 19 (14 M, 5 F) people were sentenced, 12 (11 M, 1 F) had their matters withdrawn, 10 (6 M, 4 F) were acquitted, 7 (5 M, 2 F) were reconciled, 6 (6 M) were granted mandatory bail, 5 (5 M) were granted community service through plea bargain and 5 (4 M, 1 F) were fined. Additionally, 5 (4 M, 1 F) were fined, 4 (all M) were discharged, 3 (all M) were given mandatory bail, 1 M was given nolle, and 2 (all M) were given lenient sentences.



Some of the people that benefitted from the PDP posing for a photo with one of JCU's advocates.

**State briefs:** During the reporting period, JCU actively supported the courts by complementing the State brief scheme. JCU registered 301 cases (304 males and 6 females) and concluded 247 cases (240 males and 7 females), of which 149 (60%) were successfully resolved through plea bargaining. It is important to note that some of the concluded cases were registered outside the reporting period but were resolved within it.

**Mobile Legal Aid Clinics at Equal Opportunities Commission**

In line with its mandate as stipulated in section 14(1), the Equal Opportunities Commission, under the Department of Legal Services and Investigations, conducts sensitization workshops on issues of equal opportunities and redressing imbalances. Mobile legal clinics were organized in the districts of Butaleja, Bukomansimbi, Luwero, Wakiso, and Kampala, aimed at promoting public awareness, enhancing understanding of equal opportunities, registering complaints of discrimination, and educating locals about their rights.



The Mbale Centre participates in a plea bargain session at Mbale High Court. Centre represented 22 accused persons.

The rationale for conducting these sensitization workshops and mobile legal clinics was to ensure that all people can access justice through information and advocacy for their rights.

The Capacity Needs Assessment aimed to identify and register complaints, educate the public about the Commission’s mandate, administer social justice, and identify key stakeholders and paralegals. The target group included district technical and political leaders, members of special interest groups, and community locals.

Hon. Sr. Mary Wasagali, a Member of the Equal Opportunities Commission, addressed community members during a mobile legal clinic in Butaleja District.



Counsel Ntare Timothy and Madaba Sam of EOC receiving complaints from the locals during a mobile legal clinic

Ag. Commissioner Legal Services & Investigations of EOC, Kakooza Savio Ntensibe educating the locals of Bukomansimbi on their land rights and the law on succession



Some of the prevailing gender and equity issues identified during the Mobile Legal Clinics include ignorance of laws relating to land ownership and succession, discrimination leading to the violation of human rights, and a large population of child dependents,

which impacts production and the attainment of health, education, and nutrition—key components of human capital development and household investment. Persistent high fertility rates, teenage pregnancies, and child dependency have contributed to these areas being among the least socially and economically developed.

In health services, issues noted include a lack of functional Health Centre IIs and IIIs in various districts. Where they exist, most health centers lack accommodation for staff, as well as necessary equipment and personnel.

In education services, challenges include inadequate classrooms, sanitary facilities, and furniture such as chairs and desks. There is also limited accommodation for teachers, leading to absenteeism, a lack of parental and community participation in school management, failure by parents to provide food for their children at school, and inaccessible facilities to support the learning of students with special needs.

The LDC (LAC) advocates, along with Bar Course students, handled a total of 2,993 cases, consisting of 2,494 males and 499 females. These cases were addressed through legal advice, counseling, court representation, coaching for self-representation, and Alternative Dispute Resolution (ADR). Among these cases, 422 were related to land, 104 were labor disputes, 38 were family disputes, 361 were succession matters, 224 were civil matters, and the majority, 1,948 cases, were criminal matters.

Additionally, during police outreach, a total of 283 suspects—228 males and 55 females—were assisted in securing police bonds. During prison outreaches in various districts where LAC is present, 2,380 inmates on remand—2,287 males and 93 females—were educated about various access-to-justice options, such as plea bargaining and reconciliation.

**Table 6: Legal advisory support and legal representation by Duty counsel Advocates**

| Intervention Cases   |     | Gender |        |         | Status    |         |        |
|--|-----|--------|--------|---------|-----------|---------|--------|
|  |     | Male   | Female | Company | Completed | Ongoing | Failed |
| Support duty counsel at 3 courts <sup>1</sup> and 2 police stations <sup>2</sup> | 151 | 103    | 48     | 00      | 135       | 16      | 00     |

**ADR Mechanisms Strengthened**

LDC-LAC deployed and supported 20 reconciliators and mediators to conduct court-annexed mediation and reconciliation in the courts of Matugga, Wakiso, Nakawa, Nabweru, Entebbe, LDC, Nateete-Rubaga, Kasangati, Makindye, Iganga, Lira, Kajjansi, Bushenyi, Buganda Road, Jinja, Mbarara, Masindi, Adjumani, Kabarole, and Mukono. The reconciliators and mediators handled a total of 1,179 cases, which included 630 reconciliations and 549 mediations, involving 938 males and 241 females. This effort contributes to the reduction of case backlog and facilitates effective access to justice for vulnerable and marginalized individuals.

### 1.2.2 Strengthen Justice for Children

Strengthening justice service delivery systems is critical for responding to the needs of children with timely, effective, and child-friendly practices and procedures. In this capacity, the coordinators assisted key stakeholders in handling child-related cases within the criminal justice system through various methods. Addressing the needs of children is essential, and the Justice for Children Programme (J4C) Regional Coordinators engaged in a range of activities to help resolve cases involving crimes against children, as well as issues related to sexual and gender-based violence and other child-related concerns.

#### *Zero tolerance for petty offenders in the criminal justice system.*

The justice 4 children programme, regional coordinators utilized various platforms to raise awareness among stakeholders, including child offenders, parents, police, state attorneys, judicial officers, local council courts, opinion leaders, and religious leaders. These efforts focused on a community-led approach to managing petty offenses and decongesting the formal justice system. As a result, during the reporting period of 2023/24, the diversion rate reached 77%, exceeding the target of 75%.

**Table 10: Diversion of children from the Criminal Justice System**

| Indicators   | Baseline | 2020/21 | 2021/22 | 2022/23 | 2023/24 |        |
|--|----------|---------|---------|---------|---------|--------|
|  | 2017/18  | Actual  | Actual  | Actual  | Target  | Actual |
| No of children diverted from the criminal justice system | 75%      | 72      | 71      | 71%     | 75%     | 77%    |



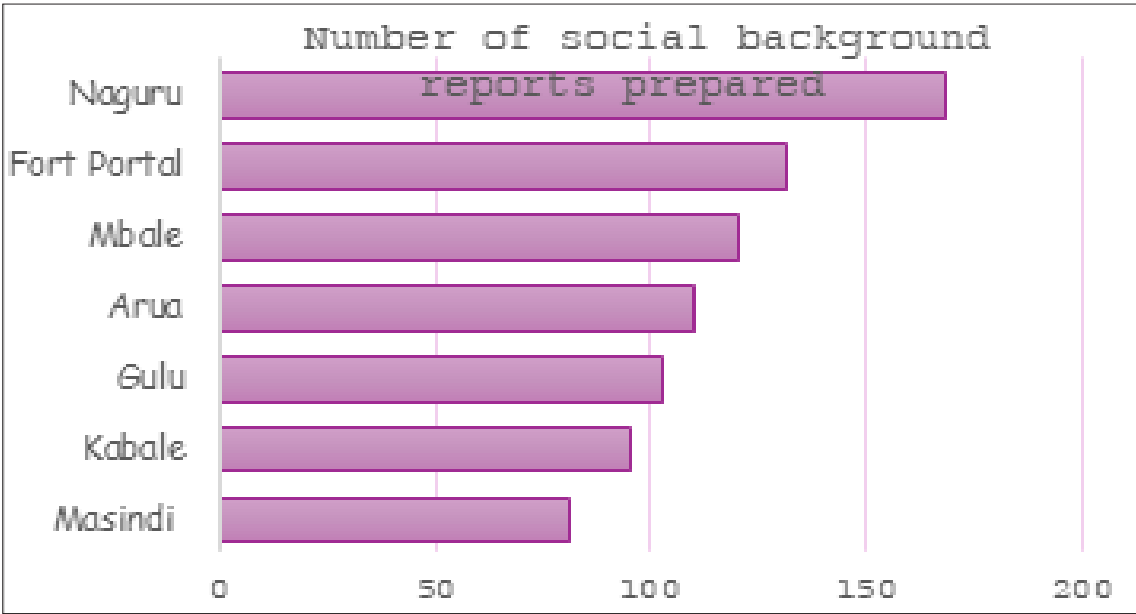
To preserve the rights of children, the Justice for Children Regional Coordinators collaborated closely with police, probation and social welfare officers, and the Office of the Director of Public Prosecutions (ODPP) to conduct age determination exercises for all

child offenders of borderline age. In 2023/24, a total of 1,192 child offenders (1,110 males and 82 females) underwent age verification. This process resulted in the reassignment of juvenile offenders from prisons to appropriate remand homes, ensuring their well-being and protection within the legal system. As a result, 375 individuals (325 males and 50 females) were confirmed as juveniles, with 41 male juveniles transferred from prisons to remand homes, while four adults were moved from remand homes to prisons across the country. Additionally, one child was found to be below the age of criminal liability and was reunited with their parents.

**Right:** Figure 2 shows the Regional Coordinator in Arua, along with probation and welfare officers and other stakeholders, using the media to raise awareness of child-friendly approaches in the administration of justice for children.

In related efforts, the LAC diverted 1,701 child offenders from the formal justice system to their communities in the districts of Kampala, Adjumani, Masindi, Kabarole, Mbarara, Iganga, and Jinja at various courts and police stations. Of these cases, 209 involved female offenders.

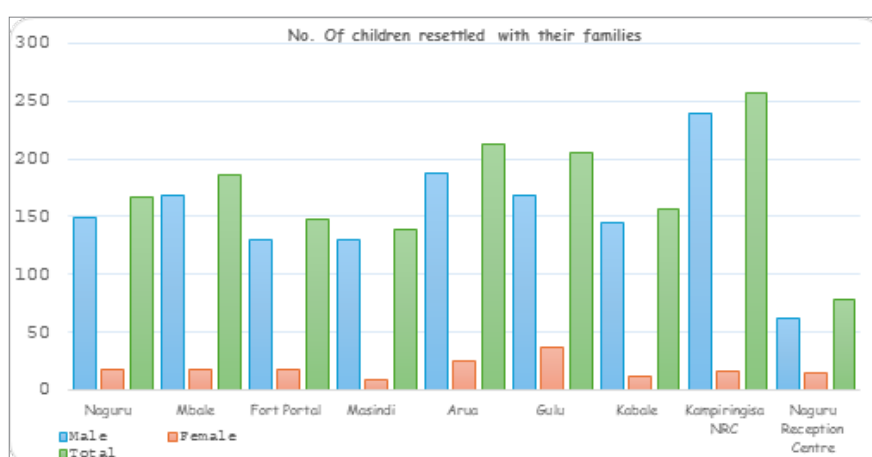
Justice for Children Regional Coordinators continued to engage with judicial officers to accelerate case progression. In the reporting period of 2023/24, 32% of the 72,687 cases involving children were disposed of, contributing to case decongestion. During this period, a total of 1,392 children (292 female and 1,100 male) attended Lower Courts, while 362 children (331 male and 31 female) attended High Courts. Additionally, 274 children (249 male and 27 female) were committed to Kampiringisa National Rehabilitation Centre, and 879 children (709 male and 170 female) were released, according to data from remand homes.



The district, city, and division probation officers were facilitated to prepare social background reports in accordance with Section 140 of the Children Act Cap 62. The figures in the table show the number of reports prepared per remand home.

| Summary of resettlements     |              |            |              |
|------------------------------|--------------|------------|--------------|
| Institution                  | Male         | Female     | Total        |
| Remand Homes                 | 1,082        | 138        | 1,220        |
| <b>Rehabilitation Centre</b> | <b>240</b>   | <b>17</b>  | <b>257</b>   |
| Reception Centre             | 63           | 16         | 79           |
| <b>Totals</b>                | <b>1,385</b> | <b>171</b> | <b>1,556</b> |

Remand home staff were supported in delivering juveniles to Lower and High Courts for trial, as well as in conducting family tracing and resettlement of juveniles with their parents or guardians in their respective districts, as indicated in the tables below:



In close collaboration and coordination with the Justice Law and Order Sub-programme Secretariat, the Regional Coordinators of the Justice for Children Programme provided technical support to relevant stakeholders in managing child-related cases through various activities. They assisted institutions in resolving cases involving crimes against children, sexual and gender-based violence, and other child-related matters.

#### No. Of juveniles delivered to Lower and High Courts

| No. | Remand Home        | Lower Courts |            |              | High Courts |           |            |
|-----|--------------------|--------------|------------|--------------|-------------|-----------|------------|
|     |                    | Male         | Female     | Total        | Male        | Female    | Total      |
| 1   | Naguru Remand Home | 190          | 29         | 219          | 40          | 8         | 48         |
| 2   | Mbale Remand Home  | 150          | 25         | 175          | 38          | 7         | 45         |
| 3   | Fort Portal        | 160          | 22         | 182          | 53          | 5         | 58         |
| 4   | Masindi            | 130          | 10         | 140          | 20          | 0         | 20         |
| 5   | Arua               | 180          | 22         | 202          | 66          | 8         | 74         |
| 6   | Gulu               | 157          | 27         | 184          | 75          | 6         | 81         |
| 7   | Kabale             | 131          | 17         | 148          | 24          | 3         | 27         |
|     | <b>Total</b>       | <b>1,098</b> | <b>152</b> | <b>1,250</b> | <b>316</b>  | <b>37</b> | <b>353</b> |

### *Proportion of juveniles receiving Legal Representation.*

By bridging the gap in legal aid provision for child offenders, Regional Coordinators worked closely with Probation and Social Welfare Officers and Legal Aid Service Providers to safeguard the rights of juveniles and facilitate equitable access to justice within the judicial system. A total of 1,754 juveniles (1,479 males and 275 females) benefited from legal education and representation services. Among these, 1,392 (1,238 males and 154 females) were effectively represented in lower courts, while 362 (308 males and 54 females) received representation in High Courts. As a result, 879 (709 males and 170 females) received non-custodial orders, compared to 274 (249 males and 27 females) who received custodial orders and were transported to the National Rehabilitation Centre.

Through the Justice for Children Programme, Regional Coordinators, in collaboration with Probation and Social Welfare Officers, addressed the crucial issue of victims of crime by preparing Victim and Community Assessment Reports. A total of 338 Victim Impact Assessment Reports were diligently prepared and submitted, out of the 574 reports mandated by court proceedings, resulting in a performance rate of 59%, compared to 47% in the previous reporting period.



Alternative care quarterly review meetings in refugee settlements

Additionally, during the reporting period, there was intentional support for breastfeeding mothers at various stages of case management within the justice chain. This support led to a total of 133 cases being fast-tracked.

Two quarterly review meetings on alternative care in refugee settlements were held in the western Uganda and West Nile regions. A total of 57 participants attended, including representatives from the Office of the Prime Minister (OPM), refugee settlements such as Nakivale, Imvepi, Rhino Camp, Kyaka I, and Kyaka II, as well as district Probation Officers from Isingiro, Kyegegwa, Kikuube, Terego, Madi-Okollo, and Obongi. Participants posed for a photo after the quarterly review meeting in western Uganda.

## Capacity of Duty Bearers strengthened



Police officers after the CFPU induction training.

The Uganda Police Force (UPF) trained 362 officers (87 females) on child diversion guidelines, while 30 officers (25 females) were inducted into the Child and Family Protection Unit. Additionally, the police conducted investigations into 506 juvenile-related cases across 29 policing regions, focusing on cases involving juveniles in conflict with the law and juvenile victims to ensure their access to justice.

The Ministry of Local Government (MoLG) held consultations with nine local governments regarding the laws, regulations, and policies affecting children across all regions. These consultations took place during support supervision in the districts of Manafwa, Masindi, Kakumiro, Kassanda, Adjumani, Abim, Alebtong, Kotido, and Kaabong.



Some of the Police officers that underwent capacity building by Regional Coordinator, Moyo Sub region, on diversion in Yumbe on 24th April 2024, using the District Chain-Linked Platform

Through coordination with the Justice for Children Programme, an initiative of the Justice Law and Order Sub-Programme, Regional Coordinators conducted capacity-building sessions for Police Officers in Child and Family Protection Services (CID/CFPU) and other criminal justice stakeholders. As a result, a total of 836 officers (542 males and 294 females) received training on diversion practices as a form of restorative justice. Various platforms, including District Coordination Committees (DCCs), suspect parades, and one-on-one engagements, were utilized for these sessions. During the trainings, a total of 1,250 materials were disseminated, including 600 diversion guidelines for police officers, 450 diversion registers, 100 diversion referral booklets, and 100 diversion feedback forms. Consequently, the diversion practice was strengthened, achieving an average performance rate of 77%, surpassing the 75% target.



The newly constructed child reception center in Arua.

The Uganda Police Force (UPF) established a child reception center in Arua District with support from Save the Children Organization. This initiative aims to provide child- and juvenile-friendly services and ensure justice for children.

As part of promoting child-friendly procedures, the Office of the Director of Public Prosecutions (ODPP) distributed child witness kits that included anatomically detailed dolls to facilitate interviewing children in a gender-responsive manner. This approach not only protects the privacy and integrity of child witnesses but also helps to reduce the embarrassment and psychological trauma they may experience during trials when they are required to describe sexual acts and demonstrate by touching their bodies. Additionally, the ODPP disseminated informational, educational, and communication (IEC) materials that explain its role in handling sexual and gender-based violence (SGBV) cases sensitively.

Furthermore, the ODPP engaged stakeholders and conducted community outreach in the Kabale region to build the capacity of duty bearers in several key areas: i) interviewing children in child-friendly environments, ii) using age-appropriate and gender-sensitive language, iii) ensuring the presence of probation and social welfare officers during interactions with children, iv) respecting the dignity of child witnesses, and v) prioritizing cases involving children for expedited hearings.



**1.2.3 Strengthen family justice**

The Office of the Administrator General continued its efforts to promote accountability and transparency, with a special focus on post-enactment advocacy of the Succession (Amendment) Act to enhance family justice.

To ensure that all estates of deceased persons, individuals of unsound mind, and missing persons are managed according to succession laws, the Administrator General conducted family arbitrations and mediations. As a result, a total of 2,732 family arbitrations and mediations were handled, strengthening the rule of law and enhancing family justice within vulnerable communities.

The administration of properties (estates) belonging to the deceased and those of unsound minds is a crucial aspect of strengthening family justice. Consequently, 6,737 new files were opened, 579 estates were registered and inspected, 50 estates were wound up and renounced, 17 trust causes were registered, 5 estates under summary jurisdiction were managed, and 21 trust causes were inspected.

### *Public trustee role strengthened.*

**Table 11: Files handled by Administrator General**

| Activity   | New files for clients | Estates Inspected | Land transfers | Certificates of no objection | Family arbitrations and mediations | Letters of Administration |
|------------|-----------------------|-------------------|----------------|------------------------------|------------------------------------|---------------------------|
| FY 2020/21 | 4736                  |                   |                |                              | 733                                | 13                        |
| FY 2021/22 | 4,952                 | 398               | 46             | 2,765                        | 494                                | 14                        |
| FY 2022/23 | 4,876                 | 295               | 89             | 3,301                        | 1508                               | 6                         |
| FY 2023/24 | 6,737                 | 579               | 21             | 3,282                        | 2732                               | 50                        |

### **1.2.4 Promote Gender Equality**

Gender equality is not only a fundamental human right but also a necessary foundation for a peaceful, prosperous, and sustainable world. According to the UN, there has been progress over the past decades; however, the world is not on track to achieve gender equality by 2030. Eliminating gender discrimination across the justice chain is critical for protecting women’s rights. The sub-program prioritizes sustained justice reforms to create a gender-responsive enabling environment. This focus includes enhancing the capacity of sub-programme institutions to mainstream gender and equity in planning, budgeting, and monitoring progress in promoting gender equality. Additionally, it aims to strengthen the collection, analysis, documentation, and dissemination of information on gender issues and their impacts on access to justice, as well as to address the justice needs of refugees and host communities.

Regarding SGBV cases, the period under review saw a 1.4% increase in sex-related cases, rising from 14,693 in 2022 to 14,846 in 2023, according to the Annual Crime Report 2023. The Kampala Metropolitan Area recorded the highest number of registered sex-related cases. However, domestic violence cases decreased from 17,698 in 2022 to 14,681 in 2023, reflecting a 17% decrease in domestic violence registered nationwide. Despite this decline, districts such as Luwero, Kamwenge, Omoro, and Kwanja reported high levels of domestic violence. Similarly, child-related offences decreased by 20.4%, from 13,489 in 2022 to 10,741 in 2023. The reduction in domestic violence and child-related offences can be partly attributed to enhanced community sensitizations and increased investment in the detection and prevention of such crimes, particularly through capacity building for detectives, CFPU, and SGBV officers.

**Table 12: SGBV Cases Reported in the period under review**

| <b>Cases</b>                                | <b>Total Cases Reported</b> | <b>Cases under inquiry</b> | <b>Cases taken to court</b> |
|---|-----------------------------|----------------------------|-----------------------------|
| Rape  | 1,577                       | 664                        | 625                         |
| Aggravated defilement                       | 3,846                       | 1,359                      | 2,091                       |
| Defilement                                  | 8,925                       | 3,446                      | 3,473                       |
| Indecent assault                            | 299                         | 119                        | 123                         |
| Incest                                      | 39                          | 13                         | 6                           |
| Unnatural offences                          | 160                         | 60                         | 77                          |
| Child neglect                               | 4,730                       | 2,077                      | 352                         |
| Child desertion                             | 1,918                       | 968                        | 108                         |
| Child stealing                              | 232                         | 91                         | 44                          |
| Child trafficking                           | 510                         | 142                        | 242                         |
| Child abduction/kidnap                      | 159                         | 43                         | 78                          |
| Child disappearing/Missing                  | 2,208                       | 1,205                      | 23                          |
| Child Abuse/Torture                         | 866                         | 394                        | 131                         |
| Infanticide                                 | 37                          | 9                          | 17                          |
| Abortion                                    | 81                          | 46                         | 13                          |
| Domestic violence                           | 14,681                      | 7,065                      | 1,520                       |
| Murder through aggravated domestic violence | 242                         | 104                        | 122                         |
| Human trafficking                           | 496                         | 192                        | 177                         |
| <b>Total</b>                                | <b>41,006</b>               | <b>17,997</b>              | <b>9,222</b>                |

Source: Annual Crime Report 2023

Women subjected to violence should have access to justice mechanisms and effective remedies for the harm they have suffered. By the time of reporting, the UPF had investigated 1,457 Sexual Gender-Based Violence (SGBV) cases across all policing regions, focusing on sex-related, child-related, and domestic violence cases. This approach aims to ensure that victims receive justice and that offenders are prosecuted to deter similar crimes.

Additionally, the UPF began printing, procuring, and distributing medical examination forms PF3A and PF24 to enhance equitable access to justice for vulnerable individuals. These forms are being distributed to policing regions to aid in the investigation processes.



women and girls outreach at Kisaka II Ward, Pajwenda village, Kisaka Parish - Bwera Sub County

Regarding the outreach, the analysis by JCU revealed that women are particularly vulnerable to SGBV. As a result, 127 outreach events were conducted, reaching 7,126 individuals (2,513 males and 4,613 females) in various project areas. Participants were sensitized on topics such as SGBV and the rights of vulnerable individuals, especially women.



Women & girls Outreach conducted by Mengo Centre in Banda Zone 6.

Issues raised during these sessions included the contentious nature of legally binding marriage, with many struggling to understand why long-term cohabiting couples are not recognized as married. Furthermore, urban women often face difficulties in solely supporting their children due to a lack of land, leading to increased tension and violence at home. Children are sometimes weaponized by feuding couples to harm one another, and child neglect is prevalent, especially in Kampala. Additionally, women expressed concerns about interactions with police officers who are perceived as corrupt.

The key issues and observations included that women continue to participate in land sale agreements as witnesses, while men are often accused of giving away matrimonial assets to other women. The bride price remains a requirement for marriage, but demands for its return are considered illegal. Additionally, there are numerous cases of forced early marriages and widow inheritance. Women's reproductive rights are frequently abused, and men fear for their rights upon discovering they are raising children not biologically their own. Generally, women refuse to share property with their husbands, leading to an increasing number of men deserting their homes.

It was also observed that tribal tensions exist in Bundibugyo between the Bakonzo and Babwisi, affecting families from intermarriages. The police were criticized for arresting individuals without allowing them to inform their relatives.

### *Marriage Registration*

To strengthen the institution of marriage through registration, URSB collaborated with traditional institutions, including Buganda Kingdom, Tieng Adhola, and Ker-kwaro Acholi. Customary marriages, the most prevalent form of legal marriage in Uganda, are overseen by traditional institutions and registered by local government officials. URSB conducted field visits to dioceses and districts to enhance the capacity for marriage registrations, providing training and support on the National Marriage Registration System (NMRS) for Chief Administrative Officers in eight districts. The locations visited included Masaka, Bukomansimbi, Hoima, Kyangwali, Jinja, Mbale, Soroti, Kumi, Kitgum, Arua, Nebbi, and Gulu. During these visits, the Bureau conducted 166 capacity-building sessions with 763 registrants (331 female and 432 male) and distributed marriage registration materials. Additionally, 176 engagements were held with the duty bearers, including CAOs, Priests, Imams, and local officials.

To fulfil the URSB mandate of administration of marriage laws, i.e. URSB protects family through marriage registration.

| Service   | Registrations half- year 2023/24 compared to half- year 2022/23 |         |          |
|---|---|---------|----------|
|   | 2022/23   | 2023/24 | % Change |
| Civil Marriages - Kampala   | 948   | 1,133   | 19.5%    |
| Single Statuses   | 417   | 397     | -4.8%    |
| Marriage Returns  | 5,364   | 720     | -86.6%   |
| Certification of marriages (Civil, Church, Customary and single status letters) | 1,503   | 3,909   | 160.1%   |
| Searches on Marriage Register   | 540   | 214     | -60.4%   |
| Customary marriages registrations   | 631   | 2,056   | 225.8%   |
| Special Licenses  | 231   | 606     | 162.3%   |
| Churches Licensed   | 113   | 648     | 473.5%   |

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

Limited legal awareness is a major barrier that vulnerable and marginalized groups face in accessing justice. Therefore, access to legal information is essential for efficient and effective performance in any judicial process. To address this, the Sub-Program prioritized the empowerment of stakeholders through awareness creation, conducted in various forms such as TV and radio talk shows, air spot messages, outreach events, and Barazas.

The JSC conducted 98 live radio talk shows that primarily addressed amendments in succession law, domestic violence, gender-based violence, issues affecting courts, and the general administration of justice, including bail, criminal offenses, and criminal trial procedures. Of the 98 shows, 20 were funded by JLOS, while the remainder were funded by the Government of Uganda. Additionally, the Commission conducted a total of 88 anti-corruption live radio talk shows across 88 districts nationwide, receiving approximately 460 calls during these broadcasts. The aim of these radio talk shows was to raise awareness about corruption in the administration of justice in the country, educating listeners on its various forms, causes, effects, and strategies for combatting it. Out of the 88 live shows, 42 were sponsored by JLOS SWAP and 46 by Government of Uganda funds.



Bundibugyo team conducts community baraza at Butogo boarder, Kisuba Sub County



Radio talk show held by the Mengo team on CBS

Similarly, the JCU conducted 55 radio talk shows and conducted 23 barazas in Bundibugyo, Kasese, Kampala, Tororo, Hoima, Lira, and Mbale, reaching 2,274 participants (1,330 males and 994 females). These barazas were attended by 230 stakeholders (167 males and 63 females). During these events, 247 participants (138 males and 109 females) received legal advice, and 53 individuals (20 males and 33 females) registered cases with the JCU. Common issues and observations raised included concerns that most legal aid service providers tend to side with women, often victimizing men. Many marriages are toxic, leading to gender-based violence (GBV), and more men than women continued

to call in, indicating that men are also becoming sensitized. There was a perception that the sanctioning of files is shrouded in mystery, allowing some criminals to evade justice. Concerns were also voiced about the rising number of children engaging in serious crimes, such as robbery. Many community members still perceive judicial officers as inaccessible, and numerous women continue to expect their spouses to single-handedly support their families, which contributes to increased GBV.

Additionally, community members raised concerns about corruption, noting that it often begins at the gates of the justice system.

The JSC conducted 19 sensitization workshops on prisoners' rights and criminal trial procedures in various prisons, including Lira, Fort Portal, Mbale, Koboko, Masaka, Nakifuma, Kasangati, Kauga, Kibaale, Kiboga, Mbarara, Butaleja, Tororo, Palisa, Kyegegwa, Arua, Ragyem, Kitalya, and Buwama. Fifteen of these workshops were funded under JLOS SWAP. Additionally, barazas (social accountability forums) were held to hold duty bearers accountable for the enforcement of laws and the protection of the rights of women and girls.

JCU also conducted school outreaches, as schools are an effective catchment area for reaching youth, even with limited resources. During the reporting period, JCU conducted 68 school outreaches, reaching 5,001 students (2,292 males and 2,709 females) in various schools, focusing on sensitizing them about sexual offenses and SGBV.

Issues raised during discussions included concerns that some teachers were involved in inappropriate relationships with pupils. There were reports of rampant negotiations after incidents of defilement, and complaints that only boys were arrested in cases of child-to-child sex. Some pupils expressed feelings of neglect by their fathers, while others reported pressure on school-going girls to drop out and marry. Many boys felt entitled to a share of their parents' land, and some girls believed that leaving school would lessen the pressures they faced. Additionally, it was noted that boys were more often charged with sexual offenses, while girls frequently escaped accountability. Questions from pupils indicated awareness of sexually active peers infected with HIV, posing risks to others.

### *IEC Materials*

IEC materials are vital for bridging knowledge gaps in legal literacy. The JSC printed 56,111 copies of brochures covering topics such as the JSC mandate, resolution of land disputes, domestic violence, children's rights, sexual offenses, local council courts, and a guide to the rights of prison inmates, with 41,111 of these funded under JLOS.

Recognizing knowledge gaps in legal literacy, JCU printed and distributed 2,916 IEC materials, including 2,464 posters, 223 flyers and leaflets, and 117 brochures. These materials addressed various issues, featuring toll-free lines and information on GBV, bail, and bond.

The toll-free service helpline was also utilized to provide legal advice and referrals on issues related to EAW, harmful practices, and SRHR services. A total of 2,551 people

(1,037 males and 1,514 females) engaged with the JCU toll-free lines. Of these, 1,478 (679 males and 799 females) received legal advice, 327 (147 males and 180 females) made inquiries, and 646 (120 males and 526 females) followed up on their matters.

Among those given legal advice, 306 people received guidance on land-related cases (21% of the total), while 303 received advice on estate administration (21%). Additionally, 253 people were advised on domestic violence (17%), 185 on maintenance issues (13%), and 139 on custody matters (9%). Other topics included harmful traditional practices, marriage and divorce, and theft.

### *Walk-in Clients*

JCU provided legal aid to a total of 4,323 individuals (2,253 males and 2,070 females). Of these, 2,010 (911 males and 1,099 females) received legal advice, while 364 (217 males and 147 females) made inquiries, and 1,939 (1,119 males and 820 females) followed up on their cases. Among those given legal advice, 332 sought help with obtaining money by false pretense (17%), and 318 related to land cases (16%).

The LDC LAC also conducted community outreaches, sensitizing 2,519 community members (1,997 males and 522 females) about children's rights, land justice, SGBV, and family rights across seven districts: Adjumani, Mbarara, Kampala, Lira, Masindi, Jinja, and Kabarole.

### *Training and Investigations*

The Commission trained 11 prosecutors to enhance the capacity of the prosecution team within the Disciplinary Affairs department. Additionally, 170 complaints against judicial officers and other judiciary staff were fully investigated during the financial year 2023/2024.

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

According to the Annual Crime Report 2023, there was a 1.5% decrease in the number of crimes reported to the police, dropping from 231,653 cases in 2022 to 228,074 cases in 2023. Of all crimes, 52.4% (119,511) were committed in urban centers, 40.5% (92,370) in rural areas, and 7.1% (16,193) along the highways. Out of the total cases reported nationwide, 84,907 cases were taken to court, 48,632 cases were not proceeded with, and 94,535 cases are still under inquiry.

| Category                 | Year    |         | Percentage Difference | Remarks   |
|--------------------------|---------|---------|-----------------------|---|
|                          | 2023    | 2022    |                       |   |
| Cases reported           | 228,074 | 231,653 | -1.5%                 | The number of reported cases decreased in the period under review.            |
| Cases under inquiry      | 94,535  | 136,499 | -30%                  | Cases that remained under inquiry, reduced by 30% in the period under review. |
| Cases not proceeded with | 48,632  | 26,749  | 81%                   | Cases that were not proceeded with or detected increased by 81%.              |
| Cases taken to court     | 84,907  | 68,405  | 24%                   | Cases taken to court increased by 24% in the period under review.             |
| Cases with convictions   | 27,125  | 10,648  | 154%                  | Cases with convictions increased in the period under review by more than 100% |

To respond more effectively to crime, the UPF is implementing the subcounty policing model in a phased manner across selected sub-counties nationwide. In this regard, UPF continued the construction of Sub County Model Police Stations at Lwemiyaga, Kawanda, Lwebitakuli, and Bulongo in Sembabule District; Mpumude in Lyantonde District; Kitanda, Bukango, and Bigasa in Bukomansimbi District; Lwabenge in Kalungu District; Mutukula Border in Kyotera District; and Kibanda in Rakai District.



Lwemiyaga Subcounty Police Station Office Blocks Under Construction

During the reporting period, the Ministry of Internal Affairs trained 100 Law Enforcement Officers from the Greater Masaka, Rwenzori East, KMP South, and Northwest Nile Regions in Physical Stockpile and Security Management (PSSM). Of these, 96 were male and 4 were female, aimed at improving armory management to prevent the leakage of arms.

### 1.3.1 Capacity of crime-fighting agencies built

| MDA          | Male         | Female       | Total        |
|--------------|--------------|--------------|--------------|
| UPF          | 884          | 388          | 1,272        |
| UPS          | 1,529        | 705          | 2,234        |
| DCIC         | 31           | 26           | 57           |
| <b>Total</b> | <b>2,444</b> | <b>1,119</b> | <b>3,563</b> |

Over time, the Access to Justice Sub-Programme has made significant strides in strengthening the capacity and capability of law enforcement agencies to combat crime. It continues to enhance the effectiveness of crime-fighting agencies through staffing, training, modernized equipment, the use of technology for forensic analysis, inspections, infrastructure improvements, and the establishment of call response centers and other early warning mechanisms.

A total of 3,563 were recruited in UPF, UPS and DCIC to enhance their capacity in fighting crime. UPS commissioned 200 C/ASPs (36Female) and 318 CPOs (62F), and passed out 1,716 (607F) warders and Wardresses after completion of training.

### Capacity Building of personnel

| MDA          | Male  | Female | Total        |
|--------------|-------|--------|--------------|
| UPF          | 3,598 | 695    | 4,293        |
| UPS          | 1,122 | 483    | 1,605        |
| DCIC         |       |        | 57           |
| <b>Total</b> |       |        | <b>5,955</b> |

Source: MDA Performance reports FY 2023/24



Police Probationary Constables (PPC) recruits on course at Police Training School, Kabalye

The sub-programme trained a total of 5,955 personnel in various disciplines to adapt to the ever-evolving security environment. The courses conducted included regular staff training, capacity enhancement in ransomware and cryptocurrency investigative processes, financial disruption related to minerals crimes, financial investigations, financial due diligence, and specialized command and leadership courses.

To enhance investigations and ensure more cases are sent to court and convictions secured, UPF conducted a hybrid CID induction course for 70 officers, including 37 females. The officers acquired skills in investigation management. As a result, the number of cases taken to court increased by 24% during the review period, rising from 68,405 in 2022 to 84,907 in 2023. This increase can be partly attributed to the enhanced capacity building of detectives.



CID officers during lectures.



Officers on scene of crime assessment.



Officers undergoing training in Border control & management of transnational crime.

Similarly, the UPF inducted 70 Senior Investigation Officers to help them adapt to the demands of the justice system, including its procedures, culture, values, and new contemporary investigation methods in light of evolving technologies and the emerging global environment. Additionally, UPF enhanced its forensic capacity by training 111 officers (27 females) in fingerprint analysis, questioned documents examination, and laboratory management systems, while DGAL continues to provide cybersecurity training.

**Table 13: Summary of capacity building undertaken**

|     |   | M  | F  | T   |
|-----|---|----|----|-----|
| UPF | CID induction hybrid course   | 23 | 37 | 70  |
| UPF | Capacity in forensics   | 84 | 27 | 111 |
| UPF | Police Officers inducted in basic dog handling and care course.   | 39 | 8  | 47  |
| UPF | INTERPOL liaison officers and staff trained on border control and management of transnational organized crime.  | 43 | 7  | 50  |
| UPF | Inducted officers in traffic and road safety to enhance the directorate's capacity to maintain road safety and respond to traffic incidents.                            | 47 | 21 | 68  |
| UPF | Inducted community liaison officers to be deployed at sub-county police stations to strengthen implementation of community policing strategies for prevention of crime. | 50 | 15 | 65  |



Traffic Officers' training on crash incident management

Regarding trafficking in persons, a data collection and information management system for TIP, established last financial year, is now fully functional. To raise awareness about trafficking, the Ministry of Internal Affairs, in partnership with GIZ and other stakeholders, launched the National Communication Strategy for the prevention of trafficking. Five radio talk shows were conducted in districts including Kabale, Kamwenge, Kyankwanzi, Tororo, and Soroti.

The Ministry also conducted two trainings for police community liaison officers on the application of the PTIP Act in Albertine (Hoima) and Sipi (Kapchorwa), as well as two trainings for stakeholders (district leaders, police, CSOs, headteachers, youth leaders, and women councilors) on identifying, protecting, and referring victims of trafficking in Bushenyi and Iganga. So far, the Ministry has supported 59 TIP cases under investigation and assisted 275 rescued victims of trafficking (32 Eritreans and 243 Ugandans), including coordinating the return of two victims from Mauritius. The ODPP conducted pre-trial preparations for 38 trafficking cases.

The DCIC investigated a total of 7,113 immigrants, which included 107 cases of trafficking victims and 103 asylum seekers. Of these, 104 individuals regularized their stay, while 578 suspects were removed from the country, and 91 appeal cases were investigated and processed for the Minister. Additionally, 621 files were closed, and 98 appeals were processed for the Minister within seven days. Reports on surveillance, enforcement, and compliance from inspections and investigations carried out in the headquarters and seven regional offices were submitted to management.



Inspection of human resources in Private Security in ASWA region

In terms of inspections, 183 private security organizations were assessed for compliance with established standards and guidelines across 17 police regions. The inspection focused on human resource management, firearms management, security management, training needs assessment, and adherence to standard operating procedures. Given their critical role in enhancing the security of people’s properties and lives, it is essential for PSOs to follow these procedures.

### 1.3.2 Offender rehabilitation and reintegration strengthened

| Category            | Male   | Female | Total  |
|---------------------|--------|--------|--------|
| Formal education    |        |        |        |
| Vocational training | 8,070  | 1,980  | 10,050 |
| FAL                 |        |        |        |
| Life Skills         | 11,679 | 960    | 12,639 |
| Total               |        |        |        |

Social rehabilitation of offenders is essential for their successful reintegration into communities. Various agencies, including UPS, the Directorate of Community Service (DCS), and MoGLSD, are involved in the rehabilitation and integration process.

During the reporting period, UPS conducted vocational training for 10,050 inmates (1,980 females) in various trades across 128 prisons. Additionally, 3,028 inmates (483 females) are currently undergoing training in agricultural skills. Furthermore, 406 inmates were internally trade-tested in various vocational fields and awarded certificates. A total of

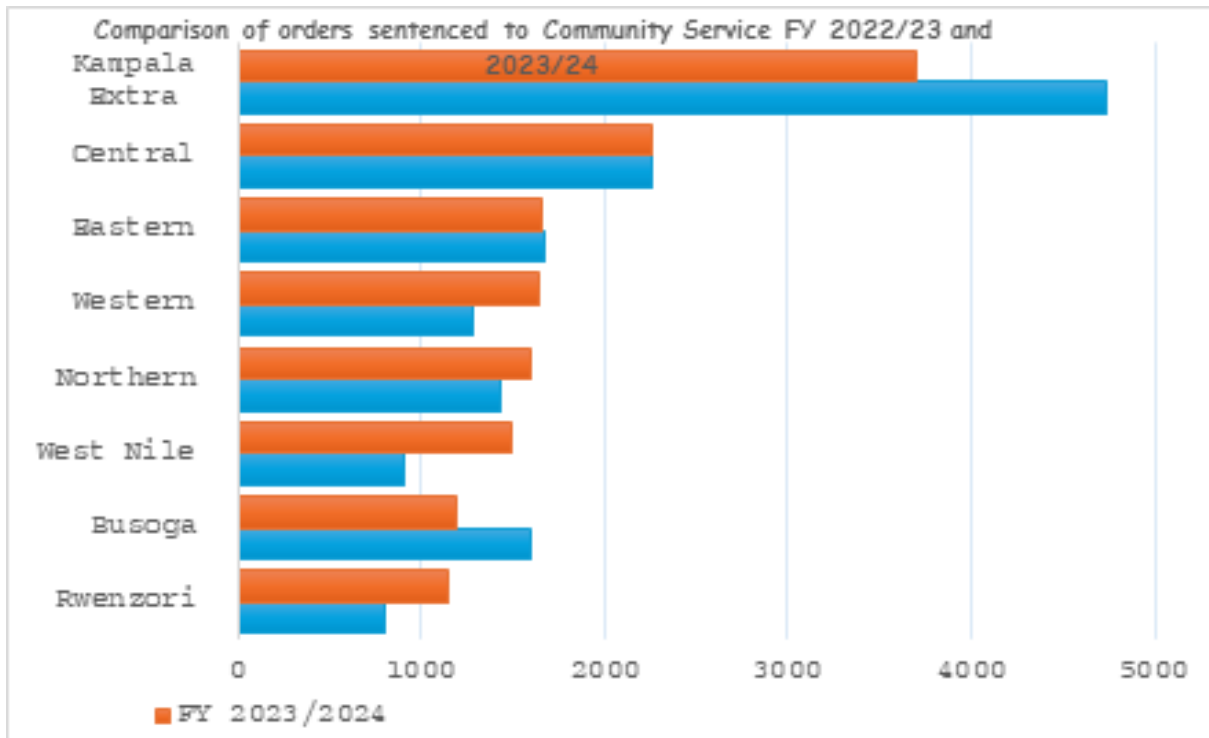
2,857 inmates (242 females) are benefiting from formal education programs, while 3,221 learners (322 females) have been facilitated to participate in Functional Adult Literacy programs in 138 prisons. As a result of these interventions, 637 inmates (118 females) have been reintegrated into their communities, and 12,639 inmates (960 females) have acquired life skills, including anger management, interpersonal skills, self-management and regulation, communication, and parenting skills. These efforts have contributed to a reduction in the recidivism rate, decreasing from 14.3% in FY2021/22 to 13.9%.

In terms of community service orders, 14,593 orders (13,548 males and 1,045 females) were supervised during the reporting period, achieving 91.2% of the annual target of 16,000 orders. This is comparable to the previous fiscal year, which had 14,595 orders (13,505 males and 1,090 females). The Rwenzori and Kampala Extra regions demonstrated the highest performance, with completion rates of 114.1% and 102.4%, respectively. In terms of gender representation, all regions had more male supervisors than female supervisors. Overall, the Kampala Extra and Northern regions excelled in accuracy and had a relatively higher number of orders supervised.

**Table 14: Orders recorded in Data Base by Regions FY 2023/2024**

| Region        | Annual Target | FY 2023/2024 Annual performance |      |        | % achievement of the target | FY 2022/2023 |       |        |
|---------------|---------------|---------------------------------|------|--------|-----------------------------|--------------|-------|--------|
|               |               | M                               | F    | Total  |                             | M            | F     | T      |
| Busoga        | 1400          | 1127                            | 58   | 1185   | 84.6%                       | 1448         | 134   | 1582   |
| Central       | 2700          | 2118                            | 126  | 2244   | 83.1%                       | 2114         | 130   | 2244   |
| Kampala Extra | 3600          | 3330                            | 357  | 3687   | 102.4%                      | 4436         | 298   | 4734   |
| Northern      | 1600          | 1427                            | 164  | 1591   | 99.4%                       | 1223         | 193   | 1416   |
| Eastern       | 2100          | 1537                            | 104  | 1641   | 78.1%                       | 1524         | 137   | 1661   |
| Rwenzori      | 1000          | 1091                            | 50   | 1141   | 114.1%                      | 769          | 16    | 785    |
| West Nile     | 1500          | 1388                            | 89   | 1477   | 98.5%                       | 805          | 90    | 895    |
| Western       | 2200          | 1530                            | 97   | 1627   | 73.9%                       | 1186         | 92    | 1278   |
| Total         | 16,000        | 13,548                          | 1045 | 14,593 | 91.2%                       | 13,505       | 1,090 | 14,595 |

Source FY 2023/2024: Community Service Data base.



Source FY 2023/2024: Directorate of Community Service Data Base



4 L-R, Mini Court session at Kanoni Prison in Gomba District and Bidibidi camp- Yumbe District

During the reporting period, 107 District Community Service Committees (DCSCs) were provided with funds to conduct meetings, monitor activities, and hold mini court sessions. A total of 82 meetings were held, and 239 mini court sessions took place, representing 71.1%. As a result, 4,259 offenders (437 females) were sentenced to community service, as indicated in Table 3 below.

**Table 15: Mini Court Sessions by Region**

| Region        | Target | Mini Court Session | Performance in percentage | Orders issued |     |       |
|---------------|--------|--------------------|---------------------------|---------------|-----|-------|
|               |        |                    |                           | M             | F   | T     |
| Eastern       | 84     | 26                 | 30.9%                     | 335           | 15  | 350   |
| Busoga        | 28     | 18                 | 64.3%                     | 260           | 16  | 276   |
| Northern      | 44     | 17                 | 38.6%                     | 352           | 46  | 398   |
| West Nile     | 32     | 37                 | 115.6%                    | 476           | 17  | 493   |
| Central       | 60     | 37                 | 61.7%                     | 448           | 32  | 480   |
| Kampala Extra | 36     | 39                 | 108%                      | 1,002         | 267 | 1,269 |
| Western       | 44     | 43                 | 97.7%                     | 657           | 41  | 698   |
| Rwenzori      | 20     | 22                 | 110%                      | 292           | 03  | 295   |
| Total         | 336    | 239                | 71.1%                     | 3,822         | 437 | 4,259 |

Source FY2023/2024: Regional monthly reports.

West Nile (115.6%) and Kampala Extra (108%) held more sessions than expected, as evidenced by the high number of orders issued (493 and 1,269, respectively). This indicates strong stakeholder engagement and suggests a potential backlog of cases needing alternatives to imprisonment. Notably, Kampala Extra stands out with a significantly higher number of orders (1,269) compared to other regions, reflecting both a high volume of cases processed and effective stakeholder engagement. West Nile and Western also issued a high number of orders (493 and 698, respectively), correlating with their high percentages of sessions held, which further indicates effective stakeholder involvement.

To enhance compliance with laws, regulations, and processes, the Programme, through the Ministry of Internal Affairs, conducted compliance checks in 143 districts across eight regions: Kampala Extra, Central, Rwenzori, Western, Northern, West Nile, Eastern, and Busoga. Additionally, 85 staff members were trained in compliance management. The Programme reported a 2.3% abscondment rate and a 32.8% re-arrest rate against a target of 2%, resulting in a total of 341 defaults registered, of which 112 were re-arrested.

### *Stakeholders sensitization*

| Stakeholders offered line support across regions |       |         |       |
|--|-------|---------|-------|
| Region   | Males | Females | Total |
| Northern   | 187   | 73      | 260   |
| Eastern  | 136   | 61      | 197   |
| Rwenzori   | 97    | 42      | 139   |

|               |       |     |       |
|---------------|-------|-----|-------|
| West Nile     | 144   | 102 | 246   |
| Western       | 269   | 124 | 393   |
| Busoga        | 100   | 40  | 140   |
| Central       | 168   | 38  | 206   |
| Kampala Extra | 81    | 45  | 126   |
| Total         | 1,182 | 525 | 1,707 |

To ensure that stakeholders effectively perform their roles in the implementation process, the Ministry of Internal Affairs empowers them with knowledge and skills. This is achieved through training, public awareness campaigns (including radio and television talk shows, open days, and community sensitization), and the distribution of IEC materials.



CSO/ Bundibugyo offering line support to placement supervisors at Busano HCIII,

The Ministry planned to train 2,000 stakeholders during this period, but only 624 (210 female, 414 male) were trained across various regions: East—13 (6 female, 7 male), West Nile—20 (2 female, 18 male), Central—98 (24 female, 74 male), Kampala Extra—161 (56 female, 105 male), West—321 (110 female, 211 male), and Rwenzori—11 (2 female, 9 male). The Ministry continues to provide on-the-spot line support to stakeholders whenever gaps are identified in the implementation process. During the reporting period, a total of 1,707 (525 female, 1,182 male) stakeholders received line support across the regions. This support included office supervisors, court clerks, placement supervisors, police officers, and prison officers, among others.

| Radio talk shows held by Regions |        |            |            |
|----------------------------------|--------|------------|------------|
| Region                           | Target | FY 2022/23 | FY 2023/24 |
| Busoga                           | 80     | 60         | 45         |
| Eastern                          | 240    | 146        | 52         |
| Northern                         | 140    | 106        | 61         |
| Central                          | 240    | 93         | 142        |
| Rwenzori                         | 60     | 29         | 33         |
| Western                          | 140    | 80         | 78         |
| West Nile                        | 60     | 49         | 66         |
| Kampala Extra                    | 40     | 38         | 39         |
| Total                            | 1000   | 601        | 516        |

The Ministry continued to enhance awareness of Community Service through radio and television talk shows, community sensitizations, open days, and the distribution of IEC materials, among other initiatives. In this regard, staff attended 516 radio talk shows across the regions, against a target of 1,000. These talk shows were organized in collaboration with the Uganda Police Force, the Office of the Resident District Commissioner, and other partners. However, a decline was noted in the number of radio and television talk shows compared to FY 2022/2023, when 601 (600 radio and 1 television) were attended. The Eastern and Northern regions experienced the highest declines in talk shows compared to other regions.



CSO/ Pader, Legal Aid, LWF and Grade One Magistrate during a Community sensitization at Ogom Te-Lela Primary School in Pader District

To enhance awareness among communities, the Directorate engages in sensitizing the public about Community Service as a sentencing option, with the intent to promote public acceptance and participation in the implementation process. The public is urged to allow offenders to serve their orders within their communities, identify placement institutions that provide beneficial work, offer social inquiry information, support offenders in complying with orders, and participate in offender rehabilitation. A total of 819 meetings were conducted, involving 29,884 participants (12,662 female) across all regions. This represents a slight decline compared to FY 2022/2023, when 960 meetings were recorded, which is attributed to a reduction in the number of district-based staff.

During the reporting period, 2,100 posters in English, Luganda, Runyakore, and Lusoga were procured, along with 22 pull-up stands, 300 corporate shirts, and 730 offender jackets. These items are used as sensitization and visibility materials for both offenders and the public, helping to enhance awareness.

The Ministry of Internal Affairs continued to facilitate the smooth resettlement of offenders, ensuring community involvement and peaceful coexistence. This is achieved through counseling, offender enrollment, home visits, victim support, reconciliatory meetings, peer support, and skills development. Counseling is a key component of the rehabilitation process, allowing offenders to reflect on their wrongdoings with the aim of correcting and making amends where possible. During the period under review, a total of 12,680 offenders (1,093 female and 11,587 male) received counseling. Social Reintegration of Offenders

| Offenders counselled by Regions during the F/Y 2023/24 |        |        |        |
|--|--------|--------|--------|
| Region   | Female | Male   | Total  |
| Eastern  | 225    | 1,047  | 1,272  |
| Busoga   | 48     | 957    | 1,005  |
| Northern   | 165    | 1,277  | 1,442  |
| West Nile  | 84     | 1,140  | 1,224  |
| Central  | 81     | 1,571  | 1,652  |
| Kampala Extra  | 441    | 3,192  | 3,633  |
| West   | 152    | 1,479  | 1,631  |
| Rwenzori   | 35     | 786    | 821    |
| Total  | 1,231  | 11,449 | 12,680 |



CSO/Soroti & SCSO/North engaged in group counselling.

| Region        | Female | Male  | Total |
|---------------|--------|-------|-------|
| Eastern       | 77     | 1,168 | 1,245 |
| Busoga        | 26     | 674   | 700   |
| Northern      | 117    | 648   | 765   |
| West Nile     | 77     | 775   | 852   |
| Central       | 78     | 1,260 | 1,338 |
| Kampala Extra | 89     | 1,640 | 1,729 |
| Western       | 98     | 1,320 | 1,418 |
| Rwenzori      | 43     | 573   | 616   |
| Total         | 605    | 8,058 | 8,663 |

The Ministry assesses and profiles offenders using the Needs-Risk assessment tool to identify gaps in reintegration and develop strategies to mitigate them, ultimately reducing the chances of recidivism. These assessments are conducted on a one-on-one basis and tailored to individual offenders. A Treatment Plan is created for each offender, outlining the rehabilitation action plan. During the reporting period, 5,031 offenders (421 female) were enrolled under Case Management through the development of Treatment Plans, as indicated in the table.

| Region        | Target | Females | Males | Total |
|---------------|--------|---------|-------|-------|
| Eastern       | 300    | 50      | 435   | 485   |
| Busoga        | 220    | 25      | 441   | 466   |
| Northern      | 260    | 44      | 217   | 261   |
| West Nile     | 190    | 54      | 447   | 501   |
| Central       | 350    | 44      | 640   | 684   |
| Kampala Extra | 200    | 23      | 173   | 196   |
| Western       | 300    | 52      | 230   | 282   |
| Rwenzori      | 180    | 41      | 247   | 288   |
| Total         | 2,000  | 333     | 2,830 | 3,163 |

Offenders serving Community Service Orders are monitored at placement institutions to ensure compliance with the terms and conditions of their orders. This follow-up is conducted by Community Service staff and stakeholders to assess the progress of each order. During the period under review, 8,663 offenders (605 female and 8,058 male) were followed up at placement institutions, as indicated in the table: Table 16: Offenders Followed Up at Placement Institutions.



CSO/Bundibugyo engaged in home visits

### Table 16: Home visits by Regions

During the reporting period, 3,163 (333 female, 2,830 Male) offenders were home visited against a target of 2,000 representing 158.2% as indicated in the table;

| Region        | Females | Males | Total |
|---------------|---------|-------|-------|
| Eastern       | 08      | 120   | 128   |
| Busoga        | 09      | 95    | 104   |
| Northern      | 15      | 116   | 131   |
| West Nile     | 31      | 222   | 253   |
| Central       | 24      | 274   | 298   |
| Kampala Extra | 13      | 62    | 75    |
| Western       | 07      | 207   | 214   |
| Rwenzori      | 09      | 152   | 161   |
| Total         | 116     | 1,248 | 1,364 |

A total of 1,364 offenders (116 female and 1,248 male) participated in reconciliation meetings aimed at promoting peaceful coexistence among offenders, victims, and communities. Local leaders and family members are actively involved to facilitate this process. The performance is indicated in the table below:

| District      | Females | Males | Total |
|---------------|---------|-------|-------|
| Eastern       | 22      | 36    | 58    |
| Busoga        | 0       | 0     | 0     |
| Northern      | 47      | 30    | 77    |
| West Nile     | 01      | 04    | 05    |
| Central       | 118     | 16    | 134   |
| Kampala Extra | 04      | 05    | 09    |
| Western       | 04      | 0     | 04    |
| Rwenzori      | 0       | 0     | 0     |
| Total         | 196     | 91    | 287   |



Top L- SCSO/Busoga, facilitating reconciliation

The Ministry recognizes that crime negatively impacts victims, causing friction among people and affecting them psychologically. To help them cope with these effects, victims are offered psycho-social support. During the reporting period, 287 victims (91 female and 196 male) received support, as indicated in the table below:

Offenders requiring specialized care are referred to institutions that provide such support. Cases referred include drug abuse, health-related issues, mental health challenges, and homelessness, among others. During the reporting period, 18 males were referred, as indicated in the table below:

The Peer Support function is one of the Ministry's approaches to offender rehabilitation. Peer Support Persons are ex-offenders who are remorseful and use their own experiences to assist others in similar situations. During the reporting period, a total of 362 (37 female, 325 male) Peer Support Persons were identified across different regions, as indicated in the table below:



Pic Above: West Nile & CSO/ Adjumani training Peer Support Persons in Arua

**Table 20: Peer Support Persons identified by Regions**

| Region        | Females | Males | Total |
|---------------|---------|-------|-------|
| Eastern       | 01      | 24    | 25    |
| Busoga        | 02      | 49    | 51    |
| Northern      | 02      | 33    | 35    |
| West Nile     | 08      | 40    | 48    |
| Central       | 09      | 61    | 70    |
| Kampala Extra | 03      | 36    | 39    |
| Western       | 03      | 63    | 66    |
| Rwenzori      | 09      | 19    | 28    |
| Total         | 37      | 325   | 362   |

### 1.3.3 Community Policing and Neighborhood Watch programmes strengthened

Establishing citizens' trust in sub programme institutions, especially the police, is essential to reducing crime and insecurity. Community policing encourages interactive partnerships between law enforcement agencies, their officers, and the people they serve. By developing connections within the community, police are better informed and empowered to solve public safety problems.



UPF Director Dr. Namutebi hands over a certificate to an officer upon successful completion of the CLO's induction course

The sub-program implemented community policing ideology in Greater Masaka, Aswa East, KMP North, KMP South, KMP East, Elgon and Albertine regions for 2,563 (668F) local leaders and community members; Conducted community sensitization on crime prevention and drug abuse for 3,253 (598F) youths and local council leaders in KMP, Greater Masaka, Rwizi, Elgon, Busoga East and East Kyoga regions; Conducted 2,642 radio talk-shows, 185 TV talk-shows and 1,454 school outreaches across the country.

In addition, 65(15F) Police Community Liaison Officers were inducted and deployed at sub-county police stations to strengthen the implementation of community policing strategies. The participants gained knowledge in concepts of community policing, problem identification and problem solving skills and roles of various stakeholders in community policing.



Sensitizing youths against drug abuse in Rwizi region

In the same vein, the UPF mobilized and sensitized 2,739 (593F) youths (including Ghettos) and local leaders in KMP North, KMP South, KMP East, Greater Masaka and Rwizi regions on drugs, substance abuse and crime prevention.

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

The role forensic science plays in the criminal justice system cannot be overstated. The nature of crime is changing with the proliferation of complex social structures and various scientific and technological advancements. Nowadays, criminals often use sophisticated methods to commit crimes. So forensic science is essential for law enforcement agencies in criminal investigations to establish the link between crimes and criminals. The Subprogram continued to embrace advanced technology, especially in forensic science, as a useful and accurate tool in criminal investigations.

In the period under review, demand for forensic services increased from 165,001 requests in 2022 to 211,396 requests in 2023 thus signifying a 28% increment year-on-year resulting in issuance of over 1,800 expert reports and over 160,000 police Clearance Certificates.

38,444 Crime scenes were processed by the Scenes of Crime Officers (SOCOs) countrywide, compared to 30,358 processed in the financial year 2022/2023. This has greatly improved on the rate of evidence collection and hence increase in cases tendered in courts of law and therefore increased rate of convictions. The case clearance rate stood at 60.81% up from 49.09% in 2022.

Most scenes processed were thefts (4,758), Malicious damage (4,669), Murder (3,294), Criminal trespass (2,944), Burglary (2,544), Defilement (1,947), Robbery (1,805), Sudden death (1,528), Stealing animals (1,230) and Shop breaking (1,106).



Police officers undergoing a scene of crime management practical session

Additionally, an assortment of SOCO kit consumables were procured to replenish 116 SOCO kits which had completely run out in various policing regions. A total of 50(7F) officers have undergone a scene of crime officers induction training. The officers have gained knowledge in Investigation processes, Forensic science, Crime scene management, Evidence collection, use of forensic equipment, Relevant laws guiding investigations and other skills.

*Coverage and range of canine services enhanced*

UPF has established 18 canine units in Kassanda, katakwi, Kole, Bukwo, Kibuuku, Nakasongola, Nakaseke, Butambala, Agago, Adjumani, Apac, Nebbi, Bukomansimbi, Bwera, Moyo, Kikagati (Isingiro district), Oyam and Namayingo districts.

As a result, police performed 20,841 canine tracking's leading to arrests of 16,382 suspects of whom 5,761 persons were taken to court having recovered 6,408 exhibits; Performed 1,012 K9 sweeps and responded to 3,531 calls on abandoned items, 156 calls on suspicious flights and 2,561 calls on suspicious cargo.



LEFT: Canine sniffer dog at a crime scene with a suspect identified and arrested. RIGHT: sniffer dog during an explosive and narcotics search at the airport.

Additionally, UPF inducted 47(08F) officers in basic dog handling and care course.



LEFT: Course participants (both UPF & UPS officers) upon successful completion of the basic dog handling and care course. RIGHT: Officers during training sessions with canine.

As a result of training more dog handlers, construction of dog kennels and acquiring more breeding dogs, country-wide coverage of canine services across policing districts/divisions has increased to 44%.

### CCTV System

The use of the Intelligent Surveillance System (IVS) significantly improves the credibility and effectiveness of investigative and analytical work. During the period, CCTV effectively observed and monitored 16,663 operational and intelligence-led incidents in real-time, demonstrating proactive surveillance capabilities and dedication to maintaining situational awareness. Investigation of various cases has been bolstered by the integration of CCTV evidence, providing essential support for both criminal and civil litigation.

In the period under review, investigations of 1,232 cases were supported with CCTV evidence and consequently, 117 convictions were secured and 1,115 cases are still ongoing in court. Similarly, Special operations aided by CCTV surveillance have been conducted and 1,131 Motor vehicles involved in traffic and criminal offences were impounded by use of CCTV cameras.

Overall, the CCTV system has demonstrably contributed to significant enhancement of security and resolution of various cases. The pivotal role played by CCTV in enhancing investigative capabilities, its contribution to the apprehension of perpetrators, and the overall impact on improving public safety and criminal justice outcomes investigations is paramount. Cases resolved Using CCTV where motorists and others were involved in criminal acts include: burglary, shop breaking, assault, office breaking, demonstrations, and others. Key achievements include a notable increase in the success rate and successful collaborations with all entities technically supported.



A Suspect identified using the CCTV system after a robbery incident. The footage captured the suspects fleeing the scene on a motorcycle with the registration number UEW 290T. Based on this identification, justice was served. Forged/Duplicated Number Plates: The identification of identical number plates, especially in cases involving similar vehicle-makes, has become more efficient with the assistance of CCTV cameras.

The period 2019-2024 has witnessed significant use of different tools in achieving, incorporating the latest features to ensure optimal performance. Integration with emerging technologies further strengthened our investigative capabilities where tools like Amped IV, Adobe photoshop and Premier pro have been used in the analysis process.

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

UPF and ODPP conducted strategic meetings to enhance case management, coordination, communication and cooperation. During the meetings both institutions discussed strategies to address challenges in case management and measures to strengthen service delivery to the public.



LEFT: Police officers and DPP officials after a coordination meeting in Kigezi policing region. RIGHT: CID and ODPP top Management officers in a group photo after a coordination meeting.

According to the survey of the “Justice Needs and Satisfaction in Uganda 2024” by Hiil, Local Council Court (LCC) was one of the most common sources of help as 26% of people seek redress from LCCs while 13% seek redress from cultural/traditional leaders. On the other hand, 10% seek redress from the formal courts. This signals that informal justice systems are still strong and trusted conflict resolution mechanisms.



LCC's were lauded as an informal justice system that delivers people-centred justice. It is perceived as being user-friendly and designed to suit the needs of the majority of the people in Uganda. The Local Council Courts use the local language rather than English: the working language of the formal court system. Both factors enable the delivery of speedy and user-friendly justice. Unlike the time-consuming manner in which cases are adjudicated in formal justice systems, procedures in Local Council Courts are not complex.

The National Transitional Justice Policy 2019 (NTJP) set the framework for the implementation of Transitional justice interventions within the programme. The Policy is an overarching framework to address the peace, justice, accountability and reconciliation needs of post-conflict Uganda. Interventions on TJ targeted armed conflict-affected communities in the Northern, Eastern and Rwenzori sub-regions. Prosecution of international crimes, resettlement and rehabilitation for amnesty awardees and preparation of guidelines and manuals for the implementation of the Policy were undertaken by respective institutions.

#### 1.4.1 Capacity of LCC strengthened

In as much as Local Council Courts (LCC) are formal by creature of Statute, they are vital in the informal justice chain because their core interaction is majorly with the rural communities that regard them key players in the informal spaces. The key role LCCs play in the administration of justice in Uganda was further highlighted by the Justice Needs and Satisfaction in Uganda 2024 study. Around 26% of people who experienced a legal

problem and take action to resolve it, go to an LCC. As such, they take on significantly more cases than the formal court system (10%).

*In regard to LCCs, the key findings were:*

- Men (29%) are more likely to go to an LCC than women (23%), as do older people;
- Whereas 31% of people aged 40-64 and 35% of people above the age of 64 went to an LCC, this is only 21% of people aged 25-39 and 18% of people aged 18-24;
- People with no or primary education (30%) are more likely to go to an LCC than people with secondary education or higher (24%);
- People in rural areas (29%) are significantly more likely to go to an LCC than people in urban areas (19%);
- Geographically, the use of LCCs is highest in the Western region (31%), followed by the Eastern (27%), Northern (25%), and Central region (24%);
- The most categories of disputes taken to LCCs are land problems (46%), neighbour disputes (36%), crime (29%), domestic violence (21%), and family problems (20%).

Clearly, LCCs are a key actor in the Ugandan justice system given that around 69% of people who make use of the services of an LCC find it helpful or very helpful according to JNS.

To further enhance the capacity of the Local Council Courts, the sub-program planned a meeting of LCC secretaries at the LCC 111 level, the custodians of LCC records for all the 3 court levels to improve on community engagements and awareness on the functionality of LCCs and support the structures on handling Gender Based Violence (GBV) cases presented to them.

Meetings were held with the secretaries from the districts of Ngora and Serere. The secretaries referred to here to the LCC 111 courts are the subcounty Chiefs and town Clerks for the town councils or their delegates. Here, 52 secretaries were engaged and issues of monitoring, information and records management among others were discussed.

Challenges were also raised at this level and what came out is that the structure is overstretched and yet with limited resources to be able to coordinate the courts and their members. However, they indicated that their efforts to mainstream are still challenged because of inadequate resources

It is important to note that, this structure is critical because, by design, they coordinate the 3 court structures i.e. the LCC 1 which is at Village, LCC 11 which is at Parish and LCC 111 which is at the subcounty level. It is the structure that is responsible for record keeping, data collection and ensuring that the courts at those 3 levels are fully functional.

It is also important to note that the Ugandan refugee policy is liberal to the extent that refugees are not limited to places to stay because the policy allows them to work. As a result, the neighbouring districts to refugee hosting districts have equally experienced similar effects as the refugee hosting districts.



The sub-program planned to train the Local Council Court members and Refugee Welfare Committees (RWC), on their roles and procedures of handling cases in the refugee hosting districts in western Uganda and border districts taking into account issues of Gender-Based Violence. In the reporting period, training of the two structures, the LCC members and RWC, was carried out in the districts of Ntungamo and Adjumani. A total of 1,942 LCC court members were trained and 20 RWC members, specifically the chairpersons. Combining the two structures was not only to enable them to complement each other but most importantly to support the RWC structures and appreciate the host country's Laws and Rules.

However, it is important to note that the RWC structure is a critical one in coordinating local council courts at the district level. It's a structure responsible for ensuring that the plan and budget for the structure is realized, the structure is monitored and is also expected to provide reports, mainly statistical reports. It is the desk officers who supervise the secretaries, who are the custodians of the local council courts. Above all, the desk officers are the link of the local council courts from the districts to the Central Government. Therefore, engaging with the desk officers and strengthening them would facilitate strengthening the local council court's structure.



Training of local council courts in Rushenyi

Additionally, MoLG trained 50 Senior Assistant Secretaries (subcounty chiefs) and 2 Town Clerks from the districts of Ngora and Madi-Okollo out of the planned total of 547 secretaries on planning, budgeting, mediation and records and information management among others. These are secretaries to the local council 111 courts and are tasked with the responsibility of records and information management for all the three structures of the local council courts.

The Ministry further trained a total of 1,512 out of the targeted 5000 LCC members together with the RWCs from the districts of Isingiro and Ntungamo on the roles and responsibilities of local council courts and procedures required in addressing conflicts presented before them.

#### **1.4.2 Transitional justice policy implemented**

To strengthen the implementation of traditional justice in armed conflict-related matters as outlined in the Transitional Justice Policy, the Sub-Program continued its efforts through the Ministry of Internal Affairs by reintegrating 2,951 reporters and victims (30% female). This included training in agriculture (892 participants), environmental management (1,019), handcrafts (429), liquid soap making (67), beekeeping (105), linking reporters to existing opportunities (72), entrepreneurship (62), and providing weighing scales to 311 individuals in Kyazanga.

The Sub-Program also demobilized 264 male reporters from Kasese DRT and repatriated 64 former LRA reporters from the Central African Republic, all of whom were received by the Amnesty Commission. Additionally, 100 traumatized reporters and victims were

rehabilitated. The Ministry further demobilized 248 male reporters from Kasese DRT, with these reporters taken to the Migyera rehabilitation camp pending documentation granting amnesty.

MIA, through the Amnesty Commission, conducted three awareness sessions about the Amnesty Law and the National Transitional Justice Policy in Sembabule (62 participants: 54 male and 8 female), Mayuge TC for youth and youth counselors, and in Kasese (43 participants: 21 male and 22 female) to familiarize them with these laws. The Ministry also held sensitization seminars for demobilized royal guards in Kasese. In addition, six radio talk shows were conducted in Arua and Kasese DRT to raise awareness about the Transitional Justice Policy and the Amnesty Law and process.

Furthermore, the Ministry carried out 13 follow-ups for 121 reporters (47 female) from DRT Gulu (3 male), DRT Central (23 male and 6 female), and DRT Mbale (11 male and 4 female), and undertook family tracing for 5 reporters, reintegrated 1,018 reporters and victims through training in agriculture (432), environmental management (485), handcrafts (30), and linking reporters to existing opportunities (71). Additionally, 10 reporters were reunited with their families or next of kin. Six dialogue and reconciliation meetings between reporters and communities in six DRTs, along with two informal meetings with ADF rebel groups aimed at encouraging them to surrender and embrace amnesty were held.

# OUTCOME 2:

## JLOS BUSINESS PROCESSES REFORMED AND STRENGTHENED

A conducive business environment is critical for private sector development which is the engine of growth and development of the country. The Sub Programme continued implementing strategies to address the bottlenecks that hinder the growth of the business environment while facilitating an enabling environment for investment, productivity and competitiveness.

Such reforms are aimed at strengthening efficiency in handling commercial disputes and transactions through facilitating efficient legislative framework and reforms hence improving the ease of doing business in Uganda. This is through the implementation of the following strategies: strengthening case management systems; reforming rules and procedures; integrating and automating information management systems; strengthening the capacity of duty bearers; enforcing commercial laws; and rolling out alternative dispute resolution.

As displayed in that table below, the investments in improving business process have resulted in a 26% growth in case disposal, 20% increase in disposal of cases a reduction, 42% and 50% improvement in turnaround time in DCIC and URSB respectively.

**Table 9: Performance Outcome Indicators**

| Indicators             | Baseline | 2017/18 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |        |
|------------------------|----------|---------|---------|---------|---------|---------|--------|
|                        |          | Actual  | Actual  | Actual  | Actual  | Targets | Actual |
| Disposal rate of cases |          | 50      | 49      | 55      | 64%     | 55      | 63%    |
| Conviction rate (%)    |          | 61      | 71.9    | 73      | 73      | 61      | 73.1   |
| Turnaround time - DCIC |          | 12      | 4       | 30      | 8       | 7 Days  | 5 Days |
| Turnaround time - NIRA |          | 90      | 21      | 21      | 30      |         |        |
| Turnaround time - URSB |          | 8hrs    |         |         |         | 4Hrs    | 4Hrs   |

### 2.1 Strengthen case management systems

Efficient case management systems can improve decision-making and resource allocation while reducing the need for manual intervention. The overall objective is to attain effective and efficient business processes and case disposal. The sub-program prioritized continued adoption of technology, automation and integration of information management systems in institutions as a means of ensuring processes are efficient. Most institutions are continuously reviewing their processes and rolling out automated systems in new service points these include; MoJCA, URSB, DCIC and Judiciary. Some have also integrated their

systems with NIRA but systems integration in most institutions is a work in progress, save for NIRA which has integrated with most financial institutions, and telecommunication companies among others. Case management systems automation and integration will go a long way in improving service delivery, which will in turn advance JLOS business processes for Private Sector Development reform.

**Table 10: Performance against Intermediate Indicators**

| Outputs Indicators  | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |        |
|---------------------|---------|---------|---------|---------|---------|--------|
|                     | Actual  | Actual  | Actual  | Actual  | Target  | Actual |
| Case clearance rate | 90%     | 95%     | 90%     | 90.6%   | 90%     | 92%    |

**2.1.1 Increase efficiency in case disposal**

While some gains have been registered in the criminal justice chain, the sub-program acknowledges that case backlog remains a significant issue that erodes trust and impedes access to justice. It has been established that three main factors contribute to case backlog. These factors were categorised into 3 components namely: a. People; b. systems, laws and procedures; and c. infrastructure.

Thus in addressing this challenge, the sub-program focuses on review procedures and systems, strengthening existing initiatives such as mediation, Small Claims Procedure, Plea-Bargaining and case Backlog Quick Win Sessions.

In the reporting period, the specific activities planned in this regard included case backlog reduction initiatives in ODPP, UPF, MoJCA and UPS, setting up and opening sub-registries at 5 high Court Circuits by MoGLSD; Conducting verbal Autopsy (VA) as a tool for registration of community deaths thus improving the production of Vital Statistics that meets the information needs of Planners by NIRA and supervising of delegated prosecutors; and litigation and mediation hearings.

*Crime statistics*

According to the annual crime statistics report 2023, there was a 1.5% reduction in cases reported to police from 231,653 in 2022 to 228,074 in 2023 thereby reducing Crime rate from 524 to 501 per 100,000 persons. There has also been an increase in cases taken to court from 68,405 in 2022 to 84,907 in 2023 signaling continued good performance in UPF’s case management. On the other hand, out of the 228,074 cases reported to Police countrywide, 84,907 cases were taken to Court compared to 68,405 cases in 2022. This represents 37.2% of the reported cases compared to 29.5% in 2022. A case backlog reduction strategy was developed for CID and cleared 102,169 case backlog against 216,000 backlog cases.

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

| Category                 | 2020    | 2021    | 2022    | 2023    |
|--------------------------|---------|---------|---------|---------|
| Total Cases Reported     | 195,931 | 196,081 | 231,653 | 228,074 |
| Cases under inquiry      | 75,799  | 70,978  | 136,499 | 94,535  |
| Cases not proceeded with | 63,481  | 60,095  | 26,749  | 48,632  |
| Cases taken to court     | 56,651  | 65,008  | 68,405  | 84,907  |
| Cases submitted to ODPP  | 65,529  | 95,179  | 103,874 | 123,590 |

From Table 23, a total of 48,632 cases were not proceeded with in 2023, a total of 94,535 cases were still under inquiry compared to 136,499 in 2022. Further analysis indicates that out of the 84,907 cases taken to Court, 27,125 cases secured convictions, 843 cases were acquitted, 10,096 cases were dismissed and 46,843 cases are still pending in Court.

Out of the total cases reported to the Police (228,074), 104,088 suspects (i.e., 94,622 Male Adults, 6,509 Female Adults, 2,657 Male Juveniles and 300 Female Juveniles) were arrested and charged to Court.

**Table 21: Persons involved in crime**

| 2023             | Charged in Court |              |                | Victims of crime |               |                |
|------------------|------------------|--------------|----------------|------------------|---------------|----------------|
|                  | Male             | Female       | Total          | Male             | Female        | Total          |
| <b>Adults</b>    | 94,622           | 6,509        | 101,131        | 139,939          | 60,279        | 200,218        |
| <b>Juveniles</b> | 2,657            | 300          | 2,957          | 9,010            | 22,373        | 31,383         |
| <b>Total</b>     | <b>97,279</b>    | <b>6,809</b> | <b>104,088</b> | <b>148,949</b>   | <b>82,652</b> | <b>231,601</b> |

In 2023, out of 127,689 persons involved in crime, a total of 104,088 people were charged to court of whom 101,131 were adults (94,622 male, 6,509 female) and 2,957 juveniles (2,657 male, 300 female). Furthermore a total of 231,601 were victims of crime of whom 200,218 were adults (139,939 male, 60,279 female) and 22,373 were juveniles (9,010 male, 22,373 female).

**Table 22: Category of cases reported to police**

| Category                | Total Cases Reported | Cases under inquiry | Cases not proceeded with | Cases taken to court | Cases submitted to ODPP |
|-------------------------|----------------------|---------------------|--------------------------|----------------------|-------------------------|
| SGBV                    | 41,006               | 17,997              | 13,787                   | 9,222                | 15,166                  |
| Economic related crimes | 12,892               | 6,619               | 2,729                    | 3,544                | 7,237                   |
| Assaults                | 29,881               | 14,961              | 7,059                    | 7,861                | 12,310                  |
| All other offences      | 144,295              | 54,958              | 25,057                   | 64,280               | 88,877                  |
| <b>Grand Total</b>      | <b>228,074</b>       | <b>94,535</b>       | <b>48,632</b>            | <b>84,907</b>        | <b>123,590</b>          |

### Forensic Analysis of cases

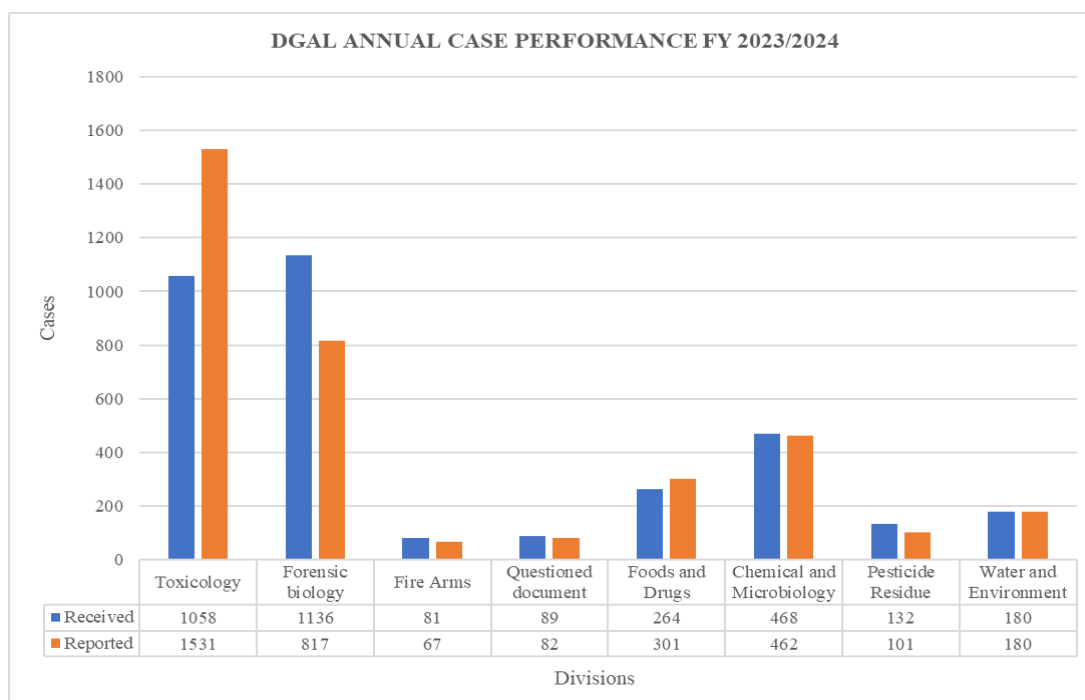
The overall trend is a remarkable improvement in case reporting for both new and backlog cases in the Directorate. DGAL reported 3,541 Cases of which, 1,268 (35.8%) were General/Civil cases, 1,266 (35.8%) New forensic cases and 1,007 (28.4%) Backlog cases in in the FY 2023/2024. The case reporting trend shows that in the absence of case backlog, DGAL has the capacity to analyse and report all new cases received. However, with the shortfall in the budget, the case reporting at the laboratory was affected and led to further accumulation of case backlog.

Through provision of scientific and forensic services, DGAL achieved the following in the reporting period. the Directorate received 3408 Cases of which, 2083 (61.1%) were Forensic cases and 1325 (38.9%) were General/Civil cases, and reported 3541 Cases of which, 1268 (35.8%) were General cases, 1266 (35.8%) New forensic cases and 1007 (28.4%) were Backlog cases as at end of FY2023/2024.

**Table 23: Scientific and forensic cases handled in the reporting period**

| Divisions               | Received Cases |                   |             | Reported Cases    |             |             |             |
|-------------------------|----------------|-------------------|-------------|-------------------|-------------|-------------|-------------|
|                         | Forensic       | General/<br>Civil | Total       | General/<br>Civil | Forensic    |             | Total       |
|                         |                |                   |             |                   | New         | Old         |             |
| Toxicology              | 955            | 103               | 1058        | 108               | 877         | 546         | 1531        |
| Forensic biology        | 816            | 320               | 1136        | 282               | 153         | 382         | 817         |
| Firearms                | 73             | 8                 | 81          | 9                 | 53          | 5           | 67          |
| Questioned document     | 46             | 43                | 89          | 33                | 24          | 25          | 82          |
| Foods and Drugs         | 148            | 116               | 264         | 114               | 151         | 36          | 301         |
| Chemical & Microbiology | 20             | 448               | 468         | 461               | 0           | 1           | 462         |
| Pesticide Residue       | 23             | 109               | 132         | 83                | 6           | 12          | 101         |
| Water and Environment   | 2              | 178               | 180         | 178               | 2           | 0           | 180         |
| <b>Total</b>            | <b>2083</b>    | <b>1325</b>       | <b>3408</b> | <b>1268</b>       | <b>1266</b> | <b>1007</b> | <b>3541</b> |
| Percentage              | 61.1           | 38.9              | 100         | 35.8              | 35.8        | 28.4        | 100         |

Figure:



Source: DGAL Databases and records.

The graph shows FY2023/24 case performance. It reveals that Forensic Biology received the highest number of cases followed by Toxicology, Chemical and Microbiology, Foods and Drugs, Water and Environment, Pesticide Residue, Questioned Documents, Firearms, and; Toxicology reported the highest number of cases, followed by Forensic Biology, Chemical and Microbiology, Food and Drugs, Water and Environment, Pesticide Residue, Questioned Documents and Fire Arms Divisions.

Further, the coordination in response to crime by crime-fighting agencies Improved; more court sessions attended were from Forensic Biology followed by Questioned Documents, Toxicology, Food and Drugs and Firearms. The Directorate responded to 66 out of 80 court summons received, which was 82.5% performance.

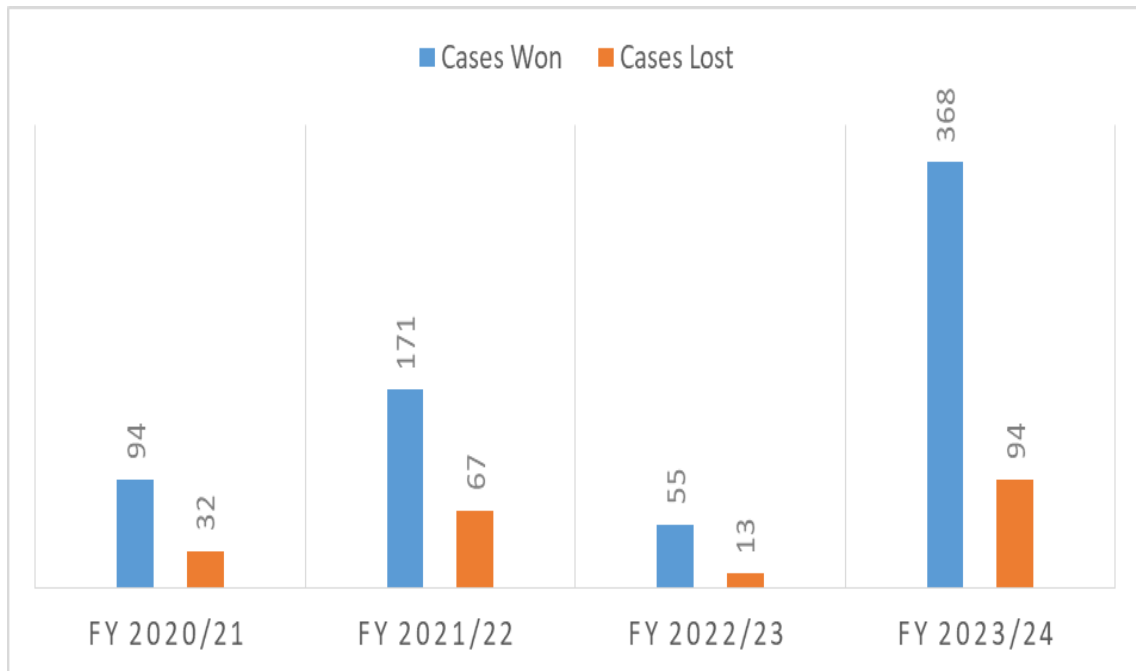
**Table 24: Provision of scientific expert opinion in Courts to ease access to justice**

| Divisions            | Received  | Attended  | Reason For Variation  |
|----------------------|-----------|-----------|---|
| Toxicology           | 10        | 10        | There was no variation  |
| Forensic Biology     | 22        | 22        | There was no variation  |
| Firearms             | 8         | 8         | There was no variation  |
| Questioned Documents | 32        | 18        | Coinciding court sessions, Expert on maternity leave and court sessions adjourned |
| Food and Drugs       | 8         | 8         | There was no variation  |
| <b>TOTAL</b>         | <b>80</b> | <b>66</b> |   |

Source: DGAL Registers and Databases

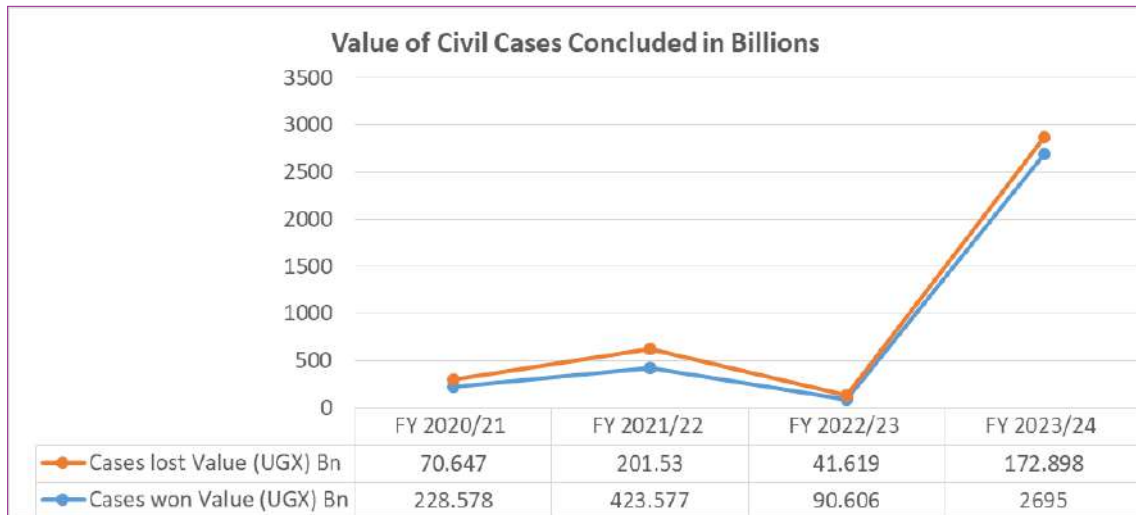
**Civil Cases Concluded**

**Figure: Civil cases handled**



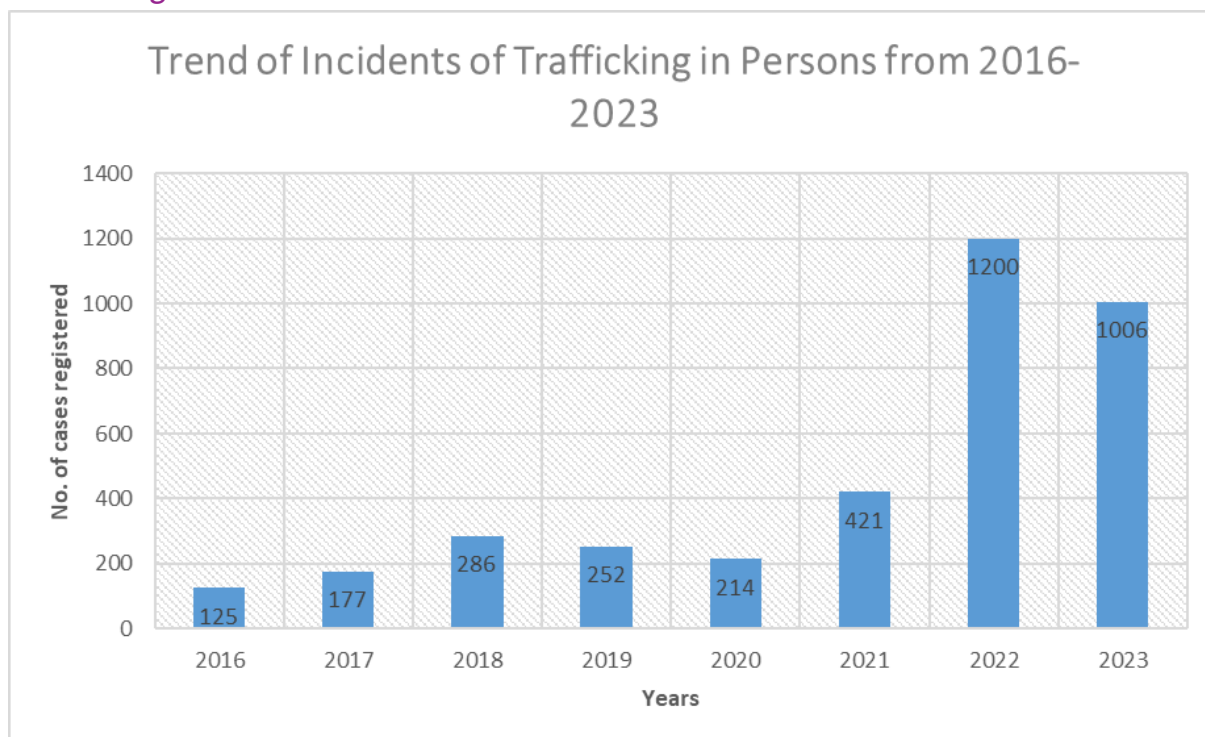
During the period, the Office of the Attorney General concluded a total of 688 civil suits, of these 493 cases were won saving Government UGX 3,437.761Billions while 206 cases were lost equivalent to UGX.480.806Billions. Most of the cases lost are mainly due to lack of proper instructions from the line MDAs and due to breach of Contracts by Government officials which makes them bad cases as illustrated in the table below.

**Figure:**



In terms of labour cases, the Industrial Court held three regional circuits in Jinja, Mbale and Fort Portal for purposes of offloading cases in those regions. This led to the disposal of 85 backlog cases and 60 cases in the sub registries of Mbarara, Masaka, Fort Portal, Mubende, Lira, Gulu, Jinja, Mbale and Soroti.

## Trafficking in Person Cases



In 2023, there was a 16.16% decrease in the cases of trafficking in persons reported to Police from 1200 cases in 2022 to 1006 cases in 2023. In comparison, 125 cases were reported in 2016, 177 cases were reported in 2017, 286 cases were reported in 2018, 252 cases were reported in 2019, 214 cases were reported in 2020, and 421 cases were reported in 2021.

In regard to tax disputes, the Tax Appeals Tribunal disposed of a total of 134 disputes worth 591 shillings. The disputes were resolved through rulings delivered in court and consent filed through mediation.

### *Awareness on trafficking in persons created.*

In a bid to create awareness as a way of preventing trafficking in persons, the Ministry of Internal Affairs conducted Radio talk shows in 08 districts of: Kabale, Kamwenge, Kyankwanzi, Tororo and Soroti. In partnership with GIZ and other stakeholders launched the National Communication Strategy for prevention of trafficking in persons in Uganda on 7th December at Silver Springs hotel Bugolobi. Also, the production and airing of 1 TV video spot message against trafficking in persons was facilitated.

| District     | School                                 | Students     |              |               | Teachers |    |       |
|--------------|--|--------------|--------------|---------------|----------|----|-------|
|              |  | M            | F            | Total         | M        | F  | Total |
| Tororo       | Katerema SS                            | 675          | 564          | 1,239         | 34       | 8  | 42    |
|              | Tororo Girls                           |              |              | 1,984         | 122      | 21 | 143   |
|              | Asinge S                               | 740          | 571          | 1,311         | 26       | 23 | 49    |
|              | Rubongi Army SS                        | 1524         | 1246         | 2,700         |          |    | 105   |
|              | Rock High school                       | 633          | 576          | 1,209         |          |    |       |
| Kasese       | Munkunyu SS                            | 286          | 299          | 585           |          |    |       |
|              | Bwera SS                               | 481          | 670          | 1151          |          |    |       |
|              | St Charles Vocational SS               |              |              | 746           |          |    |       |
|              | Bwera Demonstration PS                 | 434          | 488          | 932           | 10       | 11 | 21    |
| Arua         | Ayelembe Primary School                | 529          | 588          | 1117          |          |    |       |
|              | Arua Hill Primary School               | 1047         | 1218         | 2265          |          |    |       |
|              | Ekarakafe Primary School               | 542          | 490          | 1032          |          |    |       |
| Kyotera      | Kyotera Central Muslim SS              | 266          | 284          | 550           |          |    |       |
|              | Kyotera Primary School                 | 656          | 613          | 1271          |          |    |       |
|              | St Joseph's Technical School Kiteredde | 234          | 283          | 517           |          |    |       |
|              | MK Primary School                      | 204          | 212          | 416           |          |    |       |
| <b>Total</b> |  | <b>3,912</b> | <b>4,176</b> | <b>19,025</b> |          |    |       |

Four training workshops of police community liaison officers in the application of the PTIP Act were conducted in (Sipi (Kapchorwa), Albertine(Hoima), Bukedi South (Tororo) and North Kyoga(Lira) and 4 Trainings of stakeholders in identification, protection and referral of victims of trafficking while applying the national referral guidelines were conducted in a bid to strengthen stakeholder capacity as well as create awareness.

In a bid to strengthen forensic evidence and issues relating to DNA, the sub-program commenced the process of developing the Forensic Evidence and DNA Database Bill, 2024 was finalized and presented to Cabinet for approval and onward submission to the Parliament of Uganda.

### 2.1.2 Cases that are over 2 years disposed

DGAL developed a Case Backlog Reduction Strategy (CBRS) July 2018- June 2023 themed Clearance of forensic case backlog to enhance DGAL's Efficiency and Effectiveness that was approved by Ministry of Internal Affairs Senior Management. The case backlog strategy, which commenced in FY 2018/19, targeted 75% cumulative clearance of backlog as at June 2020 and 100% clearance as at June 2021. It is built on the imperative for DGAL to provide timely and quality services that meet the needs of our diverse clientele across the justice system, public health and safety domains.

The Directorate has been receiving an average of 50 new cases per week, and this entire burden rests on the single, central laboratory in Kampala given that the regional laboratories are not fully equipped to operate.

**Table 25: Forensic Case Backlog Reduction Efforts**

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

The table above shows case backlog trend per financial year and per division.

The trend shows a steady decline in case backlog from FY2016/17 to 2019/2020, a slight increase in FY2020/2021 and a reduction in case backlog as at FY2023/2024. With the implementation of the Case Backlog Reduction Strategy in July 2018, when backlog stood at 5,559 cases, DGAL has recorded tremendous results in backlog reduction and; as at end of FY2023/2024, the backlog was 1,640 cases.

**2.2 Automate and Integrate Information Management Systems**

In terms of processes, JLOS continued to streamline and refine the legal procedures and ways to deliver justice services efficiently. The process reforms included leveraging ICT to enhance efficiency and effectiveness. Strengthening case management through the use of technology is very critical for better decision-making. This is an ongoing process in various institutions such as URSB, DCIC and ODPP that are being automated to enhance service delivery, similar processes are on-going for institutions such as UPF.

Streamlined business processes not only reduce errors and efficiency in service delivery but also help to clarify job duties and enforce accountability. It helps to eliminate redundancies and ensures optimal resource utilization. In JLOS, the reform of business processes is an ongoing effort aimed at ensuring that Sector business processes are effective, efficient, and accessible at reasonable costs. However, some of the current processes are still largely out of date and manual.

Streamlining business processes in the sub-program is tackled through prioritization of e-services, digital transformation and systems integration. Keys services extended to Moroto Regional Office in November 2023.

### **2.2.1 Business Processes Streamlined**

DGAL developed the Case Statistics Dashboard system aimed at improving data collection, analysis, storage, sharing and reporting and promoted informed decision-making at the directorate. This was developed as an open-source web-based application to ensure seamless integration of government-related systems to improve service delivery.

### **2.2.2 Records management and storage strengthened**

Records management ensures records are properly stored, accessed and managed in a secure manner. A systematic, efficient and organised records management system provides comprehensive information for the justice system to guarantee unbiased decisions. Transparent information systems and good records management indirectly hinder the misuse of power or corruption, case postponement and delayed decisions.

In collaboration with Ministry of Health and Local Governments, of the expected 280,000 deaths in a year, 25,018 (44.7%) deaths were registered of the targeted 56,000 a decline from the previous year. This was majorly as a result of less resource allocation to civil registration as noted before as well as inadequate enforcement mechanism coupled with lack of motivation by the population to register death within the legally required period. Awareness creation on the importance of vital events registration coupled with strengthened collaboration between key players in the civil registration and adequate resource allocation are key for improvement in these vital statistics that are critical.

The sub-program planned to enhance records management in UPF through the procurement of five 40ft metallic containers complete with shelves and computers for the establishment of CID records stores in 5 districts. However, due to limited funding, procurement has been done for five desktop computers to be delivered to CID officers to commence the process of automating records management processes at selected regions.

### **2.2.3 Business Processed Automated**

A critical element affecting a justice system's performance is automation. Automation can also make a significant contribution to faster adjudication of cases, reduced costs of litigation, and better access to justice. When properly implemented, automation can lead to a significant reduction in the length and cost of proceedings. Specifically, it can provide free access to legislation and case law, streamline the exchange of documents and information, and ease dealing with judicial procedures overall. The sub-programme has been automating various services as discussed below.

Generally, JLOS institutions are steadily and continuously adopting technology in the automation of business processes, strengthening data capture, and data processing mechanisms for decision-making. This continues to position the access to justice Sub-programme as a key enabler of socio-economic transformation in Uganda driven by the integration of digital technologies in Access to Justice service delivery with significant

investment in case management information systems resulting in the level of automation improving from 12% in 2016 to 46% in 2023/24.

### *Automation of Business Registrations*

The Online Business Registration System, launched in FY 2022/23, fully automated the business registration process, reducing the need for manual papers, making it faster, more accessible, and efficient. The system was progressively enhanced in FY 2023/24, resulting in a more seamless and improved client experience. In FY 2023/24, the Bureau enhanced the system to accommodate clients' feedback. A data correction module was also introduced to the OBRS to enhance data accuracy and integrity. This module enables systematic correction of company details, including name, incorporation date, address, personal information, share capital, share classification, secretary, directorship, membership, and shareholding. This functionality enhances the reliability of business records and streamlines the process of correcting any discrepancies.

The Bureau conducted monitoring and evaluation workshops for the Online Business Registration System (OBRS) to assess its effectiveness and guide future improvements. These efforts help to ensure that OBRS remains robust, responsive, and aligned with clients' experience and process simplification,

Trademark front office application: In FY 2022/23, the Bureau automated and deployed the trademark front office system, making the trademark and industrial design end-to-end processes fully online. In the FY 2023/24, the Bureau improved its intellectual property registration systems by integrating with the URA payment portal and launching a WhatsApp platform for customer engagement. These initiatives align with Uganda's National Development Plan III and e-Government Strategy, simplifying fee payments, enhancing accessibility, and improving overall user satisfaction.

Industrial Property Automation System (IPAS) improvements: In FY 2023/24, the Bureau improved the Industrial Property Automation System (IPAS) by integrating it with the African Regional Intellectual Property Organization (ARIPO) Member States module and deploying digital signatures. These enhancements, which align with Uganda's National Intellectual Property Policy and digital transformation agenda, have improved regional Intellectual Property application processing, document security, and overall efficiency.

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

The Bureau's major SIMPO system upgrade introduced new features, including an agency module, merger module, stamp duty module, and binding collateral feature, enhancing user experience and service efficiency. These improvements have made registry services more accessible and effective.

As a means of continuous review to enhance service quality standards, URSB embarked on the journey to develop and implement a Quality Management System (QMS) (ISO 9001) with the ultimate goal of getting ISO 9001:2015 certified. In the FY 2023/24, URSB made some strides in its ISO 9001:2015 certification process by developing Standard Operating Procedures, reviewing business processes, and conducting quality assurance inspections, demonstrating its commitment to operational excellence and continuous improvement.

### *Automation of Immigration Border services*

Although no new Borders points were automated in the reporting period; DCIC enhanced their presence at VVIP with a total of seven (07) workstations in the preparation to host the NAM and G77+ China (Third South Summit) conferences.

In an effort to decentralize immigration services, non-nationals are able to access immigration services at other centres other the Head Office. The E-immigration system has been extended to the regional offices of Jinja, Mbale, Moroto, Gulu, Hoima, Mbarara and Fortportal. The E-immigration services are also accessible to Investors at the Uganda Investment Authority (One Stop Service Points) and the at Kapeka Industrial Park, all this is geared at extending services nearer to investors in order to promote trade and Investment. The system was

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

The E-passport system was upgraded from Machine readable passport to the electronic polycarbonate passport, the electronic passport has enhanced features such as an electromagnetic chip that has personal data engraved inside with a laser that greatly improved the Ugandan passport at the International Civil Aviation Organization (ICAO) rankings. Passport Services are now fully accessible by Nationals at the Regional offices of Gulu, Mbarara and Mbale. The services, both biometric capture and Issuance have also been extended to nationals abroad at Seven Missions (07) of London, Washington, Copenhagen, Abu Dhabi, Beijing, Ottawa and Pretoria.

### *First-generation National IDs renewed*

Renewal of National Identification cards was awaiting the new identification system which is still under development. The National ID Card with enhanced features developed will be done upon successful acquisition and installation of the new identification system.

### *Automation of Civil Case Management*

The MoJCA embarked on the automation and integration of online management information systems in particular the Civil Litigation System (DCL system) which is an application tool to manage the flow of information, provide instructions, actions, and feedback and generate reports from the system users in the Directorate of Civil Litigation, Regional Offices and Local Governments. The system will work as a database for all registered

court cases including the cases won and lost with the financial implications and align with the already existing information management systems at ODPP and the Judiciary. The Ministry finalized the development and upgrade initiative for the Directorate of Civil Litigation Information Management System (DCLIMS) and the system users are undergoing training. The system is to link up with the NIRA system, ECCMIS of Judiciary and PROCAMIS of ODPP.

### *Administration of Estates*

Additionally, the Ministry of Justice and Constitutional Affairs finalized the installation of the Administrator General System in Regional Offices was completed and linked to the ECCMIS. The purpose of the project was to install on a cloud environment link with the Information System at Head Quarters and all the seven (7) regional Offices. The system will also link with other relevant existing systems notably NIRA and ECCMIS and avoid the issuance of duplicate certificate and file numbers hence improving on the efficiency at the Administrator General. The system is intentioned to enable printing of Certificates of No objection once the due processes are concluded and permission granted. It will also eliminate chances of duplicate file numbers being issued at different locations.

**Table 26: Performance against intermediate outcome indicators**

| Performance Indicators                                       | Baseline | 2018/19 | 2019/20 | 2021 | 2021/22 | 2022/23 | 2023/24 |               |
|--|----------|---------|---------|------|---------|---------|---------|---------------|
|  | 2016     |         |         |      |         |         |         | Target Actual |
| Level of automation of case management systems               | 12%      | 41%     | 46%     | 60%  | 46%     | 46%     |         |               |
| Proportion of JLOS Institutions with a functional M&E System | 44%      | 83%     | 83%     | 100% | 100%    | 100%    |         | 100%          |

Various automations are being undertaken by various institutions. Online services are available for a number of JLOS institutions. These include business registration and search (URSB), passport, work permit and visa applications (DCIC), electronic delivery of judgments (Judiciary), application for certificate of good conduct (UPF); document tracking and verification relating to the national ID (NIRA), among others. Additionally, all the various systems operating under UPF are to be integrated under EPIS. The table below shows the current stock of systems and their level of rollout to service points in the JLOS institutions.

| MDA   | Information System  | Status of Automation/upgrade  | % roll out to service points |
|-------|---|---|------------------------------|
| MoJCA | Civil Suits Case Management System (CSCMS)  | A prototype of the system has been developed and hosted online for user acceptance testing(70% development)   | 0%                           |
|       | Administration of Estates Management System (Office of the Administrator General) | The Estates Management system was rolled to all 7 Regional Offices of Arua, Gulu, Fortportal, Mbale, Mbarara, Moroto and Soroti. The system is fully implemented, now online. | 100%                         |
|       | Bill Tracking System(First Parliamentary Counsel)                                 |   |                              |
|       | Law Council Management Information System   | The system is at user acceptance testing stage  | 0%                           |
| DCIC  | E-Visa/Permit application system)   | e-visa system established at headquarters, 22 Uganda missions abroad and 9 regional offices   | 64%                          |
|       | E-Passport Service (Online Passport Application System)                           | The biometric e-passport enrollment system covers 7 Uganda missions abroad, 4 local regional offices and at immigration headquarters  | 24%                          |
|       | E-immigration system/PISCES/MIDAS   | e-immigration systems cover the head office and 21 border posts   | 32%                          |
| MIA   | Electronic Document Management Systems (NGO Bureau, DCIC)                         | out of 5.5million manual immigration/passport files, 2.6million files have been digitized and can be accessed electronically  | 47%                          |
| DGAL  | Laboratory Information Management System (LIMS)                                   | Operational at the Headquarters and yet to be rolled out at the Regional offices.   | 25%                          |
| ODPP  | Prosecution Case Management Information System (PROCAMIS)                         |   |                              |
| UPF   | e-PIS (Electronic Policing Information System)                                    | The system is at a feasibility study level. All other UPF systems being developed and already developed will be integrated into e-PIS.  | 0%                           |
|       | CCTV Camera System (surveillance)   | Completed phase 1 & 2, pending release of funds to commence phase 3.  | 75%                          |
| UPF   | Express Penalty Scheme  | The system is operationalized countrywide.  | 100%                         |
|       | Certificate of Good Conduct   | The system is fully functional. It is deployed at INTERPOL & FORENSICS Directorate were services are accessed by users.   | 100%                         |
|       | Police Human Resource Management System   | HRMS is deployed at police National and Regional Headquarters.  | 15%                          |
| UPS   | Prisoners Management Information System (PMIS)                                    | The PMIS was rolled out to one region-Kampala Extra Region out of 17 regions.   | 6%                           |

| MDA  | Information System  | Status of Automation/upgrade   | % roll out to service points             |
|------|---|--|--|
| URSB | Business Registration Information Systems   | URSB deployed and operationalized the Online Business Registration System (OBRS) in November 2022, where 65,927 new companies and 28,074 businesses registered to December 2023. The system is fully integrated with the National Identification and Registration Authority and Uganda Revenue Authority to support end-to-end seamless business registration transactions and processes | 85% of the business services are online. |
|      | National Marriages Registration System  | There is need to for total overhaul of the National Marriages Registration System to suit needs of all stakeholders  | 30%                                      |
|      | Security Interest in Movable Property System (SIMPRS)   | The Upgrade and integration with the Motor vehicle registry was completed and the collaterals registered in the first half of 2023/24 were 2715, which facilitated access to credit using the Security Interest in the Movable Property Registry system  | 100%                                     |
|      | Industrial Property Information System (trademark search, trademark property registration)          | Digitized IP files other than traditional knowledge. We can now receive applications, searches online, Yet to integrate fully with URA, yet to integrate with NIRA, Posta Uganda and internal systems at URSB  | 70%                                      |
|      | Electronic Document Management System   | Automated search response system   | 100%                                     |
|      | Queue Management System   | Extended the automation to all branches in Kampala   | 100%                                     |
|      | e-Licensing Portal  | Currently provides information. Ongoing process is to make transactional   | 50%                                      |
|      | URSB Call Centre  | Provided a system for managing client tickets, Pending is the automation of the interactive voice response system, need to merge all customer- facing interfaces into one system.  | 60%                                      |
| NIRA | National Identification Register (citizen register, alien register, birth register, death register) |  |  |
|      | Mobile Vital Records Statistics (MVRS)  |  |  |
|      | Adoption Register   |  |  |
|      | NIRA Call Centre  |  |  |

**2.2.4 Information Management Systems of Institutions Integrated**

In terms of the E-Justice and Digital Transformation, Government adopted the Modular Open-Source Identity Platform (MOSIP) platform an open-source system framework for the implementation of the new NSIS. NIRA will customize the open-source framework (MOSIP) and align with the mandate and processes of NIRA as provided for under the Registration of Persons Act, 2015 and existing legal frameworks.

The new system shall ensure compliance with Regulation 3, which provides for the national identification register to be divided into four parts i.e.

- a. Part one contains information relating to citizens
- b. Part two of the register contains information relating to aliens
- c. Part three of the register contains information relating to births occurring in Uganda
- d. Part four of the register contains information relating to deaths occurring in Uganda

Leveraging of new technologies such as digital ID – Uganda seeks to implement and take advantage of the digital ID technology that has increased the portability and security of identity documents. It allows secure authentication and verification even without the physical document. The implementation will start in June 2024.

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

Regarding strengthening commercial justice and the environment for competitiveness it was recommended that the sector should fast-track automation and system integration of business processes across JLOS institutions. Integration will enable inter-agency communication which should further facilitate expeditious handling of business.

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

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

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

To that effect an online publishing system was developed in FY 2023/24 to improve public access of the said laws by pursuing active digitization of these laws, and loose-leaf volumes were developed for the first time to cater for amendments that will be adopted within the law by actively making loose-leaf inserts to accommodate the given amendments thus being a tool to facilitate the Revision exercise. These also included among others translation of the Constitution and Local Council Courts Act to enable the indigenous communities appreciate and understand the provisions of the Constitution. Over time, the Local Councils have become an alternative to the traditional, adversarial approach of the formal court system. Their primary objective was to enable popular justice that emphasizes indigenous values of communal harmony, cooperation, compromise and conciliation. This is what the translation of the Local Council Courts Act envisaged.

Furthermore, the URSB together with MoJCA, ULRC, and the Uganda Communication Commission (UCC), conducted stakeholder consultations on the principles to amend the Copyright and Neighbouring Rights Act 2006. Views were collected from writers, musicians, filmmakers, and visual artists among other stakeholders. The report and principles to amend the Copyright and Neighbouring Rights Act 2006 were prepared, validated and submitted to MoJCA.

Draft principles for the Traditional Knowledge legislation were completed and validated by stakeholders. The Regulatory Impact Assessment was revised and re-submitted to MoJCA. Four regulations passed include; The Companies Regulations 2023, Companies (Fees) (No.2) Regulations 2023, and Insolvency (amendment) regulations, Insolvency (Fees) (Amendment) Regulations 2023.

URSB shared and defended Uganda's progress in addressing the outstanding issues regarding compliance with the Financial Action Point Task Force (FATF) standards. The FATF team held an on-site visit in December 2023.

The Directorate of the First Parliamentary Counsel (FPC) under MoJCA is charged with drafting all legislation; namely Bills and Statutory Instruments, regulations and rules. FPC also verifies ordinances of Districts and Municipal Councils and bye-laws for sub-counties to ensure that they are consistent with the existing pieces of legislation. Further, it prepares Cabinet Memoranda, and information papers on legislation, drafts resolutions of Parliament, gives advice on legislative process and other legislative and legal matters, provides interpretation of laws and proposed legislation, authorizes the publication of all legislation and participates at regional and international meetings.

In line with the above, FPC drafted all 15 (100%) Bills requested by MDAs to be drafted and submitted to the respective MDAs. Drafted 35 Statutory Instruments out of 53 requests from MDAs to draft Statutory Instruments and submitted them to the respective MDAs. 8 Ordinances were received for verification; 2 were verified and submitted to the Ministry of Local Government. All 12 (100%) Assented to Acts received, were authorized for publication and were published. These were;

- i. Act. 17 The Law Revision (Miscellaneous Amendments) Act, 2023
- ii. Act. 18 The Foreign Exchange (Amendment) Act, 2023
- iii. Act. 19 The Financial Institutions (Amendment) Act, 2023
- iv. Act. 20 The Value Added Tax (Amendment) (No. 2) Act, 2023
- v. Act. 21 The Stamp Duty (Amendment) Act, 2023
- vi. Act. 22 The Tax Procedures Code (Amendment) Act, 2023
- vii. Act. 23 The Income Tax (Amendment) (No.2) Act, 2023
- viii. Act. 24 The Excise Duty (Amendment) (No.2) Act, 2023
- ix. Act. 25 The Income Tax (Amendment) Act, 2023
- x. Act. 26 The National Sports Act, 2023
- xi. Act. 27 The Prevention and Prohibition of Human Sacrifice Act, 2023.
- xii. Act. 28 The Petroleum Supply (Amendment) Act, 2023.

All 13 Bills (100%) received were authorized for publication and were all published. These were;

1. Bill. 24 The Alcoholic Drinks Control Bill, 2023
2. Bill. 25 The Animal Feeds Bill, 2023
3. Bill. 26 The Civil Aviation Authority (Amendment) Bill, 2023
4. Bill. 27 The Constitution (Amendment) Bill., 2023.
5. Bill. 28 The National Tribunal Bill, 2023.
6. Bill. 29 The Uganda Health Professionals Regulatory Council Bill, 2023.
7. Bill. 30 The Rationalization of Government Agencies (Repeals and Amendments) Bill.
8. Bill. 31 The Law Reform (Miscellaneous Amendments) Bill, 2023.
9. Bill. 32 The Capital Markets (Amendment) Bill, 2023.
10. Bill. 33 The Human Assisted Reproductive Technology Bill, 2023.
11. Bill. 34 The Petroleum Supply (Amendment) Bill, 2023.
12. Bill. 35 The Judicature (Amendment) Bill, 2023.
13. Bill. 36 The Sugar (Amendment) Bill, 2023.

All 54 (100%) Signed Statutory Instruments received were authorized for publication, 50 and were published.

### **The general performance is as follows:-**

**Table 26(a): Legislation handled by the Ministry from FY 2013/14 to FY 2020/21**

| <b>Legislation</b> | <b>Bills</b> | <b>Acts</b> | <b>Statutory Instruments</b> | <b>Ordinances</b> | <b>Legal Notices</b> |
|--------------------|--------------|-------------|------------------------------|-------------------|----------------------|
| FY 2021/22         | 27           | 21          | 99                           | 8                 | 6                    |
| FY 2022/23         | 53           | 19          | 130                          | 12                | 16                   |
| FY 2023/24         | 42           | 17          | 92                           | 15                | 24                   |

An authorised by law for publication by the Local Government (Kira Municipal Council) (Street and Other Designated Parking Areas) Byelaws, 2023. Relatedly, under the Sustainable Energy Programme, the Ministry submitted the Building Substances Bill and Earth Scientists Registration Board Bill to the Ministry of Energy and Mineral Development for approval. In addition, 6 drafting meetings were held to enable the drafting of Regulations under the Electricity Act and Principles for the amendment of the Atomic Energy Act were reviewed and approved by Cabinet.

The Ministry of Local Government held consultations in the district councils of Kalaki, Katakwi, Ngora, Gomba and Kalungu during the formulation process of ordinances and by-laws. The Ministry also developed a concept paper for the study to evaluate the Decentralisation Policy for a Comprehensive Review.

### **Published laws and study reports**

| <b>Financial Year</b> | <b>Number of Laws and Reports</b> |
|-----------------------|-----------------------------------|
| FY 2020/21            | 4                                 |
| FY 2021/22            | 4                                 |
| FY 2022/23            | 6                                 |
| FY 2023/24            | 6                                 |

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

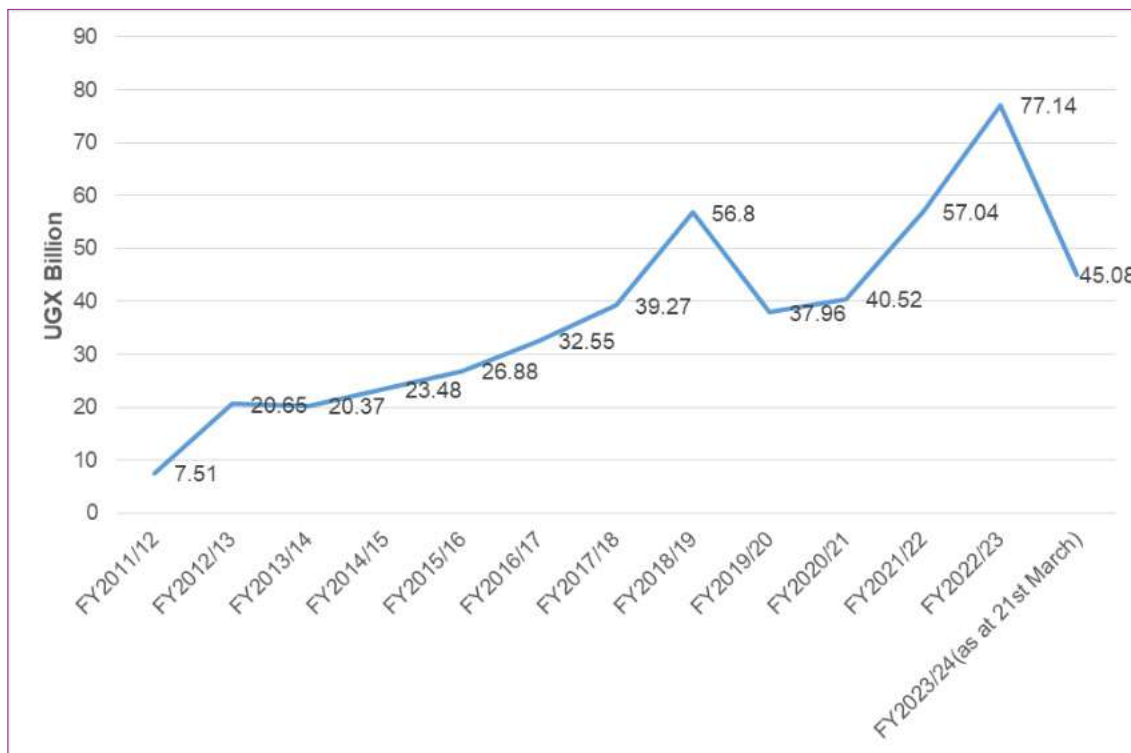
URSB conducted a data clean-up exercise which aimed at making the data user-friendly, reliable and available for financial institutions, government, researchers and the public. As a result, a total of 48,870 business names and companies were successfully cleaned and migrated onto the new system (Online Business Registration System).

URSB launched a mass business registration initiative in a bid to enhance the formalization of the economy through business registration and the promotion of awareness about the benefits of registration. The target is to register at least 873,546 unregistered businesses by FY 2026/27.

In FY 2023/24, URSB's Non-Tax Revenue target is UGX 71.1 Billion. As of 21st March 2024, the Bureau had collected UGX 45.081 Billion, representing 63.41% of the FY2023/24 annual target. As the figure below shows, the Non-Tax Revenue collections have gradually expanded over time, from UGX 7.51 Billion in FY 2011/12 to UGX 77.14 Billion in FY 2022/23.

This can be ascribed, among other things, to growing public knowledge of registration services, zero tolerance for corruption, and continuous automation and simplification of registration procedures.

### Trends in NTR collections from 2015/16 to 2023/24



The steady increase in NTR indicates a growing capacity of URSB to generate more revenue from its services. Investment in infrastructure and technology upgrades to simplify processes, staff training to enhance efficiency and effectiveness and public sensitisation, can contribute to more revenue generation.

URSB registered 13,010 new companies, 12,108 business names, 58,953 legal documents, 308 debentures, 4,702 security interest notices, 5,124 marriage returns, 704 customary marriages, 115 church licensed, 696 local trademarks, 969 foreign trademarks, 970 foreign trademark renewal, 270 local trademark renewals, 28 copyrights, and 05 industrial design.

Decentralization of services. URSB has a presence in regional centers in Mbarara, Mbale, Arua, Gulu, Masaka, and Hoima and branches within Kampala. The Bureau also offers services in 44 Taxpayer Register Expansion Programme centers across the country.

### Citizens in the National Identification Register (NIR)

Registration and identification of Persons continued in the reporting period, with 27,343,259 citizens fully identified and assigned National Identification numbers and (87.9%) of citizens on the national register issues with national IDs as of 30th June 2024. To-date, a cumulative total of 27,342,259 citizens are in the NIR. The table below shows the cumulative performance respectively;

| Financial Year | Male       | Female     | Total      |
|----------------|------------|------------|------------|
| FY 2020/21     | 12,656,897 | 13,173,505 | 25,830,402 |
| FY 2021/22     | 12,449,308 | 13,395,541 | 25,844,849 |
| FY 2022/23     | 12,825,797 | 13,771,784 | 26,597,581 |
| FY 2023/24     | 14,152,025 | 13,190,232 | 27,342,259 |

Graphically, the cumulative performance can be seen below;

During the FY 2023/24, the demographic structure of the NIR is as shown below

**Table 27: demographic structure of the NIR**

| Age Group    | Male       | Female     | Total      | %age   |
|--------------|------------|------------|------------|--------|
| 0-9          | 531,521    | 543,387    | 1074908    | 4.0%   |
| 10-19        | 2,740,760  | 2,852,840  | 5593600    | 21.0%  |
| 20-29        | 3,168,642  | 3,353,976  | 6522618    | 24.5%  |
| 30-39        | 2,764,992  | 2,999,349  | 5764341    | 21.6%  |
| 40-49        | 1,749,666  | 1,867,190  | 3616856    | 13.6%  |
| 50-59        | 1,099,870  | 1,136,222  | 2236092    | 8.4%   |
| 60-69        | 589,029    | 693,219    | 589029     | 2.2%   |
| 70-79        | 309,115    | 404,820    | 713935     | 2.7%   |
| 80 and above | 236,387    | 301,279    | 537666     | 2.0%   |
| Total        | 13,189,982 | 13,459,063 | 26,649,045 | 100.0% |

Eligible Citizens issued with National IDs

| Financial Year | Male    | Female  | Total     |
|----------------|---------|---------|-----------|
| FY 2020/21     | 691,999 | 720,242 | 1,412,241 |
| FY 2021/22     | 344,544 | 358,607 | 703,151   |
| FY 2022/23     | 170,186 | 177,133 | 347319    |
| FY 2023/24     | 367,072 | 362,851 | 688,560   |

Issuance of passports to Citizens

With regards to issuance of travel documents to citizens, 100% (314,753) of passport applications were received and processed, while 90.3% (284,175) were issued passports. On immigration, all missions abroad were capacitated to provide consular services to the diaspora. Of the issued passports, 59.6% were issued to females while 40.4% were issued to males.

## Immigration diaspora services provided



Immigration services were offered at Uganda Missions abroad. Currently Seven (07) Immigration officers are deployed at 7 missions, that's London, Ottawa, Pretoria, Abu-Dhabi, Beijing, Washington and Copehagen. They offer sevices to Ugandan Citizens and Ugandan Visitors. By the end of Q2, 5,587 passports applications were handled by Foreign missions of which 5,250 passports were issued at the same. A total 184 Certificates of Identity issued at Ugandan Missions, and these are mainly used to facilitate the returnees who have lost are in possession of Expired Ugandan Passports. In reference to services offered to Non-nationals, 731 clients accessed immigration services at Uganda Missions abroad (Entry Visas) of Beijing, Brussels, Copenhagen, London, Ottawa and Pretoria while 3,118 clients were able to acquire passes and permits at the regional offices of Arua, FortPortal, Gulu, Hoima, Jinja, Lira, Mbale, Mbarara, Moroto and Namanve.

### *National Migration Policy developed.*

The Development of the National Migration Policy is ongoing, the Regulatory Impact Assessment was undertaken and approved by the National Citizenship and Immigration Board and The Senior management of the Ministry of Internal Affairs. The Senior Management further approved the Draft national Migration Policy, the Draft Policy is currently being validated and consultations with key stakeholders is ongoing.

Relatedly, the ROPA, 2024 (Amended) provides for registration and issuance of Alien ID Cards to all eligible Aliens. However, this has not yet taken place because the old NSIS did not have a module for Alien Registration. The new NSIS that is still under development has a module that takes care of this. This will happen when the system has been finalized.

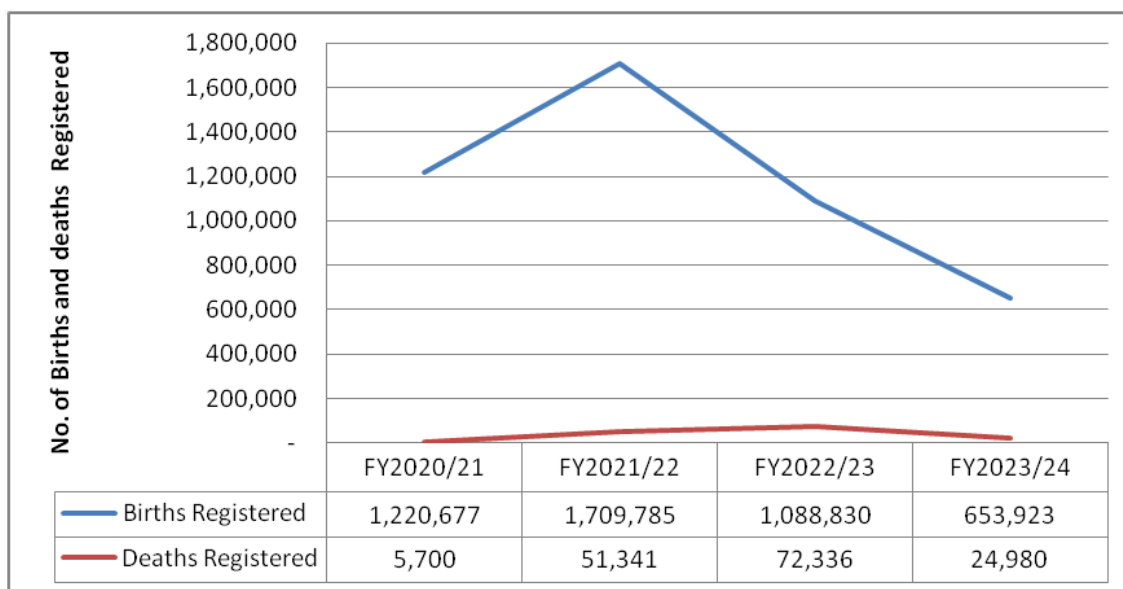
Aliens (Non-Nationals) are facilitated by DCIC through the issuance of Visas, Passes and Permits. Below is a Summary of the number of Facilities issued to foster legal stay of non-nationals in Uganda. A total of 2,655 immigrants were investigated, 62 of them regularized their stay, 302 irregular immigrants were removed from the Country; Of the Investigated cases; 292 files were closed, Appeal cases were processed within Seven (07) days for Hon. Minister's action to which 71 Appeal cases were handled. The Inspections and Legal Department carried out continuous surveillance in a bid to curb irregular Migration to which Seven (07) surveillance reports were produced.

| Facility Issued                             | Total Number |
|---|--------------|
| Number of Entry Visas Issued                | 130,471      |
| Number of Certificates of Residences Issued | 67           |
| Number of Entry Permits Issued              | 6,937        |
| Number of Dependant's passes issued         | 3,565        |
| Number of Pupils/Student Passes issued      | 6,846        |

Aliens issued migration facilities.

### Births and Deaths registration

With regards to identification and registration, a trends analysis, demonstrates a downward trend in birth registration in the reporting period compared to the previous years. This is attributed to the increasing budget cuts and lower allocations to civil registration.



In the FY2023/24, of the expected approximately 1,400,000 births, the NIRA targeted to register 500,000 births as per the available resource envelope and successfully registered 653,923 (131% of the target). The good performance was attributed to the strengthened collaboration with Ministry of Health and Local Governments as well as intervention from the development partners i.e. UNICEF and support under the Justice Law and Order sector.

However, looking at the trend analysis, we note a downward trend in birth registration from the previous years, owing to the increasing budget cuts and lower allocations to civil registration.

| Financial Year | Male      | Female    | Total     |
|----------------|-----------|-----------|-----------|
| FY 2020/21     | 598,137   | 622,540   | 1,220,677 |
| FY 2021/22     | 3,327,795 | 1,381,990 | 1,709,785 |
| FY 2022/23     | 533,527   | 555,303   | 1,088,830 |
| FY 2023/24     |           |           | 635,016   |

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

To ensure efficiency and effectiveness in commercial and land dispute resolution processes across the Access to Justice Subprogramme institutions, continued implementing case backlog reduction strategies, capacity building of duty bearers in commercial and land justice, and alternative dispute resolution mechanisms. The performance is part of the integral performance as reported earlier in the report.

*Enforcement of commercial laws*

URSB’s one-stop shop model for enforcing Intellectual Property (IP) laws integrates seconded police officers and in-house prosecutors to streamline legal redress. This approach reduces time and costs for IP rights holders by ensuring proper supervision of investigations and accurate evidence collection for court trials. URSB also collaborated with stakeholders in the Justice Law and Order Sector solidifying intellectual property enforcement in Uganda thereby achieving 83% conviction rate in prosecuted cases.

In FY 2023/24, URSB handled 42 complaints, conducted 24 operations, seized counterfeit items, and processed 12 cases, with 2 acquittals and 21 ongoing in court, while 14 under investigations.

URSB trained 66 Uganda Police Force’s Criminal Investigation Department officers and detectives at the police training school – Kabalye to enhance their skills in identifying, investigating, and enforcing IP rights. This training aimed at improving case disposal, reduce counterfeits, and support private sector development.

*Roll out alternative dispute resolution*

The URSB’s Registrar of Companies and Registrar of Trademarks use quasi-judicial powers to facilitate quick Alternative Dispute Resolution in company and trademark disputes. This approach helps resolve issues efficiently and avoids lengthy litigation. In FY 2023/24, URSB handled 47 company disputes, resolving 45 of them, and managed 16 trademark oppositions and 3 trademark cancellation applications.

## Disputes handled under the Quasi-Judicially in FY 2023/24

|   |   |    |
|---|---|----|
| 1 | Company disputes  |    |
| a | Number of Complaints/Petitions/applications received      | 47 |
| b | Number of Complaints/ Petitions/applications disposed off | 45 |
| 2 | Trademark Oppositions                                     |    |
| a | Number of Oppositions received                            | 16 |
| b | Number of applications for cancellations received         | 3  |

Source: URSB disputes reports.

The MoJCA in support of ADR mechanisms held two consultative meetings to formulate the Regulatory Impact Assessment (RIA) report on the Alternative dispute resolution in Uganda from 25th to 28th March and 27th to 31st May 2024. From the meetings, technical support was provided during the conduction of the RIA. A total of 21 reconciliators/mediators were facilitated through LDC LAC to undertake court-annexed mediation and reconciliation in 20 courts of LDC, Nateete-Rubaga, Wakiso, Nakawa, Kira, Kasangati, Lira, Iganga, Matugga, Jinja, Mukono, Kajjansi, Luzira, Makindye, Mbarara, Buganda Road court, City Hall, Masindi court, Nabweru court, and Nansana court. The reconciliators and mediators received and mediated 5513 cases (1269F) for reconciliation and mediation in the reporting period.

Mediation enables quick resolution of disputes and maintain social harmony. During the period under review, JCU registered 1,427 (501 M, 926 F) mediations conducting 544 mediation sessions, successfully concluding 1,282 (466 M, 816 F) leading to the recovery of UGX 146,410,007 shillings and 7 acres on behalf of the clients.

The major issues included many women are so vulnerable and use children as a way of survival with some having children from multiple men that they want to maintain their children; The men tend to find it very difficult to provide support especially when the women have other children that do not belong to them; Many of the maintenance cases need constant follow up and make it difficult to close the files.

### *Strengthen clients' business continuity and sustainability*

Strengthening clients' business continuity and sustainability involves enhancing their ability to maintain operations and adapt to changes. This includes improving processes, ensuring legal and regulatory compliance, managing risks, and supporting long-term growth and stability. In the FY 2023/24, URSB executed, the following aimed at strengthening business continuity and sustainability.

URSB established the beneficial ownership register to identify and mitigate risks related to hidden ownership, such as conflicts of interest and illegal activities. This transparency helps businesses manage risks, comply with regulations, and maintain ethical standards,

thereby reducing penalties and enhancing their long-term viability and reputation. URSB also introduced a mandatory annual filing for all business names (form E), to confirm active status and prevent registry clutter with inactive entities[1]. This form helps maintain an updated business registry, ensures compliance with legal requirements, and supports long-term sustainability.

## 2.4 Strengthen Institutional Capacity and Decision-making

Capacity building is critical in the continuous improvement of service delivery at JLOS service points. All programme institutions undertake training to skill their staff to effectively provide services to the general public.

### 2.4.1 Capacity of Staff Enhanced

In the reporting period, the capacity of the sub-programme was enhanced through recruitment and the various trainings conducted for the personnel including specialized and basic training, leadership and management courses, cadet courses, ideology and political education courses, and courses.

Majority of the agencies in the sub-programme have a deficit in staffing levels, and as such, the programme underscores the need for appropriate numbers of personnel to adequately provide services to the population. In the reporting period, a total of 3,563 personnel were recruited as summarized below;

| Staff recruited in the reporting period |       |        |       |
|---|-------|--------|-------|
| MDA                                     | Male  | Female | Total |
| UPF                                     | 884   | 388    | 1,272 |
| UPS                                     | 1,529 | 705    | 2,234 |
| DCIC                                    | 31    | 26     | 57    |
| Total                                   | 2,444 | 1,119  | 3,563 |

Correspondingly, programme institutions undertake training to skill their staff to effectively provide services to the public. In the reporting period, the agencies trained a total of 5,955 personnel in various disciplines to match the ever-evolving security environment. Courses conducted included regular staff training, continuous professional development, specialized Command and Leadership courses, training in Ransomware, cryptocurrency investigative process, financial disruption on minerals-related crimes, Financial Investigations and Financial Due Diligence.

The UPF for example increased its institutional capacity in various disciplines including forensics by training 72(27f) personnel, 47(08F) personnel inducted in basic dog handling and care course, 50(7F) INTERPOL liaison officers and staff on border control and management of transnational organized crime. The participants gained skills in cross-

border policing capabilities, management and application of border security software, motor vehicle verification processes, border and customs management, refugee and immigration management and investigations management of cross-border crimes. 68 (21F) traffic officers trained to enhance road safety and respond to road crash incidents. The officers will gain skills and knowledge in traffic laws and regulations, various statutory instruments, and traffic incident investigations among others. 91(26F) senior police officers trained of strategic planning and performance management. This was aimed at building capacity of the officers in planning, supervision and M&E systems.



LEFT: The STA JLOS officiates at one of the capacity building trainings at UNAFRI. RIGHT: A UMI facilitator lectures Police Senior Officers.

| MDA   | Male  | Female | Total |
|-------|-------|--------|-------|
| UPF   | 3,598 | 695    | 4,293 |
| UPS   | 1,122 | 483    | 1,605 |
| DCIC  | 31    | 26     | 57    |
| Total | 4,751 | 1,204  | 5,955 |

DCIC undertook a 2-month induction training for 57 newly recruited Immigration Officers at the Police Training Academy in Kabalye. The table below shows the number of security personnel trained by each of the security agencies;

| MDA   | Recruited | Trained |
|-------|-----------|---------|
| UPF   | 1,272     | 5,565   |
| UPS   | 2,234     | 3,839   |
| DCIC  | 57        | 57      |
| MoJCA | 26        | 26      |
| ODPP  | 105       | 105     |
| Total | 3,694     | 9,592   |

In the reporting period, sub-programme institutions conducted recruitment and training as shown in the table below;

The URSB trained the business community in Gulu on the corporate rescue framework. The training attracted 180 participants, including Lawyers, Chattered Secretaries, Accountants and members of the business community in Gulu. URSB conducted training for the Rwenzori Geographical Indications Association which owns the registered “Rwenzori Mountains of the Moon” Geographical Indication on improving the quality of the production processes and the coffee and promotion of the Geographical Indication in relevant markets. In addition, the Acholi Shea Butter Cooperative Society, which began the process of obtaining Geographical Indication registration for Shea nut products from the Acholi sub-region was also trained. URSB launched the 33rd Technology and Innovation Support Centre (TISC) at Kampala University. These centres help to improve the quality of research in universities and other research institutions by providing access to up-to-date patent and non-patent databases.

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

Quarterly monitoring and evaluation activities undertaken in DGAL to better transparency and accountability, ensure efficient resource utilization, and evidence-based decision making.

UPF embarked on the process of reviewing its performance indicators and targets. The performance indicators and targets for UPF in the strategic policing plan and other frameworks including GSP, MIA, JLOS, SDGs have been reviewed to ascertain status of implementation and feasibility. This provides vital information for preparation of the third strategic policing plan and UPF’s contribution to NDP IV.

To capture vital statistics for effective policing and planning, data collection templates were developed and reviewed to meet new user data demands. The statistics database has been updated with data from support units to aid provision of quick policing statistics and data for effective planning and policing.

Also, through monitoring and evaluation, UPF collected data to aid the production of quarterly performance reports.

Primary reported crime data from all policing districts/divisions and regions was collected and analyzed to aid the production of the annual crime report. The Annual Crime Report 2023 was produced and launched with input from stakeholders.



Former IGP launching the Annual  
Crime Report 2023

UPF has also conducted regional monitoring of CID activities and sensitization of investigators on emerging crimes in 05 policing regions of Mt. Moroto, Albertine, Rwenzori West, Kiira & Aswa East. These activities were aimed at enhancement of investigations and continuous capacity building of detectives to investigate emerging crimes.

# OUTCOME 3:

## COMPLIANCE WITH THE UGANDA BILL OF RIGHTS STRENGTHENED

JLOS's efforts to reduce human rights violations have broadly registered positive impact over time. The focus was largely on institutionalizing human rights mechanisms within JLOS institutions, building knowledge capacity amongst JLOS officers, enhancing monitoring inspection of key functions and processes, strengthening the legal and policy framework on human rights, and holding all persons involved in human rights violations accountable.

Currently, there is an enhanced human rights consciousness in both private and public spheres of Uganda society. This is an outcome of consistent internal efforts of mainstreaming HRBA within the public service system while externally empowering the civic public on human rights norms, standards, and corresponding responsibilities.

According to the Annual Crime Report 2023, the UPF focused on strengthening discipline and adherence to human rights by introducing disciplinary courts in all districts across the country. The introduction of disciplinary courts marks a significant milestone for the Uganda Police Force. These courts aim to enforce discipline within the force, ensuring that officers adhere to professional standards and human rights.

During the reporting period, the Uganda Human Rights Commission maintained an international 'A' status rating in accordance with the UN Paris Principles and the Global Alliance of National Human Rights Institutions (GANHRI) Statute. This is a statement of confidence in the UHRC's establishment, independence, and implementation of its mandate in full compliance with the UN Paris Principles. However, the resource constraints limited the performance of the National Human Rights Institution and threaten the country's international rating on human rights.

The Program continued to enhance compliance to the Bill of Rights, with the Uganda Human Rights Commission conducting Tribunal sessions across the 12 regional offices. As a result, UHRC successfully mediated 32 complaints of human rights violations and investigated 414 complaints to conclusion, translated and disseminated the bill of rights into ten (10) local languages.

| Outcome Indicators                                     | 2017/18  | 2020/21 | 2021/22 | 2022/23 | 2023/24 |        |
|--|----------|---------|---------|---------|---------|--------|
|  | Baseline | Actual  | Actual  | Actual  | Target  | Actual |
| Proportion of human rights recommendations implemented | 60       | 80      | 85      | 50      | 60%     | 50%    |
| Disposal rate of Human Rights cases                    | 30%      | 10%     | 20%     | 4.2     | 4.2%    | 12.4%  |

|                                      |      |      |      |      |       |       |
|--------------------------------------|------|------|------|------|-------|-------|
| The proportion of remanded prisoners | 48.0 | 46.0 | 44.9 | 48.5 | 48.1% | 47.3% |
| Conviction rate of corruption cases  | 74   | 80   | 81   | 82   |       | TBC   |

Proportion of remand prisoners has reduced as a result of timely production of prisoners to court, increase in number of judicial officers and enhanced use of Alternative Dispute Resolution mechanisms while the disposal rate of Human Rights cases improved as a result of funding from Access to Justice Sub programme to conduct tribunals in all the 12 regional offices.

The following vital facts and statistics present a more vivid picture of the Sub-Programme effort to promote and entrench human rights culture in Uganda.

### Human Rights & Accountability Performance Vital Facts & Statistics, FY2022/23

- Human Rights Complaints Resolved (UHRC-41 and EOC-119) = 160
- Human Rights Complaints Received (UHRC-1,557 and EOC-227) = 1,784
- Human Rights Complaints Registered (UHRC and EOC) - 107
- Places of Detention inspected by UHRC – 440
- Crime Recidivism Rate 13.9% / Effectiveness of corrections service – 86.1%
- Proportion of UPF entitled officers accommodated 26%
- Housing for UPF and UPS constructed – (464)
- Functional UPS Human Rights Committees in all 266 prisons/units - 100%
- UPS Population (76,244) vs Occupancy Capacity (20,996) = Congestion 363.6%
- Proportion of Remand Prison Population – 47.2% (December 2023)
- Functional Human Rights Desks in all 29 UPF Regions – 100%
- UPF Compliance with 48-hour Rule exceeds 52%
- UPF/PSU Corruption Related Complaints Received and Processed - 430
- MoJCA inspected and licensed 113 Law Firms and approved 107 (94.7%)
- ODPP prosecutions at 110.8% (266) exceeded planned targets
- ODDP Conviction Rate in Corruption Cases 82%
- ODPP prosecuted 181 Government officers, 29 were convicted by the ACD
- ACD Case disposal at 58.4% and case clearance 109.92%

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

Uganda Human Rights Commission produced and presented the 26th Annual State of Human Rights report to Parliament. The report highlighted various human rights issues for the 2023 including Transport and ICT infrastructure in Uganda, Succession rights

Uganda and the human rights implications, Access to information, Defilement and sexual related offences, State of remand homes in Uganda, right to development-assessment of government programs. UHRC made recommendations made to MDAs and LGs to ensure compliance to national, regional and international human rights standards.



The Equal Opportunities Commission (EOC) published and disseminated the 10th Annual Report on the State of Equal Opportunities in Uganda in the performance of its functions under Section 24(2) and (3) of the Equal Opportunities Commission Act, CAP.7. This report was presented to parliament of Uganda. This report highlighted various gender and equity issues and emphasized mass support for the vulnerable groups of people in health and basic education as well as insuring inclusivity of the vulnerable groups of people.

The Ministry of Justice & Constitutional Affairs (MoJCA) is in the final stages of developing a National Action Plan on Human Rights (2024-2027) which outlines strategies for promoting and protecting human rights, including measures to address discrimination and ensure equality before the law. One of the priority areas is to strengthen the enforcement of laws against harmful cultural practices and create awareness for cultural leaders. The Ministry of Gender, Labour and Social Development is leading efforts in the implementation of the NAP on Business and Human Rights.

Over the years, the Uganda Human Rights Commission (UHRC) has led advocacy for a National Civic Education Policy in line with its mandate under Article 52 (1) of the Constitution of the Republic of Uganda which requires UHRC To formulate, implement, and oversee programmes intended to inculcate in the citizens of Uganda awareness of

their civic responsibilities and an appreciation of their rights and obligations as free people among others.

The Policy was first drafted in the year 2011 and validated in 2015. The final draft was further reviewed in 2021 and UHRC re-submitted the Draft Civic Education Policy to the Ministry of Justice and Constitutional Affairs for onward submission to the cabinet. However, this cannot progress without first undertaking a Regulatory Impact Assessment (RIA). UHRC has held several meetings and led various initiatives to plan and implement the RIA to ensure that the policy progresses to the next level for consideration by the Cabinet. This remains outstanding.

**Table 27(a): Performance against key indicators**

| Indicators  | Baseline FY2017/18 | Actual 2020/21 | 2021/22 |        | 2022/23 | 2023/24 |        |
|---|--------------------|----------------|---------|--------|---------|---------|--------|
|   |                    |                | Target  | Actual |         | Target  | Actual |
| The proportion of citizens reached on the provisions of the Bill of Rights (Per annum). | 30                 | 40             | 50      | 41%    | 20%     | 75%     | 61%    |

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

To ensure that all members of the community have knowledge on their fundamental rights and foster a sense of inclusivity by breaking down language barriers and making legal documents more accessible to the population, UHRC translated the Bill of Rights into ten (10) local languages of Lugungu, Lululi, Langi, Kinubi, Chope, Rukiga, Runyankore, Lufumbira, Ateso, and Kakwa. This enhanced human rights awareness and knowledge empowerment of the public using the translated chapter 4 of the constitution of Uganda.

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

One of the major challenges which lies at the centre of the criminal justice system and is an indicator of the many issues that need to be addressed, is the prison congestion which stands at 374.2%. Whereas the national population growth rate is 3% per annum, the prisoners’ population growth rate is 8% per annum while prison-holding capacity grows at a rate of 3.8% per annum. Statistical modelling projects the prison population to increase to 153,145 prisoners by the year 2031/32 with a corresponding holding capacity of 29,371 and a corresponding congestion of 521.4%. At this point, the space for one prisoner will be occupied by six prisoners.

Notwithstanding pursuing alternatives to incarceration as well as efforts to reduce crime and measures to expedite case disposal, he observed that the inevitable path out of this is constructing more facilities such as regional mini-maximum security prisons. Phased construction of regional Mini-Maxi prisons with a capacity of 4,000 prisoners each would cost approximately UGX102.9bn. It would, however, result in cost savings in terms of

healthcare and well-being as will also allow for more effective rehabilitation programmes and improved human rights observance for people in detention.

The living conditions in detention facilities have progressively improved as a result of sustained capacity building of the officers in charge, mainstreaming international human rights standards in operational instruments and increased legal action against persons and individuals found in violation. Additionally, UPF is gradually reducing the use of the soil bucket system in detention centres. Only 42 out of 186 Police main stations are still using the bucket system.

Efforts to improve the living and working conditions of officers of the UPS and UPF have focused on expanding accommodation, work premises and health facilities. The UPS and UPF constructed housing units to ensure decent accommodation for staff. A total of 709 housing units were constructed.

To ensure compliance with human rights standards in places of detention, UHRC inspected a total of 440 detention facilities of which 86 were prisons, 222 police stations, 126 police posts, 5 remand homes and 1 military detention facility. There were noticed improvements in living conditions of inmates, however, a number of human rights issues were established including overcrowding, delayed court processes, prolonged pretrial detention, detention of civil debtors' inadequate staff houses in some prisons, lack of childcare nurseries like at Murokatipe and in Soroti and long periods of remands for persons pending ministerial orders. Many inmates complained about challenges they face in courts of law; they alleged that there is no speedy and fair trial in Ugandan courts. UHRC shared its findings with recommendations to relevant Ministries Departments and Agencies to ensure an improvement the human rights situation in places of detention.

There was an improvement in living conditions of inmates in prison detention facilities occasioned by the completion of prison wards fitted with water closets at Ntungamo, Mutufu, Rukungiri, Kiruhura, Kamuli, Bamunanika, Mukungwe, Maiha, Ntwetwe and Lwabenge prisons. However, a total of 27 (10.2%) prisons out of 266 are still housed in small single room dilapidated houses at sub-counties (former Local Administration Prisons) and uniports. These facilities are still using the soil bucket system. Nevertheless, the supply of safe and clean water in Uganda Prisons Service increased from 58.0% to 97% of all 266 prison units. This was attributed to the expansion of services by the National Water and Sewage Corporation and Umbrellas that enabled upcountry water supply.

In terms of holding capacity, UPS constructed seventeen (17) wards that increased the holding/ sleeping capacity increased from 20,321 prisoners (73,155.6M2) to 21,126 prisoners (76,053.6 square meters) through completion of prisoners' wards at Ntungamo, Mutufu, Rukungiri, Lira, Kiruhura, Kamuli, Bamunanika, Mukungwe, Maiha, Ntwetwe and Lwabenge. However, the service is still grappling with the congestion standing at 363.2%

Construction of more 16 prisoners' wards is ongoing at different levels in selected prisons at Isingiro, Ntwetwe, Koboko, Maiha, Kigandalo, Mukungwe, Loro, Amolatar, Yumbe, Masaka, Lukaya, Rukooki and Luzira women. Upon completion, the holding capacity will increase by 1,120 prisoners (4,032 Square meters)

In the FY2023/24, Uganda Prisons Service is constructing 345 staff houses at Kitalya Mini- Max, Masaka, Kijjumba, Sentema, Muinaina, Fortportal, Ruimi, Amita, Lira, Hoima, Erute, Ragem, Ibuga, Kibaale, Isimba, Magala, Ssaza, Kigo, Mukungwe, Lugazi, Ngogwe, Bamunanika and Mityana prisons at different levels (Completed – 185, Roofing – 110, Walling – 10 and Foundations - 40). This increased the staff housing stock to 6,557 houses increasing the proportion of staff properly housed to 45.9%.

UPF is also constructing a total of 364 housing units spread out in Jinja, Entebbe, Kira and Naguru to increase on the number of entitled officers to be accommodated. This will now bring the proportion of entitled officers accommodated to 27.1%.



Staff houses constructed in Fort Portal Prison



Staff houses constructed in Ngogwe Prison

UPF and UPS supported spouses of personnel with income-generating activities for wealth creation and self-sustainability.

The UPS continued its efforts to improve the welfare of prisoners during the reporting period. A daily average of 76,244 prisoners received essential services, including meals, medical care, utilities, and sanitation facilities. Moreover, the UPS provided adequate sanitary facilities to a daily average of 3,599 female prisoners, ensuring their dignity and well-being. Phase 3 construction of the UPS staff hospital at Luzira progressed during this period, with the final finishes of the Kitchen & laundry building underway. This infrastructure development initiative reflects UPS’s commitment to enhancing healthcare facilities for its staff and contributing to their overall welfare.

Phase 3 construction of the UPS staff hospital at Luzira is ongoing - the construction of the Kitchen and laundry building is on final finishes.

UPS is constructing 12 Prisoner Wards at Isingiro, Yumbe, Loro, Maiha, Rukooki, Koboko, Kigandalo, Lukaya, Ntwetwe, Lwabenge, and Bamunanika prisons (Completed – 1, Final finishes – 7, Roofing – 2, Walling – 2). All these are constructed with waterborne toilets and walkways.



**Increased production on prisons production enterprise:** UPS engaged in the production of grain for food self-sufficiency, cotton to support the growth of local textile industries, seed to eliminate adulterated seed on the market and furniture production for all MDAs. In FY2023/24, UPS planted and managed 9,296 acres of maize grain with an expected output of 7,322.4MT worth shs.7.322bn, harvested 500MT of maize grain at Namalu to support feeding of school children in Karamoja in partnership with Office of the Prime minister. 1,617.5 acres of maize seed with an expected output of 1,406.78MT worth shs.5.475bn. 5,714 acres of cotton –3,428.4 bales are expected with 1,019.62 bales already harvested.

UPS initiated the post-harvest management through the construction of a 3,000MT capacity silo storage facility at Ruimi and Lugore prison farms respectively. Construction is ongoing at both sites; completed is Fencing, Administration block, Weighbridge house, Gatehouse, Silo base, Powerhouse & Warehouse and while shipment of the equipment and the Silos, is on going.

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

The protection of human rights and the grant of appropriate remedies are fundamental features of Uganda’s human rights system. During the reporting period, the specialized human rights tribunals and adjudication mechanisms the UHRC conducted panel tribunal sessions in its 12 regional offices of Arua, central, Gulu, Masaka, Jinja, fort portal, Mbarara, Hoima, Soroti, Kabale, Lira and Moroto.

To enhance access to justice, human rights and equity complaints are disposed through various mechanisms including investigations, mediation, tribunal and arbitration. UHRC received a total of 2,345 complaints of alleged human rights violations, out of which 12.45% (292) complaints were registered and 2,053 were provided with legal advice or referred to other institutions best suited to handle them.

A total of 289 alleged human rights violations were reported and recorded during the reporting period. The top three reported alleged human rights violations included freedom from torture, cruel, inhumane and degrading treatment with 89 cases, followed by child maintenance with 79 and personal liberty 48 cases. Other violations included the right to own property, right to life, right to education, security of a person among others.

**Table: 27(b) Trend of the top five alleged human rights violations**

| Nature of violations                             | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--|---------|---------|---------|---------|
| Torture, cruel, inhumane and degrading treatment | 291     | 281     | 223     | 89      |
| Personal liberty                                 | 136     | 185     | 232     | 48      |
| Child Maintenance                                | 41      | 72      | 111     | 79      |
| Right to life                                    | 37      | 38      | 22      | 14      |
| Right to personal security                       | 31      | 23      | 21      | 8       |
| Right to own property                            | 21      | 38      | 22      | 9       |

UHRC further identified the respondents of the alleged human rights violations registered. The respondents were contacted, and the investigation initiated. A total of 252 respondents of alleged human rights violations were reported. The top three respondents were private individuals (94), UPF (80) and UPDF (18). Other respondents included ISO, private secondary schools, private security companies, local governments, UPS, among others.

**Table: 27(c) Trend of the top five respondents**

| Respondent  | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-------------|---------|---------|---------|---------|
| UPF         | 239     | 319     | 319     | 80      |
| Individuals | 86      | 154     | 163     | 94      |
| UPDF        | 150     | 91      | 103     | 18      |
| UPS         | 10      | 13      | 11      | 12      |
| UWA         | 11      | 9       | 12      | 3       |

UHRC successfully mediated 32 complaints of human rights violations and investigated 414 complaints to conclusion. In addition, UHRC conducted tribunal sessions across the 12 regional offices in which 152 matters were disposed of. The majority of the complaints disposed of involved the violation of the right to freedom from torture; personal liberty; the right to life; and the right to security of person among others.

| <b>Cases concluded through tribunal</b> |                     |                    |
|---|---------------------|--------------------|
| <b>Financial Year</b>                   | <b>Cases (UHRC)</b> | <b>Cases (EOC)</b> |
| FY 2020/21                              | 0                   | 317                |
| FY 2021/22                              | 50                  | 384                |
| FY 2022/23                              | 143                 | 356                |
| FY 2023/24                              | 152                 | 320                |
| <b>Total</b>                            | <b>345</b>          | <b>1,377</b>       |

Furthermore, the Equal Opportunities Commission (EOC) in the performance of its functions under this program rectified, settled and remedied acts, omissions, circumstances, practices, traditions, cultures, usages and customs that were found to constitute discrimination, marginalization which otherwise undermine equal opportunities through carrying out investigations of the reported complaints, undertaking of Alternative Dispute Resolutions (A.D.R) mechanisms and eventually tribunal hearings in the four regions of the country.

To enhance access to human rights services, the public was able to report complaints of alleged human rights violations, follow up on their registered complaints and acquired knowledge on various human rights issues through the UHRC toll free line. UHRC received a total of 2937 callers (2094 Male and 854 Female) through the toll-free lines of which 1074 callers called to register complaints, 967 called to follow up on their complaints while 896 called to acquire knowledge on various human rights issues.

UPF's Professional Standards Unit (PSU) registered a total of 326 human rights complaints against police officers. In order to fast track disposal of human rights complaints, PSU has investigated to conclusion 228 complaints out of the 326 registered. The investigated complaints were submitted to the Police Disciplinary Court for hearing and awarding of punishments to officers whereas 98 complaints are still pending inquiries.

The cases investigated include Torture, assault, framed- up charges, unlawful arrest and detention and among others.

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

Integration of HRBA in policies, regulations, plans and programs in MDAs is aimed at entrenching human rights normative standards in Uganda's regulatory and standard-setting frameworks. To enhance capacity of students in appreciating human rights alongside other contemporary issues occurring inside and outside of their learning environment. UHRC conducted debate competitions in 27 schools with a theme "Universal Primary and Secondary Education have improved the Quality of Education in Uganda". The debates were attended by a total of 5,444, participants (2,297 male and 3,147 female). Students were particularly reminded of their duties and responsibilities while enjoying their rights.

Citizen empowerment enables the community to understand their rights and responsibilities, participate in the development of policies and increased accountability for their actions. A total of 97 radio talk shows and 6,389 spot messages with various human rights thematic areas were aired out through UHRC regional offices. The talk shows were aired in different languages and radio stations. These attracted 577 (459 male, 118 Female) callers from across the country and were able to get instant feedback in regard to legal advice, status of their files, the location of UHRC offices, and toll-free numbers of the Commission.

**Table 28: Radio talk shows and spot messages aired out**

| Regional offices | No. of Radio talk shows | Number of Callers |            |            | Names of Radio Stations   | No. of Spot Messages |
|------------------|-------------------------|-------------------|------------|------------|---|----------------------|
|                  |                         | Male              | Female     | Total      |   |                      |
| Arua             | 3                       | 16                | 5          | 21         | Voice of Life 100.9FM, Paidha 88.7FM, Radio Pacis 90.9FM Arua City  | 370                  |
| Central          | 7                       | 51                | 21         | 72         | Mboona FM, Buawama FM   | 400                  |
| Fort Portal      | 8                       | 32                | 5          | 37         | Britop radio, kasese guide radio, Ngeye UBC radio, development radio, Rwenzori Radio, Jubilee FM, Life FM                         | 630                  |
| Gulu             | 7                       | 24                | 7          | 31         | Tembo FM, Rupiny FM, favour FM, Radio Aman FM, Mega FM  | 550                  |
| Mbarara          | 10                      | 50                | 11         | 61         | UBC West Mbarara, Vision radio, kazo fm, BFM Radio, Rwenzori, Radio West  | 267                  |
| Masaka           | 4                       | 6                 | 6          | 12         | Bukomansimbi FM, Lwengo FM, Ssesse FM   | 200                  |
| Lira             | 23                      | 93                | 22         | 115        | Unity FM, Radio Q FM, Radio Wa FM, Kiogoi FM, Dokolo FM, Apac FM, Shine FM, voice of lango FM                                     | 750                  |
| Moroto           | 3                       | 25                | 2          | 27         | Etoil A92.7 FM, Heritage FM 92.6  | 300                  |
| Soroti           | 10                      | 34                | 14         | 48         | Elgon FM, Voice of teso, Kapchorwa trinity radio, mbale IUIU, Etop radio, Radio Maria, signal FM                                  | 590                  |
| Kabale           | 4                       | 49                | 7          | 56         | Voice of Victory FM (Revival Radio)   | 287                  |
| Jinja            | 10                      | 15                | 0          | 15         | NBS jinja, Bugwere FM, Rock Mambo FM, Tororo Eastern Voice, Bugiri Busoga one FM, Kamuli broad casting service                    | 1152                 |
| Hoima            | 8                       | 64                | 18         | 82         | Biiso fm, Bunyororo broad casting service, Kagadi Kabale community radio, Radio Hoima, Karunguza radio, King radio, Enambya radio | 893                  |
| <b>Total</b>     | <b>97</b>               | <b>459</b>        | <b>118</b> | <b>577</b> |   | <b>6389</b>          |

*School human rights and peace club debate competitions*



The UHRC team awarding gifts to the best debaters at Bishop Janan Luwum Secondary School Kamuganguzi - Kabale District

To instill a culture of respect for human rights and enhanced critical thinking on rights and responsibilities amongst students, UHRC conducted 46 intra-school debate competition in 46 secondary schools with Human Rights and Peace Clubs. The debate theme was “Universal Primary Education (UPE) and Universal Secondary Education (USE) have improved the quality of Education in Uganda.” The best debaters were awarded at the end of the competitions. The intra-school debates enlightened the students on the rights of children, the right to education, and the role of the state in providing education. A total of 5444 students and teachers, 2297 male and 3147 female from different schools attended the debates.

**Debates conducted in secondary schools**

| Region Office | No. of Debates | Male        | Female      | Total       | AGE GROUP   |            |           |          |           |
|---------------|----------------|-------------|-------------|-------------|-------------|------------|-----------|----------|-----------|
|               |                |             |             |             | 0-17        | 18-30      | 31-59     | 60+      | PWDs      |
| Arua          | 5              | 272         | 348         | 620         | 429         | 132        | 17        | 0        | 42        |
| Central       | 5              | 361         | 278         | 639         | 554         | 85         | 0         | 0        | 0         |
| Gulu          | 5              | 273         | 203         | 476         | 356         | 104        | 2         | 0        | 14        |
| Masaka        | 6              | 265         | 426         | 691         | 675         | 7          | 9         | 0        | 0         |
| Lira          | 5              | 170         | 455         | 625         | 547         | 27         | 14        | 0        | 37        |
| Soroti        | 10             | 371         | 510         | 881         | 679         | 194        | 7         | 0        | 1         |
| Kabale        | 6              | 438         | 645         | 1083        | 732         | 350        | 0         | 0        | 1         |
| Jinja         | 4              | 147         | 282         | 429         | 386         | 41         | 2         | 0        | 0         |
| <b>Total</b>  | <b>46</b>      | <b>2297</b> | <b>3147</b> | <b>5444</b> | <b>4358</b> | <b>940</b> | <b>51</b> | <b>0</b> | <b>95</b> |

### **3.2 Integrate HRBA in policies, legislation, plans and programmes**

Integration of HRBA in policies, regulations, plans and programs in MDAs is aimed at entrenching human rights normative standards in Uganda's regulatory and standard-setting frameworks. To enhance the capacity of students in appreciating human rights alongside other contemporary issues occurring inside and outside of their learning environment. UHRC conducted debate competitions in 27 schools with a theme "Universal Primary and Secondary Education have improved the Quality of Education in Uganda". The debates were attended by a total of 5444, participants (2297 male and 3147 female). Students were particularly reminded of their duties and responsibilities while enjoying their rights.

To monitor government compliance to human rights standards in refugee settlements, UHRC monitored the human rights situation in Nakivale, and Oruchiga Refugee Settlements in Isingiro District, Kisoro Transit Site and Kanungu Reception Center. The UHRC conducted in depth interviews with Personnel in the Office of the Prime Minister (Camp commandants), Uganda Police Force, Refugee Welfare Committee (RWC III), and Women Leaders. The other method employed during this exercise was observation of surroundings and conduct of people.

Some of the key findings include: The settlements monitored were accommodating various nationalities including, Congolese, Burundians, Ethiopians, Eritreans, Rwandese, Pakistanis, South Sudanese, Sudanese, Somalis, Kenyans and people from Central African Republic. The women complained of the small pieces of land given to them that they cannot cultivate enough food on them for their children and that sometimes they suffer looking for fresh and clean water. They also alleged that their children have dropped out of school because of the indirect costs of education in Uganda in relation to low incomes and high cost of living. The Commission is engaging the relevant MDAs to ensure compliance with human rights standards in the refugee settlements.

In addition, The UHRC conducted 26 baraza in refugee settlements on observance of human rights, SGBV and laws and policies of Uganda in refugee settlements in western Uganda.

The barazas were attended by 3,229 refugees (male 1,748 and 1,481) acquired knowledge on various human issues including rights of refugees, rights of children, land rights, domestic and gender-based violence, mandate and functions of UHRC. Relatedly, UHRC offered legal advice and referral made on the human rights concerns raised in the meetings.



The UHRC Staff together with the interpreter making her presentation at Mukunyu village, Kyangwali refugee settlement

To assess the human rights situation arising from the oil and gas activities in the Albertin region, UHRC monitored the activities in the region and noted the region continues to grapple with the persistent human rights concerns; i.e. delayed compensation of the project affected persons, land related conflicts, high rate of child labour, violation of the rights of women, children, elderly and other vulnerable groups. UHRC together with civil society organizations continue to engage the relevant stakeholders to address these rights.



The Equal Opportunities Commission (EOC) in a bid to empower citizens with knowledge on policies and laws and ensure that laws and policies are inclusive, conducted mobile legal aid clinics to educate the public about their rights. This ensured that all persons access information and advocacy for their rights, ensured that favorable social norms attitudes and behaviors are promoted at a community and individual levels to prevent violence against women and girls and promote sexual reproductive rights. It also facilitated access to justice at state cost and early access to dispute resolution mechanisms through the use of community paralegals and expand on labor resource to address challenges of urban based lawyers.

In the period under review the EOC conducted twelve mobile legal clinics in the districts of Luweero, Bukomansimbi, Butaleeja, Mitooma, Jinja, Mukono and Wakiso districts. ABOVE: A mobile legal clinic conducted by the Equal Opportunities Commission in Luweero district aimed at promoting public awareness, understanding and acceptance of equal opportunities and treatment in employment, occupation, education and all social services in that area.

### 3.2.1 Institutional and Staff Capacity on HRBA Enhanced

To create an understanding of the national and international human rights standards among labour-exporting companies. UHRC trained 35 (23 Male and 12 Female) participants from recruitment companies externalizing labour. These were trained on the concept of Human rights; and the existing policy, legal, and institutional framework for externalization of labour. They were also enlightened on the mandate of the UHRC and the constitutional obligation of companies to respect, uphold and promote human rights in doing business in the externalization of labour.



In a bid to empower local governments with knowledge on how to prevent the occurrence of human rights violations through legislation, UHRC trained 89 (63 Male, 26 Female) local government officials including City speakers, clerks to Council, Councilors, Chief Administrative Officers and City/Division Clerks on the formation of bye-laws and ordinances by local governments. Participants were drawn from the districts of Soroti, Serere, Kaberamaido, Kalaki, Katakwi, Amuria, Kapelebyong, Kumi, Ngora, Bukedea, Manafwa, Bududa, Namisindwa, Sironko, Bulambuli, Kapchorwa, Kween and Bukwo, Amuru, Nwoya, Omoro, Kitgum, Lamwo, Pader, Agago, Gulu, Adjumani and the Cities of Gulu, Soroti and Mbale. Participants also acquired knowledge of what human rights are and how they can be claimed, the mandate of the Commission, how they can make use of the Commission, the importance of laws and the human rights-based approach to development that puts the human being at the center of development.



Sensitizing Police officers in KMP East about Anti-torture laws

To streamline research in the Commission, the UHRC developed a Research Policy which is being implemented. The research policy is a guiding document for the institution on how to conduct research. It sets parameters to guide the Commission on how to identify research topics, and procedures for approval, establish a research committee and generally guide the entire research agenda within the institution. The UHRC established a continuous research program through the development of the (five) 5-year research agenda which highlights a researchable area for each year the center of development. Left: UHRC team and participants from Gulu

In order to create awareness about torture issues. UPF sensitized a total of 334(92F) officers on Anti-torture laws in KMP/East, KMP/South and KMP/North policing regions. These had the highest number of torture cases according to the UHRC report. The officers were informed about; Prohibition and criminalization of torture, Parties to the offence of

torture, Physical torture, Mental or psychological torture, use of information obtained by torture and jurisdiction over the offence of torture. It was discovered that most officers are not familiar with torture issues, its extent and repercussions on the institution hence the need for continuous sensitization to keep the officers abreast about such human rights concerns.

### **3.2.2 Functional human rights mechanisms established and Strengthened in MDAs and LGs**

There are functional human rights mechanisms established in various Government MDAs at both central and local governments. At the highest level of Government, the Cabinet has a Standing Committee on Human Rights and so does the Parliament of Uganda.

Uganda Human Rights Commission conducted a data collection exercise on 6 human rights thematic areas including Transport and ICT infrastructure in Uganda, Succession rights in Uganda and the human rights implications, Access to information, Defilement and sexual-related offences, State of remand homes in Uganda, right to development-assessment of government programs. In addition, the Commission conducted a consultative meeting in preparation for the UHRC's 26th Annual Report attended by 106 (71 male, 35 female) participants from CIPESA, Administrator General, UCC, FIDA, Ministry of Works and Transport, ACTV, NIRA, UNHRC, MOJCA, MOFED, ICTJ, Ministry of Foreign Affairs, DPP, and MGLSD among others. The stakeholders provided insight into the human rights issues that transpired in 2023, the root causes and the magnitude of the human rights issues which should be addressed by the responsible stakeholders to promote and protect human rights in Uganda.

To raise awareness and advocate for the rights of vulnerable and marginalized groups, UHRC conducted monitoring visit to the IK community in North Eastern Uganda, the Batwa in Kisoro District and Bundibugyo District Western Uganda. Findings revealed limited access to education and health facilities, the village has a health Center II that is run by 3 health workers who are accommodated in the stores' room in North Eastern Uganda and the Batwa in Kisoro and Bundibugyo have equally suffered forced evictions from ancestral lands, violence and denial of their culture and religious rights which contravenes Article 32 of the 1995 Constitution as Amended that provides for affirmative action for historically disadvantaged groups such as indigenous communities. The UHRC made recommendations to the responsible MDAs including the Ministry of Education and Sports should develop inclusive and intercultural educational provisions and curricula, which will ensure that all ethnic minority groups have an understanding of their multicultural society, the Uganda Bureau of Statistics should compile comprehensive statistical data on the social, economic and political status of the indigenous minorities in Uganda, Ministry of Gender, Labour and Social Development among others to ensure protection of the rights of the marginalized groups.

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topics, and procedures for approval, establish a research committee and generally guide the entire research agenda within the institution. The UHRC established a continuous research program through the development of the (five) 5-year research agenda which highlights a researchable area for each year

UPF trained 87(22F) officers on observance of human rights in Rwizi policing region. The participants gained knowledge about human rights-based approaches. Training police officers in observance of human rights is critical in ensuring that officers comply with the Uganda bill of rights. This also works well to improve the institution’s public image and the overall performance rating of the sub-programme. However, this effort has been constrained by limited funding to cover the whole country.



Officers after the human rights training in Mbarara City

Additionally, UPF has developed SOPs for handling PWDs during operations, investigations, arrest and detention. The document is pending approval by the management. The SOPs have been developed with input from key resources personnel from the National Union of Disabled Persons of Uganda (NUDIPU), UHRC and others. The SOPs contains information on; Communicating with PWDs, Handling PWDs during investigations; Access to police premises by PWDs; Handling PWDs during arrest; Handling PWDs during detention; Handling PWDs during emergency situations; Documentation of cases involving PWDs.

### 3.2.3 Citizens empowered on HRBA and avenues for public participation in JLO enhanced

In order to raise awareness advocate for the rights of vulnerable and marginalized groups, UHRC conducted monitoring visit to the IK community in North Eastern Uganda, the Batwa in Kisoro District and Bundibugyo District Western Uganda. Findings revealed has limited access to education and health facilities, the village has a health Center II that is run by 3 health workers that are accommodated in the stores room in North Eastern Uganda and the Batwa in Kisoro and Bwundibugyo have equally suffered forced evictions from ancestral lands, violence and denial of their culture and religious rights which contravenes Article 32 of the 1995 Constitution as Amended that provides for affirmative action for historically disadvantaged groups such as indigenous communities. The UHRC made recommendations to the responsible MDAs including the Ministry of Education and Sports should develop inclusive and intercultural educational provisions and curricula, which will ensure that all ethnic minority groups have an understanding of their multi-cultural society, the Uganda Bureau of Statistics should compile comprehensive statistical data on the social, economic and political status of the indigenous minorities in Uganda, Ministry of Gender, Labour and Social Development among others to ensure protection of the rights of the marginalized groups



Left: A photo showing some of the members of the IK community in the Northeastern region of Uganda. Right: UHRC team together with the King of the Batwa

To create an understanding of the national and international human rights standards among labour exporting companies. UHRC trained 35 (23 Male and 12 Female) participants from recruitment companies externalizing labour. These were trained on the concept of Human rights; and the existing policy, legal, and institutional framework for externalization of labour. They were also enlightened on the mandate of the UHRC and the constitutional obligation of companies to respect, uphold and promote human rights in doing business in the externalization of labour.

UPF also sensitized 200(26F) police officers in the Kiira, KMP and East Kyoga policing regions on the pre-trial process requirements to ensure the observance of suspects' rights. The officers drawn from various police stations were specifically sensitized on; The roles of police, magistrates, ODPP in pre-trial processes; rights of suspects on pretrial detention.

### 3.3 Strengthen the prevention, detection and elimination of corruption

The fight against corruption and deepening accountability is central to Uganda's agenda of entrenching good governance and the rule of law.

**Table 29: Table Anti-Corruption Macro Performance**

| Outcome Indicators                       | Baseline<br>FY2017/18 | Actual<br>2020/21 | Actual<br>2021/22 | Actual<br>2022/23 | 2023/24 |        |
|--|-----------------------|-------------------|-------------------|-------------------|---------|--------|
|  |                       |                   |                   |                   | Target  | Actual |
| Corruption Perception Index              | 26%                   | 28%               | 27%               | 26%               | 33%     | 26%    |
| ODDP conviction rate of Corruption cases | 74%                   | 80%               | 81%               | 82%               |         |        |
| ACD conviction rate of Corruption cases  | 57%                   | 60%               | 58%               | 64.5%             |         |        |
| Clearance rate of corruption cases (ACD) | 98%                   | 115.6%            | 102.9%            | 109.92%           |         |        |

#### 3.3.1 Corruption in JLOS institutions detected, investigated, and combated

The sub-programme implemented both criminal justice and administrative-based approaches to combatting corruption. The first line of engagement is the prevention of corruption and this has been harnessed through strengthening institutional management and supervision.

**Table 30: ACD Comparative Case Clearance and Disposal 2016/17 to 2022/23**

| Annual Period | Cases Filed | Case Load | Cases Completed | Case Clearance | Case Disposal |
|---------------|-------------|-----------|-----------------|----------------|---------------|
| FY23/24       |             |           |                 |                |               |
| FY22/23       | 252         | 474       | 277             | 109.92%        | 58.44%        |
| FY21/22       | 241         | 486       | 248             | 102.9%         | 51%           |
| FY20/21       | 192         | 457       | 222             | 115.6%         | 48.5%         |
| FY 19/20      | 259         | 525       | 254             | 98%            | 48%           |
| FY18/19       | 253         | 530       | 274             | 108%           | 52%           |
| FY17/18       | 174         | 426       | 170             | 98%            | 40%           |
| FY16/17       | 327         | 589       | 210             | 89%            | 42%           |

Police's Professional Standards Unit (PSU) investigated 82 corruption case backlogs to completion out of 103 cases registered against UPF personnel. The investigated cases have been handed over to the Police disciplinary court whereas 21 complaints are still under inquiry. The cases investigated include extortion, corrupt practices, bribery, abuse of office and causing financial loss among others.

# FINANCIAL PERFORMANCE FY FY2023/24

The overall total budget allocation for FY2023/24 was UGX.1,858.79Bn, compared to UGX. 1,825.77Bn in FY2022/23. Of this, the wage allocation was UGX.601.68Bn compared to UGX. 581.780Bn for FY2022/23. The non-wage provision was UGX. 989.34bn compared to UGX. 948.050bn in the previous period. The GoU development funding dropped marginally from UGX. 295.840bn in FY2022/23 to UGX. 267.78bn in FY 2023/24.

In the reporting period, the sub-program received a total of UGX. 2.246Trillion which is 120.9% of the approved annual budget. The over performance was due to supplementary funds provided to NIRA, UPS and UPF. The overall absorption of the funds received was 99.3%. The budget performance by institution is presented in the table below.

**Table 3.1: JLOS Annual Budget Performance FY 2023/24 (UGX. Billions)**

| MDA         | Approved  | Released  | Spent     | % Released | % Spent |
|-------------|-----------|-----------|-----------|------------|---------|
| DGAL        | 42.824    | 30.495    | 28.124    | 71.2%      | 92.2%   |
| ODPP        | 80.844    | 73.140    | 71.257    | 90.5%      | 97.4%   |
| LDC         | 30.894    | 32.794    | 32.794    | 106.2%     | 100.0%  |
| ULRC        | 18.458    | 17.344    | 15.703    | 94.0%      | 90.5%   |
| MoGLSD      | 0.000     | 0.000     | 0.000     | 100.0%     | 0.0%    |
| MIA         | 64.289    | 63.489    | 63.433    | 98.8%      | 99.9%   |
| MoJCA       | 204.309   | 204.260   | 199.461   | 100.0%     | 97.7%   |
| MoLG        | 0.754     | 0.754     | 0.730     | 100.0%     | 96.9%   |
| DCIC        | 158.995   | 157.076   | 156.555   | 98.8%      | 99.7%   |
| NIRA        | 59.466    | 321.514   | 317.299   | 540.7%     | 98.7%   |
| UHRC        | 19.572    | 18.666    | 18.337    | 95.4%      | 98.2%   |
| UPF         | 824.423   | 887.658   | 887.558   | 107.7%     | 100.0%  |
| UPS         | 321.864   | 408.165   | 408.052   | 126.8%     | 100.0%  |
| URSB        | 32.101    | 31.467    | 31.382    | 98.0%      | 99.7%   |
| Grand Total | 1,858.793 | 2,246.822 | 2,230.685 | 120.9%     | 99.3%   |

Over the years, the Sub programme has seen gradual increase in the annual budget. The budget performance over the last four years is presented in the table below.

**Table 3.3: Trend of the Budget Allocations (Billions) in NDP III**

| FY         | Wage    | Non-Wage | GoU Dev | Total    | % increase |
|------------|---------|----------|---------|----------|------------|
| FY 2023/24 | 594.351 | 1,204.74 | 447.732 | 2,246.82 | 12.33%     |
| FY 2022/23 | 581.78  | 1,054.73 | 359.11  | 2,000.21 | -4.36%     |
| FY 2021/22 | 552.329 | 1,128.42 | 410.638 | 2,091.38 | 4.31%      |
| FY 2020/21 | 592.08  | 958.47   | 454.43  | 2,004.98 |            |

In terms of wage, the sub program received UGX. 594.351bn of the approved wage budget of UGX.601.68bn in the reporting period posting an overall performance was at 98.8%. The overall absorption of the wage release was at 98.6% of the released funds.

**Table 3.4: Wage absorption rate for FY2023/24**

| MDA         | Approved | Released | Spent   | % Released | % Spent |
|-------------|----------|----------|---------|------------|---------|
| DGAL        | 4.345    | 4.345    | 2.817   | 100.0%     | 64.8%   |
| ODPP        | 28.229   | 28.229   | 26.972  | 100.0%     | 95.5%   |
| LDC         | 7.975    | 7.975    | 7.975   | 100.0%     | 100.0%  |
| ULRC        | 4.073    | 4.073    | 3.380   | 100.0%     | 83.0%   |
| MoGLSD      | 0.000    | 0.000    | 0.000   | 0.0%       | 0.0%    |
| MIA         | 2.448    | 2.448    | 2.445   | 100.0%     | 99.9%   |
| MoJCA       | 16.120   | 16.120   | 13.119  | 100.0%     | 81.4%   |
| MoLG        | 0.283    | 0.283    | 0.260   | 100.0%     | 91.7%   |
| DCIC        | 5.289    | 5.289    | 5.262   | 100.0%     | 99.5%   |
| NIRA        | 20.335   | 20.335   | 18.886  | 100.0%     | 92.9%   |
| UHRC        | 7.595    | 7.595    | 7.334   | 100.0%     | 96.6%   |
| UPF         | 395.670  | 384.670  | 384.664 | 97.2%      | 100.0%  |
| UPS         | 101.590  | 105.266  | 105.266 | 103.6%     | 100.0%  |
| URSB        | 7.723    | 7.723    | 7.723   | 100.0%     | 100.0%  |
| Grand Total | 601.675  | 594.351  | 586.101 | 98.8%      | 98.6%   |

Under non-wage, the Access to Justice sub-program institutions received UGX. 1,204.739bn against a revised budget of UGX.989.34bn. This represents an outturn of 121.8% of the revised budget. The overall expenditure of the released funds stood at 95.5%. Institutions including NIRA, UPF and UPS received supplementary non wage releases.

| MDA  | Approved | Released | Spent  | % Released | % Spent |
|------|----------|----------|--------|------------|---------|
| DGAL | 15.744   | 14.782   | 13.940 | 93.9%      | 94.3%   |
| ODPP | 35.575   | 32.284   | 31.928 | 90.7%      | 98.9%   |
| LDC  | 18.419   | 20.319   | 20.319 | 110.3%     | 100.0%  |
| ULRC | 13.965   | 13.060   | 12.119 | 93.5%      | 92.8%   |

|                    |                |                  |                  |               |              |
|--------------------|----------------|------------------|------------------|---------------|--------------|
| MoGLSD             | 0.000          | 0.000            | 0.000            | 0.0%          | 0.0%         |
| MIA                | 60.240         | 60.240           | 60.211           | 100.0%        | 100.0%       |
| MoJCA              | 168.189        | 168.478          | 167.156          | 100.2%        | 99.2%        |
| MoLG               | 0.471          | 0.471            | 0.471            | 100.0%        | 100.0%       |
| DCIC               | 149.876        | 149.876          | 149.447          | 100.0%        | 99.7%        |
| NIRA               | 36.131         | 107.680          | 105.980          | 298.0%        | 98.4%        |
| UHRC               | 11.446         | 10.806           | 10.738           | 94.4%         | 99.4%        |
| UPF                | 265.492        | 330.692          | 330.614          | 124.6%        | 100.0%       |
| UPS                | 193.902        | 276.528          | 276.481          | 142.6%        | 100.0%       |
| URSB               | 19.889         | 19.522           | 19.450           | 98.2%         | 99.6%        |
| <b>Grand Total</b> | <b>989.340</b> | <b>1,204.739</b> | <b>1,198.854</b> | <b>121.8%</b> | <b>99.5%</b> |

The performance under the development budget was at 167.2% i.e. received UGX. 447.732bn against the revised budget of UGX.267.78bn. The overall absorption of the wage release was at 99.6%.

| MDA                | Approved       | Released       | Spent          | % Released    | % Spent      |
|--------------------|----------------|----------------|----------------|---------------|--------------|
| DGAL               | 22.735         | 11.367         | 11.367         | 50.0%         | 100.0%       |
| ODPP               | 17.041         | 12.627         | 12.357         | 74.1%         | 97.9%        |
| LDC                | 4.500          | 4.500          | 4.500          | 100.0%        | 100.0%       |
| ULRC               | 0.420          | 0.210          | 0.204          | 50.0%         | 97.3%        |
| MoGLSD             | 0.000          | 0.000          | 0.000          | 0.0%          | 0.0%         |
| MIA                | 1.600          | 0.800          | 0.777          | 50.0%         | 97.1%        |
| MoJCA              | 20.000         | 19.661         | 19.187         | 98.3%         | 97.6%        |
| MoLG               | 0.000          | 0.000          | 0.000          | 0.0%          | 0.0%         |
| DCIC               | 3.831          | 1.912          | 1.846          | 49.9%         | 96.6%        |
| NIRA               | 3.000          | 193.500        | 192.433        | 6450.0%       | 99.4%        |
| UHRC               | 0.531          | 0.266          | 0.265          | 50.0%         | 99.9%        |
| UPF                | 163.261        | 172.296        | 172.280        | 105.5%        | 100.0%       |
| UPS                | 26.371         | 26.371         | 26.305         | 100.0%        | 99.8%        |
| URSB               | 4.489          | 4.222          | 4.209          | 94.0%         | 99.7%        |
| <b>Grand Total</b> | <b>267.779</b> | <b>447.732</b> | <b>445.730</b> | <b>167.2%</b> | <b>99.6%</b> |

### Performance against the Access to Justice Sub-Programme development fund.

The Sub-Programme Development Budget includes funds appropriated under the Sub Programme Development Fund, programme support from the JLOS Development Partners, projects and direct funding from donors. The total approved Sub Programme Development

work plan was Ugx. 79 billion. The funds committed to funding the work plan included Ugx. 59.4bn from GOU, which includes propionate funding from Austrian Embassy.

The project support includes part of the three years support from the European Union for SPREME Project. UNICEF support focuses on juvenile justice and selected DCCs while the UNFPA support Sexual Gender Base Violent Targets Judiciary, UPF, UPS, LDC, DGAL, ULS, and ODPP.

### Summary of budget performance against outcomes in Sub Program plan FY 2023/2024

The SWAP Secretariat had a total revenue of Ugx. 86,260,099,143 from Development Partners, unspent balance from previous FY and Government which was 86% against budget of Ugx. 79,094,077,596. The expenditure for the JLOS institutions was Ugx. 53,379,638,461 out of Ugx. 3,187,877,179 contributed by the Development Partners. Ugx. 742,673,688, by UNICEF, UNFPA released Ugx. 2,445,203,491. GOU released Ugx. 59,350,787,250 of the SWAP contribution in the year. Austria released budget support of 2million Euro. However, there was a budget short fall of Ugx. 8,035,086,964. Note that all the Development Partners operate a calendar year system starting January to December.

Out of the Ugx. 68,269,968,858 spent in the year under review, Ugx. 26,794,550,561 was spent on acquisition of assets. Ugx. 35,414,445,632 was spent on ongoing construction of the JLOS House as disclosed in the Financial Performance. Note that most of the activities funded under SWAP are budgeted and implemented by JLOS Institutions.

### Development Partner Support towards the Sub Program Work Plan for the FY2023/2024

| Development partner | Programme                      | Amount provided   |
|---------------------|--------------------------------|-------------------|
| Austria             | Budget support                 | € 2 million       |
| EU                  | Budget SUPREME Project support | Euro 2,021,000    |
| UNICEF              | Justice for Children           | UGX 742,673,688   |
| UNFPA               | SGBV special sessions          | UGX 2,445,203,491 |

By the time of writing this report, the Austrian Government had fulfilled all their commitments while. UNICEF support to juvenile justice was also received during this reporting period. The sector had access of about 86% of the total funds committed for the Sub Program work plan. The project fund statement includes funding from, the UNICEF support for Justice for Children (J4C) project, balance from the previous year was for outstanding obligations out of construction project commitments on especially on retentions and the JLOS House project.

In the reporting period, Government released Ugx.59.4bln, the EU Bal 1,5billion for the approved work plan, UNICEF 742,673,688 million and UNFP 2,445,203,491 million for Sexual Gender Base Violent.

**The consolidated statement of Sources and Uses of Funds Statement full year as of June 30th FY 2023/2024.**

| <b>Financing</b>                  | <b>Amount shs</b> |
|-----------------------------------|-------------------|
| Sector balance from FY 2022/2023  | 23,721,434,714    |
| Received from GOU to July 2024    | 59,350,787,250    |
| Received from External Assistance | 3,187,877,179     |
| Total Revenue                     | 86,260,099,143    |
| Expenditure                       | 68,269,968,858    |
| Un spent balance                  | 17,990,130,285    |
| Represented by                    |                   |
| Total Net Cash balance            | 17,990,130,285    |

At the beginning of the reporting period, sector wide balance brought forward from FY 2022/2023 was Ugx 23.7bn and JLOS House project had a balance of Ugx. 1,544,652,105bn on account. The total transferred to institutions both from the DPGs and GOU was Ugx. 29,3bn. The total absorption in the period was Ugx. 68.3bn and the closing balance was Ugx. 17.99bn

**Audit:**

The sector received an unqualified audit report from the Auditor General for the FY 2022/2023. All other JLOS institutions too had unqualified audit reports. The internal audit activities were performed by the in-house internal auditors of the various institutions in line with the requirements of the Government of Uganda Charter for Internal Audit functions.

**Action taken on recommendations of oversight institutions**

Short falls on funding of approved budget and effect on performance: the Sub program has continued to engage with the donors including the Royal Netherlands Embassy and Sweden to support the sub program. The programme is supported by the EU on Justice needs of refugees UNICEF on justice for Children, Austria on budget support until 2024, UNFPA of SGBV, UNODC on transnational Organised crime among others.

### Annex 1: List of districts with a complete chain of front line JLOS service points

| Central     | Eastern     | Northern      | Western     |
|-------------|-------------|---------------|-------------|
| Kampala     | Amuria      | Abim          | Buhweju     |
| Kayunga     | Budaka      | Adjumani      | Buliisa     |
| Kiboga      | Bududa      | Amolatar      | Bundibugyo  |
| Kyotera     | Bugiri      | Amuru         | Bushenyi    |
| Luweero     | Bukedea     | Arua          | Hoima       |
| Masaka      | Bukwo       | Dokolo        | Ibanda      |
| Mityana     | Busia       | Gulu          | Isingiro    |
| Mpigi       | Butaleja    | Kaabong       | Kabale      |
| Mubende     | Buyende     | Kitgum        |             |
| Mukono      | Iganga      | Koboko        | Kabarole    |
| Nakaseke    | Jinja       | Kole          | Kamwenge    |
| Nakasongola | Kaberamaido | Kotido        | Kanungu     |
| Rakai       | Kamuli      | Lamwo         | Kasese      |
| Sembabule   | Kapchorwa   | Lira          | Kibaale     |
| Wakiso      | Katakwi     | Maracha       | Kiruhura    |
|             | Kibuku      | Moroto        | Kiryandongo |
|             | Kumi        | Moyo          | Kisoro      |
|             | Manafwa     | Nakapiripirit | Kyegegwa    |
|             | Mayuge      | Nebbi         | Kyenjojo    |
|             | Mbale       | Nwoya         | Masindi     |
|             | Namayingo   | Omoro         | Mbarara     |
|             | Ngora       | Otuke         | Mitooma     |
|             | Pallisa     | Oyam          | Ntungamo    |
|             | Serere      | Pader         | Rubirizi    |
|             | Sironko     | Pakwach       | Rukungiri   |
|             | Soroti      | Yumbe         | Sheema      |
|             | Tororo      |               |             |

## Annex 2: List of districts with an incomplete chain of front line JLOS service points

| Central      | Eastern     | Northern    | Western    |
|--------------|-------------|-------------|------------|
| Buikwe       | Bulambuli   | Agago       | Bunyangabu |
| Bukomansimbi | Butebo      | Alebtong    | Kagadi     |
| Butambala    | Kalaki      | Amudat      | Kakumiro   |
| Buvuma       | Kaliro      | Apac        | Kazo       |
| Gomba        | Kapelebyong | Karenga     | Kikuube    |
| Kalangala    | Kween       | Kwania      | Kitagwenda |
| Kalungu      | Luuka       | Madi-Okollo | Ntoroko    |
| Kasanda      | Namisindwa  | Nabilatuk   | Rubanda    |
| Kyankwanzi   | Namutumba   | Napak       | Rukiga     |
| Lwengo       |             | Obongi      | Rwampara   |
| Lyantonde    |             | Terego      |            |
| Bugweri      |             | Zombo       |            |